



ANNUAL ACTION PLAN

PY22/FY23

(JULY 1, 2022 – JUNE 30, 2023)

SUBMITTED TO: THE U.S. DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
451 7TH ST SW, WASHINGTON, DC 20410

PREPARED BY: CITY OF MEMPHIS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT
170 NORTH MAIN STREET, MEMPHIS, TN 38103

JIM STRICKLAND, MAYOR
ASHLEY CASH, DIRECTOR

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Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Memphis is located along the Mississippi River in the southwestern corner of Tennessee and bordered by the states of Arkansas and Mississippi. Memphis is the county seat of Shelby County, Tennessee. According to the 2020 ACS Five-Year Estimates, the city's population is 650,910 and the Memphis MSA region population is 1,343,150 – making it the second largest Metropolitan Statistical Area in the state after Nashville-Davidson County and the 44th largest in the country.

The City of Memphis is an entitlement community. As such, the city is eligible to receive direct assistance under the U.S. Department of Housing and Urban Development's (HUD's) Community Development Block Grant (CDBG) program, the HOME Investment Partnership Program (HOME), and the Emergency Solutions Grant (ESG). Funds for these programs must be expended within the city of Memphis for eligible participants for eligible activities as outlined by program regulations. The City of Memphis is also a formula grantee under the Housing Opportunities for Persons with AIDS (HOPWA) program. The funds are used to provide housing and supportive services to persons with HIV/AIDS in the Memphis Metropolitan area.

As a recipient of federal grant funds, HCD is required by HUD to produce a Consolidated Plan (Con Plan). This plan covers the city's strategic initiatives over a five-year period. Additionally, an Annual Action Plan is submitted yearly and is a formal way to update the Con Plan. Both, the Con Plan and Annual Action Plan direct funding activities for the City of Memphis's federal programs (CDBG, HOME, ESG, HOPWA).

The City of Memphis' five-year Con Plan identifies the community's affordable housing, community development and economic development needs and outlines a comprehensive and coordinated strategy for addressing them. This document includes narrative responses to specific questions that grantees must provide to be compliant with the Consolidated Planning Regulations. The current Consolidated Plan covers the period of July 1, 2019 to June 30, 2024.

As stated, the Consolidated Plan is updated each year to reflect proposed activities and goals for the upcoming program year. Therefore, this Consolidated Plan is also comprised of the 2022 Annual Action Plan. The Annual Action Plan for July 1, 2022 - June 30, 2023 identifies projects that will be or are currently being implemented and describes the use of Federal, State, and local housing resources. The following sections show the summary of our current and future plans, priorities, programs, activities and the organizational structure, supporting the plan.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The objectives and outcomes can be found in section AP-20 - Annual Goals and Objectives.

3. Evaluation of past performance

The 2019-2024 Consolidated Plan identified four categories of projects: affordable housing, homeless, non-homeless special needs, and non-housing community development. Accomplishments made in these areas during this and the previous Fiscal Year and public inputs informed the division's decisions on goals and projects.

Affordable Housing:

The City of Memphis Division of Housing and Community rolled out its new Memphis Affordable Housing Trust Fund (MAHTF) in FY 2020. After the inception of the Trust Fund, the Division has awarded nearly \$1,000,000 for projects focused on housing rehabilitation for both owner-and-renter occupied units. In the second quarter of 2021, the City of Memphis issued through the Economic Development Growth Engine (EDGE) a sum of \$20 Million in Accelerate Memphis current interest bonds, of which \$7.5 Million has been allocated to the Memphis Affordable Housing Trust Fund for the second application round. Two applications have been approved to date. Under the MAHTF Round 1, the City completed a total of 46 housing units.

Under the Affordable Homebuild Partnership Program, Frayser CDC started the construction of one additional house, completed the construction of the remaining 4 houses under construction and sold 5 of the 7 houses in the Frayser New Build Project. For the CHDO Program, NPH has just designated 5 additional CHDOs along with the 3 current CHDOs to develop safer, quality, affordable housing. Currently, there are 19 homes/duplexes that have been developed under the CHDO Program.

In Fiscal Year 2022, HCD provided direct financial assistance to 12 Low- and Moderate-Income homebuyers with HOME Investment Partnership Program funds and used city funds to provide down payment assistance to 49 additional homebuyers that earn over 80 percent of the HUD Adjusted Area Median Income. Also, CHAP assisted 318 families in total where 55 families were supported in FY22.

Homelessness:

In FY 2022, HCD provided Emergency Solutions Grant funding to 6 agencies and served 150 people. Agencies provided emergency shelter to 60 persons and rapid re-housing to 24 households. Agencies also served homeless persons through CDBG funded activities, such as employment services, assessments and referrals, housing assistance and other support services. More specifically, the agencies provided different activities to the population served. For instance, Agape provided rapid rehousing activities to 11 families, while the Alliance healthcare services served 76 individuals in street outreach activities. Catholic Charities of West TN supported 9 families in rapid re-housing, MIFA also served 7 families in rapid re-housing, 86 people in emergency shelter, and 1 homeless prevention center. Similarly, Salvation Army had 286 women & children in emergency shelter, Shield served 36 families in emergency shelter, and YWCA provided emergency shelter to 250 women & children.

Non-Homeless Special Needs:

HOPWA assisted 180 persons through Short-Term Rent, Mortgage, and Utility Assistance (n = 102); Tenant Based Rental Assistance (n = 99); Permanent Facility-Based Housing (n =16); and, Supportive Services (n = 478).

Non-Housing Community Development:

CDBG funds supported public services that assisted low-income individuals and families across the city. In FY 2022, roughly 32% of the budget was allocated for Neighborhood Economic and Community Development activities. City funds leveraged existing funds to support the Neighborhood Partnership Grant (NPG) activities. The grant provided funding for 16 agencies to support business and economic development, community initiatives to address social, and housing problems and other community development activities such as financial literacy classes, drug/alcohol treatment programs, self-sufficiency classes, and computer literacy for all residents in the city.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The Division of Housing and Community Development (HCD) seeks input on housing and community development needs and programs from a wide variety of social service/advocacy groups, public agencies, and citizens. To facilitate this process, HCD identifies and meets regularly with stakeholders, who represent organizations and individuals served by our programs. HCD communicates with stakeholders about current issues, needs, priorities and long and short-term recommendations on resource allocation and inter-agency coordination. HCD also posts information about the planning process, draft documents, and presentations on the City's website as well as the public hearing notices.

In meeting with citizens and planning session groups about the Consolidated Plan, HCD provides information on:

- The amount of funding to be received from federal sources
- The types of activities that may be undertaken under various grant programs
- Amount of funding that will benefit low- and very low-income persons
- Plans to minimize displacement of persons or assist those who are displaced

In addition, HCD makes every effort to provide technical assistance to organizations representing low and very low-income populations in developing proposals for funding under any of the programs described in the Consolidated Plan. HCD provides, as required by the Consolidated Plan rules, access to records and reports relating to the plan and to the use of federal funds for the preceding five years.

HCD typically holds two (2) public hearings: At the first hearing, prior year performance, the division covers the Consolidated Planning process, the citizen participation process, and any updates or amendments to previous plans. At the second hearing, the division presents the draft Annual Action Plan and solicits public comments on the draft plan.

Public hearing this year will be in-person at the Benjamin Hook's library on Tuesday, June 21st, 2022 from 5 - 6 pm. The public hearing will be publicized at least one week in advance in the local newspaper of general daily circulation and in the City's largest bilingual Spanish and English newspaper. HCD will present the programs and activities for the draft Annual Action Plan (AAP) PY22/FY23 (July 1, 2022 - June 30, 2023), the substantial amendments to Consolidated plan, and the HOME-American Rescue Plan (ARP) allocation plan.

Copies of the draft Annual Action Plan will be available for review and comment for a period no less than 30 days before final submission to HUD. The Division will publish a notice for public comment in the Daily News on Tuesday, June 14, 2022 and in La Prensa Latina on Thursday, June 16, 2022. The draft Annual Action Plan will be available between June 14, 2021 and July 13, 2022.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

HCD did not receive public comments related to the first hearing for the Annual Action Plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

7. Summary

The City is set on an upward trajectory in the wake of the COVID-19 pandemic through the Mayor's recent initiative known as Accelerate Memphis. Through Accelerate Memphis, the City of Memphis will issue \$200 million in bonds to facilitate catalytic community projects intended to accelerate its growth by improving quality of life, driving equity and inclusion, improving connectivity, and solving stubborn problems that are deeper than any single capital budget can solve. Among other housing and community development programs, Accelerate Memphis provides for broadband infrastructure to expand internet access to many Memphians that do not have access to broadband Internet, which negatively affects learning, job access, and quality of life. This allocation of over \$7M in Accelerate Memphis funds will bring fiber to more neighborhoods with strategies to be identified by the Memphis 3.0 Smart City Plan.

The American Rescue Plan Act signed by President Biden provided the Emergency Rental Assistance (ERA) Program. Treasury made \$25 billion available for the Emergency Rent and Utility Assistance program to assist households who are unable to pay rent and utilities due to the pandemic. The City of Memphis and Shelby County in April 2020, entered into a partnership to setup the Eviction Settlement Program that assisted over 1100 households in the city and county. Subsequent allocations of ERA 2 were made available in 2021 where the City of Memphis received \$19.5 million in ERA1 and \$24.5 million in ERA2. Shelby County, on the other hand, received \$8.6 million in ERA1 and \$6.8 million in ERA2. The City and County engaged local nonprofits, service providers, legal aid agencies, researchers, and other government agencies in a planning process to determine the best approach in the implementation of the Emergency Rental Assistance (ERA) Program. The program provided a strong collaboration with local high-performing organizations and there were impactful outreach and engagement initiatives.

Based on allocations published 5/15/2021, the City of Memphis will be receiving \$6,397,301 in CDBG funds, \$578,222 in ESG funds, \$1,153,062 in HOPWA funds and \$4,089,517 in HOME funds to address high priority needs identified in the 5-Year Strategy period. By addressing these needs, HCD will advance the goals of neighborhood revitalization, economic development, create opportunities for self-sufficiency, provide housing resources for special needs populations, support to homeless populations, affordable housing preservation, and new affordable housing opportunities.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
Lead Agency	MEMPHIS	
CDBG Administrator		City of Memphis Housing and Community Development
HOPWA Administrator		City of Memphis Housing and Community Development
HOME Administrator		City of Memphis Housing and Community Development
ESG Administrator		City of Memphis Housing and Community Development
HOPWA-C Administrator		

Table 1 – Responsible Agencies

Narrative (optional)

HCD serves as the lead agency responsible for preparing this Annual Plan and is also the major Public agency responsible for administering all CDBG, HOME, ESG, and HOPWA assisted programs covered by this Annual Plan.

Consolidated Plan Public Contact Information

City of Memphis, Division of Housing and Community Development

Attn: Planning Department

170 North Main Street, 3rd Floor

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

The City consults with housing, social services and other agencies to understand and respond to the respective needs of low/moderate income residents. Because HCD does not have the resources to completely revitalize neighborhoods on its own; it seeks creative ways to coordinate services and to bring groups together, thus making a difference within these areas. Leveraging of resources and partnerships with other City and County agencies, social service providers, foundations, CDCs and other neighborhood-based organizations, the faith-based community, colleges and universities, and private developers are critical components of this strategy.

Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

HCD works with housing providers to comprehensively identify the programs that exist, especially those to assist low-and-moderate-income citizens, senior citizens, persons experiencing homelessness, and persons with disabilities. HCD partners with housing providers around specific housing issues, such as rental housing needs, housing rehabilitation, home modifications for senior citizens and persons with disabilities, increasing the visibility of homes funded through housing programs, and others.

Coordination includes convening and facilitating dialogue about the needs within the community and the local resources available. In many cases, coordination is triggered by specific projects, such as HOPE VI and Choice Neighborhoods to comprehensively plan around the housing needs of a particular area. HCD also coordinates and/or participates in efforts around specific housing related needs, including foreclosures, visitability, and fair housing.

HCD participates in a variety of initiatives that are intended to enhance coordination with health, mental health, and service delivery. To enhance coordination around health issues, the Common Table Health Alliance (CTHA), formerly Healthy Memphis Common Table, was formed as a community-based, multi stakeholder, nonprofit, regional healthcare improvement collaborative serving 1.3 million people in the Greater Memphis metropolitan area. CTHA engages community partners, including organizations, coalitions, schools, churches, government agencies and individuals who are dedicated to improving the health and well-being of our region. CTHA is respected as an effective neutral convener of community organizations seeking to improve community health through local efforts to identify health disparities, improve healthcare quality, activate and engage healthcare consumers, increase health literacy, and align resources to address the area’s most critical health issues. CTHA’s success as a neutral trusted convener has resulted in several initiatives.

