TRIANGLE NOIR

An Urban Renaissance Development

City of Memphis Housing & Community Development
Memphis Housing Authority

Memphis, Tennessee

Self Tucker Architects, Inc.

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PAST-COTTON & COMMERCE

The history of downtown Memphis is a colorful and rocky one, involving the birth of a new type of music, a large role in the cotton industry, direct involvement in the Civil War and the Civil Rights Movement, as well as many economic ups and downs. In its heyday, downtown Memphis was a vibrant center of shipping and commerce. As the largest port on the Mississippi River between St. Louis and New Orleans, Memphis developed as a transportation center and as a market for large quantities of cotton grown in the area. In the second half of the 19th century, Memphis was a booming and prosperous city that had capitalized on its river access, but by the late 20th century, the historic center city had fallen on hard times.

PRESENT-DOWNTOWN RENAISSANCE

Currently Memphis is experiencing one of the most dramatic revitalization efforts in the country. Today's downtown Memphis is a dynamic development market with approximately $3 billion in development projects recently completed, underway, or scheduled to begin. Downtown Memphis is experiencing the most dramatic period of redevelopment in its history with tremendous prospects on the horizon, downtown is a bustling residential, business, and entertainment center that is truly the heart and soul of Memphis.

FUTURE-TRANSFORMING PUBLIC HOUSING & BLIGHT

Triangle Noir, a 10-year, $1 billion, public-private collaborative, honoring the legacy of 3 centuries of achievement and contributions by African-Americans to Memphis' evolution in commerce, industry and entrepreneurship, will serve as a complimentary redevelopment effort to the tremendous development activity that has already taken place in downtown Memphis. Its goal is to redevelop a 20 block peripheral section of downtown by leveraging public investments in infrastructure, green space and HOPE VI initiatives in order to support private investment in this fertile development ground. The public's return on investment will be a transformation of public housing as we know it into self-sufficient and sustainable communities within a short timeframe while private developers should expect market rate returns on their capital investments.

Downtown Market Overview[1]

POPULATION

- **DOWNTOWN CONTAINS ONE OF THE FASTEST-GROWING RESIDENTIAL AREAS IN THE MEMPHIS MSA.**

  From 2000 to 2005, Mud Island, the Downtown Core, the South Main District, and the Uptown area, which comprise the CBID's High Growth Area, have seen an average annual growth of 9.3%, versus the Memphis MSA, which gained a nominal 1.1 % in annual population growth.

- **THE CURRENT DOWNTOWN RESIDENTIAL POPULATION IS 28,000 AND GROWING.**

  Current population in the High Growth Area, which includes Mud Island, the Downtown Core, the South Main District, and the Uptown area, are estimated to be 5015, 5639 and 1772 and 5549 respectively with a total population of approaching 18,000 in the HGA.

  The population of the CBID is projected to grow to 33,167 by 2011 and 38,638 by 2016.

- **DOWNTOWN RESIDENTS ARE WELL-EDUCATED.**

  The 2004 CBID's High Growth Area Adult Resident Survey shows 72.3 percent of residents have at least a bachelor's degree (35.3 percent of them have a graduate or professional degree), versus 22.7% for the Memphis MSA and 24.4% nationally.

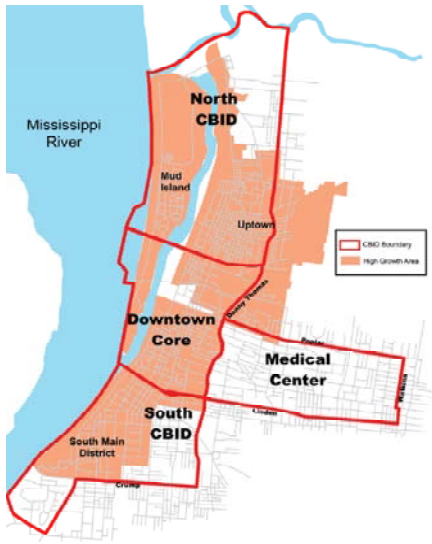
- **DOWNTOWN RESIDENTS ARE DIVERSE.**

  Contrary to popular belief, over 44% of residents are 45 or older. Furthermore, it is estimated that 44% of families in the High Growth Area have children under 18.

  The CBID is estimated to be 58.6% African American, 30% White, 8% Asian, and 3.4% other.

- **INCOME LEVELS OF DOWNTOWN RESIDENTS ARE HIGH.**

  Over 60% of homeowners in the High Growth Area have a household income over $76,000 and 47% are over $100,000. 50% of HGA residents are professionals or managers. An additional 14% are students or postgraduate researchers.



Central Business Improvement District (CBID)

[1] Center City Commission 2006

VISITOR MARKET

- **MEMPHIS IS THE 44TH MOST VISITED CITY IN THE COUNTRY.**

Each year it enjoys more than 9 million visits from long-distance travelers (travel more than 50 miles) and local visitors (travel less than 50 miles). In 2004, visitors spent a total of $546,201,693 in the CBID market, which accounted for nearly a quarter (22%) of the estimated $2.35 billion of tourist spending in the Memphis/Shelby County market.

The proposed multi-million dollar redevelopment of the Memphis Pyramid into a tourist attraction will increase the number of annual visitors to downtown by several hundred thousand, sparking additional hotel and retail development.

Graceland, the home of Elvis Presley, annually attracts more than 750,000 visitors from all corners of the globe, most of whom visit downtown Memphis, and many of whom occupy downtown hotel rooms. With the added investment proposed by Elvis Presley Enterprises for the surrounding area, including additional retail space and hotel rooms, the visitor count will increase, as will the economic impact on the entire city.

Transforming the Shelby County Fairgrounds into a mixed-use, mixed-income neighborhood with a substantial retail component, will add hundreds of jobs and, potentially, thousands of residents to the local economy. It will also return considerable acreage to the tax base.

- **MORE TOURISTS AND VISITORS STAY IN DOWNTOWN THAN IN ANY OTHER PART OF THE REGION.**

The Downtown CBID contains 3,130 hotel rooms, representing 15.3% of the Memphis market's total inventory. The CBID's August 2006 occupancy rate of 72[2] percent surpassed the Memphis MSA average of 65.4 percent.

Since 1998, the Downtown CBID hotel market has consistently outperformed the Memphis area average in terms of occupancies, average daily room rates, and revenue per available room.

EMPLOYMENT

- **DOWNTOWN IS THE REGIONAL EMPLOYMENT HUB.**

There are 76,000 employees in the CBID with an average household income of almost $60,000. The average household income in the City of Memphis is $48,442.

SIXTY-SIX PERCENT OF DOWNTOWN EMPLOYEES ARE BETWEEN THE AGES OF 25 AND 44.

An estimated 58% of Downtown employees have at least a college degree.

- **DOWNTOWN'S 2.8 MILLION SQUARE FEET OF OFFICE SPACE ACCOUNTS FOR 16.2% OF THE MEMPHIS TOTAL.**

Class A space dominates the Downtown market, accounting for 1.5 million square feet. There are 1.2 million square feet of Class B space

[2] Smith Travel-January-August 2006

RECREATION & ENTERTAINMENT

- **DOWNTOWN IS THE CENTER FOR ENTERTAINMENT**

  Downtown is the center for cultural, dining and sports entertainment. Downtown is home to the $37 million dollar AutoZone Park, home to the triple A Memphis Redbirds, the $250 million dollar FedExForum, home to the NBA's Memphis Grizzlies and the University of Memphis Tigers, Cannon Center for the Performing Arts and Beale Street Historical Entertainment District, which hosts some 4.2 million visitors annually-making it the state's number 1 tourist attraction.

Triangle Noir

SCOPE

This significant urban renewal project will pay homage to the work and legacy of several notable African-American pioneers through the redevelopment and re-deployment of several historic sites and approximately 20 city blocks within the heart of inner city Memphis.

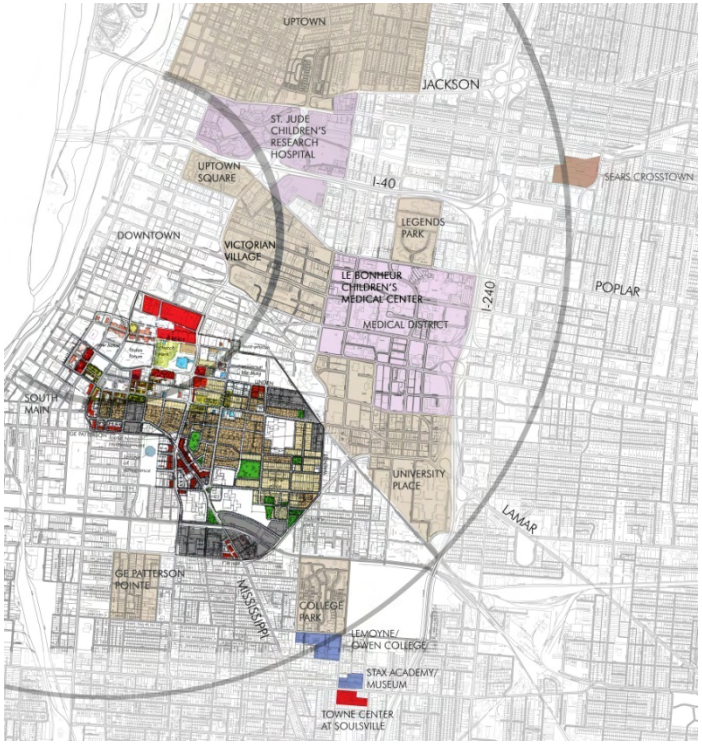
To date, the target area has not undergone transformation as a part the city's downtown renaissance. The area is currently in a state of blight and decay and home to two of the city's largest public housing communities (Foote & Cleaborn Homes).

