City of Memphis

Recovery Plan

State and Local Fiscal Recovery Funds
American Rescue Plan Act

2021 Report

Jim Strickland, Mayor

Memphis, Tennessee

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GENERAL OVERVIEW

Executive Summary

The Recovery Plan of the City of Memphis is presented to communicate information to the Secretary of the Treasury (Treasury) and to the public, regarding the projects and initiatives the City plans to undertake with program funding provided through the State and Local Fiscal Recovery Funds (SLFRF) program, as evidence of the City's efforts to respond to the pandemic and promote economic recovery.

On March 1, 2021, the American Rescue Plan Act (ARPA) was signed into law. Section 9901 of ARPA amended Title VI of the Social Security Act to add Section 602, which established the Coronavirus State Fiscal Recovery Fund, and Section 603, which established the Coronavirus Local Fiscal Recovery Fund. Section 602(c)(1) and Section 603(c)(1) provides that funds may be used:

- To respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
- For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency; and
- To make necessary investment in water, sewer, or broadband infrastructure.

The City has worked diligently to determine how best to use funding from the Fiscal Recovery Funds to meet the needs of its communities and populations within the framework provided by Treasury and to lay the foundation for a strong, equitable economic recovery. The City intends to utilize the funds for eligible uses which includes facilitating access to resources that improve health outcomes, responds to

the disease and the harmful consequences of the economic disruptions resulting from or exacerbated by the public health emergency, providing premium pay to essential workers, creating economic budget stabilization, and for establishing and/or improving broadband infrastructure for its community.

This report will also share with Treasury and the public how the City is planning to ensure that program outcomes are achieved in an effective, efficient, and equitable manner in support of the communities, populations, and individuals in its jurisdiction, as well as the use of funds for operational stabilization.

These programs are designed to be impactful, effective, efficient, and more importantly equitable. The City has coordinated strategies with other recipients to maximize programmatic impact for other programs under the American Rescue Plan, such as the Emergency Rental Assistance, Housing Assistance, and educational outreach initiatives.

To provide an even broader context on the overall approach for pandemic recovery, the City is also executing initiatives under the Epidemiology and Laboratory Capacity for Prevention and Control of Emerging Infectious Diseases (ELC) Grant. Through this state grant, the City of Memphis allocated funds to Arlington, Bartlett, Collierville, Germantown, Lakeland, and Milling to coordinate vaccine and disease prevention responses as part of the Memphis and Shelby County COVID-19 Joint Task Force.

The City has also allocated a portion of ARPA funding award to complement the President's *Comprehensive Strategy to Prevent and Respond to Gun Crime and Ensure Public Safety*. Memphis, Tennessee was identified as one of the 15 jurisdictions to receive Presidential administrative support of a Community Violence Intervention collaborative. The City's Recovery Plan includes funding for initiatives that support both proven and new strategies that are intended to reduce gun violence and strengthen community-based infrastructures to enhance public safety for children, families, and communities, and to advance equity.

Certain components of the City's Recovery Plan required swift and effective implementation to meet urgent operational and community needs. Other components of the Plan are more strategically aligned to serve historically underserved, marginalized, and adversely affected groups within our Community.

All outcomes are intended to be the result of effective administration of Federal awards, application of sound management practices, and administration of Federal funds in a manner consistent with the program objective and terms and conditions of the award.

Upon notification of receipt of the award of ARPA funding, the City immediately began developing a plan for timely and effective execution of the award. To promptly recognize workers for their sacrifices over the last year, the City presented a resolution to its Council for approval and implementation of employee premium pay. Premium pay is for workers who have been and continue to be relied on to maintain continuity of operations of essential critical infrastructure sectors, including those who are critical to protecting the health and wellbeing of its communities. Council approval was granted on May 15, 2021.

The City developed a comprehensive proposed plan for spending the remaining award funding and presented its formal allocation plan to its City Council on August 11, 2021. Under the Mayor-Council form of government, the Council is responsible for final approval of budgeted spending. Approval for community health initiatives was granted on August 17, 2021, and final approval for the remaining award funding was granted on September 14, 2021. (Resolution attached as Exhibit A)

This disease has impacted every part of life for Memphis citizens from social distancing, business closings, changes to educational norms, and the City of Memphis has been faced with numerous requirements to prevent and address the spread of COVID-19. Memphis experienced substantial increases in costs to respond and provide for these services, amid declines in certain revenues due to the economic downturn and changing economic patterns during the pandemic.

The City recognizes that the pandemic's impacts have been widespread. However, both the public health and the economic impacts of the pandemic have fallen most severely on communities and populations disadvantaged before the pandemic began. Pre-existing social vulnerabilities magnified the pandemic in those communities, where a reduced ability to work from home, and frequently, denser housing amplified the risk of infection. Similarly, communities facing economic insecurity before the pandemic were less able to weather business closures, job

losses, or declines in earnings; less able to participate in remote work or learning due to inequities in access to reliable and affordable broadband infrastructure.

The City's Recovery Plan covers a broad spectrum of needs to help provide a sustainable foundation for a strong and equitable economic recovery, not only by providing economic stabilization to households, City owned assets, and its non-profits partners, but also by addressing the systemic public health and economic challenges within the City's operational structure and its communities.

Use of Funds

The utilization of ARPA funds are intended to provide a substantial infusion of resources to meet the increased demand of services and to provide an equitable and stabilized economy as the City continues to recover from the pandemic. The guiding principle was the consideration of *whether* and *how* the use would respond to the COVID-19 emergency to meet the wide range of public health and economic impacts of the pandemic, and that the eligible uses must be in response to the disease itself or the harmful consequences of the economic disruptions resulting from or exacerbated by COVID-19. The City also assessed the connection between the negative economic harm from the public health emergency, the nature and extent of that harm, and how the use of ARPA funding would address and/or mitigate such harm.

Treasury guidance provided identified categories of allowable expenditures. The City will use the SLFRF funds to promote the following identified Expenditure Categories (EC). By definition, some initiatives would fall under multiple categories, and as such, are identified singularly for this listing; however, a more detailed description of the program is contained in the Project Inventory section of the City's Recovery Plan report.

Public Heath (EC1) to respond to COVID-19 and the broader health impacts of the COVID-19 public health emergency.

- assist homelessness and its health-related impacts including provision for recuperative care for homeless individuals
- provide funding for health providers, specifically those who are associated with homelessness and services to marginalized or socially vulnerable groups
- capital investments and/or adaptations in public facilities to meet pandemic operational needs
- provide services that connect residents with health care resources and public assistance programs

Negative Economic Impacts (EC2) to respond to negative impacts of the public health emergency, including assistance to households and small businesses.

- provide services to low socio-economic households including housing assistance and provisions for home repairs that build healthier living environments
- provide funding to non-profit partners who provide vital services to communities
- provide for community and public safety initiatives, including initiatives supporting the establishment of a Community Group Violence Intervention Program (GVIP)
- to create resiliency for residents in the South Memphis area through the establishment or provision of a local food system
- to aid in blight remediation, trash and debris removal
- to increase equitable access to technology and library programs
- assist in the recovery of City owned assets and attractions affected by tourism related deficiencies and/or to mitigate financial hardship such as declines in revenues or impacts from periods of business closure
- to accommodate for the escalated construction cost for current and proposed projects due to raw materials shortage, cost escalations, and supply chain challenges, as a result of the pandemic

Services to Disproportionately Impacted Communities (EC3) to respond to the equitable delivery of government benefits.

