GREATER HOUSTON COVID-19 RECOVERY FUND

A collaborative effort of United Way of Greater Houston & Greater Houston Community Foundation
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To our community,

United Way of Greater Houston and Greater Houston Community Foundation stood together to support those in our community who have been impacted by COVID-19 and the resulting economic crisis. In March 2020, we established the Greater Houston COVID-19 Recovery Fund to ensure the most vulnerable in our community affected by COVID-19 have access to food, health care, shelter, and other basic necessities to sustain them in this crisis.

Nearly one million households in Greater Houston’s four-county region were living on the economic edge or in poverty before the pandemic. Due to the widespread economic and health impacts of COVID-19, that figure increased by hundreds of thousands. With the closing of public spaces, schools, and workplaces, many low-wage workers who have been living paycheck to paycheck continue to experience unprecedented financial hardship. Families are struggling to survive, especially vulnerable population groups that have been disproportionately impacted by job losses and are grieving the loss of a loved one. The pandemic has also jeopardized vital community resources such as public education, health care, housing, and the demand for affordable child care and emergency food assistance has increased exponentially.

The Greater Houston COVID-19 Recovery Fund set out to make the greatest impact with the funds entrusted to us. It was clear that no one fund or organization could answer needs of this magnitude – it takes public and private sectors working together and it is ongoing.

We have received donations of all sizes from foundations, individuals, and companies, and we thank everyone who has answered this urgent call for help in our community – every gift counts. We would like to offer special thanks to Houston Endowment for their lead gift of $1 million and a challenge gift of $1 million that added $1 for every $4 raised, resulting in an additional $4 million. This generosity enabled the Fund to invest $18.4 million in 87 nonprofit partners that were able to serve more than 209,802 individuals living in 100,578 households located in Fort Bend, Harris, Montgomery, and Waller counties.

Thank you for your continued support of our organizations and our community. We remain committed to learning from and improving our efforts so that we can effectively support the Greater Houston region. Later in this report, we share lessons learned from this collaborative effort. Greater Houston Community Foundation and United Way of Greater Houston are honored to serve you, and we look forward to our continued partnership in the future.

With gratitude and appreciation,

Amanda McMillian
United Way of Greater Houston

Stephen Maislin
Greater Houston Community Foundation

The Greater Houston COVID-19 Recovery Task Force, composed of board members and appointees of both United Way of Greater Houston (UWGH) and Greater Houston Community Foundation (GHCF), oversaw and approved grants made from the Greater Houston COVID-19 Recovery Fund. The Task Force also provided oversight and leadership for the Greater Houston COVID-19 Recovery Fund Grants Committee, which was responsible for developing the grant-making strategy, recommending grants, and evolving the grant-making strategy to respond to community needs. The Grants Committee was composed of staff members of the two organizations, in addition to program officers from Arnold Ventures and Houston Endowment (HEI), who both brought extensive disaster response and public health expertise.

The Task Force was entrusted to make investments in services provided by trusted nonprofit partners that have proven experience and systems in place to serve the community during times of disaster.

Thank you to the generous community leaders who supported the Greater Houston COVID-19 Recovery Fund through their service on the Task Force, Grants Committee, and subcommittee of staff that supported the agency application review process.

**Advisory Task Force**

Tony Chase, ChaseSource, LP
Irma Diaz-Gonzales, Employment & Training Centers, Inc.
Lynn Elsenhans, Sunoco (retired)
Bob Harvey, Greater Houston Partnership
Laura Jaramillo, GHCF Board Member
Nancy McGregor, GHCF Board Member
Y. Ping Sun, Rice University and Yetter Coleman LLP

**Grants Committee**

Stephanie Blair, GHCF
Chris Hensman, Arnold Ventures
Annie Hurwitz, GHCF
Elizabeth Love, HEI (formerly), Herhey Foundation (current)
Curtis McMinn, UWGH
Margaret Oser, UWGH
Mary Vazquez, UWGH
Renee Wizig-Barrios, GHCF
Diana Zarzuelo, GHCF

