

# City of Memphis Division of Housing and Community Development



## City of Memphis Division of Housing and Community Development FY2016 Annual Action Plan

Program Year 2015/Fiscal Year 2016  
July 1, 2015-June 30, 2016

**AC Wharton, Jr., Mayor  
City of Memphis**

**Robert Lipscomb, Director  
Housing and Community Development**



**City of Memphis**  
**Division of Housing and Community Development**  
**FY2015 Annual Action Plan**

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# Executive Summary

## AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

### 1. Introduction

The City of Memphis' Consolidated Plan is a reflection of the city's efforts to collaborate and coordinate the planning for the use of federal entitlement grant funds and to meet the requirements of the U.S. Department of Housing and Urban Development (HUD). The opportunities for receiving input from other local government, community organizations, non-profits and private/business sectors entities are numerous and on-going. As the lead agency responsible for managing the development of the plan, the City of Memphis Division of Housing and Community Development (HCD) administers primarily housing and community development programs and activities. It is through the skills and abilities of other divisions of local government, non-profit agencies, private organizations and developers that many homeless programs, public services, and economic development initiatives are provided. HCD's relationship with the Memphis Housing Authority (MHA) has strengthened the City's ability to combine its forces in meeting the housing needs of low and moderate-income citizens.

For the foreseeable future, Memphis and Shelby County's attention will continue to be focused on strategies for neighborhood revitalization in the inner-city. These include planning, identification of new incentives for redevelopment, smart growth, and collaboration.

The primary goal of Memphis' Consolidated Plan is to foster the development of viable urban neighborhoods which include decent housing for everyone, a suitable living environment, and expanded economic opportunities, especially for low and moderate income citizens. Four major groups of activities address this goal:

- Housing
- Homelessness
- Special Needs Populations
- Neighborhood, Community and Economic Development

The Consolidated Plan combines into a single submission a Federal grant application for Community Development Block Grant (CDBG), HOME, Housing Opportunities for Persons with AIDS (HOPWA) and Emergency Shelter Grant (ESG) Programs. This Consolidated Plan document is comprised of the 2016 Annual Action Plan. The Annual Action Plan for July 1, 2015 - June 30, 2016 identifies projects that will be or are currently being implemented and describes the use of Federal, State and local housing resources.

In the pages to follow, you will find a summary of our current and future plans, priorities, programs, activities and the organizational structure, which will support the plan.

## **2. Summarize the objectives and outcomes identified in the Plan**

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The objectives and outcomes can be found in section AP-20 - Annual Goals and Objectives.

## **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The 2014-2016 Consolidated Plan identified four categories of projects, affordable housing, homeless, non-homeless special needs, and non-housing community development. In FY2014, accomplishments in these areas helped identify goals or projects for future plans.

Under affordable housing, HCD provided down payment assistance to 25 low and moderate income families through HCD Community Housing Development Organizations (CHDOs) contributed to meeting housing needs through the construction of 4 new units available for rental or lease-purchase opportunities and the rehabilitation of 8 single family rental units. New construction of 2 rental units and rehab of 1 homeownership unit was underway and 3 units were acquired for future projects. The Housing Rehabilitation, Volunteer, and Minor Home repair programs provided assistance to homeowners to preserve and prevent the loss of their properties. A combined total of 43 low- income households were assisted through these programs. The affordable single and multi-family programs utilized HOME and CDBG funds and expended for Trinity Park with 38 units of single family housing, Melrose Place with 80 units of rental housing, and Bearwater Creek with 10 rental units, and Cleaborn Pointe at Heritage Landing with 106 units completed and 105 units under construction as part of Phase II and Phase III of the HOPE VI projects.

Under the homeless category, HCD provided Emergency Solutions funding to nine agencies to serve a total of 3,872 people. over twenty-eight hundred (2,858) persons were assisted through the HESG Shelter Category, 211 assisted through the HESG Homeless Prevention Category, 47 assisted through street outreach, and 756 assisted through the HESG Rapid Re-Housing Category. CDBG funds were also used for activities that provided services to homeless persons and families, including case management, housing assistance, and other support services 3,162 persons were assisted through these programs.

In the non-homeless special needs category 3,984 persons were assisted through programs funded with CDBG funds. HOPWA funds were used to provide assistance to 368 persons including 209 persons that

were served through short-term rent, mortgage, and utility assistance to prevent homelessness, 72 persons provided tenant-based rental assistance, 55 persons provided permanent housing units, and 32 persons provided with transitional short term housing.

Under non-housing community development, funds were expended for the redevelopment of the Memphis Pyramid, which created 200 construction jobs. Two programs funded with community service grants provides employment and training to 224 persons, 20 to unemployed homeless individuals, and 204 to individuals who are 55 and older. City funds were used to create or retain 188 jobs and provided 25 loans to small businesses totaling \$1,337,700.00.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

The Division of Housing and Community Development (HCD) consults with and seeks input on housing and community development needs and programs from a wide variety of social service/advocacy groups, public agencies, and citizens. To facilitate this process, HCD identifies and meets on an ongoing basis with stakeholders, which represent organizations and individuals served by our programs. HCD communicates with stakeholders to provide HCD with information on current issues, needs, priorities and long and short term recommendations on resource allocation and inter-agency coordination. HCD also has a website for its Consolidated Plan and posts information about the planning process, draft documents, and presentations on the City's web-site as well as the public hearing notices.

In meeting with citizens and planning session groups about the Consolidated Plan, HCD provides information on:

- The amount of funding to be received from federal sources
- The types of activities that may be undertaken under various grant programs
- Amount of funding that will benefit low- and very low-income persons
- Plans to minimize displacement of persons or assist those who are displaced

In addition, HCD makes every effort to provide technical assistance to groups representative of low and very low-income groups in developing proposals for funding under any of the programs described in the Consolidated Plan. HCD provides, as required by the Consolidated Plan rules, access to records and reports relating to the plan and to the use of federal funds for the preceding five years.

HCD holds two (2) public hearings: At the first hearing, prior year performance, the Consolidated Planning process, and citizen participation process are presented. The second hearing presents the proposed draft Consolidated Plan and includes citizen/planning session attendants' comments on the proposed plan. This year, the first public hearing was held February 5, 2015. The second hearing was held on April 9, 2015 and began the thirty day comment period on the draft Consolidated Plan Annual Action Plan.

Public hearings are held at times and locations convenient to potential beneficiaries and accommodations will be made for those with disabilities. All public hearings are publicized at least ten days in advance in the local newspaper of general daily circulation. Information about public hearings was also shared with a local organization whose mission is connecting, collaborating, and advocating for Memphis growing Latino community in the interest of increasing participation in the Consolidated Planning process.

Copies of the draft Consolidated Plan are available for review and comment for a period not less than 30 days before final submission to HUD. HCD advertises in the newspaper that copies of the draft plan are posted on the HCD website and provides the website address, and that they are available for review at the offices of HCD and the main branch of the public library. In addition, the public notice summarizes the contents and purpose of the plan, publicizes its availability and identifies locations where copies may be obtained.

Public notices are also published regarding availability of the Consolidated Annual Performance and Evaluation Reports and amendments to the plan.

## **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

HCD held a public hearing on February 5, 2015 to present the FY2014 CAPER and to introduce the planning process for the FY2016 Annual Action Plan. Comments from this public hearing are summarized below:

- Questions regarding how projects under the homeless category in the FY2014 CAPER were selected. Staff responded that projects are selected through an annual competitive process called the Strategic Community Investment Fund (SCIF).
- A request for a list of businesses receiving loans through the City-funded Renaissance Business Center. Staff responded that staff from the HCD, City of Memphis - Renaissance Business Center should be contacted to request that information.
- Questions regarding how to get involved with the Three-Year Strategic Planning Process. Staff responded that the Three-Year Strategic Planning process will begin later in 2015. Constituents and other stakeholders will be notified and requested to participate at the appropriate time.
- Questions regarding how to apply for funding for a community service project. Staff responded with information on the competitive grant process.
- General comments regarding the need to attract people, especially young people, back into inner-city neighborhoods. Staff acknowledged this is a need and made suggestions as to follow up steps.

HCD held a public hearing on April 9, 2015 to present the draft FY2016 Annual Action Plan. Comments from this public hearing are summarized below:

- General questions about proposed projects including locations and beneficiaries of each. Staff responded to each question providing the requested information
- Expressed interest in participating in the upcoming three-year strategic planning process. Staff responded that there will be a variety of ways in which citizens can become engaged in this process and that additional outreach will be made.

**6. Summary of comments or views not accepted and the reasons for not accepting them**

There were no comments or views that were not accepted.

**PR-05 Lead & Responsible Agencies – 91.200(b)**

**1. Agency/entity responsible for preparing/administering the Consolidated Plan**

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	MEMPHIS	
CDBG Administrator		City of Memphis Housing and Community Development
HOPWA Administrator		City of Memphis Housing and Community Development
HOME Administrator		City of Memphis Housing and Community Development
ESG Administrator		City of Memphis Housing and Community Development
HOPWA-C Administrator		

**Table 1 – Responsible Agencies**

**Consolidated Plan Public Contact Information**

City of Memphis, Division of Housing and Community Development.

Attn: Planning Department

701 North Main

Memphis, TN 38107

## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

The City consults with housing, social services and other agencies to better respond to the respective needs of low/moderate income residents. Because HCD does not have the resources to completely revitalize neighborhoods on its own, it is seeking creative ways to coordinate services and to bring groups together in order to make a difference within these areas. Leveraging of resources and partnerships with other City and County agencies, social service providers, foundations, CDCs and other neighborhood-based organizations, the faith based community, colleges and universities, and private developers are critical components of this strategy.

### **Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

HCD works with housing providers on to comprehensively identify the programs that exist, especially those to assist low and moderate income citizens, senior citizens, the homeless, and persons with disabilities. HCD partners with housing providers around specific housing issues, such as rental housing needs, housing rehabilitation, home modifications for senior citizens and persons with disabilities, increasing the visitability of homes funded through housing programs, and others. Coordination includes convening and facilitating dialogue about the needs within the community and the local resources available. In many cases, coordination is triggered by specific projects, such as HOPE VI and Choice Neighborhoods to comprehensively plan around the housing needs of a particular area. HCD also coordinates and/or participates in efforts around specific housing related needs, including foreclosures, visitability, and fair housing.

HCD participates in a variety of initiatives that are intended to enhance coordination with health, mental health, and service delivery. Homeless programs are coordinated through the Community Alliance for the Homeless that has the responsibility for identifying service and housing needs and priorities and coordinating the preparation of the application to HUD under the annual Continuum of Care funding competition. Specific efforts to coordinate housing assistance and services for homeless persons are as follows:

Two local providers, Memphis Area Legal Services and Catholic Charities, were awarded funds to launch a rapid-rehousing program for veteran families through the U.S. Veteran's Administration. For chronically homeless individuals and families, the Mayor's Action Plan calls for 391 units of permanent housing to be created. 322 units have been created and we are seeking to add another 69 units. Another initiative, Memphis Strong Families Initiative, facilitated by MIFA, provided 73 units of transitional housing to create permanent supportive housing for chronically homeless individuals and families who are involved in the child welfare system. Persons who are placed into permanent housing through this

program receive supportive services through the Promise Development Corporation who oversees the Memphis Strong Families Initiative.

To enhance coordination around health issues, the City and County along with local healthcare providers, have formed Healthy Shelby, which is aimed at emphasizing improvements in three areas: infant mortality, chronic disease, and end of life care. These three focus areas were chosen based on their potential to be scaled up, to improve significant health disparities in Shelby County, to capitalize on and leverage community energy and resources already invested in the region, and to activate residents to take ownership of their own health and health care. The Healthy Memphis Common Table is the organization responsible for convening, coordinating, and supporting the work of the partners. For the first time, health care systems, public health, social services, and the business community have come together in this public-private effort to assume accountability for the health of a community.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

Community Development Block Grants have long been a source of funding for the CoC Lead Agency and efforts have been made to align funding priorities in CDBG, ESG, and HOME with the Action Plan to End Homelessness. The head of the City of Memphis Division of Housing and Community Development is the Chair of the Mayors' Policy Committee to End Homelessness and his Homeless and Special Needs Housing Administrator holds a permanent seat on the Governing Council, the primary decision-making body for the Homeless Consortium. These individuals have a direct role in guiding and administering the NSP, CDBG, HOPWA, ESG, and HOME programs.

