

City of Memphis Division of Housing and Community Development



Consolidated Annual Performance and Evaluation Report (CAPER)

Program Year 2014/Fiscal Year 2015
July 1, 2014-June 30, 2015

**AC Wharton, Jr., Mayor
City of Memphis**

**Debbie Singleton, Interim Director
Housing and Community Development**

City of Memphis
Consolidated Annual Performance Evaluation Report
FY 2015
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CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan.

91.520(a)

This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The City of Memphis program year 2014/fiscal year 2015 (FY15) Consolidated Annual Performance Evaluation Report (CAPER) outlines the progress that the City of Memphis, Division of Housing and Community Development (HCD) has made in carrying out its strategic and annual action plan for the period of July 1, 2014 to June 30, 2015. The grants reported on for this period include the Community Development Block Grant (CDBG), HOME Investment Partnership funds, the Emergency Shelter Grant (ESG) Program, and Housing Opportunities for Persons with AIDS (HOPWA).

The CAPER provides HCD the opportunity to evaluate its efforts in following an approved Consolidated Plan and to examine the impact of its housing and community development programs in the Memphis community. The 2014-2016 Consolidated Plan identified four categories of projects, affordable housing, homeless, non-homeless special needs, and non-housing community development as described in Tables 1 and 2 below. Significant areas of accomplishment include the following highlights.

Under affordable housing, HCD provided down payment assistance to twelve low and moderate income families through HCD. Community Housing Development Organizations (CHDOs) contributed to meeting housing needs through the construction of six rental housing units, the rehabilitation of five rental housing units, and acquisition of three rental housing units. New construction of four rental units was underway at the end of FY2015. The Housing Rehabilitation, Volunteer, and Minor Home repair programs provided assistance to homeowners to preserve and prevent the loss of their properties. A combined total of 56 low-income households were assisted through these programs. Phase III of the Cleaborn Pointe at Heritage Landing HOPE VI project was completed in FY2015, adding 105 units of affordable rental housing. Phase IV of the project, which includes 67 units, was under construction in FY15 and will be completed in FY16.

Under the homeless category, HCD provided Emergency Solutions funding to nine agencies to serve a total of 1970 people. 813 persons were assisted through the HESG Shelter Category, 227 assisted through the HESG Homeless Prevention Category, 241 assisted through street outreach, and 689 assisted through the HESG Rapid Re-Housing Category. CDBG funds were also used for activities that provided services to homeless persons and families, including case management, housing assistance, and other support services. 13,230 persons were assisted through these programs.

In the non-homeless special needs category, 1031 persons were assisted through programs funded with CDBG funds. HOPWA funds were used to provide assistance to 899 persons including 367 persons that were served through short-term rent, mortgage, and utility assistance to prevent homelessness, 94 persons provided tenant-based rental assistance, 17 persons provided permanent housing units, and 60 persons provided with transitional short term housing.

Under non-housing community development, CDBG funds were used to rehab a commercial strip center in Frayser that will provide retail/commercial space to be leased to businesses as well as public service activities that benefited 2053 people. Funds were also expended for the Mid-South Food Bank to provide food to 146 agencies and planning activities including neighborhoods plans and a lending study. City funds were used to create or retain 299 jobs and provided 33 loans to small businesses totaling \$ 8,107,820.00.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

As shown in Tables 1 and 2 below, HCD has made projected outcomes for many of the goals and objectives and in many cases, has exceeded meeting these projected outcomes.

Goal	Category	Outcome				
Develop permanent supportive housing & facilities	Non-Homeless Special Needs	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Rental units constructed	5	3	Household Housing Unit	3.80 %
Develop transitional housing/support services	Non-Homeless Special Needs	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Housing for People with HIV/AIDS added	10	71	Household Housing Unit	710%
		HIV/AIDS Housing Operations	73	77	Household Housing Unit	105.48 %
End Homelessness for the Chronically Homeless	Homeless	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Housing for Homeless added	25	187	Household Housing Unit	748.00 %
Increase mixed-income/special needs housing choice	Affordable Housing Non-Homeless Special Needs	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Rental units constructed	25	111	Household Housing Unit	444.00 %
Increase/expand accessible housing options	Affordable Housing	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Rental units constructed	5	111	Household Housing Unit	2220.00 %
		Rental units rehabilitated	5	5	Household Housing Unit	100.00 %
		Homeowner Housing Added	5	12	Household Housing	240.00 %

					Unit	
		Homeowner Housing Rehabilitated	5	56	Household Housing Unit	1120.00%
Preserve the existing housing stock	Affordable Housing	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Homeowner Housing Rehabilitated	55	56	Household Housing Unit	101.82%
Production of affordable rental housing	Affordable Housing Public Housing	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Rental units constructed	250	111	Household Housing Unit	44.40%
Provide tenant-based rental assistance	Non-Homeless Special Needs	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Tenant-based rental assistance / Rapid Rehousing	200	161	Households Assisted	80.50%
Rapid Re-Housing of homeless persons & families	Homeless	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Homelessness Prevention	80	227	Persons Assisted	283.75%
Secure housing for homeless persons & families	Homeless	Indicator	Expected	Actual	Unit of Measure	Percent complete
		Homeless Person Overnight Shelter	45	813	Persons Assisted	1806.67%
		Overnight/Emergency Shelter/Transitional Housing Beds added	125	0	Beds	0.00%

Support job training/ placement and job creation	Non- Housing Community Dev.	<table border="1"> <thead> <tr> <th>Indicator</th> <th>Expected</th> <th>Actual</th> <th>Unit of Measure</th> <th>Percent complete</th> </tr> </thead> <tbody> <tr> <td>Public service activities other than Low/Moderate Income Housing Benefit</td> <td>324</td> <td>262</td> <td>Persons Assisted</td> <td>80.86 %</td> </tr> </tbody> </table>	Indicator	Expected	Actual	Unit of Measure	Percent complete	Public service activities other than Low/Moderate Income Housing Benefit	324	262	Persons Assisted	80.86 %					
		Indicator	Expected	Actual	Unit of Measure	Percent complete											
Public service activities other than Low/Moderate Income Housing Benefit	324	262	Persons Assisted	80.86 %													
To help fund public services and facilities	Non- Housing Community Dev.	<table border="1"> <thead> <tr> <th>Indicator</th> <th>Expected</th> <th>Actual</th> <th>Unit of Measure</th> <th>Percent complete</th> </tr> </thead> <tbody> <tr> <td>Public service activities other than Low/Moderate Income Housing Benefit</td> <td>3643</td> <td>11790</td> <td>Persons Assisted</td> <td>323.63 %</td> </tr> <tr> <td>Public service activities for Low/Moderate Income Housing Benefit</td> <td>275</td> <td>254</td> <td>Households Assisted</td> <td>92.36 %</td> </tr> </tbody> </table>	Indicator	Expected	Actual	Unit of Measure	Percent complete	Public service activities other than Low/Moderate Income Housing Benefit	3643	11790	Persons Assisted	323.63 %	Public service activities for Low/Moderate Income Housing Benefit	275	254	Households Assisted	92.36 %
		Indicator	Expected	Actual	Unit of Measure	Percent complete											
		Public service activities other than Low/Moderate Income Housing Benefit	3643	11790	Persons Assisted	323.63 %											
Public service activities for Low/Moderate Income Housing Benefit	275	254	Households Assisted	92.36 %													
To plan neighborhoods of choice via area targeting	Affordable Housing Non- Housing Community Dev.	<table border="1"> <thead> <tr> <th>Indicator</th> <th>Expected</th> <th>Actual</th> <th>Unit of Measure</th> <th>Percent complete</th> </tr> </thead> <tbody> <tr> <td>Other</td> <td>5</td> <td>5</td> <td>Other</td> <td>100.00 %</td> </tr> </tbody> </table>	Indicator	Expected	Actual	Unit of Measure	Percent complete	Other	5	5	Other	100.00 %					
		Indicator	Expected	Actual	Unit of Measure	Percent complete											
Other	5	5	Other	100.00 %													

Table 1: Accomplishments Program Year

Table 2 - Accomplishments - Strategic Plan to Date

Goal	Category	Funding	Outcome												
			Indicator	Expected	Actual	Unit of Measure	Percent complete								
Develop permanent supportive housing & facilities	Non-Homeless Special Needs	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>CDBG</td> <td>\$150,000.00</td> </tr> <tr> <td>HOPWA</td> <td>\$100,000.00</td> </tr> <tr> <td>HOME</td> <td>\$400,000.00</td> </tr> </tbody> </table>	Source	Amount	CDBG	\$150,000.00	HOPWA	\$100,000.00	HOME	\$400,000.00	Rental units constructed	0	3	Household Housing Unit	0 %
			Source	Amount											
			CDBG	\$150,000.00											
			HOPWA	\$100,000.00											
HOME	\$400,000.00														
Tenant-based rental assistance / Rapid Rehousing	60	531	Households Assisted	885.00 %											
Overnight/Emergency Shelter/Transitional Housing Beds added	30	0	Beds	0.00 %											
HIV/AIDS Housing Operations	45	110	Household Housing Unit	244.44 %											
Develop transitional housing/support services	Non-Homeless Special Needs	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>CDBG</td> <td>\$300,000.00</td> </tr> <tr> <td>HOPWA</td> <td>\$300,000.00</td> </tr> <tr> <td>HOME</td> <td>\$300,000.00</td> </tr> </tbody> </table>	Source	Amount	CDBG	\$300,000.00	HOPWA	\$300,000.00	HOME	\$300,000.00	Public service activities other than Low/Moderate Income Housing	300	12129	Persons Assisted	4043.00 %
			Source	Amount											
			CDBG	\$300,000.00											
			HOPWA	\$300,000.00											
HOME	\$300,000.00														

