GULFTON COMPLETE COMMUNITIES ACTION PLAN

Mayor Sylvester Turner
City of Houston
Planning and Development Department
May 2018

DRAFT May 3, 2018
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An Equitable Houston That Works For Everyone

For Houston to be truly great, we cannot be two cities in one: one of haves, and one of have-nots. All of Houston’s neighborhoods should be vibrant communities of opportunity.

That’s why on April 17, 2017, I announced the creation of Houston’s Complete Communities program, and selected Acres Home, Gulfton, Second Ward, Near Northside and Third Ward as the first Complete Communities neighborhoods. These five neighborhoods – and frankly, too many others in Houston – have been ignored for far too long. The significant challenges facing these neighborhoods can only be solved through a focused, community-led effort like Complete Communities, with the City acting as a committed neighborhood partner.

Every neighborhood is unique, but there are common elements we all look for in the place we live: a mix of quality and affordable home choices, job opportunities, and quality retail; good parks and schools; and reliable transportation options. We all deserve freedom from overgrown, weeded or abandoned lots, poor drainage, failing infrastructure, and crime. Each Houstonian should feel that his or her neighborhood matters, and that the private and public sectors support its growth and success.

To achieve this goal, City departments have been working closely with community members and outside partners to find solutions and achieve transformational change. We have listened to the community. This plan is the result of these conversations and the first step toward a new future for these neighborhoods.

The Complete Communities program will attract more partners and resources toward targeted areas in a focused way, enabling more livable communities. I expect City departments to work alongside private and non-profit organizations, as well as local residents and businesses, to raise the bar in each neighborhood.

This is just the beginning. The five pilot communities have diverse demographic and physical characteristics, and a base level of community activism, making them ideal testing grounds for this new program. After we see real and sustainable change in these five areas, I am committed to turning to the next set of neighborhoods to create transformational change in them, too.

The Complete Communities program is the embodiment of my vision for a more equitable Houston. I am committed to rebuilding neighborhoods that have been underserved and under-resourced for decades. All Houstonians deserve to live in neighborhoods that support their dreams.

— Mayor Sylvester Turner
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What is a Complete Community?

A sustainable community with . . .
   Strong community partners
   Civic engagement
   Community buy in

An affordable community with . . .
   Diversity of income
   No concentrated poverty
   A strong base of homeowners
   Quality rental units
   Energy efficient homes

A healthy community with . . .
   A quality grocery store
   Access to quality health care
   Parks
   Urban gardens or farms

A safe community with . . .
   Low crime
   Low rates of automobile crashes
   No unsafe environmental hazards
   Safe places for residents to walk, run, bicycle, and recreate

An economically strong community with . . .
   Opportunities for upward mobility
   Quality and diverse retail
   Quality jobs within or easily accessible from the community
   Thriving small businesses
   Strong city tax revenues to pay for municipal services

A community with quality schools including . . .
   Highly rated elementary, middle and high schools
   Easy access to high quality and affordable early childcare
   Access to quality vocational schools, community colleges

A community with good infrastructure including . . .
   Complete streets including sidewalks, bike paths, and accessible transit stops
   Utility infrastructure
   Proper lighting

A connected community with . . .
   Access to broadband internet connectivity
   Quality public transit or other affordable transportation options
   Good roads connecting to other major job centers and central business districts
   Strong community organizations that connect residents with each other and to others throughout the city

A beautiful and interesting community with . . .
   Street trees
   Public art
   Public spaces
   Preservation of historic neighborhoods

A resilient community with . . .
   Flood protection
   Good drainage
   Community and public services
In April of 2017, Mayor Sylvester Turner announced the kick-off of the Complete Communities initiative. Mayor Turner noted:

*Complete Communities is about improving neighborhoods so that all of Houston’s residents and business owners can have access to quality services and amenities. It’s about working closely with the residents of communities that haven’t reached their full potential, understanding their strengths and opportunities, and collaborating with partners across the city to strengthen them. While working to improve these communities, we are also working to ensure existing residents can stay in homes that remain affordable.*

The Complete Communities initiative was established to be collaborative, impactful, and transformative. The initiative has been guided by an Advisory Committee that met for the first time in January of 2017, and that has continued to meet regularly. The committee is comprised of 26 community leaders and advocates with a balanced perspective ranging from city-wide to neighborhood specific knowledge and engagement. The committee serves as a sounding board whose members are ambassadors for the effort and who have provided connections to residents and businesses in the selected neighborhoods. With support from the Complete Communities Advisory Committee a working definition of a complete community was established to identify the qualities that lead to a thriving neighborhood (see opposite page, left).

The five Houston neighborhoods selected to participate in the pilot initiative—Acres Home, Gulfton, Near Northside, Second Ward, and Third Ward—have very different strengths and challenges. As a result, stakeholders in each neighborhood developed a vision that represented their ideal of a complete community. This shared vision has guided the effort in each community.

Across the five neighborhoods 3,500 people shared their insights, values, and visions. More than 2,300 participants attended one of the fourteen public meetings, and nearly 1,200 leaders representing faith-based organizations, business owners, non-profit and community based organizations, and civic, educational and institutional leaders attended one of hundreds of listening sessions with community planners. A Neighborhood Support Team, comprised of locally identified leaders, residents and allies, has guided each Complete Community effort.

Commitment to the Complete Communities initiative is far reaching. Over the last year the City has, and will continue to provide support through a team of dedicated staff across City departments. One-on-one meetings were held with over two-dozen City departments to present community-identified priorities and projects and establish mechanisms for implementation. In the coming years, the City and its staff will continue to work side-by-side with community leaders and allies to realize the vision for a complete community in each of the five neighborhoods.

After a year of engagement and collaboration with thousands of stakeholders, we have summarized what we heard in each of the five Complete Communities in an Action Plan. The Gulfton Action Plan outlines the vision, policies, goals and projects to realize a healthier, more resilient, prosperous, equitable, and complete future. This is Gulfton’s Plan.
Map of Existing Plans and Studies
- Gulfton Complete Community Action Plan
- Gulfton Promise Neighborhood
- CONNECT Community
- Gulfton Super Neighborhood Council Community Survey
- Gulfton Pedestrian Bicyclist Special District Study
- Community Health Assets and Needs Assessment for Sharpstown, Alief and Gulfton

Gulfton Complete Community Map
- Parks
- Schools
EXECUTIVE SUMMARY

INTRODUCTION
The Gulfton Action Plan outlines the vision, policies, goals, and projects that have been identified through the complete community planning process to move the neighborhood towards a healthier, more prosperous, resilient, and equitable future.

The Gulfton Action Plan is based on the most recent plans and studies for the neighborhood (see map, opposite page left), as well as newly developed projects, actions, priorities, and partners. Prior Gulfton plans include those led by BakerRipley, CONNECT Community, Gulfton Super Neighborhood Council, Houston Galveston Area Council, and Legacy Community Health in partnership with the Episcopal Health Foundation. Specifically, recent plans include CONNECT Community’s Briefing Book and draft goals, Gulfton Super Neighborhood Council’s Community Survey, the Gulfton Pedestrian and Bicyclist Special District Study, and the Community Health Assets and Needs Assessment for Sharpstown, Alief and Gulfton.

The Gulfton Complete Communities Action Plan has also been informed by one-on-one meetings with City departments and existing citywide planning efforts. The most important effort is Plan Houston, the city’s first general plan completed in 2015 that outlines a vision for Houston’s future and strategies to realize it. Out of the 32 Plan Houston goals, Gulfton stakeholders identified the following as priorities: a safe, secure community; inviting and accessible parks and public spaces; an attractive, healthy and walkable neighborhood; and affordable housing.

Other citywide planning efforts that shape decision-making and public investment are the annual Capital Improvement Plans, which outline infrastructure priorities, the Houston Parks and Recreation Department’s 2015 Parks Master Plan, and the Houston Bike Plan, adopted in 2017. Each of these plans have also informed the Gulfton Action Plan.
COMPLETE COMMUNITIES PLANNING PROCESS

Each Complete Community is different. Some have engaged in substantial planning efforts, while others have not had plans developed for decades. As a result, the City designed and implemented individualized planning processes that align with each community’s current position.

Every Complete Community effort began by conducting outreach and small group meetings with key leaders and stakeholders. These meetings helped to establish the Neighborhood Support Team to guide the planning process and help to understand the important issues in the community. Meetings in Gulfton were held with faith leaders, non-profit organizations, community-based organizations, business owners, and other civic, educational and institutional leaders. Overall, 134 people were reached through this effort.

Following the outreach meetings, a series of public meetings were held in each Complete Community to accomplish the following objectives: establish a vision; develop goals and projects; identify priorities and partners; and, review the final Action Plan. In Gulfton, where substantial planning has already occurred, three public meetings were held. The first and second meetings focused on reviewing the existing goals and projects, filling any gaps, and identifying new opportunities and partners. The third, and last meeting, was to review the final Action Plan. Overall, 349 people attended these meetings and provided valuable feedback. The result is that the Gulfton Action Plan builds on prior planning efforts and encompasses new goals and projects identified through these public meetings. In addition, the Action Plan aligns clear implementation strategies, priorities, policies, timeframes, partners, and metrics to measure success based on both the prior plans and new input.

The Action Plan has also been informed by one-on-one meetings with City department decision-makers. At these meetings, community-identified projects and priorities were presented, and mechanisms to achieve implementation identified.

Throughout the process, the Complete Communities initiative has been guided by the Neighborhood Support Team (NST), which met four times to provide their insight and suggestions. The Neighborhood Support Team will oversee implementation and work directly with City staff to ensure progress is made and established benchmarks are achieved in the coming years.

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**Complete Communities Outreach**

<table>
<thead>
<tr>
<th>City Department Representatives</th>
<th>Faith Leaders</th>
<th>Community Leaders</th>
<th>Civic Club Members</th>
<th>Business Owners</th>
<th>School Representatives</th>
<th>Non-Profit Organizations</th>
<th>Community Outreach Meetings</th>
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**Complete Communities Timeline**

- January 2017
- February
- March
- April
- May
- June
- July
- August
GULFTON COMMUNITY
The Gulfton Complete Community is located just outside of Loop 610 and south of I-69 (formerly US 59) in Southwest Houston. The Complete Community study area includes all of the Gulfton Super Neighborhood and a small area of Sharpstown to the west.

The Gulfton area began developing in the 1950s on the Westmoreland Farms site. Today, approximately 90 apartment complexes with more than 15,000 units, dominate the landscape and are home to the majority of residents. Two small subdivisions of single-family homes are also in the area, along with scattered commercial and light industrial uses. There is very little vacant land in the community.

Gulfton, often described as Houston’s Ellis Island, is a culturally diverse, international community where over 50 languages are spoken. In 2015 the area was home to 47,431 residents. Between 2000 and 2015 the population declined by 9%, dropping from 51,997 to 47,431. Gulfton is the most densely populated Super Neighborhood in Houston.

At the end of the 1980s, Gulfton transformed from a neighborhood that was home to young white professionals to a predominantly Hispanic neighborhood, and it is at this time that new residents began arriving in Gulfton from across the globe. In 2015, the Hispanic or Latino population comprised the majority at 69%, followed by 14% Black or African-American, 8% White and 7% Asian. Many immigrants live in the Gulfton area. In 2015, 59% of residents were born outside the United States, compared to 29% in Houston overall.

The Gulfton Complete Communities Action Plan builds on opportunities—such as access to transit, density, diversity and mixed-uses—while also addressing challenges including safety, lack of parks and preserving the affordability of area housing.

A summary of the Action Plan, including the key focus areas and goals, is provided on the following pages. The highest priorities in the community are safety, improving and expanding parks and open spaces, and affordable housing. Additional focus areas include civic engagement, economy and jobs, education, health, neighborhood character, and mobility and infrastructure.