In the 2013 CoC submission, a new Rapid Rehousing/Permanent Housing program was created, through reallocation of transitional housing programs, which will be a significant, renewable funding stream to support our very successful Rapid Rehousing program. The City has prioritized Community Development Block Grant, Emergency Solutions Grant and HOME funding and raised local general fund and private funding to sustain the Central Intake and Homeless Hotline in 2013. We expect these resources to be continually designated for Rapid Rehousing. Finally, funding has been secured through the United Way Siemer Institute to provide additional supportive services for families served by ESG and HOME funds.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The City of Memphis in collaboration with the local Continuum of Care utilizes the priorities set by the CoC for the Emergency Solutions Grant. The City of Memphis Administrator of the Homeless & Special Needs Dept. serves on the Governing Council which implements/oversees the decision making of the

CoC. Once priorities are established by the CoC, those priorities are utilized in the Emergency Solutions Grant through their application process which is open once a year for eligible applicants. There is a selection process, which is implemented by utilizing the Ranking and Review Committee of the local Continuum of Care. The Ranking and Review Committee selects the recipients of the Emergency Solutions Grant based on the priorities that were established by the Continuum of Care along with other factors which includes past performance, operational feasibility, need for the project, project quality, and applicant capacity.

ESG contracts initiated by the City of Memphis include the requirement that grantees participate in HMIS. Performance benchmarks for ESG grantees have been established by the Continuum of Care and are incorporated into ESG contracts. Data on performance was assembled this year by the HMIS Department of the CoC lead agency to assist in the evaluation of ESG grantees.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	Memphis Housing Authority
	<b>Agency/Group/Organization Type</b>	PHA
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Public Housing Needs Anti-poverty Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	MHA is functionally consolidated with HCD and staff from each agency regularly to share information related to the needs of residents, policies, development plans, existing housing stock, and other items related to affordable housing in Memphis.
2	<b>Agency/Group/Organization</b>	Community Alliance for the Homeless
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Staff has an ongoing contractual relationship with the Community Alliance for the Homeless. The Alliance provides planning, technical assistance, and service coordination to public and private agencies working to end homelessness in Shelby County. The City and County have partnered with the Alliance to develop and oversee the Action Plan to End Homelessness in Memphis and Shelby County.
3	<b>Agency/Group/Organization</b>	Plough Foundation
	<b>Agency/Group/Organization Type</b>	Services-Elderly Persons

	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Plough Foundation participated in discussions aimed at identifying the needs, objectives, and performance metrics related to the elderly population. Specifically, discussions centered around aging in place and home repair programs.
4	<b>Agency/Group/Organization</b>	Mayor's Advisory Council for Citizens with Disabilities
	<b>Agency/Group/Organization Type</b>	Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	MACCD participated in discussions aimed at identifying needs, objectives, and performance metrics related to persons with disabilities. Strategies identified included the approval of an ordinance requiring homes funded through HCD to be visitable.
5	<b>Agency/Group/Organization</b>	Memphis Health Education and Housing Facilities Board
	<b>Agency/Group/Organization Type</b>	Services - Housing Other government - Local
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Memphis Health Education and Housing Facilities Board (MHEHFB) participated in discussions aimed at identifying the needs, objectives, and performance metrics related to affordable housing. The participation of the MHEHFB provides information about resources available, affordable housing needs, and other housing related information.

6	<b>Agency/Group/Organization</b>	Community Development Council of Greater Memphis
	<b>Agency/Group/Organization Type</b>	Housing Civic Leaders
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Community Development Council of Greater Memphis is a membership organization consisting mostly of CDCs. The CD Council participated in discussions aimed at identifying the needs, priorities, objectives, and performance metrics related to the housing and non-housing community development areas of the plan. Anticipated outcomes of the participation include input related to housing and issues that impact neighborhoods.
7	<b>Agency/Group/Organization</b>	Memphis Center for Independent Living
	<b>Agency/Group/Organization Type</b>	Housing Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Memphis Center for Independent Living participated in discussions aimed at identifying the needs, priorities, objectives, and performance metrics related to the housing and non-housing special needs areas of the plan. Anticipated outcomes of the participation include input on the housing and service needs for persons with disabilities.
8	<b>Agency/Group/Organization</b>	Shelby County Health Department
	<b>Agency/Group/Organization Type</b>	Services-Persons with HIV/AIDS Health Agency Other government - Local

	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs HOPWA Strategy Anti-poverty Strategy Lead-based Paint Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The Shelby County Health Department works with HCD to implement the Lead Based Paint Hazard Reduction Demonstration Program, including providing the testing to determine whether a child has elevated blood lead levels. The health department also provided data that identifies patterns in health related conditions throughout Memphis and Shelby County. The Ryan White program staff are consulted to get data needed to support the development of the non-homeless special needs component of the plan.
9	<b>Agency/Group/Organization</b>	Memphis Area Legal Services
	<b>Agency/Group/Organization Type</b>	Housing Services-Victims of Domestic Violence Service-Fair Housing Services - Victims
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Memphis Area Legal Services (MALS) helps the City to further fair housing by investigation fair housing complaints and through education and outreach efforts related to fair housing. MALS also has programs that assist victims of domestic violence and other legal assistance for people in need.
10	<b>Agency/Group/Organization</b>	Memphis Area Association of Governments
	<b>Agency/Group/Organization Type</b>	Regional organization
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development

	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	MAAG works closely with governments and nonprofit organizations to identify, craft and advocate for legislation and public that serves to improve the overall quality of life for all residents. MAAG is a regional resource for federal programs supporting economic development initiatives and is a regional advocate for economic and infrastructure.
11	<b>Agency/Group/Organization</b>	Greater Memphis Chamber
	<b>Agency/Group/Organization Type</b>	Business and Civic Leaders
	<b>What section of the Plan was addressed by Consultation?</b>	Market Analysis Economic Development
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The City of Memphis works with the Chamber on a number of initiatives aimed to strengthen Memphis' existing businesses and serve as a catalyst for new commerce and economic development; to foster partnerships that build a qualified workforce linked to targeted industry, efficient infrastructure and an environment that stimulates growth; and to accelerate growth and success by connecting people, programs and resources.
12	<b>Agency/Group/Organization</b>	Memphis Ryan White Transitional Grant Area
	<b>Agency/Group/Organization Type</b>	Services-Persons with HIV/AIDS Other government - County
	<b>What section of the Plan was addressed by Consultation?</b>	HOPWA Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	HCD coordinates with the Memphis Ryan White Program in funding HOPWA programs and also relies on data provided through the Ryan White TGA needs assessment to determine the needs for persons living with HIV/AIDS in the Memphis MSA

13	<b>Agency/Group/Organization</b>	Tennessee Housing Development Agency
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Other government - Federal
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	HCD works closely with TN Housing Development Agency (THDA) on a number of housing related topics. HCD is a participant in the West TN Affordable Housing Coalition which is made up of organizations who are interested in furthering affordable housing in the State of Tennessee. The goals and outcomes of participating in the coalition are to establish and support an active and effective network of educated stakeholders committed to understanding and addressing the needs for affordable housing in Tennessee, to effectively communicate and advocate the need for, and the social and economic impact of, affordable housing in Tennessee to law makers, policy makers, civic leaders, business leaders, housing providers, communities and the general public, and to establish and maintain active partnerships with funders if a affordable housing initiative in Tennessee.
14	<b>Agency/Group/Organization</b>	Shelby County Department of Housing
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing Services-Elderly Persons Services-Persons with Disabilities Service-Fair Housing Other government - County
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Lead-based Paint Strategy

<p><b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b></p>	<p>HCD works closely with Shelby County Department of Housing to share information and co-sponsor housing related discussions impacting Memphis and Shelby County.</p>
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**Identify any Agency Types not consulted and provide rationale for not consulting**

Throughout the process of developing the Consolidated Three-Year Strategic Plan and Annual Action Plan, HCD consulted with a broad group of housing providers, homeless service providers, providers of services to persons with special needs, other government agencies, citizens, foundations, education institutions, housing developers, advocacy organizations, and others. There is not an agency type that was not consulted.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Community Alliance for the Homeless	HCD incorporates the goals established through the Continuum of Care process into its strategic plan for homelessness and updates goals and objectives annually.
Mid-South Regional Greenprint	Office of Sustainability	The Greenprint Plan is intended to improve the quality of life for people in neighborhoods and communities across the Mid-South. The goals of this plan include protection of greenspace, expand recreational opportunities, improve public health, increase access to jobs and schools, access to fresh foods, and to make neighborhoods walkable. All of these align with the HCD's goals.
MHA's 5-Year Plan	Memphis Housing Authority	HCD incorporates the goals of the Memphis Housing Authority into the housing section, but it is also closely aligned with improving neighborhoods, especially through the HOPE VI and Choice Neighborhoods programs.
Ten Year Plan to End Homelessness	Community Alliance for the Homeless	HCD incorporates the goals established through the action plan into its strategic plan related to homelessness.

**Table 3 – Other local / regional / federal planning efforts**

## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

Memphis' Annual and Strategic Plans are developed by the review and analysis of available data, statistics and trends pertaining to local housing and community development needs. Outreach efforts used to broaden citizen participation include networking with organizations that represent neighborhood groups, targeted populations (homeless, seniors, mentally ill, etc.), non-profit and for-profit housing development entities. Input received from interaction and outreach to these participants provide a base for Memphis' planning efforts and goal setting activities

**Citizen Participation Outreach**

<b>Sort Order</b>	<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of response/attendance</b>	<b>Summary of comments received</b>	<b>Summary of comments not accepted and reasons</b>	<b>URL (If applicable)</b>
1	Public Hearing	<p>Minorities</p> <p>Non-English Speaking - Specify other language: Spanish</p> <p>Persons with disabilities</p> <p>Non-targeted/broad community</p> <p>Residents of Public and Assisted Housing</p>	<p>Two public hearings were held. The first was to present the CAPER and introduce the planning process for the Three Year Strategic Plan and the Annual Action Plan. It was held February 5, 2015. The second was to present the draft Annual Action Plan. It was held on April 9, 2015. Both were held at the Main Branch of the Public Library, which is centrally located and accessible to persons with a disability. HCD staff provided information about the hearings to a local nonprofit, Latino Memphis, to assist</p>	<p>Questions regarding how projects under the homeless category in the FY2014 CAPER were selected. Staff responded that projects are selected through an annual competitive process called the Strategic Community Investment Fund (SCIF).A request for a list of businesses receiving loans through the City-funded Renaissance Business Center. Staff responded that staff from the HCD, City of Memphis - Renaissance Business Center should be contacted to request that information.</p>	<p>There were no comments that weren't accepted, all comments were addressed at the meeting and follow-up scheduled where appropriate.</p>	

with notification to the Hispanic community. Attendance at each public hearing including citizens, neighborhood representatives, and staff from HCD.

Questions regarding how to get involved with the Three-Year Strategic Planning Process. Staff responded that the Three-Year Strategic Planning process will begin later in 2015. Constituents and other stakeholders will be notified and requested to participate at the appropriate time. Questions regarding how to apply for funding for a community service project. Staff responded with information on the competitive grant process. General comments regarding the need to attract people, especially young people, back into inner-city

neighborhoods. Staff acknowledged this is a need and made suggestions as to follow up steps. Questions regarding proposed projects including locations and beneficiaries. Staff provided information requested. Interest expressed in additional participation in planning process from attendees. Staff responded that there would be many opportunities for participation in the upcoming 3-Year Strategic Planning process and that follow up would be provided.

2 Newspaper Ad Minorities  
Persons with

3 Internet Outreach disabilities  
Non-targeted/broad community  
Residents of Public and Assisted Housing  
Minorities

Non-English Speaking - Specify other language:  
Spanish

Persons with disabilities

Non-targeted/broad community

4 Social Media Residents of Public and Assisted Housing  
Minorities

Persons with

disabilities

Non-  
targeted/broad  
community

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources – 91.220(c) (1, 2)

#### Introduction

The following federal entitlement resources will be available during fiscal year 2016 (program year 2015), which begins on July 1, 2015 and ends on June 30, 2016. The Consolidated Plan describes projects and activities that are ongoing and may be funded with prior year funds. The projects on the listing of proposed projects table are only those that HCD plans to spend re-programmed and FY2016 Federal entitlement funds received from HUD.

#### Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	6,242,376	2,001,546	1,389,000	9,632,922	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	2,383,976	17,100	0	2,401,076	0	
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	3,071,708	0	0	3,071,708	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of Con Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	576,122	0	0	576,122	0	

Table 5 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Other resources expected to be available for housing and community development activities include foundations and other private sources, State resources, and other non-entitlement Federal sources. In FY 2016, the City of Memphis will provide General Funds and Capital Improvement Funds that will be used to develop infrastructure, housing, social and economic initiatives. Other sources of revenue may include low-income housing and historic tax credits, New Markets Tax Credits, Tax Increment Financing, private-sector equity investments that will finance redevelopment efforts in conjunction with HOPE VI and other development projects.

During FY 2016, HCD will continue to leverage its federal entitlement dollars through its partnerships with other government agencies, mortgage companies, lenders, and private investors in the implementation of housing and other development projects that will generate additional funds.

HUD requires a match of 25% for HOME funds. The City will require Community Housing Development Organizations (CHDOs) and agencies that

receive Emergency Shelter Grant funds to provide their own match with eligible non-federal sources. The competitive grant applications process that HCD uses for entitlement funds, such as CDBG (local community and public services grants), ESG and HOPWA, require commitments from other funding sources.