- advance shared interest and promote equitable delivery of government benefits and opportunities to underserved communities, as outlined in *Executive Order 13985, On Advancing Racial Equity and Support for Underserved Communities Through the Federal Government*
- provide funding for new and continued initiatives that support those most disproportionately impacted by the pandemic by providing job training to address negative economic experiences due to a worker's occupation or level of training, and provide assistance to formerly incarcerated individuals to successfully reenter their communities

- provide a funding source for new and continued initiatives that support the youth of the City and address educational disparities
- to assist children with disabilities and to create and expand initiatives that assist in developing hard and soft skills for gainful employment by providing training, professional development, financial education, and certifications
- to create a plan specifically to address the disparities of opportunity youth, those between the ages of 16 and 24 who are not in school or employed
- to increase equitable access to technology and library programs

Premium Pay (EC4) to recognize and reward essential workers who have sacrificed themselves for the continued provision of critical and operational aspects of governmental service to the organization and the community.

- provision for the plan of premium pay for eligible and essential workers of the City, specifically focused on those workers who were ineligible for hazard pay under the CARES Act

Broadband Infrastructure (EC5) to respond to the community need for equitable access to digital technology, especially to those unserved or underserved, to reach an adequate level that will allow for remote work or school.

- provide for investments in the broadband and technology infrastructure of the City which will provide internet access and/or digital assistance throughout the community

Revenue Replacement (EC6) to respond the budget shortfalls problematic in the pandemic environment as the City works to mitigate and contain the COVID-19 pandemic, to prevent cuts to government services, and to enable the City to

continue to provide valuable services and ensure that fiscal austerity measures do not hamper the broader economic recovery.

- recognition of revenue replacement for aggregate budget stabilization across funds most severely and economically impacted by the pandemic, especially those impacted by the disruption to tourism and commercial activity

The City was also provided Federal Recovery funds through the Emergency Rental Assistance program. These funds are intended to assist Memphis residents who are at risk of becoming homeless due to the inability to pay their rent or mortgage because of the COVID-19 hardship. The programs categorized above were developed to work in conjunction and collaboration with this and other Federal assistance programs, and to maximize the program outcomes with other ARPA fund recipients (Shelby County Government and Shelby County Schools), as well as other available grant funding that will enable the City to execute to the fullest extent possible, a strong and equitable recovery from the pandemic.

Promoting Equitable Outcomes

The City relied heavily upon the guidance provided by the Treasury's Interim Final Rule to establish programs to timely and efficiently execute funding of the award within the parameters provided. The City is aware that budget austerity measures can hamper overall economic growth and recovery as the impacts of decreases or cuts in critical governmental services would be experienced by the entire community.

The Coronavirus State and Local Fiscal Recovery Fund provides a unique opportunity for the City to make strategic investments, to enhance financial stability, and to cover temporary operating shortfalls until economic conditions and operations normalize. It also provides an opportunity to address community engagement activities that are hampered by the unavailability of general operating funds during the normal course of governmental business transactional activity. Authentic, productive community engagement requires extensive relationship and trust building, as well as the provision of resources to support capacity building in communities.

The City's ARPA funding projects were developed and designed to promote equity across the community. Many of the programs are goaled to provide support to those in the community who have been historically underserved and/or marginalized. The City has worked diligently with community partners to identify areas of need and to develop plans that address the benefits and services across the community. The City's strategies include distributing these fund to the organizations that can immediately impact the community, and making investments to sustain government services. These approaches will assist to maximize a programmatic impact and provide effective, efficient, and equitable outcomes.

The City has been communicating the proposed projects via open community forums (public City Council meetings), and various communication platforms to inform the public of the assistance programs available for its citizens. The approved resolution for ARPA spending has been posted to the City's website (www.memphistn.gov) and linked to the City's various social platforms. Community organizations have collaborated with the City to inform citizens of the

availability of programmatic assistance. Such information has been shared during local public forums, direct media through radio, television, and print, and social media via communication platforms. The City will also make its citizens aware of SLFRF programmatic service by posting its Recovery Plan report on the City website once it has been formally presented to the U.S. Treasury. The City will also disseminate information through our Public Libraries and through communications with our partnering organizations. It is the intent of the City to ensure its citizens have access to the most timely and relevant information.

Transparency and public accountability for SLFRF award funds and use of such funds are critical to upholding program integrity and trust in all levels of government, and as such, the SLFRF award funds will be managed consistent with Administration guidance per Memorandum M-21-20 and Memorandum M-20-21.

The intended outcomes will focus on closing service gaps, reaching universal levels of service, and disaggregating progress by race, ethnicity, and other equity dimensions where relevant, for the policy and program objectives created by the City.

Specifically targeted in the programs are initiatives to respond to the negative economic impacts of the pandemic (EC2) and services to disproportionately impacted communities (EC3). As identified in the Uses of Funds section of this report and in the Project Inventory section, a vast majority of the initiatives developed by the City directly correspond to programs that address assistance with housing, employment programs for people with barriers to employment, and assistance to those who have faced negative economic impacts from the pandemic. These programs are focused toward the residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated individuals seeking reentry, and individuals with disabilities. These strategies endeavor to provide disadvantaged groups with access to education, training, jobs, and opportunity. The programs and initiatives are also directed to address health disparities and the social determinants of health in order to build stronger, healthier neighborhoods and communities by providing housing assistance, addressing educational disparities by working with community partners to expand and enrich programs for evidence based involvement, and to promote healthy environments by assisting with home repairs, addressing community blight, and providing the visual impact of community safety and policing initiatives.

As the City launches these programs, it will also encompass measurement metrics using qualitative and quantitative data on how its approach achieved or promoted equitable outcomes or progressed against equity goals during the performance period.

Strategies have been established to ensure that award funds are not used for ineligible purposes, and guards against fraud, waste, and abuse associated with the SLFRF award.

It is the intent of the City to execute all projects and initiatives within the time frame established by Treasury under the Interim Final Rule and the Final Rule, for the period that begins on March 3, 2021 and ends on December 31, 2024. The City will also ensure that any award funds for the obligations incurred by December 31, 2024 will be expended by December 31, 2026. The only exception to this time frame compliance is in regard to the allowable expenditures for employee premium pay which provides for a retrospective provision for work performed by eligible employees at any time since the start of the COVID-19 public health emergency.

The City recognizes the balance between facilitating simple and rapid program access widely across the community, and maintaining a robust documentation and compliance regime, and each annual report hereafter will provide such data.

The City recognizes that the response to the COVID-19 public health emergency has changed since its inception, and will likely continue to change over time. The Recovery Plan presented will hopefully position the City to continue to assess and address the long-term health impacts of COVID-19, including medical services required for individuals diagnosed with “long COVID”, and to continue to monitor the impacts of and for future health needs and risks for the citizens of Memphis who have been infected and impacted.

Community Engagement

The City's planned and current use of funds has been subjected to internal and external discussions from the time the City was provided notification of the award. The City Administration has spent countless hours working with constituents, community based organizations, other government organizations, as well as its State Comptroller's Office, regarding the initiatives intended to build capacity of community organizations that serve the broad-based community and especially organizations that serve people with significant barriers to services.

Among those projects which are intended to build the capacity of community organizations that serve community members with significant barriers to services are the following:

- A project to provide capital investment and/or adaptions to the facilities of Collins Chapel Connectional Hospital. The expansion of this service is to provide for recuperative care for homeless individuals. This initiative provides for the first recuperative care center in Memphis for those who are experiencing homelessness. This initiative is in partnership with Christian Methodist Episcopal Church, Room In The Inn-Memphis, and Shelby County government.

- A project to provide funding to re-open 21 beds by increasing staffing for Regional One Health Medical Center. Regional One Health is home to the only Level 1 Trauma Center in the midsouth. This initiative is in collaboration with Shelby County government.

- A project to provide additional funding to the Healthcare Navigator Program established by the Memphis Fire Department. This program is designed to navigate low-acuity 911 callers to more appropriate healthcare services while avoiding unnecessary emergency room visits, and it connects vulnerable populations to community resources for healthcare and other patient-centered care.