Homeless programs are coordinated through the Community Alliance for the Homeless that has the responsibility for identifying service and housing needs and priorities and coordinating the preparation of the application to HUD under the annual Continuum of Care funding competition.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

Community Development Block Grants have long been a source of funding for the CoC Lead Agency and efforts have been made to align funding priorities in CDBG, ESG, and HOME with the Action Plan to End Homelessness. The head of the City of Memphis Division of Housing and Community Development is the Chair of the Mayors' Policy Committee to End Homelessness and his Homeless and Special Needs Housing Administrator holds a permanent seat on the Governing Council, the primary decision-making body for the Homeless Consortium. These individuals have a direct role in guiding and administering the NSP, CDBG, HOPWA, ESG, and HOME programs. The CoC has several Rapid Rehousing/Permanent Housing programs funded through HUD's CoC Competition program which is a significant, renewable funding stream to support permanent supportive housing initiatives in the community. The City has prioritized Community Development Block Grant, Emergency Solutions Grant and HOME funding and raised local general funding and private funding to sustain the Central Intake and Homeless Hotline. We expect these resources to be continually designated for Rapid Rehousing and other programs related to the Mayor's' Plan to End Homelessness. Finally, funding has been secured through the United Way Siemer Institute to provide additional supportive services for families served by Emergency Solutions Grant (ESG) and housing stability services funded by the Mayor's Action Plan Implementation Grant (AIG), other state and private foundations. Agape's service delivery is a two-generation model which affords families, including those served through Rapid Rehousing efforts, with resources from a cradle to career continuum.

The City received over \$8M in the two rounds of the Cares Act funding to address Emergency Shelter programs during the Pandemic, and \$509,442 to fund eligible activities/projects HOPWA programs. Some of the ESG and HOPWA programs continued in FY 2022 to further provide housing for the special needs populations and enhance opportunities for self-sufficiency among the homeless individuals and families. The City also received \$6,778,757 in CDBG funds, which were used to provide diverse public service activities that targeted the low-income families and communities in the city of Memphis.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City of Memphis in collaboration with the local Continuum of Care (CoC) utilizes the priorities set by the CoC for the Emergency Solutions Grant. The City of Memphis Administrator of the Homeless & Special Needs Department serves on the Governing Council which implements/oversees the decision making of the CoC. Once funding priorities are established by the CoC, those priorities are utilized in the Emergency Solutions Grant through their application process which is open once a year for eligible applicants. There is a selection process, which is implemented by utilizing the Ranking and Review

Committee of the local Continuum of Care. The Ranking and Review Committee selects the recipients of the Emergency Solutions Grant based on the priorities that were established by the Continuum of Care along with other factors which includes past performance, operational feasibility, need for the project, project quality, and applicant capacity. ESG contracts initiated by the City of Memphis include the requirement that grantees participate in HMIS. Performance benchmarks for ESG grantees have been established by the Continuum of Care and are incorporated into ESG contracts. Data on performance was assembled this year by Community Alliance for the Homeless, which serves as both the HMIS and CoC Lead Agency, to assist in the evaluation of ESG grantees.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies and other entities

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	MEMPHIS HOUSING AUTHORITY
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Staff from HCD and the Memphis Housing Authority departments including Capital Improvements, HOPE VI/Choice Neighborhoods, Housing Choice Voucher, Asset Management, and Executive coordinate and share information related to the needs of residents, policies, development plans, existing housing stock, and other items to help identify housing needs and share information about future development and partnerships.
2	Agency/Group/Organization	Community Alliance for the Homeless
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HCD has an ongoing contractual relationship with the Community Alliance for the Homeless. The Alliance provides planning, technical assistance, and service coordination to public and private agencies working to end homelessness in Shelby County. The City and County have partnered with the Alliance to develop and oversee the Action Plan to End Homelessness in Memphis and Shelby County.

3	Agency/Group/Organization	Mayor's Advisory Council for Citizens with Disabilities
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	MACCD participated in discussions aimed at identifying needs, objectives, and performance metrics related to persons with disabilities
4	Agency/Group/Organization	Memphis Health Education and Housing Facilities Board
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Memphis Health Education and Housing Facilities Board (MHEHFB) participated in discussions aimed at identifying the needs, objectives, and performance metrics related to affordable housing. The participation of the MHEHFB provides information about resources available, affordable housing needs, and other housing related information.
5	Agency/Group/Organization	Build Live Develop Grow – BLDG
	Agency/Group/Organization Type	Planning organization Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	BLDG Memphis (Build. Live. Develop. Grow.) is a coalition for organizations and individuals who support the development and redevelopment of healthy, vibrant, attractive, and economically sustainable neighborhoods throughout the Memphis region. We accomplish this through policy and advocacy; community engagement and civic engagement; and capacity building programs for community development organizations. BLDG Memphis is the new organizational identity of Community Development Council of Greater Memphis, including the Livable Memphis program. Under this new banner, BLDG Memphis unifies and promotes the same priorities, including strengthening the community development industry in Memphis and focusing on growth and development issues including land use and transportation and on increasing public participation in planning and development decisions.
6	Agency/Group/Organization	MEMPHIS CENTER FOR INDEPENDENT LIVING
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Memphis Center for Independent Living participated in discussions aimed at identifying the needs, priorities, objectives, and performance metrics related to the housing and non-housing special needs areas of the plan. Anticipated outcomes of the participation include input on the housing and service needs for persons with disabilities.

7	Agency/Group/Organization	Shelby County Health Department
	Agency/Group/Organization Type	Housing Services - Housing Services-Persons with HIV/AIDS Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Shelby County Health Department works with HCD to implement the Lead Based Paint Hazard Reduction Demonstration Program, including providing the testing to determine whether a child has elevated blood lead levels. The health department also provided data that identifies patterns in health-related conditions throughout Memphis and Shelby County. The Ryan White program staff are consulted to get data needed to support the development of the non-homeless special needs component of the plan.
8	Agency/Group/Organization	Memphis Area Association of Governments
	Agency/Group/Organization Type	Housing Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	MAAG works closely with governments and nonprofit organizations to identify, craft and advocate for legislation and public that serves to improve the overall quality of life for all residents. MAAG is a regional resource for federal programs supporting economic development initiatives and is a regional advocate for economic and infrastructure. MAAG also receives funding through the State Housing Agency for home repair for low-income citizens.
9	Agency/Group/Organization	Memphis Area Legal Services Memphis Fair Housing Center
	Agency/Group/Organization Type	Services - Housing Services-Education Service-Fair Housing Services – Victims
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Memphis Area Legal Services (MALS) helps the City to further fair housing by investigating fair housing complaints and through education and outreach efforts related to fair housing. MALS also has programs that assist victims of domestic violence and other legal assistance for people in need.
10	Agency/Group/Organization	Greater Memphis Chamber
	Agency/Group/Organization Type	Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Memphis works with the Chamber on a number of initiatives aimed to strengthen Memphis' existing businesses and serve as a catalyst for new commerce and economic development; to foster partnerships that build a qualified workforce linked to targeted industry, efficient infrastructure and an environment that stimulates growth; and to accelerate growth and success by connecting people, programs and resources.
11	Agency/Group/Organization	Memphis Ryan White Transitional Grant Area
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS Other government – County
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs HOPWA Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HCD coordinates with the Memphis Ryan White Program in funding HOPWA programs and also relies on data provided through the Ryan White TGA needs assessment to determine the needs for persons living with HIV/AIDS in the Memphis MSA.
12	Agency/Group/Organization	Tennessee Housing Development Agency
	Agency/Group/Organization Type	Housing Services - Housing Other government – State
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HCD works closely with TN Housing Development Agency (THDA) on a number of housing related topics. HCD is a participant in the West TN Affordable Housing Coalition which is made up of organizations who are interested in furthering affordable housing in the State of Tennessee. The goals and outcomes of participating in the coalition are to establish and support an active and effective network of educated stakeholders committed to understanding and addressing the needs for affordable housing in Tennessee, to effectively communicate and advocate the need for, and the social and economic impact of, affordable housing in Tennessee to law makers, policy makers, civic leaders, business leaders, housing providers, communities and the general public, and to establish and maintain active partnerships with funders of an affordable housing initiative in Tennessee.
13	Agency/Group/Organization	Shelby County Department of Housing
	Agency/Group/Organization Type	Housing Services - Housing Services-Elderly Persons Service-Fair Housing Other government – County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HCD works closely with Shelby County Department of Housing to share information and co-sponsor housing related discussions impacting Memphis and Shelby County.

14	Agency/Group/Organization	Women's Foundation for a Greater Memphis
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Health Services-Education Services-Employment Services - Narrowing the Digital Divide Foundation
	What section of the Plan was addressed by Consultation?	Public Housing Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Women's Foundation for a Greater Memphis has an emphasis on poverty reduction and support to agencies that provide services to low-and-moderate-income persons with a goal to promote sustainability and self-sufficiency. HCD works closely with the foundation around the identification of strategies that will help to further this work.
15	Agency/Group/Organization	Habitat for Humanity of Greater Memphis
	Agency/Group/Organization Type	Services - Housing Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Habitat for Humanity participated in discussions aimed at identifying the needs, priorities, objectives, and performance metrics related to the housing area of the plan and is currently a partner in a repair program for senior citizens and in redevelopment projects in several neighborhoods including Uptown and Hickory Hill. Anticipated outcomes of the participation include input on the housing needs including housing counseling and financial counseling, and barriers to affordable housing.
16	Agency/Group/Organization	Aging Commission of the Mid-South
	Agency/Group/Organization Type	Housing Services - Housing Services-Elderly Persons Services-Persons with Disabilities Services-Health Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Aging Commission of the Mid-South participated in discussions aimed at identifying the needs, objectives, and performance metrics related to the non-homeless special needs population, specifically senior citizens.
17	Agency/Group/Organization	Wesley Housing Corporation
	Agency/Group/Organization Type	Housing Services - Housing Services-Elderly Persons Services-Persons with Disabilities

	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Wesley Housing Corporation participated in discussions aimed at identifying the needs, objectives, and performance metrics related to housing, specifically housing for senior citizens.
18	Agency/Group/Organization	Metropolitan Inter-Faith Association
	Agency/Group/Organization Type	Housing Services - Housing Services-Elderly Persons Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	MIFA participated in discussions aimed at identifying the needs, objectives, and performance metrics related to the non-homeless special needs population and the homeless population, specifically senior citizens and homeless persons.
19	Agency/Group/Organization	CAAP
	Agency/Group/Organization Type	Housing Services-Elderly Persons Services-Health
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	CAAP participated in discussions aimed at identifying the needs, objectives, and performance metrics related to the non-homeless special needs population, specifically persons with alcohol and drug dependencies, homeless persons, and seniors.
20	Agency/Group/Organization	CASE MANAGEMENT, INC.
	Agency/Group/Organization Type	Housing Services - Housing Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Case Management, Inc. participated in discussions aimed at identifying the needs, objectives, and performance metrics related to the non-homeless special needs population, specifically related to tenant based rental assistance.
21	Agency/Group/Organization	Neighborhood Preservation Inc.
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	NPI participated in discussions aimed at identifying the needs, objectives, and performance metrics related to housing, specifically related to blight and overcoming barriers to affordable housing.
22	Agency/Group/Organization	THE WORKS, INC. CDC
	Agency/Group/Organization Type	Housing Neighborhood Organization

	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Works, Inc. participated in discussions aimed at identifying the needs, objectives, and performance metrics related to housing.
23	Agency/Group/Organization	Binghamton Development Corporation
	Agency/Group/Organization Type	Housing Services - Housing Services-Employment Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Binghamton Development Corporation participated in discussions aimed at identifying the needs, objectives, and performance metrics related to housing.
24	Agency/Group/Organization	Oasis of Hope
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Employment Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Oasis of Hope participated in discussions aimed at identifying the needs, objectives, and performance metrics related to housing.
25	Agency/Group/Organization	The Heights CDC
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Heights CDC provided feedback related to identifying the needs, objectives, and performance metrics related to housing.
26	Agency/Group/Organization	Frayser Community Development Corporation
	Agency/Group/Organization Type	Housing Services - Housing Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Frayser CDC provided feedback related to identifying the needs, objectives, and performance metrics related to housing.

