

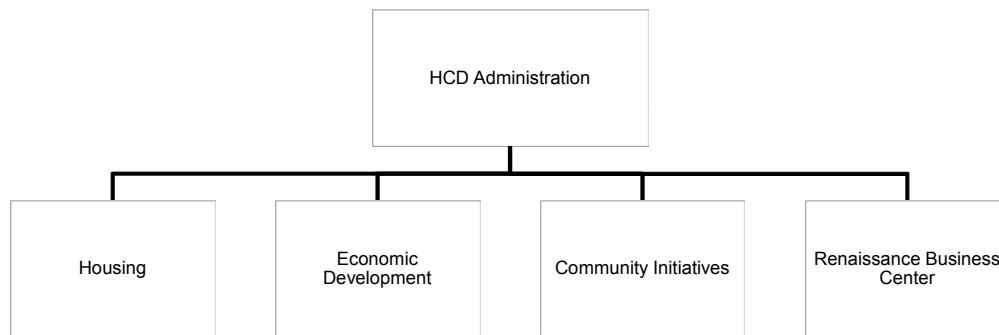
## ■ Operating Budget

| Category               | FY 2013 Actual | FY 2014 Adopted | FY 2014 Forecast | FY 2015 Adopted |
|------------------------|----------------|-----------------|------------------|-----------------|
| Personnel Services     | 335,598        | 272,750         | 270,474          | 294,518         |
| Materials and Supplies | 101,402        | 177,506         | 178,279          | 177,506         |
| Grants and Subsidies   | 3,756,169      | 6,413,275       | 4,050,445        | 4,008,204       |
| Total Expenditures     | 4,193,169      | 6,863,531       | 4,499,198        | 4,480,228       |
| Program Revenues       | (1,374)        | (2,500,000)     | (258)            | 0               |
| Net Expenditures       | 4,191,795      | 4,363,531       | 4,498,940        | 4,480,228       |
| Authorized Complement  |                |                 |                  | 5               |

## MISSION

To develop a system of integrated services and activities that drive neighborhood redevelopment, investment in housing capital and economic development

## STRUCTURE



## SERVICES

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

## ■ charges for services

| <b>Category</b>                   | <b>FY 2013<br/>Actual</b> | <b>FY 2014<br/>Adopted</b> | <b>FY 2014<br/>Forecast</b> | <b>FY 2015<br/>Adopted</b> |
|-----------------------------------|---------------------------|----------------------------|-----------------------------|----------------------------|
| Miscellaneous Income              | (227)                     | 0                          | 0                           | 0                          |
| FNMA Service Fees                 | (1,147)                   | 0                          | (258)                       | 0                          |
| Construction Period Rent          | 0                         | (2,500,000)                | 0                           | 0                          |
| <b>Total Charges for Services</b> | <b>(1,374)</b>            | <b>(2,500,000)</b>         | <b>(258)</b>                | <b>0</b>                   |

### Description

*Housing creates home ownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.*

### Operating Budget

| Category               | FY 2013<br>Actual | FY 2014<br>Adopted | FY 2014<br>Forecast | FY 2015<br>Adopted |
|------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services     | 92,559            | 90,206             | 86,877              | 98,452             |
| Materials and Supplies | 8,910             | 51,739             | 52,491              | 51,739             |
| Grants and Subsidies   | 243,663           | 192,930            | 192,928             | 392,930            |
| Total Expenditures     | 345,132           | 334,875            | 332,296             | 543,121            |
| Program Revenues       | (1,147)           | 0                  | (258)               | 0                  |
| Net Expenditures       | 343,985           | 334,875            | 332,038             | 543,121            |
| Authorized Complement  |                   |                    |                     | 2                  |

### Key Performance Indicators

| Performance Metric   | FY2013<br>Actual | FY2014<br>Actual | FY2015<br>Target | Priority<br>Area |
|--|------------------|------------------|------------------|------------------|
| # of homeowners provided housing and financial counseling or down payment assistance | 411              | 11*              | 25*              | Create           |
| # of rental or homeownership units created   | 25               | 30               | 250              | Create           |
| # of rental or homeownership units rehabilitated                                     | 136              | 15               | 55               | Create           |
| # of people provided with permanent supportive housing                               | 0                | 234              | 79               | Create           |

\*The Memphis Housing Resource Center previously funded by the City of Memphis closed its operations in FY2014 which eliminated the housing counseling portion of this metric

### Description

*Economic Development provides financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.*