The Gulfton Complete Community Action Plan establishes a set of actionable projects, policies and programs that will result in a complete community, where everyone has the opportunity to thrive.
Complete Community
Metrics to Measure
Success

- Increase median household income by 60%
- Increase the percent of residents with a high school diploma by 6%
- Increase the percent of childcare slots that are “quality” by 63%
- Maintain
- 100% of HISD public schools meeting TEA standards
- 73% of residents with health insurance
- 47% with income above 100% of the poverty level
- 12% unemployment rate
- 33% violent crime rate decrease compared to Houston
- 10/100%
- $26K
- $46K
- 48%
- 56%
- 15%
- 10%

CIVIC ENGAGEMENT
A complete community is an engaged community where new leaders are nurtured and shared community values are strengthened. The goal is:

- **Nurture Strong Leaders and Civic Engagement** by increasing participation in community events and organizations, expanding youth leadership programs and building the capacity of civic organizations

ECONOMY and JOBS
A complete community is a thriving community with workforce development programs, economic investment and strong local businesses. The goals are:

- **Expand Job Training** through partnership with area service providers to increase access to higher paying jobs and create new jobs
- **Develop Tools to Expand Economic Opportunities** by exploring the potential of a Tax Increment Reinvestment Zone and Management District
- **Support Local Businesses** by increasing access to loans, grants, capacity building and other support programs, focusing on area restaurants and auto shops

EDUCATION
A complete community is a learning community with enrichment opportunities for children and youth, library resources, informed parents, affordable childcare and higher education opportunities. The goals are:

- **Create a Learning Community** by expanding out of school programming, strengthening local schools, connecting youth to summer job opportunities, and providing free educational materials

HEALTH
A complete community is a healthy community with access to affordable and high quality healthcare and fresh and nutritious food. The goals are:

- **Promote Healthy Children and Families** through enhanced access to preventative and primary healthcare and affordable health insurance
- **Encourage Healthy Eating** by expanding healthy food options and community gardens, including hosting a regular farmers market and building a community kitchen

HOUSING
A complete community is an affordable community with high quality housing that is safe and healthy for families. The goals are:

- **Safeguard Quality Affordable Apartments to Call Home** by addressing challenges in area apartments, including maintenance, health and safety issues and providing new amenities
- **Secure Renters** by ensuring tenants and landlords know their rights, and providing emergency resources and assistance to eligible renters

Gulfton Complete Community Action Plan Summary
Underline Indicates High Priority Goal

- **Expand Library Resources** by improving library facilities, material resources and outreach
- **Inform and Engage Parents** by providing parenting classes and adult education programs and expanding parent-teacher engagement
- **Increase Access to Quality, Affordable Early Childcare** by expanding the number of subsidized and high quality childcare seats
- **Improve College Resources** by expanding programs and offerings at HCC Gulfton Center
Executive Summary

Data Sources: ACS 2015 (5-yr); Harris County District Clerk 2016 Data; HPD and UCR 2016 Data, 311 Data 2016, Children at Risk Data 2017, Texas Education Agency 2016

- **Support New Homeowners** by providing homebuyer education programs
- **Build New Housing** by working with partners to identify opportunities and sites for new housing

MOBILITY and INFRASTRUCTURE
A complete community is a connected and resilient community with public transit, walkable streets and quality infrastructure. The goals are:
- **Create Safe Streets and Sidewalks** by improving area sidewalks, pedestrian crossings, streetlights and calming traffic, particularly around schools and parks
- **Provide Safe Biking Routes** by constructing additional bike routes and providing bike amenities
- **Increase Flood Resiliency** by improving and maintaining area ditches and drainage systems
- **Expand Transit Amenities and Information** by improving area transit stops and developing a multilingual ‘how-to’ guide for riding transit

NEIGHBORHOOD CHARACTER
A complete community is a beautiful community with public art that celebrates culture and enhances the neighborhood’s character and identity. The goals are:
- ** Beautify the Neighborhood** by organizing regular neighborhood clean-ups, reducing littering and addressing the nuisance of abandoned shopping carts
- **Create Art Everywhere** by expanding art programs for people of all ages and exploring sites and funding opportunities for public art projects across the community

PARKS and COMMUNITY AMENITIES
A complete community is a sustainable community with access to beautiful parks and open spaces. The goals are:
- **Build Great Parks and Open Spaces** by improving and expanding the existing park, identifying opportunities to build new parks and public spaces and developing strategies to share green spaces
- **Create a Green Community** by planting new street trees, landscaping and other greenery throughout the community

SAFETY
A complete community is a safe community where the community and law enforcement work together to reduce crime and increase the sense of security throughout the neighborhood. The goals are:
- **Create a Safe and Secure Neighborhood** by working in partnership with the Houston Police Department and other law enforcement agencies to increase the visibility of patrols, including in area apartment complexes, addressing gangs, gun violence and loitering in public places
- **Support Active Residents** by eliminating the barriers to reporting crime through information and outreach
- **Build Strong Community-Police Relations** by increasing trust and fostering partnerships between the community and law enforcement
Key to Abbreviated Organizations
Many city departments and organizations will assist in implementing the projects identified in this Action Plan, while other organizations have been identified as potential partners. Below is a key to the organizations we have abbreviated:

City, School, and Government Departments:
- Administration and Regulatory Affairs, ARA
- Bureau of Animal Control and Regulation, BARC
- Capital Improvement Plan, CIP
- Children’s Health Insurance Program, CHIP
- Department of Neighborhoods, DON
- Differential Response Team (HPD), DRT
- Economic Development Department, EDD
- General Services Division, GSD
- Harris County Appraisal District, HCAD
- Harris County Department of Education, HCDE
- Harris County Flood Control District, HCFCD
- Housing and Community Development Department, HCDD
- Housing and Urban Development, HUD
- Houston Community College, HCC
- Houston Arts Alliance, HAA
- Houston Fire Department, HFD
- Houston Health Department, HHD
- Houston Housing Authority, HHA
- Houston Independent School District, HISD
- Houston Parks and Recreation Department, HPARD
- Houston Police Department, HPD
- Houston Public Library, HPL
- Houston Public Works, HPW
- Mayor’s Office of Cultural Affairs, MOCA
- Mayor’s Office of Education, MOE
- Mayor’s Office of Innovation, MOI
- National Endowment for the Arts, NEA
- Office of Business Opportunity, OBO
- Planning and Development Department, PDD
- Positive Interaction Program (HPD), PIP
- Solid Waste Department, SWD
- Small Business Administration, SBA
- Small Business Development Center, SBDC

Key to Priority Graphic
- High Priority
- Medium Priority
- Low Priority

Partner Organizations and Other Abbreviations:
- American Association of Retired Persons, AARP
- Communities In Schools, CIS
- Culture of Health-Advancing Together, CHAT
- Houston Apartment Association, HAA
- Houston Parks Board, HPB
- Local Initiatives Support Corporation, LISC
- My Brothers Keeper, MBK
- Neighborhood Support Team, NST
- Partnership for the Advancement and Immersion of Refugees, PAIR
- Super Neighborhood Council, SN Council
GULFTON

The Gulfton Action Plan identifies 26 goals and 60 projects, organized into nine focus areas, to work towards a Complete Community. The highest priority focus areas in Gulfton are safety, parks, and housing. Additional focus areas include civic engagement, economy and jobs, education, health, neighborhood character, and mobility and infrastructure. The Action Plan that follows was developed through a series of public meetings and a summary of existing community plans. The Action Plan includes goals, projects, priorities, timeframes, metrics to measure success over the next five years, and potential partners and programs.

The projects and action steps identified in this plan will be championed by the Gulfton Neighborhood Support Team (NST) in coordination with the City and the Planning and Development Department. The City departments and agencies listed as leads in this plan will provide support and leadership to the Gulfton NST to move projects forward to implementation. Gulfton stakeholders have also formed working groups to lead the nine focus areas—civic engagement, education, economy and jobs, health, housing, mobility and infrastructure, neighborhood character, and safety. These working groups will work closely with both the NST and the City departments.
CIVIC ENGAGEMENT

Introduction
Civic engagement strengthens a neighborhood’s social cohesion and is fundamental to creating a complete community. Social cohesion is defined as the willingness of community members to cooperate with each other in order to prosper, and has been identified as one of the key indicators of community and personal well-being, contributing to both health and economic prosperity.

The Gulfton community has four civic clubs, a Super Neighborhood Council, and numerous non-profit organizations, such as BakerRipley, Legacy Community Health, the Alliance for Multicultural Services, and Connect Community, who work together to spark positive change.

Gulfton, where 95% of area residents were renters in 2015, is a transitional community and home to many newly arrived immigrants from around the globe. In 2015, 69% of residents living in the neighborhood had been there less than five years, compared to 52% of Houston residents. Furthermore, 59% of Gulfton residents were born outside the United States and 22% (or 6,251) had been in this country for less than five years. Finally, 50% of Gulfton residents have language barriers. The barriers of language, culture, and customs create challenges to sustaining civic engagement in the community. Yet, these challenges can be overcome by developing culturally competent and diverse engagement and leadership strategies.

Civic Engagement Goals
The projects and goal for civic engagement were developed through a series of community meetings and a summary of existing plans. The goal focuses on strengthening civic engagement across the neighborhood. Civic engagement projects are summarized here and provided in more detail on the following pages. The civic engagement goal is:

- Of Gulfton registered voters cast a ballot in the 2016 election
- Of Harris County registered voters cast a ballot in the 2016 election
- Of Gulfton residents had lived in the community for less than 5 years in 2015
- Of Houston residents had lived in the city for less than 5 years in 2015
Nurturing Strong Leaders and Civic Engagement

Las Madres del Parque (The Mothers of the Park) work tirelessly to improve and enhance the area’s only park, Burnett Bayland Park. The group is a model example of leadership and civic engagement in the Gulfton community. Additional resident-led civic groups focusing on specific issues, such as housing or safety, will strengthen civic participation and grow new leaders in the neighborhood. In addition, developing strategies to foster multi-generational involvement in community activities and organizations, particularly youth, will strengthen civic engagement across the neighborhood.

Youth are the leaders of tomorrow. Partnering with faith-based organizations, apartment managers, and community-based organizations to fund youth-led projects and develop youth advisory councils would create opportunities for young people to transform the community. This includes establishing a youth council for the Super Neighborhood.

Establishing permanent funding for the Super Neighborhood Council will increase the Council’s capacity to conduct outreach efforts, engage residents, and nurture new leaders. The objective is to establish a minimum of one community youth council in the next five years.

Map of Civic Clubs

- Bell Haven Civic Association
- Shenandoah Civic Association
- Demos Owners Association

A complete community is an engaged community where new leaders are nurtured and shared community values are strengthened.

Early Successes

The City of Houston Health Department, My Brother’s Keeper, and the Houston Health Foundation have partnered together to create the Young Adults Building Communities (Y-ABC) program. The free program is designed to empower young people (18-30 years of age) through training and experiential learning to become a voice for positive change in their community. The program includes opportunities for youth to apply for mini-grants.