- Projects that connect groups with significant barriers to service, including community service projects that fund additional participation to individuals

formerly incarcerated through the City's Manhood University program and the Women Offering Women Support (WOWS) program. The goal is to assist formerly incarcerated individuals with the opportunity for expungement, driver license reinstatement, and expanded opportunities for employment.

- Multiple projects that address youth based groups and promote the facilitation of access to resources for unemployed or underemployed workers and other individuals that suffered negative economic impacts from the pandemic. Services include public job programs, subsidized employment, combined education with on-the-job-training programs, or job training to accelerate rehiring or address negative economic impacts due to a worker's occupation or level of training.

- New programming to address the community's opportunity youth – those of age from 16-24 who are not currently employed or in school. According to a 2021 study, Memphis has the third-highest percentage of youth in the nation without a job or who are not in school. There are over 34,000 disconnected youth in Memphis, and this program is aimed at helping them connect to the resources needed.

- Multiple projects and/or programs that provide support for mortgage and rent assistance and for home repairs, specifically for those households and community members most disproportionately impacted by the pandemic. The public health emergency, including the necessary measures taken to protect public health, resulted in significant economic and financial hardship for many Memphis citizens. The pandemic impacts have been concentrated among low-income workers, and has amplified food and housing insecurity. These programs have been developed to address conditions that contributed to poor public health and economic outcomes during the pandemic, namely concentrated areas with limited economic opportunity and inadequate or poor-quality housing.

The increased economic strain or material hardship due to the pandemic could have long-term impacts on the health, educational, and economic outcomes of the citizens of Memphis. A complete list of all programs to be funded is outlined in the Project Inventory section of the City's Recovery Plan report.

Labor Practices

The City has focused a portion of the SLFRF funding through the American Rescue Plan Act on the need to provide access to high-quality broadband service to its citizens. The pandemic has underscored the importance of universally available, high-speed, reliable, and affordable broadband coverage as citizens rely on the internet to participate in critical activities related to their daily lives, including remote school platforms, healthcare initiatives, and work. To the extent possible, the City commits to using strong labor standards, including project labor agreements and community benefits agreements not only to promote effective and efficient delivery of high-quality infrastructure projects, but also to support the economic recovery through strong employment opportunities for workers when possible.

Use of Evidence

The Recovery Plan of the City of Memphis has identified certain projects that will be funded toward use of evidence-based intervention initiatives. Such projects have been and are being evaluated through program assessments that are designed to build evidence.

Such projects include the following:

- The development of a Community Group Violence Interruption Program (GVIP). Community violence intervention programs have been shown to reduce violence by as much as 60%. Memphis is committed to continue to combat gun violence and other violent crime. Memphis is one of the 15 jurisdictions selected by the President to support a collaborative that is committed to using a portion of its ARPA funding toward this goal. During the development of the fiscal year 2022 operating budget, the City Council approved a $2,000,000 year-one funding allocation to enable the start-up of the program and to provide a benchmark for out years. An additional $4,800,000 in funding from ARPA award proceeds has been earmarked for the continuation of the program. The initiative is proposed to activate current strategies developed and tracked by the Memphis-Shelby County Crime Commission's Safe Community Operation, as well as adding complementary elements. These elements combine several best practice models that have demonstrated success in other cities. The program will facilitate changes through action in five specific program areas: suppression, intervention, prevention, community mobilization, and organizational change.

- The creation of a Micro-Memphis Cooperative Fresh Market Program. This initiative is designed to facilitate the funding for a food cooperative that will work with the Southeast Regional Development Corporation for the establishment of a micro-grocery store to address food insecurities in an underserved part of the City. The basic idea is to provide collaboration with the Development Corporation to work with local producers, establish a supply chain, educate the community, identify location and building construct, as well as hire and train staff from the community. The City has committed approximately $400,000 identified by the Development

Corporation as the funds needed for the launch of the program. The measured success of this initiative would be used to launch like projects in other food service challenged parts of the City.

- An educational collaboration with the Boys and Girls Club of Greater Memphis (BGCM). As a leading youth development expert, BGCM has the experience and scale needed to address the complex issues that Memphis youth face today. The City has committed $9,000,000 in ARPA funds to expand the opening of additional 10 club sites in Memphis. These sites would be in schools and community centers strategically placed in under-resourced neighborhoods. BGCM provides a safe place for youth, with caring adult mentors that promote an environment for fun, friendship, and high-impact development programs on a daily basis during critical non-school hours. Some of the established benchmarks that this expansion will strive to measures is based on the percentage of high school senior participants who graduate, those that go to college, get a job, or join the military. Under the current Club plan, the benchmark is 100%. In addition, 81% of BGCM members show an increase in homework completion, and the percentage of Club girls who express and interest in a STEM career (47%) is more than three time greater than that of their same-aged female peers nationally (15%).
- Development of an Opportunity Youth Program. The COVID-19 pandemic has caused youth disconnection rates to spike dramatically. Ensuring that every young person in Memphis has an opportunity to get an education and a job that pays a living wage is a part of creating a stronger city. According to a 2021 study, (Seeding for Success) Memphis has the third-highest percentage of youth in the nation without a job or who are not in school. The City's program has committed $1,260,000 of ARPA funding toward this initiative. The program is a comprehensive youth employment program for serving eligible youth, ages 16-24, who face barriers to education, training, and employment.

Table of Expenses by Expenditure Category

Public Heath (EC1) to respond to COVID-19 and the broader health impacts of the COVID-19 public health emergency

Negative Economic Impacts (EC2) to respond to negative impacts of the public health emergency, including to assistance to households and small businesses

Services to Disproportionately Impacted Communities (EC3) to respond to the equitable delivery of government benefits

Premium Pay (EC4) to recognize and reward essential workers who have sacrificed themselves for the continued provision of critical and operational aspects of governmental service to the organization and the community

Broadband Infrastructure (EC5) to respond to the community need for equitable access to digital technology, especially to those unserved or underserved, to reach an adequate level that will allow for remote work or school

Revenue Replacement (EC6) to respond the budget shortfalls problematic in the pandemic environment as the City works to mitigate and contain the COVID-19 pandemic, to prevent cuts to government services, and to enable the City to continue to provide valuable services and ensure that fiscal austerity measures do not hamper the broader economic recovery.

TOTAL ALLOCATION			
EC1 - Public Health	$	7,071,640	4%
EC2 - Negative Economic Impacts	$	66,273,216	41%
EC3 - Services to Disproportionately Imacted Communities	$	17,323,980	11%
EC4 - Premium Pay	$	16,000,000	10%
EC5 - Broadband Infrastructure	$	15,000,000	9%
EC6 - Revenue Replacement	$	39,435,654	24%
Total	$	161,104,490	

Project Inventory

The following is a list of new or expanded projects for eligible government services or investments funded in whole or in part by SLFRF funding. Some of the projects are still in the early development phase, and as such, will be updated in the next annual Recovery Plan.

Community Health Initiatives

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Collins Chapel Connectional Hospital
$1,000,000
EC1- Public Health

To provide funding for the renovation of the historical Collins Chapel Connectional Hospital, the first recuperative care center in Memphis for people experiencing homelessness. The project includes the provision of care available for patients being released from medical facilities who no longer require medical care but who are in need of time and space for recovery. This funding was provided in August 2021.

This initiative is in partnership with Christian Methodist Episcopal Church, Room In The Inn, the City of Memphis, Shelby County, and partners of the Memphis Shelby County Joint COVID-19 Task Force.

Regional One Health
$3,000,000
EC1- Public Health

To provide funding to quickly reopen 21 beds for thirteen weeks by increasing staffing. The funding allowed Regional One Health to reduce inordinately high trauma diversion that occurred during the height of the pandemic. Additional staffing also helped reduced ambulance offload time and increased availability of EMS services. This funding was provided in full in August 2021 and ensured the capacity of the trauma center's highly specialized emergency care for patients.