27	Agency/Group/Organization	Friends for Life Corporation
	Agency/Group/Organization Type	Housing Services - Housing Services-Persons with HIV/AIDS Major Employer
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Friends for Life provided feedback related to identifying the needs, objectives, and performance metrics related to Non-Homeless Needs.
28	Agency/Group/Organization	UNITED HOUSING, INC
	Agency/Group/Organization Type	Housing Services – Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	United Housing provided feedback related to identifying needs, objectives, and performance metrics related to Housing.
29	Agency/Group/Organization	Community LIFT
	Agency/Group/Organization Type	nonprofit/Intermediary Community Development Financial Institution
	What section of the Plan was addressed by Consultation?	Economic Development

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Community LIFT provided feedback related to identifying needs, objectives, and performance metrics related to non-housing community development
30	Agency/Group/Organization	Green and Healthy Homes Initiative Group (GHHI)
	Agency/Group/Organization Type	Housing Services – Housing
	What section of the Plan was addressed by Consultation?	Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	GHHI provided feedback related to identifying needs, objectives, and performance metrics related to housing.
31	Agency/Group/Organization	Family Safety Center of Memphis and Shelby County
	Agency/Group/Organization Type	Housing Services-Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Family Safety Center participated in discussions around identifying needs, objectives, goals and performance metrics related to domestic violence/non-homeless special needs.
32	Agency/Group/Organization	Catholic Charities of West Tennessee
	Agency/Group/Organization Type	Housing Services – Housing

	What section of the Plan was addressed by Consultation?	Homelessness Needs – Veterans
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Catholic Charities participated in discussions and provided input on identifying needs, objectives, goals and performance metrics in the area of homelessness.
33	Agency/Group/Organization	YWCA of Greater Memphis
	Agency/Group/Organization Type	Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	YWCA participated in discussions and provided input on identifying needs, objectives, goals and performance metrics in the area of homeless and non-homeless special needs.
34	Agency/Group/Organization	Center for Transforming Communities
	Agency/Group/Organization Type	Nonprofit
	What section of the Plan was addressed by Consultation?	Community Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Center for Transforming Communities participated in discussions and provided input on identifying needs, objectives, goals and performance metrics in the area of Non-Housing Community Development.
35	Agency/Group/Organization	South City Opportunity Revitalization Empowerment
	Agency/Group/Organization Type	Nonprofit

What section of the Plan was addressed by Consultation?	Community Development
Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	South City Opportunity Revitalization Empowerment participated in discussions and provided input on identifying needs, objectives, and goals in the area of Non-Housing Community Development.

Identify any Agency Types not consulted and provide rationale for not consulting

The Division of Housing and Community Development consulted with a broad group of housing providers, homeless service providers, providers of services to persons with special needs, other government agencies, citizens, foundations, education institutions, housing developers, advocacy organizations, and others. There is not an agency type that was not consulted.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Community Alliance for the Homeless	HCD incorporates the goals established through the Continuum of Care process into its strategic plan for homelessness and updates goals and objectives annually, if needed.
Mid-South Regional Greenprint	Memphis and Shelby County Office of Sustainability	The Greenprint Plan is intended to improve the quality of life for people in neighborhoods and communities across the Mid- South. The goals of this plan include protection of greenspace, expand recreational opportunities, improve public health, increase access to jobs and schools, access to fresh foods, and to make neighborhoods walkable. All of these align with the HCD's goals.
Memphis Housing Authority Five-Year Plan	Memphis Housing Authority	HCD incorporates the goals of the Memphis Housing Authority into the housing section, but it is also closely aligned with improving neighborhoods, especially through the HOPE VI and Choice Neighborhoods programs.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Mayors' Ten-Year Plan to End Homelessness	Community Alliance for the Homeless	HCD incorporates the goals established through the action plan into its strategic plan related to homelessness.
Memphis 3.0	City of Memphis	Memphis 3.0 is a detailed process lasting two years that will produce what planners call a comprehensive plan. Broadly speaking, the steps are to 1) identify issues; 2) state goals; 3) collect data; 4) assess current and future conditions; 5) create implementation plans; 6) evaluate alternatives; 7) adopt the plan; 8) begin actions to carry out the plan; and 9) monitor the plan and report to the public.
Accelerate Memphis	City of Memphis	Accelerate Memphis is an initiative by the Mayor of the City of Memphis to invest in neighborhoods throughout the city of Memphis. The focus of the initiative includes a) large scale, multi-million-dollar investments in eight anchor areas, b) small investments in 34 neighborhood anchors, c) investment in broadband Internet access, d) safety improvements to eight streets, and d) investment in affordable housing.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

The Memphis and Shelby County’s Division of Planning and Development (DPD) completed a strategic plan that outlines a new direction for Memphis - intended to create a City of great neighborhoods and opportunity for the residents that live in them. By anchoring growth around the City’s core and areas of high activity, while connecting these spaces to each other, the City can improve the quality of life for all residents. Memphis 3.0 includes strategies for enhancing land use, transportation, environment, city systems, growth and prosperity, neighborhoods, and civic capacity. HCD participated in the development of the plan and focuses our work to complement Memphis 3.0. Even though, Memphis 3.0 is designed to guide future growth and actions of the city for the next 20 years, the plan stopped short of setting policy. Thus, the Housing policy picks up from where Memphis 3.0 ended and covers components surrounding housing and neighborhood conditions in the City of Memphis. It provides guidance on housing and community development related issues in the City and County at large. HCD and DPD in partnership with a HR&A, private consultant, completed the Housing Policy Plan for the City of Memphis and Shelby county. The purpose of the Housing Policy Plan was to establish a set of policies and programs that Shelby County and the City of Memphis can adopt to support a healthy housing market that meets the needs of all residents, supports healthy neighborhoods, and creates prosperity for the community.

The Memphis Police Division (MPD), has implemented data-driven crime reduction strategies including the Real-Time Crime Center. Based on community need and data, the police division implements strategies that are more community based. HCD works with MPD to obtain crime data and to discuss public safety needs and strategies specific to neighborhoods that HCD is working in. HCD works with Public Works relative to affordable housing, neighborhood development, and infrastructure development. They are responsible for street paving and maintenance, drain maintenance, environmental engineering, and code enforcement. All of these have an impact on housing and neighborhoods. Memphis Light Gas and Water (MLGW) has several programs that complement community development efforts. MLGW provides a special utility rebate program to provide incentives for developers of affordable housing. MLGW also has programs that encourage and certify green building standards in order to make housing more energy efficient. MLGW is also partnering to implement a repair program aimed to help the elderly to age in place. MLGW's contributions assist with helping the homeowners to make their homes more energy efficient. The Memphis Parks Division partners with HCD and neighborhoods to ensure that there are quality recreational facilities including parks, libraries, community centers, tennis courts, swimming pools, and other recreational facilities throughout the City. The Memphis Area Transit Authority (MATA) works to find solutions for low-income people needing transportation to work. The major goals for MATA are to make sure MATA services meet and support community needs, make the bus an attractive option for more people in the community, and are operated in the most cost effective and efficient way possible. At the State level, HCD works with the state housing agency, THDA, on a number of programmatic and policy related projects that will enhance the implementation of affordable housing programs, especially in the areas of rental housing and housing rehabilitation.

AP-12 Participation – 91.105, 91.200(c)

**1. Summary of citizen participation process/Efforts made to broaden citizen participation
Summarize citizen participation process and how it impacted goal-setting**

The Division of Housing and Community Development reviews and analyses available data, statistics and trends pertaining to local housing and community development needs to create its Strategic and Annual Action Plans. Outreach efforts used to broaden citizen participation include networking with organizations that represent neighborhood groups, targeted populations (homeless, seniors, mentally ill, etc.), and non-profit and for-profit housing development entities. Input received from interaction with and outreach to these participants provides a base for Memphis’s planning efforts and goal setting activities

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Public Meeting	Non-targeted/broad community	Tuesday, June 21st, 2022	N/A	N/A	N/A
2	Newspaper Ad	Non-English Speaking - Specify other language: Spanish Non-targeted/broad community	La Prensa, Daily Memphian	N/A	N/A	N/A
3	Internet Outreach	Non-targeted/broad community	Presentation available on HCD's website	N/A	N/A	N/A

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
4	Social Media	Non-targeted/broad community	Advertised on Facebook	N/A	N/A	N/A

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

The table below shows the description of the expected resources.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	6,397,301	750,000	1,772,158	8,919,459	0	
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	2,097,404	894,432	0	2,991,836	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	3,153,062	0	0	3,153,062	0	
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	578,222	0	0	578,222	0	

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Other resources expected to be available for housing and community development activities include foundations and other private sources, State resources, and other non-entitlement Federal sources. In the 2023 fiscal year, the City of Memphis will provide General Funds and Capital

Improvement Funds to develop infrastructure, housing, social and economic initiatives. Other sources of leveraged resources will include low-income housing and historic tax credits, new markets tax credits, and private-sector equity investments which financed redevelopment efforts in conjunction with Choice Neighborhoods and other development projects.

In FY 2023, HCD will continue to leverage its federal entitlement dollars through its partnerships with other government agencies, mortgage companies, lenders, and private investors in the implementation of housing and other development projects that generate additional funds. HUD requires a match of 25% for HOME and 100 % for ESG funds. The City requires Community Housing Development Organizations (CHDOs) and agencies that receive Emergency Shelter Grant funds will provide their own match with eligible non- federal sources. The competitive grant application process, the Strategic Community Investment Fund (SCIF) that HCD uses for entitlement funds, such as CDBG, HOME, ESG and HOPWA, require commitments from other funding sources.

The City of Memphis has several business and economic development programs that use federal entitlement funds and city funds to leverage additional funds from other sources. The Entrepreneurs Network Center (ENC), a unit of The Office of Business Diversity and Compliance (OBDC) provides technical assistance to small, minority, and women business enterprises. The ENC houses multiple services, programs, and agencies to address this goal. The Center also partners with the Economic Development Growth Engine (EDGE) and the Greater Memphis Chamber to provide information about incentives to existing businesses, work to attract new businesses, and develop a plan for economic opportunities.

The City of Memphis Micro-Loan Fund Program accesses capital from \$2,500 to \$35,000 to enhance job growth and/ or retention by providing M/W/SBEs with alternative financing. The City of Memphis Grow Memphis Fund is a partnership with the National Development Council (NDC) to provide eligible M/W/SBEs with access to capital beyond that available from conventional lending sources with loan amounts up to 2 million to support job creation and expansion of businesses. The Contractor's Assistance Program is designed to assist small, minority, and women contract firms by providing assistance with technical assistance, bonding, insurance, and capital.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City of Memphis has an inventory of publicly owned land. There are a number of public agencies in Memphis that have or manage publicly owned land. These include the Shelby County Land Bank (which oversees properties that have been taken for nonpayment of property taxes), Shelby County government, the Blight Authority, Memphis City government, Memphis Housing Authority, and HCD. City of Memphis also has a vigilant partnership with community-based organizations. Neighborhood Preservation, one of the City's strongest partners promotes neighborhood revitalization by collaboratively developing practical and sustainable resolutions to blighted properties and to the systems that lead to widespread neglect, vacancy and abandonment of real estate. Working with code enforcement officers, local leaders, businesses, and other stakeholders, the organization work to change the state and local policy, systems, and processes in hopes of reducing number of vacant and abandoned properties.

As part of major revitalization initiatives, including Choice Neighborhoods, HCD and MHA in partnership with their development partners evaluates whether there are publicly owned properties that may be available to use as part of the revitalization efforts. Further, the city continues to fight blight and promote economic equity and affordable housing through the Memphis 3.0 comprehensive land-use plan. More importantly, the Accelerate Memphis initiative has allocated \$10M to revitalize the former Melrose high school to become the Historic Melrose mixed use development; a state of the art library branch and genealogy center, co-located with senior housing units. Accelerate Memphis also commits \$7.5M investments in affordable housing that support the needs of Memphis residents. These funds will be used for infrastructure, acquisition, and demolition in support of affordable housing development in Memphis 3.0 anchors ensuring that long-term affordability in Memphis neighborhoods remains a priority as redevelopment occurs.