Data Sources: ACS 2015 (5-yr); Census 2010; Census 2000; Harris County District Clerk, 2016; City of Houston Planning and Development Department
Nurture community leaders, and create a youth council

*ACTION STEPS:* Encourage multi-generational involvement in community activities and organizations, including leadership training; Partner with faith-based organizations, apartment managers, and community-based organizations to fund youth-led projects; Create opportunities for youth to transform the community by establishing a youth council arm of the Super Neighborhood Council

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Advocate for citywide Super Neighborhood Council funding

*ACTION STEPS:* Expand the outreach efforts and capacity of the Super Neighborhood Council by advocating for funding and resources, potentially through Council Member District Funds

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**PLAN Legend:**
- Complete Communities Action Plan
- City of Houston Plans and CIP
- CONNECT Community
- Gulfton SNAP / Survey
- Legacy Community Health Assessment
- HGAC Special District Study
## CIVIC ENGAGEMENT

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>METRICS TO MEASURE SUCCESS</th>
<th>PARTNERS</th>
<th>POTENTIAL PROGRAMS</th>
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<tbody>
<tr>
<td><strong>Short (0 - 2 yrs)</strong></td>
<td>Active youth council is established by 2023</td>
<td>United Minds Youth Leadership Advisory Council (part of Anti-Gang’s Gulfton Community Youth Development Program), LISC Grants, Houston Health Foundation Grants, Junior Achievement, Mayor’s Youth Council (MYC), Mayor’s Young Ambassador’s Program (YA), Y-ABC (Young Adults Building Communities) Program, PAIR and Kijana Youth Program, Civic Leadership Program</td>
<td></td>
</tr>
</tbody>
</table>

**LEAD:** MOE, HHD  
**SUPPORT:** MBK, LISC, HISD, SN Council, Area Schools, Houston Health Foundation, BakerRipley, CONNECT Community, CIS, YMCA, United We Dream, Bayland Park Skaterollers, CHAT, HCC, Gulfton School Council
ECONOMY and JOBS

Introduction
Expanding access to workforce development programs, attracting new economic development, and supporting area small businesses will strengthen Gulfton’s local economy and expand local job opportunities.

Gulfton area businesses attracted $38.6 million in small business loans and grants in 2015, far more than other neighborhoods in the Complete Communities initiative. Over 15,000 jobs were located in Gulfton in 2015. In the same year, Gulfton had 22,000 workers aged 16 years and over. The number of jobs in zip code 77081, which includes most of the Gulfton neighborhood, increased by 6% between 2014 and 2015, double the 3% growth in jobs in the City overall. Continuing to support a resilient and diverse economy in Gulfton includes ensuring ongoing access to capital by small businesses, employment and job training opportunities, and economic investment.

Economy and Jobs Goals
The three goals for economy and jobs were compiled from existing Gulfton plans and a series of community meetings. The goals focus on expanding job opportunities and economic investment, while also supporting local businesses. The goals are summarized here and provided in more detail on the following pages. The economy and jobs goals are:

Expand Job Training
In 2015, workers living in Gulfton were primarily employed in the construction trades (22%), building grounds and maintenance (14%), or restaurants and food preparation (11%). These employment sectors are subject to seasonal variation and are also less likely to provide benefits, good wages, or long-term stability. For example, while the unemployment rate is very low in Gulfton, the median household income in was only $26,042 in 2015, which is 56% of the Houston median. In addition, 42% of area households lived below the poverty level in 2015, a number that has steadily increased since the 2000 Census when the poverty rate was 32%.

Gulfton leaders will partner with HCC’s Gulfton Center, the Alliance for Multicultural Services’ Financial Opportunity Center, Houston Public Library, and others to expand job training resources in the community. This includes developing certification programs to expand the skilled workforce, including programs for immigrant skilled workers who need certification in the U.S., and creating partnerships with local companies to provide apprenticeships and training opportunities. The objective is to host 17,000 jobs in the community by 2023, a 10% increase.

6% Unemployment Rate in Gulfton, 2015
4% Unemployment Rate in Houston, 2018

**Develop Tools to Expand Economic Opportunities**
The Gulfton Complete Community study area is served in part by the Southwest Tax Increment Reinvestment Zone (TIRZ) #20 and the Southwest Management District. In the coming years, leaders will work in partnership with the City to determine whether the TIRZ and Management District could be expanded to fund public improvements that will attract additional economic development to the area.

**Support Local Businesses**
Gulfton is home to hundreds of small local businesses, as well as both global and national franchises. Small businesses provide opportunities for people to shop close to home and increase the wealth of local business owners and their employees. Finally, at the most basic level, buying local means more money stays in the community. Overall, local small businesses promote economic, neighborhood, and community development—increasing family income and wealth, health, and neighborhood stability.

In 2015, 856 Gulfton area small businesses received small business loans totaling over $38.6 million. Local businesses will be strengthened by ensuring continued access to grants, loans, and mentoring opportunities. In addition, developing a Gulfton “Restaurant Week” to showcase and support the diverse dining in the area, while also creating a facade improvement program, will help local businesses grow and thrive. The objective is to secure $40 million in annual small business loans by 2023.

**Early Successes**
The National Home Building Institute is offering a 10-week job training program for home building.

Facebook is providing digital skills training for small business owners.

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**Median Household Income by Tract, 2015**

**Commercial and Industrial Land Use Map**
- **Commercial**
- **Industrial**

A complete community is a thriving community with workforce development programs, economic investment, and strong local businesses.
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<th>GOAL</th>
<th>PROJECTS</th>
<th>PRIORITY</th>
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<tr>
<td><strong>Expand Job Training</strong></td>
<td><strong>Expand job training resources to increase access to higher paying jobs</strong>&lt;br&gt; <em>ACTION STEPS:</em> Partner with HCC’s Gulfton Center, the Alliance for Multicultural Services, Houston Public Library, and others to expand job training resources in the community; Develop certification programs and training to develop a skilled workforce, including programs for immigrant skilled workers who need certification in the U.S.</td>
<td>🟢</td>
</tr>
<tr>
<td><strong>New jobs</strong></td>
<td><strong>New jobs</strong>&lt;br&gt; <em>ACTION STEPS:</em> Identify strategies to create new jobs and opportunities; Create partnerships with local companies to provide apprenticeships and training opportunities</td>
<td>🟢</td>
</tr>
<tr>
<td><strong>Explore the potential of a new Tax Increment Reinvestment Zone or expanding the existing zone</strong></td>
<td><strong>Explore the potential of a new Tax Increment Reinvestment Zone or expanding the existing zone</strong>&lt;br&gt; <em>ACTION STEPS:</em> Work with the City and other partners to determine if the Southwest Tax Increment Reinvestment Zone (TIRZ) #20 can be expanded, or if a new TIRZ could be developed to serve the area and provide public improvements to attract new economic development</td>
<td>🟢</td>
</tr>
<tr>
<td><strong>Develop Tools to Expand Economic Opportunities</strong></td>
<td><strong>Explore the potential of a new Management District or expanding the existing Southwest Management District’s boundaries</strong>&lt;br&gt; <em>ACTION STEPS:</em> Work with partners and the Southwest Management District to explore opportunities for a new management district or expansion of the Southwest District</td>
<td>🟢</td>
</tr>
<tr>
<td><strong>Support Local Businesses</strong></td>
<td><strong>Support and promote area businesses, such as restaurants and auto industries</strong>&lt;br&gt; <em>ACTION STEPS:</em> Work with small business owners to expand access to loans and grants and other resources to assist with growing their businesses, including mentorship and training programs; Explore small business banking options and micro-loans</td>
<td>🟢</td>
</tr>
<tr>
<td><strong>Gulfton “Restaurant Week”</strong></td>
<td><strong>Gulfton “Restaurant Week”</strong>&lt;br&gt; <em>ACTION STEPS:</em> Work with area restaurants to develop a Gulfton “Restaurant Week” to promote and support area restaurants</td>
<td>🟢</td>
</tr>
<tr>
<td><strong>Facade improvement program</strong></td>
<td><strong>Facade improvement program</strong>&lt;br&gt; <em>ACTION STEPS:</em> Work with small businesses and additional partners to institute a facade improvement grant program</td>
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</tr>
</tbody>
</table>

**PLAN Legend:**
- Complete Communities Action Plan
- City of Houston Plans and CIP
- CONNECT Community
- Gulfton SNAP / Survey
- Legacy Community Health Assessment
- HGAC Special District Study
## ECONOMY and JOBS

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>METRICS TO MEASURE SUCCESS</th>
<th>PARTNERS</th>
<th>POTENTIAL PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>16,868</strong> Jobs in the Gulfton community by 2023, a 10% increase</td>
<td>LEAD: OBO, HPL SUPPORT: Alliance for Multicultural Services, Southwest District, BakerRipley, Workforce Solutions Southwest</td>
<td>Texas Workforce Solutions, National Building Institute Training Program, Alliance Adult Education and Training Program</td>
</tr>
<tr>
<td>Long (5+ yrs)</td>
<td>In 2015, there were 15,334 jobs in Gulfton</td>
<td>LEAD: OBO SUPPORT: Southwest District, Area Business Owners, SBDC, LIFT, LISC, SBA</td>
<td></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>Medium</strong></td>
<td>LEAD: PDD SUPPORT: TIRZ #20, Southwest District, Area Business Owners</td>
<td></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>Medium</strong></td>
<td>LEAD: PDD SUPPORT: Southwest District, Area Business Owners</td>
<td></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>$40 mil</strong> In small business loans each year</td>
<td>LEAD: OBO SUPPORT: Southwest District, Area Business Owners, SBDC, LIFT, LISC, Wells Fargo Small Business Loans, SBA</td>
<td>Economic Development Loans, Facebook Digital Skills Program (OBO), Build Up Houston, LiftOff Houston, Business Readiness Program, Wells Fargo Small Business Loans</td>
</tr>
<tr>
<td>Short (0 - 2 yrs)</td>
<td>In 2015, 856 small business loans were granted in Gulfton, totaling $38.6 million</td>
<td>LEAD: OBO SUPPORT: Southwest District, Area Restaurant Owners</td>
<td>Visit Houston</td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>Medium</strong></td>
<td>LEAD: OBO SUPPORT: Southwest District, Area Business Owners</td>
<td>Wells Fargo Small Business Grants</td>
</tr>
</tbody>
</table>
EDUCATION

Introduction
High quality educational opportunities available to people of all ages create a complete community. Over the last fifteen years, the number of Gulfton residents over the age of 25 years with a high school diploma has risen steadily from 48% in 2000 to 63% in 2015. Yet, there is an ongoing gap between educational attainment in Gulfton and greater Houston where, in 2015, 77% of residents over 25 had a high school diploma. In addition, only 15% of Gulfton residents over the age of 25 had a college degree in 2015, which is far below Houston’s average of 31%.

Gulfton students are served by sixteen community schools, eight of which are public and eight private or charter schools. Every area public school “meets standards” established by the Texas Education Agency. Ser Niños Charter Elementary is performing the best among the neighborhood’s eight elementary schools in STAAR testing. Houston Community College’s Southwest College is also sited in the neighborhood, directly adjacent to Burnett Bayland Park.

Education Goals
The five goals for education were developed in a series of community meetings and from existing plans. The goals focus on improving educational success and opportunities for children, expanding library resources, supporting parents, increasing quality childcare programs, and expanding higher education opportunities. The goals are summarized here and provided in more detail on the following pages. The education goals are:

Create a Learning Community
Student success is enhanced through access to high performing schools, quality out of school programs, mentorship opportunities, and financial support to transform college dreams into realities. To achieve this goal, leaders will be working in partnership with area schools to identify strategies to close deficiency gaps at the K-12 levels, while also ensuring students have access to mentors, apprenticeships, and enrichment programs. The objective is to ensure all area schools meet or exceed Houston Independent School District averages on STAAR tests.

Expand Library Resources
Neighborhood libraries provide important resources for residents, including summer and after school academic and enrichment programs. Two libraries serve the Gulfton community, the Houston Public Library’s Express Southwest and the recently completed Ser Niños Children’s Library. Yet area libraries struggle to meet the diverse needs of Gulfton’s children and families. Developing multilingual outreach and library promotional materials will assist residents in accessing programs offered at area libraries. In addition, leaders will explore the potential to expand the Express Southwest Library, or construct a new library.

Inform and Engage Parents
Parent involvement in a child’s education increases opportunities for success. As a result, providing parents with the resources they need to be the primary advocate for their children is an important goal. Projects include identifying programs to help families navigate the educational and social service systems, including hosting multilingual informational sessions and outreach. In addition, partnerships with area schools and community organizations will be
developed to expand leadership skills, training, and continuing education for parents, including language, citizenship, and financial literacy classes. These programs will provide parents with the necessary tools to support their children in school and enhance the overall well-being of their family.