As Triangle Noir, a beacon of hope, pride and economic vitality will arise in this area that will serve many generations to come. The Triangle Noir will connect the works of 19th and 20th century entrepreneurs such as Robert R. Church, Madam C.J. Walker, A. Maceo Walker, and Jesse Turner to the 21st century African-American entrepreneur/developers that are spearheading this massive redevelopment effort.

ECONOMIC IMPACT

In addition to creating a redevelopment legacy, this Public-Private Partnership will drive economic development and sustained wealth creation for its partners, residents and the community as a whole. It also virtually eliminates traditional public housing within the city limits by revitalizing and repositioning two of the remaining public housing developments and the four high rises serving the elderly and disabled into mixed use multi-level income communities supported by economic generators that offer improved wage and employment scales.

In all, the projects proposed amount to an investment of $1.1 billion.



Redevelopment Target Area Boundaries

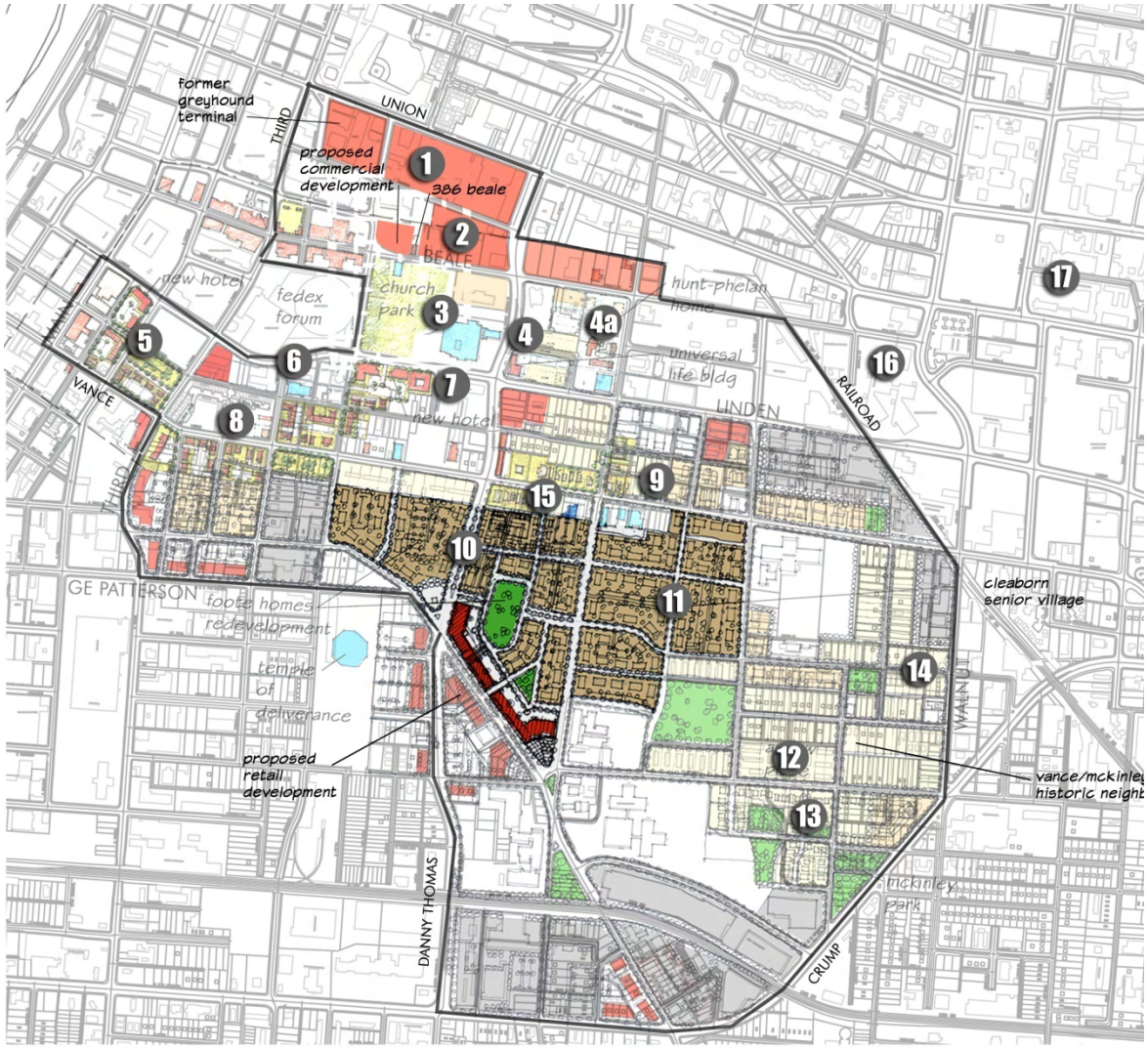
West: South Main Street

North: Union Avenue

East: Walnut Street

South: E.H. Crump Blvd.

DEVELOPMENT PROJECTS-PHASE 1



1. FOURTH AND UNION/GREYHOUND TERMINAL DEVELOPMENT OPPORTUNITY
   - $90 million
2. BEALE STREET EXTENSION
   - $80 million
3. ROBERT CHURCH PARK IMPROVEMENTS
   - $3 million
4. UNIVERSAL LIFE BUILDING
   - $13 million

4A. HUNT-PHELAN HOME REDEVELOPMENT
   - $12 million

5. MULTIPLE HOTEL/MIXED USE PROJECTS
   - $40 million
6. CLAYBORN TEMPLE RESTORATION AND CONFERENCE CENTER
   - $10 million
7. PHOENIX HOTEL AT PATTERSON LANDING
   - $60 million
8. NEW MULTI-FAMILY PROJECT
   - $2 million
9. HISTORIC HOMES RESTORATION AND INFILL
   - $5 million
10. FOOTE HOMES MULTI-FAMILY NEIGHBORHOOD REDEVELOPMENT
    - $140 million
11. CLEABORN SENIOR VILLAGE REDEVELOPMENT
    - $156 million
12. ASKEW PLACE SINGLE FAMILY DEVELOPMENT
    - $3 million
13. MCKINLEY PARK SINGLE FAMILY NEIGHBORHOOD DEVELOPMENT
    - $7 million
14. TATE AND WALNUT DEVELOPMENT
    - $8 million
15. CORNELIA CRENSHAW LIBRARY REDEVELOPMENT
    - $3 million
16. SOUTHWEST TENNESSEE COMMUNITY COLLEGE EXPANSION
    - $20 million
17. UT MEDICAL SCHOOL EXPANSION
    - $100 million

ADDITIONAL TARGET AREA PROJECTS NOT SHOWN INCLUDE:

REDEVELOPMENT OF VENSON CENTER, BORDA TOWERS, JEFFERSON SQUARE, AND BARRY TOWERS
- $60 million

STREETS COMMUNITY CENTER
- $1 million

REDEVELOPMENT OF YMCA AT LAUDERDALE AND LINDEN
- $5 million

PUBLIC INFRASTRUCTURE IMPROVEMENTS THROUGHOUT TARGET AREA
- $100 million

ILLUSTRATIVE TARGET AREA PROJECTS

1. $60 million, 300-room luxury hotel at the corner of 4th and Linden (in the SOFO redevelopment district), featuring 2 restaurants, $15 million, green space and a 600-space public parking garage.

2. $3 million upgrade and face lift to Robert R. Church Park. This park is named for one of the city's first African-American millionaires and a significant contributor to the city's history.

3. $296 million Hope VI project to replace the Foote and Cleaborn Homes housing projects with mixed-income affordable housing communities.

4. $13 million Universal Life Development, a mixed use development featuring the conversion of the former national headquarters building of the Universal Life Insurance Company (Once the nation's largest African-American owned life insurance company and one of the nation's largest African-American owned businesses) into Class A office and retail space, and the adjacent construction of 50 single family homes and town homes.

5. $10 million dollar Clayborn Temple AME Church expansion, remodeling and beautification project.

6. $100 million retrospective development-entertainment venues and shops exploring the traditional cultural and blues heritage of the delta.

ILLUSTRATIVE TARGET AREA PROJECTS (CONT.)

7. $1 million adaptive re-use of the Cornelia Crenshaw Branch Library will bring the building up to date and improve accessibility while providing it with a new life.

8. $12 million Hunt-Phelan Home development includes additional condominium buildings and a boutique hotel around a landscaped courtyard.

9. $20 million expansion of Southwest Tennessee Community College will accommodate a growing student body and expanded programs.

10. $100 million expansion of University of Tennessee Memphis Medical School campus will provide new research and education facilities tied to the growing biomedical district.

MEMPHIS HOUSING AUTHORITY

PORTFOLIO MANAGEMENT/

ASSET MANAGEMENT

In accordance with the strategic plan developed for its portfolio, MHA had identified properties that will be maintained, renovated, disposed of or demolished. MHA has developed phases in which to demolish or dispose of non-viable properties so that it can effectively provide current tenants with the best option for relocation to Section 8 vouchers, new public housing units, low income housing tax credit units, or homeownership opportunities. From 1998 through 2007 many changes took place affecting MHA's portfolio.

During this period MHA applied for and received four HOPE VI redevelopment grants totaling $122.2 million. The properties affected by the grants include LeMoyne Gardens (College Park), Hurt Village (Uptown), Lamar Terrace (University Place), and Dixie Homes (Legends Park).

