



CITY OF MEMPHIS - CITY OF CHOICE

MEMPHIS HOUSING AUTHORITY



REDEVELOPMENT PORTFOLIO





**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

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SECTION I- INTRODUCTION



INTRODUCTION

Memphis Housing Authority (MHA) has been in transition over the past ten plus years, successfully getting off The United States Department of Housing and Urban Development (HUD's) "Troubled Agency List" through the efforts of an energetic Board of Directors, executive team and staff committed to bringing MHA to HUD's "High Performer" status. This change was brought about through careful strategic and tactical planning in an attempt to be less reliant on HUD for the financial capacity of MHA. Implementation of this bold planning process was accomplished through the participation of residents, staff, public and private sector representatives with the ultimate goal of transforming public housing in Memphis. As a result of the combined efforts and hard work, the Memphis Housing Authority has been awarded five (5) revitalization grants and seven (7) HOPE VI demolition grants, and the opportunity to expand the capacity of MHA's management team through partnerships with private sector developers and other stakeholders. A Choice Neighborhood Planning Grant was awarded in 2010 for Foote Homes. Upon the completion of the planning process an application will be submitted and this will be the last of the large "public housing sites" in the City of Memphis to be redeveloped. In 2012, the Housing Choice Voucher Program(HCVP) achieved "High Performer Status" with a perfect score(100%) and Public Housing achieved "High performer Status" with a Score of 92%. This marks the first time in the modern history of MHA that both programs achieved "High Performer Status."

Memphis Housing Authority has created a realistic redevelopment plan and financial strategy to redevelop all properties within its portfolio. During the creation of the redevelopment process, MHA identified and disposed of properties that were too small or inefficient to operate or were in non-strategic locations. It is the desire of Memphis Housing Authority to convert public housing and transition it into "mixed-income " communities throughout the city. Transitioning public housing will assist in transforming entire neighborhoods into the city's vision of Memphis as a "City of Choice". This redevelopment effort uses a variety of financing techniques to accomplish its goals.

The primary sources of funds used to generate these changes include HUD's Capital Fund Programs (CFP), Low Income Housing Tax Credits (LIHTC) equity, third party debt typically in the form of a Federal Housing Administration (FHA) backed first mortgage, City of Memphis' Capital Improvement Program (CIP) dollars, HOPE VI and Choice Neighborhoods.

The focus of this effort will be on rental housing for low to very low income families, unassisted elderly as well as provide rental and homeownership opportunities for the middle income and market rate segments. The decision to focus on these groups was in part supported by a housing market study and needs assessment developed in 2004, the study indicated the need for additional rental housing for these groups with special consideration given to persons with special needs, including the elderly who can live unassisted and families. Because both MHA and HCD are focused on the same primary goals it makes sense to functionally consolidate these agencies. The timing is right to combine both agencies into a single redevelopment agency to maximize their respective funding and take advantage of new funding sources such as New Market Tax Credits and Build America Bonds. This will provide for a more efficient way to continue to revitalize and stabilize neighborhoods and to promote economic development in the inner core of the City.

² See Section II .



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MHA has been successful in applying for LIHTC's through Memphis Land Bank (MLB), which is a non-profit, 501 (c) 3 corporation that was originally established to be a land depository for the Uptown HOPE VI revitalization effort. Several limited liability corporations were established under its non-profit umbrella that applied for and received tax credits for the revitalization of the Fowler Homes, Ford Road and Horn Lake public housing developments. The Village of Cypresswood (Cypresswood) and Graves Manor (Fairway Manor) were revitalized using LIHTC and permanent debt for these projects is a combination of CFP financing and conventional debt financing.

Fowler Homes was demolished in 2004; a LIHTC financed development was completed in 2006 resulting in 40 new family units (Bishop G. E. Patterson Pointe). MHA partnered with other partners for a LIHTC financed construction of an eighty (80) unit senior only facility as well (Latham Terrace).