The City has several economic development programs that use Federal entitlement funds and city funds to leverage additional funds from other sources. The Renaissance Business Center provides business assistance to small, minority, and women businesses. The Center houses multiple services, programs, and agencies to address this goal. The Center also has staff designated to work in target areas to provide information about incentives to existing businesses, work to attract new businesses, and develop a plan for economic opportunities. The Memphis Business Opportunity Fund is a joint venture between the City, banks, home loan banks, and Southeast Community Capital that makes loans up to \$500,000.00 to small businesses. The Contractor's Assistance Program is designed to assist small, minority, and women contract firms by providing assistance with technical assistance, bonding, insurance, and capital.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

There are a number of public agencies in Memphis that have or manage publically owned land. These include the Shelby County Land Bank (which oversees properties that have been taken for nonpayment of property taxes) Shelby County government, Memphis City government, Memphis Housing Authority, and HCD. Whether particular properties are pursued is dependent on a particular project's needs. In many cases, nonprofits can access property at reduced cost for activities that support their goals and they make requests for properties directly. As part of major revitalization initiatives, including HOPE VI and Choice Neighborhoods, HCD and MHA in partnership with their development partners evaluates whether there are publicly owned properties that may be available to use as part of the revitalization efforts.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	End Homelessness for the Chronically Homeless	2013	2015	Homeless		Permanent supportive housing for chronic homeless		Housing for Homeless added: 25 Household Housing Unit
2	Secure housing for homeless persons & families	2013	2015	Homeless		Permanent supportive housing for chronic homeless		Homeless Person Overnight Shelter: 1955 Persons Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 125 Beds
3	Rapid Re-Housing of homeless persons & families	2013	2015	Homeless		Rapid Re-housing for individuals and families		Homelessness Prevention: 700 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Increase/expand accessible housing options	2013	2015	Affordable Housing		Accessible/visitable housing Create housing choices for a variety of incomes		Rental units constructed: 2 Household Housing Unit Rental units rehabilitated: 5 Household Housing Unit Homeowner Housing Added: 5 Household Housing Unit Homeowner Housing Rehabilitated: 2 Household Housing Unit
5	Production of affordable rental housing	2013	2015	Affordable Housing Public Housing		Provide affordable rental housing options		Rental units constructed: 76 Household Housing Unit
6	Develop permanent supportive housing & facilities	2013	2015	Non-Homeless Special Needs		Permanent supportive housing for special needs Public services and facilities		Rental units constructed: 79 Household Housing Unit
7	Develop transitional housing/support services	2013	2015	Non-Homeless Special Needs		Permanent supportive housing for special needs Public facilities for special needs populations		Rental units constructed: 79 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Increase mixed-income/special needs housing choice	2013	2015	Affordable Housing Non-Homeless Special Needs		Transitional housing/services for special needs		Housing for People with HIV/AIDS added: 10 Household Housing Unit HIV/AIDS Housing Operations: 73 Household Housing Unit
9	Provide tenant-based rental assistance	2013	2015	Non-Homeless Special Needs		Tenant based rental assistance for special needs		Tenant-based rental assistance / Rapid Rehousing: 75 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
10	To plan neighborhoods of choice via area targeting	2013	2015	Affordable Housing Non-Housing Community Development	NORTH MEMPHIS Orange Mound Victorian Village Aerotropolis Annesdale/Snowden MANDCO Klondyke/Smokey City Jackson/Hollywood Midtown Corridor Riverview Kansas Overton Square/Arts District Mall of Memphis/ Mt Moriah Pyramid/Pinch Raleigh Hyde Park/Douglass South Memphis Glenview Downtown Southgate/Belz Cooper-Young Fairgrounds/Beltline Legends Park Hickory Hill University District/Fairgrounds Memphis Medical Center Annual Action Plan Levee West Whitehaven Whitehaven Frayser Latham Terrace College Park/Southville	Create housing choices for a variety of incomes Create neighborhoods of choice	30	Other: 3 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
11	Support job training/placement and job creation	2013	2015	Non-Housing Community Development		Trained Workforce		Public service activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted
12	To help fund public services and facilities	2013	2015	Non-Housing Community Development		Public services and facilities		Public service activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted
13	Preserve the existing housing stock	2013	2015	Affordable Housing	Orange Mound Frayser	Preservation of housing		Homeowner Housing Rehabilitated: 2 Household Housing Unit

Table 6 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	End Homelessness for the Chronically Homeless
	<b>Goal Description</b>	Use entitlement funds to assist homeless service providers to produce permanent supportive housing for chronically homeless families and individuals.
2	<b>Goal Name</b>	Secure housing for homeless persons & families
	<b>Goal Description</b>	Use entitlement funds to assist homeless service providers to produce permanent supportive housing for chronically homeless families and individuals.
3	<b>Goal Name</b>	Rapid Re-Housing of homeless persons & families
	<b>Goal Description</b>	Support the efforts of service providers to quickly re-house persons/families who recently became homeless and those in imminent danger of becoming homeless.

4	<b>Goal Name</b>	Increase/expand accessible housing options
	<b>Goal Description</b>	Use entitlement funds to support the creation of accessible rental housing and existing homeowner modification opportunities.
5	<b>Goal Name</b>	Production of affordable rental housing
	<b>Goal Description</b>	Increase the supply of affordable rental housing for low, very-low income persons and families.
6	<b>Goal Name</b>	Develop permanent supportive housing & facilities
	<b>Goal Description</b>	Construct units of housing for low and very low income senior citizens. The outcomes for this goal include 50 units of housing for low and very low income senior citizens developed by CAAP and 29 units for senior citizens developed by Grace Place.
7	<b>Goal Name</b>	Develop transitional housing/support services
	<b>Goal Description</b>	Support the development of transitional housing and supportive services.
8	<b>Goal Name</b>	Increase mixed-income/special needs housing choice
	<b>Goal Description</b>	Work with the PHA and developers to create mixed-income housing developments that will also accommodate and address special needs housing.
9	<b>Goal Name</b>	Provide tenant-based rental assistance
	<b>Goal Description</b>	Help meet the rental housing assistance needs of special needs persons by providing tenant-based rental assistance.
10	<b>Goal Name</b>	To plan neighborhoods of choice via area targeting
	<b>Goal Description</b>	Continue to develop plans that will transform areas into neighborhoods of choice.

11	<b>Goal Name</b>	Support job training/placement and job creation
	<b>Goal Description</b>	Increase the focus and support local efforts to spur economic development initiatives that will create jobs, training and placement.
12	<b>Goal Name</b>	To help fund public services and facilities
	<b>Goal Description</b>	Continue to use CDBG funds to support public services and facilities.
13	<b>Goal Name</b>	Preserve the existing housing stock
	<b>Goal Description</b>	Develop and implement programs and support efforts to preserve existing housing.

**Table 7 – Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):**

It is estimated that 540 extremely low-income, low-income, and moderate income families will be provided affordable housing through the Cleaborn Pointe HOPE VI project, tenant based rental assistance, CHDO, down payment assistance, construction of new homes at Eden Square, and production of new units for individuals with special needs.

## AP-35 Projects – 91.220(d)

### Introduction

The following federal entitlement resources will be available during program year 2015 (fiscal year 2016), which begins on July 1, 2015 and ends on June 30, 2016. The Annual Action Plan includes projects and activities that are ongoing and may be funded with prior year funds. The projects on the listing of proposed projects are only those that Memphis plans to spend prior year and FY 2016 Federal entitlement funds received from HUD.

#	Project Name
1	Community Service Grants
2	Community Development Council Study
3	Food Bank
4	Housing Services for TBRA
5	HOME Match
6	MIFA Homeless Referral Center
7	Emergency Solutions Grant Projects and Admin
8	Memphis Center for Independent Living
9	HOPWA Projects
10	CHDO Projects
11	Tenant Based Rental Assistance Program
12	Multi-Family/Rental Housing Development
13	Section 108 Loan Payments
14	Summer Enrichment
15	MALS Fair Housing Center
16	Title XX Match
17	Community and Economic Development Projects
18	Property Maintenance
19	Alliance for Nonprofit Excellence
20	Neighborhood Plans
21	Planning and Material Development
22	Community Alliance for the Homeless
23	Intern Program
24	HOPWA Administration
25	CHDO Administration
26	HOME Administration
27	MALS Fair Housing Enforcement
28	CDBG Administration
29	Director's Office Program Delivery
30	Accounting Department Program Delivery

#	Project Name
31	Compliance and Monitoring Program Delivery
32	Legal Department Program Delivery
33	Information Systems Program Delivery
34	Housing Rehabilitation Program Delivery
35	Community Development Program Delivery
36	Real Estate Development Program Delivery
37	Urban Policy, Planning, Development and Design Studio
38	Finance Department Program Delivery
39	Homeless and Special Needs Program Delivery
40	Portfolio Management Program Delivery
41	Planning and Grants Program Delivery
42	Nonprofit Housing Program Delivery
43	Hospitality Hub
44	Tennessee CSA
45	Central Office Program Delivery
46	Down Payment Assistance

**Table 8 – Project Information**

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

The City of Memphis will have challenges in eliminating obstacles to underserved needs due to the reduction in its CDBG and HOME program funds and the significant number of low and moderate income citizens living in the City. While the City of Memphis has several programs aimed at addressing underserved needs, the reduction in CDBG funding results in a reduction in the amount available for public service activities. The City will continue to work with its nonprofit and other partners to identify other funding opportunities and to leverage related efforts.

A lack of quality affordable rental housing remains a challenge in Memphis. In FY16, HOME funds will be used toward the Cleaborn Homes HOPE VI revitalization project for affordable rental housing and for CHDO projects that will develop or rehabilitate single family units for rental housing. HCD will also support other affordable rental housing project opportunities as they arise.

## Projects

### AP-38 Projects Summary

#### Project Summary Information

Table 9 – Project Summary

<b>1</b>	<b>Project Name</b>	Community Service Grants
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support job training/placement and job creation
	<b>Needs Addressed</b>	Public facilities for special needs populations Create housing choices for a variety of incomes Public services and facilities
	<b>Funding</b>	CDBG: \$325,000
	<b>Description</b>	The City's Community Service Grant (CSG) Program seeks to improve the quality of life of low and moderate-income citizens through the provision of social services by nonprofit agencies. These citizens include youth, the homeless and special needs populations that include persons with HIV/AIDS, a mental illness, the elderly, chronic substance abusers, persons with developmental and/or physical disabilities, and victims of domestic violence. The CSG Program provides funding for projects that will help enhance the lives of these individuals.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that over 2000 low and moderate income individuals and families will benefit from the proposed public service activities.

	<b>Location Description</b>	
	<b>Planned Activities</b>	In FY16, approximately 2000 homeless persons and persons with special needs will benefit from public service activities.
<b>2</b>	<b>Project Name</b>	Community Development Council Study
	<b>Target Area</b>	
	<b>Goals Supported</b>	To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Create housing choices for a variety of incomes
	<b>Funding</b>	CDBG: \$18,000
	<b>Description</b>	The CD Council will work with consultants to complete a study of bank lending practices throughout the city of Memphis that is beneficial in understanding lending patterns relevant to Fair Housing and other activities.
	<b>Target Date</b>	6/30/2015
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	This is a planning activity.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Completion of one study update.
<b>3</b>	<b>Project Name</b>	Food Bank
	<b>Target Area</b>	
	<b>Goals Supported</b>	To help fund public services and facilities
	<b>Needs Addressed</b>	Public services and facilities
	<b>Funding</b>	CDBG: \$58,000

	<b>Description</b>	The Food Bank Prepared and Perishable Food Recovery Program collects and distributes nutritious, edible food that otherwise would be discarded by area restaurants, caterers, hospitals, and other food establishments. The program seeks to prevent food waste and address the problem of hunger by picking up surplus prepared, but unserved food and delivering it to nonprofit agencies serving on-site meals. The funds will be used to pay for the operational expenses of the program.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	The Food Bank will distribute surplus and donated food to local nonprofits who will in turn provide food to families in need.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Provision of food to nonprofits serving low and moderate income persons.
<b>4</b>	<b>Project Name</b>	Housing Services for TBRA
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide tenant-based rental assistance
	<b>Needs Addressed</b>	Tenant based rental assistance for special needs
	<b>Funding</b>	CDBG: \$70,000
	<b>Description</b>	Funds are provided to agencies who operate the tenant based rental assistance programs which provide rental and utility assistance to special needs populations.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 80 families will benefit from the HOME funded TBRA activity.