Healthcare Navigator Program Support
$1,000,000
EC1- Public Health

This project was established to connect vulnerable populations to community resources. It also serves to increase ambulance availability for life-threatening events and other EMS responses by navigating low-acuity 911 emergency callers toward more appropriate healthcare services while avoiding unnecessary Emergency Room visits. The Healthcare Navigator program is comprised of qualified personnel within the Memphis Fire Department that support non-emergency calls, behavioral health, 911 high utilizers, and vulnerable populations. The Healthcare Navigator program has grown exponentially during the COVID-19 pandemic and continues to expand to meet the community's needs. Program responses specific to COVID-19 included providing vaccinations throughout Memphis and Shelby County, specifically to homebound persons, and those experiencing homelessness.

Currently, the Healthcare Navigator program operates twelve hours a day, seven days a week. These additional funds will help the program expand operations to twenty-four hours a day, seven days a week. Funding will allow the continuation of an expansion of this innovative service delivery model. Funding will facilitate access to resources for improved health outcomes, especially for services that connect residents with health care resources and provides support for public assistance programs that build healthier environments.

The project expansion will launch in July 2022.

The outcome objective of the project is to reduce the number of non-emergency ambulatory calls, reduce law-enforcement interaction with mental health consumers and improve the overall health of our most vulnerable citizens by providing multi-disciplinary responses to community members with medical, psychosocial, and behavioral health needs.

Community Service Initiatives

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Boys & Girls Clubs of Greater Memphis
$9,000,000
EC3 – Services to Disproportionately Impacted Communities

This program is designed to expand the provision for career exploration for youth, including exposure to the world of work, career assessments to identify talents and interest, and opportunities to learn about post-secondary pathways to careers. This funding will provide for a three-year implementation to expand 10 additional club sites in schools and community centers in under-resourced communities of Memphis.

BGCM provides a safe place, caring adult mentors, fun, friendship, and high-impact youth development programs daily during critical non-school hours.

The outcome is the improved high school graduation rates – currently the benchmark is 100% of BGCM seniors graduate, and 100% of the graduates go to college, get a job, or join the military. School closures and the transition to remote education raised particular challenges for lower-income students, potentially exacerbating educational disparities, while increases in economic hardship among families could have long-lasting impacts on children's educational and economic prospects. This initiative would serve to enhance educational supports to help mitigate impacts of the pandemic through the expanded partnerships between local education authorities and service organizations.

I Am Included
$604,980
EC3 – Services to Disproportionately Impacted Communities

This program is designed to assist children with disabilities to create post-secondary plans and to assist with the development of hard and soft skills needed for gainful employment. This will impact youth who have had to face economic impacts from the pandemic. It will help youth to have a sense of belonging by providing technical, educational, and moral support by enabling them to become more financially independent.

The negative economic impacts of COVID-19 also include significant impact to children in disproportionately affected families and include impacts to education, health, and welfare, all of which contribute to long-term economic outcomes. Student with disabilities age out of high school; therefore, this program will include students up to age 22. Participants in the program will obtain employment by completing certification classes. Another important component of this program is teaching fundamental financial literacy so students can learn how to spend their money wisely.

The outcome objection of this initiative will focus on teaching self-advocacy so that students know their rights, learning to speak up for themselves, and enhance the ability to make their own decision by supporting the social, emotional, and mental health needs of the students. The City will partner this three-year pilot program with additional organization in the community to provide wrap-around services for students with Down Syndrome and who are visually and hearing impaired, and to address the academic needs of students.

Memphis Ambassadors Program (MAP)
$1,575,000
EC3 – Services to Disproportionately Impacted Communities

Memphis Ambassadors Program (MAP) is a year-round development and enrichment program that serves between 400-500 youth across the City of Memphis. The program engages youth in grades 8-12. MAP is designed to assist youth in their decision-making process about post-secondary life and the development of social, critical thinking, and leadership skills. Consistently more youth apply for the program than there are program spaces available, as a result, the youth are selected through a lottery process.

SLFRF funding will allow the City to increase the number of participants in the MAP program. The funding has a three-year allocation.

The outcome goal of MAP is to allow more youth to experience professional development and to engage in internship programs. This initiative will also serve to address the academic needs of students through extended learning and enrichment programs.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

MPLOY Youth Program
$2,856,000
EC3 – Services to Disproportionately Impacted Communities

The MPLOY Program is a six-week summer experience giving 2000 Memphis youth the opportunity to work with various businesses and organizations throughout Memphis. This program provides summer internships to high school and college students providing experiences and skills that allow the participants to grow personally and professionally.

Additional funds will allow youth services to expand the program by an additional 300 summer interns per year for the next three years. This initiative is designed to lessen the impact of educational or choice disparities.

The outcome goal of the program is to allow more students to experience the program opportunity and provide a pathway to gainful employment which would substantially impact their long-term economic outcomes.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Opportunity Youth
$1,260,000
EC2 – Negative Economic Impacts

The Opportunity Youth program offers a guided path to workforce readiness and a successful citizenship for Memphis youth and young adults within the ages of 16 and 24 years old. These individuals are not in school or actively working, and too often experience challenges like homelessness, being in foster care, or involvement in youth or adult criminal systems. This program is designed to remove barriers and connect the gap between preparation and opportunity for young people to realize their full potential.

SLFRF funding for this initiative will support this group of citizens disproportionately impacted by the pandemic and address educational and work preparedness disparities. Participants will be offered support to develop a personalized career or education plan with the assistance of a professional coach to explore their interest, choose a direction, and gain useful experience.

Increased economic strain or material hardship due to the pandemic could also have a long-term impact on the health, educational, and economic outcomes of the group. The outcome of this three-year pilot program is to establish a program that is aimed at helping Opportunity Youth connect to the resources needed to engage in school and/or work readiness.

Manhood University (MHU) / Women Offering Women Support (WOWS)
$2,268,000
EC3 – Services to Disproportionately Impacted Communities

Manhood University and Women Offering Women Support are programs that helps build character, improve communication, and strengthen leadership skills for men and women. In pursuit of that objective the program was implemented by the City in collaboration with community partners.

SLFRF funding will provide the offset of the salaries of 80 participants per year for a three-year expanded program. This program expansion will assist in reducing unemployment, particularly among previously incarcerated individuals, which is essential in the fight again recidivism.

Outcomes are expected to provide mitigation to the inequities for unemployed or employed workers, especially those with lower levels of educational attainment, job attainment obstacles and/or challenges, and those whose unemployment was exacerbated by the impact of the pandemic.

Website: https://www.memphistn.gov/manhood/
Website: https://www.memphistn.gov/wows/

Blight Remediation / Public Service Corp
$387,035
EC2 – Negative Economic Impacts

The Memphis Public Service Corps (MPSC) offers part time employment opportunities to serve the community through various blight remediation efforts around the City. MPSC targets opportunity youth and those with non-violent

criminal backgrounds by providing employment for clearing litter and debris from parks, streets, and right of ways.

During the pandemic the MPSC also provided additional community services in the form of food delivery to residents impacted by the pandemic. This initiative is partnered among various Divisions of city government, including those providing environmental services, environmental enforcement, street maintenance, and parks.

The outcome of the one-year expansion funding is intended to provide for the mitigation of the impact of the pandemic, especially to unemployed workers who were already unemployed when the pandemic began and remain so due to the negative economic impacts of the pandemic, while simultaneously improving the health conditions of the community.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Micro-Memphis Cooperative Fresh Market Program

$396,851
EC2 – Negative Economic Impacts
EC3 – Services to Disproportionately Impacted Communities

Due to COVID-19, food insecurity within underserved communities like South Memphis has compounded due to the lack of grocery stores and access to affordable health food choices. As a result, the need for increased support to access affordable nutritious food for households in South Memphis has significantly increased. The City of Memphis along with Southeast Regional Development Corporation (SRDC) will pilot a micro-grocery store that will service that geographical area. The store site (and hopefully future sites) will be located in a critical area where SRDC owns vacant lots located in high traffic nodes where children and single-family female lead households are concentrated.