	<table border="1"> <tr> <td data-bbox="181 735 292 861">Overnight/Emergency Shelter/Transitional Housing Beds added</td> <td data-bbox="181 861 292 987">30</td> <td data-bbox="181 987 292 1113">212</td> <td data-bbox="181 1113 292 1176">706.67 %</td> </tr> <tr> <td data-bbox="292 735 406 861">Housing for People with HIV/AIDS added</td> <td data-bbox="292 861 406 987">0</td> <td data-bbox="292 987 406 1113">0</td> <td data-bbox="292 1113 406 1176">0 %</td> </tr> <tr> <td data-bbox="406 735 568 861">HIV/AIDS Housing Operations</td> <td data-bbox="406 861 568 987">75</td> <td data-bbox="406 987 568 1113">110</td> <td data-bbox="406 1113 568 1176">146.67 %</td> </tr> </table>	Overnight/Emergency Shelter/Transitional Housing Beds added	30	212	706.67 %	Housing for People with HIV/AIDS added	0	0	0 %	HIV/AIDS Housing Operations	75	110	146.67 %											
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Production of affordable rental housing	Affordable Housing Public Housing	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>CDBG</td> <td>\$350,000.00</td> </tr> <tr> <td>HOME</td> <td>\$750,000.00</td> </tr> </tbody> </table>	Source	Amount	CDBG	\$350,000.00	HOME	\$750,000.00	<table border="1"> <thead> <tr> <th>Indicator</th> <th>Expected</th> <th>Actual</th> <th>Unit of Measure</th> <th>Percent complete</th> </tr> </thead> <tbody> <tr> <td>Rental units constructed</td> <td>30</td> <td>227</td> <td>Household Housing Unit</td> <td>756.67 %</td> </tr> <tr> <td>Rental units rehabilitated</td> <td>60</td> <td>91</td> <td>Household Housing Unit</td> <td>151.67 %</td> </tr> </tbody> </table>	Indicator	Expected	Actual	Unit of Measure	Percent complete	Rental units constructed	30	227	Household Housing Unit	756.67 %	Rental units rehabilitated	60	91	Household Housing Unit	151.67 %
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Rapid Re-Housing of homeless persons & families	Homeless	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>HOME</td> <td>\$370,000.00</td> </tr> <tr> <td>ESG</td> <td>\$250,000.00</td> </tr> </tbody> </table>	Source	Amount	HOME	\$370,000.00	ESG	\$250,000.00	<table border="1"> <thead> <tr> <th>Indicator</th> <th>Expected</th> <th>Actual</th> <th>Unit of Measure</th> <th>Percent complete</th> </tr> </thead> <tbody> <tr> <td>Tenant-based rental assistance / Rapid Rehousing</td> <td>60</td> <td>531</td> <td>Households Assisted</td> <td>885.00 %</td> </tr> </tbody> </table>	Indicator	Expected	Actual	Unit of Measure	Percent complete	Tenant-based rental assistance / Rapid Rehousing	60	531	Households Assisted	885.00 %					
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			Homelessness Prevention	300	253	Persons Assisted	84.33 %								
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ESG	\$50,000.00														
Tenant-based rental assistance / Rapid Rehousing	116	531	Households Assisted	457.76 %											
Homeless Person Overnight Shelter	0	813	Persons Assisted	0 %											
Overnight/Emergency Shelter/Transitional Housing Beds added	0	0	Beds	0 %											
			Housing for Homeless added	98	187	Household Housing Unit	190.82 %								
Support job training/placement and job creation	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>CDBG</td> <td>\$150,000.00</td> </tr> </tbody> </table>	Source	Amount	CDBG	\$150,000.00	Non-Housing Community Development	Indicator	Expected	Actual	Unit of Measure	Percent complete				
		Source	Amount												
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Public service activities other than Low/Moderate Income Housing Benefit	150	486	Persons Assisted	324.00 %											
Jobs created/retained	50	687	Jobs	1374.00 %											

		Businesses assisted	3	58	Businesses Assisted	1933.3%							
To help fund public services and facilities	Non-Housing Community Development	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>CDBG</td> <td>\$900,000.00</td> </tr> </tbody> </table>	Source	Amount	CDBG	\$900,000.00	Indicator	Expected	Actual	Unit of Measure	Percent complete		
Source	Amount												
CDBG	\$900,000.00												
			Public service activities other than Low/Moderate Income Housing Benefit	2000	15774	Persons Assisted	788.70 %						
			Public service activities for Low/Moderate Income Housing Benefit	0	254	Households Assisted	0 %						
To plan neighborhoods of choice via area targeting	Affordable Housing Non-Housing Community Development	<table border="1"> <thead> <tr> <th>Source</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td>CDBG</td> <td>\$1,000,000.00</td> </tr> <tr> <td>HOME</td> <td>\$1,500,000.00</td> </tr> </tbody> </table>	Source	Amount	CDBG	\$1,000,000.00	HOME	\$1,500,000.00	Indicator	Expected	Actual	Unit of Measure	Percent complete
Source	Amount												
CDBG	\$1,000,000.00												
HOME	\$1,500,000.00												
			Rental units constructed	30	227	Household Housing Unit	756.67 %						
			Rental units rehabilitated	30	91	Household Housing Unit	303.33 %						
			Homeowner Housing Added	60	48	Household Housing Unit	80.00 %						
			Homeowner Housing Rehabilitated	60	124	Household Housing Unit	206.67 %						

Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

The City of Memphis used Community Development Block Grant (CDBG) funding in its single-family Rehabilitation, the Volunteer Housing, and Minor Home Repair Programs to rehabilitate owner-occupied housing. These programs combine to help meet the objective of providing direct and indirect assistance that seeks to maintain the existing housing stock. Most of the beneficiaries of the rehab program were elderly homeowners on limited income who are unable to maintain a house that has fallen into disrepair and often is in violation of the local housing codes. The Real Estate department supports investor development of affordable rental housing for families with children and the elderly. Neighborhood redevelopment was supported through Housing and Community Development's partnership with the Memphis Housing Authority (MHA) and its housing redevelopment initiatives.

CDBG is used for public services that respond to the needs of the elderly, youth, victims of domestic violence, limited English-speaking persons, homeless, persons with disabilities, persons with a mental illness, and other special needs populations. In FY2015, funds were used for activities that provided education and training, support services, summer programs, housing placement, empowerment programs, and others for these special needs populations. HCD also utilized CDBG funds for a variety of activities that provided needed services to homeless persons and families.

CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	CDBG	HOME	HOPWA	ESG
White	701	8	46	131
Black or African American	11,738	96	846	1,816
Asian	64	0	0	3
American Indian or American Native	11	0	0	0
Native Hawaiian or Other Pacific Islander	0	0	0	0
Total	12,514	104	892	1,950
Hispanic	450	0	3	4
Not Hispanic	88	0	7	16

Table 1 – Table of assistance to racial and ethnic populations by source of funds

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG		10,347,353	9,593,987
HOME		2,710,360	2,905,879
HOPWA		548,288	2,459,615
ESG		2,848,832	687,689

Table 2 – Resources Made Available

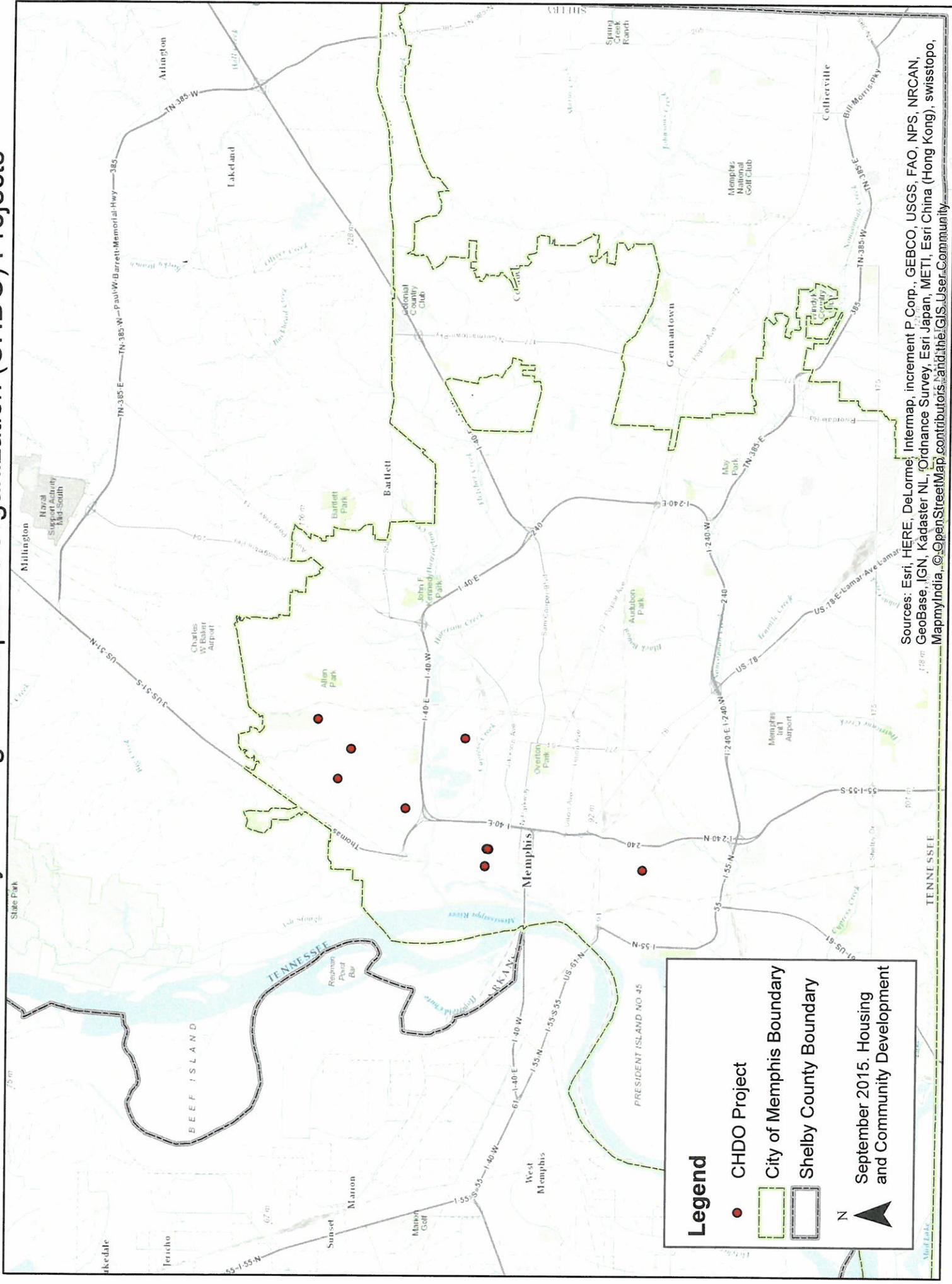
Identify the geographic distribution and location of investments

In FY2015, services provided through the CDBG program were 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. Maps illustrating the locations of projects and agencies funded in FY15 follow this section.