	<b>Location Description</b>	
	<b>Planned Activities</b>	Program operations for the TBRA programs.
5	<b>Project Name</b>	HOME Match
	<b>Target Area</b>	
	<b>Goals Supported</b>	End Homelessness for the Chronically Homeless Develop permanent supportive housing & facilities
	<b>Needs Addressed</b>	Permanent supportive housing for chronic homeless Permanent supportive housing for special needs
	<b>Funding</b>	HOME: \$50,000
	<b>Description</b>	The City's HOME Match Funds program encourages the development of permanent supportive rental housing for homeless persons and for other special needs populations that are very low-income. These populations include individuals with physical, mental and developmental disabilities in addition to persons with HIV/AIDS, the elderly and victims of domestic abuse. The Program helps fund projects that will increase the number of rental housing units available to these groups as long as supportive services will be provided to enhance the lives of those that access the housing.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	

	<b>Planned Activities</b>	The projects may use funds to help acquire property and construct or acquire and rehabilitate existing housing to provide permanent supportive housing for homeless and/or special needs populations listed above. (Rehabilitation projects cannot involve displacement and relocation of current residents.) The rental housing may be located in single family (single or scattered site), multifamily, group housing or single room occupancy facilities.
6	<b>Project Name</b>	MIFA Homeless Referral Center
	<b>Target Area</b>	
	<b>Goals Supported</b>	End Homelessness for the Chronically Homeless Secure housing for homeless persons & families Rapid Re-Housing of homeless persons & families
	<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families Permanent supportive housing for chronic homeless
	<b>Funding</b>	CDBG: \$117,000
	<b>Description</b>	MIFA has agreed to expand its current intake assessment and referral services for families to include an up to date database of available beds in emergency and transitional shelters as well as permanent supportive housing which may be used by formerly homeless households. The new program, the Community Intake/Shelter and Housing Resource Center will provide assessment and referral service for homeless families that are currently in need of emergency shelter and services or those families whose situation places them at risk of needing such services.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 3000 homeless families or persons at risk of becoming homeless will benefit from the referral services provided through the program.
	<b>Location Description</b>	

	<b>Planned Activities</b>	The funds will be used to pay for staff salaries and other eligible operational expenses of the program.
<b>7</b>	<b>Project Name</b>	Emergency Solutions Grant Projects and Admin
	<b>Target Area</b>	
	<b>Goals Supported</b>	End Homelessness for the Chronically Homeless Secure housing for homeless persons & families Rapid Re-Housing of homeless persons & families
	<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families Permanent supportive housing for chronic homeless
	<b>Funding</b>	ESG: \$576,122
	<b>Description</b>	The Emergency Solutions Grant (ESG) Program is a competitive funding process open to organizations that serve homeless populations. The ESG program is specifically designed for rehabilitating and/or converting existing emergency and transitional shelters; to provide adequate operating funds for existing or new emergency and transitional shelters; to provide certain essential services to homeless individuals; and provide funding for programs and activities designed to prevent homelessness.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 290 homeless families will benefit from the proposed activities.
	<b>Location Description</b>	
<b>Planned Activities</b>	Provide emergency shelter to 2000 homeless individuals, street outreach to 50 homeless individuals, and rapid re-housing to 175 homeless individuals. \$532,912.85 will be used for projects and \$43,209.15 will be used for admin.	
<b>8</b>	<b>Project Name</b>	Memphis Center for Independent Living

	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options
	<b>Needs Addressed</b>	Accessible/visitable housing
	<b>Funding</b>	CDBG: \$38,000
	<b>Description</b>	MCIL will use funds for administrative costs to oversee home modifications related to accessibility to low and moderate income households that include a disabled individual.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 20 families in which a family member has a disability will benefit from the proposed project.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Operational funding used to support a home modification program.
9	<b>Project Name</b>	HOPWA Projects
	<b>Target Area</b>	
	<b>Goals Supported</b>	Develop permanent supportive housing & facilities Develop transitional housing/support services Provide tenant-based rental assistance
	<b>Needs Addressed</b>	Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs
	<b>Funding</b>	HOPWA: \$2,979,556

	<b>Description</b>	HOPWA funds are provided to organizations who provide a range of housing and supportive services to residents of eight counties in the Memphis EMSA, which includes Fayette, Shelby and Tipton counties, in Tennessee; DeSoto, Marshall, Tate and Tunica counties in Mississippi; and Crittenden County, Arkansas.
	<b>Target Date</b>	6/30/2015
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 906 families affected by HIV/AIDS will benefit from the proposed activities.
	<b>Location Description</b>	Activities will take place throughout the Memphis MSA.
	<b>Planned Activities</b>	Activities include housing placement, short term rent and utility assistance, tenant based rental assistance, housing operations and supportive services.
<b>10</b>	<b>Project Name</b>	CHDO Projects
	<b>Target Area</b>	Orange Mound Frayser
	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Preserve the existing housing stock Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	HOME: \$357,596

	<b>Description</b>	Funding is provided on a competitive basis to not for profit organizations that have been certified as CHDOs. CHDOs must be organized under state and local law for the purpose of providing decent, affordable housing (this must be evidenced in the Charter, Articles of Incorporation by-laws, or board resolution); have no individual benefit to members; have a clearly defined geographic service area; have nonprofit status; have a board that is representative of the community it serves; and demonstrate at least one year of experience in serving its community.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Seven low income families will benefit from the housing rehabbed or constructed through this program.
	<b>Location Description</b>	Activity will be carried out in the Orange Mound and Frayser communities.
	<b>Planned Activities</b>	Construction or rehabilitation of affordable rental housing.
<b>11</b>	<b>Project Name</b>	Tenant Based Rental Assistance Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Provide tenant-based rental assistance
	<b>Needs Addressed</b>	Tenant based rental assistance for special needs
	<b>Funding</b>	HOME: \$362,000
	<b>Description</b>	Funds are provided to nonprofit organizations to provide rental and utility assistance.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 80 low and moderate income families will receive assistance through the TBRA program.

	<b>Location Description</b>	
	<b>Planned Activities</b>	Rental and utility assistance.
<b>12</b>	<b>Project Name</b>	Multi-Family/Rental Housing Development
	<b>Target Area</b>	Hickory Hill Foote Homes/Cleaborn Homes Redevelopment Area
	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Provide affordable rental housing options Accessible/visitable housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$700,000 HOME: \$1,173,883
	<b>Description</b>	The multi-family/rental housing development program provides funding toward the construction or rehabilitation of affordable rental housing.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 76 low and moderate income families will benefit from the proposed activities.
	<b>Location Description</b>	67 rental units will be constructed in the last phase of the Cleaborn Pointe HOPE VI and 9 homeownership units will be constructed in Hickory Hill at Eden Square.
	<b>Planned Activities</b>	Construction or rehabilitation of affordable rental housing.

<b>13</b>	<b>Project Name</b>	Section 108 Loan Payments
	<b>Target Area</b>	University Place
	<b>Goals Supported</b>	Production of affordable rental housing Preserve the existing housing stock To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$624,930
	<b>Description</b>	Section 108 Loan Repayments will be made for University Place, Crosstown, and the Exchange Building.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	University Place, Crosstown, and Millcreek Apartments.
	<b>Planned Activities</b>	Section 108 Loan Repayments will be made for University Place, Crosstown, and the Exchange Building.
<b>14</b>	<b>Project Name</b>	Summer Enrichment
	<b>Target Area</b>	
	<b>Goals Supported</b>	To help fund public services and facilities
	<b>Needs Addressed</b>	Public services and facilities
	<b>Funding</b>	CDBG: \$200,000

	<b>Description</b>	The Summer Enrichment program is operated at several Center-City high schools and provides recreational opportunities, mentoring, academic tutoring, and motivation.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 900 youth will benefit from the summer enrichment program.
	<b>Location Description</b>	This is a city-wide program.
	<b>Planned Activities</b>	Provide a public service recreation and enrichment program for low and moderate income youth.
15	<b>Project Name</b>	MALS Fair Housing Center
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options Increase mixed-income/special needs housing choice
	<b>Needs Addressed</b>	Accessible/visitable housing Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$142,000
	<b>Description</b>	The fair housing activities implemented by Memphis Area Legal Services will help the City ensure that persons of similar income levels, regardless of race, color, sex, religion, national origin, disability or familial status have the same housing choices available to them. Additionally, MALS will inform members of the public of their rights under the fair housing laws and will provide counseling and legal assistance, investigation of complaints and enforcement of fair housing laws.
	<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 600 families and individuals will benefit from services provided through the Memphis Fair Housing Center.
	<b>Location Description</b>	The program is available city-wide.
	<b>Planned Activities</b>	The funds will pay for salaries and other eligible operating costs needed to carry out the program.
<b>16</b>	<b>Project Name</b>	Title XX Match
	<b>Target Area</b>	
	<b>Goals Supported</b>	Develop permanent supportive housing & facilities
	<b>Needs Addressed</b>	Public services and facilities
	<b>Funding</b>	CDBG: \$128,000
	<b>Description</b>	These funds are provided to Helpcare Homemaker Services Plus, Inc. as match for the Social Service Block Grant funds through the Title XX program with the State of Tennessee. The program will provide homemaker chore services and limited referral services to eligible low and moderate income elderly and disabled individuals. Homemaker chore services includes meal preparation, assistance with personal hygiene, laundry, errands, escort service, and limited referral services.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 50 low income senior households will benefit from the proposed activities.
	<b>Location Description</b>	This service is provided city-wide.
	<b>Planned Activities</b>	The funds will pay for salaries of staff and other eligible operating costs needed to carry out the program.
<b>17</b>	<b>Project Name</b>	Community and Economic Development Projects

	<b>Target Area</b>	
	<b>Goals Supported</b>	To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$181,616
	<b>Description</b>	The Community and Economic Development Program will provide funds for neighborhood planning projects that provide technical assistance and resource referral to assist local faith based and community organizations with their neighborhood redevelopment, social service, and community development projects.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Planning projects.
<b>18</b>	<b>Project Name</b>	Property Maintenance
	<b>Target Area</b>	
	<b>Goals Supported</b>	To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$225,000
	<b>Description</b>	HCD uses CDBG funds to cut grass, weeds, and conduct other maintenance items on HCD-owned vacant lots which are being held for future redevelopment.
	<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	N/A
	<b>Location Description</b>	This is a city-wide initiative.
	<b>Planned Activities</b>	Property maintenance including grass cutting on HCD owned properties.
<b>19</b>	<b>Project Name</b>	Alliance for Nonprofit Excellence
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options Preserve the existing housing stock Increase mixed-income/special needs housing choice Support job training/placement and job creation To help fund public services and facilities
	<b>Needs Addressed</b>	Preservation of housing Create housing choices for a variety of incomes Trained Workforce Create neighborhoods of choice Public services and facilities Small business/workforce development
	<b>Funding</b>	CDBG: \$45,000
	<b>Description</b>	The Alliance for Nonprofit Excellence provides assistance in the preparation of grant applications for Federal programs and in research of grant opportunities benefiting low and moderate income persons.
	<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	N/A
	<b>Location Description</b>	This is a city-wide project.
	<b>Planned Activities</b>	Grant writing and grant research related to Federal funding opportunities benefiting low and moderate income persons and communities.
<b>20</b>	<b>Project Name</b>	Neighborhood Plans
	<b>Target Area</b>	
	<b>Goals Supported</b>	To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$70,000
	<b>Description</b>	Funds are used to development a variety of plans for targeted neighborhoods.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Funds are used to assist in a variety of research projects including market analyses and needs assessments.
<b>21</b>	<b>Project Name</b>	Planning and Material Development
	<b>Target Area</b>	
	<b>Goals Supported</b>	

	<b>Needs Addressed</b>	
	<b>Funding</b>	CDBG: \$45,000
	<b>Description</b>	Funds are used to assist in a variety of research projects including market analyses and needs assessments
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Planning activities.
<b>22</b>	<b>Project Name</b>	Community Alliance for the Homeless
	<b>Target Area</b>	
	<b>Goals Supported</b>	End Homelessness for the Chronically Homeless Secure housing for homeless persons & families Rapid Re-Housing of homeless persons & families Develop transitional housing/support services

	<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families Permanent supportive housing for chronic homeless Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs Public facilities for special needs populations Accessible/visitable housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$160,000
	<b>Description</b>	The Community Alliance for the Homeless will serve as a catalyst in promoting community partnerships to provide more effective services for the homeless. They will also help improve the quality and scope of services available to the homeless in Memphis and Shelby County, Tennessee. Community Alliance will identify agencies in Memphis that serve the homeless, and work with said agencies to comply with local regulations and standards, and improve the services available for and provided to the homeless.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	City-wide
	<b>Planned Activities</b>	The funds will be used for staff salaries and other operational expenses to carry out the program.
<b>23</b>	<b>Project Name</b>	Intern Program
	<b>Target Area</b>	

	<b>Goals Supported</b>	Increase mixed-income/special needs housing choice Develop permanent supportive housing & facilities Develop transitional housing/support services Provide tenant-based rental assistance To plan neighborhoods of choice via area targeting To help fund public services and facilities
	<b>Needs Addressed</b>	Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs Public facilities for special needs populations
	<b>Funding</b>	CDBG: \$80,000
	<b>Description</b>	This program provides internship opportunities to college students who are interested in housing and community development and allowed them to learn first-hand about neighborhood development in Memphis. Students from the University of Memphis, Rhodes College and LeMoyne-Owen College participate in this program.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 15 students and 15 organizations will benefit from participating in the internship program.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Internships.
<b>24</b>	<b>Project Name</b>	HOPWA Administration
	<b>Target Area</b>	

