

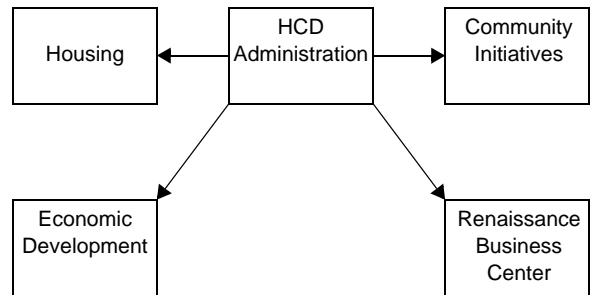
## operating budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	1,754,421	1,048,863	2,230,611	258,195
Materials & supplies	1,169,737	1,273,575	1,149,879	197,370
Capital outlay	1,491	1,168	4,004	4,000
Grants & subsidies	2,837,645	3,733,997	3,386,132	4,707,583
Total Expenditures	5,763,294	6,057,603	6,770,626	5,167,148
Charges for Services	(5,000)	(15,000)	0	0
Net Expenditures	5,758,294	6,042,603	6,770,626	5,167,148
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00

## 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 work-force 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	3,000
Business development workshops/seminars	225
Number of Community Initiative grant requests	35
Number of families awarded down-payment assistance	200

## ■ fy 2008 performance highlights

- Provided down payment assistance to over 60 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 11 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 19 home buyers purchase new homes in the HOPE VI/ Uptown Revitalization Community
- Business Development Center assisted 2,837 clients
- Business Development Center conducted 211 workshops

**■ charges for services**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Local Shared Revenue	0	(15,000)	0	0
Miscellaneous Income	(5,000)	0	0	0
Total Charges for Services	(5,000)	(15,000)	0	0

**Description**

*To eliminate slum and blight conditions throughout the City by vigorously enforcing housing code violations while maintaining safety, health and environmental standards for the community and the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	1,578,320	808,105	2,004,088	0
Materials & supplies	998,634	1,074,136	953,138	0
Net Expenditures	2,576,954	1,882,241	2,957,226	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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	87,463	80,139	81,451	85,368
Materials & supplies	32,126	16,910	16,860	16,860
Grants & subsidies	268,395	302,504	288,622	288,700
Total Expenditures	387,984	399,553	386,933	390,928
Charges for Services	(5,000)	(15,000)	0	0
Net Expenditures	382,984	384,553	386,933	390,928
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Maintain the number of families assisted by down -payment assistance programs	To maintain at least 12 families assisted by the down- payment assistance program	Total number of clients assisted	12-15	12-15	12-15
	To seek additional funding regularly from HUD, and the City to meet the program demand	Amount of funding	\$122,622	\$122,622	\$122,622
	To provide educational materials and conduct at least three workshops to assist potential homebuyers of the various programs available	Number of workshops/ seminars conducted	10	10	10
Increase the level of private participation among major lending institutions and mortgage companies	To work more closely with mortgage lending industry to increase participation via mail-outs, expositions, and formal meetings on a regular basis	Level of lender participation	10	5	5
		Level of lender financing	\$1.2 million	\$1.2 million	\$1.2 million



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Develop and implement new programs to increase opportunities for home ownership within the city	To offer a down-payment assistance loan product to assist families purchasing properties in the price range that does not exceed the FHA limitations and establish a revolving loan pool for future assistance	Number of program eligible families assisted	12-15	12-15	12-15
	To cultivate new partnerships in housing on an on-going basis to design affordable housing initiatives within the city	Number of partnerships created	5	1	2

**Description**

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

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Materials & supplies	121	0	0	0
Grants & subsidies	1,774,797	2,276,398	2,082,510	3,320,883
Net Expenditures	1,774,918	2,276,398	2,082,510	3,320,883

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
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	



**Description**

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

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Materials & supplies	582	15,952	15,724	15,455
Grants & subsidies	794,453	1,127,675	1,000,000	1,083,000
Net Expenditures	795,035	1,143,627	1,015,724	1,098,455

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
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
	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 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	88,638	160,619	145,072	172,827
Materials & supplies	137,029	166,106	164,157	164,955
Capital outlay	1,491	1,168	4,004	4,000
Grants & subsidies	0	27,420	15,000	15,000
Net Expenditures	227,158	355,313	328,233	356,782
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
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	12	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	3,800	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	20	20	20

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
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	400	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		
<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>		