**Increase Access to Quality, Affordable Early Childcare**
A child’s first years are a time of learning and development. Quality early childcare and education programs positively impact a child’s school achievement and lead to the increased likelihood of graduation. Children at Risk reports that over 80% of Gulfton area children with low-income working parents have access to a subsidized early childcare seat. Overall, there are 1,421 “quality” early childcare seats in Gulfton, with 140 of these being Texas Rising Star certified. Over the next five years the objective is to ensure that all low-income working parents have access to affordable and high quality early childcare.

**Improve College Resources**
Houston Community College’s Southwest Gulfton Center is located in the center of the neighborhood. Gulfton leaders will work together to develop strategies to promote the programs available at HCC’s Gulfton Center, while also exploring expanding course offerings. The objective is to ensure that HCC’s Gulfton Center meets the needs of area residents.

**Early Successes**
The United Way, in partnership with the Mayor’s Office of Education, the Houston Endowment, and Harris County Department of Education launched the Out 2 Learn website, a directory of out of school programs for youth. Visit http://out2learnhou.org/.

The Houston Public Library has expanded youth programs at many Complete Communities libraries. Visit the HPL Express Southwest Library to learn more, http://houstonlibrary.org/location/hpl-express-southwest.

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**A complete community is a learning community** with enrichment opportunities for children and youth, library resources, informed parents, affordable childcare, and higher education opportunities.
<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROJECTS</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Create a Learning Community</strong></td>
<td><strong>Provide out of school programs for children and youth</strong>&lt;br&gt;<em>ACTION STEPS:</em> Expand outreach and promotion of area out-of-school and summer programs, including through the Out 2 Learn website; Expand out of school enrichment and academic programs, including life skills</td>
<td>[ ]</td>
</tr>
<tr>
<td></td>
<td><strong>Strengthen local schools</strong>&lt;br&gt;<em>ACTION STEPS:</em> Partner with area schools to enhance student success and close grade deficiency gaps at the K-12 levels; Identify partners to offer scholarships to college ready students</td>
<td>[ ]</td>
</tr>
<tr>
<td></td>
<td><strong>Expand Youth Summer Job and Internship Opportunities</strong>&lt;br&gt;<em>ACTION STEPS:</em> Expand enrollment in the Hire Houston Youth program and other summer internship opportunities</td>
<td>[ ]</td>
</tr>
<tr>
<td></td>
<td><strong>Distribute needed educational materials and resources to students and families</strong>&lt;br&gt;<em>ACTION STEPS:</em> Organize free school supplies programs twice each year for transitional students; Provide community or school-based workshops and materials on SB4, financial literacy, life skills, and other issues; Provide students with access to counseling and social services</td>
<td>[ ]</td>
</tr>
<tr>
<td><strong>Inform and Engage Parents</strong></td>
<td><strong>Expand Library Resources</strong>&lt;br&gt;<em>PLAN:</em> Expand library resources&lt;br&gt;<em>ACTION STEPS:</em> Develop multilingual outreach materials for the programs available at Ser Niños Children’s Library and the Express Southwest public library; Advocate for the expansion or replacement of the Express Southwest library; Partner with Ser Niños’ Children’s Library to improve resources</td>
<td>[ ]</td>
</tr>
<tr>
<td></td>
<td><strong>Parenting classes and education</strong>&lt;br&gt;<em>ACTION STEPS:</em> Provide parents with assistance in navigating the educational and social service system, including expanding enrollment in parent education programs such as those provided by the Houston Public Library, which includes: Citizenship classes; Financial literacy classes and credit counseling; Provide information sessions for refugees/new immigrants; Provide ESL classes</td>
<td>[ ]</td>
</tr>
<tr>
<td></td>
<td><strong>Parent-Teacher and Community-School Engagement</strong>&lt;br&gt;<em>ACTION STEPS:</em> Ensure effective parent-teacher engagement using innovative methods; Increase cultural competency for teachers and school administrators to build stronger relationships with students and families</td>
<td>[ ]</td>
</tr>
<tr>
<td></td>
<td><strong>Increase access to high quality and affordable early childcare and education</strong>&lt;br&gt;<em>ACTION STEPS:</em> Evaluate the existing early childcare programs for quality and affordability; Identify steps to expand subsidized centers and encourage centers to achieve Texas Rising Star or National certification</td>
<td>[ ]</td>
</tr>
<tr>
<td><strong>College Bound</strong></td>
<td><strong>Expand Houston Community College Gulfton Center</strong>&lt;br&gt;<em>PLAN:</em> Expand offerings and capacity of HCC’s Gulfton Center Campus; Develop a community outreach campaign to ensure offerings are communicated to the community</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

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## Early Childhood

### GOAL

- Increase access to high quality and affordable early childcare and education
- Parent-Teacher and Community-School Engagement
- Parenting classes and education
- Expand library resources
- Distribute needed educational materials and resources to students and families
- Expand Youth Summer Job and Internship Opportunities
- Strengthen local schools
- Provide out of school programs for children and youth

### ACTION STEPS:

- Communicated to the community
- Evaluated the existing early childcare programs for quality and affordability; Identify steps to expand subsidized centers and encourage
- Ensure effective parent-teacher engagement using innovative methods; Increase cultural competency for teachers and school administrators
- Provide information sessions for refugees/new immigrants; Provide ESL classes includes: Citizenship classes; Financial literacy classes and credit counseling; and social service system, including expanding enrollment in parent education
- Provide parents with assistance in navigating the educational library; Advocate for the expansion or replacement of the Express Southwest
- Develop multilingual outreach materials for the programs
- Organize free school supplies programs twice each year for transitional students; Provide community or school-based workshops and other summer internship opportunities
- Expand enrollment in the Hire Houston Youth program and
- Identify partners to offer scholarships
- Partner with area schools to enhance student success and close grade deficiency gaps at the K-12 levels;

### METRICS TO MEASURE SUCCESS

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>METRICS TO MEASURE SUCCESS</th>
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</thead>
<tbody>
<tr>
<td>Short (0 - 2 yrs)</td>
<td><strong>All</strong> Area elementary schools will exceed HISD District averages on 4th grade STAAR reading and math by 2023</td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>All</strong> Area schools will have active PTA/PTO Organizations</td>
</tr>
<tr>
<td>Short (0 - 2 yrs)</td>
<td><strong>All</strong> Of low-income working parents will have access to a subsidized early childcare seat by 2023</td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>100%</strong> Of low-income working parents will have access to a subsidized early childcare seat by 2023</td>
</tr>
<tr>
<td>Long (5 + yrs)</td>
<td><strong>HISD FAME Program</strong></td>
</tr>
<tr>
<td>Long (5 + yrs)</td>
<td><strong>Triad Prevention, HISD Virtual School Department, Healthy Families Healthy Futures</strong></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>High School Completion After School Program</strong></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>Hire Houston Youth, DON Summer Youth Internship</strong></td>
</tr>
</tbody>
</table>

### PARTNERS

- **LEAD:** MOE, HPARD, HPL, HISD, HCDE
- **SUPPORT:** Area schools, YMCA, TRIAD Prevention, Collaborative for Children, CONNECT, St. Luke’s, CIS, PAIR Youth, BakerRipley
**HEALTH**

**Introduction**
A complete community is a healthy community. Over the last several decades healthcare costs have escalated, and sedentary and unhealthy lifestyles have become more pervasive. Combined, these factors are putting prior gains in health and longevity at risk. As a result, there is a new emphasis on the relationship between where we live and our health.

**Health Goals**
The two health goals were developed in a series of community meetings and from existing neighborhood plans. The goals focus on providing and expanding health resources for residents and expanding opportunities for healthy eating. The goals are summarized here and provided in more detail on the following pages. The health goals are:

**Promote Healthy Children and Families**
While there are many health services in the Gulfton community, there are numerous barriers to accessing these services, including language, insurance coverage, and affordability. In 2015, only 53% of Gulfton residents had health insurance, compared to 73% in the City of Houston. According to the Complete Communities Health Profile for Gulfton, completed by the Houston Health Department, only 58% of community adults had an annual checkup with their doctor in 2013-2014, and only 37% went to the dentist.

Expanding access to healthcare will be achieved by creating partnerships to increase enrollment in health insurance through the Affordable Care Act, improving outreach and preventative care through health fairs and education, and promoting available children’s health services. Existing children’s health services include the Memorial Hermann Clinic at Jane Long Academy and the Texas Children’s Mobile Clinic program, which visits several area schools weekly. Each of these projects will be developed and implemented in multiple languages and at locations where people already are, including at area schools, apartment complexes, or other community gathering places.

In addition, working in partnership with the Code Enforcement Division, leaders will identify and address potential environmental hazards created by area light industrial uses and auto shops.

In the next five years, the objective is to increase access to health insurance, health services, and resources across the community, to ensure all of Gulfton’s children and families are healthy.

![Southwest Multi-Service Center](image)

---

**Data Sources:**
- ACS 2015 (5-yr)
- Complete Community Health Profile, Gulfton 2013-2014, Houston Health Department

| Of Gulfton residents had health insurance in 2015 | 53% |
| Of Houston residents had health insurance in 2015 | 73% |
**Encourage Healthy Eating**

The dense and compact Gulfton community is well-served by grocery stores. There are six grocers in the neighborhood, including major retailers such as Walmart, Fiesta, and Sam’s Club. The neighborhood is not a food desert, yet food insecurity and barriers to healthy eating are prevalent. In 2015, 42% of area households lived on incomes below the federal poverty level.

To address food insecurity and encourage healthy eating a number of projects were identified through the Complete Communities planning process. The projects include establishing a weekly farmers market at Burnett Bayland Park, where there is currently a small community garden, and exploring the possibility of an outdoor kitchen at the park to provide cooking and nutrition classes. Additional projects to expand access to healthy food are through Can Do Houston’s Healthy Corner Stores initiative and working with area churches, apartment complexes, and land owners to expand community gardens across the neighborhood. The objective is to host a weekly farmers market at Burnett Bayland Park by 2023, or before.

---

**58%**

Of Gulfton adults (18+) received a routine check-up in 2013-2014

**67%**

Of Houston adults (18+) received a routine check-up in 2013-2014

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**A complete community is a healthy community** with access to affordable and high quality healthcare and fresh and nutritious food
<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROJECTS</th>
<th>PRIORITY</th>
</tr>
</thead>
</table>
| Promote Healthy Children and Families | Provide preventive healthcare, including multilingual health fairs at area schools and apartment complexes  
*ACTION STEPS:* Work in partnership with the Houston Health Department and others to provide health education, outreach, and fairs on priority topics identified by the community; Partner with the Houston Health Department to host chronic disease self-management and prevention education workshops | 🟢 | 🟢 |
| | Expand health insurance coverage  
*ACTION STEPS:* Work with partners to develop a multilingual outreach campaign to expand knowledge of existing health insurance opportunities; Expand enrollment in health insurance through the Affordable Care Act | 🟢 | 🟢 |
| | Expand access to primary care services in the community  
*ACTION STEPS:* Work with the Houston Health Department to ensure that quality primary care services are available in the community, including mental health services; Expand knowledge of healthcare services available in the community through additional outreach and visibility initiatives | 🟢 | 🟢 |
| | Children’s health  
*ACTION STEPS:* Expand knowledge of and access to Memorial Hermann Clinic at Jane Long Academy; Texas Children’s Mobile Clinic Program (weekly destination at Cunningham ES; Sylvan Rodriguez ES; Benavidez ES) and other programs for children in the community | 🟢 | 🟢 |
| | Address environmental and air quality challenges related to area auto body shops  
*ACTION STEPS:* Partner with the City Code Enforcement office to ensure that health and safety regulations are being followed at area auto shops and light industrial sites | 🟢 | 🟢 |
| | Farmers market and community kitchen  
*ACTION STEPS:* Identify partners to host a regular farmers market at Burnett Bayland Park; Develop an outdoor kitchen at the park to support the urban garden program and provide cooking and nutrition classes, including healthy snacks at the park | 🟢 | 🟢 |
| | Encourage Healthy Eating |  |  |
| | Expand healthy food options and community gardens  
*ACTION STEPS:* Partner with Can Do Houston for Healthy Corner Stores; Work with area churches, apartments, and land owners to build additional community gardens | 🟢 | 🟢 |