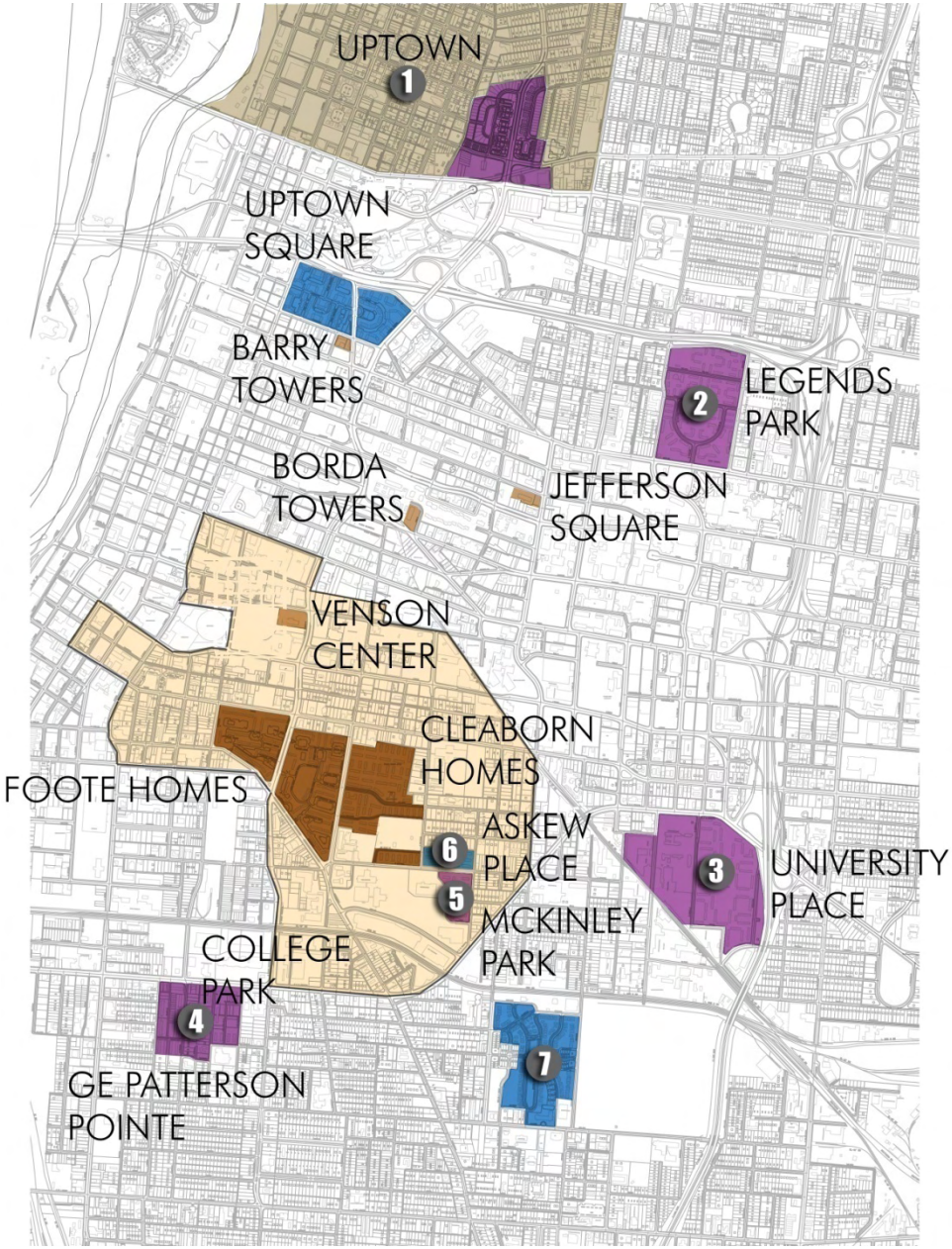
MHA applied for and received separate HOPE VI demolition grants; the total grant amount was $6,023,360. The properties that were demolished using these grant funds were Lamar Terrace, Oates Manor, Cypresswood, Horn Lake, Ford Road, and Hawkins Mill. The properties were demolished between 2004 and 2007. In addition to these properties MHA demolished two other developments; Fowler Homes and Graves Manor. Funding for these two projects was a combination of Public Housing Capital funds (CFP) and Community Development Block Grant funds (CDBG).

In addition to this redevelopment activity the Authority decided that for various reasons, more particularly site obsolescence, to dispose of some assets. The properties that have been disposed of or are pending disposition are Getwell Gardens, Walter Simmons, Alabama Plaza and Texas Courts. The Oates Manor site, once demolition was completed was sold to Memphis City Schools for their location of a new Manassas High School. In return Memphis City Schools deeded the existing Manassas High School property to the Authority. An engineering and architectural study is underway to determine the feasibility of doing a major renovation and space layout of the existing MHA administrative office building. The building was originally built in early 1950 and is in need of major repairs and remodeling.

At the onset of the Uptown HOPE VI redevelopment effort a 501(c)3 was established to hold property acquired for the scattered site home development that included public housing rental, HOPE VI for-sale and market rate for-sale homes. The entity was established as the Memphis Land Bank. This became the parent entity for a number of LLC's that were established to apply for low income housing tax credits to help with the redevelopment of several of the MHA sites that were demolished as well as a vehicle to carry out acquisition activities.

There are currently seven conventional public housing developments under MHA management. These properties include Cleaborn, Foote, Montgomery and four high- rises: Jefferson, Borda, Barry and Venson. (See map, next page.)

MHA PROPERTIES



- COMPLETED
- UNDER CONSTRUCTION
- REMAINING HIGH RISE
- REMAINING LOW RISE

1. **UPTOWN**
   - **$35 million HOPE VI**
   - **Revitalization of 100 city blocks**
2. **LEGENDS PARK**
   - **Formerly Dixie Homes**
   - **$20 million HOPE VI**
   - **46-acre multi-family neighborhood**
3. **UNIVERSITY PLACE**
   - **Formerly Lamar Terrace**
   - **$20 million Hope VI**
   - **24-acre single and multi-family neighborhood**
   - **Part of 130-acre planned redevelopment area**
4. **GE PATTERSON POINTE**
   - **Formerly Fowler Homes**
   - **$9 million redevelopment**
   - **16 multi-family units**
   - **24 single family homes**
   - **80 senior apartments**
5. **MCKINLEY PARK**
   - **$7 million HOPE VI**
   - **30 single family homes**
6. **ASKEW PLACE**
   - **$3 million redevelopment**
   - **Single family homes**
7. **COLLEGE PARK**
   - **$47 million HOPE VI**
   - **261 family apartments**
   - **70 single family homes**
   - **80 senior apartments**

JEFFERSON SQUARE
- **208 apartments**

BORDA TOWERS
- **206 apartments**

VENSON CENTER
- **215 apartments**

BARRY TOWERS
- **198 apartments**

MHA PROPERTIES

Cleaborn Homes

Foote Homes

Jefferson Square
208 Apartments

Borda Towers
206 Apartments

Venson Center
215 Apartments

Barry Towers
198 Apartments

MHA PROPERTIES

CHALLENGES

Cleaborn currently has 460 units and was built in 1954. The physical condition of the property is substandard at best and the MHA is currently doing a voluntary conversion analysis on the property. The anticipated result is that it would be less costly to provide section 8 vouchers to these 420+ families than to undertake a cost prohibitive renovation and dedensification of this property.

Foote Homes has 420 units, down from 900 units. The property was built in 1940 and although the remaining units were modernized over a five year period in the mid 1990's, it is beginning to show signs of physical distress. In addition, the interior configuration is less than adequate to appropriately house people in this day and age. Much of the underground infrastructure was not replaced during the modernization effort and it has or is rapidly approaching the end of its useful life. Another major component that was not addressed was the roofs and roof systems; these also are starting to show signs of failure.

The four remaining high-rises were built in the early 1970s and are primarily studios and one bedroom units. There are currently 827 units in these buildings Elevators, roofs and some of the mechanical systems have been upgraded over the past five years but the overall condition of the units themselves is not good. An engineering study was conducted to determine what it would take to completely upgrade one of the high-rises to meet current 2003 International Building Code, meet a market rate standard and meet seismic retrofit requirements. For one building the cost would be between $28 million and $33 million.

THE FUTURE

Over the next five years, the MHA needs to look at these six properties as one large redevelopment effort. In order to accomplish this task, the Authority would need approximately 600 new Section 8 vouchers to handle the existing families at Cleaborn and Foote and some of the residents currently residing in the high-rises. With new units coming on-line at University Place and Legends Park some of the families needing to be relocated could be housed at these developments. Some residents at Cleaborn could be relocated at the existing high rises until new units start to come on line.