This project is still in the developmental stage. The outcome is to pilot a program that has the opportunity to address and reduce food insecurity by increasing access

to affordable nutritious food and create a direct pipeline for sales of produce and value-added goods from local producers to the micro grocery stores. Local food systems will play a critical role, and direct marketing channels between farmers and consumers will boost local farmers' income, while residents will benefit from increased access to affordable healthy foods within proximity to their homes.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Mortgage Assistance
$1,100,000
EC2 – Negative Impact

This program is designed to assist City of Memphis residents who are in danger of becoming homeless due to their inability to pay their monthly mortgage because of hardship related to the COVID-19 pandemic. The program will be managed by United Housing on behalf of the City of Memphis.

Eligible clients who have experienced a documented loss due to COVID-19, such as a job loss, wage reduction, illness, or childcare challenge, and who meet the income limits, will be eligible for financial assistance and for counseling services at no cost to the client. Program assistance is up designed to provide for up to eighteen months for mortgage delinquencies to bring the household mortgage account current; delinquent amounts are payable directly to the mortgage servicer within the allowable maximum amount of $15,000. For those who owe more than the allowable amount, other assistance is available.

The program is schedule to start December 2021 and provide assistance for three years and serve over 57 households. The outcome is to aid in the prevention of eviction, foreclosures, or homelessness and address housing insecurity.

Home Repair Grant Program
$5,000,000
EC2 – Negative Impact

Adverse conditions in early childhood, including exposure to poverty, housing insecurity, or other economic hardships, are particularly impactful across communities and especially when those conditions are exacerbated by the pandemic. The home repair grant program is designed to provide assistance to households or populations facing negative economic impacts due to COVID-19 by improving the living conditions of low and moderate-income households by the removal of health and safety hazards. The project will grant City of Memphis homeowners funding that ranges from $5,000 to $25,000 to complete home repairs and resolve health & safety issues such as plumbing, heating and air, faulty electrical wiring, roof repair or replacement, broken or leaking windows, accessibility challenges, rotting interior flooring, exterior deterioration, and dangerous or rotting railings, stairs, landings, or porches.

This is a City-led partnership administered through the Memphis Affordable Housing Trust Fund and Habitat for Humanity during year one of the program, and Habitat for Humanity and the Local Initiatives Support Corporation (LISC) during year two of the program. For dollars administered through the Memphis Affordable Housing Trust Fund, priority will be given to organizations serving 50% or lower AMI residents. The program is scheduled to launch in late 2021 or early 2022 and run through 2023.

Program Objectives and expected outcomes are:

- To provide assistance to Memphis homeowners who have stayed in the City to invest in their neighborhoods and homes
- To stabilize housing stock, promote neighborhood revitalization, and increase home values
- Eliminate blight and deterioration of housing stock
- Intervene in market to stimulate private lending

The Housing and Community Development Division will work with the Public Works Division and other agencies to provide funding to individuals who earn 80% AMI

annually or less, and are in environmental court with code violations. The funding amount will be $500,000 for FY22.

The City plans to review the partner progress towards the end of 2022 to determine if the same partners and funding levels will be implemented 2023.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Mobile Library for Community Service
$450,970
EC2 – Negative Impact

School closures and the transition to remote education raised particular challenges for lower-income students, potentially exacerbating educational disparities, while increases in economic hardship among families could have long-lasting impacts on children's education and economic prospects. During the pandemic, communities or households facing economic insecurity were less able to participate in remote work or education due to inequities and access to digital hardware and had fewer resources to adapt. This program is designed to enhance educational support to help mitigate impacts of the pandemic by providing equitable access to technology and library programs. The Mobile Library will support the educational advancement and workforce readiness by offering computer classes and STEM programming. This program is expected to launch in early 2022. The funding provides for a vehicle for the mobile computer lab, laptops for the lab, bluetooth printers, tables, and a pop-up tent, as well as an additional 180 laptops for customers use.

The outcome is to reach citizens who are unaware of and/or failing to utilize the Memphis Shelby County Library's vast resources. It also addresses services to those who are mobility or transportation challenged by bringing the "Library" to the community. Once customers engage with the mobile computer lab, the staff can connect them with other valuable Library services including LINC/211 social service referrals, collections, after-school programs for youth, free summer camps, JobLINC, and more.

Animal Services Community Support Initiative
$600,000
EC2 – Negative Impact

Economic disparities that existed prior to the COVID-19 public health emergency amplified the impact of the pandemic among low-income and minority groups. These families were more likely to face housing, food, and financial insecurity and may have seen their livelihoods deteriorate further during the pandemic and economic contraction. As families had to choose between priorities in the household, many were experiencing difficulty in meeting their pet's needs, as those needs were a lesser priority than other insecurities. As a result, there was a community increase in the cases of animal cruelty, homelessness, and neglect. The nature of the work of Animal Services Officers is physically intense and due to staffing shortages as a result of the pandemic, the active officer population experienced higher than normal levels of burnout and more frequent overtime demands. SLFRF funds will be used to hire three additional Animal Control Officers which will increase staff and reduce the response time for dangerous, aggressive, and injured dog emergencies. The increase in personnel will reduce overtime, staff fatigue and staffing shortages.

The project outcome is multi-faceted:

- capturing stray dogs that can be aggressive helps improve the overall quality of a neighborhood, as people are at a lower risk of being attacked by a stray dog, the neighborhood would stay cleaner, and pet owners would not have to be concerned about their pets being attacked or killed by stray dogs
- repairing fences that may have holes or otherwise be in disrepair makes the neighborhood look better and may improve property values
- avoiding the issuance of court summonses for animal ordinance violations
- COVID-19 restrictions, lockdowns and job losses have caused additional mental stress, especially in disadvantaged neighborhoods, and as bonding with a pet can help people cope with stress and provide emotional supports, it is important to help pet owners retain ownership of their pets

Officers will have more time to address each call and locate owners on the scene, provide intervention, quality investigations, and customer satisfaction.

Group Violence Intervention Program (GVIP)
$4,800,000
EC2- Negative Economic Impacts (Community and Public Safety Initiatives)

On June 23, 2021, President Biden announced a comprehensive strategy to combat gun violence and other violent crime. The President's Administration will convene and support a Community Violence Intervention (CVI) Collaborative of 15 jurisdictions that are committing to use a portion of their AORA funding. Memphis, Tennessee is one of the jurisdictions selected by the President.

The Group Violence Intervention Program (GVIP) in development by the City is designed to provide evidence and community informed comprehensive support to individuals who are at risk of gunshot victimization. The fiscal year 2022 operating budget provided the start-up of the program. The City of Memphis will use SLFRF funds for additional allocations in year two and year three of the program. The delaying of allocation until year two not only allows for the establishment of a benchmark, but also provides capacity of ARPA funding to other supportive public safety initiative in year one.

GVIP is a proactive, holistic plan to reduce violence in our City. The plan proposes to activate current strategies developed and tracked by the Memphis-Shelby County Crime Commission's Operation: Safe Community plan, was well as adding complementary elements. Cohesion across key stakeholders and strategies is particularly important for ensuring city gun violence prevention. Committed partners to date include, City Council, District Attorney's office, Shelby County Sheriff, Memphis and Shelby Crime Commission, 901 BLOC Squad, Regional One Health Trauma, Methodist LeBonheur Pediatric Trauma, Shelby County Health Department, and Everytown Against Gun Violence (national provider).

