

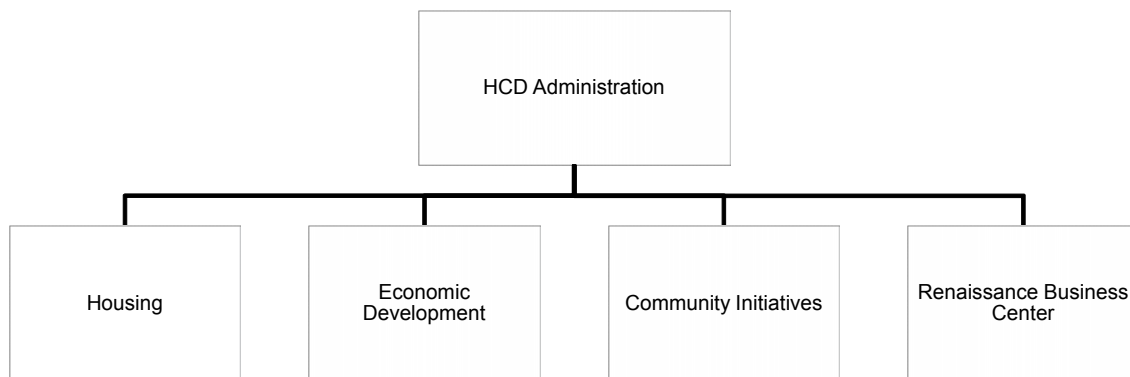
■ Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	328,865	267,269	263,725	261,180
Materials & Supplies	136,047	148,400	98,243	183,988
Grants & subsidies	4,033,391	5,408,879	2,901,051	4,145,775
Total Expenditures	4,498,303	5,824,548	3,263,019	4,590,943
Program Revenue	(15,000)	0	0	0
Net Expenditures	4,483,303	5,824,548	3,263,019	4,590,943
<i>Funded Staffing Level</i>				5.00
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.

■ Operating Budget

ISSUES & TRENDS

As with many large urban centers, Memphis has a sizable low-income population concentrated within the inner-city. The shortage of affordable housing for this population has been estimated at over 8,000 rental units and 500 units for ownership. Characteristically, economic development in these same neighborhoods suffers at equally alarming rates. The restructure of the City's public housing program has placed even more stress on the already lagging affordable housing stock. The current Administration has centered a primary focus on the revitalization of the city's oldest and most neglected areas. The Division has developed a series of planning processes that follow the national trend of resident involvement in neighborhood redevelopment.

- Build neighborhoods of choice which provide amenities and services commensurate with quality-of-life standards
- Support investment in neighborhood community development activities that create job and work-force development

FY2012 BUDGET HIGHLIGHTS

- \$25,000 to replenish Small Business Revolving Loan Amount
- \$115,485 for Housing Resource Center for Housing Counseling
- \$4,009,777 for Peabody Place, First Parking Garage and Court Square Section 108 Debt Service
- \$91,967 for Down Payment Assistance Program
- \$82,500 for Middle-Income Housing Program

FY2012 PERFORMANCE HIGHLIGHTS

- Provided down payment assistance to over 10 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 10 teachers who purchased homes within economically distressed neighborhoods through the Down Payment Assistance Program
- Assisted 3 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE)
- Provided financial assistance to 2 home buyers purchase new homes in the HOPE VI/McKinley Park Revitalization Community
- Business Development Center assisted 3,933 clients
- Business Development Center conducted 307 workshops

FY2013 STRATEGIC GOALS

- Develop a consolidated planning program that utilizes a collaborative process whereby the community establishes a unified vision for housing and community development actions
- Enhance access, opportunity and an expansion of choices whereby all residents may experience affordable and decent housing options
- Alleviate slum and blight conditions throughout the City

FY 2013 Performance Measures and Metrics

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
210201	To complete mortgage closings for 9 homebuyers by June 30, 2013.	1	Report on number of mortgage loan closings completed.	80%
210501	Design and implement programs and services that provide employment opportunities for Memphis residents through sustainable business enterprises by June 30, 2013. Includes providing access to tech assistance for at least 12 non-traditional loans and serving at least 300 clients, start-up and small businesses	1	Report of access to capital and technical assistance programs provided to S/MWBE.	90%

■ charges for services

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Miscellaneous Income	(15,000)	0	0	0
Total Charges for Services	(15,000)	0	0	0

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	103,277	88,781	90,722	89,548
Materials & Supplies	26,910	14,707	11,198	58,221
Grants & subsidies	155,085	207,452	66,664	192,930
Total Expenditures	285,272	310,940	168,584	340,699
Program Revenue	(15,000)	0	0	0
Net Expenditures	270,272	310,940	168,584	340,699
<i>Funded Staffing Level</i>				2.00
Authorized Complement				2

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	19,576	0	0	0
Materials & Supplies	108	0	0	0
Grants & subsidies	3,199,268	4,272,596	2,292,652	3,101,670
Net Expenditures	3,218,952	4,272,596	2,292,652	3,101,670
<i>Funded Staffing Level</i>				0.00

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	530	0	0	0
Materials & Supplies	2,232	15,231	15,231	15,598
Grants & subsidies	669,753	918,831	533,324	841,875
Net Expenditures	672,515	934,062	548,555	857,473
<i>Funded Staffing Level</i>				0.00

Operating Budget

Category	FY 2011 Actual	FY 2012 Adopted	FY 2012 Forecast	FY 2013 Adopted
Personnel Services	205,482	178,488	173,003	171,632
Materials & Supplies	106,797	118,462	71,814	110,169
Grants & subsidies	9,285	10,000	8,411	9,300
Net Expenditures	321,564	306,950	253,228	291,101
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

HCD

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Housing</i>			
ANALYST LOAN	2		
Total Housing	<u>2</u>		
<i>Renaissance Development Center</i>			
ANALYST PERFORMANCE	1		
COORD BUSINESS DEV	1		
MGR ECONOMIC DEV	1		
Total Renaissance Development Center	<u>3</u>		
<u>TOTAL HCD</u>	<u>5</u>		