Discussion

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Neighborhood Revitalization	2019	2023	Non-Housing Community Development	Raleigh Whitehaven Frayser Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	Investment in underserved neighborhoods	CDBG: \$1,773,914	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Economic Development	2019	2023	Non-Housing Community Development	Raleigh Whitehaven Frayser Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	Access to employment & economic opportunities	CDBG: \$1,841,085	Jobs created/retained: 50 Jobs Businesses assisted: 24 Businesses Assisted
3	Create Opportunities for Self Sufficiency	2019	2023	Homeless Non-Homeless Special Needs Non-Housing Community Development	Raleigh Whitehaven Frayser Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	Access to employment & economic opportunities Access to public services and facilities	CDBG: \$150,000	Public service activities other than Low/Moderate Income Housing Benefit: 6871 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Provide Housing for Special Needs Populations	2019	2023	Non-Homeless Special Needs	Raleigh Whitehaven Frayser Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	Address housing barriers Housing Assistance to special needs populations	HOPWA: \$3,058,470	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 90 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 1224 Persons Assisted Tenant-based rental assistance / Rapid Rehousing: 165 Households Assisted Homelessness Prevention: 275 Persons Assisted HIV/AIDS Housing Operations: 16 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Provide Support to Homeless Populations	2019	2023	Homeless	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	Address housing barriers Housing Assistance to special needs populations	ESG: \$534,855	Public service activities other than Low/Moderate Income Housing Benefit: 48 Persons Assisted Public service activities for Low/Moderate Income Housing Benefit: 2400 Households Assisted Tenant-based rental assistance / Rapid Rehousing: 329 Households Assisted Homeless Person Overnight Shelter: 941 Persons Assisted Homelessness Prevention: 16 Persons Assisted Other: 19 Other
					Annual Action Plan 2022			39

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	New Affordable Housing Opportunities	2019	2023	Affordable Housing	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	New Affordable Housing Address housing barriers	CDBG: \$300,000 HOME: \$785,161	Public service activities for Low/Moderate Income Housing Benefit: 300 Households Assisted Rental units constructed: 18 Household Housing Unit Homeowner Housing Added: 8 Household Housing Unit Direct Financial Assistance to Homebuyers: 28 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Affordable Housing Preservation	2019	2023	Affordable Housing	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South	Retain Affordable Housing Address housing barriers	CDBG: \$120,000 HOME: \$87,709	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 550 Households Assisted Homeowner Housing Rehabilitated: 38 Household Housing Unit

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Neighborhood Revitalization
	Goal Description	Strengthen neighborhoods through a variety of strategic neighborhood revitalization efforts.
2	Goal Name	Economic Development
	Goal Description	Create pathways for people, businesses, and neighborhoods to have economic opportunities.
3	Goal Name	Create Opportunities for Self Sufficiency
	Goal Description	Create opportunities through programs and facilities that offer services aimed at addressing obstacles for self- sufficiency.
4	Goal Name	Provide Housing for Special Needs Populations
	Goal Description	Connect populations with special needs to existing housing resources and create new housing resources.
5	Goal Name	Provide Support to Homeless Populations
	Goal Description	Support facilities, housing, and services for homeless populations.
6	Goal Name	New Affordable Housing Opportunities
	Goal Description	Increase the numbers of affordable housing units to insure access to affordable housing by low-and-moderate-income persons and families.
7	Goal Name	Affordable Housing Preservation
	Goal Description	Preserve and enhance existing affordable housing units to ensure that low-and-moderate-income persons and families retain housing.

Projects

AP-35 Projects – 91.220(d)

Introduction

The following federal entitlement resources will be available during program year 2022 (fiscal year 2023), which begins on July 1, 2022 and ends on June 30, 2023. The Annual Action Plan includes projects and activities that are ongoing and may be funded with prior year funds. The projects on the listing of proposed projects are only those that Memphis plans to spend prior year and FY 2023 Federal entitlement funds received from HUD.

Projects

#	Project Name
1	MIFA - Homeless Referral Center
2	Community Service Grants
3	CHDO Projects
4	Section 108 Loan Repayments
5	Dream Memphis
6	Memphis Area Legal Services Fair Housing Center
7	Community Alliance for the Homeless
8	Intern Program
9	MIFA Homeless Hotline
10	Down Payment Assistance
11	Neighborhood and Community Improvement Projects
12	HOME Administration
13	Community Housing Development Organization (CHDO) ADMIN
14	HOPWA Administration
15	HOPWA Projects
16	Senior Housing Program/Aging in Place
17	HOME Housing Projects
18	Memphis Area Legal Service Fair Housing Enforcement
19	CDBG Program Administration

Table 7 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

AP-38 Project Summary

Project Summary Information

1	Project Name	MIFA - Rapid Re-Housing
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Provide Support to Homeless Populations
	Needs Addressed	Assistance to homeless persons and those at risk
	Funding	CDBG: \$150,000
	Description	MIFA's Emergency Shelter Placement (ESP) provides mediation and shelter assessment and referral services, including a database of available beds in emergency and transitional shelters for homeless families.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 4000 homeless families or persons at risk of becoming homeless will benefit from the rapid rehousing program
	Location Description	This program and services are available city-wide.
	Planned Activities	The funds will be used to pay for staff salaries and other eligible operational expenses of the program.
2	Project Name	Community Service Grants
	Target Area	Core City
	Goals Supported	Create Opportunities for Self Sufficiency
	Needs Addressed	Access to public services and facilities
	Funding	CDBG: \$350,000

Description	The City's Community Service Grant (CSG) Program seeks to improve the quality of life of low and moderate-income citizens through the provision of social services by nonprofit agencies. These citizens include youth, the homeless and special needs populations that include persons with HIV/AIDS, a mental illness, the elderly, chronic substance abusers, persons with developmental and/or physical disabilities, and victims of domestic violence. The CSG Program provides funding for projects that will help enhance the lives of these individuals. In FY2023, the agencies to be provided funding include Agape, Creative Aging Memphis, Kindred Place, Hope House; Downtown Memphis Ministry, Inc, YWCA of Greater Memphis, Family Safety Center, Innovate Memphis; Synergy Treatment Center; Memphis Child Advocacy Center; Friends for Life; Shield, Inc.; The Medical District Collaboration Hire Local; The Salvation Army, and Meritan.
Target Date	6/30/2023
Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 4,145 low-and-moderate-income individuals and families will benefit from the proposed public service activities
Location Description	Downtown Memphis Ministry, Inc - 1950 Madison Avenue, Memphis, TN 38104, Agape Child and Family Services - 3511 Wingood Circle, Suite 4, 38118 Creative Aging Memphis - 2029 Peabody Ave., 38104 Kindred Place, Inc. - 2180 Union Avenue, 38104 Hope House Daycare, Inc. - 15 South Idlewild, 38104 The Salvation Army - 800 E. Parkway S. Memphis, TN 38104 Meritan, Inc. - 4700 Poplar, Suite 100, 38117 The Mid-South Food Bank - 239 South Dudley, 38104 Memphis Child Advocacy Center - 1085 Poplar Avenue, 38105 Synergy Treatment Center - 2305 Airport Interchange Avenue, 38132 Shield, Inc. - 2452 Ketchum Cove, 39114 Innovate Memphis - 516 Tennessee St, Memphis, 38103 YWCA of Greater Memphis - 766 South Highland, 38111 Family Safety Center - 1750 Madison Ave. Suite 600, 38104 The Medical District Collaboration Hire Local - 656 Madison Ave, Memphis, TN 38103

	Planned Activities	Planned activities include support and advocacy services for immigrant communities, children's advocacy, services to victims of domestic violence, services for children and their families affected by HIV/AIDS, services for people with mental illness, employment opportunities for adults over 55, programming for senior citizens, services addressing food insecurity for children, services for children who are victims of abuse, programs that support persons with a substance abuse, services for women being released from incarceration, and services for homeless families.
3	Project Name	Section 108 Loan Repayments
	Target Area	Core City Mid City
	Goals Supported	Economic Development New Affordable Housing Opportunities Affordable Housing Preservation
	Needs Addressed	New Affordable Housing Access to employment & economic opportunities
	Funding	CDBG: \$2,591,085
	Description	The funds are being used to make repayments for a Section 108 loan for University Place, Court Square, Bass Pro, Crosstown Concourse, Exchange Building, and the Citizen at Union and McLean.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	The funds are being used to make repayments for a Section 108 loan for University Place, which provided 405 units of mixed-income family rental properties and senior housing; Bass Pro at the Pyramid, which created 756 full time jobs, 434 of which were filled by low and moderate income people; Court Square Center, which created 74 housing units, 50,000 sq. ft. of commercial space and 396 jobs; Crosstown Concourse, which is still underway and projects to create 500 new jobs (has created 430 full time jobs as of July 2018); the Citizen at Union, which is creating 173 apartments and 9,800 sq. ft. of retail space; and the Exchange Building, which preserved 202 units of affordable housing.

	Location Description	University Place is located at 1045 E.H. Crump Boulevard, Court Square Center is located at 62 North Main Street, Bass Pro is located at 1 Bass Pro Drive, The Exchange Building is located at 9 North Second Street, the Citizen at Union and McLean is located at the corner of Union and McLean, and Crosstown Concourse is located at 1350 Concourse Avenue.
	Planned Activities	The funds are being used to make repayments for projects within Section 108 loan.
4	Project Name	Memphis Area Legal Services Fair Housing Center
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	New Affordable Housing Opportunities Affordable Housing Preservation
	Needs Addressed	Address housing barriers
	Funding	CDBG: \$100,000
	Description	The fair housing activities implemented by Memphis Area Legal Services will help the City ensure that persons of similar income levels, regardless of race, color, sex, religion, national origin, disability or familial status have the same housing choices available to them. Additionally, MALS will inform members of the public of their rights under the fair housing laws and will provide counseling and legal assistance, investigation of complaints and enforcement of fair housing laws.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 200 families and individuals will benefit from services provided through the Memphis fair Housing Center.
	Location Description	Services are provided at 22 North Front Street, Suite 1100, Memphis, TN 38103, but services are available for anyone in the City.
	Planned Activities	The funds will pay for salaries and other eligible operating costs needed to carry out the program.
5	Project Name	Community Alliance for the Homeless
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Provide Housing for Special Needs Populations
	Needs Addressed	Assistance to homeless persons and those at risk
	Funding	CDBG: \$150,000
	Description	The Community Alliance for the Homeless will serve as a catalyst in promoting community partnerships to provide more effective services for the homeless. They will also help improve the quality and scope of services available to the homeless in Memphis and Shelby County, Tennessee. Community Alliance will identify agencies in Memphis that serve the homeless, and work with said agencies to comply with local regulations and standards, and improve the services available for and provided to the homeless.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that the Alliance will provide assistance to 19 agencies during the program year
	Location Description	The Community Alliance for the Homeless is located at 44 North Second Street, Suite 302, Memphis, TN 38103.
	Planned Activities	The funds will be used for staff salaries and other operational expenses to coordinate homeless related activities and agencies.
6	Project Name	Intern Program
	Target Area	Raleigh Whitehaven Frayser Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Neighborhood Revitalization
	Needs Addressed	Investment in underserved neighborhoods
	Funding	CDBG: \$220,000
	Description	This program provides internship opportunities to college students who are interested in housing and community development and allowed them to learn first-hand about neighborhood development in Memphis. Students from the University of Memphis, Rhodes College, Southwest Tennessee Community College, Christian Brothers University, and LeMoyne-Owen College participate in this program. Interns provide capacity for nonprofits to carry out projects that they would not otherwise be able to do.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 20 students will provide assistance to 20 community development organizations to carry out projects.
	Location Description	Students from the University of Memphis, Southwest Tennessee Community College, Christian Brothers University, Rhodes College, and LeMoyne-Owen College participate in the program. Interns are placed in low and moderate communities in Memphis.
	Planned Activities	Internships for students at local universities to be placed with agencies focusing on housing and community development projects.
7	Project Name	MIFA Homeless Hotline
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Provide Support to Homeless Populations
	Needs Addressed	Assistance to homeless persons and those at risk
	Funding	CDBG: \$155,000
	Description	MIFA operates the 24-hour Homeless Hotline for families with children and provides screening for callers to determine if the caller is homeless or in imminent risk of being homeless. Hotline staff provide mediation, shelter assessment and referral services, including a database of available beds in emergency and transitional shelters for homeless families. MIFA hotline program also electronically captures and reports caller data and disposition via CoActionNet.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	Approximately 4,000 homeless or imminently homeless families or individuals are expected to benefit from referrals through this program
	Location Description	This program is available city-wide.
	Planned Activities	The funds will be used to pay a portion of the salaries for the staff as well as other operating costs.
8	Project Name	Neighborhood and Community Improvement Projects
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Neighborhood Revitalization Economic Development
	Needs Addressed	Investment in underserved neighborhoods Access to employment & economic opportunities Access to public services and facilities
	Funding	CDBG: \$1,773,914
	Description	Neighborhood & Community Improvement Projects will provide for a variety of activities that support the revitalization of low and moderate-income neighborhoods. Eligible activities will include acquisition, demolition, public facilities, public services, infrastructure, job creation and retention, facade improvements, special economic development, and assistance for neighborhood improvements that are coordinated with other neighborhood revitalization projects Memphis 3.0., and HCD's Neighborhood Economic Development Opportunities program
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that the project will assist businesses, neighborhoods, and create or retain jobs.
	Location Description	This is available for projects located throughout the city, primarily in low and moderate-income neighborhoods.
	Planned Activities	Planned activities include acquisition, demolition, public facilities, public services, infrastructure, job creation and retention, facade improvements, special economic development, and assistance for neighborhood improvements that are coordinated with other neighborhood revitalization projects and Memphis 3.0.
9	Project Name	Senior Housing Program/Aging in Place
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Affordable Housing Preservation
	Needs Addressed	Retain Affordable Housing
	Funding	CDBG: \$300,000
	Description	Habitat for Humanity of Greater Memphis, Service Over Self and Memphis Light, Gas & Water have come together to provide the Aging in Place Program. This program serves low-income seniors across Shelby County and focuses on accessibility improvements, mobility modifications, weatherization enhancements and critical home repairs that are crucial to help seniors live in their own homes longer. Together Memphis Habitat, SOS and MLGW want to make continued homeownership for seniors across Shelby County a reality so they can age in place with the comfort and dignity they deserve.