Safety and Technology Improvements for Crime Prevention
$6,000,000
EC2- Negative Economic Impacts (Community and Public Safety Initiatives)

This project was established to respond to the community's disproportionate crime throughout the City since the COVID-19 pandemic began. Police departments across the country rely on technology to mitigate crime and solve cases. Unfortunately, the available funding for technical resources put the Memphis Police Department at a disadvantage.

These funds will allow the Memphis Police Department to expand its Gunshot detection system, install additional cameras throughout precincts, and purchase forensic and other work tools necessary to combat crime in our community.

The project will launch in 2021 with an initial installment of $1,000,000, an expansion in 2022 with a $4,000,000 investment in 2022, and final allocation of $1,000,000 in 2023.

The outcome objective of the project is reducing property and violent crime in the City of Memphis and deploying a well-equipped Police force.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Community Policing Fleet Initiative
$6,575,000
EC2 – Negative Economic Impacts (Community and Public Safety Initiatives)

To create and maintain a "Take Home" car program for increased visibility in the community and to encourage officer recruitment and retention.

The outcome is to provide a visual presence of police officers living in the communities across the City.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Staff Support for Public Safety Development/Training Initiatives
$495,000
EC2 – Negative Economic Impacts (Community and Public Safety Initiatives)

This initiative is to provide staff support for first responders as it relates to the impact of COVID-19 pandemic correlations including increased stress on officers and increased attrition. The staff support is to enhance the Officer Wellness Program, provide timely counseling services to officers, and to provide stress reduction training.

The outcome of the program is to provide critical counseling and other wellness services and training for first responders.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Public Safety Professional Development and Training Initiatives
$270,000
EC2 – Negative Economic Impacts (Community and Public Safety Initiatives)

This initiative is to provide additional training and career development for all levels of police officers. It will focus on specialized training for detective, patrol officers, and other specific areas, including leadership training that provides resources and skills that facilitates officers to transition into management positions.

The outcome of the program is to provide a career path for officers at all levels and to enhance recruitment and retention initiatives.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Support Staff for Public Safety Recruitment Initiatives
$1,500,0000
EC2 – Negative Economic Impacts (Community and Public Safety Initiatives)

This project was established to support the public safety recruitment incentive programs. The City of Memphis aims to recruit 300 police officers in three years and maintain a compliment of 2,300. Recruiting these officers, particularly during and following the pandemic, will require expanding the existing recruitment team and increased marketing efforts.

As the City embarks on a nationwide recruitment campaign, these funds will provide two additional recruiters, a development coordinator (to increase success), referral bonuses, and travel and marketing expenses.

This project started in October 2021 and will operate for three years. This program will allow accommodation for upcoming recruit classes, as well as backfill potential retirements and resignations.

The outcome objective is to ensure that the Memphis Police department has adequate recruitment efforts, with the long-term result of a fully staffed police department to provide safety and protection to its Citizens.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Public Safety Division Enhancements
$530,000
EC2 – Negative Economic Impacts (Community and Public Safety Initiatives)

This initiative will provide for the creation of a Felony Assault Unit to focus on non-fatal shootings. This funding will be used for the purchase of equipment necessary for the operational function of the unit.

The program outcome is intended to provide enhancement to the Police Division for a specialized area of concentration, and aid in crime resolution and reduction.

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

Public Safety Recruitment Incentives
$12,000,000
EC2- Negative Economic Impact (Community and Public Safety Initiatives)

This project was established to combat the challenges in public safety recruitment. Frontline workers such as police officers are/were at significant risk of contracting COVID-19 during their normal course of work. Municipalities across the country have faced increased resignations and difficulty in recruiting.

To adequately address crime in the city, the Memphis Police Division department needs 2,300 officers; the number currently stands at 2,015. In 2021, the department had over 80 officers retire or resign. With the ever-changing public

attitude towards law enforcement and impacts of COVID-19 pandemic recruiting, police recruitment and retainment has become more competitive than ever.

The Memphis Police department plants to offer sign-on bonuses to new officers, and provide relocation assistance. This project will start in 2021 and continue through 2024 or until all of the funds are exhausted.

The outcome objective is to increase the number of officers in the Memphis Police department, which in the long term will help decrease violent crime in the community.

Infrastructure Broadband Initiative
$15,000,000
EC5 – Water, Sewer, and Broadband Infrastructure

The COVID-19 public health emergency has underscored the importance of universally available, high-speed, reliable, and affordable broadband coverage as the Citizens of Memphis rely on the internet to participate in, among critical activities, remote school, healthcare, and work. There are evident disparities in availability, and the rapidly growing demand will likely continue to outpace infrastructure capacity.

The project under development is to create a broadband infrastructure that provides opportunities for job growth, new business development, residential density, and educational access that will result in vibrancy and a strong sustained economic resilience for a future Memphis. It is intended to address the economic consequences of COVID-19 while reversing generations of social and economic inequity in areas of our community that have experienced underinvestment.
The work will be guided by the City's strategic plan for broadband, addressing the broadband needs of citizens and businesses. The expected outcome will result in equitable access to broadband as a tool for economic inclusion of all Citizens.

Construction Cost Accelerator – COVID Impact on Capital Projects
$4,000,000
EC2- Negative Economic Impact

This initiative was created to accommodate for the escalated construction cost for current and proposed projects due to raw materials shortage, cost escalations, and supply chain challenges, as a result of the pandemic.

The spread of COVID-19 was felt globally across operations in ways that were difficult to model and assess. The affected regions are at the heart of many global supply chains. A shift in demand to goods from services as the COVID-19 pandemic kept Americans at home, resulted in strained supply chains, and the spread of the virus also disrupted labor manufacturers and their suppliers, leading to raw material shortages across industries. As activity picked up amid a reopening economy, unfinished work piled up because of shortages of raw materials and labor.

The outcome of the initiative is to provide stabilization of escalated costs to the City's capital improvement projects and enable the City to continue to provide valuable improvements and services to its community and citizens.

Operational Initiatives

State and Local Fiscal Recovery Funds (SLFRF) **Project Inventory**

City Community Asset Revenue Recovery and Assistance Initiatives
$4,000,000
EC2- Negative Economic Impact

This initiative is designed to assist in the recovery of City owned assets and attractions affected by tourism related deficiencies and/or to mitigate financial hardship and challenges such as declines in revenues or impacts from periods of business closure due to the pandemic. Among those impacted include the Convention Center, Botanic Gardens, the Memphis Zoo, museums, sports facilities, entertainment facilities, and historic homes.

The outcome is to provide assistance and operational stabilization for City owned assets which derive primary revenues through tourism and/or tourism related activities.

Employee Premium Pay
$16,000,000
EC4 – Premium Pay

This initiative was programed to recognize and reward essential workers who have sacrificed themselves for the continued provision of critical and operational aspects of governmental service to the organization and the community. The provisions for the plan of pay for eligible and essential workers of the City are specifically focused on those workers who were ineligible for hazard pay under the CARES Act.

The outcome was designed to reward employees who performed essential work during the COVID-19 public health emergency.

Revenue Replacement for Budget Stabilization
$39,435,654
EC6 – Revenue Replacement

This initiative is programmed to respond the budget shortfalls problematic in the pandemic environment as the City works to mitigate and contain the COVID-19 pandemic, to prevent cuts to government services, and to enable the City to continue to provide valuable services and ensure that fiscal austerity measures do not hamper the broader economic recovery.

The City continues to monitor the economic recovery from the pandemic, and while the amount calculated is allowable under the revenue replacement calculation, the use of such funds is evaluated periodically and is only recognized as needed.

The outcome is the calculated use of funding for the recognition of revenue replacement for aggregate budget stabilization, especially across funds most severely and economically impacted by the pandemic, especially those impacted by the disruption to tourism and commercial activity.