MHA has completed its first three (3) HOPE VI projects, College Park, Uptown, and University Place, as well as made significant progress toward completion of the fourth (4th) HOPE VI grant for Legends Park. Through Legends Park, a total of 404 new units are planned with 374 rental units on-site and a 30 unit, homeownership component planned off-site. The first phase of Legends Park—Legends Park East was completed in December 2009 along with the first planned commercial/mixed use building. The 2nd phase—Legends Park West began construction in 2010 and was completed February 2013. The third phase, McKinley Park, the off-site homeownership component is underway. The fifth HOPE VI was awarded May, 2010 for Cleaborn Homes (Cleaborn Pointe) and construction began in 2011. There are four Phases to the construction with the first phase completed February 2013.

The Lamar Terrace and Dixie Homes HOPE VI grants redevelopment projects are providing the necessary support for the expansion of the Medical Center area including the BIOWorks development, the LeBonheur Hospital expansion and other projects that are currently completed, under construction or planned. MHA is working with the Medical Center Stakeholders and St. Jude Hospital to develop the linkage from St. Jude Hospital to the Medical Center.

The revitalization process for Cleaborn and Foote Homes is located in the South Forum area of the Central Business Improvement District (CBID), and the four high rises (Barry Towers, Borda Towers, Jefferson Square and Venson Center) will require additional sources of financing. Funding sources could include a newly created TIF district that would include the South of the Forum (SOFO) area as well as the Medical Center. A triangular shaped area that historically was the heart of the African-American cultural community; hence Triangle Noir (Black Triangle) was used as the name for the planning process. The intent was to recognize the significant contributions that African-Americans have made to the City of Memphis in architecture, business, education, music, medicine and political service. The term "Triangle Noir " was dropped after it became known that it might be offensive to members of the Memphis Judaic Community. Unable to single out just one person it became more relevant to refer to the area as "Heritage Trail". Highlighting the past while revitalizing an area that for the last decade has become known for its abject poverty and lack of opportunities is essential to moving Memphis away from a negative self-image towards economic prosperity and opportunities for all citizens. To a smaller degree New Market Tax Credits and commercial revitalization, used strategically, could help provide additional funding necessary to complete these six (6) revitalization projects.



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MHA has supported homeownership through the HOPE VI revitalization efforts. Each HOPE VI grant has a first time homeownership component, with College Park building and selling seventy (70) homes. Uptown has a goal of building and selling one-hundred ten (110) homes to families earning eighty percent (80%) of Area Median Income or below. Legends Park in the McKinley Park subdivision will have thirty (30) homes as its first phase development with five (5) of those targeted for sale to former Dixie residents. In addition, MHA has a homeownership program that uses Housing Choice Vouchers (HCV) to help a family pay its monthly mortgage. The Section 8 Homeownership Assistance Program (S.H.A.P.E.) has served over two-hundred (200) Section 8 Voucher holders and seventy-one (71) families have purchased homes.

MHA currently administers an HCV program which serves approximately 6000 households, renting privately owned units in the Memphis area. MHA enters into a contractual relationship with the owner on behalf of the assisted household. MHA conducts initial screening of participants for the program to include a criminal background check and outstanding debts to other HUD programs. MHA conducts briefings for the participants to inform them of program responsibilities. Owner briefings are held monthly. MHA conducts a housing quality standards inspection at least once annually for every assisted unit, and may conduct Quality Control or complaint inspections of assisted properties.

MHA will also provide the following to protect the quality of the program:

- (1) Inspections by the City's Code Enforcement Division;
- (2) Routine inspections of all properties;
- (3) Tracking crime by MPD on each unit.

The owner elects to participate in the program by offering his/her unit for rent to the assisted household, screens the tenant for suitability, collects security deposits and initial rent. The owner is responsible for management and maintenance of his/her property, collection of tenant portion of rent, and all needed repairs. The owner is expected to attend an owner briefing to familiarize themselves with the program requirements.