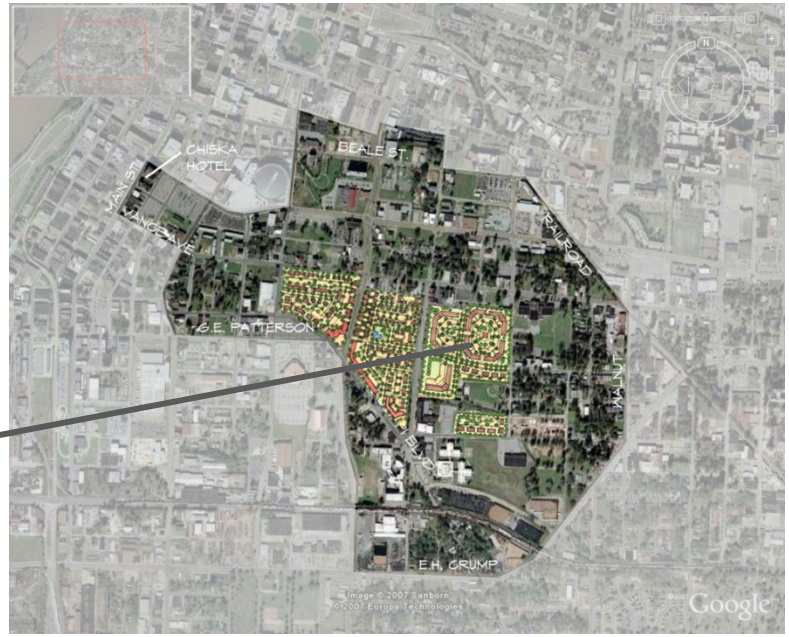
It is anticipated that approximately 1,600 new housing units would be developed on the Foote and Cleaborn sites. It would be made up of 744 senior, near elderly and handicap units and 59 family units at the Cleaborn Homes site and 743 family units at the Foote Homes site. Foote Homes would include six mixed-use buildings fronting along Danny Thomas that would have ground floor commercial and three floors of residential. Site plans are attached as Exhibits A and B.

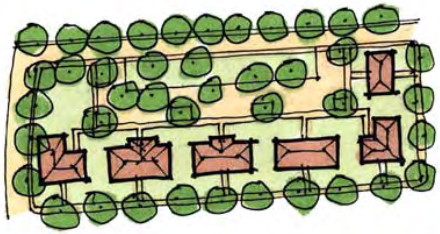
EXHIBIT A: PROPOSED FOOTE HOMES REDEVELOPMENT

743 Family Units in two and three story buildings with four to twelve units per building, and 6 three story mixed-use buildings with units on the second and third floors above ground floor commercial space

Total New Development Cost = $140,000,000

EXHIBIT B: PROPOSED CLEABORN HOMES REDEVELOPMENT





PORTER CENTER

GEORGIA AVE

744 Senior Units in 5 three story buildings

59 Family Units in three story six and eight unit buildings

Total New Development Cost = $156,000,000

Relocation of the Cleaborn residents would start in June 2009 after the school year has been completed. It is anticipated that the relocation of these residents could be accomplished by March 2010. Demolition would start as buildings become vacant starting in October of 2009 and should take approximately twelve months to complete. A relocation plan is attached as Exhibit C.

As residents from the four high rise properties are relocated to the former Cleaborn site the disposition of these buildings would commence. Several of the sites have marketability for alternative uses because of their locations. Two of the properties are Venson Center and Barry Towers. Venson is located at the corner of Beale Street and Danny Thomas in the shadow of the FedEx Forum. Barry Tower is conveniently located in the northeastern edge of the downtown core proximate to the courts and the St. Jude Campus. Jefferson Square is located on the western edge of the medical center district and its marketability could be positively affected by the development activities currently underway at LeBonheur Children's Hospital.

The Foote Homes relocation process could start in January 2012 and be complete before the new school year in August 2012. Demolition would start as all of the units are vacated in September 2012 and continue through May 2013. A relocation plan is also attached to this report.

The approximate cost for this redevelopment effort is $295.5 million and would be in approximately ten phases with the emphasis on replacing the senior housing first. Potential funding would consist of $40 million of HOPE VI funds, $74 million in equity including New Markets Tax Credits and Low Income Housing Tax Credits, $105 million in debt, $42 million in HOME CDBG and City CIP funds, $26.5 million in CFP and RHF funds, and $8 million from the potential sale of the four high-rises. An Exhibit F-1 is also attached.

The Community and Supportive Services activities for these residents would follow the model established with the US Memphis Hope program for the relocated families from Lamar Terrace and Dixie Homes HOPE VI projects. These activities are funded through the Women's Foundation of Greater Memphis and their fund raising activities and through in-kind contributions from various stakeholders in the area.

The Memphis Land Bank is a 501(c)3 non-profit set up to administer the acquisition and disposition of lots for the Uptown HOPE VI project. Two tax credit properties became available for acquisition, Parkway Commons and Richmond Place, and a non-profit was needed to step into the General Partners position. Because MLB already existed two LLC were set up under the MLB umbrella to carry out the acquisitions. A separate Board of Directors was established for MLB to separate itself from the appearance of management by MHA. Through MLB several of the existing MHA sites were acquired and have been developed as tax credit properties with a portion of the units being public housing units. It is anticipated that MLB will continue to apply for tax credits each year to carry out its mission of developing affordable housing. It is also anticipated that a portion of the units in each development will be public housing units.

The following summarizes MHA's and MLB's revitalization efforts:

Grantee: Memphis Housing Authority (Development Name) Foote, Cleaborn, 4 High Rises Project # TN

Public Housing Rental Units; Tax Credit Units; Market Units

EXHIBIT F-1 (PERMANENT)

SUMMARY BUDGET FOR ALL PHASES

	Public Hsg Funds	Private Funds	Other Public Funds	Total Funds
A. Proposal: Development Sources				
HOPE VI Funds	$ 50,227,784	$ -	$ -	$ 50,227,784
Replacement Housing Factor funds	$ 20,000,000	$ -	$ -	$ 20,000,000
Tax Credit Equity	$ -	$ 58,757,247	$ -	$ 58,757,247
First Mortgage	$ -	$ 93,396,568	$ -	$ 93,396,568
Other City Funds	$ -	$ -	$ 20,448,174	$ 20,448,174
Other: Program Income (Sale of 4 High Rises)	$ 8,000,000	$ -	$ -	$ 8,000,000
Other: New Markets Tax Credits	$ -	$ 7,000,000	$ -	$ 7,000,000
Subtotal Development Sources	$ 78,227,784	$ 159,153,815	$ 20,448,174	$ 257,829,773
B. Additional Project Sources				
HOPE VI Funds	$ 9,661,391	$ -	$ -	$ 9,661,391
Capital Funds	$ 6,500,000	$ -	$ -	$ 6,500,000
Other: City Public Impr Funds	$ -	$ -	$ 21,545,000	$ 21,545,000
Subtotal Additional Project Sources	$ 16,161,391	$ -	$ 21,545,000	$ 37,706,391
TOTAL SOURCES (A & B)	$ 94,389,175	$ 159,153,815	$ 41,993,174	$ 295,536,164
A. Proposal: Development Uses				
Construction Costs:				
Residential Construction	$ 62,146,516	$ 64,258,708	$ 16,762,587	$ 143,167,811
Other Costs	$ 2,534,104	$ 51,085,112	$ 3,685,616	$ 57,304,832
Subtotal	$ 64,680,620	$ 115,343,820	$ 20,448,203	$ 200,472,643
Development Fees:				
Architects	$ 8,309,255	$ -	$ -	$ 8,309,255
Accounting	$ 264,665	$ -	$ -	$ 264,665
Developer Legal	$ -	$ 1,754,176	$ -	$ 1,754,176
Appraisal	$ 264,665	$ -	$ -	$ 264,665
Environmental	$ 264,665	$ -	$ -	$ 264,665
Engineering	$ 1,501,821	$ -	$ -	$ 1,501,821
Constr. PILOT & Taxes	$ -	$ 750,910	$ -	$ 750,910
Other:	$ 3,206,758	$ 41,304,880	$ -	$ 44,511,638
Subtotal	$ 13,547,164	$ 43,809,966	$ -	$ 57,357,130
Total Project Development Costs (Proposal)	$ 78,227,784	$ 159,153,786	$ 20,448,203	$ 257,829,773
B. Additional Project Uses				
Housing Authority Administration	$ 8,392,837	$ -	$ -	$ 8,392,837
Relocation	$ 1,332,640	$ -	$ -	$ 1,332,640
Demolition & Remediation	$ 6,435,914	$ -	$ -	$ 6,435,914
Site Prep: Soft Costs		$ -	$ -	
Public Improvements	$ -	$ -	$ 21,545,000	$ 21,545,000
Total Additional Uses	$ 16,161,391	$ -	$ 21,545,000	$ 37,706,391
TOTAL PROJECT USES (A & B)	$ 94,389,175	$ 159,153,786	$ 41,993,203	**$ 295,536,164**

MHA METRO PROPERTIES

NAME	ID
Cleaborn Homes	1
Foote Homes	2
Montgomery Plaza	3
Cypresswood	4
Austin Park Place	5
Oates Manor	6
Parkway Commons	7
Richmond Place	8
Crockett Park	9
College Park	10
Legends Park	11
University Place	12
Uptown	13
G.E. Patterson Place	14
Latham Terrace	15
Askew Place	16
Graves Manor	17
Harold Ford Sr. Villas	18
Venson Center	19
Jefferson Square	20
Borda Towers	21
Barry Towers	22
Levi/Lakeview	23

EXHIBIT C: FOOTE HOMES RELOCATION PLAN

U.S. Department of Housing & Urban Development

Office of Public Housing Investments

Office of Public and Indian Housing

HOPE VI RELOCATION PLAN GUIDE

Housing Authority: Memphis Housing Authority

Project Name: **Foote Homes**

Executive Director: Robert Lipscomb

Relocation (POC) William Webb

Planning Team Members: Marty Boscaccy, Deputy Executive Director

William Webb – Asst. Director of Asset Mgmt.