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<th>POTENTIAL PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short (0 - 2 yrs)</td>
<td>73% Of residents will have health insurance by 2023, equal to Houston overall. In 2015, 53% of residents had health insurance. Source: ACS 2015 (5-yr)</td>
<td>LEAD: HHD, ProSalud&lt;br&gt;<strong>SUPPORT:</strong> Harris Health, YMCA, Legacy Community Health, Memorial Hermann, Ibn Sina Foundation, Alliance for Multicultural Services, MCNA Dental, DentaQuest, ABC Dental, Hispanic Health Coalition, Community Health Choice, MOLINA, ECHOS-Houston</td>
<td>American Heart Association, LISC Small Grants</td>
</tr>
<tr>
<td>Short (0 - 2 yrs)</td>
<td></td>
<td>LEAD: HHD&lt;br&gt;<strong>SUPPORT:</strong> Harris Center for Mental Health, Harris Health, Legacy Community Health, CHAT, Community Health Choice, MCNA Dental, DentaQuest, ABC Dental, Bee Busy Wellness Center, Community Health Choice, ProSalud</td>
<td></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td></td>
<td>LEAD: HHD, Legacy Community Health&lt;br&gt;<strong>SUPPORT:</strong> Harris Health, Clínica Para Niños, MCNA Dental, DentaQuest, ABC Dental, Hispanic Health Coalition, Bee Busy Wellness Center, ECHOS-Houston</td>
<td>CIS Mental Health Initiative, NAMI Greater Houston, UT Health</td>
</tr>
<tr>
<td>Short (0 - 2 yrs)</td>
<td></td>
<td>LEAD: HHD, ProSalud&lt;br&gt;<strong>SUPPORT:</strong> Collaborative for Children, Memorial Hermann, Texas Children’s Hospital, MCNA Dental, DentaQuest, ABC Dental, Legacy Community Health, Latin Clinic, Bee Busy Wellness Center, Episcopal Health Foundation, ECHOS-Houston</td>
<td>Memorial Hermann Clinic at Jane Long Academy, Texas Children’s Mobile Clinic Program at Cunningham, Rodriguez and Benavidez ES, Texas Health Steps Agency, Maximus Medicaid and CHIP</td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td></td>
<td>LEAD: HHD&lt;br&gt;<strong>SUPPORT:</strong> Harris Health, Air Alliance Houston</td>
<td></td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>Weekly</strong> Farmers Market at Burnett Bayland Park by 2023</td>
<td>LEAD: HHD, HPARD&lt;br&gt;<strong>SUPPORT:</strong> Harris Health, Houston Health Foundation, Plant it Forward Farms, Urban Harvest, Recipe for Success</td>
<td>Get Moving Houston Farmers Market, GRO1000, Brighter Bites</td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td></td>
<td>LEAD: HHD&lt;br&gt;<strong>SUPPORT:</strong> Can Do Houston, Plant it Forward Farms, HPARD, Urban Harvest, Recipe for Success, Houston Food Bank, Hunger Free Texans</td>
<td>Can Do Houston Healthy Corner Store Initiative, Brighter Bites</td>
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</tbody>
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**Introduction**

The Gulfton Complete Community is a dense and diverse neighborhood with two small subdivisions of single-family homes and about 90 large apartment complexes built in the 1960s and 1970s. As a result of how the community developed, today Gulfton is the most densely populated neighborhood in Houston.

In 2015, there were 17,000 apartments in Gulfton located in buildings with ten or more units. The majority of residents in the community rent, representing 95% of all households, while 5% are homeowners. As the apartments have aged they have become increasingly affordable, with a median rent of $726 per month in 2015. Yet, in the same year, nearly 9,000 Gulfton households with a median income less than $35,000 spent more than 30% of their income on housing. Almost all (99%) renters who made less than $20,000 were housing cost burdened, while 84% of those making less than $35,000 were cost burdened.

Developing strategies to improve the quality of life in the area’s aging apartment complexes, ensuring renters know their rights, creating pathways to homeownership, and building new housing will help to stabilize the neighborhood and maintain affordability in the long-term.

**Housing Goals**

The four housing goals were developed at a series of community meetings and from existing neighborhood plans. The goals focus on improving the quality of multi-family housing, protecting renters, creating new homeowners, and building new housing. The goals are summarized here and provided in more detail on the following pages. The housing goals are:

**Safeguard Quality Affordable Apartments to Call Home**

The majority of the apartment complexes in Gulfton were originally developed to house young, single professionals. In the last thirty years, the demographics of the community have changed and the apartments are now home to more families than singles, including many immigrant and refugee families. As a result, two challenges have emerged in the neighborhood. First, as Gulfton area apartments have aged, maintenance and repairs have been delayed, and health and safety concerns are rising. Second, because the apartments were developed for single professionals, there are few amenities for children and families.

Gulfton leaders will work in partnership with the City and area apartment owners to ensure proper maintenance and health and safety requirements are met at the complexes, including security concerns. In addition, projects to improve the quality of life in area complexes, including developing playgrounds, green spaces, and other amenities, will also be pursued. There is a necessary balance between needed improvements and maintaining the affordability of housing into the future.

**Secure Renters**

Many households in the Gulfton community face everyday challenges, including paying their rent or utilities and understanding the complex relationships between tenant and landlord. More than half of residents in the community face language barriers that make this challenge even more difficult.

Gulfton leaders will be working with the City, apartment owners, and other partners to develop outreach materials in multiple languages to ensure that both tenants and landlords know their rights. The intent is to create more trusting relationships between renters and property owners. This includes expanding awareness of Fair Housing regulations and methods to report infringements of this law, including the Fair Housing Call Line. Finally, strategies to provide organized emergency assistance to renters in need will be developed through partnerships with the many agencies serving the Gulfton community.
Support New Homeowners
Gulfton is a community of renters, where many new arrivals to the United States get their start. As a result, it is also a transitional community. In 2016, more than 69% of residents had lived in the neighborhood for less than five years. Preparing families to move from rental housing to a home of their own will help to secure their future. This goal will be achieved by creating partnerships to connect area renters to homebuyer education programs and workshops, and first time homebuyer assistance programs, including downpayment and closing cost assistance. The objective is to enroll 50 eligible families in homebuyer education workshops by 2023.

Build New Housing
Gulfton has very little new housing and very little vacant land for development. Since 2000, only 751 units of new housing have been constructed, representing 4% of all housing. Many apartment sites in the community are 30-acres or more, and there is fear that a redevelopment program could be initiated that would displace many residents. As a result, Gulfton leaders will be working in partnership with non-profit housing developers, private developers, and the Housing and Community Development Department to develop concepts and strategies for new housing that minimizes the potential of displacement, including exploring the potential of the former hotel site at I-69 and Sandspoint Drive. The objective is to build 300 new units of affordable housing by 2023.

56% Of Gulfton renters paid more than 30% of their income on housing in 2015

15% Of Gulfton homeowners paid more than 30% of their income on housing in 2015

A complete community is an affordable community with high quality housing that is safe and healthy for families


Multifamily Habitability Violation Calls, 2016
- 311 Service Calls
<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROJECTS</th>
<th>PRIORITY</th>
</tr>
</thead>
</table>
| Safeguard Quality Affordable Apartments to Call Home | Improve the quality of life in area apartments  
**ACTION STEPS:** Partner with the City's Multi-Family Habitability Task Force and Code Enforcement to address challenges in area apartments, including maintenance, health, and safety issues; Review Code Enforcement policies and processes to improve multi-family housing conditions; Explore improvements to create a better quality of life, including adding new amenities, green spaces, play spaces, or resource centers (also see SAFETY) | Medium (2 - 5 yrs) |
| | Apartment renovation and upgrading  
**ACTION STEPS:** Explore programs and funding, including fast track permitting, to renovate area housing while maintaining affordability; Identify and make necessary repairs post Hurricane Harvey; Encourage sustainable and energy-efficient retrofits | Medium (2 - 5 yrs) |
| Secure Renters | Develop an outreach program to ensure tenants know their rights  
**ACTION STEPS:** Provide multilingual workshops, forms, and information on tenant and landlord rights, including leasing terms and Fair Housing laws; Encourage residents to call the Fair Housing Call Line to report problems | Short (0 - 2 yrs) |
| | Support community renters  
**ACTION STEPS:** Connect area renters who need assistance to organizations and programs providing emergency help, including rental and utility assistance, and other resources | Short (0 - 2 yrs) |
| | Pathways to home ownership  
**ACTION STEPS:** Develop partnerships and programs to assist with moving area tenants to homeownership, including information on first time homebuyer assistance programs, homebuyer education programs, downpayment and closing cost assistance | Medium (2 - 5 yrs) |
| | Build new housing in the community  
**ACTION STEPS:** Partner with non-profit housing developers, private developers, and the Housing and Community Development Department to develop concepts and strategies for new housing; Explore the opportunities on the former hotel site at Highway 59 and Sandspoint Dr; Seek funding and partners for implementation | Long (5 + yrs) |

**PLAN Legend:**
- Complete Communities Action Plan
- City of Houston Plans and CIP
- CONNECT Community
- Gulfton SNAP / Survey
- Legacy Community Health Assessment
- HGAC Special District Study
### HOUSING

<table>
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<th>TIMEFRAME</th>
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<th>PARTNERS</th>
<th>POTENTIAL PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td>50% Reduction in multi-family habitability violations by 2023</td>
<td>LEAD: HCDD, Code Enforcement  SUPPORT: HPD, DON, HFD, SN Council, Alliance for Multicultural Community Services, Houston Refugee Consortium, Connect Volunteer, Collaborative for Children, All Kids Alliance, Youth Advisory Committee TRIAD, CONNECT Community, HPB, Apartment Managers and Owners, CHAT, HAA</td>
<td>KaBOOM! Grants, Multi-Family Habitability Task Force, C.O.M.E.T Program</td>
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<tr>
<td>Medium (2 - 5 yrs)</td>
<td>5 Multilingual workshops will be conducted to ensure tenants know their rights, one each year until 2023</td>
<td>LEAD: HCDD  SUPPORT: HUD</td>
<td></td>
</tr>
<tr>
<td>Short (0 - 2 yrs)</td>
<td>50 Area renters will attend homebuyer education workshops by 2023</td>
<td>LEAD: HCDD  SUPPORT: Alliance for Multicultural Community Services, BakerRipley, Christian Community Service Center, Catholic Charities</td>
<td>Fair Housing Call Line, Lone Star Legal Aid</td>
</tr>
<tr>
<td>Long (5 + yrs)</td>
<td>300 Units of affordable housing will be constructed by 2023</td>
<td>LEAD: HCDD  SUPPORT: CONNECT Community, Covenant Community Capital, Seeds of Sharpstown</td>
<td>Homebuyer Assistance Program, My First Texas Home, Mortgage Credit Certificate Program, Five-Star Texas Advantage Program, Houston Money Week</td>
</tr>
</tbody>
</table>

In 2016, 185 violations were reported  
Source: City of Houston 311 Data
MOBILITY and INFRASTRUCTURE

Introduction
Gulfton is well-served by transit. Seven METRO bus routes serve the area, three of which are high frequency lines, running every 10-15 minutes. While Gulfton is well-connected to the city through its bus system, the neighborhood’s streets and sidewalks need improvements to enhance safety, walkability and connectivity.