The participant is responsible for selection of the unit to be assisted, compliance with the owner lease, MHA policies and HUD regulations governing the program. The participant is expected to pay 30% of adjusted gross income directly to the property owner and to report all changes in income and household size to MHA. Participants receive an orientation briefing annually to insure that they remain informed of program obligations.

Participants may utilize the portability feature of the voucher to relocate to any jurisdiction in the United States as permitted by HUD regulations and the housing authority's Administrative Plan. The voucher may also be used in MHA's Homeownership Program (S.H.A.P.E.).

By rebuilding public housing as mixed-income sites, we not only help to rebuild the lives of public housing residents, but we create jobs, enhance self-esteem of inner city residents, enhance minority economic development, rebuild neighborhoods and contribute to the significant investment in downtown Memphis.



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SECTION II-SEMAP/PHAS



PHAS/SEMAP

PUBLIC HOUSING ASSESSMENT SYSTEM (PHAS)

PHAS was designed as a tool to measure a PHA's performance in the areas of management, financial, physical and capital fund administration. HUD reformed their scoring assessment a couple of years ago to a system based on performance only and removed one of the self assessment indicator to give a true gauge of the performances based on database requirements only. Achievement of "High Performer" status for any PHA garnishes local and national recognition and places the PHA in a position to get additional funding that it would not be in line for if it was considered only a standard performer. Scores below the standard performer level puts a PHA in jeopardy of additional administrative burdens and leading up to being recaptured by HUD.

SECTION EIGHT MANAGEMENT ASSESSMENT PROGRAM (SEMAP)

SEMAP is used to remotely measure PHA performance and administration of the housing choice voucher program. SEMAP uses HUD's national database of tenant information and information from audits conducted annually by independent auditors. HUD will annually assign each PHA a rating on each of the 14 indicators and an overall performance rating of high, standard, or troubled. Metropolitan PHAs will also be able to earn bonus points for their achievements in encouraging assisted families to choose housing in low poverty areas.

Source: www.hud.gov

YEAR	PHAS Score	SEMAP Score	YEAR	PHAS Score	SEMAP Score
1999	61% (PHMAP)	Not Available	2006	82%	69%
2000	61% (PHMAP)	30%	2007	82%	72%
2001	73%	67%	2008	82%	86%
2002	74%	79%	2009	86%	93%*
2003	82%	92%*	2010	87%	97%*
2004	80%	89%	2011	85%	86%
2005	81%	86%	2012	92%*	100%**