Council Proposed initiatives

On October 19, 2021, Memphis City Council established allocations of $20,000,000 of State and Local Fiscal Recovery Funds for initiatives in response to the COVID-19 pandemic. These initiatives are under development and many of the initiatives are intended to coordinate with other projects for the maximum impact of allocation to the community.

EC1 – Public Heath

Healthcare Navigator	$	1,071,640
Shot RX	$	1,000,000

EC2 – Negative Economic Impacts

Affordable Housing Grant/Loan	$	3,000,000
Habitat for Humanity	$	500,000
Memphis Medical District Collaborative	$	240,000
Midsouth Food Bank	$	250,000
National Civil Right Museum	$	250,000
Orpheum Theatre	$	125,000
Satellite Hub for Homless	$	3,000,000
Share the Pennies	$	250,000
Solid Waste Initiatives	$	1,428,360
Stax Museum	$	125,000
Africa in April	$	125,000

EC3 – Services to Disproportionately Impacted Communities

Chose901	$	30,000
Communities in Schools	$	1,000,000
DMC	$	1,350,000
Equity to Prosperity	$	500,000
Explore Bike Share	$	50,000
Food Desert Initiative	$	3,000,000
HBCU Scholarship Initiative	$	1,000,000
Memphis Food Waste Project	$	180,000
Public Transportation Invitiatives	$	1,500,000
Relationship Unleashed	$	25,000

Resolution for American Rescue Plan Act (ARPA) Allocation

September 14, 2021

WHEREAS, on March 1, 2021, the American Rescue Plan Act (ARPA) was signed into law by the President. Section 9901 of ARPA amended Title VI of the Social Security Act to add section 602, which established the Coronavirus State Fiscal Recover Fund, and section 603, which established the Coronavirus Local Fiscal Recover Fund (together, the Fiscal Recovery Funds); and

WHEREAS, Section 602 (c)(1) and 603 (c)(1) provides that funds may be used:

- To respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality:
- To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
- For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency; and
- To make necessary investment in water, sewer, or broadband infrastructure; and

WHEREAS, the City of Memphis has been notified of ARPA funding in the amount of $161,061,490, payable in two tranches; and

WHEREAS, the City of Memphis is in receipt of the first tranche in the amount of $80,530,745; and

WHEREAS, the City Administration has presented a proposal for allocations of ARPA funding; and

WHEREAS, a portion of the proposed allocation are time sensitive in order to best respond to the mitigation or prevention of the public health emergency, and to address economic harm resulting from or exacerbated by the pandemic impact, and in order to document a plan for the ARPA proceeds allocations, the proposed ARPA Allocation Plan is presented.

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NOW, THEREFORE BE IT RESOLVED, that the following allocation of expenditures to be incurred for actions taken to respond, mitigate, and or address the public health emergency be approved as allocated and appropriated through the American Rescue Plan Act funding under Title VI of the Social Security Act in an amount up to those identified in Exhibit A and as follows:

American Rescue Plan Act (ARPA) Allocation Plan		Year 1	Year 2		
ARPA Federal Grant	**$ 161,104,490**	**$ 80,530,745**	**$ 80,573,745**		
Available Funds for Allocation	**$ 161,104,490**	**$ 80,530,745**	**$ 80,573,745**		
	Proposed Spend	**Year 1**	**Year 2**	**Year 3**	Allocation %
City Operational Support Initiatives					
Employee Premium Pay - Approved 05/15/2021	$ 16,000,000	$ 16,000,000	$ -	$ -	
Revenue Replacements for Budget Stabilization	$ 39,435,654	$ 32,935,654	$ 6,500,000	$ -	
Construction Cost Accelerator - COVID Impact on Capital Projects	$ 4,000,000	$ 2,000,000	$ 2,000,000	$ -	
City Community Asset Revenue Recovery	$ 4,000,000	$ 3,400,000	$ 600,000	$ -	
Total City Operational Support Initiatives	**$ 63,435,654**	**$ 54,335,654**	**$ 9,100,000**	**$ -**	39.38%
Available Funds Less Operational Support Initiatives	**$ 97,668,836**	**$ 26,195,091**	**$ 71,473,745**	$ -	
Council Initiatives	**$ 20,000,000**	**$ 10,000,000**	**$ 10,000,000**	**$ -**	12.41%
Community Health Initiatives					
Collins Chapel Connectional Hospital Approved 08/17/2021	**$ 1,000,000**	**$ 1,000,000**	**$ -**	**$ -**	0.62%
Regional One Trauma Approved 08/17/2021	**$ 3,000,000**	**$ 2,000,000**	**$ 1,000,000**	$ -	1.86%
Boys and Girls Club Community Program Support	**$ 9,000,000**	**$ 3,000,000**	**$ 3,000,000**	**$ 3,000,000**	5.59%
Youth Services Support Initiatives					
I Am Included	$ 604,980	$ 201,660	$ 201,660	$ 201,660	
Summer Youth/Internships/Apprenticeships	$ 2,856,000	$ 952,000	$ 952,000	$ 952,000	
MAP	$ 1,575,000	$ 525,000	$ 525,000	$ 525,000	
Total Youth Services	**$ 5,035,980**	**$ 1,678,660**	**$ 1,678,660**	**$ 1,678,660**	3.13%
Community Support Services					
Opportunity Youth	$ 1,260,000	$ 420,000	$ 420,000	$ 420,000	
Manhood University	$ 2,268,000	$ 756,000	$ 756,000	$ 756,000	
Blight Remediation\Public Service Corp	$ 387,035	$ 387,035	$ -	$ -	
Total Community Services	**$ 3,915,035**	**$ 1,563,035**	**$ 1,176,000**	**$ 1,176,000**	2.43%
Community Micro Grocery Initiative	**$ 396,851**	**$ 396,851**	**$ -**	**$ -**	0.25%

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	Proposed Spend	Year 1	Year 2	Year 3	Allocation %
Housing & Community Development Initiatives					
Community Support for Mortgage Assistance	$ 1,100,000	$ 366,667	$ 366,667	$ 366,666	
Community Support for Home Repairs	$ 5,000,000	$ 2,500,000	$ 2,500,000	$ -	
Community Infrastructure Broadband Initiative	$ 15,000,000	$ -	$ 15,000,000	$ -	
Total HCD Initiatives	**$ 21,100,000**	**$ 2,866,667**	**$ 17,866,667**	**$ 366,666**	13.10%
Mobile Library Community Service	**$ 450,970**	**$ 450,970**	$ -	$ -	0.28%
Animal Services Community Support Initiatives	**$ 600,000**	**$ 200,000**	**$ 200,000**	**$ 200,000**	0.37%
Group Violence Intervention Program	**$ 4,800,000**	**$ -**	**$ 2,400,000**	**$ 2,400,000**	2.98%
Public Safety Initiatives					
Safety Technology Improvements for Crime Prevention	$ 6,000,000	$ 1,000,000	$ 4,000,000	$ 1,000,000	
Community Policing Fleet Initiatives	$ 6,575,000	$ -	$ 6,575,000	$ -	
Staff Support for Public Safety Development/Training Initiatives	$ 495,000	$ 165,000	$ 165,000	$ 165,000	
Public Safety Professional Development /Training	$ 270,000	$ -	$ 270,000	$ -	
Public Safety Division Enhancements (Felony Assault Unit)	$ 530,000	$ 530,000	$ -	$ -	
Public Safety Recruitment Incentives	$ 12,000,000	$ 3,000,000	$ 4,500,000	$ 4,500,000	
Staff Support for Public Safety Recruitment Initiatives	$ 1,500,000	$ 500,000	$ 500,000	$ 500,000	
Healthcare Navigator Program Support	$ 1,000,000	$ -	$ 500,000	$ 500,000	
Total Public Safety Initiatives	**$ 28,370,000**	**$ 5,195,000**	**$ 16,510,000**	**$ 6,665,000**	17.61%
	$ 97,668,836	**$ 28,351,183**	**$ 53,831,327**	**$ 15,486,326**	100.00%
Total Operational Initiatives	**$ 59,435,654**				36.89%
Total Public Safety Initiatives	**$ 33,170,000**				20.59%
Total Community Initiatives	**$ 33,498,836**				20.79%
Total Infrastructure Initiatives	**$ 15,000,000**				9.31%
Total Council Initiatives	**$ 20,000,000**				12.41%
Total ARPA Funding Allocation	**$ 161,104,490**				100.00%