	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 30 households will be assisted through the program.
	Location Description	This program is available city-wide.
	Planned Activities	Roof repairs
10	Project Name	Memphis Area Legal Service Fair Housing Enforcement
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	New Affordable Housing Opportunities Affordable Housing Preservation
	Needs Addressed	Address housing barriers
	Funding	CDBG: \$40,000
	Description	Memphis Area Legal Services operates the Fair Housing Enforcement program which is designed to eradicate issues of unfair housing and promote equal opportunity and fair housing practices in the Memphis area.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 100 people will be assisted with Fair Housing Complaints.

	Location Description	Services are provided at 22 North Front Street, Suite 1100, Memphis, TN 38103, but are available to anyone in the City.
	Planned Activities	The program provides assistance to people who have fair housing complaints through investigation and enforcement of fair housing laws.
11	Project Name	CDBG Program Administration
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Economic Development
	Needs Addressed	Access to employment & economic opportunities Access to public services and facilities
	Funding	CDBG: \$1,129,460
	Description	CDBG program administration funds are used for the costs and carrying charges related to the execution of community development activities assisted in whole or in part with CDBG funds. A more detailed definition of eligible program administration costs can be found in the Federal CDBG Regulations at 24 CFR 570.206.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	N/A
	Planned Activities	Program Administration
12	Project Name	CHDO Projects

	Target Area	Frayser Lamar
	Goals Supported	New Affordable Housing Opportunities Affordable Housing Preservation
	Needs Addressed	New Affordable Housing Retain Affordable Housing Address housing barriers
	Funding	CDBG: \$70,000 HOME: \$1,670,191
	Description	Funding is provided on a competitive basis to not for profit organizations that have been certified as CHDOs. CHDOs must be organized under state and local law for the purpose of providing decent, affordable housing (this must be evidenced in the Charter, Articles of Incorporation by-laws, or board resolution); have no individual benefit to members; have a clearly defined geographic service area; have nonprofit status; have a board that is representative of the community it serves; and demonstrate at least one year of experience in serving its community.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that sixteen low to moderate income families will benefit from the housing rehabbed or constructed through this program.
	Location Description	Projects will take place in the Frayser and Orange Mound communities.
	Planned Activities	
13	Project Name	Down Payment Assistance

	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	New Affordable Housing Opportunities
	Needs Addressed	Address housing barriers
	Funding	CDBG: \$40,000 HOME: \$87,709
	Description	The Down Payment Assistance program provides assistance with down payments and closing costs for low-and-moderate-income homebuyers.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 28 low-to-moderate-income families will benefit from the down payment assistance program. An additional 68 families are expected to benefit from down payment assistance funded with local City dollars.
	Location Description	This program is available city-wide
	Planned Activities	The Down Payment Assistance program provides assistance with down payments and closing costs for low-and-moderate-income homebuyers.
14	Project Name	HOME Administration

	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	New Affordable Housing Opportunities Affordable Housing Preservation
	Needs Addressed	New Affordable Housing Retain Affordable Housing Address housing barriers
	Funding	HOME: \$299,183
	Description	HOME regulations permit the City to use ten percent (10%) of the annual HOME allocation for HCD staff who are responsible for HOME program administration. Only those HCD Departments who administered HOME funded-activities utilize the allocated HOME administrative funds.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	N/A
	Planned Activities	Program Administration
15	Project Name	Community Housing Development Organization (CHDO) Admin
	Target Area	Frayser Lamar
	Goals Supported	New Affordable Housing Opportunities Affordable Housing Preservation

	Needs Addressed	New Affordable Housing Retain Affordable Housing Address housing barriers
	Funding	HOME: \$149,592
	Description	General planning and administration costs for the implementation of CHDO programs
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	The Frayser CDC and NHO Management will receive administrative funds under the CHDO administration program.
	Location Description	Activities will occur in Frayser and Orange Mound.
	Planned Activities	Program Administration
16	Project Name	HOME Housing Projects
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	New Affordable Housing Opportunities Affordable Housing Preservation
	Needs Addressed	New Affordable Housing Retain Affordable Housing
	Funding	CDBG: \$80,000 HOME: \$785,161
	Description	HOME funds available will be awarded through a competitive process for HOME eligible single and multi-family projects.

	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 12 affordable housing units will be created through this program.
	Location Description	This program is available for housing development throughout the city.
	Planned Activities	Eligible activities for consideration include new construction or rehabilitation of affordable single-family housing and new construction or rehabilitation of affordable rental housing
17	Project Name	HOPWA Administration
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Provide Support to Homeless Populations
	Needs Addressed	Housing Assistance to special needs populations
	Funding	HOPWA: \$94,592
	Description	Supports organizations that provide programs and social services to children and families infected and affected by HIV/AIDS.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	These costs are for the HOPWA Projects
	Location Description	Citywide

	Planned Activities	To support HOPWA activities and projects
18	Project Name	HOPWA Projects
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Provide Support to Homeless Populations
	Needs Addressed	Housing Assistance to special needs populations
	Funding	HOPWA: \$3,058,470
	Description	Supports organizations that provide programs and social services to children and families infected and affected by HIV/AIDS.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	These costs are for the HOPWA Projects
	Location Description	Citywide
	Planned Activities	To support HOPWA activities and projects
19	Project Name	County Lead Hazard Reduction Match

	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Neighborhood Revitalization Affordable Housing Preservation
	Needs Addressed	Retain Affordable Housing Address housing barriers
	Funding	CDBG: \$200,000
	Description	City's commitment to sponsor the Shelby County Lead Reduction program.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 100 housing units and low-income families will be assisted.
	Location Description	City and Countywide
	Planned Activities	Lead reduction
20	Project Name	LISC Home Repair

	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Neighborhood Revitalization Affordable Housing Preservation
	Needs Addressed	Retain Affordable Housing Address housing barriers
	Funding	CDBG: \$300,000
	Description	The City will provide funding to LISC for home repair activities.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 60 low and moderate-income homeowners would benefit from the program.
	Location Description	Citywide
	Planned Activities	Home repairs for low-and-moderate-income homeowners.
21	Project Name	Historic Melrose
	Target Area	South
	Goals Supported	Neighborhood Revitalization Economic Development Create Opportunities for Self Sufficiency New Affordable Housing Opportunities
	Needs Addressed	New Affordable Housing Investment in underserved neighborhoods Access to public services and facilities

	Funding	CDBG: \$1,000,000
	Description	To fund the restoration and redevelopment of the Historic Melrose High School in the Orange Mound community.
	Target Date	12/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	NA
	Location Description	Orange Mound
	Planned Activities	The former school will be transformed into a library, a genealogy center, and affordable housing for community seniors.
22	Project Name	Rehabilitation Admin
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Neighborhood Revitalization Affordable Housing Preservation
	Needs Addressed	Address housing barriers
	Funding	CDBG: \$150,000
	Description	Activity delivery costs associated with carrying out CDBG eligible rehabilitation programs, including write ups and inspections of work.
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	N/A
	Planned Activities	Work write-ups, inspections, preparation of reports, and other tasks directly involved with rehabilitation services
23	Project Name	Emergency Solution Grants Projects and Admin
	Target Area	Raleigh Whitehaven Frayser Cordova Core City East Lamar Southeast Jackson Mid City Westwood Oakhaven North South
	Goals Supported	Provide Support to Homeless Populations
	Needs Addressed	Assistance to homeless persons and those at risk
	Funding	ESG: \$578,222
	Description	The Emergency Solutions Grant (ESG) Program is a competitive funding process open to organizations that serve homeless populations. The ESG program is specifically designed for rehabilitating and/or converting existing emergency and transitional shelters; to provide adequate operating funds for existing or new emergency and transitional shelters; to provide certain essential services to homeless individuals; and provide funding for programs and activities designed to prevent homelessness. In FY2021, MIFA, Catholic Charities, Agape Child and Family Services, Inc., Salvation Army, Shield, Alliance Healthcare Services, and YWCA will use ESG funds to implement programs.
	Target Date	6/30/2023

<p>Estimate the number and type of families that will benefit from the proposed activities</p>	<p>It is estimated that 996 people will benefit from the proposed activities of Rapid Re-Housing, Homeless Prevention, and Emergency Shelter.</p>
<p>Location Description</p>	<p>Services will be provided through the following agencies:</p> <p>Agape - 3160 Director's Row, 38131, MIFA - 910 Vance Avenue, 38126, Catholic Charities - 1325 Jefferson, 38104, Shield, Inc. - 2552 Poplar Ave # 215, 38112, Salvation Army 696 Jackson Avenue, 38105, and YWCA – 766 South Highland, 38111.</p> <p>Hospitality Hub - 28 North Claybrook, 38104, Room in the Inn - 409 Ayers Street, 38105, and Salvation Army - 696 Jackson Ave. 38107.</p>
<p>Planned Activities</p>	<p>ESG will be used to provide Rapid-Re-Housing, Homeless Prevention, and Emergency Shelter. For the regular entitlement allocation, \$534,855 will be used for projects and \$43,367 will be for administration purposes</p>

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

In FY 2023, services provided through the CDBG program will be concentrated primarily in low/moderate income neighborhoods. Most areas of the City are low- and moderate-income areas per HUD definition (51% or more of people within an area have incomes 80% or below the Median Family Income). Other programs operate on a citywide basis but serve only low-and-moderate-income persons. HOME funds must be utilized for housing activities benefiting low- and moderate-income people and are targeted accordingly.

For the first time in four decades, a comprehensive plan has been developed to outline a new direction for Memphis - intended to create a City of great neighborhoods and opportunity for the residents that live in them. By anchoring growth around the City’s core and areas of high activity, while connecting these spaces to each other, the City can improve the quality of life for all residents. Memphis 3.0 is a guiding document for the City of Memphis that includes strategies for enhancing land use, transportation, environment, city systems, growth and prosperity, neighborhoods, and civic capacity.

Over the last two years, staff engaged in conversations with residents from all over the city to develop a shared vision statement with specific goals, along with implementation ideas to help the city grow and develop over time. HCD will focus efforts in the 3.0 planning districts in a way that supports the plan’s recommendations.

Accelerate Memphis, another major initiative developed to further activate Memphis 3.0 will improve neighborhoods with investments opportunities in anchor areas across the City. Among the activities to be undertaken include repurposing vacant lands as civic space, public Wi-Fi, bus shelters, crosswalk/sidewalk improvements, and so on. The geographic areas of focus are low-income neighborhoods and/or communities where minorities are the majority. Accelerate Memphis will enhance large scale investments in these neighborhoods as well as invest in housing opportunities and expand access to broadband infrastructure.

Geographic Distribution

Target Area	Percentage of Funds
Raleigh	10
Whitehaven	8
Frayser	10
Cordova	0
Core City	10
East	2
Lamar	10

Target Area	Percentage of Funds
Southeast	6
Jackson	7
Mid-City	10
Westwood	6
Oakhaven	6
North	6
South	9

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Throughout Memphis, median household incomes, housing values, and average rent prices differ by neighborhood and at the Census tract level. For some areas, the differences in income and housing can be stark. Areas like Core and parts of South Memphis are experiencing new rental and private developments whereas Cordova, Raleigh, and East Memphis districts are relatively stable in their housing market and could even afford to see some new development or housing renovations.

Depending on a household’s financial state, these changes can help to boost market-rate housing values but may send some to seek housing elsewhere. The Memphis 3.0 Comprehensive Plan has taken an anchor-based approach for future investment in the City, as investing in these anchors can support and stabilize the neighborhoods around them. A Community or Citywide Anchor is a collection of places that include multiple uses and serve the neighborhoods around them. This could include a church, a restaurant, a retail center, an office building, and an apartment building. By focusing investment in anchors, the City can prioritize its funding and have a more prominent impact on the areas being served.

Discussion

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The City of Memphis undertakes a number of activities to support affordable housing. In FY23, affordable housing for homeless individuals and families will be provided through the rental assistance and rapid re-housing programs. Affordable housing for persons with special needs will be supported through tenant based rental assistance with the HOME and HOPWA funds. Housing for non-homeless will be provided for through the Down Payment Assistance, CHDO projects, the Aging in Place program, and other projects to be identified.