Robert Kurtz, Capital Improvements Director

Luretha Phillips, Asst Dir. Asset Management

Charisse Stewart- HCV Program Manager

Jacqueline Partee – Human Services Director

Dated: February 29, 2008 (first draft) Revised: **February 29, 2008** ☒ Relocation Plan

☐ Amendment to Relocation Plan

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VIII. Off-Site Acquisitions and/or Relocations

IX Overcoming Potential Impediments to Relocation

X. Standards for Occupancy and Re-Occupancy

XI. Relocation Costs

XII. Resident Participation

XIII. Relocation Recordkeeping and Notices

I. EXISTING PROJECT SUMMARY (February 2008)

The City of Memphis is continuing the explosive transformation and vision that has transformed housing changes and development efforts across the country. Under the leadership of Executive Director Robert Lipscomb, hundreds of key stakeholders ranging from City, County and State government officials and department directors, community leaders, public housing residents, non-profit organizations, foundations, the medical community, faith-based organizations and other community organizations in Memphis have committed to this comprehensive neighborhood revitalization plan.

Beginning in the fall 1999, MHA initiated an innovative and bold transition strategy with the assistance of key community stakeholders to model best practices to create a cost effective and more efficient agency operation to improve and increase affordable housing options for low-income residents, as well as implement successful neighborhood revitalization strategies.

This vision continues through the demolition and/or conversion of over 1,700 non-viable public housing units and the development of 1600 new replacement housing units in affordable mixed-income communities. The MHA plan includes simultaneously modernizing viable units and redeveloping new units while demolishing and or disposing of the non-viable portion of the housing stock. In the short-term timely modernization of viable sites will provide MHA with additional relocation resources for households living in non-viable developments. Our long-term goal is to keep MHA's viable units marketable, occupied, and sustainable so that they can attract working households with a broad range of incomes to help stabilize neighborhoods. Then new developments will be able to attract more working households, have a positive influence on the neighborhood and be cost effective to operate and maintain.

The relocation process for all proposed relocation activity will occur in phases over the course of 4 to 5 years beginning June 2009 and continuing through January 2013. The Foote Homes relocation process is projected to start in January 2012 and conclude by August 2012. The multi-phased redevelopment project is planned over the period of 4 years beginning in 2012 to complete relocation, phased demolition, and new construction). Foote Homes is located in the downtown Memphis area as part of the Medical Center Planning District and currently contains 420 total residential units. An ambitious Redevelopment Plan calls for the demolition of all 420 dwelling units and 1 non-dwelling structure on the site and the redevelopment of 743 units in mixed use buildings (with commercial on the first floor) and residential on top 3 floors.

HOUSING AUTHORITY NAME Memphis Housing Authority

RELOCATION CONTACT William Webb

ADDRESS 700 Adams Avenue-Memphis, Tennessee 38105

PHONE NUMBER 901-544-1372

FAX NUMBER 901-544-1830

EMAIL ADDRESS wwebb@mhanewday.com

BRIEF DESCRIPTION OF THE RELOCATION

As it currently exists, 401 families occupy at Foote Homes. The Agency will apply for sufficient housing choice vouchers to help accommodate the proposed relocation for Foote Homes residents. As of February 29, 2008, a total of 401 units occupy the property. (Relocation resources/options will vary depending on the number of available public housing units and results of resident housing preference surveys, etc.. The relocation process will begin in January 2012 and it is anticipated that this process will be completed by August 2012.

ESTIMATED START DATE OF RELOCATION MOVES June 1, 2009

II. RELOCATION DESTINATIONS

Best estimate as of date of submission, of anticipated relocation destinations

REPLACEMENT HOUSING	NUMBER OF RELOCATIONS OF EACH HOUSING TYPE						
	OBR	1BR	2BR	3BR	4BR	5 & 6	TOTAL
VACANT UNITS ON-SITE (WITHIN THE PH DEVELOPMENT)							
VACANT UNITS IN OTHER PUBLIC AND ASSISTED DEVELOPMENT(S)							
RESIDENT-BASED SECTION 8 CERTIFICATES		59	188	154			401
HOMEOWNERSHIP							
OTHER HOUSING OPTIONS							
TOTAL							401

Identify developments available for relocation.

The MHA will apply for resident based Section 8 Certificates as a relocation option. Also, existing public housing and planned replacement housing units will be available to relocate remaining Foote Homes families at the time of relocation which is anticipated to start in January 2012.

Are any of the proposed relocation units located outside of the local jurisdiction? ☐ Yes ☒ No If yes, please describe.

No other relocation activities are proposed or on-going at this time.

SUMMARY OF OTHER PUBLIC HOUSING RELOCATION ACTIVITIES PROPOSED OR ON-GOING IN THE JURISDICTION

DEVELOPMENT NAME	PROJECT NUMBER	SITE NUMBER	NUMBER OF FAMILIES RELOCATED
TOTAL FAMILIES RELOCATED			

Summary of other public housing relocation activities proposed or on-going in the jurisdiction according to your one-year public housing plan.

No other relocation efforts currently exist.

DEVELOPMENT NAME	PROJECT NUMBER	SITE NUMBER	NUMBER OF FAMILIES TO BE RELOCATED
TOTAL FAMILIES TO BE RELOCATED			

III. NUMBER OF FAMILIES TO BE RELOCATED

Provide a tally of the families who reside in the building(s) scheduled for demolition or rehabilitation by filling out the following chart. (Note: Bedroom size refers to the size of the apartment they will need on relocation, not their current bedroom size. Data for current Foote Homes families as of March 3/4/08):

	ELDERLY	FAMILY W/CHILDREN	NON-ELDERLY	SINGLE	ELDERLY DISABLED	TOTAL	ACCESSIBLE UNITS
0BR	0	0	0	0	0	0	0
1BR	21	4	38	56	37		2
2BR	30	125	159	186	70		10
3BR	5	133	148	153	26		9
4BR							
5 OR MORE							
TOTAL	56	262	345	395	133		21

IV. RESIDENT PREFERENCES

Complete the chart below based on your tenant survey. Attach a copy of the survey instrument. Please also attach any analysis of the survey results and any exceptional findings not noted elsewhere if applicable. Indicate the extent to which you plan to accommodate those preferences. Note the date of the survey.

PLANNED RELOCATION DESTINATIONS

REPLACEMENT HOUSING	NUMBER OF RELOCATIONS TO EACH HOUSING TYPE	
	ESTIMATE OF NUMBER AVAILABLE DURING RELOCATION PERIOD	NUMBER REQUESTED IN THE RESIDENT SURVEY
VACANT UNITS ON-SITE (WITHIN THE PH DEV.)	0	0
VACANT UNITS IN OTHER PUBLIC AND ASSISTED DEV.		
RESIDENT-BASED SECTION 8 VOUCHERS	401	
HOMEOWNERSHIP		N//A
OTHER HOUSING OPTIONS		N/A
TOTAL	**401**	

MHA will seek to relocate residents according to their housing preference. However, some adjustments will be necessary over the relocation period because of the limited availability of public housing units. *MHA must conduct resident surveys prior to relocation in order to obtain exact records of the residents housing preference.*

Based on the results of resident surveys to be conducted, ample housing options will be identified to relocation public housing residents. Those families that cannot be relocated in accordance with their initial preference will be offered a Housing Choice Voucher. MHA anticipates housing over 400 residents with Housing Choice vouchers.

V. USE OF SECTION 8 VOUCHERS TO RELOCATE FAMILIES

If you plan to relocate some families with Section 8 vouchers, provide the following information: (Many PHAs will already have assembled much of this information to comply with the SEMAP indicator on Expanding Housing Opportunities. Where applicable, PHA's should respond by attaching the relevant SEMAP materials.)

- **Availability of Rental Housing to Voucher Holders. Describe, generally the availability of rental housing to voucher holders in the metropolitan area over the planned period of relocation. What is the vacancy rate? Is there a shortage of such housing? Is there a shortage of particular sized units?**

Voucher holders in the City of Memphis have access to a wide variety of housing including multifamily buildings, townhouses and single family homes.

In order to assist voucher holders to access rental housing in the community, MHA maintains a listing of available properties. The listings are updated on a monthly basis. The service is open to all landlords. MHA periodically reviews the listing to get a sense of the number and type of available housing for voucher holders. The majority of the units are two and three bedroom units.

At times, families who require larger units, five bedrooms or greater, experience difficulty locating housing. Additionally, there is a shortage of accessible units. MHA is working with the several local groups to raise awareness of the need to increase the number of accessible units in the City of Memphis.

- **Voucher Success Rates. Describe the experience of households newly issued Section 8 vouchers by your agency in the past year. What proportion of families issued vouchers succeeded in using them to rent housing?**
- **Describe any different experience of households using Section 8 vouchers in connection with your recent relocation efforts (HOPE VI, other special initiatives).**

The most recent relocation by the MHA included relocating 488 families from the Dixie Homes Public Housing Development (completed in October 2006).

The vast majority of families affected by the relocation projects have successfully located other, suitable housing and been able to utilize their voucher. In the few cases where families have not located housing,

difficulties have been related to individual tenant suitability issues.

- **Utilization. Detail your Section 8 utilization rates over the past three years.**

The utilization rate for the last three years is as follows:

Fiscal Year	Authorized Units	Units Leased	Lease-up rate
FY 2005	5342	5180	97%
FY 2006	5342	5968	93%
FY 2007	5727	5154	90%

Barriers to Voucher Usage. What barriers, if any, did these voucher-holders encounter in using their vouchers? What steps, if any, do you plan to take to help relocating families overcome these barriers (for example: raising the payment standard, extending families' search time, providing transportation assistance)?

Following changes in funding appropriations in 2004 that resulted in a funding shortfall, MHA limited its leasing activities to special initiatives for one year and reduced payment standards to 90% of FMR. In 2006 after funding stabilized somewhat, MHA began leasing up again. MHAs baseline number units under ACC increased significantly in 2007, so although MHA increased the average number of units under lease from the prior year, 2006, MHA utilized only 90% of available units.