**Subcommittee Members**

Shauna Harris, UWGH
Rebecca Hove, GHCF
Traci Jack, UWGH
Jennifer Touchet, GHCF

Thank you to the leadership teams and staff from both United Way of Greater Houston and Greater Houston Community Foundation for the incredible work they have done to meet the needs of our most vulnerable neighbors during this challenging time. The Greater Houston COVID-19 Recovery Fund was truly a collaborative effort.
Round Three – May 28, 2020
The Greater Houston COVID-19 Recovery Fund invested $8.2 million in 65 nonprofit partners to meet urgent needs. Grants were provided to organizations serving Greater Houston’s most vulnerable families and individuals in need of food, financial assistance for basic needs and housing, as well as services to prevent homelessness due to evictions and foreclosures. Funds were also invested to support financial and housing counseling, legal assistance, and to support a public-private partnership that addressed urgent pandemic needs and chronic homelessness issues.

Round Four – July 15, 2020
Amid a growing resurgence of COVID-19 cases in the Greater Houston region and an ongoing economic crisis, the Greater Houston COVID-19 Recovery Fund invested $1.5 million in emerging needs grants to support food insecure households and those who are unemployed but unable to receive government assistance, including immigrant and mixed-status households.

Round Five – August 5, 2020
A special grant of $1 million was awarded to bolster the City of Houston’s second rental relief program, aimed at helping the most vulnerable Houston residents remain housed.

Round Six – August 18, 2020
The Greater Houston COVID-19 Recovery Fund invested $1.5 million to provide emergency financial assistance to people on the verge of eviction or homelessness, pregnant women, and foster youth. The grant also supported system-level innovations which would amplify community impact.

Round Seven – October 1, 2020
As families and individuals continued to endure economic hardships created by the COVID-19 pandemic, the Greater Houston COVID-19 Recovery Fund invested $2.4 million in emergency financial assistance and rental assistance, as well as support for those who lost loved ones from the coronavirus. These investments provided flexible financial aid to families that have lost a primary breadwinner or immediate family member due to COVID-19 in the four-county region, as well as emergency financial and rental assistance to under-served residents in Fort Bend, Montgomery, and Waller counties.

Round Eight – March 29, 2021
The Greater Houston COVID-19 Recovery Fund invested $1 million to provide emergency financial assistance to households facing economic challenges related to COVID-19, with a focus on reaching families who are eligible for government assistance. A $500,000 grant also supports a hyper-local approach to increasing equitable vaccine access across target communities in Greater Houston through a collaborative effort among several nonprofit partners.

As of February 2021, the Fund has raised and invested $18.4 million in 87 local organizations that have served more than 209,802 individuals living in 100,578 households in need through eight rounds of grants. Please note, data provided is not considered final, due to ongoing reporting from grantees.

Round One – April 15, 2020
The first round of grants from the Greater Houston COVID-19 Recovery Fund included $1.5 million invested in 30 nonprofit partners to provide critical basic needs, like food and emergency financial assistance, to vulnerable families and individuals who likely wouldn’t receive any other aid, such as government stimulus.

Round Two – May 7, 2020
In response to urgent, emerging community needs caused by the COVID-19 pandemic, the Greater Houston COVID-19 Recovery Fund Task Force announced a stopgap investment of $765,000 to four Greater Houston nonprofit organizations. The grants supported four key populations: domestic violence survivors, food insecure households, laid-off hospitality workers, and people experiencing homelessness.