One Year Goals for the Number of Households to be Supported	
Homeless	46
Non-Homeless	72
Special-Needs	196
Total	314

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	242
The Production of New Units	34
Rehab of Existing Units	34
Acquisition of Existing Units	4
Total	314

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

In FY23, affordable housing for homeless individuals and families will be supported through rental assistance and rapid re-housing programs. Affordable housing for persons with special needs will be supported through tenant based rental assistance HOME and HOPWA funds. Housing for non-homeless will be supported through Down Payment Assistance, CHDO projects, the Aging in Place program, and other projects to be identified.

AP-60 Public Housing – 91.220(h)

Introduction

The Division of Housing and Community Development (HCD) works closely with the Memphis Housing Authority (MHA) in the redevelopment and revitalization efforts carried out throughout the city. In addition to planning neighborhoods and area redevelopment, these efforts extend to identifying ways in which entitlement funds (CDBG and HOME) are used to support the expansion of rental housing opportunities for low and very-low-income residents.

Actions planned during the next year to address the needs to public housing

MHA) and HCD are working to meet HUD's expenditure deadline of September 2022 for the Choice Neighborhood Grant (CNI) funding to complete the remaining Phases using both public and private funds. Phase V (the Senior Building-120 units) closed on April 2022 and Phase VI will be completed on the site of the former Foote Homes. HUD awarded grant to MHA in 2015 with an expenditure date of September 2022, which are on track to be spent. GAP financing for Phase V and VI is being secured and a plan has been submitted to local HUD officials that detail the money secured to finish the project. As per the grant, 712 units will be completed for South City at Foote Homes. Construction will continue after the expenditure of HUD's funds. An endowment was created for the former Foote Homes residents to ensure their continual receipt of social services

In addition, to the 120 senior only units built as part of the CNI grant, MHA is partnering with Penrose LLP to build ninety units on vacant land at Legends Park (former Dixie Homes). MHA also assisted with the creation of the following "Senior only facilities": Cleaborn, College Park, Fairway Manor, Latham Terrace, Legends North, Magnolia Terrace, and University Place. This is vital as the need for subsidized living for seniors and near seniors continues to grow in the Memphis Metro areas.

Further, the Rental Assistance Demonstration (RAD) Program conversion process began with MHA removing 457 units from the Public Housing side and moved to the Section 8 platform of funding. The conversion allows the properties to receive major system overall, while adding amenities. Repairs made under the Capital Improvements program usually took 3-5 years of planning and implementation, as no one project could be fully funded in one fiscal year. The next RAD projects are four high-rises built in the 1970s for seniors and people with disabilities. MHA has since submitted a plan to convert all its units to RAD and notified residents of the ramifications associated with the program in 2018. Last, Memphis Housing Strategies, a separate 501c (3) entity has been formed to develop and rehabilitate affordable housing.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The City, through MHA, works with USI (formerly Urban Strategies Memphis HOPE) in coordinating and promoting programs that enhance the economic self-sufficiency of public housing residents. MHA also has an informal and formal grievance procedures that provide for the disposition of resident complaints

or grievances. MHA has a Resident Advisory Board (RAB) which meets with residents to receive input, suggestions, and concerns on the policies, operations and management of the public housing authority. The RAB meets monthly with Property Management staff and Directors of various departments to exchange information and work on solutions to identified problems.

The two Homeownership programs at MHA include (1) The Housing Choice Voucher Program administers the SHAPE program. This program allows for the conversion of a Rental Assistance Voucher to a Mortgage Assistance Voucher for 15 years. The Head of Household must be employed continuously for 1 year, while employment requirement is waived for a disabled family. (2) The Legends Park HOPE VI Program included the homeownership phase; McKinley Park located within the South Memphis area immediately south of Askew Place. Formerly approved as 30-unit development, HUD approved reducing the unit count to 23 and the active phase of development and homes sales ended in October 2018.

The remaining 7 vacant lots located at McKinley Park will be sold for future development furthering the opportunity for homeownership. Both programs require the completion of a Qualified Homeownership Counseling Program, and MHA is working towards becoming a HUD certified agency. This will better prepare the participants in both the Public and HCV Program to become homeowners.

Last, the Public Housing Family Self-Sufficiency (FSS) Program also encourages homeownership and HCD's Down Payment Assistance has enabled several PH residents to purchase houses. These two were featured on the "Humans of HUD", while a number of PH families have transitioned to homeownership using this program and its escrow ability.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

MHA is not designated as a troubled PHA.

Discussion

The Housing Choice Voucher Program has 8447 vouchers, and this number will increase as the RAD units will become a part of the Section 8 side of the MHA. In 2021, MHA received 190 Emergency Housing Vouchers (EHV) as part of the American Rescue Plan. The EHV's were provided to help assist individuals and families in the following categories (1) homeless, (2) at risk of homelessness, (3) fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or (4) recently homeless and for whom providing rental assistance will prevent the family's homelessness or having high risk of housing instability. Further, the Community Alliance for Homeless (CAFT), the lead agency for the Continuum of Care will verify and refer individuals and families to MHA. In addition to EHV, there are 492, Veteran Assistance Supportive Housing (VASH). The agency was awarded seventy-two (72) Family Unification Program (FUP) vouchers. The FUP program is designed to serve two populations: 1.) Families who because of the lack of adequate housing are in danger of losing the child to out-of-home care or who experiencing delay in the discharge of a child from out-of-home care and 2.) Youth who have aged out of foster care but are not yet 24 years of age. The Youth component is now

the” Foster Youth to Independence.” MHA received one hundred, fifty-eight vouchers for the Mainstream Voucher Program to assist a non-elderly person with disabilities and his/her family. Twenty-five (25) additional Veterans Assistance Supportive Housing (VASH) vouchers were awarded for a total to 492 vouchers to assist homeless veterans and their families. The voucher awards are additional tools from HUD for the City of Memphis and the Memphis Housing Authority to reduce homelessness and keep family units intact.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The 901 Home, Together: Strategic Plan to End Homelessness in Memphis/Shelby County, the guiding set of strategies for the Memphis/Shelby County Continuum of Care, focuses on the evidence-based strategies of permanent housing and rapid rehousing along with targeting the best fit interventions to the appropriate subpopulation. The plan builds on the successes of prior plans that called for an increase in permanent housing and a decrease in transitional housing. The CoC has reallocated 100% of our CoC funded transitional housing units to permanent housing programs, either rapid rehousing or permanent supportive housing. Since 2011, the number of permanent supportive housing beds has risen by 141% and the number of rapid rehousing beds has risen by 185%. Over the last three years, overall homelessness has decreased 16% based on data collected from the last three annual Point-in-Time Counts.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The Continuum of Care is working to reduce and end homelessness by improving system performance measures to ensure that services and resources are utilized in the most effective ways. These system performance measures include improving our community's rate of exits to permanent destinations, decreasing our rates of returns to homelessness, improving the length of stay standards for program types, addressing issues of equity in housing and homelessness and increasing income for clients. Ongoing data quality checks through our upgraded Homeless Management Information System (HMIS) allow us to better monitor how well programs are reaching these goals, which contribute towards the overall success of the community towards ending homelessness. Data dashboards have been publicly posted on the CAFTH website that help monitor system performance goals on a more ongoing basis, including updated data from the Point-in-Time (PIT) Count, System Performance Measures (SPMs), and Racial Disparities. Additionally, the sheltered and unsheltered Point-in-Time Count is conducted annually to determine and assess needs of homeless persons, especially unsheltered persons.

In addition to improving system performance measures, a coordinated approach to referrals and outreach is led by the CoC. The community's outreach and engagement approach includes a 24/7 homeless hotline, two walk-in centers, and roving street outreach presence. For families with children, we have a centralized intake operated by Metropolitan Inter-Faith Association (MIFA); in 2021, the 24-hour Hotline for Homeless Families screened 6,406 calls (533 calls per month on average) from an estimated 4,257 callers representing 5,885 adults and 4,092 children. MIFA's Family Emergency Shelter Placement screened 1,430 unduplicated families for service and referred 287—representing 312 adults and 735 children—to shelters and 330 to rapid rehousing. Those who do not meet HUD's definition of literal homelessness are offered mediation and other prevention services, and those who do not have children are referred to service providers who serve single adults.

Through the continued implementation of the Coordinated Entry System (CES) for individuals, an Outreach Committee that includes street outreach and housing providers meets biweekly to discuss and prioritize the most vulnerable literally homeless individuals using a “By-Name List (BNL).” The BNL affirms the importance of strong, engaged street outreach and the need to increase funding for outreach and SSI/SSDI Outreach, Access, and Recovery (SOAR) program activities. SOAR is a program for people who are experiencing homelessness, recently experienced homelessness, or are at risk of homelessness to have quick access to SSI/SSDI benefits. We continue to pursue additional funding to expand and enhance our street outreach presence and SOAR activities. This Outreach Committee also meets monthly for a housing prioritization meeting to review a current list of available housing (“Community Queue” in HMIS) and to discuss which clients are prioritized for housing based on their vulnerability as determined by their Vulnerability Index (VI-SPDAT) scores. This monthly session allows partners to better track housing openings, referrals, and active enrollments.

Addressing the emergency shelter and transitional housing needs of homeless persons

Data from the annual Point-in-Time and Housing Inventory Counts are used to assess emergency shelter and housing needs of homeless persons. Memphis/Shelby County has identified the need for low-barrier emergency shelter especially for single women and families with children. MIFA has utilized funding for emergency shelter alternatives for families when traditional shelters are full by paying for hotel/motels. However, there is still a need for more emergency shelter options especially for larger families. Several agencies are currently working to expand low-barrier shelter capacity for single women. The need is also present for low-barrier emergency shelters for all populations, which in addition to having no fees includes shelter without stipulation of participating in services such as faith-based programming.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

To maximize permanent housing resources in Memphis/Shelby County, CAFTH and the CoC are developing landlord engagement strategies to better partner with flexible and low-barrier private market landlords. A Landlord Resources page has been created on the CAFTH website, along with an interest form to attract new, potential landlord partners. A Landlords Committee has been activated and partnering agencies are joining this forum to collaborate on ways to enhance access to affordable, low-barrier housing. Additional partnerships with affordable housing providers are being formalized to expand outflow capacity in the community.

The CES is designed to ensure that all people experiencing a housing crisis have fair and equal access to the system and make the transition to permanent housing as quickly as possible. The Continuum of Care (CoC)’s goal is to reduce and end homelessness by looking to additional low-income and subsidized housing programs to meet our goal for additional housing opportunities. This includes continuing to

partner with the local housing authorities to create a preference for households experiencing homelessness. CAFTH also seeks to increase access to needed services by formalizing processes around assessment, intake, and diversion for internal and external CoC agencies, including those serving victims of domestic violence. Planning is underway to gather feedback from stakeholders and implement Housing Problem Solving (diversion) best practices with community partners.

CAFTH and the CoC have a newly expanded voucher program in partnership with the Memphis Housing Authority. In the last year, the TN-501 Continuum of Care received an allotment of 190 Emergency Housing vouchers from the Memphis Housing Authority. The CoC has facilitated the issuance of approximately 165 of these, with 25 remaining. Of those issued, 64 have gone to those who are literally homeless, 53 to those experiencing domestic violence, and 48 to those who are recently homeless. This data underscores the need for future allotments of vouchers to continue to shorten the time that individuals and families experience homelessness.

CAFTH has identified and engaged HUD-assisted multi-family property owners to educate them on the process of designating a homeless preference for their projects. Part of this process includes support from the CoC to the owners in the implementation of the preference and maintaining the role of coordinating the process. One organization with more than 900 units of housing for people over the age of 62 developed a homeless preference in their projects. Through the CoC's Coordinated Entry System, this agency identifies people experiencing homelessness who meet their eligibility criteria and provide low-income housing and support services.

Memphis Housing Authority (MHA) and the CoC have partnered to develop several strategies to increase the availability of housing. One MHA initiative is based on a move-on strategy that could increase our housing availability. Our permanent housing programs are very successful, as evidenced by a 98% retention rate. Many of the residents have been there for many years, and some of those residents do not need or want the intensive services of PSH and would like to move into a more integrated setting. The main barrier for participants to move is finding affordable housing. This approach allows participants to move into mainstream housing, thereby creating more open PSH opportunities for people in the Coordinated Entry System who are waiting for housing.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

Homelessness prevention is provided primarily through the Shelby County Community Services Agency (CSA) and Metropolitan Inter-Faith Association (MIFA). In calendar year 2021, MIFA received 10,499 requests from unduplicated households for Emergency Services assistance; 4,138 (representing 4,770 adults and 5,630 children) received utility, rent, or mortgage assistance. Of the 6,194 unduplicated households that requested Council Emergency Relief Program (CERT) assistance, 2,595 (representing 4,135 adults and 4,489 children) received utility, rent, or mortgage assistance. MIFA was selected by the

Memphis City Council to administer \$3.5 million CARES Act funding through this program, which ran from September to December 2020. Funding was available to City of Memphis residents with documented income loss related to the pandemic. MIFA also helps mediate with families to avoid homelessness as a result.