	<b>Goals Supported</b>	Increase/expand accessible housing options Increase mixed-income/special needs housing choice Develop permanent supportive housing & facilities Provide tenant-based rental assistance To help fund public services and facilities
	<b>Needs Addressed</b>	Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs Public services and facilities
	<b>Funding</b>	HOPWA: \$92,152
	<b>Description</b>	HOPWA program administration funds are used to pay for grantee costs associated with the administration of HOPWA projects.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Program Administration
25	<b>Project Name</b>	CHDO Administration
	<b>Target Area</b>	Orange Mound Frayser

	<b>Goals Supported</b>	Increase/expand accessible housing options Increase mixed-income/special needs housing choice Develop permanent supportive housing & facilities Provide tenant-based rental assistance
	<b>Needs Addressed</b>	Permanent supportive housing for chronic homeless Transitional housing/services for special needs Tenant based rental assistance for special needs Public services and facilities
	<b>Funding</b>	HOME: \$119,199
	<b>Description</b>	HCD has set aside administration funds for CHDOs who will administer projects during FY16.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Two CHDOs will receive administrative funds under the CHDO administration program.
	<b>Location Description</b>	Frayser and Orange Mound.
	<b>Planned Activities</b>	Program Administration
<b>26</b>	<b>Project Name</b>	HOME Administration
	<b>Target Area</b>	

	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Increase mixed-income/special needs housing choice Develop permanent supportive housing & facilities Develop transitional housing/support services Provide tenant-based rental assistance To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Permanent supportive housing for chronic homeless Permanent supportive housing for special needs Tenant based rental assistance for special needs Provide affordable rental housing options Accessible/visitable housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	HOME: \$238,398
	<b>Description</b>	HOME regulations permit the City to use ten percent (10%) of the annual HOME allocation for HCD staff who are responsible for HOME program administration. Only those HCD Departments who administered HOME funded-activities utilize the allocated HOME administrative funds.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Program Administration
<b>27</b>	<b>Project Name</b>	MALS Fair Housing Enforcement

	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options Increase mixed-income/special needs housing choice
	<b>Needs Addressed</b>	Accessible/visitable housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$45,000
	<b>Description</b>	Memphis Area Legal Services operates the Fair Housing Enforcement program which is designed to eradicate issues of unfair housing and promote equal opportunity and fair housing practices in the Memphis area.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 80 people will be assisted with Fair Housing complaints.
	<b>Location Description</b>	This program is available city wide.
	<b>Planned Activities</b>	The program provides assistance to people who have fair housing complaints through investigation and enforcement of fair housing laws.
<b>28</b>	<b>Project Name</b>	CDBG Administration
	<b>Target Area</b>	

<b>Goals Supported</b>	<p>Increase/expand accessible housing options</p> <p>Production of affordable rental housing</p> <p>Preserve the existing housing stock</p> <p>Increase mixed-income/special needs housing choice</p> <p>Develop permanent supportive housing &amp; facilities</p> <p>Develop transitional housing/support services</p> <p>Provide tenant-based rental assistance</p> <p>To plan neighborhoods of choice via area targeting</p> <p>Support job training/placement and job creation</p> <p>To help fund public services and facilities</p>
<b>Needs Addressed</b>	<p>Transitional housing/services for special needs</p> <p>Public facilities for special needs populations</p> <p>Provide affordable rental housing options</p> <p>Accessible/visitable housing</p> <p>Preservation of housing</p> <p>Create housing choices for a variety of incomes</p> <p>Trained Workforce</p> <p>Create neighborhoods of choice</p> <p>Public services and facilities</p> <p>Small business/workforce development</p>
<b>Funding</b>	CDBG: \$1,696,334
<b>Description</b>	CDBG program administration funds are used for the costs and carrying charges related to the execution of community development activities assisted in whole or in part with CDBG funds. A more detailed definition of eligible program administration costs can be found in the Federal CDBG Regulations at 24 CFR 570.206.
<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Program Administration
<b>29</b>	<b>Project Name</b>	Director's Office Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	<p>End Homelessness for the Chronically Homeless</p> <p>Secure housing for homeless persons &amp; families</p> <p>Rapid Re-Housing of homeless persons &amp; families</p> <p>Increase/expand accessible housing options</p> <p>Production of affordable rental housing</p> <p>Preserve the existing housing stock</p> <p>Increase mixed-income/special needs housing choice</p> <p>Develop permanent supportive housing &amp; facilities</p> <p>Develop transitional housing/support services</p> <p>Provide tenant-based rental assistance</p> <p>To plan neighborhoods of choice via area targeting</p> <p>Support job training/placement and job creation</p> <p>To help fund public services and facilities</p>

<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families Permanent supportive housing for chronic homeless Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs Public facilities for special needs populations Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Trained Workforce Create neighborhoods of choice Public services and facilities Small business/workforce development
<b>Funding</b>	CDBG: \$276,689
<b>Description</b>	These funds are used for the costs directly associated with the implementation of housing and economic development projects carried out through the director's office.
<b>Target Date</b>	6/30/2016
<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
<b>Location Description</b>	

	<b>Planned Activities</b>	Activity delivery under the Director's office includes time spent ensuring proper planning & implementation of housing and economic development policies & procedures and projects and functions as related to specific CDBG-eligible activities for housing and economic development programs and time spent implementing projects and directing department staff.
<b>30</b>	<b>Project Name</b>	Accounting Department Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting To help fund public services and facilities
	<b>Needs Addressed</b>	Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$367,236
	<b>Description</b>	Funds will be used for accounting functions directly associated with the implementation of housing and community development projects.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	

	<b>Planned Activities</b>	Activity delivery under the accounting department includes processing contractor and grantee invoices, approving change orders, and time spent performing administrative support duties.
<b>31</b>	<b>Project Name</b>	Compliance and Monitoring Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	<p>Increase/expand accessible housing options</p> <p>Production of affordable rental housing</p> <p>Preserve the existing housing stock</p> <p>Increase mixed-income/special needs housing choice</p> <p>Develop permanent supportive housing &amp; facilities</p> <p>Develop transitional housing/support services</p> <p>Provide tenant-based rental assistance</p> <p>To plan neighborhoods of choice via area targeting</p> <p>To help fund public services and facilities</p>
	<b>Needs Addressed</b>	<p>Permanent supportive housing for chronic homeless</p> <p>Permanent supportive housing for special needs</p> <p>Transitional housing/services for special needs</p> <p>Tenant based rental assistance for special needs</p> <p>Public facilities for special needs populations</p> <p>Provide affordable rental housing options</p> <p>Accessible/visitable housing</p> <p>Preservation of housing</p> <p>Create housing choices for a variety of incomes</p> <p>Create neighborhoods of choice</p> <p>Public services and facilities</p>
	<b>Funding</b>	CDBG: \$466,198

	<b>Description</b>	These funds are used to pay for costs directly involved in delivering housing, community, economic development programs through the department responsible for division monitoring and compliance with federal regulations.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery under the compliance and monitoring department includes time spent ensuring proper planning & implementation of Compliance & Monitoring policies & procedures, and functions as related to specific CDBG-eligible activities; time spent directing department staff regarding project review, ensuring compliance, mitigating effects, review of reporting, and department reporting to Administrator & Director; time spent reviewing specific CDBG-eligible projects for compliance, mitigating and resolving non-compliance issues, reporting compliance reviews.
<b>32</b>	<b>Project Name</b>	Legal Department Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting To help fund public services and facilities

	<b>Needs Addressed</b>	Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Create neighborhoods of choice Public services and facilities
	<b>Funding</b>	CDBG: \$271,498
	<b>Description</b>	These funds are used to pay for costs directly associated with carrying out legal and compliance activities for projects implemented through HCD.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery for the legal department includes preparing contracts, recording liens, time spent ensuring proper planning & implementation of legal policies & procedures and functions as related to specific CDBG-eligible activities, time spent reviewing specific CDBG-eligible contracts, and time spent performing administrative support duties for the legal department.
<b>33</b>	<b>Project Name</b>	Information Systems Program Delivery
	<b>Target Area</b>	

<p><b>Goals Supported</b></p>	<p>End Homelessness for the Chronically Homeless  Secure housing for homeless persons &amp; families  Rapid Re-Housing of homeless persons &amp; families  Increase/expand accessible housing options  Production of affordable rental housing  Preserve the existing housing stock  Increase mixed-income/special needs housing choice  Develop permanent supportive housing &amp; facilities  Develop transitional housing/support services  Provide tenant-based rental assistance  To plan neighborhoods of choice via area targeting  Support job training/placement and job creation  To help fund public services and facilities</p>
<p><b>Needs Addressed</b></p>	<p>Homeless prevention for at-risk persons/families  Rapid Re-housing for individuals and families  Permanent supportive housing for chronic homeless  Permanent supportive housing for special needs  Transitional housing/services for special needs  Tenant based rental assistance for special needs  Public facilities for special needs populations  Provide affordable rental housing options  Accessible/visitable housing  Preservation of housing  Create housing choices for a variety of incomes  Trained Workforce  Create neighborhoods of choice  Public services and facilities  Small business/workforce development</p>

	<b>Funding</b>	CDBG: \$52,000
	<b>Description</b>	Funds will be used to pay directly related information and technology costs needed to provide services and programs through HCD.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery under information systems includes the cost of technology materials acquired for use by staff in carrying out specific CDBG eligible activities.
<b>34</b>	<b>Project Name</b>	Housing Rehabilitation Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Preserve the existing housing stock
	<b>Needs Addressed</b>	Preservation of housing
	<b>Funding</b>	CDBG: \$350,267
	<b>Description</b>	These funds are used to pay for costs directly involved in delivering housing rehabilitation programs.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	

	<b>Planned Activities</b>	Activity delivery under the homeowner rehabilitation program includes oversight of day-to-day specific CDBG-eligible activities: reviewing construction & rehab progress, processing contractor invoices, provide assistance, preparing contracts, grant documentation, processing contractor payments, & notices of completion.
<b>35</b>	<b>Project Name</b>	Community Development Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support job training/placement and job creation
	<b>Needs Addressed</b>	Trained Workforce Small business/workforce development
	<b>Funding</b>	CDBG: \$513,753
	<b>Description</b>	Funds will be used to plan, evaluate, and implement community and economic development projects.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity under community and economic development includes time spent ensuring proper planning & implementation of community and economic development policies & procedures and functions as related to specific CDBG-eligible activities; time spent implementing projects, directing staff, ensuring compliance, reporting for HUD, and department reporting the Director.
<b>36</b>	<b>Project Name</b>	Real Estate Development Program Delivery
	<b>Target Area</b>	

	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Preserve the existing housing stock To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$309,634
	<b>Description</b>	These funds are used to pay for costs directly involved in delivering housing programs (rental, multi-family & single-family ownership) through the Real Estate Development Department
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery under the Real Estate Department includes time spent ensuring proper planning & implementation of Real Estate Development policies & procedures, and functions as related to specific CDBG-eligible activities for affordable housing development; time spent implementing projects, directing department staff, ensuring compliance, reporting for HUD, and department reporting to Administrator & Director; time spent completing short-term monitoring reviews & documentation to grantees/developers regarding documentation needed to ensure compliance, and time spent performing administrative support duties.
<b>37</b>	<b>Project Name</b>	Urban Policy, Planning, Development and Design Studio

	<b>Target Area</b>	
	<b>Goals Supported</b>	To plan neighborhoods of choice via area targeting Support job training/placement and job creation
	<b>Needs Addressed</b>	Create neighborhoods of choice Small business/workforce development
	<b>Funding</b>	CDBG: \$238,111
	<b>Description</b>	Funds will be used to plan for, evaluate, and assist community and economic development projects.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery under the Urban Policy, Planning and Design Studio includes time spent ensuring proper planning & implementation of Studio policies & procedures and functions as related to specific CDBG-eligible activities; performing specific CDBG-eligible activity implementation work; construction progress inspections, contractor payments, change order initiation, & technical assistance; preparing contracts, and processing contractor payments and loan repayments.
<b>38</b>	<b>Project Name</b>	Finance Department Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Preserve the existing housing stock
	<b>Needs Addressed</b>	Preservation of housing
	<b>Funding</b>	CDBG: \$379,886

	<b>Description</b>	These funds are used to pay for costs directly associated in the delivery of owner-occupied housing rehabilitation programs in the single-family rehabilitation, minor home repair, and volunteer housing programs.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery for the finance department includes oversee day-to-day specific CDBG-eligible rehabilitation activities, time spent performing administrative support duties for the housing rehabilitation departments, performing specific CDBG-eligible activity implementation work; construction progress inspections, contractor payments, change orders, and initiation.
<b>39</b>	<b>Project Name</b>	Homeless and Special Needs Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	<ul style="list-style-type: none"> <li>End Homelessness for the Chronically Homeless</li> <li>Secure housing for homeless persons &amp; families</li> <li>Rapid Re-Housing of homeless persons &amp; families</li> <li>Increase/expand accessible housing options</li> <li>Develop permanent supportive housing &amp; facilities</li> <li>Provide tenant-based rental assistance</li> <li>To help fund public services and facilities</li> </ul>