In 2007 and 2008, MHA has taken the following actions to address leasing barriers and plans to increase utilization to a target of at least 98% of authorized units or funding:

- Opened the HCV program waiting
- Created via lottery, a new waiting list with 7,000 applicants, effective July 2007
- Raised Payment Standards to 110% of FMR effective December 2007

During the recent extensive lease-up efforts, MHA has received antidotal information about barriers that may be impeding successful leasing including:

- Credit worthiness of applicants
- Lack of funds for security deposits
- Outstanding debt to other federally subsidized programs

Expanding Housing Opportunities. What proportion of families issued vouchers by your agency have accessed neighborhoods outside areas of poverty and minority concentration? What steps, if any, do you plan to take to expand the range of neighborhoods accessible to relocating families issued Section 8 vouchers, including to neighborhoods outside areas of poverty and minority concentration? Describe the PHA's methods for recruitment of landlords with units for large families and for people with disabilities.

The full impact of the 2004 funding shortfall on expanding housing opportunities became apparent in MHA's 2006 and 2007 SEMAP scores for the deconcentration bonus. MHA was unable in either year to claim deconcentration bonus points as families' choice for units in low-poverty areas had lessened, due in part, to the initiatives previously implemented to control costs as result of the funding changes. MHA anticipates that the recent payment standards increase to 110% of FMR will provide more housing choice to families, however it will be several months before data becomes available to affirm this assumption.

MHA has a designated staff person who addresses landlord recruitment. In any given month, over 80 new landlords attend Section 8 classes for new landlords. Additionally, MHA provides on-site training for new property managers, as needed. MHA maintains a property listing service open to 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.

MHA has maintained a partnership with the Housing and Community Development (HCD) Department of the City of Memphis and the Memphis Fair Housing Center (MFHC) to identify potential new landlords and address barriers to housing. In April 2004, the City of Memphis adopted a local ordinance that makes it illegal for owners of multifamily units in the City of Memphis to discriminate against families based on their sources of income. The ordinance requires landlords to accept rental applications from voucher holders. While landlords can still screen potential tenants, they cannot arbitrarily decide not to rent to voucher holders

Insulating Relocating Families From Increased Costs. What steps, if any, do you plan to take to ensure that families with vouchers have relocation options that will not cause their costs for housing and utilities to increase (e.g., raising the payment standard, providing supplemental payments)?

MHA does not plan any actions that will apply solely to relocating families. However, MHA will continue to reevaluate the payment standard at least annually. As funding permits, MHA will maintain the current payment standards at 110% of the Fair Market Rents for the Housing Choice Voucher program.

Minimizing Conflicts With Other Relocation Efforts. Describe any other major activities that are being conducted by you or other subsidized housing providers (including other PHAs) that have or may soon result in increased numbers of families with Section 8 vouchers in the area (e.g., other HOPE VI projects, conversions of public housing, Section 8 opt-outs or pre-payments, major renovations of subsidized housing, etc.) and indicate how they will effect the availability of housing and services for relocating families. (Note: Your HUD office will be familiar with this information).

At this time, no other major relocation efforts, other than the one associated with this application, are planned or anticipated. MHA has received word that two small Section 8 opt-out projects totaling 132 new units may occur, however there has been no official notification to date.

PAYMENT STANDARDS (THIS INFORMATION IS AVAILABLE FROM YOUR HUD OFFICE.)		
	☒	The PHA uses one payment standard for the entire FMR area.
	☐	The PHA uses separate payment standards for designated areas with the FMR area

Complete the table below for each geographic area for which the PHA uses a different payment standard.

	PAYMENT STANDARD AREA (DESCRIBE LOCATION):			
	UNIT SIZE	FAIR MKT RENT (FMR)	PHA'S PAYMENT STANDARD	PAYMENT STANDARD AS PERCENT OF FMR
	0 BR	615	667	110
	1 BR	669	736	110
	2 BR	743	817	110
	3 BR	990	1,089	110
	4 BR	1,021	1,123	110
	5 BR	1,174	1,291	110

VI. RELOCATION RESOURCES – Other Than Section 8

Describe in detail the housing resources, other than vouchers that you plan to use to relocate families. Include at a minimum:

- **If you plan to relocate some families to other public housing developments, indicate which public housing developments and to the extent that you know, how many families you plan to move to each. Explain the basis on which these are comparable or improved housing opportunities.**

The following Chart shows existing vacancies within other MHA Public Housing Developments. These options ranging from 0 to 6 bedroom units are currently available to accommodate residents proposed for relocation.

A large percentage of the families live in 2 bedroom units. In some instances, family sizes have increased and resulted in the need for larger size bedrooms. In those instances, families will be accommodated through larger units available at other public housing developments.

Families will be relocated using housing choice vouchers as a first option before identifying other available conventional public housing developments and public housing units at nearby mixed income sites for the remainder of residents to be relocated. Many of the below identified sites have security fencing; are in other neighborhoods convenient to shopping, government and businesses, community service organizations, and schools and are along major bus lines for those requiring public transportation. (For HOPE VI revitalized sites, residents must comply with the Self-Reliance Agreement which requires a resident to work 30 hours per week or other management requirements).

The below chart represents public housing and/or LIHTC options. It also shows maximum capacity and not current availability. Relocation options must be identified at the time of relocation (anticipated to start in the 1st quarter 2012). The MHA intends to apply for Housing Choice Vouchers and utilize other available replacement units (911 of which are planned for the Cleaborn Homes site) and other public housing developments.

Current Relocation Options (804); Planned Options (911 senior and family units)

Development	0 Bedroom	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom	Total
Montgomery							**100**
College Park Family I							**107**
College Park Family II							**154**
Metropolitan							**114**
Greenlaw Place							**88**
Uptown Square							**76**
Uptown Homes							**100**
Askew Place							**25**

G.E. Patterson Pointe							**40**
Total							**804**

- **If you plan on using resources other than vouchers or PHA-controlled resources, describe them. Please include census tract data on poverty level and ethnicity for each identified resource. Explain the basis on which you expect these resources to improve the tenants' living environment.**

  Explain the basis for your conclusion that the resources you have identified are sufficient to re-house all families in need of relocation. To the extent practicable, support your response with data from objective sources. (Not Applicable).

  MHA will only utilize available public housing units and housing choice vouchers to complete anticipated tenant relocations.

VII. RELOCATION SERVICES

Describe in detail the relocation services you plan to provide families that are relocating, either directly or through partnerships with other agencies. How many housing search counselors will be employed and for how long? What will their caseloads be? What steps will be taken to ensure that families have transportation to explore different housing opportunities? What other relocation services will be provided to families, such as mobility counseling, self-sufficiency training; access to childcare during tour to allow families more freedom and flexibility to select their housing choice.

The Memphis Housing Authority will adequately staff up to effectively handle resident needs during the relocation process. The existing staff consists of 3 full-time persons. Pending relocations may require the assistance of another 3 temporary staff to support the relocation effort. Each counselor will be assigned an average of 80 households. The MHA has been successful with past relocations in utilizing van/bus services to accommodate group tours to select their housing option. Recent relocations involving simultaneous emergency, administrative, and re-occupancy moves at mixed-income sites, have been successfully managed within restrictive timeframes by the current Relocation staff. With the assistance of additional temporary staff (up to 3), this office will work with the remaining households.

The MHA Relocation staff explains the housing choices, shows housing to families, and assists with other services necessary to succeed in a variety of neighborhoods. Relocation assistance includes helping families choose schools, employment, daycare, and coordination of medical assistance services. The MHA also bears the costs of moving families to a new location such as the security deposit to the new landlord and deposits or connection fees for telephone or cable television services, if residents currently incur these costs. Families are only given referrals to housing that has been inspected and found to meet standards. When possible, the MHA gives families three choices of comparable replacement homes. Relocation staff visits developments and helps residents apply for Section 8. Transportation is provided as necessary.

The types of housing that will be available for the remaining 401 households include (1) Section 8 Vouchers, (2) Planned Replacement Housing units at Cleaborn Homes (3) Viable MHA developments (4) Private Housing.

Prior to Relocation

The MHA held resident/development wide hearings as part of the Annual Plan process to discuss the proposed revitalization and associated relocation activities planned for Foote Homes, Cleaborn Homes and the four (4) high rise developments. Also, prior to any proposed relocation, the MHA will hold small group briefings and resident training sessions and additional resident and public meetings as necessary to expeditiously manage the relocation process. Resident relocation meeting will be held to inform residents of their relocation rights; discuss timetables for relocation activities; learn how to preserve their relocation rights by remaining lease compliant; and address questions and concerns from residents.

As with past relocations, MHA will also conduct surveys/assessments of existing needs for each family. This instrument will provide information regarding each

family member's educational, financial and recreational needs. It also helped to determine eligibility for Section 8 and other housing resources.

Mobility Counseling Services: The MHA Relocation staff includes a Leasing and Occupancy Manager, and one Mobility Counselor. Based on the number of anticipated relocations, timelines, and counseling services to be provided, To expedite the relocation process, MHA anticipates that additional (temporary) relocation staff will be hired to support relocation activities.

The primary function of the relocation staff is to help relocated residents make their transition into other housing as efficient as possible, as well as, to assist them in obtaining their maximum benefits provided by law. The relocation staff employed for the duration of the project is required to maintain regular contact with their clients in order to provide a continuous flow of information on the project and updates on the relocation process.

The caseload of each counselor is determined by the number of residents residing at the development at the time relocation is initiated. However, manageable caseloads (of approximately 80 per counselor) will be determined by the Director of Asset Management who is responsible for oversight of the Relocation staff. To reasonably accommodate the needs of relocated families, transportation will be arranged accordingly.