The neighborhoods of focus in FY2015 included the following: Uptown, University Place, New Chicago, Whitehaven, Fairgrounds/Beltline, Aerotropolis, Frayser, Binghampton, Orange Mound, Memphis Heritage Trail, Legends Park, College Park/Soulsville, Klondike/Smokey City, Raleigh, Pyramid/Pinch District, Crosstown, South Memphis, Downtown, Uptown North/Bickford/Bearwater, Riverfront, Midtown/Heart of the Arts, Latham Terrace, Hyde Park/Douglas, Riverview Kansas, and the South City Choice Neighborhood.

In addition to working in low and moderate income areas, HCD utilizes a targeted approach to neighborhood revitalization. HCD also recognizes that neighborhoods have distinct needs and must have different revitalization strategies and approaches to redevelopment. To accomplish this, HCD engages in community planning efforts, working closely with neighborhood-based organizations and other City Divisions, including the Office of Planning and Development to identify what is needed in a particular community. HCD also uses Geographic Information Systems to map existing conditions and to track progress made in targeted areas. HCD also targets neighborhoods on the basis of the following criteria: Location; Amount of investment already occurring or planned; Presence of a viable CDC/CHDO; Assets present in the neighborhood; Ability to attract private investment; and Ability to sustain and leverage City/federal investment.

FY2015 Community Housing Development Organization (CHDO) Projects



Legend

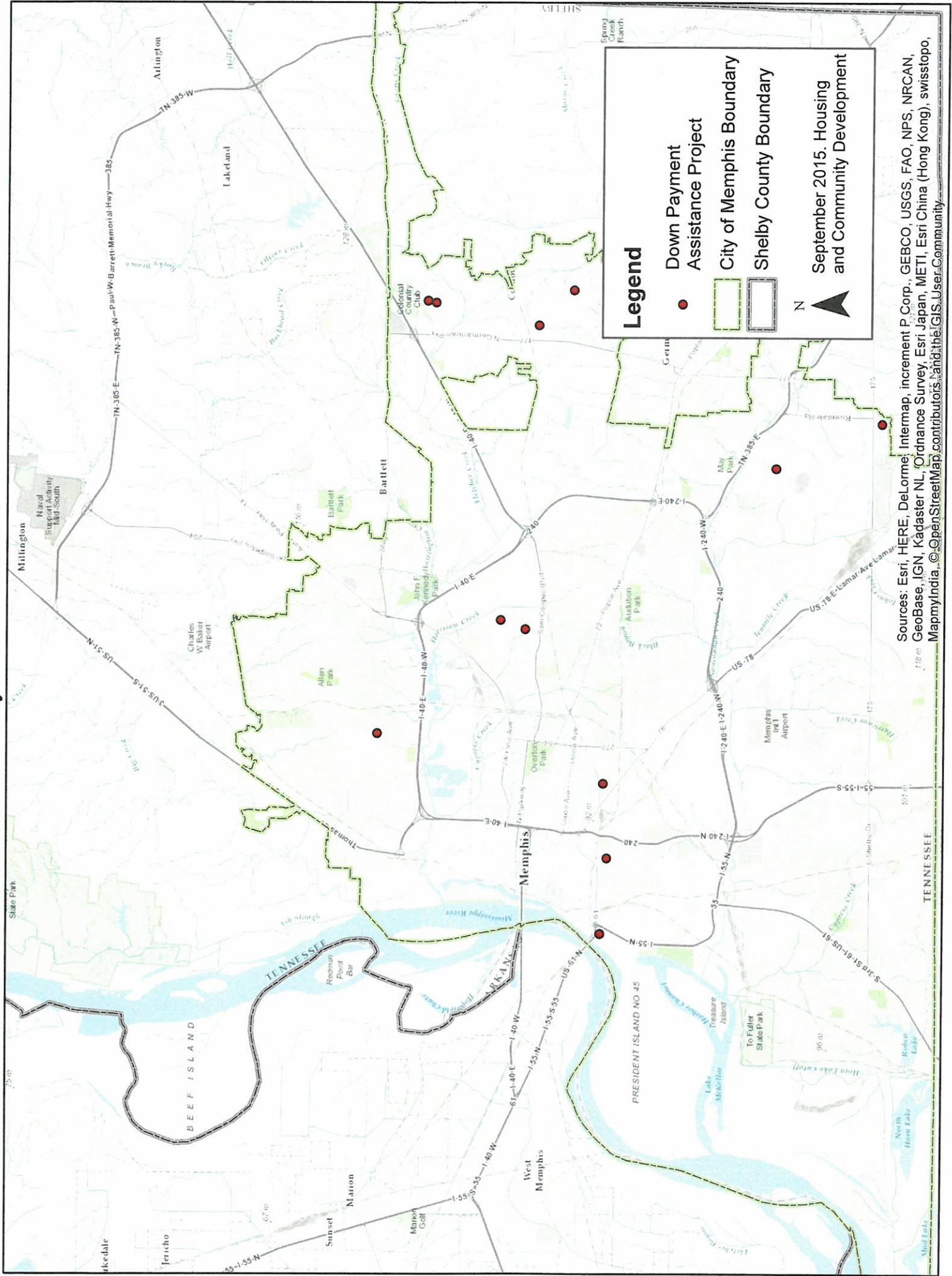
- CHDO Project
- City of Memphis Boundary
- Shelby County Boundary

September 2015, Housing and Community Development

N

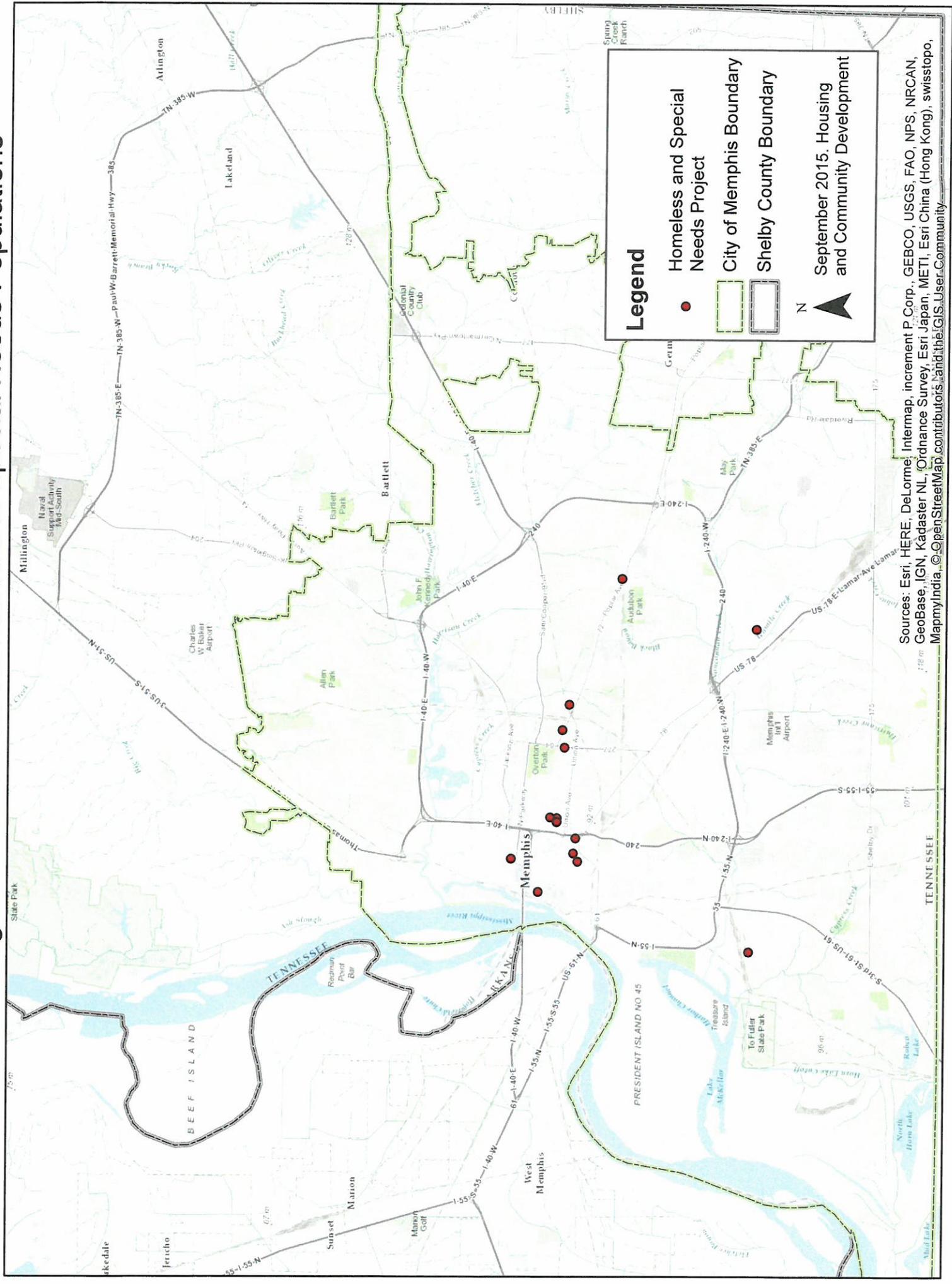
Sources: Esri, HERE, DeLorme; Intermap, increment P., Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