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Thank you to these incredible organizations for providing critical resources to our neighbors in need during a time of unprecedented challenges. United Way of Greater Houston and Greater Houston Community Foundation also extend thanks to the Fund Task Force for their thoughtful oversight and approval of all investments made from the Greater Houston COVID-19 Recovery Fund.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Investment ($)</th>
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<tbody>
<tr>
<td>The Alliance</td>
<td>180,000</td>
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<tr>
<td>Attack Poverty</td>
<td>125,000</td>
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<tr>
<td>Avenue CDC</td>
<td>250,000</td>
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<tr>
<td>Baker Ripley</td>
<td>1,225,000</td>
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<tr>
<td>The Beacon of Downtown Houston</td>
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<tr>
<td>Boat People SOS</td>
<td>173,400</td>
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<tr>
<td>Bo’s Place</td>
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<tr>
<td>Boys and Girls Clubs of Greater Houston</td>
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<tr>
<td>Brighter Bites</td>
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<td>Catholic Charities of the Archdiocese of Galveston-Houston</td>
<td>1,125,000</td>
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<tr>
<td>The Center for Pursuit</td>
<td>35,000</td>
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<tr>
<td>Change Happens</td>
<td>150,000</td>
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<tr>
<td>Chinese Community Center</td>
<td>200,000</td>
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<tr>
<td>Christian Community Service Center</td>
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<tr>
<td>Coalition for the Homeless of Houston/Harris County</td>
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<tr>
<td>Communities In Schools of Houston</td>
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<tr>
<td>Community Family Centers</td>
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<tr>
<td>Connective</td>
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<tr>
<td>Covenant House Texas</td>
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<td>Crisis Assistance Center</td>
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<td>Cy-Hope</td>
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<td>Cypress Community Assistance Ministries</td>
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<td>East Harris County Empowerment Council</td>
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<td>Easter Seals of Greater Houston</td>
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<tr>
<td>Epiphany Community Health Outreach Services</td>
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<tr>
<td>Evelyn Rubenstein Jewish Community Center of Houston</td>
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<tr>
<td>Every Texan/Young Invincibles</td>
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<tr>
<td>Family Houston</td>
<td>180,000</td>
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<tr>
<td>Fe y Justicia Worker Center Houston</td>
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<tr>
<td>Fifth Ward Community Redevelopment Corporation</td>
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<td>Fort Bend Seniors Meals on Wheels</td>
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<td>Free Indeed Community Works</td>
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<td>Harris County Domestic Violence Coordinating Council</td>
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<td>The HAY Center Foundation</td>
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<td>Healthcare for the Homeless</td>
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<td>Houston Area Urban League</td>
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<tr>
<td>Houston Food Bank</td>
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<td>Houston Immigration Legal Services Collaborative</td>
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<td>Houston in Action</td>
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<td>Houston: reVision</td>
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<td>Humble Area Assistance Ministries</td>
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<td>Interfaith Caring Ministries</td>
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<td>Interfaith of The Woodlands</td>
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<td>Islamic Society of Greater Houston</td>
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<td>Jewish Family Service</td>
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<td>Katy Christian Ministries</td>
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<tr>
<td>Kids Meals</td>
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<tr>
<td>Living Hope Wheelchair Association</td>
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<tr>
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<td>Local Infant Formula for Emergencies</td>
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<td>Local Initiatives Support Coalition</td>
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<td>Lone Star Legal Aid</td>
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<tr>
<td>Meals on Wheels</td>
<td>240,000</td>
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<tr>
<td>Montgomery County</td>
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<tr>
<td>Memorial Assistance Ministries</td>
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<td>Ministry Assistance of the Near Northwest Alliance</td>
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<td>Mission Northeast</td>
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<tr>
<td>Montgomery County Food Bank</td>
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<td>Montrose Counseling Center</td>
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<td>Montrose Grace Place</td>
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<td>My Brother’s Keeper Outreach Center</td>
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<tr>
<td>Neighbors in Action</td>
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<td>New Hope Housing</td>
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<td>North East Partners In Power</td>
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<td>North Pasadena Community Outreach</td>
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<tr>
<td>Northwest Assistance Ministries</td>
<td>375,000</td>
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<tr>
<td>Prison Entrepreneurship Program</td>
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<td>Project Row Houses</td>
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<td>Rosenberg Richmond Helping Hands</td>
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<tr>
<td>The Salvation Army</td>
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<tr>
<td>Second Mile Mission Center</td>
<td>115,000</td>
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<tr>
<td>Society of St. Vincent de Paul, Archdiocese of Galveston-Houston</td>
<td>150,000</td>
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<td>Sojourn Landing</td>
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<td>Southeast Area Ministries</td>
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<tr>
<td>Star of Hope Mission</td>
<td>165,000</td>
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<td>Tahirih Justice Center</td>
<td>95,000</td>
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<tbody>
<tr>
<td>Target Hunger</td>
<td>16,000</td>
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<td>Texas Center for Child and Family Studies</td>
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<td>Tomball Emergency Assistance Ministries</td>
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<td>Urban Harvest</td>
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<td>Volunteers of America Texas</td>
<td>200,000</td>
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<td>Waller Assistance &amp; Restorations Ministries</td>
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<td>Wesley Community Center</td>
<td>25,000</td>
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<td>West Houston Assistance Ministries</td>
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<td>West Street Recovery</td>
<td>165,000</td>
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<tr>
<td>Workers Defense Project</td>
<td>250,000</td>
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**Total** 18,348,781

