

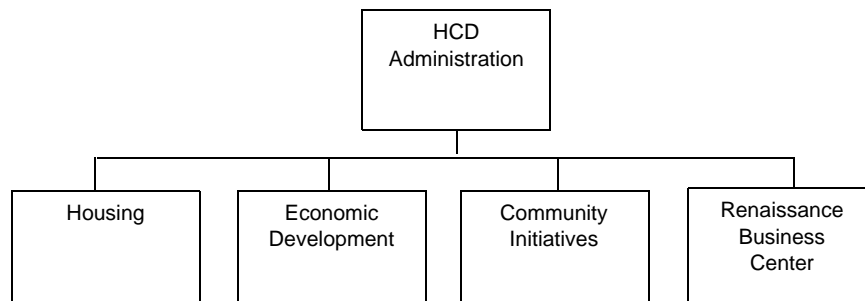
## Operating Budget

Category	FY 2010 Actual	FY 2011 Adopted	FY 2011 Forecast	FY 2012 Adopted
Personnel Services	267,814	274,759	280,570	267,269
Materials & Supplies	103,857	145,771	122,029	148,400
Grants & subsidies	4,721,563	4,341,101	4,377,309	5,408,879
Total Expenditures	5,093,234	4,761,631	4,779,908	5,824,548
Program Revenue	(54,000)	0	0	0
Net Expenditures	5,039,234	4,761,631	4,779,908	5,824,548
<i>Funded Staffing Level</i>	5.00	5.00	5.00	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.



## 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.



## FY2011 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

Clients served by Renaissance Business Development Center	3,800
Business development workshops/seminars	225
Completion certificates for contractors license	40
Number of Community Initiative grant requests	45
Number of families awarded down-payment assistance	19



## FY 2011 Performance Highlights

- Provided down payment assistance to over 16 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 3 teachers who purchased homes within economically distressed neighborhoods through the Down Payment Assistance Program
- Assisted 5 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE)
- Provided financial assistance to 26 home buyers purchase new homes in the HOPE VI/Uptown Revitalization Community
- Business Development Center assisted 3,933 clients
- Business Development Center conducted 307 workshops

## FY2012 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
- 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

**FY 2012 Performance Measures and Metrics**

Legal Level	Goals	Priority Number(s)	Performance Measures	Metric
210200	To work with the mortgage lending industry to increase the level of private participation by 25% among major lending institutions and mortgage companies by 06-30-2012.	4	Level of lenders participation	100%
210500	Create a program that provide employment opportunities for Memphis residents through sustainable business enterprises by increasing the number of non-traditional loans made by 2% and technical assistance program and service provided by 1% by 6-30-2012	1	A. Number of non-traditional loans B. Technical assistance programs and services	100%

**■ charges for services**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Miscellaneous Income	(54,000)	0	0	0
Total Charges for Services	(54,000)	0	0	0

**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	90,973	91,311	92,070	88,781
Materials & Supplies	(6,365)	15,478	15,909	14,707
Grants & subsidies	243,310	207,449	205,139	207,452
Total Expenditures	327,918	314,238	313,118	310,940
Program Revenue	(54,000)	0	0	0
Net Expenditures	273,918	314,238	313,118	310,940
<i>Funded Staffing Level</i>			2.00	2.00
Authorized Complement				2

**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Materials & Supplies	243	0	0	0
Grants & subsidies	3,166,179	3,362,002	3,369,145	4,272,596
Net Expenditures	3,166,422	3,362,002	3,369,145	4,272,596
<i>Funded Staffing Level</i>			0.00	0.00



**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	8	0	0	0
Materials & Supplies	630	15,455	15,455	15,231
Grants & subsidies	1,303,283	761,650	794,849	918,831
Net Expenditures	1,303,921	777,105	810,304	934,062
<i>Funded Staffing Level</i>			0.00	0.00



**Operating Budget**

<b>Category</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Forecast</b>	<b>FY 2012 Adopted</b>
Personnel Services	176,833	183,448	188,500	178,488
Materials & Supplies	109,349	114,838	90,665	118,462
Grants & subsidies	8,791	10,000	8,176	10,000
Net Expenditures	294,973	308,286	287,341	306,950
<i>Funded Staffing Level</i>			3.00	3.00
Authorized Complement				3

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