FY2015 Down Payment Assistance Provided



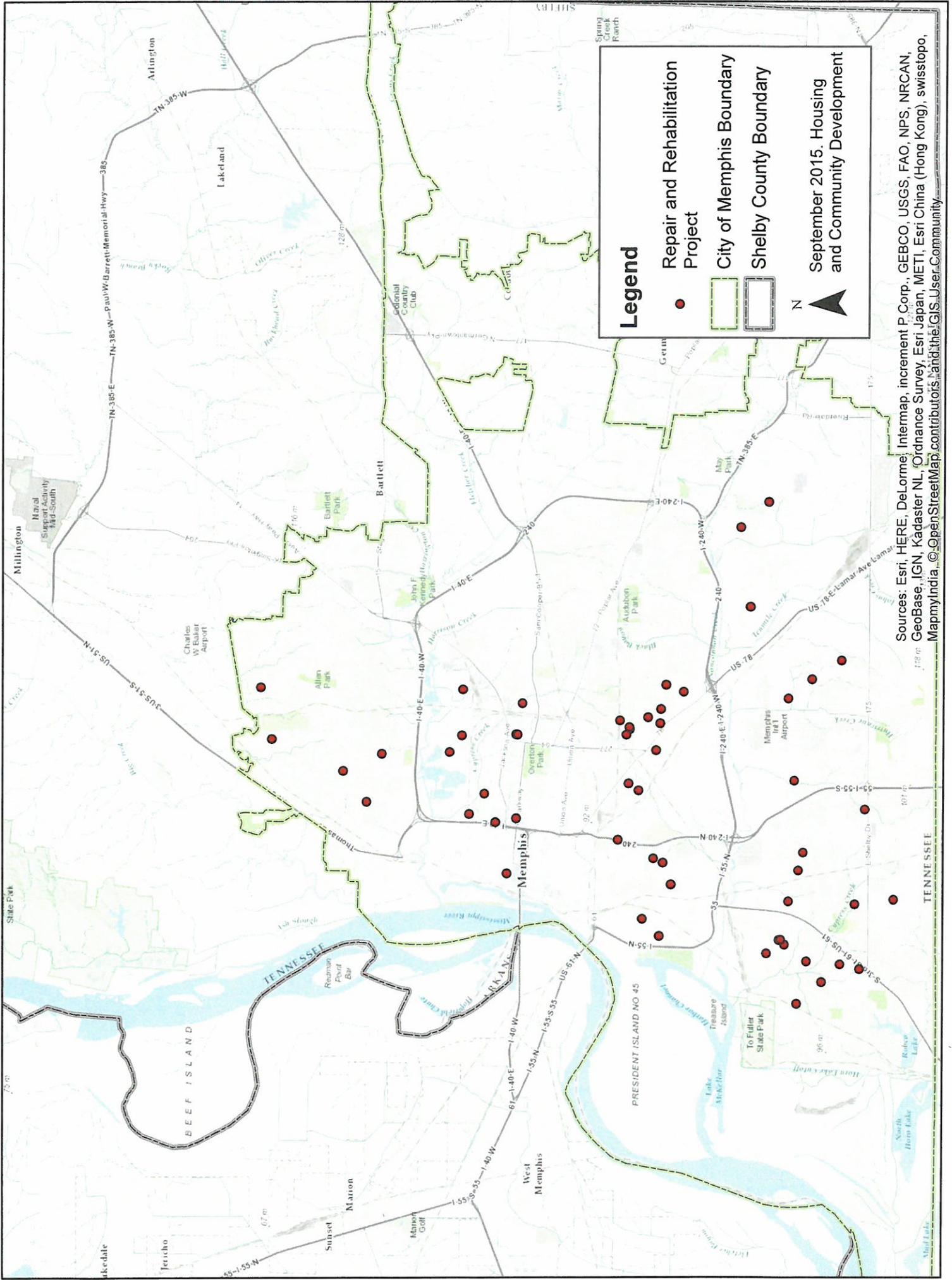
Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, ©OpenStreetMap contributors, and the GIS User Community

FY2015 Housing and Services for Homeless and Special Needs Populations

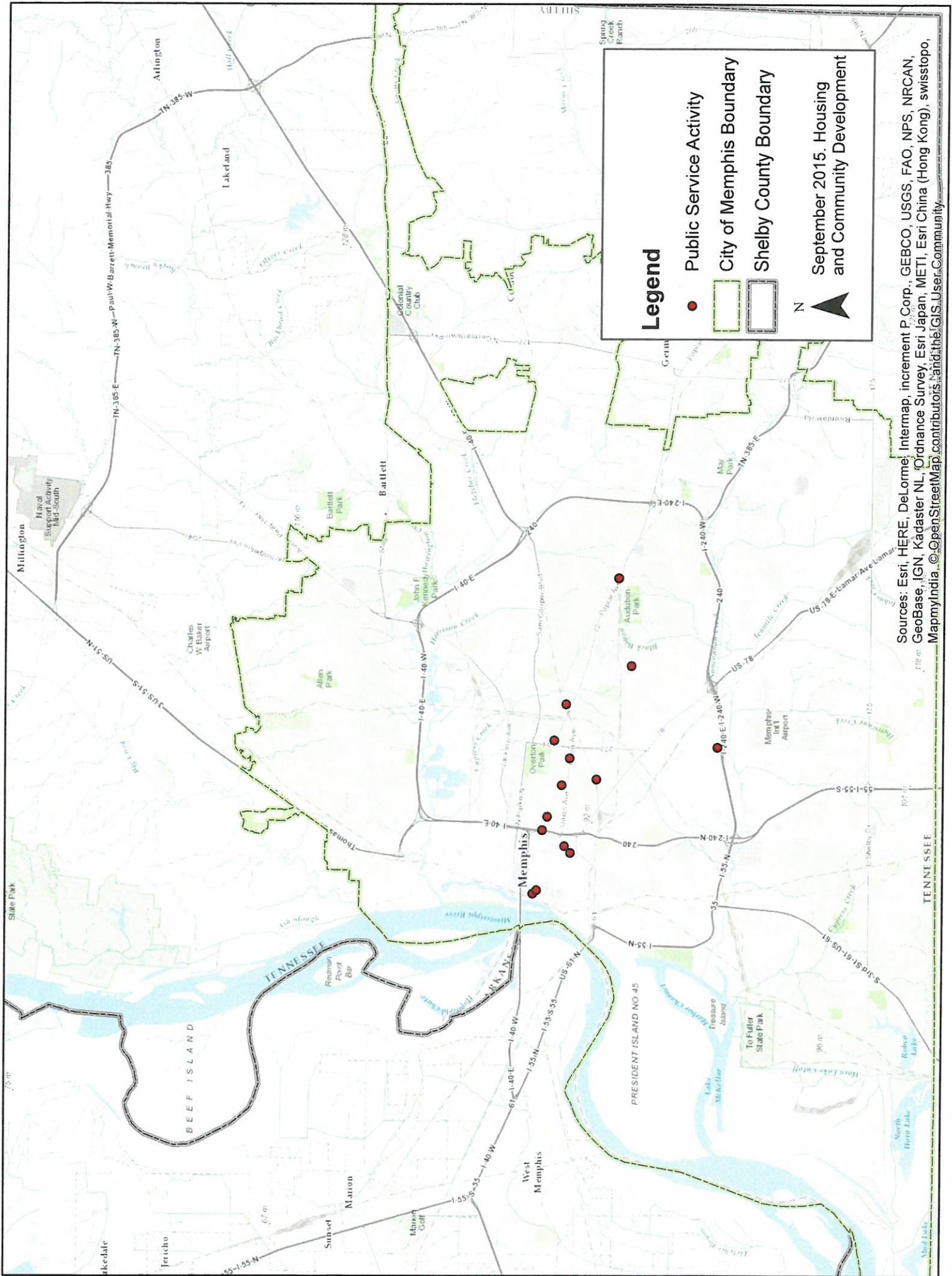


Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, ©OpenStreetMap contributors, and the GIS User Community

FY2015 Housing Repair and Rehabilitation Projects



FY2015 Public Service Activities



Sources: Esri, HERE, DeLorme, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, MapmyIndia, ©OpenStreetMap contributors, and the GIS User Community

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

HCD maximizes the City's Federal entitlement dollars to maximize the impact of its housing and community development programs. Partners that work in collaboration with HCD include other government agencies, private foundations, non-profit service providers, mortgage companies, lenders, and private investors. The efforts to leverage entitlement and other funds with private and other public resources are described below.

The Renaissance Business Center (RBC) provides technical assistance and loans to persons who wish to start or expand a small business. The RBC Business Opportunity Fund is a partnership between the Small Business Administration, Southeast Community Capital, and the City of Memphis. This fund makes loans up to \$500,000 to small businesses. In FY2015, there were loans totaling \$8,107,820.00 made to small, minority, and women owned businesses. These loans created or retained 299 jobs.

Housing departments match and leverage funds by providing funding to for-profit and non-profit housing developers to rehabilitate or construct single and multi-family housing units. CHDO projects matched HOME funds with \$409,736.65. HCD has leveraged significant dollars for neighborhood revitalization efforts in partnership with the Memphis Housing Authority. A combination of HOPE VI, private, local government, CDBG, and foundation funding are currently being utilized in the Cleaborn Pointe at Heritage Landing HOPE VI revitalization project. This project will leverage a total of \$93.1 million in public and private funds. In FY2015, the Down Payment Assistance program leveraged over \$2,415,290.00 in private mortgage financing by providing funds to assist with down payments and closing costs.

The HCD Department of Special Needs Department requires match and leverage from organizations awarded funds through its competitive grant programs. In FY2015, HCD leveraged over \$494,193 in in-kind, volunteers, and primarily cash match from nonprofit organizations awarded funds through the ESG program. HCD also helps to coordinate the annual application to HUD for funding under the Continuum of Care and received an award in the amount of \$6,909,905.00 during FY15.