In 2015, 16% of area households did not own a vehicle, compared to 9% in the City overall. As a result, 30% of workers over the age of 16 years used alternative transportation methods, other than a car, to get to work. Specifically, 10% rode transit, 5% walked or biked and 15% carpooled in 2015. In Houston overall, 19% used these alternatives.

Mobility and Infrastructure Goals
The four mobility and infrastructure goals were compiled from existing Gulfton plans and a series of community meetings. The goals focus on creating safe streets, sidewalks and bike routes, improving drainage and flood resiliency, and enhancing public transit. The goals are summarized here and provided in more detail on the following pages. The mobility and infrastructure goals are:

Build Safe Streets and Sidewalks
In 2016, there were 117 pedestrian accidents in Gulfton, one of the highest rates of crashes in any Complete Community. New and improved sidewalks, crossings, and streetlighting will create enhanced pedestrian safety across the neighborhood.

Gulfton leaders will be working in partnership with the City to identify sidewalk and lighting improvements, focusing on projects adjacent to area schools and the park. Priority sidewalk projects include: Elm Street; Dashwood Drive; Atwell Street; and Renwick Drive. Future sidewalk projects include: Alder Drive and Westpark Drive (see map to the right).

16% Of Gulfton households are without a vehicle, 2015
9% Of Houston households are without a vehicle, 2015

Data Sources: ACS 2015 (5-yr), City of Houston Planning and Development Department, Crash Incident Mapping 2016
In addition to creating a complete network of sidewalks, improving safety at area crosswalks will also be prioritized. This includes the potential for an additional traffic signal on Hillcroft Avenue and improved crossings adjacent to area schools. Traffic calming measures such as speed bumps, or reducing traffic lanes are also critical, the goal is to improve or construct five miles of sidewalks and five miles of streets over the next five years.

**Provide Safe Biking Routes**

Improving biking amenities, including bike lanes, creates greater mobility and safety for area cyclists. In 2016, there were 32 accidents between cyclists and vehicles in the Gulfton community. These crashes were concentrated along Hillcroft Avenue, Bellaire Boulevard, and Renwick Drive, where there is an existing bike lane (see map to the right).

Currently, Gulfton has two bike lanes, both of which are defined in the Houston Bike Plan as “low comfort.” The lanes travel along Renwick Drive, running north and south, and Glenmont Drive, running east and west. Priority bike lane projects identified by the community focus on creating greater accessibility to area grocery stores, schools, Baker-Ripley Neighborhood Center, the transit center, and area parks. The priority projects include: Rookin Street, from De Moss to High Star, and then along High Star to Westward terminating at the Hillcroft Transit Center; and along De Moss from Blintiff Drive to Rookin Street.

The Houston Bike Plan identifies a number of additional long term projects that combined would create a connected community. Civic leaders will work in partnership with the City and the Houston Parks Board to explore the longer term priorities for bike lanes along Chimney Rock Road and hike and bike trails in the CenterPoint easement.

*A complete community* is a **connected** and **resilient community** with public transit, walkable streets, and quality infrastructure.
Civic leaders will also work with the City to identify locations for B-Cycle stations in the community and to install bike racks at area destinations, including St. Luke’s, Foodtown, and Walmart. The objective is to construct a minimum of ten miles of new protected bike lanes or trails over the next five years.

**Increase Flood Resiliency**
The Gulfton Complete Community has substantial land and buildings inside the 100 and 500-year flood plains. These areas are concentrated in the southeast and southwest portions of the neighborhood. Current priority drainage improvement projects include Rampart, Glenmont, and Atwell culverts. In addition, Gulfton leaders will be developing a campaign to encourage property owners to properly maintain area ditches and drainage systems to ensure that flood risks in the community are minimized.

**Improve Transit Amenities and Information**
Gulfton is well served by public transit, with seven bus routes weaving through the community. However, only 10% of residents take public transit to work. To increase transit ridership in the neighborhood civic leaders will be working with partners to improve area bus stops, including installing amenities, such as shelters, benches, and trash receptacles and developing a “how-to” ride the bus guide in multiple languages. The objective is to install new amenities at ten area bus shelters over the next five years to further encourage transit ridership.
Of Gulfton workers ages 16 years and older rode public transportation to work in 2015

10%

Of Houston workers ages 16 years and older rode public transportation to work in 2015

4%

Data Source: ACS 2015 (5-yr)

Early Successes
Houston Public Works has prioritized bike lanes along De Moss Drive from Blintiff Drive to Rookin Street and a route that travels north to south along Westward, High Star and Rookin Street.

The Houston Health Department will be working with civic leaders to identify locations for bike racks. Community preferred locations are at St. Luke’s, Foodtown, and Walmart.
**GOAL**

**PROJECTS**

**METRICS TO MEASURE SUCCESS PARTNERS POTENTIAL PROGRAMS**

**TIMEFRAME**

**PROJECTS PRIORITY**

### Build Safe Streets and Sidewalks

**New street lighting**

*ACTION STEPS:* Improve streetlighting and repair broken lights; Focus streetlights improvements adjacent to the Southwest Multi-Service Center, Bering Ditch, Renwick (in Shenandoah), and I-69/Westpark intersection

**New and improved sidewalks**

*ACTION STEPS:* Work in partnership with Houston Public Works (HPW) to identify priority sidewalk projects; Current HPW project priorities include: Elm St. (priority as connects to the park); Dashwood; Atwell (Elm to Bissonnet; Renwick Dr. (Westpark to Elm St.); Explore improved sidewalks on Alder from Bellaire to Elm St.; Westpark Dr; Clarewood Dr from Renwick Dr to Chimney Rock Rd; CenterPoint Easement Hike and Bike Trail; Prioritize sidewalk projects adjacent to the park and area schools

**Safe pedestrian crossings**

*ACTION STEPS:* Work in partnership with Public Works to explore additional pedestrian crossings on Hillcroft between High Star and Bellaire Blvd. and also on Chimney Rock (long distances between traffic signals); Promote safe walking routes, school shuttle services, and crossing-guards; Evaluate the light timing at High Star and Hillcroft for safe pedestrian crossings

**Improved streets**

*ACTION STEPS:* Explore opportunities to construct speed bumps and other traffic calming devices on area residential streets; Explore reducing traffic lanes on Hillcroft; Improve area streets, priority projects include Mullins (Elm to Bissonnet) and Glenmont (Rampart to Chimney Rock)

### Provide Safe Biking Routes

**New bike lanes**

*ACTION STEPS:* Focus bike lane projects on connecting area grocery stores, Baker-Ripley, the transit center, and area parks; Work in partnership with Public Works on the proposed priority projects, which include De Moss Drive from Blintiff Drive to Rookin Street and a route that travels north to south along Westward, High Star and Rookin Street; Evaluate potential of a bike lane on Chimney Rock Rd

**New bike facilities**

*ACTION STEPS:* Identify potential locations for new B-Cycle stations in the community; Provide new bike racks at St. Luke's, Foodtown, and Walmart

**New bike lanes**

*ACTION STEPS:* Focus bike lane projects on connecting area grocery stores, Baker-Ripley, the transit center, and area parks; Work in partnership with Public Works on the proposed priority projects, which include De Moss Drive from Blintiff Drive to Rookin Street and a route that travels north to south along Westward, High Star and Rookin Street; Evaluate potential of a bike lane on Chimney Rock Rd

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**New bike facilities**

*ACTION STEPS:* Identify potential locations for new B-Cycle stations in the community; Provide new bike racks at St. Luke's, Foodtown, and Walmart

### Increase Flood Resiliency

**Improved drainage**

*ACTION STEPS:* Work in partnership with Public Works to evaluate priority drainage projects, which include Rampart (Bissonnet to Clarewood), Glenmont (Rampart to Chimney Rock), Atwell Culverts (Elm to Bissonnet); Develop a campaign to encourage property owners to keep drainage systems clean

### Improve Transit Amenities and Information

**Improve area bus stops**

*ACTION STEPS:* Add trash receptacles and benches to area bus stops, focus on Routes 2, 25, 46, and 20; Explore where additional bus shelters could be installed; Explore larger bus shelters at Bellaire and Hillcroft stops

**Increase transit ridership**

*ACTION STEPS:* Work to increase transit ridership by creating a “how-to” guide for using the bus system in multiple languages; Provide the guide at the Southwest Multi-Service Center and other area destinations

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**PLAN Legend:**
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- HGAC Special District Study
## MOBILITY and INFRASTRUCTURE

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<th>POTENTIAL PROGRAMS</th>
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<tbody>
<tr>
<td>Short (0 - 2 yrs)</td>
<td><strong>5</strong> Miles of new sidewalks constructed or improved by 2023</td>
<td>LEAD: HPW, CenterPoint</td>
<td>HPW Streetlight Survey Program</td>
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<tr>
<td></td>
<td>Source: PWE</td>
<td>SUPPORT: SN Council, Civic Clubs, Southwest District, CONNECT Community, METRO</td>
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<tr>
<td>Short (0 - 2 yrs)</td>
<td><strong>5</strong> Miles of improved streets by 2023</td>
<td>LEAD: HPW</td>
<td>Safe Routes to Schools, METRO Capital Projects and Engineering, Adopt an Esplanade Program</td>
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<tr>
<td></td>
<td>Source: PWE</td>
<td>SUPPORT: SN Council, Civic Clubs, Southwest District, CONNECT Community, METRO</td>
<td></td>
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<tr>
<td>Long (5 + yrs)</td>
<td></td>
<td>LEAD: HPW</td>
<td>CIP</td>
</tr>
<tr>
<td>Medium (2 - 5 yrs)</td>
<td><strong>10</strong> Miles of new safe bike routes constructed by 2023</td>
<td>LEAD: HPW, HPB</td>
<td>Houston Bike Plan</td>
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<tr>
<td>Medium (2 - 5 yrs)</td>
<td></td>
<td>SUPPORT: SN Council, Civic Clubs, Area Schools, Southwest District, Bike Houston, Freewheels Houston, LINK Houston</td>
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<tr>
<td>Short (0 - 2 yrs)</td>
<td></td>
<td>LEAD: HPW, HPB</td>
<td>HPB Beyond the Bayous Initiative, Cigna Sunday Streets</td>
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<tr>
<td></td>
<td></td>
<td>SUPPORT: SN Council, Civic Clubs, Southwest District, Bike Houston, Freewheels Houston</td>
<td></td>
</tr>
<tr>
<td>Medium (2 -5 yrs)</td>
<td></td>
<td>LEAD: HPW</td>
<td>Houston Health Department Bike Rack Donation Program, B-Cycle</td>
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<tr>
<td>Medium (2 -5 yrs)</td>
<td></td>
<td>SUPPORT: SN Council, Civic Clubs, Area Property Owners</td>
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<tr>
<td>Short (0 - 2 yrs)</td>
<td><strong>10</strong> Bus shelters have new amenities by 2023</td>
<td>LEAD: METRO, HPW</td>
<td>METRO Next</td>
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<tr>
<td>Medium (2 - 5 yrs)</td>
<td></td>
<td>SUPPORT: SN Council, Southwest District, LINK Houston</td>
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<tr>
<td></td>
<td></td>
<td>LEAD: METRO</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>SUPPORT: PDD, HHD, SN Council, LINK Houston</td>
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</tr>
</tbody>
</table>
NEIGHBORHOOD CHARACTER

Introduction
A complete community is a connected community with a strong sense of identity and culture; it is a place that celebrates its diversity and its strengths. Gulfton is one of the most diverse communities in Houston. It is home to people from around the world and nearly six of every ten residents were born outside of the United States. Expressing the culture and diversity of the community through public art will strengthen the character of the neighborhood and build pride of place.

