

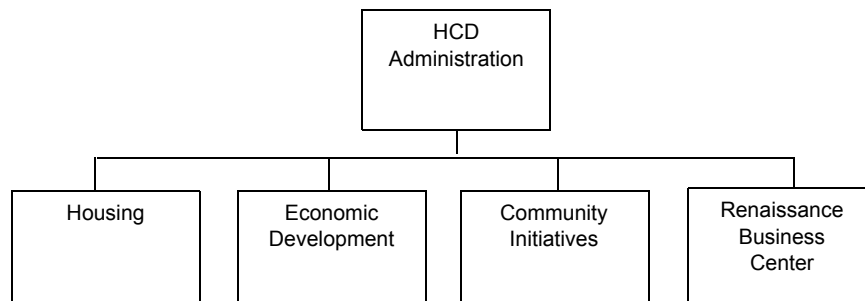
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	263,813	267,451	263,644	274,759
Materials & Supplies	153,985	136,022	147,540	145,771
Grants & subsidies	4,299,044	4,287,740	4,907,048	4,341,101
Total Expenditures	4,716,842	4,691,213	5,318,232	4,761,631
Program Revenue	(29,110)	0	(18,000)	0
Net Expenditures	4,687,732	4,691,213	5,300,232	4,761,631
<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.

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 workforce development

Budget Highlights

- \$80,000 to replenish Small Business Revolving Loan Amount
- \$166,000 for Housing Resource Center for Housing Counseling
- \$2,760,883 for Peabody Place, First Parking Garage and Court Square Section 108 Debt Service
- \$122,622 for Down Payment Assistance Program
- \$110,000 for Middle-Income Housing Program

Demand Measures

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	200



FY 2010 Performance Highlights

- Provided down payment assistance to over 62 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 15 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 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

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Miscellaneous Income	(29,110)	0	(18,000)	0
Total Charges for Services	(29,110)	0	(18,000)	0

Description

To create 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 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	87,674	88,786	87,297	91,311
Materials & Supplies	6,943	6,967	23,989	15,478
Grants & subsidies	288,574	207,452	207,449	207,449
Total Expenditures	383,191	303,205	318,735	314,238
Program Revenue	(29,110)	0	(18,000)	0
Net Expenditures	354,081	303,205	300,735	314,238
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain the number of families assisted by down-payment assistance programs	To maintain at least 11 families assisted by the down-payment assistance program	Total number of clients assisted	12-15	11-12	11-12
Maintain the number of families assisted by down-payment assistance programs	To seek additional funding regularly from HUD, and the City to meet the program demand	Amount of funding	\$122,622	\$107,083	\$107,083
Maintain the number of families assisted by down-payment assistance programs	To provide down payment assistance program information and participate in at least six workshops to inform potential homebuyers of the various programs available	Number of workshops/ seminars conducted	10	6	6
Increase the level of private participation among major lending institutions and mortgage companies	To work more closely with the mortgage lending industry to increase participation through workshops	Level of lender participation	10	5	5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase the level of private participation among major lending institutions and mortgage companies	To maintain the leverage of lender financing	Level of lender financing	\$1.2 million	\$1 million	\$1 million
Increase the level of private participation among major lending institutions and mortgage companies	To cultivate new partnerships in housing on an on-going basis to design affordable housing initiatives within the city	Number of partnerships created	2	1	2

Description

To provide financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	451	0	0	0
Grants & subsidies	3,144,077	3,300,038	3,395,501	3,362,002
Net Expenditures	3,144,528	3,300,038	3,395,501	3,362,002

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Build a business community which will inspire, achieve and broaden economic growth for Memphis	To develop economic development strategic plans that are comprehensive, strong and focusing on our local community's economic future	Number of systems developed	5	5	2

Description

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

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	763	0	0	0
Materials & Supplies	5,141	15,455	15,455	15,455
Grants & subsidies	861,489	770,250	1,294,098	761,650
Net Expenditures	867,393	785,705	1,309,553	777,105

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide funding for community outreach needs that meet municipal grant guidelines set by the State of Tennessee	To evaluate funding requests through competitive process and award grants or sponsorships	Funding amount awarded	\$310,000	\$365,000	\$365,000
Provide funding for community outreach needs that meet municipal grant guidelines set by the State of Tennessee	To monitor grant activity and ensure compliance with the terms of the agreement	Percent of grant awards monitored for compliance	100%	100%	100%

Description

To connect the community and private institutions to help persons and organizations grow successful businesses.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	175,376	178,665	176,347	183,448
Materials & Supplies	140,338	113,600	107,839	114,838
Grants & subsidies	4,904	10,000	10,000	10,000
Net Expenditures	320,618	302,265	294,186	308,286
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Design and implement programs and services that provide employment opportunities for Memphis residents through sustainable business enterprises	To provide access to capital and technical assistance to non-traditional businesses; specifically SBEs, MBEs and WBEs	Number of non-traditional loans made and technical assistance programs and services provided	42	14	14
Foster entrepreneurial development where new and existing businesses can grow and prosper in an environment of collaboration and cooperation (One-Stop-Shop)	To serve the needs of potential entrepreneurs and business community by positioning the Renaissance Business Center as a portal for business development and information sharing	Number of start-ups, SBEs, MBEs, and WBEs, and clients served	4,816	3,800	3,800
Build partnerships with other government and intergovernmental agencies to leverage resources and services to broaden economic growth opportunities in Memphis	To develop public and private sector initiatives that create a collaborative and competitive business climate, which encourages individuals to start and/or build businesses	Number of private/public sector partnerships established	23	20	20

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop a database system, that compiles basic business data, client referrals, primary services and service providers	To create a monitoring system that tracks clients, business resources in public and private sectors through a centralized database housed at the Renaissance Business Center	Number of client and business databases created	3	2	1
Revitalize and redevelop inner city neighborhoods through business opportunities and economic development	To implement a business call program focusing on targeted neighborhoods for business recruitment and retention	Number of business calls made to existing and new businesses	Not Yet Implemented	400	300
Create strong formal and informal networks of supporters to train and nurture new entrepreneurs and business ideas	To develop entrepreneurial initiatives, which build core competencies for small, minority businesses leading to the creation of successful new enterprises	Number of outreach programs identified and participated	20	24	25

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>			
COORD BUSINESS DEV	2		
MGR ECONOMIC DEV	1		
Total Renaissance Development Center	<u>3</u>		
<u>TOTAL HCD</u>	<u>5</u>		