	<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families Permanent supportive housing for chronic homeless Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs Public facilities for special needs populations Accessible/visitable housing Public services and facilities
	<b>Funding</b>	CDBG: \$459,939
	<b>Description</b>	These funds are used to pay for costs directly involved in carrying out programs through the Homeless & Special Needs department, including community services grants
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery under the Homeless and Special Needs department includes time spent managing grantee contracts, monitoring, notification to grantees regarding documentation needed to ensure compliance; time spent implementing projects, directing department staff, ensuring compliance, reporting for HUD, and department reporting to Administrator & Director; and time spent ensuring proper planning & implementation of department policies & procedures, staff oversight, and functions as related to specific CDBG-eligible activities for the homeless and those with special needs.
<b>40</b>	<b>Project Name</b>	Portfolio Management Program Delivery
	<b>Target Area</b>	

	<b>Goals Supported</b>	Production of affordable rental housing Preserve the existing housing stock Increase mixed-income/special needs housing choice
	<b>Needs Addressed</b>	Provide affordable rental housing options Preservation of housing
	<b>Funding</b>	CDBG: \$345,047
	<b>Description</b>	These funds are used to pay for costs directly associated in carrying out activities in the portfolio management department including monitoring for long-term compliance.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery for the Portfolio Management Department includes preparing loan documentation, processing loan repayments, and time spent performing support duties.
<b>41</b>	<b>Project Name</b>	Planning and Grants Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$216,568

	<b>Description</b>	Funds will be used to pay for costs directly related to carrying out preparation of the Consolidated Plan and CAPER, as well as, neighborhood and community development plans.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Activity delivery under the Planning and Development Department includes time spent ensuring proper planning & implementation of Planning and Development policies & procedures and functions as related to specific CDBG-eligible activities, time spent managing grantee contracts, monitoring, notification to grantees regarding documentation needed to ensure compliance, preparing contracts, processing contractor payments, and overseeing day to day specific CDBG eligible activities.
<b>42</b>	<b>Project Name</b>	Nonprofit Housing Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	Increase/expand accessible housing options Production of affordable rental housing Preserve the existing housing stock Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Create neighborhoods of choice
	<b>Funding</b>	CDBG: \$183,135

	<b>Description</b>	Funding is to deliver non-profit housing development activities.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	The costs associated with activity delivery include performing specific CDBG-eligible activity implementation work; construction progress inspections, contractor payments, change orders, initiation, & technical assistance to CHDOS to implement Acquisition, rehabilitation and new construction of rental and/or homeownership housing.
43	<b>Project Name</b>	Hospitality Hub
	<b>Target Area</b>	
	<b>Goals Supported</b>	Support job training/placement and job creation
	<b>Needs Addressed</b>	Trained Workforce Public services and facilities
	<b>Funding</b>	CDBG: \$18,000
	<b>Description</b>	The mission of the Hospitality Hub is to connect homeless people with the resources they need to begin their journey out of homeless. The Hospitality HUB will provide 70 to 80 unemployed homeless people, many of whom are mentally ill, and hard to hire (HTH) with customized supported employment and training opportunities. The Hospitality HUB will provide these services to each client, and at least 90 days of follow-up services after clients has secured a job.
	<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 70-80 unemployed homeless persons will benefit from the proposed activities.
	<b>Location Description</b>	This program is available city wide.
	<b>Planned Activities</b>	Customized supported employment and training opportunities, with follow up services once employment has been achieved.
<b>44</b>	<b>Project Name</b>	Tennessee CSA
	<b>Target Area</b>	
	<b>Goals Supported</b>	Secure housing for homeless persons & families Rapid Re-Housing of homeless persons & families
	<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families
	<b>Funding</b>	CDBG: \$100,000
	<b>Description</b>	The Tennessee Community Service Agency shall operate a hotline for homeless and imminently homeless families and individuals from 7 a.m. to 7 p.m., Monday through Friday (excluding holidays). Caller are to be provided with phone-based screenings to determine whether the caller is or is about to become homeless. CDBG funds provided through this contract are used to leverage USDA Food Stamp Outreach funds for this project.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 2000 homeless or imminently homeless families or individuals are expected to benefit from referrals through this program.
	<b>Location Description</b>	This is a city wide program.

	<b>Planned Activities</b>	The funds will be used to pay a portion of the salaries for the staff as well as other operating costs.
45	<b>Project Name</b>	Central Office Program Delivery
	<b>Target Area</b>	
	<b>Goals Supported</b>	<ul style="list-style-type: none"> <li>End Homelessness for the Chronically Homeless</li> <li>Secure housing for homeless persons &amp; families</li> <li>Rapid Re-Housing of homeless persons &amp; families</li> <li>Increase/expand accessible housing options</li> <li>Production of affordable rental housing</li> <li>Preserve the existing housing stock</li> <li>Increase mixed-income/special needs housing choice</li> <li>Develop permanent supportive housing &amp; facilities</li> <li>Develop transitional housing/support services</li> <li>Provide tenant-based rental assistance</li> <li>To plan neighborhoods of choice via area targeting</li> <li>Support job training/placement and job creation</li> <li>To help fund public services and facilities</li> </ul>

<b>Needs Addressed</b>	Homeless prevention for at-risk persons/families Rapid Re-housing for individuals and families Permanent supportive housing for chronic homeless Permanent supportive housing for special needs Transitional housing/services for special needs Tenant based rental assistance for special needs Public facilities for special needs populations Provide affordable rental housing options Accessible/visitable housing Preservation of housing Create housing choices for a variety of incomes Trained Workforce Create neighborhoods of choice Public services and facilities Small business/workforce development
<b>Funding</b>	CDBG: \$116,080
<b>Description</b>	Funds will be used to pay for the costs of materials and other items directly related to carrying out CDBG activities.
<b>Target Date</b>	6/30/2016
<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
<b>Location Description</b>	
<b>Planned Activities</b>	Funds will be used to pay for the costs of materials and other items directly related to carrying out CDBG activities.

46	<b>Project Name</b>	Down Payment Assistance
	<b>Target Area</b>	
	<b>Goals Supported</b>	Preserve the existing housing stock Increase mixed-income/special needs housing choice To plan neighborhoods of choice via area targeting
	<b>Needs Addressed</b>	Create neighborhoods of choice
	<b>Funding</b>	HOME: \$100,000
	<b>Description</b>	The Down Payment Assistance program provides assistance with down payments and closing costs for low and moderate income homebuyers.
	<b>Target Date</b>	6/30/2015
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	It is estimated that 15 low income families will benefit from the down payment assistance program.
	<b>Location Description</b>	This project serves Memphis residents city wide.
	<b>Planned Activities</b>	The Down Payment Assistance program provides assistance with down payments and closing costs for low and moderate income homebuyers.

## **AP-50 Geographic Distribution – 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

In FY2016, services provided through the CDBG program will be concentrated primarily in low/moderate income neighborhoods. Most areas of the City are low and moderate income areas per HUD definition (51% or more of people within an area have incomes 80% or below the Median Family Income). Other programs operate on a citywide basis but serve only low and moderate income persons. HOME funds must be utilized for housing activities benefiting low and moderate income people and are targeted accordingly.

The neighborhoods that will be focused on in FY2016 include the following: Uptown, University Place, New Chicago, Whitehaven/West Whitehaven, Fairgrounds/Beltline, Aerotropolis, Frayser, Binghampton, Orange Mound, Memphis Heritage Trail, Legends Park, College Park/Soulsville, Glenview, Klondike/Smokey City, Raleigh, Memphis Medical Center, Hickory Hill/Southeast Memphis, Pyramid/Pinch District, Crosstown, South Memphis, Victorian Village, Downtown, Uptown North/Bickford/Bearwater, Riverfront, Berclair, Parkway Village, Cooper Young, Midtown/Heart of the Arts, Latham Terrace, Hyde Park/Douglas, Riverview Kansas, Linden/Pontotoc, University District, Mall of Memphis/Mt. Moriah, Midtown Corridor, MANDCO, SMART, South Memphis, Southgate/Belz, Annesdale Snowden, Victorian Village, Jackson/Hollywood, and VECA.

### **Rationale for the priorities for allocating investments geographically**

In addition to working in low and moderate income areas, HCD utilizes a targeted approach to neighborhood revitalization. HCD also recognizes that neighborhoods have distinct needs and must have different revitalization strategies and approaches to redevelopment. To accomplish this, HCD engages in community planning efforts, working closely with neighborhood-based organizations and other City Divisions, including the Office of Planning and development to identify what is needed in a particular community.

HCD collects, analyzes and monitors data to identify underserved areas and uses Geographic Information Systems (GIS) to map existing conditions and to track progress made in targeted areas. HCD also targets neighborhoods on the basis of the following criteria: Location, Amount of investment, Proximity to other investment, and Ability to sustain and leverage City/Federal investment.

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

The City of Memphis undertakes a number of activities to support affordable housing. In FY16, affordable housing for homeless individuals and families will be supported through rapid re-housing and other rental assistance programs. Affordable housing for persons with special needs will be supported through a rehab program operated by the Memphis Center for Independent Living and through the HOME Match program which will produce new units. Housing for non-homeless will be supported through Phase IV of the Cleaborn Pointe HOPE VI Revitalization project will provide 67 new units of rental housing, 9 units of affordable homeownership housing at Eden Square, 7 units either rehabilitated or constructed by CHDOs, and through acquisition.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	372
Non-Homeless	98
Special-Needs	70
Total	540

**Table 10 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	372
The Production of New Units	131
Rehab of Existing Units	22
Acquisition of Existing Units	15
Total	540

**Table 11 - One Year Goals for Affordable Housing by Support Type**

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

The Memphis Division of Housing and Community Development (HCD) is functionally consolidated with the Memphis Housing Authority in area redevelopment and revitalization efforts. In addition to planning neighborhood and area redevelopment, these efforts extend to identifying ways in which entitlement funds (CDBG and HOME) may be used to support the expansion of rental housing opportunities for low and very-low income residents.

### **Actions planned during the next year to address the needs to public housing**

Working in conjunction with the Memphis Housing Authority (MHA), during the next year, the City will assist the MHA in implementing the HOPE VI program for Cleaborn Pointe (formerly Cleaborn Homes). Memphis is using HOME and Capital Improvement Program funds to leverage HOPE VI funding for the construction of Phase III and IV of the project. HCD worked with the MHA in FY2014 to complete and submit its application for a Choice Neighborhood Implementation Grant for the last remaining public housing site in Memphis, Foote Homes. If the application is successful, HCD will assist MHA in the implementation of the program.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

The City, through the Memphis Housing Authority (MHA) works with Urban Strategies Memphis HOPE in coordinating and promoting programs that enhance the economic and social self-sufficiency of public housing residents. MHA also has an informal and formal grievance procedure that provides for the disposition of resident complaints or grievances. MHA has a Resident Advisory Board which meets with residents to receive input, suggestions and concerns as to public housing authority policies, operations and management.

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

Memphis Housing Authority is not a troubled public housing agency.

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

The Mayors' Action Plan to End Homelessness, the guiding set of strategies for the local Continuum of care, focuses on the evidence-based strategies of permanent housing and rapid rehousing along with targeting the best fit interventions to the appropriate subpopulation. We are in the process of converting or reallocating 50% of our transitional housing units to permanent housing programs, either rapid rehousing or permanent supportive housing. Based on the 2013 Consolidated Application (submitted in February, 2014), there are now 283 transitional housing beds funded through the CoC, down from 625 in the 2011 application. Recently, homelessness in Memphis and Shelby County has fallen by 21%. (Source: Community Alliance for the Homeless 2014 Point In Time Count.)

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Reaching out to homeless persons and assessing their individual needs: The community's outreach and engagement approach includes a phone-based hotline, two walk-in centers, and roving street outreach presence. For families with children, we have a centralized intake that screens, on average 500 families per month and our phone-based hotline receives 2,000 calls/month. Recently, through implementation of the Zero: 2016 Initiative (formerly 100,000 Homes/Memphis100 Initiative), our street outreach team meets bi-weekly to discuss and prioritize the vulnerable unsheltered individuals in the community. This has brought to light the importance of street outreach and the need to enhance funding for outreach and SOAR activities. SOAR is an approach for people who were experiencing or at risk of homelessness to have quick access to SSI/SSDI benefits. We expect to pursue funding to expand and enhance our street outreach presence in the coming years. We have also established an electronic assessment and referral tool ([www.memphishomelessoptions.org](http://www.memphishomelessoptions.org)) to maximize our existing resources and make it easier for people experiencing homelessness to seek help.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

Addressing the emergency shelter and transitional housing needs of homeless persons: Memphis has identified the need for free/no fee emergency shelter especially for single women. We are still seeking a non-profit sponsor for this effort. As indicated previously, we are looking to convert existing transitional housing programs to rapid rehousing or permanent supportive housing. We will maintain and target the remaining transitional housing programs for populations most likely to leave homelessness through this intervention and who will not qualify for permanent supportive housing.