Minimize Permanent Displacement

The MHA seeks to minimize permanent displacement of residents through actively surveying residents to determine service needs and housing preferences. To the extent practical, residents desiring to return will be offered housing options through housing choice vouchers, public housing and non-public housing units as part of the revitalized community. To further minimize permanent displacements, comprehensive community and supportive services will initiate prior to relocation and families tracked during the revitalization period. Re-occupancy criteria has been established with resident input and presented to the larger resident population. Barriers that may hinder resident return (credit, lease compliance issues, etc.) will be addressed through intensive case management as appropriate. Work bound residents will be assisted through job counseling, training and development services, child care, transportation, tuition assistance will be available as a gap for those families desiring to enroll in an educational enhancement/training program. Based on the results of family assessments, residents needing family mental health, alcohol/drug and other counseling services will also be assisted through appropriate intervention.

Depending on the development schedule, and the family's/individual's needs, those that are unable to return to return during initial re-occupancy because of various barriers, will be assisted and appropriate services provided to prepare the household for re-occupancy in a later phase of the development process.

Priorities for Displaced Families

Families displaced by the MHA's redevelopment plans will be given priority over other designated transfers. Displaced Dixie residents that desire and qualify to return to the revitalized community will likewise be given priority over other public housing residents and qualifying applicants from the general community. The MHA Admissions and Occupancy Policy (ACOP) assigns residents a **Category 1 Administrative Transfer** for those households affected by modernization, vacancy consolidation or demolition of units. Also designated in the ACOP is a **Ranking Preference** for former/displaced residents of

revitalized developments who indicated a desire to return to the new community provided they meet eligibility criteria (as it relates to compliance with the Agency-wide Self-Reliance Agreement) which may be put in place to return.

Current CSS Services

An array of community and supportive services will be available for residents based on need. The MHA through a contracted agency will provide case management including family counseling, peer group participation, personal development and empowerment activities, life-skills training, job training and development, child care, transportation, and linkages to other essential services for current Foote Homes families through the ROSS Grant. These services will initiate in March 2008.

Through key community partnerships, the MHA is currently able to offer the following critical programs and services for public housing families including those at the affected development: 1) Recreational and Cultural Enrichment Programs through the Boys and Girls Club of Greater Memphis; 2) Job search and education support assistance through the Memphis Area Career Center (located in the MHA Central Office-WIN Affiliate Site); 3) participation in the Family Self-Sufficiency Program; 4) participation in the RISE Program (economic literacy and SAV-UP—individual development account); 5) Services provided by the Corporate Church Partnership and other critical social services.

Individual counseling sessions will be held with each relocating family. These sessions help them make their temporary and permanent housing choices. During counseling sessions the following non-exclusive list of issues are discussed: (1) the level of interest a family demonstrates in moving, (2) long and short term education and employment goals, (3) neighborhoods in which they are interested, (4) neighborhoods that will not adequately accommodate the family's needs (4) health and disability issues, and (5) Section 8 eligibility.

Other services coordinated through and/or referred to the Mobility Counseling component include (1) employment and training, (2) child-care, (3) transportation, (4) alcohol/drug abuse counseling and prevention, (5) transitional housing/residential treatment, (6) health care services. (7) life-skills training and family advocacy, (8) after school programs, (9) homeownership counseling, and (10) safety and security. In instances where special counseling needs are identified, residents will be referred to the MHA Social Workers who will further assess the family's/individual's needs and provide the necessary services/referrals.

Neighborhood Selection

The MHA will provide maps of neighborhood services, etc. A booklet showing the location of elementary, middle and high schools, bus routes, shopping areas, hospitals and clinics, social service agencies will be prepared and provided to families considering vouchers. To accommodate working families, weekday and weekend tours of neighborhoods will be offered for families that qualify for Section 8 vouchers.

Technical and Financial Assistance

The MHA will refer families choosing temporary public housing for the right sized units; arrange for and obtain from the Accounting Department, checks for utility and security deposits, cable and telephone disconnection and reconnection fees; arrange for and obtain moving services from MHA authorized moving companies; track families in temporary relocation until the resident receives his/her permanent housing choice.

The key players which are involved and/or will be engaged in the Foote Homes relocation effort are the: Memphis Housing Authority, City-Wide Resident Council, Quadel - MHA's Section 8 contractor, Mobility Counseling Staff or Contractors, Social Service agencies (health, education, training, daycare, transportation, etc.), private landlords, and relocating families.

These parties will be responsible for services ranging from conducting personal family assessments of basic family status, program needs/assistance; informing residents of self-sufficiency opportunities; explaining housing choices; ongoing outreach to Section 8 landlords; administering housing choice surveys; conducting household selection/screening process (includes criminal background, income verification to determine program eligibility to addressing lease non-compliance issues.

VIII. OFF-SITE ACQUISITIONS AND/OR RELOCATIONS

Does the Authority plan to acquire off-site property?
☐ Yes ☒ No

If yes, how many parcels are expected to be acquired?

Will there be any "off-site" displacement of persons*?
☐ Yes ☒ No

If yes, how many:

Non-Residential	N/A
Homeowner	
Tenant	N/A

If such off-site displacements are planned, the Authority should conduct a survey to determine the availability and cost of comparable replacement housing for tenants and homeowners, and the availability and cost of suitable locations for all businesses. Based on this survey, please provide sufficient information to assure HUD that adequate replacement housing, and suitable locations for non-residential occupants, are available for relocating those who are affected by the project.

Indicate the costs of such moves, and the costs of any planned acquisitions, in the **Off-Site Acquisitions and Moves** of **Section XI, Relocation Costs**.

IX. OVERCOMING POTENTIAL IMPEDIMENTS TO RELOCATION

Describe in detail any impediments that you anticipate to families' successful relocation and indicate what you plan to do to address those impediments. For example, if households that you plan to relocate with Section 8 vouchers have utility debts that will make it difficult for them to secure utility services, what do you plan to do to help them secure utility services, what do you plan to do to help them access those utilities?

All residents were advised during the Annual Plan process held between January 17 and February 28, 2008 of the Housing Authority's conceptual plans to redevelop identified public housing sites. Also, an initial meeting was held with the City-wide Resident Association regarding redevelopment and relocation plans for Foote Homes, Cleaborn Homes, Borda Towers, Barry Towers, Jefferson Square and Venson Center. The MHA pays for security deposits for all relocating families. If a family has a utility debt and is not able to pay it, MHA relocates the family to another public housing development. All eligible residents receive security deposits for utilities and home rental from the MHA office. Additional information on the relocation process and benefits is also communicated through attendance at meetings, individual conferences and relocation booklets. For residents that are experiencing difficulty with financial management areas, counselors will be available to address these issues.

Since deposits are generally ineligible for reimbursement, do you plan to offer financial assistance, under a recapture agreement, to assist the relocating families with cleaning, security, or utility deposits? ☒ Yes ☐ No If so, briefly describe your "loan" process.

MHA will provide security deposit assistance to residents that will relocate using housing choice vouchers. At the time the unit is contracted, the housing authority will require the property owner and the resident to enter into an agreement acknowledging that MHA is paying the security deposit on the resident's behalf. As part of this agreement the owner will be required to return the deposit (minus any deductions for damages) to the MHA once the tenant vacates the property.

X. STANDARDS FOR OCCUPANCY AND RE-OCCUPANCY

- **Describe the criteria, as currently defined, that current residents should meet in order to return to the revitalized site and other off-site replacement housing. To the extent that time limits are imposed for re-occupancy, tenants should have ample notice to potentially comply. (However, this does not apply to criminal records)**

- It is the policy of the Memphis Housing Authority to encourage and support all residents in their goal of becoming self-sufficient. In instances where the resident needs assistance and resources are available, the MHA will provide and/or coordinate appropriate programs/services to assist the resident in achieving their self-sufficiency goals. To facilitate this effort, the MHA updated its Self-Reliance Agreement (SRA) to address Pre-Occupancy (Return Criteria) and Continued Occupancy standards. This policy is summarized below:

- To be eligible for occupancy the resident's right of return is subject to compliance with the MHA lease, QHWRA requirements, and other applicable requirements, but not limited to review of the following: 1) Past performance in meeting financial obligations, especially rent/excess utilities; 2) Compliance with established housekeeping standards 3) Ability to establish utilities in his/her name; 4) Landlord verification; 5) Involvement in criminal activity on the part of the resident's family that would adversely affect the health, safety or welfare of other tenants; 6) Resident's employment status, record of compliance with community service activity (if applicable), engagement in a work-related activity; participation in a self-reliance or other educational program; 7) Participation in a case management services program; and 8) Prior to signing a lease: a) Be employed at a minimum of 20 hours for at least 30 continuous days; or b) have been both engaged in an education or work-related activity and in compliance with their Family Action Plan for at least 30 continuous days prior to acceptance, etc. (The work requirement for public housing residents living on all HOPE VI revitalized property is a 30 hours per week).

- The MHA will make every reasonable effort to insure that residents are given ample opportunities and notice of the above standards. Resident training has begun in the above areas and will be intensified after the case management staff is in place and conducted further client assessments.

- **Do you intend to adopt any occupancy requirements or lease provisions for the identified site that differ from the occupancy requirements or lease provisions for other public housing developments administered by your agency? If so, describe**.

- YES. MHA will require as part of occupancy at revitalized developments, execution of a Self-Reliance Agreement and will provide critical tools to help residents achieve and maintain their self-sufficiency. The SRA provisions are detailed above.