HOME MBE/WBE report

Program Income – Enter the program amounts for the reporting period				
Balance on hand at begin-ning of reporting period \$	Amount received during reporting period \$	Total amount expended during reporting period \$	Amount expended for TBRA \$	Balance on hand at end of reporting period \$
0	121,450	121,450	94,681	0

Table 3 – Program Income

Minority Business Enterprises and Women Business Enterprises – Indicate the number and dollar value of contracts for HOME projects completed during the reporting period						
	Total	Minority Business Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Contracts						
Dollar Amount	7,162,597	0	0	4,515,105	0	2,647,492
Number	23	0	0	16	0	7
Sub-Contracts						
Number	0	0	0	0	0	0
Dollar Amount	0	0	0	0	0	0
	Total	Women Business Enterprises	Male			
Contracts						
Dollar Amount	6,851,277	2,336,172	4,515,105			
Number	22	6	16			
Sub-Contracts						
Number	0	0	0			
Dollar Amount	0	0	0			

Table 4 – Minority Business and Women Business Enterprises

Minority Owners of Rental Property – Indicate the number of HOME assisted rental property owners and the total amount of HOME funds in these rental properties assisted						
	Total	Minority Property Owners				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	9	0	0	6	0	3
Dollar Amount	508,613	0	0	388,613	0	120,000

Table 5 – Minority Owners of Rental Property

Relocation and Real Property Acquisition – Indicate the number of persons displaced, the cost of relocation payments, the number of parcels acquired, and the cost of acquisition			
Parcels Acquired		10	53,599
Businesses Displaced		0	0
Nonprofit Organizations Displaced		0	0
Households Temporarily Relocated, not Displaced		0	0

Households Displaced	Total	Minority Property Enterprises				White Non-Hispanic
		Alaskan Native or American Indian	Asian or Pacific Islander	Black Non-Hispanic	Hispanic	
Number	0	0	0	0	0	0
Cost	0	0	0	0	0	0

Table 6 – Relocation and Real Property Acquisition

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	235	67
Number of Non-Homeless households to be provided affordable housing units	205	172
Number of Special-Needs households to be provided affordable housing units	170	109
Total	610	348

Table 7 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	200	161
Number of households supported through The Production of New Units	146	111
Number of households supported through Rehab of Existing Units	59	61
Number of households supported through Acquisition of Existing Units	0	15
Total	405	348

Table 8 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

As described in the charts above, the City of Memphis Division of Housing and Community Development (HCD) has not met its goals in two areas of affordable housing.

The annual goal for rental assistance was not met through the HOPWA and HOME funded tenant based rental assistance programs. The rationale provided by the agencies not achieving goals was that there were challenges keeping the participants enrolled and engaged in the program for the entire two year period.

HCD also did not meet its goal for the production of new housing, however 105 units were completed in phase III of the Cleaborn Pointe HOPE VI, and 6 units of new construction single family rental units by CHDOs. Another 67 units are currently underway in phase IV of Cleaborn Pointe and are scheduled to be

completed in FY2016. The goal of rehab for existing units was met through the HARP, Minor Home Repair, and CHDO Programs.

While there was not a goal set for acquisition of existing units, there were 12 units acquired through the down payment assistance program and 3 units were acquired by CHDOs for rental housing development.

Discuss how these outcomes will impact future annual action plans.

The City of Memphis met goals in two of the areas of rehabilitation and acquisition. In order to more efficiently achieve goals under homeowner rehab, HCD has been working to identify alternatives to the HARP and Minor Home programs. In the future, HCD will work with two local nonprofits, the local utility company, and philanthropic organizations to support a new homeowner rehab program aimed to assist homeowners to age in place through home repairs, energy efficiency enhancements, and accessibility modifications. It is expected that this partnership will be implemented in FY2016. This will help to leverage resources and insure that eligible homeowners receive improvements that make their homes more accessible and energy efficient.

The challenges in meeting rental assistance goals are being met by evaluating the capacity of the agencies providing the rental assistance and by the agencies evaluating their program and keeping participants engaged in the program.

The number of units completed under production of new units was not met, but there are additional units under construction which will add 67 units to the Cleaborn Pointe HOPE VI. HCD has been working with several affordable housing developers to support their applications for low-income housing tax credits (LIHTC) through the State's Housing Agency. These developers, both for-profit and nonprofit have been unsuccessful in their efforts to obtain LITHC allocations and are exploring several alternative strategies to complete their projects. HCD has been working closely with these developers on alternatives.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Persons Served	CDBG Actual	HOME Actual
Extremely Low-income	10,077	65
Low-income	2,463	31
Moderate-income	248	5
Total	12,788	101

Table 9 – Number of Persons Served

R-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Memphis has a coordinated and centralized assessment process that involves numerous housing providers, street outreach teams, and common assessment tools. Our centralized assessment system has 4 components, all of which can be accessed through our web-based tool, the Memphis Homeless Options tool. 1) Families with children are directed to the hotline/central intake that provides diversion, shelter or TH placements, RRH, and PSH applications. Families have a single application and are assessed with the Structured Decision-Making risk tool to determine the level of support services appropriate. 2) Individuals without children are assessed for vulnerability to determine whether they are candidates for PSH. The Vulnerability Assessment Tool or VAT score determines a person's priority listing for PSH. 3) All veterans have access to the central intake at the VA and a phone-based hotline. 4) All others, or those not sure of where to go for help may access the web-based tool that includes a housing assessment and resource linkages. We have recently launched the web-based tool and have circulated the link through all our distribution lists. It is accessible with assistance for those who need it at the drop-in center downtown, and callers are instructed on how to access it through 211. It is accessible throughout the County.

Our Emergency Housing Partnership (EHP) of 17 programs serving families includes a hotline that is readily accessible and receives an average of 1,800 calls/month. CMI has an outreach worker focusing on identification of homeless school children. Our school liaisons identify homeless children in the schools and participate regularly in the EHP. We emphasize mediation and RRH as alternatives to shelter and TH placements. 90% of all families seeking shelter are able to avoid homelessness. Fewer than 2% of all households that were rapidly rehoused became homeless within the subsequent 2 yr period. Annual family homelessness is down 20%. No unsheltered families were identified in the 2014 PIT and are a rare occurrence in our community.

We are intently focused on reducing the unsheltered population in our community through coordinated street outreach and the vulnerability/prioritization process involved in the Zero 2016 campaign. We have outreach professionals that routinely find persons living in encampments, on the streets, or in abandoned buildings, and engage with these individuals to seek opportunities for permanent housing and supports as appropriate and desired by the individual. Staffing of outreach has increased through ESG and VA resources. Through our extreme weather events, Project Homeless Connect, 100K Homes effort, and point in time counts, we have a much better understanding of our unsheltered population

and make it a priority to address the needs of this vulnerable group.

Addressing the emergency shelter and transitional housing needs of homeless persons

There are 17 emergency shelter programs in Memphis, with 483 year-round beds. We have a shortage of shelter beds for single women. There are 32 transitional housing programs with 1,222 beds. The average occupancy rate for these transitional housing programs during the 2014 point-in-time count was 73%. We believe the transitional housing capacity is more than sufficient. We are working to expand Rapid Rehousing programs for those who would typically be served in a transitional housing program given the strong evidence supporting this intervention for people who are not chronically homeless. Using the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT), we can identify those who are best served in Rapid Rehousing or Transitional Housing. At this point, Rapid Rehousing is available for families with children and veterans. There is a need for Rapid Rehousing for individuals.

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

Coordination with public and private entities is a full-time endeavor for multiple staff of CAFTH on behalf of the CoC. We have strong partnerships with the City and County and a growing partnership with the local school district/Head Start. Private foundations routinely meet together, are aware of the Action Plan, and make grant awards informed by the CoC's strategies. CAFTH has an FTE dedicated to developing relationships with faith and civic groups. We coordinate with advocates to promote evidence-based interventions and increase community awareness of the Action Plan. We have a growing partnership with the TANF agency as they hold a seat on the Ranking and Review Committee. The Mayors' Committee to End Homelessness offers an opportunity to convene multiple "silos" including various State and Federal agencies (labor, schools, veterans, Human Services), private industry, and community leaders. HOPWA is coordinated through a City Administrator. The services are provided by five (5) nonprofit organizations.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after

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); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

The Mayors' Action Plan to End Homelessness, currently in its fourth year of implementation, focuses on expediting exits from homelessness into permanent housing for all populations. We have redirected 55% of our transitional housing beds to more than double the number of permanent supportive housing units for chronically homeless individuals and vulnerable homeless families. We have emphasized strategies to reduce the length of stay in transitional housing programs and evaluate programs on how quickly and effectively they move people from homelessness to permanent housing.

The CAFTH measures recidivism, defined as the percentage of persons who exited to permanent housing but returned to homelessness within the subsequent two year period, on an annual basis as part of the performance assessment process. The recidivism rate is a primary scoring metric for the annual funding process. Additionally, for families served with Rapid Rehousing, we measure on a monthly basis the number of families who return to homelessness or for additional financial assistance within two years of receiving initial assistance.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

Working in conjunction with the Memphis Housing Authority (MHA), HCD assisted in the completion of the Choice Neighborhood Plan for the Cleaborn/Foote Homes project area. In FY15, Memphis used HOME funds to leverage funding for the construction of Phase III and IV of the Cleaborn Pointe HOPE VI project. The City of Memphis was a co-applicant with MHA in an application for Choice Neighborhoods Implementation funding and was notified on September 28th that Memphis was one of five cities awarded an implementation grant. HCD provides opportunities for public housing residents as well as implements projects that will support public housing. Using local funds, HCD provides support to the RISE Foundation for its savings and financial literacy programs aimed at providing opportunities for public housing residents to become self-sufficient. Local capital improvement program funds were committed for infrastructure improvements that are part of the Cleaborn Homes HOPE VI Revitalization project, which will include 110 market rate units, 110 affordable units, 140 public housing units, and 40 project based voucher units. The project also includes parks, recreational facilities, and greenways aimed at reconnecting the community with the surrounding neighborhood.

HCD promotes both housing and public services programs for which public housing are eligible. The Down Payment Assistance program has special provisions to assist public housing residents seeking to become homeowners. Residents of public housing qualify for up to \$10,000.00 in down payment assistance funds and the SHAPE program provides opportunities for Housing Choice Voucher holders to use their vouchers toward the purchase of a home.