### **Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that**

**individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The US Veterans Administration awarded two local providers, Catholic Charities of West Tennessee and Memphis Area Legal Services, funding in the amount of \$1.3 million to launch a Rapid Rehousing initiative under the Supportive Services for Veteran Families (SSVF) program. Approximately 60% of those receiving assistance under the program are homeless households with a veteran, and 40% are households that are imminently homeless. Families receiving assistance through this initiative, along with the Rapid Rehousing program operated by MIFA, experience shorter homeless episodes than other families, and based on newly released research, have lower rates of return to homelessness than other similar households. For chronically homeless individuals and families, the Mayors' Action Plan calls for an additional 391 units of permanent supportive housing. So far, we have added 322 units and are seeking to add another 69 over the next two years. The plan also calls for 98 units of permanent supportive housing for families. In July, 2013 MIFA donated 73 units of transitional housing to Promise Development Corporation to create permanent supportive housing for homeless families who are involved in the child welfare system and have high services needs. This project, known as the Memphis Strong Families Initiative, was launched in August 2013 with funding from the US Department of Health and Human Services. In March of 2015, Alliance Healthcare Services launched a 3-year program to provide services to homeless veterans and other chronically homeless individuals. The services are delivered using a Critical Time Intervention (CTI) model of case management. CTI is a time-limited evidence based practice (EBP) that focuses on transitioning people from the streets and shelters into permanent housing. The services are designed to help individuals successfully navigate the difficult transition from homelessness to housing. The program has been used effectively with veterans and people with substance abuse or co-occurring disabilities. This program is expected to serve 260 households over the next three years.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

The Memphis/Shelby County Emergency Housing Partnership will serve approximately 41 families (151 individuals) with homeless prevention assistance in the upcoming year through the Emergency Solutions Grant program. Additionally, 40% of households served through the SSVF program will receive prevention assistance. MIFA's central assessment process helps mediate with approximately 2,452 families (7,352 individuals) each year who avoid homelessness as a result. MIFA Emergency Services program will help over 4,000 families (10,000 individuals) with rent, mortgage or utility assistance to prevent homelessness.

Our partnerships with the public institutions including foster care, corrections, and hospitals continue to improve. We would like to secure funding and a non-profit sponsor that could provide respite care to those who are homeless and have had or are awaiting surgery or other medical procedures that make it unsafe for them to discharge to homelessness. We have launched a Housing First Assertive Community Treatment (ACT) team that provides intensive, integrated treatment for dually diagnosed chronically homeless individuals who reside in permanent housing. This team, supervised by Alliance Healthcare Services includes mental health professionals, physical health professionals, case managers, and peer support specialists. They expect to serve at least 80 individuals who are housed by one of eight permanent supportive housing providers. The services we expect people leaving institutions to need are housing, community based mental health counseling and treatment, physical health care, employment services, substance abuse counseling and treatment, disability benefit application assistance, and legal advocacy/services.

## **Discussion**

HCD will fund the following activities in FY15 to address the housing and supportive service needs of persons who are not homeless but have other special needs:

1. Tenant Based Rental Assistance (TBRA) funded through HOME and HOPWA will provide housing assistance to persons who are affected by HIV/AIDS or have other special needs
2. A program through AGAPE that provides a range of services for children and families in need
3. Supportive Services and Short-term Rent and Utility Assistance for persons affected by HIV/AIDS funded through HOPWA and CDBG
4. Advocacy services for children in the foster care system and children who have been abused
5. Homemaker, transportation, and companion programs for the frail elderly
6. Programs for persons affected by mental illness or physical disability
7. Programs that provide employment opportunities for senior citizens
8. Programs for victims of domestic violence

**AP-70 HOPWA Goals – 91.220 (I)(3)**

<b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	200
Tenant-based rental assistance	87
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	26
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	75
Total	388

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction**

An update to the City of Memphis Analysis of Impediments to Fair Housing was completed in October 2011. In the analysis, there are a number of recommendations identified that are aimed at the creation of a comprehensive housing strategy to increase the production of affordable and accessible housing, particularly in low poverty communities with access to opportunities. Recommendations dealing specifically with removal of barriers to affordable housing are discussed in the narrative below.

HCD will continue its agreement with Memphis Area Legal Services to operate the Memphis Fair Housing Center, which is located at 109 North Main Street. The contract called for outreach, education, investigation and enforcement activities. FY16 funds will be used to help pay for operating costs of the Center, including a portion of staff salaries. HCD also provided funding to the Memphis Community Development Council to continue updates of their lending studies to determine trends by banks, savings and loans, credit unions, mortgage companies and finance companies that do business in Shelby County.

In FY2016, HCD has allocated \$205,000.00 in CDBG funds for activities that affirmatively furthered fair housing in Memphis. This included three contracts:

- 1) The Memphis Area Legal Services (MALS) contract helps operate the Memphis Fair Housing Center (\$142,000.00), and
- 2) A second MALS contract funds the acceptance and investigation of complaints related to the Memphis Fair Housing Ordinance (\$45,000.00), and
- 3) The Memphis Community Development Council (formerly MACRO) contract allows update of their bank lending study (\$18,000.00).

On April 10, 2015, HCD partnered with the Fair Housing Alliance of Greater Memphis, the local HUD office, Memphis Consumer Credit, Shelby County Government and other local organizations to present the 13th Annual Fair Housing Conference. The conference held sessions related to the fair housing component of the Regional Greenprint plan, a HUD headquarters update on the proposed rule for AIs and Section 3, homeless veterans and discrimination against those with disabilities, and a review of West Tennessee Home Mortgage Disclosure Act (HMDA) data and fair lending issues.

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

- Utilize Vacant Land as Incentive to Increase Affordable Housing Supply: Make City-owned vacant homes or lots available to affordable housing developers at a significant cost reduction. This not only makes affordable housing available, but if implemented strategically, will stabilize neighborhoods and increase property tax revenues.
- Identify and Overcome Housing Production Impediments: The City should convene discussions with for-profit and not-for-profit housing producers and lenders regarding how to overcome impediments to the production of accessible, affordable, and large (4 or more bedrooms) housing units. A secondary goal of these discussions would be to educate for-profit developers about current tools available for the production of affordable housing. These discussions may be used to encourage for-profit and not-for-profit housing developers to consider partnering on affordable, accessible and large-unit housing projects. In recognition of production impediments, the Division of Planning and Development has removed a barrier to the development of affordable housing by an amendment that was made to the Memphis and Shelby County Unified Development Code (UDC) in August 2012 that removed onerous regulations that applied to existing multi family housing. These regulations were part of the original UDC which took effect Jan 2011. Between that time and Aug 2012, we found that certain redevelopment projects, including some utilizing THDA funding, were very difficult without variances, etc. from the Board of Adjustment and/or the Memphis City Council.
- Explore the use of Tax Increment Financing (TIF) and other Financing Mechanisms to Produce Accessible and Affordable Housing: The City of Memphis should explore the use of TIFs and other financing tools to increase the production of housing units accessible for persons with disabilities and affordable to residents with lower incomes. Potential partners include MCIL, other disability rights advocacy groups, local community development groups and affordable housing developers to research creative ways to use TIF to produce affordable, accessible housing.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction**

In FY16, the Division of Housing and Community Development will follow the strategies outlined in the Three-Year Consolidated Plan and pursue activities intended to reduce homelessness, foster and maintain affordable housing, reduce poverty, and enhance coordination with other government, nonprofit, for-profit, philanthropic, and other organizations to achieve a common goal of meeting the needs of the citizens of Memphis.

### **Actions planned to address obstacles to meeting underserved needs**

The City of Memphis will have challenges in eliminating obstacles to underserved needs due to the reduction in its CDBG and HOME program funds and the significant number of low and moderate income citizens living in the City. While the City of Memphis has several programs aimed at addressing underserved needs, the reduction in CDBG funding results in a reduction in the amount available for public service activities. The City will continue to work with its nonprofit and other partners to identify other funding opportunities and to leverage related efforts. The Continuum of Care planning process will continue to be conducted by the City's sub-contract agreement with the Community Alliance for the Homeless. The Alliance will assist in the planning process by ensuring there is input from the broader community, facilitate the preparation of the City's Continuum of Care application and update the Needs Assessment for Homeless and Other Special Needs Populations. HCD will give particular attention to outreach efforts and expanding options to serve the severely mentally ill and others with special needs who are homeless through the Tenant Based Rental Assistance program and housing construction projects. A lack of quality affordable rental housing remains a challenge in Memphis. HCD typically uses a competitive process for selecting projects that provide multi-family and other rental housing. However, in FY16, there were not sufficient funds to allocate through this process. HOME funds will be used for affordable rental housing as part of the Cleaborn Homes HOPE VI revitalization project and for projects anticipated to receive allocations of low-income housing tax credits.

### **Actions planned to foster and maintain affordable housing**

In FY16, HCD will meet foster and maintain affordable housing through the following activities:

- Supporting, as possible, a new housing rehabilitation program that is targeted to assist senior citizens to age in place which is designed to leverage other public and private funds to assist a greater number of households
- Homeownership down payment assistance
- Property Acquisition
- Support the activities of Community Housing Development Organizations and Community Development Organizations to acquire, rehabilitate, or construct affordable housing
- Support the Memphis Fair Housing Center on their investigations, education, and outreach

Support activities aimed at reducing blight

- Support the Memphis Housing Authority's efforts to revitalize public housing and neighborhoods through HOPE VI and Choice Neighborhoods
- Support efforts of the for-profit housing development community by creating a streamlined approach to assisting in the development process through the Property Development Center
- In addition to these programs, HCD will also participate in other initiatives aimed at promoting affordable housing including the Tennessee Affordable Housing Coalition, work with appropriate committees and boards, and other activities as opportunities arise.

### **Actions planned to reduce lead-based paint hazards**

The HUD's Office of Lead Hazard Control and Healthy Homes (OLHCHH) provides funds to state and local governments to develop cost-effective ways to reduce lead-based paint hazards in residential housing where children six and under could potentially reside. In addition, the office enforces HUD's lead-based paint regulations, provides public outreach and technical assistance, and conducts technical studies to help protect children and their families from health and safety hazards in the home. The City of Memphis' Lead Paint Program was awarded a \$3,000,000.00 lead demonstration grant to assist with the reduction of lead hazards.

The Division of Housing and Community Development (HCD) expects to identify or receive referrals on at least 250 housing units for potential lead hazard reduction work, and will determine eligibility, enroll and complete a minimum of 250 risk assessment and conditions inspections on those housing units. This will result in remediation and clearance for at least 195 housing units, rental and owner-occupied. HCD maintains lists of "priority" rental properties built prior to 1978 that have already been identified as potential candidates for hazard reduction activities. These lists will be used on an ongoing basis to identify potential units for remediation and to notify owners of funding availability.

HCD Lead Hazard Reduction staff will coordinate lead hazard outreach and educational efforts with community partners such as the Shelby County Health Department, Shelby County Environmental Court, Memphis Housing Authority and Section 8 (HCV) landlords. These partners will provide additional avenues for involving private property management companies, owners of rental properties, faith- and community-based organizations, and contractors in both identification and reduction of lead hazards. HCD will utilize lead demonstration grant funds to provide employment training in the field of lead hazard reduction for at least 100 low-income individuals as lead hazard workers and 30 individuals as lead hazard supervisors.

Shelby County Health Department is a partner in this program, pledging to provide blood lead level testing of children, ongoing medical case management for children with EBLs, and clearance and follow-up inspections of housing units that receive lead remediation work.

The Tennessee Department of Environment and Conservation will also participate in this program,

providing referrals and documentation of properties where a child under age six has been identified as having an EBL; providing review and approval of contractor work plans for individual work sites and affected families; monitoring compliance of lead hazard reduction job sites through on-site inspections; and providing technical support to City of Memphis staff and contractors.

The City of Memphis has agreed to establish a partnership through a memorandum of understanding with a group of stakeholders called the Healthy Homes Partnership (HHP). HHP is a collaborative established to conduct research, identify, develop and advance best practices and strategies, including but not limited to appropriate legal, policy and regulatory measures to increase the availability of and access to healthy housing for residents in the Local Jurisdictions. The signatories to the HHP MOU are The City of Memphis Housing and Community Development, City of Memphis Neighborhood Improvement/Housing Code Enforcement, Community Development Council of Greater Memphis, Le Bonheur Children's Hospital/Le Bonheur Community Health and Well-Being, Memphis Area Legal Services, Shelby County Health Department, and the University of Memphis Law School.