- **Based on current circumstances, what proportion of the original residents do you anticipate will be able to meet the conditions of re-occupancy without any further assistance? What additional proportion of the original residents will be able to meet the conditions of re-occupancy without any further assistance? What additional proportion of the original residents will be able to meet the criteria for re-occupancy with the assistance of support services the PHA provides for them?**

- It is anticipated that only a small population of the current residents will be able to meet the conditions of re-occupancy without further assistance. With the assistance and intervention of intensive case management and support services, it is anticipated that up to 60% percent of the original residents will be able to meet the standards of re-occupancy.

- Surveys will be conducted of the entire population. However data from the last relocation in 2006 (488 families) revealed that over 50% of the original population indicated an array of essential services that would help them to meet basic needs including program/services that assist with: Job training; GED services, coordination of health care services (including mental and dental care services), individual and family counseling, parenting classes, financial management and budgeting, youth services and recreational programs, access to computers, etc.

- **How many residents have indicated a desire to return to the revitalized site? How many public housing units will be available at the revitalized site**?

- Surveys will be conducted. A total of 743 public housing and LITHC units will be rebuilt on the existing Foote Homes public housing site. More extensive relocation surveys will be completed for the entire resident population and data compiled to determine update housing preferences and family housing needs, etc. prior to start of relocation.

- **If the management agent is not yet in place, describe the process for revisiting the criteria that the original residents should meet in order to return to the revitalized site.**

- A property management firm will be selected at the appropriate time. However, the selected property management agent will be instrumental in administering the approved SRA (Self-Reliance Agreement). The property manager in coordination with the MHA CSS staff, will revisit the return and continued occupancy criteria in the SRA with the residents (applicants), along with other standard management selection criteria to screen applicants for the new site. (See SRA Return and Continued Occupancy criteria summarized above).

- Resident training in the pre-revitalization period will be provided by the relocation staff and aided by case managers during the pre-revitalization period.

XI. RELOCATION COSTS

Provide a detailed relocation budget that indicates the projected costs for each element of the relocation.

RELOCATION MOVE (INCLUDING MOVING COSTS AND UTILITIES) (INCLUDES SHOPPING HCV AND TRANSFER OF SERVICES)	$273,200
NON-URA RETURN MOVE (OPTIONAL) (INCLUDING MOVING COSTS AND UTILITIES) _____ **URA TEMPORARY MOVE (LESS THAN 1 YR.)(INCLUDING MOVING COSTS AND UTILITIES)** _____ **SECTION 8 SECURITY DEPOSITS AND OTHER INITIAL OCCUPANCY PAYMENTS**	___ $0.00
OFF-SITE ACQUISITIONS AND MOVES (IF ANY): _____ **PROPERTY ACQUISITION(S) $** _____ ___ **NON-RESIDENTIAL MOVES AT $** _____ **PER MOVE** (_____**HOMEOWNER MOVES (REPLACEMENT HOUSING AND PHYSICAL MOVE COSTS) AT $**_____ **PER MOVE** _____**TENANT MOVES (REPLACEMENT HOUSING AND PHYSICAL MOVE COSTS) AT $**_____ **PER MOVE.** **RELOCATION COSTS FOR ALL OFF-SITE PRIVATE SECTOR MOVES $**_____	$0.00 $100,000

RELOCATION PROGRAM ADMINISTRATION, COUNSELING (INCLUDES TEMPORARY STAFF)	$30,000
INCREASES IN MONTHLY RELOCATION HOUSING COSTS OVER 42 MONTHS (OR 60 MONTHS IF CDBG OR HOME $ INVOLVED AND NO SECTION 8 VOUCHER IS AVAILABLE (SEE HB 1378, SECTION 7-16.E.(1)(C)).	
CONTINGENCY	$44,800
TOTAL	**$448,000**

SOURCE:	HOPE VI
SOURCE:	
SOURCE:	
TOTAL	

ESTIMATE OF PHYSICAL MOVING COSTS AND UTILITY RELOCATION COSTS

	Of _____Resident households required to move		
	_____ will be moved at $_____ each for a total of	$_____	
	Type Move: *A one-time move into another unit in the same public housing (PH) development*		
	_____ will be moved at $_____ each for a total of	$_____	
	Type Move: *Two moves within the same PH development*		

	_____ will be moved at $_____ each for a total of	$_____	
	Type Move: *One move to a unit at another PH development and then a return move back to the site*		
	_____ will be moved at $_____ each for a total of	$_____	
	Type Move: *One permanent move into another PH development*		
	_____ will be moved at $_____ each for a total of	$_____	
	Type Move: *One move into a unit in the private market, including moves with Section 8 vouchers*		
	_____ will be moved at $_____ each for a total of	$_____	
	Type Move: *One move into a S.8 or non-PH unit and then a return move back to the site.*		
	Physical moving costs and utility costs (all moves)	**$_____**	

XII. RESIDENT PARTICIPATION

- **Describe activities involving residents in relocation planning, including consultation with residents and/or resident council and the provision of technical assistance so that they may be involved in the development and revisions, if any, to the relocation plan.**

At the appropriate time, the relocation process will be presented to the affected residents in more detail including resident training, stakeholder meetings; administration of resident assessments and other public meetings will be held.

- **If applicable, describe what actions will be taken to assure effective communication with residents: (1) who need services or information in languages other than English, and (2) with disabilities.**

Information relocation booklets are also available for distribution to each resident describing relocation services, relocation payments, the program causing the displacement, eviction policy, fair housing statutes, MHA contracts, and the grievance procedure

This plan has not been review in its preliminary stages by the affected residents. However, residents have been briefed on the proposed relocation process, revitalization plans and questions from resident groups addressed at each public housing during the Annual Plan presentations.

EXHIBIT D: MEMPHIS HOUSING AUTHORITY COMMUNITY AND SUPPORTIVE SERVICES MODEL

Memphis Housing Authority developed a model to support a Seamless Service Delivery System for Case management for all the families and senior citizens living on our properties. Case management is provided in our four high rises and is facilitated by Service Coordinators who are assigned to each of the High-rises; Jefferson Square, R.Q. Venson Center, Borda and Barry Towers. Within five days of move-in, the Service Coordinator makes a home visit. At that time an Individual Development Plan/Assessment is completed to determine the individual needs and goals. The services include, assisting residents with home delivered meals, getting prescriptions filled, helping them to understand their rent statements, assisting with referrals to transportation services, home health service, completing documents, answering questions, assisting with poor housekeeping, activities, signing up for commodities, etc. These services are intended to focus on the needs of the elderly residents as they move with the new Hope VI communities. The elderly will be served via the Memphis Hope Model. The funding for the seniors will hopefully be the current funding and future ROSS Grants.

Case Management uses a seamless service delivery process which can be facilitated by the housing authority staff or an outside vendor. The MHA's Case Management program has evolved into a single comprehensive program administered and managed by the MHA Human Services Department.

The Case Management model (Memphis Hope) will be funded primarily from local dollars and the computer data system, "Tracking at a Glance", which is currently used by Memphis Hope.

Residents/applicants housed on the low-rise properties also are assessed after they have moved into their unit and the Property Manger conducts Tenant Wise Training Classes. A home visit is scheduled and a housekeeping inspection is completed, and at that time the Individual Development is documented. Through this process the case manager's focus is on Education, Employment and Training. The data system allows the case managers to assist the residents with setting their goals and using a triage process that helps in assigning residents to the correct Level of Service:

- Level-1- Non-working single-parent head of household

  Non-working Singles

- Level -2-Minimum wage to $6.99

  Working single-parent head of household

- Level-3-Single parent head of household:

  Hourly Wages $7.00-$7.99

- Level-4-Single parent head of household:

  Hourly Wages $8.00-$9.99

- Level-5-Single head of household:

  Hourly Wages $10.00- and above

- Level-6-Disabled
- Level-7-Senior/Elderly

  Frail/fragile

- Level-8-Dually diagnosed
- Level-9-All others in total population (married & working, etc.)

All resident are required to sign an Economic Self-Reliance Agreement (an addendum to the Lease which sets forth the pre-occupancy and continued occupancy criteria which requires all able-bodied residents to work or perform 8 hours of community services each month or work at least 30 hours per week. Exemptions apply to the elderly, disabled and someone who cares for the frail elderly or sits with a child.

For the past three-four years Memphis Housing Authority Human Services Department has received funding for six ROSS Grants.

Services include:

- Referrals for General Support Services
- Referrals for Collaborative Special Services
- Economic Development Activities
- Job Development, Training and Job Placement Activities

Critical Partners List:

- Vocational Rehabilitation
- Memphis Housing Authority Resident Advisory Board
- Memphis Housing & Resource Center
- Memphis Housing Resident Employment Center
- Computers Lab in all four high-rises
- Memphis Housing Family Self-Sufficiency Program
- Boys & Girls Club
- Memphis Light, Gas & Water
- Memphis Job Career Center
- Police Department
- TN Department of Human Services
- RISE Foundation
- MIFA
- Senior Services
- Council on Aging
- Office of Work Force Development
- University of Memphis
- Memphis Shelby County Health Department
- Lemoyne-Owen College
- Health Loop
- Memphis Area Transit Authority
- YWCA
- Mid Town Mental Health Center
- White Haven South-West Mental Health Center
- Mid-Town Mental Health Center
- Memphis Fire Department
- Women's Foundation for a Greater Memphis Housing Authority Bridges
- Memphis City Schools
- Girls, Inc.
- Housing and Community Development
- Memphis Housing Resident Employment Center
- Computers Lab in all four high-rises
- Memphis Housing Family Self-Sufficiency Program