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

The Memphis Housing Authority (MHA) works with Urban Strategies Memphis HOPE in coordinating and promoting programs that enhance the economic and social self-sufficiency of public housing residents. During FY2015, MHA with assistance from HCD, applied for several grants aimed at increasing resident capacity and self-sufficiency. These include Family Self-Sufficiency programs, Choice Neighborhoods, and Jobs Plus Pilot (which HUD awarded to MHA).

MHA also has an informal and formal grievance procedure that provides for the disposition of resident complaints or grievances. MHA has a Resident Advisory Board which meets with residents to receive input, suggestions and concerns as to public housing authority policies, operations and management.

Actions taken to provide assistance to troubled PHAs

MHA is not a troubled PHA, so there were no actions taken to provide assistance to troubled PHAs.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken 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. 91.220 (j); 91.320 (i)

In FY2015, there were a number of specific actions have been taken to address regulatory barriers to affordable housing.

The City of Memphis, in partnership with Shelby County and the Shelby County Trustee's office were successful in getting legislation passed that reduced the amount of the redemption period post-tax sale. This will allow for expedition in the sale of unoccupied and abandoned sites that are on the tax sale roll. The law reduces the redemption period to 30 days for delinquent properties determined to be abandoned. For unoccupied properties, owners who haven't paid taxes for five to seven years will have 180 days to redeem their properties and those behind for more than seven years have 90 days to pay.

As a continuation of activity in FY2014, there was a new State law passed that allows for the formation of a Land bank Authority. This legislation enabled the Memphis-Shelby County Land Bank to create Land Bank Authorities that have the statutory ability to facilitate the sale and disposal of all city/county surplus property; assemble property for redevelopment and work with government, private and nonprofit entities to devise effective land use strategies.

The City of Memphis also aggressively pursued Hardest Hit Funds to be used for demolition in tipping point neighborhoods. \$6 million statewide was made available through THDA largely due to Memphis efforts. Funds will be eligible to nonprofits to acquire and demolish abandoned properties.

The City is also underway with a major code enforcement reform which will include changes to anti-neglect codes and better more efficient enforcement.

The Memphis and Shelby County Office of Planning and Development had several amendments to the Unified Development Code that were aimed at a more positive impact on neighborhoods. The amendments include a requirement for a 150 foot separation between homes and cell towers, several changes to overlay districts, and requirements for special use permits for all car lots.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

The City of Memphis faces challenges in eliminating obstacles to underserved needs due to the reduction in its CDBG and HOME program funds and the significant number of low and moderate income citizens living in the City. While the City of Memphis has several programs aimed at addressing underserved needs, the reduction in CDBG funding has resulted in a reduction in the amount available

for public service activities. The City continued to work with its nonprofit and other partners to identify other funding opportunities and to leverage related efforts. The Continuum of Care planning process continued to be conducted through the City's contractual agreement with the Community Alliance for the Homeless. The Alliance assisted in the planning process by ensuring there is input from the broader community, facilitated the preparation of the City's Continuum of Care application and updated the Needs Assessment for Homeless and Other Special Needs Populations. HCD gave particular attention to outreach efforts and expanding options to serve the severely mentally ill and others with special needs who are homeless or risk of becoming homeless through the Tenant Based Rental Assistance program and ESG funded programs. A lack of quality affordable rental housing remains a challenge in Memphis. HCD typically uses a competitive process for selecting projects that provide multi-family and other rental housing. However, in FY15 there were not sufficient funds to allocate through this process. HOME funds were used for affordable rental housing as part of the Cleaborn Homes HOPE VI revitalization project.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

HCD's Lead Hazard Reduction Demonstration Grant (LHRD) is a federally funded program from the Office of Healthy Homes and Lead Hazard Control (OHHLHC) to reduce lead-based paint hazards in single-family and multi-family rental units that primarily house children under the age of six. This is a coordinated effort between inter-governmental agencies that include the Shelby County Health Department (SCHD), Memphis Housing Authority (MHA), the State of Tennessee Department of Environment and Conservation (TDEC), Shelby County Housing Department (SCHD). Under the existing Lead Hazard Demonstration Program, HCD's- Lead Paint Program completed and cleared approximately 80 units during the fiscal year of 2015.

Shelby County Health Department (SCHD) provides free blood lead screening for children under age six. During FY2015, SCHD screened 1,650 children enrolled in child care. County wide there were 17,620 children screened for Lead exposure, with 343 children screening positive for elevated blood lead levels (elevated blood lead levels now include children with blood leads > 5 g/dl). Memphis/Shelby County continues to rank at one half or the national averages for lead-poisoned children. SCHD provides testing of children at day care centers, head start centers, WIC clinics and health fairs. The SCHD Childhood Lead Poisoning Prevention Program also provides educational materials, information on nutrition and proper cleaning demonstrations to reduce lead paint dust hazards.

Memphis Housing Authority, the State of Tennessee Department of Environment and Conservation and Shelby County Department of Housing provide referrals of properties that meet the criteria to participate in the program.

HCD will be taking an active role in raising public awareness of lead-based paint hazards through the partnership developed with Shelby County Health Department's education and outreach program.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

The American Communities Survey shows that 27.2% of people living in the City of Memphis at or below the poverty level. The poverty rate of the Memphis metro area is the highest when compared to the largest 51 metro areas in the U.S. and has increased in recent years.

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. In an effort to reduce the number of poverty level families, the City has launched the Blueprint for Prosperity, which is a comprehensive, integrated initiative with the ambitious goal of reducing poverty by 10% over a ten year period. There are four critical areas of focus: create more job opportunities, lower daily living expenses, provide efficient access to job centers, and provide greater opportunities to maintain lifelong prosperity.

During FY15, the City of Memphis received commitment from the governor that the State is a critical partner in the blueprint, and that liaisons from each commissioner's office would be designated to the effort.

Efforts conducted as part of the blueprint have identified drivers of poverty in Memphis. These include lack of education or specific job training; insufficient transportation to get to work, interviews, or training; insufficient or costly child care; lack of a living wage; and lack of safe, affordable housing. In FY15, many of the programs and activities undertaken through HCD and MHA were aimed addressing these drivers or core causes of poverty.

Activities under the homeless and special needs department focus on those most in need, while others, including promotion of homeownership, job training/creation, and public service activities are long terms strategies to reducing poverty. These included the following: 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; Activities aimed at increasing the economic self-sufficiency of public housing and housing choice voucher tenants, including the Housing Choice Voucher and Public Housing Family Self-Sufficiency Programs; Working with code enforcement and others to insure that problem properties are reduced, which preserves the value of neighborhood property; Assisting low and moderate income citizens to purchase homes; and Providing public service activities including youth, elderly, homeless, community, health care, and education services to low and moderate income citizens. A majority of the funding used to support job/life skills training and micro-enterprise development is provided through direct City general revenue funding.

As prescribed by HUD, assistance to low and moderate income families remains a focal point of HCD's mission. The Renaissance Business Center (RBC) under HCD is funded with City general funds and

provides entrepreneurs and small businesses in Memphis with training, counseling, and information.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

HCD has operated the City of Memphis entitlement program for many years, since the 1970's when the CDBG program was created, and has a well-established structure for implementing its programs. HCD has and will continue to have broad partnerships with other agencies in the community who provide housing and community development programs and services. General administration, program implementation, and monitoring of the CDBG, HOME, ESG, and HOPWA programs are the responsibility of HCD. HCD is continually looking for ways to improve its service delivery to sub-grantees and other internal and external customers and undertakes professional development activities as appropriate.

To increase the availability of affordable housing for Memphis residents in FY15, HCD partnered with 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, and other related agencies. These partnerships helped to leverage scarce federal resources and create more affordable housing opportunities.

To meet the needs of the homeless population in Memphis, the City of Memphis and Shelby County Mayors convened a group of stakeholders in 2010 around the development of the Action Plan to End Homelessness. During FY15, HCD worked with homeless housing and service providers to implement the strategies identified in the plan.

No significant gaps in the institutional structure of HCD have been identified, however HCD recognizes the need for continual development, capitalization, and capacity building for the agency as well as for our non-profit partners to carry out housing and other activities.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

Memphis has a 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 coordinated with key local government departments to carry out housing and community development strategies. These included but were not limited to Memphis Police Department, Memphis Fire Department, Public Works, Engineering, Parks 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, Memphis City Schools, and the Memphis Housing

Authority. All of these departments have a role in shaping and maintaining healthy communities and HCD communicates and coordinates with appropriate departments as needed.

Equally important are 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 included 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 also continued 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 partners with the State Housing Agency (the Tennessee Housing Development Agency) on several programs including: low-income housing tax credits, multi family programs, anti-blight, networking and information sharing through the Tennessee Affordable Housing Coalition, and other initiatives.

In the area of economic development, HCD partnered with the Memphis Chamber, Economic Development Growth Engine, Memphis Office of Resource Enterprise, the Small Business Administration, the Renaissance Business Center, 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.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

An update to the City of Memphis Analysis of Impediments to Fair Housing was completed in October 2011. In the analysis, there are a number of recommendations identified. Actions taken during FY2015 in response to these recommendations are below.

In FY15, MHA has undertaken the following initiatives aimed at increasing housing choice for HCV participants.

- Updated its Payment Standards to 90% to 110% of FMR
- Created maps that identify locations that match client needs
- Maintained an on-line property listing service for all landlords in Memphis and Shelby County. This service allows property owners with available rental units to list their vacancies in an easily accessible format for HCV families who are actively looking for housing
- Committed Project-Based assistance for 50 multi-family apartments in 2 communities.
- Continued to provide mobility assistance to families. By following the proper guidelines,

- families can port (move) to any other city that has a comparable HCV program
- Continued the aggressive identification of rental opportunities in low poverty areas through the landlord outreach program

HCD held technical assistance sessions and workshops about Section 3 requirements for CHDOs, Lead Contractors, and general construction projects; planning meetings for community leaders and business and non-profit representatives; placed information on HCD's webpage, and participated in career fairs.

HCD funded Memphis Area Legal Services to operate the Memphis Fair Housing Center. The contract provides funding for outreach, education, investigation and enforcement activities. In FY2015, HCD allocated \$214,315.00 in CDBG funds for activities that affirmatively furthered fair housing in Memphis. MALS assisted 49 people with fair housing complaints and provide outreach activities to 444 people.