### **Actions planned to reduce the number of poverty-level families**

The American Communities Survey shows that 27.2% of people living in the City of Memphis at or below the poverty level. The poverty rate of the Memphis metro area is the highest when compared to the largest 51 metro areas in the U.S. and has increased in recent years. While many of the factors related to poverty are beyond the City's control, the City is committed to addressing issues related to poverty and to grow prosperity and opportunity for all of its citizens. Attacking poverty is a key component of Mayor Wharton, recognizing that Memphis cannot be a City of Choice with a 27.2% poverty rate.

Reducing the poverty rate by 10% would bring the poverty rate in line with the rest of the country. To this end, Mayor Wharton has identified concrete goals to attack this issue, including: Eradicate public housing; Prevent homelessness; Decrease the unemployment rate and increase the number of living wage jobs; Decrease high school drop out rates and increase student test scores; and Improve health care outcomes for people in need. Many of the programs and activities outlined in the Consolidated Plan Three-Year Strategy are related to reducing poverty. Activities under the homeless and special needs department are geared toward those most in need, while others, including promotion of homeownership, job training/creation, and education programs are long terms strategies to reducing poverty. These include the following: The Memphis Opportunity Fund, the Contractors Assistance program and other programs that provide job and life skills training, assisted and transitional housing, and micro-enterprise development; Job creation through major economic development activities; Activities aimed at increasing the economic self-sufficiency of public housing and housing choice voucher tenants, including the Housing Choice Voucher and Public Housing Family Self-Sufficiency Programs; Working with code enforcement and others to insure that problem properties are reduced, which preserves the value of neighborhood property; Assisting low and moderate income citizens to purchase homes; and Providing public service activities including youth, elderly, homeless, community, health care, and education services to low and moderate income citizens. A majority of the funding used to support job/life skills training and micro-enterprise development is provided through direct City

general revenue funding. As prescribed by HUD, assistance to low and moderate income families remains a focal point of HCD's mission. The Renaissance Business Center (RBC) under HCD is funded with City general funds and provides entrepreneurs and small businesses in Memphis with training, counseling, and information. The RBC houses the Small Business Association, Southeast Community Capital, Tennessee Small Business Development Center, Black Business Association, and Memphis Area Minority Contractor's Association, all of which provide counseling, financing opportunities, trainings, seminars, and technical assistance.

### **Actions planned to develop institutional structure**

HCD has operated the City of Memphis entitlement program for many years, since the 1970's when the CDBG program was created, and has a well-established structure for implementing its programs. HCD has and will continue to have broad partnerships with other agencies in the community who provide housing and community development programs and services. General administration, program implementation, and monitoring of the CDBG, HOME, ESG, and HOPWA programs are the responsibility of HCD. HCD is continually looking for ways to improve its service delivery to sub-grantees and other internal and external customers and undertakes professional development activities as appropriate.

To increase the availability of affordable housing for Memphis residents, HCD partners with CHDOs, CDCs, other nonprofit housing providers, for profit developers, the Memphis Housing Authority, lenders, the Tennessee Housing Development Agency, the Health Education and Housing Facilities Board, and other related agencies. These partnerships help to leverage scarce federal resources and create more affordable housing opportunities.

To meet the needs of the homeless population in Memphis, the City of Memphis and Shelby County Mayors convened a group of stakeholders in 2010 around the development of the Action Plan to End Homelessness. HCD is currently working with homeless housing and service providers to implement the strategies identified in the plan.

No significant gaps in the institutional structure of HCD have been identified, however HCD recognizes the need for continual development, capitalization, and capacity building for the agency as well as for our non-profit partners to carry out housing and other activities.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

Memphis has a good history of successful partnerships aimed at providing housing and community development programs and services to its citizens. A variety of public and private resources are coordinated to help Memphis' families and individuals through traditional and innovative approaches to meeting the needs.

HCD will continue to work with key local government departments to carry out housing and community

development strategies. These include but are not limited to Memphis Police Department, Memphis Fire Department, Public Works, Engineering, Public Services and Neighborhoods, General Services, the Office of Planning and Development, Shelby County Housing, Shelby County Health Department, Office of Community Services, Memphis Light Gas and Water, Memphis City Schools, and the Memphis Housing Authority. All of these departments have a role in shaping and maintaining healthy communities and HCD will communicate and coordinate with appropriate departments as needed.

Equally important are the partnerships with local nonprofit service providers, homeless service and housing providers, community housing development organizations, community development corporations, faith-based institutions, organizations serving persons with special needs, foundations, intermediaries, private housing developers, quasi government agencies, and others. The partnerships may include the grant funding, coordination with programs provided through these organizations, leveraging resources, information sharing, and other activities aimed at identifying and meeting the needs within the community.

HCD will also continue to work closely with the regional and local HUD field office to receive technical assistance and trainings as needed, as well as working together on shared initiatives and events such as Fair Housing and others. HCD partners with the State Housing Agency (the Tennessee Housing Development Agency) on several programs including: low-income housing tax credits, multi family programs, networking and information sharing through the Tennessee Affordable Housing Coalition, and other initiatives.

In the area of economic development, HCD will partner with the Memphis Chamber, Economic Development Growth Engine, Memphis Office of Resource Enterprise, the Small Business Administration, the Renaissance Business Center, and other agencies charged with economic development to make connections between entrepreneurs, businesses, training programs, and job seekers to enhance access to jobs and economic growth and opportunities.

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	4,000,000
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>4,000,000</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	90.00%

## HOME Investment Partnership Program (HOME)

### Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The Division of Housing and Community Development will leverage the use of HOME funds as follows:

- Through its partnerships with local non-profit housing development corporations and CHDOs who will provide private sources of funding;
  - Through its partnership with Memphis Housing Authority who will use HOPE VI, LIHTCs, private and public housing funds; and
  - Through its partnerships with for-profit affordable housing developers who will provide private financing, LIHTCs and State of Tennessee funding where available
2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:
    1. For a per-unit subsidy of less than \$15,000.00 per unit, the period of affordability is no less than 5 years
    2. of \$15,000.00 to \$40,000.00 per unit, the period of affordability is no less than 10 years
    3. of more than \$40,000.00 per unit, the period of affordability is no less than 15 years

If HOME assistance is used as a development subsidy, it isn't subject to recapture, and resale guidelines are used.

Resale guidelines apply if the sale doesn't meet the affordability requirements for the specified time period. The sales agreement includes deed restrictions or covenants running with the land to ensure compliance with the resale requirements. A buyer who qualifies as a low-income family is an eligible buyer; and the homebuyer shall occupy the property as the principal residence.

In the event of resale, the sales price must remain affordable to low-income homebuyers. Lien, restrictive covenant or the deed restriction recorded with the property enforces these provisions. If a homebuyer desires to sell or transfer ownership of a HOME-assisted property during the affordability period recapture guidelines apply where direct HOME Program assistance has been received by the homebuyer.

Where a proposed sale doesn't comply with HOME regulations governing the period of affordability or income-eligibility, recapture provisions apply.

**Fair Return** - Fair return includes the sellers' payments which are long lasting in nature and add to

the capital value of the property. These include: additions, upgrades or modifications; improvements that increase the size of the property or; creates a material addition. Such activities need to be documented by approved permits evidencing completed improvements or executed improvement contracts. Adding appliances such as; garbage disposals, water heaters, cabinets, electrical repairs, landscaping, plumbing fixtures, carpets, painting, kitchen exhaust fans, shower doors, and tub enclosures are not eligible for consideration.

These guidelines are placed in the City's agreement with grantees and subrecipients who shall include references to the recapture guidelines in its associated sales contract, deeds of trust, mortgages, and deed restrictions.

- 1) When the initial homebuyer sells the HOME assisted unit to a non-eligible family: The seller will be entitled to pay-off of first/second mortgages; recover investment (or downpayment); and documented capital improvements expenses in that order; If proceeds remain, the City shall recapture the pro rata share of HOME subsidy that remains on a straight-line declining basis.
  - 2) The sales price may not prevent a low-income family to purchase the home. In each case, the following applies: The seller can pay-off a first/second mortgage; The seller must determine if he will lower the sales price to comply with HOME regulations governing resale to eligible, low-income families; Should proceeds remain, the seller is entitled to recover out-of-pocket downpayment costs and documented capital improvements expenses in that order. If proceeds remain, the City shall recapture the pro rata share of HOME subsidy that remains on a straight-line declining basis. The amount repaid shall be reduced by a pro rata fraction according to the anniversary of the closing date.
  - 3) If homeowner does not comply with the City's recapture option, has not made capital improvements, and seeks to sell the property at a price beyond the affordability of a low-income purchaser, the seller will be entitled to pay-off of first/second mortgages; The remaining proceeds may be recaptured by the City in an amount up to the full amount of the HOME subsidy assistance
3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Units acquired with HOME funds are primarily associated with the CHDO program. In an effort to maintain the focus of the HOME Program, CHDO organizations shall include a provision in its deed of trust that ensures the housing unit assisted with HOME funds is maintain as an affordable housing unit for low income families throughout the period of affordability. The Deed of Trust will need to have legal language in it that indicates whether the recapture or resale option was selected. A copy of the restriction included in the deed of trust shall be submitted to the Non-Profit Housing Center.

Recapture: The legal mechanism used to enforce the repayment of all or a portion of the direct

HOME subsidy if the homeowner decides to sell the house within the affordability period. In selecting the recapture option the homeowner may sell the property to any willing buyer. The City requires full repayment of the direct HOME subsidy when resale occurs during the affordability period.

Resale: This option ensures that the HOME-assisted unit remains affordable over the entire affordability period. Therefore if the house is sold the new purchaser must be low-income by HOME definition and the house is the buyer principle resident.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

This is not applicable to HCD.

**Emergency Solutions Grant (ESG)  
Reference 91.220(l)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)

The following written standards for providing assistance are contained in the Emergency Housing Partnerships policy and procedures manual which is published on the City of Memphis website as well as the CoC Lead Agency's website which is [www.communityallianceforthehomeless](http://www.communityallianceforthehomeless)

a. Heads of households must be caring for at least one dependent child for whom there is evidence of legal custody or a disabled relative requiring care from the head of household for activities of daily living. Exceptions are made for Veterans Administration Supportive Housing program and the Foster Care/Independent Living program.

b. Households must be residents of Shelby County

c. Households must demonstrate they have income below 30% of the Area Median Income for the City of Memphis.

d. Households must demonstrate #and have verification from at least two collateral contacts# that they will be literally homeless but for this assistance and that they have no other resources financial or relational to prevent them from becoming homeless.

e. Households must demonstrate ability to retain their housing beyond the initial period of assistance through both earned and unearned income sources.

2. If the Continuum of Care has established centralized or coordinated assessment system that

meets HUD requirements, describe that centralized or coordinated assessment system.

The centralized intake and assessment for homeless families has been operating since 2009. It consists of a phone-based screening process that operates 21-hours a day, includes a central intake and coordinated assessment, mediation, prevention, shelter and transitional housing placement, rapid rehousing, and permanent supportive housing eligibility determination# In the most recent year, more than 3,400 households were assessed through the Central Intake.

For households without children, we have the [memphishomelessoptions.org](http://memphishomelessoptions.org) tool that includes a web-based listing of resources sorted by geography and/or program type, an on-line assessment and application process, and instructions on how to access resources.

The coordinated assessment for chronically homeless single individuals is a two-step process using Community Solutions Vulnerability Index and DESC Downtown Emergency Shelter Center Vulnerability Assessment Tool. We are in the process of considering replacing the VI with the VI-SPDAT, an update to the screening tool that has additional functionality and can be used with families. We have been using the Structured Decision Making (SDM) Risk Assessment Tool to determine whether or not families will receive professional supportive services. If they score moderate or low risk they are either referred to a faith-based mentor or receive no referral. If they score high risk, they are referred to a Family Housing Advocate. The SDM score is captured in HMIS.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The City of Memphis in collaboration with the local Continuum of Care utilizes the priorities set by the CoC for the Emergency Solutions Grant. The City of Memphis Administrator of the Homeless & Special Needs Dept. serves on the Governing Council which implements/oversees the decision making of the CoC. Once priorities are established by the CoC, those priorities are utilized in the Emergency Solutions Grant through their application process which is open once a year for eligible applicants. There is a selection process, which is implemented by utilizing the Ranking and Review Committee of the local Continuum of Care. The Ranking and Review Committee selects the recipients of the Emergency Solutions Grant based on the priorities that were established by the Continuum of Care along with other factors which includes past performance, operational feasibility, need for the project, project quality, and applicant capacity.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City currently has formerly homeless persons serving on the Continuum of Care Committee, the Governing Council for the Homeless Consortium, and the lead agency has two formerly homeless

persons on its Board of Directors.

5. Describe performance standards for evaluating ESG.

The Continuum of Care has developed a Performance Benchmark chart, which is included in each Emergency Solutions Grant contractual agreement. The Benchmark Performance Chart is utilized to monitor the progress of each ESG recipient.