$70K for external fund evaluation and donation credit card processing fees
The Greater Houston COVID-19 Recovery Fund (GHCRF) invested $18.4 million in 87 local nonprofit partners that were able to serve more than 209,802 individuals living in 100,578 households located in Fort Bend, Harris, Montgomery, and Waller counties.

More than 221,216 individuals received food assistance; 30,482 people received financial assistance to pay for urgent needs such as food, bills, health care, child care, life-saving personal protective equipment, and more; and 12,990 individuals received housing financial assistance to pay their rent/mortgage and utilities.

Over a year into the pandemic, the data are clear: the most vulnerable in our region have been hardest-hit by the public health and economic impacts of COVID-19. Read more about this on Understanding Houston's COVID-19 site. Challenges these groups faced before the pandemic have only been exacerbated and many are unable or less likely to seek out public benefits.

About 89% of households served by GHCRF are low-income, meaning they earn 60% or less of the AMI, which is about $47,300 for a household size of four.

The majority of clients served identified as renters, Hispanic/Latino, and were children under 18 years of age or adults 65 years and older.

Note: Area Median Income (AMI) is a commonly used economic measure that depends on household size and accounts for a region’s cost of living. For example, AMI for a household size of four in the Houston Metropolitan Area in 2020 is $78,813.

Sums may not total 100 due to rounding.
FUND IMPACT

Depth of Households Served by ZIP Code
Depth of service across the four-county region

To quantify the depth of service relative to need, the rate of households served per 1,000 households in poverty was calculated for each ZIP code and compared to the average of all ZIP codes, defined as the “expected rate.” If the ZIP code’s service rate was higher than the expected rate, then that ZIP code was categorized as “well served.” This ZIP code analysis revealed that more than half of the ZIP codes in the region were rated as “well served” or better.

• 20% of ZIP codes (36) were classified as “minimally served” – served at a lower than expected rate (shown in dark blue)
• 29% of ZIP codes (52) were “moderately served” – served at a rate slightly lower than the average (light blue)
• 28% of ZIP codes (50) were “well served” – served at a similar rate of the average (yellow)
• 10% of ZIP codes (18) were “very well served” – served at a rate above the average (pink)
• 12% of ZIP codes (21) were served at a much higher rate than expected, meaning a rate that exceeds one standard deviation above the average (shown in red)

Serving Disproportionately Impacted ZIP Codes
The Fund served disproportionately impacted ZIP codes at a higher rate than non-disproportionately impacted ZIP codes across all counties. The map below shows the distribution of total households served within disproportionately impacted ZIP codes broken into five quintiles of equal size. The highest quintile (dark red) represents the top 20% of ZIP codes in terms of total number of households served in disproportionately impacted ZIP codes, and the lowest quintile (light pink) represents the bottom 20% of ZIP codes in terms of total number of households served. In terms of households served among disproportionately impacted ZIP codes, the top 20% ZIP codes were found in:

• Southwest Harris County (77053, 77036, 77081, 77099 – Gulfton/Sharpstown/Alief)
• Spring Branch (77080)
• Cloverleaf (77015)
• Montgomery County (77301 – Conroe)
• Fort Bend County (77469 – Richmond)