On April 10, 2015, HCD partnered with the Fair Housing Alliance of Greater Memphis, the local HUD office, Memphis Consumer Credit, Shelby County Government and other local organizations to present the 13th Annual Fair Housing Conference.

HCD funded the Memphis Area Transit Authority to provide match funding for a Job Access and reverse Commute program to operate a new route from the urbanized area of the City to a suburban employment center in Shelby County. The service was designed to transport low-income individuals to and from jobs and employment related activities. This project provided transit to 2790 people in FY15.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

HCD's compliance department provides project eligibility and approval, federal reviews, and long term monitoring. These three areas are coordinated with the legal, accounting, and planning departments to insure overall project collaboration and to insure that projects are tracked from conception to long-term monitoring and tracking. Compliance also provides critical functions to individual departments that administer programs. All HCD departments are in the process of finalizing policies and procedures to help insure compliance.

HCD's strategic personnel plan includes the training of all essential staff in HUD regulations, including CDBG, HOME, and the competitive grants it receives. The plans include the hiring of consultants as needed to train staff in a manner that enables them to effectively administer programs.

HCD has a project tracking system that it designed to insure that applicable program requirements are followed for every HUD funded project. Program staff report monthly to the Administration concerning all HCD projects which includes: budgets, number of units, contract status, IDIS numbers, and other information. The document is a summary of all projects/major resources in the division and the spending status. This is critical to insure adherence to the budget, draw downs, the public service cap, and the planning and administration cap.

HCD staff responsible for long-term project monitoring coordinates with all other departments to insure compliance with long term contractual and regulatory requirements.

The Law Division has assigned an attorney to HCD and will continue to fund a senior assistant City Attorney. In addition to other services, the attorney provides legal reviews of all contracts to make sure that all legal requirements are met. An internal auditor remains in place to provide and insure compliance with HUD financial standards.

Monitoring procedures for subrecipient activities are include in HCD's subrecipient management strategy. The manual provides a detailed outline of the City's policies and procedures for informing and monitoring its nonprofit subrecipients. In addition, HCD continues to consult with accounting firms to evaluate the financial management systems of subrecipient agencies in complying with HUD financial standards.

The City of Memphis created the Memphis Office of Resource Enterprise (MORE) to enhance outreach to small, minority, and women-owned businesses. MORE was created to identify, communicate, and

facilitate purchasing and partnering opportunities for minority, women, and locally owned businesses, to grow the pool of minority and women-owned businesses, and to increase community prosperity and purchasing power.

HCD's planning department works with other departments and consultants to ensure that comprehensive planning requirements are met and to assess progress made towards Consolidated Planning goals. The planning staff use Geographic Information Systems (GIS) to develop, conduct, and present mapping projects that illustrate where community needs exist and where progress is being made to meet these community needs. Staff work with consultants to update and prepare a housing needs assessment and market analysis as part of its Consolidated Plan. Staff also work on a number of neighborhood analysis and planning efforts on an ongoing basis.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

HCD undertakes the following measures to provide citizens with reasonable notice and an opportunity to comment on performance reports:

- HCD publishes a summary of the expenditures and notice of availability of the draft CAPER in the newspaper at least 15 days before the deadline for submission to HUD
- HCD publishes the draft report on its website
- HCD makes the report available at its offices and the public library
- HCD presents the information from the CAPER at a public hearing held every year in conjunction with the start of the planning process for the Annual Plan
- HCD uses social media to post information about reports and public hearings

The FY2015 CAPER was available for review and comment between September 14, 2015 through September 28, 2015. No comments were received.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction’s program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

The City of Memphis used Community Development Block Grant (CDBG) funding in its single-family Rehabilitation, the Volunteer Housing, and Minor Home Repair Programs to rehabilitate owner-occupied housing. These programs combine to help meet the objective of providing direct and indirect assistance that seeks to maintain the existing housing stock. Most of the beneficiaries of the rehab program were elderly homeowners on limited income who are unable to maintain house that have fallen into disrepair and often is in violation of the local housing codes. The Real Estate department support investor development of affordable rental housing for families with children and the elderly. Neighborhood redevelopment is being supported through Housing and Community Development’s partnership with the Memphis Housing Authority’s (MHA) and its housing redevelopment initiatives.

CDBG is used for public services that respond to the needs of the elderly, youth, victims of domestic violence, limited English-speaking persons, homeless, persons with disabilities, persons with a mental illness, and other special needs populations. In FY2015, funds were used for activities that provided education and training, support services, summer programs, housing placement, empowerment programs, and others for these special needs populations. HCD also utilized CDBG funds for a variety of activities that provided needed services to homeless persons and families.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?	No
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[BEDI grantees] Describe accomplishments and program outcomes during the last year.

CR-50 - HOME 91.520(d)

Include the results of on-site inspections of affordable rental housing assisted under the program to determine compliance with housing codes and other applicable regulations

Please list those projects that should have been inspected on-site this program year based upon the schedule in §92.504(d). Indicate which of these were inspected and a summary of issues that were detected during the inspection. For those that were not inspected, please indicate the reason and how you will remedy the situation.

For projects carried out under the Real Estate Development department, Each reimbursement request for all HOME-assisted projects are inspected on site by an internal construction inspector for project compliance with HOME regulations. There were a total of 33 inspections completed on HOME-assisted project in the Real Estate Development Department for the Cleaborn Pointe HOPE VI Project. An inspection report was provided by the construction inspector for each inspection and there were no noted deficiencies or issues for any of the inspections completed.

For rental housing projects administered through the CHDO program, all housing projects are inspected and approved by an MHA/NPH Inspector before any payments are made to the CHDO.

There were a total of 195 inspections completed for the HOME funded tenant based rental assistance (TBRA) program during FY15. 41 failed due to minor HQS issues. The total for FY15 HOME TBRA passing inspections is 154.

Provide an assessment of the jurisdiction's affirmative marketing actions for HOME units. 92.351(b)

The City of Memphis in compliance with the Federal regulations published as the Final Rule on September 16,1996, for the HOME Investment Partnerships Act at Title II of the Cranston-Gonzalez National Affordable Housing Act, as amended, (42 U.S.C. 12701 et seq.) maintains affirmative marketing procedures and requirements for rental and homebuyer projects containing 5 or more HOME-assisted units. Persons or organizations that enter into contractual agreement with the City to develop projects consisting of 5 or more HOME-assisted units will take steps to provide information and otherwise attract eligible persons in the housing market area to available housing without regard to race, color, national origin, sex, religion, familial status or disability. (The affirmative marketing procedures do not apply to families with Section 8 tenant-based rental housing assistance or families with tenant-based rental assistance provided with HOME funds.) The affirmative marketing requirements and procedures require at minimum but are not limited to the following:

1. Developers of eligible HOME-assisted projects must adopt methods for informing the public, owners, and potential tenants about Federal Fair Housing Laws and the City's Affirmative Marketing Policy (e.g., the use of the Equal Housing Opportunity logotype or slogan in press releases and solicitations for owners, written communication to fair housing and other groups, and use of the City of Memphis Fair Housing Brochure).
2. Developers of eligible HOME-assisted projects must use the Equal Housing Opportunity logotype or slogan in any advertisement purchased from commercial media.
3. Developers of eligible HOME-assisted projects must display the Fair Housing Poster in view of any potential tenant, owner and the public.
4. To the extent practicable, the developer of eligible HOME-assisted units must use community contacts for marketing such units and reach out to inform and solicit applications from persons who would not likely apply without special outreach (e.g., neighborhood associations, community development corporations, places of worship, employment centers, fair housing groups, or housing counseling agencies).
5. Developers of eligible HOME-assisted units will maintain records that describe the actions taken to affirmatively market units and in such form to assess the results of these actions.
6. As a part of the City of Memphis HOME Program requirements, the City will monitor the compliance with these affirmative marketing procedures and requirements. The City will seek expeditious correction of any infractions and make referrals to proper enforcement agencies as appropriate and applicable.

Refer to IDIS reports to describe the amount and use of program income for projects, including the number of projects and owner and tenant characteristics

In FY15, there was \$121,450.20 receipted and expended for two projects, Cleaborn Homes HOPE VI and tenant based rental assistance.

Describe other actions taken to foster and maintain affordable housing. 91.220(k) (STATES ONLY: Including the coordination of LIHTC with the development of affordable housing). 91.320(j)

Under affordable housing, HCD provided down payment assistance to 12 low and moderate income families through HCD. Community Housing Development Organizations (CHDOs) contributed to meeting housing needs through the construction of 6 rental housing units, the rehabilitation of 5 rental housing units, and acquisition of 3 rental housing units. New construction of 4 rental units was underway at the end of FY2015. The Housing Rehabilitation, Volunteer, and Minor Home repair programs provided assistance to homeowners to preserve and prevent the loss of their properties. A combined total of 56 low-income households were assisted through these programs. The affordable single and multi-family programs expended HOME and CDBG funds Cleaborn Pointe at Heritage Landing with 105 units completed and 67 units under construction as part of Phase III and Phase IV of the HOPE VI project.

In addition to the programs and projects referenced above, HCD participated in supporting affordable housing by providing support letters and commitments to several projects that are projected to be developed in the next two to three years. These include ArtSpace lofts, which will provide 58 units of affordable rental housing, Butler Flats which will provide affordable housing in the Choice Neighborhoods area, and Mason Village, which will provide 80 units of affordable rental housing.

CR-55 - HOPWA 91.520(e)

Identify the number of individuals assisted and the types of assistance provided

Table for report on the one-year goals for the number of households provided housing through the use of HOPWA activities for: short-term rent, mortgage, and utility assistance payments to prevent homelessness of the individual or family; tenant-based rental assistance; and units provided in housing facilities developed, leased, or operated with HOPWA funds.