Neighborhood Character Goals
The two goals established to strengthen the character of the neighborhood focus on beautification and celebrating the diversity and culture of the community by expanding public art initiatives. The goals developed through a series of public meetings and existing community plans are summarized here and provided in more detail on the following pages. The neighborhood character goals are:

Beautify the Neighborhood
Gulfton leaders will work together to ensure the neighborhood is clean and beautiful. Specifically, civic leaders and organizations will identify funding and strategies to address littering by expanding the number of trash receptacles in the community and organize regular neighborhood cleanups. In addition, leaders and area businesses will create a partnership to identify and implement creative solutions to the challenge of abandoned shopping carts in the community, such as providing cart stations at area apartment complexes. The objective is to organize a minimum of two neighborhood clean-ups each year.

Create Art Everywhere
The arts are an integral part of enhancing a neighborhood’s character and identity. A key priority of Houston’s recent Arts and Cultural Plan is to “develop strategies to deliver arts and culture programs, arts education and public art into neighborhoods.” To this end, Gulfton leaders will be working in partnership with the Mayor’s Office of Cultural Affairs, the Houston Arts Alliance, the Super Neighborhood Council, and others to expand public art and arts programming across the community. Specific projects include identifying sites for both temporary and permanent public art, providing art programming for people of all ages, including out of school programs in the visual arts, dance and music, organizing community festivals and events to celebrate culture and diversity, and identifying sites for mini-murals. The objective is to install a minimum of ten new public art projects in the community by 2023.
A complete community is a beautiful community with public art that celebrates culture and enhances the neighborhood’s character and identity.

Early Successes
The Mayor’s Office of Cultural Affairs will bring four new mini-mural projects to the neighborhood.

Poet Laureate Deborah Mouton will work alongside 48 area poets to tell stories of their neighborhoods by creating original poems as part of the Neighborhood Poetry Project—Emerge Houston.

Data Source: 2015 ACS (5-yr)
<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROJECTS</th>
<th>PRIORITY</th>
</tr>
</thead>
</table>
| Beautify the Neighborhood | **Organize neighborhood clean-ups**  
*ACTION STEPS:* Work with the Super Neighborhood Council, the Department of Neighborhoods and other partners to organize and carry out regular neighborhood clean-ups  
| Medium (2 - 5 yrs) | 0 |
| | **Reduce littering**  
*ACTION STEPS:* Provide additional trash receptacles throughout the neighborhood, particularly at bus stops, to prevent litter; Provide public recycling bins; Revise dumpster ordinances regulating enclosures to minimize litter  
| Medium (2 - 5 yrs) | 0 |
| | **Shopping cart program**  
*ACTION STEPS:* Develop a creative program to minimize abandoned shopping carts in the neighborhood, for example by working with area apartments to install shopping cart stations, or by partnering with local businesses to provide reusable, folding carts to carry groceries and laundry that also provide information to area residents  
| Medium (2 - 5 yrs) | 0 |
| Create Art Everywhere | **Expand art programs for people of all ages across the community, including visual arts, dance, festivals**  
*ACTION STEPS:* Partner with the new YMCA/KIPP HS and others to create and implement art and cultural programming across the neighborhood; Provide art programming for people of all ages, including out of school programs in the visual arts, dance, music, etc.; Celebrate the community through festivals and events  
| Medium (2 - 5 yrs) | 0 |
| | **Explore sites and fund public art projects throughout the community**  
*ACTION STEPS:* Work in partnership with Mayor’s Office of Cultural Affairs, the Houston Arts Alliance, the Super Neighborhood Council and others through the Visit My Neighborhood Grant Program to explore a community-wide public art program; Identify potential public art sites and projects, including Fire Station 51, Jane Long Elementary fence, area bus shelters, crosswalks, and Bellaire Boulevard; Develop both permanent and temporary art projects and installations; Identify sites for 4 mini-murals in partnership with the Mayor’s Office of Cultural Affairs  
| Medium (2 - 5 yrs) | 0 |

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<tr>
<th>NEIGHBORHOOD CHARACTER</th>
<th>TIMEFRAME</th>
<th>METRICS TO MEASURE SUCCESS</th>
<th>PARTNERS</th>
<th>POTENTIAL PROGRAMS</th>
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<tbody>
<tr>
<td>Short (0 - 2 yrs)</td>
<td></td>
<td></td>
<td>LEAD: DON, SN Council</td>
<td>Keep Houston Beautiful, DON Spring Cleaning</td>
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<td></td>
<td></td>
<td>SUPPORT: Area Schools, Civic Clubs, CHAT, Madres del Parque, Apartment Owners and Managers</td>
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<tr>
<td></td>
<td></td>
<td>2 Neighborhood clean-ups organized each year by 2023</td>
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<tr>
<td>Medium (2 - 5 yrs)</td>
<td></td>
<td>New public art projects in the community by 2023</td>
<td>LEAD: METRO, PDD, HPW</td>
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<td></td>
<td></td>
<td></td>
<td>SUPPORT: Southwest Management District, SN Council, Civic Clubs, HPD-DRT, HISD, Apartment Owners and Managers, Local Businesses, Philanthropic Organizations</td>
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<td></td>
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<td>10</td>
<td>LEAD: DON, PDD</td>
<td>National Endowment for the Arts Grants, HAA Grants, LISC Small Grants, Visit My Neighborhood Grant</td>
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<td>SUPPORT: SN Council, HPD-DRT, Area Apartment Owners and Managers, Area Grocery Stores, Local Business Owners</td>
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<td></td>
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<td>LEAD: YMCA/KIPP HS</td>
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<td></td>
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<td>SUPPORT: MOCA, HAA, SN Council, BakerRipley, CONNECT Community, CHAT, Young Audiences of Houston, ReVision, PAIR Youth, Islamic Art Foundation</td>
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<td></td>
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<td>UP / Mini-Mural Project, National Endowment for the Arts Grants, HAA Grants, Neighborhood Matching Grants, LISC Small Grants, Adopt a Shelter / Bus Shelter Art</td>
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</tbody>
</table>
PARKS and COMMUNITY AMENITIES

Introduction
The Gulfton study area is densely built, with little vacant land or green space, and only one public park. Burnett Bayland Park, located at Chimney Rock Road and Gulfton Street, is a 33-acre park with numerous amenities. Only 40% of Gulfton’s 47,000 residents are within a 10-minute walk of a park. According to the Trust for Public Land’s ParkScore Map the areas with the highest park needs in Gulfton are in the western sections of the neighborhood. Based on standards developed in the 2015 Houston Parks and Recreation Master Plan for neighborhood, community, and pocket parks, the Gulfton community needs 119 acres of parks. Burnett Bayland Park accounts for 27% of this recommended park area. An additional 86 acres of parks are needed to meet the standards developed in this plan.

Parks and Community Amenities Goals
The two goals to enhance parks and community amenities focus on expanding and improving Burnett Bayland Park, as well as identifying opportunities to build new parks and share open spaces, and planting additional trees and landscaping. The goals, developed through a series of public meetings and existing community plans, are summarized here and provided in more detail on the following pages. The parks and community amenities goals are:

Build Great Parks and Open Spaces
The Gulfton community has an exceptional need for parks and open spaces. The neighborhood is served by a single public park, Burnett Bayland Park. The park has a number of amenities, including soccer fields, a community center, skatepark, splash pad, and community garden. Yet, because of the lack of parks and open spaces in the community this vibrant and active park is over-used.

The first project is to improve and expand Burnett Bayland Park. Las Madres del Parque (The Mothers of the Park), a local community organization, has been working with the Parks Department to improve the community garden, playground, splash pad, and lighting. Leaders will continue to advocate for additional improvements, including walking trails, benches, games, trees, native plants, and lighting. Improving security and maintenance of the park are also key projects. In addition, leaders will be developing partnerships to explore the potential to bring healthy food vendors to the park, a market area, outdoor kitchen, and expanded community gardens. Finally, expansion of the park is also being pursued.

Improving access to open spaces, particularly in the neighborhood’s western section, and building new parks will require creative thinking and partnerships.

40% Of Gulfton residents live within a 10-minute walk to a park

47% Of Houston Residents live within a 10-minute walk to a park

Data Sources: Houston GIS; Trust for Public Land ParkScore Map and Index, 2017; City of Houston Parks Master Plan 2015
This includes, exploring sites such as apartment complexes, vacant retail lots, utility easements, and right-of-ways for new green spaces, while also working with the Houston Health Department to expand the green space amenities at the Southwest Multi-Service Center. Additional opportunities include working with area schools, institutions, and public facilities to share green spaces for children and adults across the community. The objective is to ensure that all of Gulfton’s residents are within a 10-minute walk of a park.

Create a Green Community
The Gulfton study area is a dense neighborhood with very little greenery or trees (see map to the right). Gulfton leaders will work in partnership with the Planning and Development Department and others to plant additional street trees throughout the community, while also exploring other landscaping strategies, including native plantings. The objective is to plant a minimum of 100 new trees by 2023 to improve the environmental quality, provide shade, and reduce the urban heat island effect.
<table>
<thead>
<tr>
<th>GOAL</th>
<th>PROJECTS</th>
<th>PRIORITY</th>
</tr>
</thead>
</table>
| **Build Great Parks and Open Spaces** | Improve Burnett Bayland Park  
*ACTION STEPS:* Work in partnership with the Houston Parks and Recreation Department to install new playground equipment, grill pits, and trash cans; improve the splash pad, walking trail, lighting, sports fields, drainage, and restrooms; add additional benches, recycling bins, games, trees, native plants and other landscaping; explore opportunities to expand healthy food vendors in the park, develop a market area, outdoor kitchen and expanded community gardens; increase maintenance, security, and park patrol | Medium (2 - 5 yrs) |
| | Expand Burnett Bayland Park  
*ACTION STEPS:* Work with the Houston Parks and Recreation Department (HPARD), Houston Parks Board (HPB), and others to explore the expansion of Burnett Bayland Park to better serve the neighborhood's needs | Medium (2 - 5 yrs) |
| | Identify land and build new parks  
*ACTION STEPS:* Explore sites that have the potential to be transformed into new parks, including vacant retail lots, school sites for SPARK Parks, utility easements, and right-of-ways; partner with apartment managers and owners to develop small parks in apartment complexes | Long (5 + yrs) |
| | Southwest Multi-Service Center improvements and expansion  
*ACTION STEPS:* Work in partnership with the Houston Health Department to expand the Southwest Multi-Service Center building and amenities, including outdoor game tables, exercise programs for children, and a community garden, with gardening and nutrition classes (also see EDUCATION); explore the potential of a community café at the Southwest Multi-Service Center | Medium (2 - 5 yrs) |
| | Open space / green space sharing  
*ACTION STEPS:* Work with area schools (including Jane Long Academy and YES Prep), institutions, public facilities, and community centers to share green spaces for children and adults in the community, including school grounds being open for additional hours in the morning and evening | Medium (2 - 5 yrs) |
| | Green streets and places  
*ACTION STEPS:* Create partnerships to plant additional trees, including fruit trees, across the community and along area streets; install additional landscaping and greenery across the neighborhood, including native species | Medium (2 - 5 yrs) |

**PLAN Legend:**  
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## Action Plan

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<td><strong>Medium (2 - 5 yrs)</strong></td>
<td>100% Of residents will be within a 10-minute walk of a park or open green space by 2023. Currently, 40% (or 18,750 people) are within a 10-minute walk.</td>
<td><strong>LEAD:</strong> HPARD, Las Madres del Parque&lt;br&gt;<strong>SUPPORT:</strong> HPB, SN Council, Center Point, Boy Scouts of America</td>
<td>Texas Parks and Wildlife Local Parks Grant Program, Urban Outdoor Recreation, Adopt an Esplanade Program, Eagle Projects</td>
</tr>
</tbody>
</table>

| **Long (5 + yrs)** | 100% | **LEAD:** HPARD, HPB, Las Madres del Parque<br>**SUPPORT:** SN Council; Philanthropic Organizations | Texas Parks and Wildlife Local Parks Grant Program, Urban Outdoor Recreation, CDBG Funding |

| **Long (5 + yrs)** | Currently, 40% (or 18,750 people) are within a 10-minute walk. | **LEAD:** HPARD, HPB, SPARK Parks<br>**SUPPORT:** SN Council, Apartment Managers and Owners, Land Owners, Philanthropic Organizations | SPARK Park Program, KaBOOM! Grants, Texas Parks and Wildlife Local Parks Grant Program, Urban Outdoor Recreation |

| **Short (0 - 2 yrs)** | | **LEAD:** HHD<br>**SUPPORT:** SN Council, HPB, Urban Harvest, CONNECT Community, Texas Children in Nature | HHD Gardening Classes |

| **Medium (2 - 5 yrs)** | 100 New trees planted in the community by 2023 | **LEAD:** CONNECT Community, HPARD<br>**SUPPORT:** HISD, Jane Long Academy, YES Prep, SN Council, Texas Children Initiative | Trees for Houston Scenic Houston |

| **Medium (2 - 5 yrs)** | | **LEAD:** PDD<br>**SUPPORT:** Harris County Flood Control, Center Point Energy, SN Council, Southwest Management District, Trees for Houston, River Oaks Garden Club, Apartment Complexes, Land Owners | |
Introduction
Safety is an important key to building a healthy and thriving community. Gulfton is served by HPD’s South Gessner Division, and includes all of Beat 17E10. Crime statistics compiled for Beat 17E10 illustrate that the property crime rate in Gulfton is 26% lower than in Houston overall, while the rate of violent crime per 100,000 residents is 29% higher than in Houston. The area with the highest concentration of crime in Gulfton is close to the intersection of High Star and Hillcroft Avenue.