Our partnerships with public institutions, including the Department of Children’s Services (DCS), corrections, and hospitals, continue to improve. We have developed a collaborative partnership with the DCS Regional Administrator to coordinate services and referrals to permanent housing programs. DCS has a funding mechanism that can be used to pay rental assistance to families whose only barrier to family reunification is a lack of stable housing. The TN Department of Children’s Services provided a contract to CAFTH to facilitate rapid housing services needed to provide housing for these families.

In 2021, CAFTH and the CoC were successfully awarded funds through HUD’s Youth Housing Demonstration Program (YHDP), and youth system planning involving DCS is underway. This funding will aim to reduce youth homelessness in Memphis and Shelby County. Currently CAFTH has assembled a Youth Action Board (YAB) comprised of area youth leaders, including youth with lived experiences. This board of stakeholders will participate in programming and serve as an advisory council throughout the YHDP planning process.

Regional One, a local hospital and nationally recognized Center of Excellence, continues implementing a pilot program that provides a service pathway that effectively addresses housing and supportive service needs for their most vulnerable patients including those experiencing homelessness. The program partners with service providers to connect patients with needed services, including housing and participation in the Coordinated Entry System (CES). Regional One has expressed a willingness to share their knowledge with other local hospitals. In their intermediary role, CAFTH is committed to facilitating that process between the hospitals. CAFTH continues to promote and refer clients to free or discounted health services from Christ Community Health Services, Baptist Operation Outreach, and Regional One. CAFTH provides a continually updated resource guide with health service information on our website. Additionally, CAFTH works to build new health systems partnerships to improve public health and the delivery of healthcare services.

Shelter provider Room in the Inn is now providing respite care to those who are homeless and have had medical procedures that make it unsafe for them to discharge to a shelter or unsheltered homelessness. CAFTH continues to offer support to their 21-bed Recuperative Care Center partner by connecting participants in the program to long-term housing through the Coordinated Entry System.

Discussion

Other discussions on COVID-related activities.

Strong partnerships between the City of Memphis, Community Alliance for the Homeless (CAFTH), Shelby County, and multiple homeless service providers allowed for quick and sustained responses to COVID-19. Biweekly meetings with stakeholders have ensured immediate needs are met and longer-term planning occurs.

A partnership between UT Health Science Center's labs and the Hospitality Hub allows for daily walk-up COVID testing for individuals who are homeless at the Hospitality Hub Plaza. At the height of the pandemic, shelters required negative tests to enter, and this was a large gap that had existed since the beginning of the pandemic. Since November 2020, hundreds of individuals have been tested with very few positive results reported, allowing hundreds of individuals access to shelter. Individuals who test positive for COVID-19 are placed in non-congregate shelter and provided services through a process developed in partnership with the Shelby County Health Department.

A COVID-19 vaccine distribution partnership with Memphis Fire Department has ensured over 480 homeless services staff and residents so far have been fully vaccinated against COVID-19, with planning for additional events underway and vaccinations widely available to all.

Non-congregate hotel stays have been provided for over 600 individuals and families to ensure that the most vulnerable are not placed in congregate settings. During the height of the COVID-19 pandemic, Community Alliance for the Homeless (CAFTH) secured additional funding to increase accessibility to hotel and motel rooms and provide safe shelter as well as mitigate outbreaks in congregate settings. This temporarily increased housing options for people experiencing a housing crisis. From March 16, 2020 until March 22, 2022, CAFTH provided emergency hotel shelter stays for a total of 2,484 individuals and families to mitigate the spread of COVID-19.

During a record-breaking winter weather emergency in Memphis, stakeholders met daily to ensure the needs of individuals and families experiencing homelessness were met. The coordinated response ensured that up to 200 individuals per night could access the City's three Warming Centers, and an additional 105 individuals, including 34 children, were provided with hotel stays to remain safe and connected with case management services. CAFTH has been working with the City of Memphis Office of Emergency Management (OEM) and the City of Memphis Fire Department (FD) to develop a Thermal Emergency Plan. We will continue to communicate with homeless and housing service providers when Warming Centers will open as soon as the decision is made. CAFTH partners with the City of Memphis OEM and FD to provide ongoing emergency shelter availability updates, and information about housing and homeless service organizations who are able to help staff Emergency Warming Centers. CAFTH is gathering feedback from partners to propose an amended Thermal Emergency Plan. This plan would allow CAFTH and partners to respond faster to extreme weather situations and specify a detailed plan with the support of our providers, in which we hope to further ensure those who are unhoused remain safe and receive specialized care.

AP-70 HOPWA Goals– 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	275
Tenant-based rental assistance	165
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	16
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	65
Total	521

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Based on the 2019 Memphis-Shelby County Analysis of Impediments to Fair Housing (AI) and the 2020 State of Memphis Housing Report, the following are public policy barriers to affordable housing:

1) Segregation persists.

Contributing factors to segregation include historical settlement patterns, distribution of attainable/affordable housing (both market-rate and publicly assisted housing), land use and zoning regulations, disparities in mortgage lending, and economic factors.

2) Disparities in housing needs.

Contributing factors to disparities in housing needs include lower homeownership rates among most minority groups, availability affordable units in a range of sizes, lack of private investments in specific neighborhoods, economic factors, and lending discrimination.

3) Disparities in access to opportunity.

Contributing factors to disparities in access to opportunity include availability of affordable units in a range of sizes, limited support for multifamily housing, distribution of publicly assisted housing, NIMBYism, lack of private investments in specific neighborhoods, lending discrimination, steering, land use and zoning laws, limited/lack of public transit in certain areas, and economic disparities.

4) Barriers to housing choice for people with disabilities.

Contributing factors include a lack of accessible housing across the region; lack of fair housing knowledge/compliance among landlords; limited public transportation in many neighborhoods, lack of public and private investment.

5) Location and utilization of publicly assisted housing

Contributing factors include lack of affordable housing in a range of unit sizes, NIMBYism, land use and zoning regulations.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Coordinate with Blight Authority of Memphis on issues related to blight and vacant properties affecting core city neighborhoods

- Educate non-profit and for-profit developers and lenders about current tools available for the production of affordable housing. This includes the Blight Elimination Program, which allows for

qualified nonprofits to apply for loans of up to \$25,000 to cover the cost of acquiring an abandoned home, demolishing it, and greening and maintaining the property. The greened lot can then be transformed into new affordable housing or another use approved by the Tennessee Housing Development Agency (THDA) for the stabilization of the surrounding neighborhood. THDA monitors the completion of each project and forgives the loan after three years, or sooner for certain uses. THDA is currently looking into expanding the program to include blighted multi-family properties as well as single-family

- In December 2018, the City Council approved the use of the International Property Maintenance

Code

Facilitate discussions with for-profit and nonprofit housing producers and lenders regarding how to overcome impediments to the production of accessible, affordable housing

- Encourage for-profit and not-for-profit housing developers to consider partnering on affordable, accessible and large unit housing projects. Develop and coordinate resources to support the development of affordable housing.

The Tennessee General Assembly in their recent session has affirmed its support for affordable housing by introducing several bills to help preserve neighborhoods. This includes:

- Support for extension of the Neighborhood Preservation Act to include any county or city that has formed a land bank.
- Bill requiring THDA to research the availability of affordable rental housing in every county in the state annually to determine where there is a shortage of affordable housing. The local assessor will base the tax assessment on its value in its current use as affordable housing.

Discussion:

AP-85 Other Actions – 91.220(k)

Introduction:

In Program Year 2022, the City of Memphis, Division of Housing and Community Development will follow the strategies outlined in the Five-Year Consolidated Plan and pursue activities intended to reduce homelessness, foster and maintain affordable housing, reduce poverty, and enhance coordination with other government, nonprofit, for-profit, philanthropic and other organizations to achieve a common goal of meeting the needs of the citizens of Memphis.

Actions planned to address obstacles to meeting underserved needs

CDBG and HOME funds are targeted in areas with high concentrations of poverty – where investment is needed most. A lack of quality affordable rental housing remains a challenge in Memphis. HOME and CDBG funds will be used to develop or preserve affordable rental housing through CHDOs and other for-profit and non-profit housing developers. The City of Memphis has several programs aimed at addressing underserved needs. The City will continue to work with its nonprofit and other partners to identify other funding opportunities and to leverage related efforts. The Continuum of Care (CoC) planning process will be conducted by the City's sub-contract agreement with the Community Alliance for the Homeless (CAFTH). CAFTH assists in the planning process by ensuring there is input from the broader community, facilitate the preparation of the City's CoC application and update the Needs Assessment for Homeless and Other Special Needs Populations. HCD gives particular attention to outreach efforts and expanding options to serve the severely mentally ill and others with special needs who are homeless through the tenant-based rental assistance program and housing construction projects.

Actions planned to foster and maintain affordable housing

During the 2022 program year, the actions planned to foster and maintain affordable housing will include the following:

- Expanded investments in the recently established Memphis Affordable Housing Trust Fund.
- Support for the Aging in Place program through Habitat for Humanity, which provides home repairs for senior citizens
- Down payment assistance for first time homebuyers
- Property Acquisitions
- Support the activities of Community Housing Development Organizations and Community Development Organizations to acquire, rehabilitate, or construct affordable housing
- Support the Memphis Fair Housing Center on their investigations, education, and outreach
- Support activities aimed at reducing blight
- Support the Memphis Housing Authority's efforts to revitalize public housing and neighborhoods through the Choice Neighborhood Implementation Grant for South CiSupport the development of affordable rental and homeownership housing through the affordable single and multi-family housing

program.

- Support tenant based rental assistance programs for populations with special needs.

In addition to these programs, HCD will also participate in other initiatives aimed at promoting affordable housing including the Tennessee Affordable Housing Coalition, work with appropriate committees and boards, and other activities as opportunities arise.

Actions planned to reduce lead-based paint hazards

The HUD Office of Lead Hazard Control and Healthy Homes (OLHCHH) provides funds to reduce lead-based paint hazards in low-income housing where children under six could potentially reside. The OLHCHH enforces HUD's lead-based paint regulations, provides public outreach and technical assistance to help protect children and their families from health and safety hazards in the home. The City of Memphis Division of Housing and Community Development (HCD) has implemented a 42-month program with the newly awarded \$5.6 million Lead Hazard Reduction Grant (LHRG) to reduce lead hazards and provide minimal healthy housing solutions to qualified applicants.

During this fiscal year (FY23), HCD expects to identify or receive referrals on at least 100 housing units for potential lead hazard reduction work. Eligibility will be determined, units will be enrolled, and a minimum of 100 inspections and risk assessments will be completed, in addition, to 40 healthy housing assessments on those housing units. This will result in remediation and clearance for at least 100 housing units, rental and owner-occupied. HCD maintains lists of owner-occupied and rental properties built prior to 1978 that have already been identified as potential candidates for hazard reduction activities. These lists will be used on an ongoing basis to identify potential units for remediation and to notify owners of funding availability.

HCD Lead Hazard Reduction staff will coordinate lead hazard outreach and education efforts with partners such as the Shelby County Health Department, Shelby County Environmental Court, State of Tennessee- Division of Solid Waste Department of Environment and Conservation (TDEC) and Memphis Housing Authority- Housing Choice Program. These partners will provide avenues for involving private management companies, owners of rental properties, faith- and community-based organizations, and contractors in both identification and reduction of lead hazards. HCD will also utilize lead demonstration grant funds to provide employment training in the field of lead hazard reduction for at least 30 low-income individuals as lead hazard workers and 10 individuals as lead hazard supervisors.

Shelby County Health Department will provide blood lead level testing, ongoing medical case management for children with EBLs, and community education regarding lead poisoning prevention.

HCD has an established partnership through a memorandum of understanding with a group of stakeholders from the community called the Healthy Homes Partnership (HHP). HHP is a collaborative established to conduct research, identify, develop, and advance best practices and strategies, including but not limited to appropriate legal, policy and regulatory measures to increase the availability of and access to healthy housing for residents in the Local Jurisdictions.

The HCD Lead Hazard Reduction Grant was suspended with intake and production activities due to the COVID-19 Pandemic in FY 20 and part of FY 21. The program anticipates start up at full capacity at the advice and recommendation of state and local officials to maintain safety for all.