* High Performer
 ** Perfect Score



SECTION III-INVESTMENT SUMMARIES



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MHA CAPITAL IMPROVEMENTS

PROJECT NAME		UNITS		INVESTMENT/ FUNDING (000'S)		TOTAL (000'S)	COLLATERAL INVESTMENT	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW	PUBLIC	PRIVATE			
CLEABORN HOMES	ASKEW PLACE	86	25	\$3,400 (MHA)	N/A	\$3,400	Footo Park McKinley Cleaborn Pointe Centre Neighborhood	COMPLETED
BARRY TOWERS	BARRY TOWERS	198	198	\$5,100 (MHA)	N/A	\$5,100	St. Jude Expansion Uptown Square Marriott Hotel Expansion Crown Plaza	COMPLETED
BORDA TOWERS	BORDA TOWERS	206	206	\$2,300 (MHA)	N/A	\$2,300	Medical Center Redevelopment Victorian Village Redevelopment	COMPLETED
FOWLER HOMES ¹	BISHOP G. E. PATTERSON POINTE (24 Single Family & 16 Multi-family)	119	40	\$4,700 (MHA) \$57 (CDBG)	\$1,760 (LIHTC)	\$6,517	Family Dollar Mason Village	COMPLETED
FOWLER HOMES ¹	LATHAM TERRACE	27	80	\$5,100 (MHA) \$114 (CDBG)	\$ 3,712 (LIHTC)	\$8,926	Family Dollar Mason Village	COMPLETED
JEFFERSON SQUARE	JEFFERSON SQUARE	208	208	\$2,600 (MHA)	N/A	\$2,600	Medical Center Redevelopment Victorian Village Redevelopment	IN PROGRESS
MONTGOMERY PLAZA	MONTGOMERY PLAZA	100	100	\$4,200 (MHA)	N/A	\$4,200	Lyons Ridge	COMPLETED
N/A	TRANSITIONAL HOMES	N/A	3	\$195 (HCD)	N/A	\$195	N/A	COMPLETED
TEXAS COURTS	TEXAS COURT (sold)**	39	N/A	N/A	N/A	N/A	----	----
VENSON CENTER	VENSON CENTER	215	215	\$3,701 (MHA)	N/A	\$3,701	Heritage Trail ²	COMPLETED 2012
GETWELL GARDENS	GETWELL GARDENS (sold) *	100	N/A	N/A	N/A	N/A	-----	-----
WALTER SIMMONS ESTATE	WALTER SIMMONS ESTATE (sold)**	300	N/A	N/A	N/A	N/A	-----	-----
MHA CAPITAL/PUBLIC HOUSING TOTAL		1598	1075	<u>\$31,467</u>	<u>\$5,472</u>	<u>\$36,939</u>		

¹ Original Units-320.

² See Cleaborn, Foote and Heritage Trail Plan.

* Calvert Lawsuit required disposition.

** Conditions (landfill, blight, relocation, etc.) required closure.



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HOPE VI/CHOICE NEIGHBORHOODS

PROJECT NAME		UNITS		REDEVELOPMENT/ STRATEGY/ OPTION	INVESTMENT/ FUNDING (000'S)			COLLATERAL INVESTMENT RESOURCES	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW		PUBLIC	PRIVATE	TOTAL		
LEMOYNE GARDENS	COLLEGE PARK PHASE I-80 PHASE II-107 PHASE III-154 HOMEOWNERSHIP -70	842	411	HOPE VI, Public Private Partnership	\$ 47,300 (HOPE VI) \$ 4,250 (City CIP) \$ 690 (City CDBG-DPA) \$ 675 (City CDBG-Match) \$52,915	\$ 5,000 (LIHTC Equity) \$ 4,300 (Private Equity) \$ 9,300	\$ 62,250	New Boys and Girls Club (Operating funds for new neighborhood center) Habitat for Humanity (New Housing Dev.) LeMoyné-Owen College Capital Improvement (Plans for development of student housing and other campus improvements have had positive effects on increased student enrollment) LeMoyné-Owen CDC Housing Development LOC-CDC McLemore Towne Center	Completed 2005
HOPE VI SUBTOTAL		842	411		\$52,915	\$9,300	\$62,250		



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HOPE VI/CHOICE NEIGHBORHOODS

PROJECT NAME		UNITS		REDEVELOPMENT/ STRATEGY/ OPTION	INVESTMENT/ FUNDING (000'S)			COLLATERAL INVESTMENT RESOURCES	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW		PUBLIC	PRIVATE	TOTAL		
HURT VILLAGE AND OFF-SITE DEVELOPMENT	UPTOWN HOMES Single Family Rental- 106 HOPE VI For Sale- 104 Market Rate-58 Magnolia 69 Uptown Sq. 347 Metropolitan 114	450 Hurt Village Lauderdale Courts 442; other off-site development (892)	886	HOPE VI	\$ 35,000 (HOPE VI) \$ 9,300 (MHA Capital) \$ 24,335 (City-CIP, City CIP Loans, TIF Direct Draw Funds, CDBG) \$68,635	\$ 46,752 (Private Lender) \$ 14,730 (LIHTC Equity) \$ 2,500 (Capital Gap) \$ 900 (Other Equity) \$64,882	\$133,517	St. Jude (\$1 billion Expansion) New Bridges Headquarters Neighborhood Christian Center First Alliance Bank Salvation Army Capital Improvement Marriott Hotel Expansion Uptown Place Riverbend Place, April Woods Apartments Suntrust Bank Turning Pointe Porter Leath, Capital Improvement Park & Community Center Greenlaw Community Center Improvements MCS Downtown School, Echelon River Park Estates Memphis Cook Convention Center (Performing Arts Center) North Second Street Improvements (Pending)	Completed 2007
HOPE VI SUBTOTAL		892	886		\$68,635	\$64,882	\$133,517		