BE IT FURTHER RESOLVED, the Memphis City Council has previously given approval for appropriation and funding of certain of the above referenced ARPA initiatives the welfare of the City and its Citizens requiring it. Allocations previously approved include the following:

Regional One Trauma	$ 2,000,000
Collins Chapel Connectional Hospital	$ 1,000,000
Employee Premium Pay	$16,000,000

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BE IT FURTHER RESOLVED, the Memphis City Council hereby grants approval for appropriation and funding of the above referenced ARPA initiatives in total, the welfare of the City and its Citizens requiring it.

BE IT FURTHER RESOLVED, that should additional funding be provided for the initiatives listed above, Memphis City Council reserves the right to amend the ARPA Allocation Plan as presented. Such amendment, if any, shall be in accordance with guidelines related to any additional funding or existing eligible usage funding.

I hereby certify that the foregoing is a true copy and document was adopted, approved by the Council of the City of Memphis in regular session on

SEP 14 2021

Date Valerie C. Snipes

Deputy Comptroller-Council Records

4

Resolution to designate and appropriate 19,750,000 in City Council Initiatives of ARPA Funds

WHEREAS, on March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law by the President. Section 9901 of ARPA amended Title VI of the Social Security Act to add section 602, which established the Coronavirus State Fiscal Recovery Fund, and section 603, which established the Coronavirus Local Fiscal Recovery Funds (together, the Fiscal Recovery Funds). The Coronavirus Local Fiscal Recovery Funds was established to provide support to local governments ("recipients") to respond to the impacts of COVID-19 on communities, residents, and businesses; and

WHEREAS, section 602(c)(1) and 603(c)(2) provides that funds may be used to:

A. To respond to the public health emergency or its negative economic impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
B. To respond to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers;
C. For the provision of government services to the extent of the reduction in revenue due to the COVID-19 public health emergency relative to revenues collected in the most recent full fiscal year prior to the emergency;
D. To make necessary investment in water, sewer, or broadband infrastructure; and

WHEREAS, the City of Memphis has been notified by the Department of the Treasury of ARPA funding in the amount of $161,061,490.00, payable in two tranches. The City of Memphis is in receipt of the first tranche in the amount of $80,530,745; and

WHEREAS, at the September 16, 2021 regular meeting of the Memphis City Council, the Council approved the Administration's proposal for allocations of ARPA funding. This proposal included $20,000,000 in funding to be used for Council Initiatives; $250,000 has been already allocated by separate resolution, leaving a remaining $19,750,000 in unallocated funds; and

WHEREAS, Section 602(c)(3) authorizes local government recipients to transfer amounts paid from the Fiscal Recovery Funds to a number of specified entities including private nonprofit organizations, a public benefit corporation involved in the transportation of passengers or cargo, a special-purpose unit of State or local government, other constituent units of government, or to private entities. Entities that receive funds from local governments ("subrecipients") will receive a subaward from a recipient to carry out a program or project on behalf of the recipient with the recipient's Federal award funding.

Mayor
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NOW, THEREFORE BE IT RESOLVED the Memphis City Council adopts the following terms of eligibility and guiding principles to appropriate ARPA funding to aid local recovery:

Eligibility to receive Fiscal Recovery Funds

The City of Memphis Finance Department will determine the eligibility of subrecipients. Subrecipients will be required to comply with additional financial guidelines set forth by the City of Memphis Finance Office, in accordance with the Federal government. Every subrecipient must accept the funds and complete an agreement with the City of Memphis. Failure to comply with the financial guidelines may result in forfeiture of Fiscal Recovery Funds. If any Fiscal Recovery Funds are unable to be distributed, the Finance Department shall notify the City Council in order to reallocate the unused funds.

The Finance Department will submit quarterly written reports to the City Council on funds allocated and used by subrecipients until Fiscal Recovery Funds expire in December 2024. The report shall include accounting records from recipients, schedules of distribution, and other regular reporting.

Principles

1. Subrecipients should address one of the following community needs and priorities of the City Council:
    a. COVID-19 Mitigation
    b. Homelessness
    c. Youth Initiatives
    d. Blight
    e. Solid Waste
    f. Safe and Affordable Housing
    g. Community Development
2. Utilize other funding sources first when possible. Prioritize funding for subrecipients not eligible for other grants.
3. Prioritize working with regional partners such as Shelby County Government, Shelby County Schools, and the State of Tennessee, who are also in receipt of Fiscal Recovery Funds, to fully fund initiatives.
4. Consider the temporary nature of Fiscal Recovery Funds and the ongoing financial commitment required after funding expires in December 2024.
5. Consider the long-term impact allocated funds will have for the City of Memphis.

NOW, THEREFORE BE IT FURTHER RESOLVED by the Memphis City Council that $19,750,000 of the recently awarded Council Initiatives of Local Fiscal Recovery Funds be allocated and managed, in accordance with Attachment A, and in accordance with federal guidance for expenditures that are reasonably necessary for its intended use in the reasonable judgment of the government officials responsible for spending said fund payments.

Sponsors:
Chase Carlisle
Edmund Ford, Sr.
Ford Canale
Frank Colvett, Jr.
Michalyn Easter-Thomas
Cheyenne Johnson
Martavius Jones
Rhonda Logan
Worth Morgan
Patrice Robinson
JB Smiley, Jr.
Jamita Swearengen
Jeff Warren

Chairman:
Frank Colvett, Jr.

I hereby certify that the foregoing is a true copy and document was adopted, approved by the Council of the City of Memphis in regular session on

OCT 19 2021

Date

Valerie C. Snyder

Deputy Comptroller-Council Records

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Council Initiative $19,750,000	Initiative	Spend	Priority
	DMC	$ 1,350,000	Blight
	MMDC Memphis Medical District Collaborative	$ 240,000	Blight
	Africa in April	$ 125,000	Community Development
	Choose901	$ 30,000	Community Development
	Explore Bike Share	$ 50,000	Community Development
	Food Desert Initiative North Memphis	$ 3,000,000	Community Development
	Memphis Food Waste Project	$ 180,000	Community Development
	Midsouth Food Bank	$ 250,000	Community Development
	National Civil Rights Museum	$ 250,000	Community Development
	Orpheum Theatre	$ 125,000	Community Development
	Public Transportation Initiatives	$ 1,500,000	Community Development
	Relationship Unleashed	$ 25,000	Community Development
	Stax Museum	$ 125,000	Community Development
	Healthcare Navigator	$ 1,071,640	COVID-19 Mitigation
	ShotRX	$ 750,000	COVID-19 Mitigation
	Satellite Hub for Homeless	$ 3,000,000	Homelessness
	Affordable Housing Grant/Loan	$ 3,000,000	Safe and Affordable Housing
	Habitat for Humanity	$ 500,000	Safe and Affordable Housing
	Share the Pennies	$ 250,000	Safe and Affordable Housing
	Solid Waste Initiatives	$ 1,428,360	Solid Waste
	Communities in Schools	$ 500,000	Youth Initiatives
	Equity to Prosperity	$ 1,000,000	Youth Initiatives
	HBCU Scholarship Initiative	$ 1,000,000	Youth Initiatives
Total		$ 19,750,000	

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