Actions planned to reduce the number of poverty-level families

Attacking poverty is a key priority of Mayor Strickland, recognizing that while poverty has decreased since 2014. While many of the factors related to poverty are beyond the City's control, the City is committed to addressing issues related to poverty and to grow prosperity and opportunity for all of its citizens. Mayor Strickland introduced his poverty agenda stating that "We must recognize ours is a city rife with inequality. It is our moral obligation as to lift up the poorest among us. To this end, Mayor Strickland has identified concrete goals to attack this issue, including: Prevent homelessness; expand early childhood programs; give greater access to parks, libraries, and community centers; create equity in procurement and expand youth and jobs programs. The city is doing the following:

- Activities under the homeless and special needs department are geared toward those most in need, while others, including promotion of homeownership, job training/creation, and education programs are also strategies to reducing poverty.
- Work to enable more good jobs in Memphis.
- The City's spending with M/WME businesses has doubled in the current Administration. Strategies are centered around improving equity and inclusion for disadvantaged communities.

The City has championed more funding for Memphis Area Transit Authority, which greatly increases job access for Memphians.

- The City has led the way on a long-term plan for needs based universal pre-kindergarten.
- The Memphis Opportunity Fund, the Contractors Assistance program and other programs that provide job and life skills training, assisted and transitional housing, and micro-enterprise development.
- Job creation through major economic development activities. There is \$15 billion in recent, current, or future development occurring in Memphis.
- Established a program called Work Local, which connects homeless individuals to work opportunities.
- The City has extended the hours of operation for libraries and community centers, made spring and summer camps free, increased programming at libraries, increased summer youth jobs, and increased the variety of programming offered through the Office of Youth Services.
- Activities aimed at increasing the economic self-sufficiency of public housing and housing choice voucher tenants. These include the Housing Choice Voucher and Public Housing Family Self-Sufficiency Programs.
- Assisting low and moderate-income citizens to purchase homes; providing public service activities including youth, elderly, homeless, community, health care, and education services to

low and moderate-income citizens.

Actions planned to develop institutional structure

City of Memphis' Division of HCD recently underwent a divisional restructuring to better align its programmatic and operations areas. Under operations, the revised implementation includes hiring consultants as needed and developing a training protocol to train compliance and program staff in a manner that enables them to effectively administer programs. The restructuring of the Compliance department focuses on mandatory areas of the grant programs, including Section 106, Section 504, Section 3, Environmental Reviews, and Davis Bacon wage rates. This team will continue to provide expertise to the program areas on these requirements and coordinate the required actions for projects. The monitoring team will be made up of grant specific experts that will provide day to day guidance and direction to program staff on projects and contract management. HCD has an increased focus on data and analytics to assist in industry expertise, decision making and tracking performance.

The programs area's affordable housing unit oversee all HOME funded housing programs, with the exception of tenant-based rental assistance and realign several programs under a development services department, which will oversee programs that provide more direct services through the division, including lead-based paint hazard reduction and weatherization. We are also working to further expand the reach of the Office of Neighborhood Engagement to broaden neighborhood partnerships that will work directly as a liaison with Neighborhoods. The HCD - communications coordinator will ensure the general public is aware of HCD programs in a systematic and strategic manner.

HCD has effective partnerships with others working in housing and community development in the region. These include CHDOs, CDCs, other nonprofit housing providers, for profit developers, the Memphis Housing Authority, lenders, the Tennessee Housing Development Agency, the Health Education and Housing Facilities Board, service providers, government agencies, and other related entities. These partnerships help to leverage federal resources and create more affordable housing opportunities.

Actions planned to enhance coordination between public and private housing and social service agencies

Memphis has a good history of successful partnerships aimed at providing housing and community development programs and services to its citizens. A variety of public and private resources are coordinated to help Memphis' families and individuals through traditional and innovative approaches to meeting the needs.

HCD will continue to work with key local government departments to carry out housing and community development strategies. These include but are not limited to Memphis Police Department, Memphis Fire Department, Public Works, Engineering, Public Services and Neighborhoods, General Services, the Office of Planning and Development, Shelby County Housing, Shelby County Health Department, Office

of Community Services, Memphis Light Gas and Water, Shelby County Schools, and the Memphis Housing Authority. All of these departments have a role in shaping and maintaining healthy communities and HCD will communicate and coordinate with appropriate departments as needed.

Equally important are the partnerships with local nonprofit service providers, homeless service and housing providers, community housing development organizations, community development corporations, faith-based institutions, organizations serving persons with special needs, foundations, intermediaries, private housing developers, quasi government agencies, and others. The partnerships may include the grant funding, coordination with programs provided through these organizations, leveraging resources, information sharing, and other activities aimed at identifying and meeting the needs within the community.

HCD will also continue to work closely with the regional and local HUD field office to receive technical assistance and trainings as needed, as well as working together on shared initiatives and events such as Fair Housing and others. HCD works with the State Housing Agency (the Tennessee Housing Development Agency) through several programs and opportunities including: low-income housing tax credits, multi-family programs, anti-blight programs, networking and information sharing through the Tennessee Affordable Housing Coalition, and other initiatives.

In the area of economic development, HCD will partner with the Memphis Chamber, Economic Development Growth Engine, the Small Business Administration, Workforce Investment Network, City of Memphis Office of Business Diversity and Compliance, and other agencies charged with economic development to make connections between entrepreneurs, businesses, training programs, and job seekers to enhance access to jobs and economic growth and opportunities.

Discussion:

HCD partnered with Shelby County Housing and Memphis Authority to complete an update the current Analysis of Impediments to Fair Housing (AI). The updated AI was completed in March 2019.

During FY2022, HCD will work with partner agencies to undertake actions to overcome impediments to fair housing. Related goals include the following:

- Addressing fair housing concerns in the ownership market.
- Addressing fair housing concerns in the rental market.
- Addressing fair housing concerns related to land use and development policies.
- Continuing to increase fair housing knowledge and capacity in the region.
- Utilizing economic development tools to promote fair housing choice and access to opportunity.
- Promoting equity in access to community assets.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

Introduction:

**Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(I)(1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	6,397,301
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
	6,397,301

Total Program Income:

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	0.00%

**HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)**

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:
 1. Through its partnerships with local non-profit housing development corporations and CHDOs who will provide private sources of funding;
 2. Through its partnerships with for-profit affordable housing developers who will provide private financing, LIHTCs and other State of Tennessee funding where available

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The City's Resale/Recapture Policy can be found as an Appendix to this Annual Action Plan.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Cities receiving HOME Investment Partnership Funds are required to comply with a designated affordability period. The affordability period of any project is contingent upon the amount-per-unit subsidy received and may be five, ten, or fifteen years long. Participating jurisdictions are required to utilize the recapture or resale provisions to ensure continued affordability and the wise stewardship of federal funds. The following HCD programs use HOME funds to assist homebuyers, developers, or homeowners; thus, recapture and resale provisions are incorporated in program guidelines: Down Payment Assistance (DPA), Community Housing Development Organization (CHDO) and the Affordable Homebuild Partnership Program (AHPP).

Resale

In cases where HOME funding was provided to the developer but not directly to the homebuyer, the resale method is used. The affordability period is enforced through a Restrictive Covenant signed by the homebuyer at closing and is recorded with the Shelby County Register. The Restrictive Covenant details the length of the affordability period and the specific resale requirements that must be satisfied should the owner wish to sell the property prior to the end of the affordability period. Both recapture and resale options have distinct advantages; the decision regarding which option to use is a matter of weighing factors such as trends in the marketplace, the availability of homeownership opportunities for lower-income households in the community, and the homebuyer program local objectives.

Recapture

Under a recapture provision, the HOME financial assistance generally must be repaid. This option

allows the seller to sell to any willing buyer at any price; participating jurisdictions can decide what proportion of net proceeds from the sale, if any, will go to the homebuyer and what proceeds will go to the participating jurisdiction. Once the HOME funds are repaid, the property is no longer subject to any HOME restrictions. The funds may then be used for any other HOME-eligible activity. The City's Resale/Recapture Policy can be found as an Appendix to this Annual Action Plan.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

This is not applicable to HCD.

**Emergency Solutions Grant (ESG)
Reference 91.220(I)(4)**

1. Include written standards for providing ESG assistance (may include as attachment)
 - Heads of households must be caring for at least one dependent child for whom there is evidence of legal custody or a disabled relative requiring care from the head of household for activities of daily living. (Exceptions are made for Veterans Administration Supportive Housing program and the Foster Care/Independent Living program.)
 - Households must be residents of Shelby County.
 - Households must demonstrate they have income below 30% of the Area Median Income for the City of Memphis.
 - Households must demonstrate (and have verification from at least two collateral contacts) that they will be literally homeless but for this assistance and that they have no other resources (financial or relational) to prevent them from becoming homeless.
 - Households must demonstrate ability to retain their housing beyond the initial period of assistance through both earned and unearned income sources.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Memphis and Shelby County has one Coordinated Entry System with 2 access points - families and individuals. The Coordinated Entry access point for Families with children is designed to assist families through a central intake via a 24/7 hotline or walk-in. Utilizing a progressive engagement approach, a standard process triages all families to the most appropriate service, prioritizing score, client need, and situation. Prevention and shelter diversion are provided through emergency financial assistance and mediation. When diversion is not feasible, emergency shelter or transitional housing referrals are provided. Although we encourage low-barrier shelter, in the event a family is denied on behalf of a shelter, hotel vouchers are used instead. The Coordinated Entry process has been enhanced, to include the community-wide family-specific vulnerability assessment to clients coming from that emergency shelter referral. This assessment allows staff to make the most housing appropriate decision, permanent supportive housing or rapid rehousing, for that family in need. All abiding by HUD requirements, we are offering client-choice permanent housing in as short a time as possible.

Individuals unaccompanied by children access Coordinated Entry through a no-wrong door, de-centralized approach. There is street outreach that covers the geographic area, walk-in to central hubs, or walk-in to other agencies that can administer the vulnerability assessment tool, or via phone to the Coordinated Entry Facilitator. Depending on the population (family, adult, or transition age youth 18-24) you will receive the designated Vulnerability Index & Service Prioritization Decision Assistance Tool (VI-SPDAT or TAY-VI). Individuals are placed on a community By Name List for housing based on their vulnerability and HUD specific prioritization guidelines. Individuals are

referred to housing through a weekly case conferencing session that includes outreach workers, housing and shelter providers, mental health service providers, the VA homeless services division, and other participating agencies within Coordinated Entry. The housing will always be appropriate to the specific population in need, including youth-specific housing programs.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations) will be allocated

Through the Strategic Community Investment Funds (SCIF) application, the City of Memphis Department of Housing and Community Development annually opens a competitive process to the community to apply for ESG funds and other federal funds. The application specifies that funds are made available to private non-profit, faith-based, and other organizations that provide programs that benefit low- and moderate-income persons of Memphis. The City holds a widely published workshop to inform the community about the programs and how they can make applications to the City for the available funds. Community Alliance for the Homeless sends out notices and information on the SCIF to 680 individuals. Community Alliance directly encourages organizations to apply for funds for the priority services such as a low-barrier emergency shelter and street outreach.

The City of Memphis in collaboration with the local Continuum of Care utilizes the priorities set by the CoC for the Emergency Solutions Grant. The City of Memphis Administrator of the Homeless & Special Needs Dept. serves on the Governing Council which implements/oversees the decision making of the CoC. Once priorities are established by the CoC, those priorities are utilized in the Emergency Solutions Grant through their application process which is open once a year for eligible applicants. There is a selection process which is implemented by utilizing the Ranking and Review Committee of the local Continuum of Care. The Ranking and Review Committee selects the recipients of the Emergency Solutions Grant based on the priorities that were established by the Continuum of Care along with other factors which includes past performance, operational feasibility, need for the project, project quality, and applicant capacity.

In the event of a public health emergency, such as an outbreak of the coronavirus, the City of Memphis may suspend its competitive award process and directly allocate ESG funding to existing subrecipients that have the capacity to take on additional work and be responsive during a public health outbreak.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City currently has a standing position for a formerly homeless person that serves on the Continuum of Care Governing Council, the CoC's primary decision-making body. This person has full rights and responsibilities of other council members including a vote on any action taken by the

Council on behalf of the CoC. The CoC's Rank and Review Committee also has a standing position for a formerly homeless individual.

5. Describe performance standards for evaluating ESG.

The Continuum of Care has developed a Performance Benchmark chart which is included in each Emergency Solutions Grant contractual agreement. The Benchmark Performance Chart is utilized to monitor the progress of each ESG recipient. ESG funded agencies are required to enter data into the CoC Homeless Management Information System. The system produces an Annual Performance Report (APR) for each program.