### Operating Budget

| <b>Category</b>        | <b>FY 2013<br/>Actual</b> | <b>FY 2014<br/>Adopted</b> | <b>FY 2014<br/>Forecast</b> | <b>FY 2015<br/>Adopted</b> |
|------------------------|---------------------------|----------------------------|-----------------------------|----------------------------|
| Personnel Services     | 31,137                    | 0                          | 0                           | 0                          |
| Materials and Supplies | 29                        | 0                          | 27                          | 0                          |
| Grants and Subsidies   | 2,740,470                 | 5,309,626                  | 2,946,799                   | 2,689,930                  |
| Total Expenditures     | 2,771,636                 | 5,309,626                  | 2,946,826                   | 2,689,930                  |
| Program Revenues       | 0                         | (2,500,000)                | 0                           | 0                          |
| Net Expenditures       | 2,771,636                 | 2,809,626                  | 2,946,826                   | 2,689,930                  |
| Authorized Complement  |                           |                            |                             | 0                          |

### Description

Community Initiatives utilize local funding to address community-based needs through grants and sponsorships for outreach activities.

### Operating Budget

| Category               | FY 2013<br>Actual | FY 2014<br>Adopted | FY 2014<br>Forecast | FY 2015<br>Adopted |
|------------------------|-------------------|--------------------|---------------------|--------------------|
| Materials and Supplies | 427               | 15,598             | 15,598              | 15,598             |
| Grants and Subsidies   | 762,761           | 901,419            | 901,418             | 916,044            |
| Total Expenditures     | 763,188           | 917,017            | 917,016             | 931,642            |
| Program Revenues       | (227)             | 0                  | 0                   | 0                  |
| Net Expenditures       | 762,961           | 917,017            | 917,016             | 931,642            |
| Authorized Complement  |                   |                    |                     | 0                  |

### Key Performance Indicators

| Performance Metric   | FY2013<br>Actual | FY2014<br>Actual | FY2015<br>Target | Priority<br>Area |
|--|------------------|------------------|------------------|------------------|
| # of people with a special need provided support services (non-housing)    | 4,304            | 609              | 600              | Create           |
| # of people prevented from becoming homeless                               | 72               | 132              | 80               | Create           |
| # of people re-housed  | 0**              | 123              | 150              | Create           |
| # of people with a special need provided housing assistance                | 92               | 1,345            | 1,000            | Create           |
| # of neighborhood revitalization projects completed                        | 2                | 7                | 10               | Create           |
| # of people served through public service activities and public facilities | 2,312            | 5,194            | 5,000            | Grow             |

\*\*This was not funded with entitlement funding in FY12 or FY13

### Description

*The Center connects the community and private institutions to help persons and organizations grow successful businesses.*

### Operating Budget

| Category               | FY 2013<br>Actual | FY 2014<br>Adopted | FY 2014<br>Forecast | FY 2015<br>Adopted |
|------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services     | 211,902           | 182,544            | 183,597             | 196,066            |
| Materials and Supplies | 92,036            | 110,169            | 110,163             | 110,169            |
| Grants and Subsidies   | 9,275             | 9,300              | 9,300               | 9,300              |
| Total Expenditures     | 313,213           | 302,013            | 303,060             | 315,535            |
| Net Expenditures       | 313,213           | 302,013            | 303,060             | 315,535            |
| Authorized Complement  |                   |                    |                     | 3                  |

### Key Performance Indicators

| Performance Metric      | FY2013<br>Actual | FY2014<br>Actual | FY2015<br>Target | Priority<br>Area |
|-------------------------|------------------|------------------|------------------|------------------|
| Number of jobs created  | 33               | 72               | 50               | Grow             |
| Number of jobs retained | 35               | 89               | 50               | Grow             |

**HCD**

*AUTHORIZED COMPLEMENT*

| Position Title                           | Authorized Positions | Position Title | Authorized Positions |
|--|----------------------|----------------|----------------------|
| <u>Housing</u>                           |                      |                |                      |
| ANALYST LOAN                             | 2                    |                |                      |
| <b>Total Housing</b>                     | <u>2</u>             |                |                      |
| <u>Renaissance Business Center</u>       |                      |                |                      |
| ANALYST PERFORMANCE                      | 1                    |                |                      |
| COORD BUSINESS DEV                       | 1                    |                |                      |
| MGR ECONOMIC DEV                         | 1                    |                |                      |
| <b>Total Renaissance Business Center</b> | <u>3</u>             |                |                      |
| <b><u>TOTAL HCD</u></b>                  | <u><u>5</u></u>      |                |                      |



