

**Testimony of  
Hon. Julián Castro  
Nominee for Secretary  
U.S. Department of Housing and Urban Development**

**Before the  
Senate Committee on Banking, Housing and Urban Affairs  
June 17, 2014**

Thank you Chairman Johnson, Ranking Member Crapo and Members of the Committee for welcoming me today. I am deeply honored to appear before you as President Obama's nominee for Secretary of the Department of Housing and Urban Development. I want to thank President Obama for his confidence in me.

Allow me to also thank Senator Cornyn. He is a dedicated public servant, who also happens to hail from the great city of San Antonio, and I am incredibly grateful for his support and his generous introduction.

I want to express my deep gratitude to my family and friends, especially my wife, Erica, and my brother, Congressman Joaquin Castro, both of whom have joined me. Without their support, I simply would not be here today.

Finally, I want to commend this Committee, which has a well-earned reputation for working in a bipartisan fashion on behalf of the American people. It has been a pleasure to meet with you and your staff throughout this process. If confirmed, I look forward to our continued engagement to advance issues critical to our nation's future.

Mr. Chairman, I appear before you today with more than just professional experience in dealing with housing and urban development. I also bring my own personal experience. I grew up on the West Side of San Antonio in a neighborhood of hardworking families of very modest means. My father—at two different times in his life—lived in public housing. My mother worked for the San Antonio Housing Authority.

I've seen with my own eyes how talented and driven Americans who just want a fair shot are weighed down by the conditions in which they live, and this simply isn't right. All Americans deserve the same opportunities that I had, and I've dedicated my career to giving back to the country that has given so much to me.

As Mayor, I made it my mission to help create a vibrant, economically prosperous urban core that expands housing opportunities for all San Antonians. In 2010, we launched the "Decade of Downtown", an initiative to spark investment in our center city and older neighborhoods. This effort has attracted \$350 million in private sector investment, which will produce more than 2400 housing units by the end of 2014.

Looking ahead, during my recent visits with Committee members, many of you asked about my priorities if I am confirmed. Allow me to share two of them with you. First, I am a strong

believer in cross-agency collaboration. San Antonio's East Side is the only neighborhood in America to receive a Promise Neighborhoods grant, a Choice Neighborhoods grant, a Byrne Criminal Justice Program grant and a Promise Zone designation. We accomplished this by getting beyond silos and working across agencies to improve housing, educational achievement and overall quality of life. This is the kind of collaborative approach I would like to enhance at HUD.

Second, as a local elected official, I am also keenly aware of the value of measuring results. In San Antonio, we initiated a process of unprecedented public engagement and accountability called SA2020. Through a series of community meetings, residents spoke clearly about what kind of city they wanted to be in 2020. But we didn't just set a vision. We set precise, numeric goals for achieving our vision. We promised the community that we would come back every year and report back on how we were doing: good or bad. With the help of the state demographer, we developed a public report card, available for anyone to see on SA2020.org, to give San Antonians a real-time snapshot of how we're doing.

Similarly, I would like HUD to focus on outcomes, not only inputs. We shouldn't just track projects and dollars spent. We must measure those investments by the impact they make. Secretary Donovan has built a strong foundation for this and, if confirmed, I will work hard to make this the norm at HUD.

HUD's role is one of the most critical in government because it directly impacts American families. From enforcing fair housing rights to revitalizing distressed areas—from assisting veterans in finding permanent housing to helping communities rebuild after a natural disaster hits—the Department is making an impact in small towns, big cities, rural communities and tribal communities across the country.

The 21st century is shaping up to be the century of cities. And I believe there's a reason for that: In America's local communities, partnerships and pragmatism are the key drivers to success. That perspective has guided my efforts. If confirmed, I look forward to working with you to strengthen opportunity for Americans through HUD's efforts.

Once again, thank you Chairman Johnson, Ranking Member Crapo and Members of the Committee for your consideration of my nomination. It is an honor to appear before you. I would be happy to answer your questions.