Households Served by ZIP Code
Distribution of beneficiaries served across the four-county region
GHCRF had a broad reach, serving residents from across 177 ZIP codes in the four-county region – Fort Bend, Harris, Montgomery, and Waller counties. Of the 100,578 households served through GHCRF, two-thirds had a known ZIP code of origin, 31% were unknown, and 2% were reported as experiencing homelessness. Of the beneficiaries served with a known ZIP code of residence, the vast majority were Harris County residents, not surprising given the fact that Harris County is the most populous county.

• 65% were served in Harris County
• 25% were served in Montgomery County
• 8% were served in Fort Bend County
• 2% were served in Waller County

This evaluation data will continue to be used to inform future grant making strategy and outreach to nonprofits.

CLIENT STORY
Susan* contracted COVID-19 last June and had to be hospitalized. Because of COVID-19 restrictions, Jack*, her husband of 48 years, wasn’t allowed to visit his wife in the hospital, but the two made it work by communicating over the phone.

Not long after Susan was hospitalized, Jack became sick from COVID-19. The couple’s three children urged their father to go to the hospital, but Jack refused and his illness worsened. On June 26, Jack lost his life to COVID-19.

Once Susan recovered and was released from the hospital, the family quarantined and was able to hold a funeral service for Jack.

In addition to mourning the loss of her husband, Susan is dealing with lingering issues related to COVID-19. She has trouble maintaining her balance and falls frequently – issues for which she is seeing a neurologist.

With medical bills and funeral expenses mounting, Susan applied for assistance through the COVID-19 Lost Loved One Fund. The support from the fund helped her pay for Jack’s funeral and her hospital stay. During a time of tragic loss and great uncertainty, Susan is grateful for the support of the Lost Loved One Fund and is looking forward to being healthy once again.

* Client names have been changed.
COVID-19 Lost Loved One Fund

In October 2020, the Greater Houston COVID-19 Recovery Fund distributed $1.5 million to Memorial Assistance Ministries to launch the COVID-19 Lost Loved One Fund. The grant provided flexible financial assistance to families that have faced a loss of a primary breadwinner or other immediate family member due to COVID-19.

Qualifying families were provided $3,500 to address immediate needs such as funeral arrangements, or assistance with rent, mortgage, or utilities. All individuals received information and referrals to grief counseling.

"MAM’s work is based on the value of neighbors helping neighbors," states Sonja Gee, MAM President and CEO. "For families facing the tragedy of a COVID related death, the impact of this bereavement fund is more than just the vital financial support it provides. It is the sense of community and belonging it offers to those who may otherwise feel they are facing this tragedy on their own. It is like the hot casserole and warm hug that remind us we are not alone, that our community cares, and that together, we can get through even the most difficult of situations. MAM is proud to offer such an important service to Houston during this challenging time, and grateful to the Fund donors, United Way and Greater Houston Community Foundation for the opportunity."

Coalition for the Homeless

On July 1, 2020, the City of Houston, Harris County, and the Coalition for the Homeless, along with the partners of The Way Home Continuum of Care, announced a joint plan to serve 5,000 people experiencing homelessness by October 2022 to limit the spread of COVID-19. With an investment from the Greater Houston COVID-19 Recovery Fund, the Coalition for the Homeless leveraged grant funds to update their systems to better serve people experiencing homelessness across partner agencies. They also leveraged dollars from the Fund to secure additional federal funding for their Community COVID Housing Program (CCHP), which is designed to improve systems for coordinating care and housing for homeless people.

For people experiencing homelessness, housing is health care. Because of underlying health conditions and lack of access to facilities, people experiencing homelessness are more susceptible to COVID-19 and, if infected, are more likely to experience serious complications or death compared to those who have a home.

The program officially commenced on October 1, 2020. The infusion of funding through the CCHP has already been transformative for the system. As of January 2021, the system had housed more than 1,000 people. Without the funding from CCHP, the organization would have only been able to house approximately 300 people in the same time period.