A complete community is a safe community, where law enforcement agencies and the community work together to reduce crime and create safe streets and places.

Safety Goals
The three goals to enhance safety in the Gulfton Complete Community focus on creating a safe and secure neighborhood, with informed residents who work in partnership with local law enforcement to reduce crime. The goals, developed through a series of public meetings and existing community plans, are summarized here and provided in more detail on the following pages. The safety goals are:

Create a Safe and Secure Neighborhood
Gulfton residents want to feel safe in their neighborhood. A number of community challenges are impacting their sense of safety. These include gang activity, gun violence, and loitering in area parks and public places. While crime has declined in recent years, the perception that the community is very unsafe remains prevalent.

Civic leaders will work in partnership with the Houston Police Department to increase the visibility of patrols, including in area apartment complexes, address gangs, gun violence, and loitering in public places. This work will be combined with projects to increase safety in area apartments, including encouraging owners to join the Blue Star certification program, and conducting safety audits throughout the neighborhood. In addition, a “safe zone” will be developed at the HPD Storefront for people to securely conduct online transactions. The objective is to reduce the rate of violent crime by 25% over the next five years.

Support Active Residents
A challenge for the Gulfton neighborhood, with the transitional flow of residents with diverse backgrounds and the presence of criminal gangs, is the hesitation to report crime or other safety issues, such as human

<table>
<thead>
<tr>
<th>Violent crime rate per 100,000</th>
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<tbody>
<tr>
<td>Gulfton, 2016</td>
</tr>
<tr>
<td>Houston, 2016</td>
</tr>
</tbody>
</table>

1,320 Violent crime rate per 100,000 in Gulfton, 2016
1,026 Violent crime rate per 100,000 in Houston, 2016

A complete community is a safe community where the community and law enforcement work together to reduce crime and increase the sense of security throughout the neighborhood.

Traffic barriers, fear of police, and other impediments stand in the way of many residents reporting criminal activity.

Developing multilingual outreach materials, in print and local broadcast forms, to better inform residents of the anonymous ways to contact the police and secure other services and resources, is the first step in eliminating fear and other barriers to enhancing safety.

**Build Strong Community-Police Relations**

Working towards a safe and connected neighborhood requires strong partnerships between local law enforcement agencies and community members. To strengthen these relationships civic leaders will attend regular meetings of HPD’s Positive Interaction Program. These meetings provide an opportunity for community leaders to share their top safety concerns with police, and to work in partnership to solve these issues. The goal is to have an action request report submitted to HPD’s South Gessner Division annually. Creating trust and understanding between police officers and residents will help to build bridges between the community and law enforcement.

---

<table>
<thead>
<tr>
<th><strong>3,217</strong></th>
<th>Property crime rate per 100,000 in Gulfton, 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4,321</strong></td>
<td>Property crime rate per 100,000 in Houston, 2016</td>
</tr>
</tbody>
</table>


**Early Successes**

The Code Enforcement Division has surveyed streetlights in each Complete Community every four months to identify broken lights and report to CenterPoint for repair.

The Houston Police Department launched a bike patrol program in Gulfton in early 2018.
GOAL | PROJECTS | PRIORITY
--- | --- | ---
**Reduce gang activity and gun violence**
*ACTION STEPS:* Work in partnership with HPD to develop a targeted program to reduce gang activity and gun violence, including expanding the gang task force in the community.

**Increase the visibility and presence of police in the community**
*ACTION STEPS:* Expand police patrols in the neighborhood, including foot and bike patrols; Improve and expand the HPD storefront; Partner with area civic clubs and the Super Neighborhood Council to establish neighborhood watch programs.

**Create a safety zone for online transactions**
*ACTION STEPS:* Work with HPD to create a safety zone at the HPD Storefront.

**Safety audits**
*ACTION STEPS:* Work in partnership with HPD, the Super Neighborhood Council, apartment managers, and others to conduct safety audits throughout the community; Develop strategies to increase safety, including implementing Crime Prevention Through Environmental Design (CPTED) strategies in partnership with HPD’s CPTED Program.

**Reduce loitering**
*ACTION STEPS:* Develop partnerships to address the challenges of loitering, homeless needs, and panhandling, particularly at area bus stops and shelters and Burnett Bayland Park.

**Address safety and security at area apartments**
*ACTION STEPS:* Work in partnership with HPD’s Apartment Enforcement Unit to identify and address security in area apartment complexes, particularly those with high crime; Encourage apartment owners to join the Blue Star certification program that represents owner’s and manager’s commitment to keep their complexes safe.

**Reduce domestic violence**
*ACTION STEPS:* Increase outreach, information, and services for victims of domestic violence in multiple languages.

**Develop a public service safety campaign for 311/211/911 in multiple languages**
*ACTION STEPS:* Create outreach materials and a public service campaign on 311/211/911 in multiple languages; Materials would include information on the ways to contact the police, including email, fax, in person, phone, NextDoor, Facebook, etc; The campaign would be promoted through local Spanish-language media, radio, TV, area apartment complexes, newsletters, and other area sources; The goal is to eliminate any fear of reporting crime and/or using city services for those who are undocumented.

**Build trust and relationships between the community and police**
*ACTION STEPS:* Encourage civic clubs and Super Neighborhood Council leaders to attend monthly Positive Interaction Program (PIP) meetings; Communicate with HPD the top safety issues in the community regularly at the PIP meetings or through an “Action Request”

**Support Active Residents**

**Build Strong Community-Police Relations**

**Create a Safe and Secure Neighborhood**

**PLAN Legend:**
- Complete Communities Action Plan
- City of Houston Plans and CIP
- CONNECT Community
- Gulfton SNAP / Survey
- Legacy Community Health Assessment
- HGAC Special District Study

---

Gulfton
### SAFETY

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>METRICS TO MEASURE SUCCESS</th>
<th>PARTNERS</th>
<th>POTENTIAL PROGRAMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium</td>
<td></td>
<td>LEAD: HPD, Mayor’s Anti Gang Office</td>
<td>Anti-Gang Task Force, Positive Interaction Program, The GREAT Program, Weed and Seed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: SN Council, Southwest District, Police and Clergy Alliance, ReVision, MBK, Area Non-profits</td>
<td></td>
</tr>
<tr>
<td>Short</td>
<td></td>
<td>LEAD: HPD</td>
<td>Keep Houston SAFE Initiative, Gulfton Festival, Positive Interaction Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: SN Council, Southwest District, Gulfton Citizens Advisory Council</td>
<td></td>
</tr>
<tr>
<td>Short</td>
<td></td>
<td>LEAD: HPD</td>
<td>Positive Interaction Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: SN Council, Southwest District</td>
<td></td>
</tr>
<tr>
<td>Short</td>
<td></td>
<td>LEAD: HPD, SN Council</td>
<td>HPD CPTED Training, Positive Interaction Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: Civic Clubs, Gulfton Citizens Advisory Council, Area Apartments, Area Schools</td>
<td></td>
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<tr>
<td>Short</td>
<td></td>
<td>LEAD: HPD, HPARD</td>
<td>Positive Interaction Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: SN Council, Southwest District, METRO Police, Star of Hope</td>
<td></td>
</tr>
<tr>
<td>Short</td>
<td>Reduction in the violent crime rate by 2023</td>
<td>LEAD: HPD, Apartment Enforcement Unit, DON</td>
<td>Blue Star Program, HPD CPTED Training Program, HPD Differential Response Teams, Positive Interaction Program</td>
</tr>
<tr>
<td></td>
<td>In 2016, Gulfton had a violent crime rate 29% above the City average</td>
<td>SUPPORT: SN Council, Apartment Owners and Managers, Blue Star Program, Alliance for Multicultural Services</td>
<td></td>
</tr>
<tr>
<td>Short</td>
<td></td>
<td>LEAD: HPD, DON</td>
<td>Positive Interaction Program</td>
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<tr>
<td></td>
<td></td>
<td>SUPPORT: BakerRipley, Alliance for Multicultural Services, Houston Women’s Center, DAYA Houston</td>
<td></td>
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<tr>
<td>Medium</td>
<td></td>
<td>LEAD: HPD, DON</td>
<td>Positive Interaction Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: Super Neighborhood Alliance, SN Council, Mayor’s Office Advisor on Human Trafficking, Houston Area Council on Human Trafficking, METRO, Alliance for Multicultural Services</td>
<td>United Way Community Building Grants, Positive Interaction Program</td>
</tr>
<tr>
<td>Short</td>
<td></td>
<td>LEAD: HPD</td>
<td>Positive Interaction Program, HPD Police Athletic League (PAL) Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SUPPORT: SN Council, Southwest District, Area Apartment Owners and Managers</td>
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</tr>
</tbody>
</table>
OUR THANKS

Complete Communities

The Complete Communities initiative would not have been possible without the commitment and dedication of the Complete Communities Advisory Committee and the Gulfton Neighborhood Support Team. The Advisory Committee, comprised of community leaders and advocates, ensured that the program structure was inclusive, promoted public-private partnerships, and worked effectively and efficiently. The Gulfton Neighborhood Support Team guided the planning process and shaped the initiative at the local level. We thank everyone for their time and commitment to the Complete Communities initiative.

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Lauren Anderson, Houston Ballet
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Paul Charles, Neighborhood Recovery CDC
Etta Crockett, Acres Home Super Neighborhood
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Tomaro Bell, Super Neighborhood Alliance
Tanya Debose, Independence Heights Redevelopment Council
Frances Dyess, Houston East End Chamber of Commerce
Kathy Flanagan Payton, Fifth Ward Community Reinvestment Council
Bo Fraga, BakerRipley
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Hiba Siddiqui
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Azeb Yusuf
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This list was compiled from sign-in sheets at the community meetings. We apologize for any misspellings or omissions.

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Zebib Shumbahire
Ines Sigel
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Yolanda Speaker
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Pablo Szub
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Kenny Trice
Annie Trinh
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The Complete Communities initiative is supported by over 200 representatives of 27 City Departments and partner organizations. We thank you.

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Tonya Sawyer

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Officer Ashton Bowie
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Sergeant Michael Donato
Lieutenant Alberto Elizondo
Sergeant Frank Escobedo
Exec Asst Chief Troy Finner
Sergeant Eric V. Flores
Captain Harlan Harris
Officer Jorge Herrera
Officer Joseph Herrera
Officer Leevan Lewis
Sergeant Va'Shawnda McLean
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Special Thanks to Bloomberg Associates
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