Number of Households Served Through:	One-year Goal	Actual
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	240	220
Tenant-based rental assistance	80	94
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	26	16
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	75	60

Table 10 – HOPWA Number of Households Served

Narrative

The City of Memphis MSA consists of Shelby, Tipton, and Fayette Counties in Tennessee, Crittenden County in Arkansas, and DeSoto, Marshall, Tate, and Tunica Counties in Mississippi. The City of Memphis allocated its approximately 2.45 million FY2015 HOPWA award to five project sponsors, Friends for Life Corporation (FFL), Hope House Day Care Center, Urban Family Ministries Community Development Corporation (CDC), Meritan, Inc., and Case Management, Inc. All project sponsors addresses client needs by providing Tenant-Based Rental Assistance (TBRA); short-term housing assistance through STRMU assistance and short-term supportive housing or transitional housing; and permanent supportive housing.

TBRA was administered by Friends For Life Corporation, Hope House Day Care, and Urban Family Ministries CDC. HOPWA TBRA served 94 households with HIV/AIDS.

The need for STRMU activity was fulfilled by a contract with Friends For Life Corporation. FFL served 220 households. FFL had over \$146,000 remaining in its STRMU budget. Similar outcomes occurred last report year. To address this concern, an additional Case Manager position was added and the \$1,750

STRMU subsidy cap was eliminated. The additional Case Manager position was vacant during some months during the year which affected the project sponsor's ability to process STRMU applications.

Case Management operates a short-term supportive housing facility, Peabody House, which served 60 people. For the upcoming FY2015, Peabody House budgeted for a full-time Case Manager position.

The addition of a Case Manager has helped in maintaining better housing and service planning, giving residents more access to services and programs to help them in their transition. The Case Manager position is also trained for SSI/SSDI Outreach Access and Recovery (SOAR) services so that clients will be eligible for an income source which will provide stabilization and prevent future homelessness.

Permanent Housing Facilities were funded through another contract with FFL, which funded Aloysius Commons. Aloysius Commons provides 15 one-bedroom units and 1 two-bedroom unit for consumers and family members. The facility requires consumers to pay 30% of their income for rent. The permanent housing facilities served 16 households. Since the facility is a permanent supportive housing facility for homeless with HIV/AIDS, residents may stay as long as long as they meet residency guidelines. Participants must be homeless upon entry and need the level of intensive services provided by Friends for Life. The stability provided by Aloysius Commons helps to empower participants to progress from being homeless and jobless to securing full-time employment and maintaining stable housing in their community.

Meritan provided a supportive service only homemaker program and met its goal of serving 35 households. It was not included in the table presented above since it did not meet its housing criteria.

CR-60 - ESG 91.520(g) (ESG Recipients only)

ESG Supplement to the CAPER in *e-snaps* For Paperwork Reduction Act

1. Recipient Information—All Recipients Complete

Basic Grant Information

Recipient Name	MEMPHIS
Organizational DUNS Number	051386258
EIN/TIN Number	626000361
Identify the Field Office	KNOXVILLE
Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance	Memphis/Shelby County CoC

ESG Contact Name

Prefix
First Name
Middle Name
Last Name
Suffix
Title

ESG Contact Address

Street Address 1
Street Address 2
City
State
ZIP Code
Phone Number
Extension
Fax Number
Email Address

ESG Secondary Contact

Prefix
First Name
Last Name
Suffix
Title
Phone Number
Extension
Email Address

2. Reporting Period—All Recipients Complete

Program Year Start Date	07/01/2014
Program Year End Date	06/30/2015

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name Hospitality Hub of Memphis
City Memphis
State TN
Zip Code 38118
DUNS Number 958247467
Is subrecipient a victim services provider No
Subrecipient Organization Type Other Nonprofit Organization
ESG Subgrant or Contract Award Amount \$25,000.00

Subrecipient or Contractor Name SHIELD, Inc.
City Memphis
State TN
Zip Code 38
DUNS Number 096554626
Is subrecipient a victim services provider No
Subrecipient Organization Type Other Nonprofit Organization
ESG Subgrant or Contract Award Amount \$30,000.00

Subrecipient or Contractor Name Outreach, Housing and Community, Inc.
City Memphis
State TN
Zip Code 38103
DUNS Number 078706979
Is subrecipient a victim services provider No
Subrecipient Organization Type Other Nonprofit Organization
ESG Subgrant or Contract Award Amount \$20,000.00

Subrecipient or Contractor Name Family Promise of Memphis
City Memphis
State TN
Zip Code 38112
DUNS Number
Is subrecipient a victim services provider
Subrecipient Organization Type Other Nonprofit Organization
ESG Subgrant or Contract Award Amount \$29,266.00

Subrecipient or Contractor Name MIFA
City Memphis
State TN
Zip Code 38126
DUNS Number
Is subrecipient a victim services provider
Subrecipient Organization Type Other Nonprofit Organization
ESG Subgrant or Contract Award Amount \$224,900.00

Subrecipient or Contractor Name Salvation Army
City Memphis
State TN
Zip Code 38105
DUNS Number
Is subrecipient a victim services provider
Subrecipient Organization Type Other Nonprofit Organization
ESG Subgrant or Contract Award Amount \$40,000.00

Subrecipient or Contractor Name Karat Place
City MEMPHIS
State TN
Zip Code 38131
DUNS Number
Is subrecipient a victim services provider
Subrecipient Organization Type
ESG Subgrant or Contract Award Amount \$32,000.00

Subrecipient or Contractor Name Trinity Community Coalition Outreach
City MEMPHIS
State TN
Zip Code 38131
DUNS Number
Is subrecipient a victim services provider
Subrecipient Organization Type
ESG Subgrant or Contract Award Amount \$30,000.00

Subrecipient or Contractor Name **Agape Child and Family Services**
City **MEMPHIS**
State **TN**
Zip Code **38131**
DUNS Number **097915003**
Is subrecipient a victim services provider
Subrecipient Organization Type
ESG Subgrant or Contract Award Amount **\$48,000.00**

CR-65 - Persons Assisted

4. Persons Served

4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	97
Children	157
Don't Know/Refused/Other	0
Missing Information	0
Total	254

Table 11 – Household Information for Homeless Prevention Activities

4b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	Total
Adults	105
Children	155
Don't Know/Refused/Other	0
Missing Information	0
Total	260

Table 12 – Household Information for Rapid Re-Housing Activities

4c. Complete for Shelter

Number of Persons in Households	Total
Adults	630
Children	803
Don't Know/Refused/Other	0
Missing Information	0
Total	1,433

Table 13 – Shelter Information

4d. Street Outreach

Number of Persons in Households	Total
Adults	97
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	97

Table 14 – Household Information for Street Outreach

4e. Totals for all Persons Served with ESG

Number of Persons in Households	Total
Adults	862
Children	1,115
Don't Know/Refused/Other	0
Missing Information	0
Total	1,977

Table 15 – Household Information for Persons Served with ESG

5. Gender—Complete for All Activities

	Total
Male	684
Female	980
Transgender	6
Don't Know/Refused/Other	0
Missing Information	0
Total	1,670

Table 16 - Gender Information

6. Age—Complete for All Activities

	Total
Under 18	1,115
18-24	159
25 and over	676
Don't Know/Refused/Other	0
Missing Information	27
Total	1,977

Table 17 – Age Information

7. Special Populations Served—Complete for All Activities

Number of Persons in Households

Subpopulation	Total	Total Persons Served – Prevention	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Veterans	76	30	24	22
Victims of Domestic Violence	116	5	9	102
Elderly	21	10	5	6
HIV/AIDS	14	6	0	8
Chronically Homeless	91	0	0	91
Persons with Disabilities:				
Severely Mentally Ill	66	20	0	46
Chronic Substance Abuse	77	35	0	42
Other Disability	15	0	15	0
Total (Unduplicated if possible)	476	106	53	317

Table 18 – Special Population Served

CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

10. Shelter Utilization

Number of New Units - Rehabbed	3
Number of New Units - Conversion	7
Total Number of bed-nights available	60,955
Total Number of bed-nights provided	54,279
Capacity Utilization	89.05%

Table 19 – Shelter Capacity

11. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

The Memphis and Shelby County Homeless Consortium adopted a set of performance measures and performance targets in 2012 and has revised them each year. The measures are directly related to the requirements of the HEARTH Act, as well as those identified locally such as occupancy and cost effectiveness. The measures assess performance in emergency shelter, transitional housing, permanent supportive housing, and rapid re-housing. The performance benchmarks are included in the contracts between the City of Memphis and the subrecipients.

CR-75 – Expenditures

11. Expenditures

11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
Expenditures for Rental Assistance	0	0	56,474
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	0	0
Expenditures for Housing Relocation & Stabilization Services - Services	0	0	0
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	0	0	32,000
Subtotal Homelessness Prevention	0	0	88,474

Table 20 – ESG Expenditures for Homelessness Prevention

11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
Expenditures for Rental Assistance	0	0	77,084
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	0	0	71,488
Expenditures for Housing Relocation & Stabilization Services - Services	0	0	71,487
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	0	0	38,394
Subtotal Rapid Re-Housing	0	0	258,453

Table 21 – ESG Expenditures for Rapid Re-Housing

11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
Essential Services	0	0	144,057
Operations	0	0	73,602
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
Subtotal	0	0	217,659

Table 22 – ESG Expenditures for Emergency Shelter

11d. Other Grant Expenditures

	Dollar Amount of Expenditures in Program Year		
	2012	2013	2014
HMIS	0	0	0
Administration	0	0	0
Street Outreach	0	0	3,000

Table 23 - Other Grant Expenditures

11e. Total ESG Grant Funds

Total ESG Funds Expended	2012	2013	2014
564,586	0	0	564,586

Table 24 - Total ESG Funds Expended

11f. Match Source

	2012	2013	2014
Other Non-ESG HUD Funds	0	0	49,720
Other Federal Funds	0	0	208,747
State Government	0	0	0
Local Government	0	0	110,758
Private Funds	0	0	153,040
Other	0	0	27,030
Fees	0	0	0
Program Income	0	0	0
Total Match Amount	0	0	549,295

Table 25 - Other Funds Expended on Eligible ESG Activities

11g. Total

Total Amount of Funds Expended on ESG Activities	2012	2013	2014
1,113,881	0	0	1,113,881

Table 26 - Total Amount of Funds Expended on ESG Activities