"We are thankful for the Greater Houston COVID-19 Recovery Fund’s support of the project management team at the Coalition, which has been critical to implementing this innovative program!"
The Greater Houston COVID-19 Recovery Fund’s grant to Connective provided incredible leverage of community funds by amplifying the impact of response efforts across our community. Too often during times of disaster, governments and nonprofits act immediately and then evaluate the impact and effectiveness years down the line. Employing best in class human-centered design research tools, Connective developed a program for assessing human needs and recommending immediate actions to response organizations in an agile, real-time way.

The grant allowed Connective to run monthly Design Research sprints. Every month, they chose a topic, identified an audience, picked a research tool, conducted research (through in-depth interviews, focus groups, surveys, or observational analysis), distilled insights, and helped partners put them into practice immediately.

For example, in the fall of 2020, Connective spoke to landlords about their experience of renting during COVID and the risk of eviction for some tenants. Connective kept diversity of experience in mind when choosing the landlords and tenants to speak to: varying portfolio size, varying geographies, different gender, and ethnicities. Connective learned that landlords trust tenants who are proactive about their issues and ask for assistance. Landlords were also willing to make a lot more concessions than they were pre-COVID. Tenants, however, were often scared of communicating their issues and operated with a pre-COVID mentality, where they did not believe their landlords were willing to make concessions. The City and nonprofit administrators immediately changed their messaging based on Connective’s research in order to coach tenants on how to have effective conversations with their landlords.

This research also informed effective legal assistance intake processes, building accessible technology tools for non-English speaking immigrant communities, and improving on COVID rental assistance programs.

“Connective needs to be an essential piece of a disaster recovery system.” - Agency CEO

John retired fifteen years ago after serving in the Army during the Korean War, working as a freight solicitor, and owning a successful business. He worked hard his whole life and thought he had all the savings he needed.

John never imagined he would require help, but his wife began facing health issues that left her bedridden, and John had a stroke that left one side of his body weak. As time went on, medical expenses and other costs quickly added up, and funds started running low.

John was no longer able to take his wife to the hospital for her appointments, so they began relying on a transportation service. It was through that transportation service that John first heard about a meal delivery program that would provide him and his wife with nutritious home-delivered meals—and a lifeline during the COVID-19 pandemic.

Now, John and his wife receive meal deliveries every week. The meal deliveries have been especially important during COVID-19, as both John and his wife are at high risk for infection, so eliminating trips to the store helps them protect themselves, and the nutritious meals help them stay healthy. The volunteers who deliver the meals take time to check in on John and his wife and make sure they are doing OK, which lifts John’s spirits and helps him feel less isolated.
**THE COLLABORATIVE EFFORT: LESSONS LEARNED**

Coming together to create a joint fund to address the impact of COVID-19 was critical, given the magnitude of the pandemic’s impact. United Way of Greater Houston and Greater Houston Community Foundation wanted to do a deep dive in evaluating the Fund’s model and efforts in supporting the community. The following data were collected by Working Partner, a third-party evaluator commissioned to review the efforts of the Fund. Working Partner collected feedback on the effectiveness of the collaboration and how the disaster recovery system in the Houston region could be strengthened. Interviews were held with nonprofits engaged in distributing the funds, with donors, and with staff from both agencies.

**Setting the Foundation for a Comprehensive Local Disaster Recovery System**

Prepared by Working Partner, Jessica Pugil and Bret Sinclair

**Five Key Lessons Learned**

1. **The collaborative eliminated competition for funds and raised the visibility of the Fund at a time when the fundraising environment was uncertain. Some expressed enthusiasm for having a single, local “go-to” place in the future where everyone would know to go to make a donation.** Perhaps most important to donors and other funders was having organizations leading the effort which they trusted and knew would be responsible in overseeing the effort.

2. **The size and role of the Task Force should be determined by the size of the disaster and the amount of funds to administer. In every case, it is important to have diversity in terms of race/ethnicity as well as industry.** Additionally, representation from key sectors/organizations should be considered, including a community voice, a representative from the business community, and potentially representatives of organizations that have access to data that can inform Fund priorities.

3. **The data-informed approach was especially appreciated, not only by members of the Grants Committee and the Task Force, but also by funders who used the research to inform or validate their own grant strategies for the pandemic.**

4. **The model of distributing recovery support through community-based organizations (CBOs) requires a strong network of organizations with the capacity to deliver support rapidly and effectively.** Given their past experience with CBOs in prior disasters, Greater Houston Community Foundation and United Way of Greater Houston were able to build upon the already strong list of organizations with experience in disaster recovery by bringing on new organizations and agencies that were relatively inexperienced in disaster recovery but had the ability to reach new geographies and vulnerable populations.

5. **In the event of another disaster, it is recommended to maintain a standing structure that can quickly activate, empower, and implement increased resources.** Nonprofit leaders and funders agreed that more planning prior to disasters is needed.

**THE COLLABORATIVE EFFORT: LESSONS LEARNED**

Greater Houston Community Foundation and United Way of Greater Houston have done impressive work in collaboratively administering recovery efforts under very uncertain conditions created by the pandemic. In doing so, they have established a strong foundation for a disaster recovery system to serve the Greater Houston region in the future. Based on the lessons learned from previous disaster evaluations and the findings of this report, the structure below illustrates the emerging framework for a disaster recovery system and highlights the elements of the framework that have been established through the Greater Houston COVID-19 Recovery Fund effort.

**KEY ELEMENTS OF A DISASTER RECOVERY SYSTEM**

**ACCOMPLISHED THROUGH THE GHCRF EFFORT**

| A central location for donating funds | GHCF and United Way’s expertise and capacities were leveraged  
| Establish grant-making strategy | Lessons learned from Hurricane Harvey and best practices were utilized in developing the grant-making strategy  
| Identify process for providing recovery services | Built on Community Based Organizations capacity established from prior disasters and expanded to agencies that could reach more vulnerable populations and communities  
| Use effective practices to serve eligible populations | Community Based Organizations that leveraged technology – e.g., creating online application platforms and utilizing texts – created significant efficiencies  
| Communicate with public funders, and government to maximize transparency | A central website with information and ongoing updates was established  

> **This is clearly a case of 1+1=3**

> “It was helpful that GHCF and United Way combined forces. There are so many silos already, it was useful for funders to make it easy for agencies to get money to meet critical community needs.”

> “I hope the transparency of this effort will have a lasting effect on how disaster recovery is done going forward.”

- Agency CEO

- Funder

In regards to partnership between Greater Houston Community Foundation and United Way

- Agency Staff
Thanks to the many generous organizations and individuals, the Fund has raised and invested $18.4 million in 87 local organizations that have served more than 209,802 individuals living in 100,578 households in need through eight rounds of grant.

We are so grateful to the generous lead donors whose gifts helped launch the Greater Houston COVID-19 Recovery Fund.

We also thank the following organizations and individuals who have made major gifts to support this effort.

$2,000,000
Houston Endowment Inc.

$1,000,000
Anonymous
Arnold Ventures
The Brown Foundation
Phillips 66
The Ting Tsung and Wei Fong Chao Foundation & Westlake Chemical Corporation

$500,000 - $999,999
Mr. Charles Butt
Huffington Foundation
The Powell Foundation
Randa and K.C. Weiner

$25,000 - $49,999
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Allegiance Bank
Avenue of the Americas
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The Jackson Foundation
The Kinder Morgan Foundation
Nancy McGregor and Neal Manne
NFL Draft-a-thon
William J. and Dorothy K. O’Neill Foundation
PwC Charitable Foundation
Target Stores, Inc.
Texas Mutual Insurance Company
United Way Worldwide

$100,000
Houston Texans Foundation
JPMorgan Chase & Co.

$25,000
Texas Instruments
$5,000 - $24,999
Dorothy and Mickey Ables
Albemarle Foundation
Alcon Foundation
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