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HOPE VI/CHOICE NEIGHBORHOODS

PROJECT NAME		UNITS		REDEVELOPMENT/ STRATEGY/ OPTION	INVESTMENT/ FUNDING (000'S)			COLLATERAL INVESTMENT RESOURCES	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW		PUBLIC	PRIVATE	TOTAL		
LAMAR TERRACE	UNIVERSITY PLACE PHASE I-118 PHASE II-151 PHASE III-136	478	405	HOPE VI	\$ 20,000 (HOPE VI) \$ 2,600 (HOPE VI Demolition) \$ 2,500 (MHA Capital) \$ 32,000 (City CIP, CDBG, BEDI, Section 108 Loan) \$220 (BEDI Grant) \$57,320	\$ 21,043 (LIHTC Equity) \$ 8,882 (Private Lender) \$ 1,200 (CSS-Private Foundation) \$ 580 (FHLB-AHP) \$31,705	\$ 89,025	Memphis Bio-Tech Foundation (Proposed improvements to the Biomedical District including comprehensive way finding and gateway signage; Improved connectivity; Streetscape enhancements; enhanced parking and street edges; demolition of 35 vacant buildings; establish the Union-Madison Academic corridor Memphis Bio-Medical District (Demolition of existing structures and new construction in 6 phases) MATA – Proposed extension of Light Rail through the project area. Memphis Police Department (Construction of the West Precinct) Memphis Academy of Science and Engineering (MASE) (Renovation and construction of expanded program to accommodate the 7 th -10 th grades and proposal to build permanent space for the school's 11 th and 12 th grades. Curriculum is designed to give student a strong background in math, science and support programs.	Completed 2009
HOPE VI SUBTOTAL		478	405		\$57,320	\$31,705	\$ 89,025		



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PROJECT NAME		UNITS		REDEVELOPMENT/ STRATEGY/ OPTION	INVESTMENT/ FUNDING (000'S)			COLLATERAL INVESTMENT RESOURCES	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW		PUBLIC	PRIVATE	TOTAL		
DIXIE HOMES	LEGENDS PARK LP EAST-134 LP WEST-100 LP NORTH-81 MCKINLEY PARK-30	600	345 (LPN AND MCKINLEY UNDER CONSTRUCTIO N)	HOPE VI	\$ 20,000 (HOPE VI) \$ 8,800 (MHA CFRC) \$ 1,500 (City HOME) \$ 15,900 (City CIP) \$ 4,057 (MHA RHFF) \$ 2,100 (MHA PI) \$ 1,700 (CDBG) \$ 500 (MHA CFP) \$73 ,457	\$ 22,700 (LIHTC- F1Budget Equity) \$ 5,100 (Private Mortgage) \$ 6,100 (CSS- Private Foundation) \$ 33,900	\$107,357	St. Jude Children's Research Hospital (\$100 million research building at 332 N. Lauderdale) UT Health Sciences Center (UT capital projects- \$100.9 m—Madison Parking Garage; Hamilton Eye Institute; Basic/Clinical Sciences Research Building; Regional Bioterrorism Containment Lab; School of Pharmacy Building; Cancer Center Memphis Police Department Construction of new police precinct Memphis City Schools (Construction of New Manassas High School) Le Bonheur Children's Medical Center (Construction of a new hospital campus \$235 million) FedEx Family House (22 suite lodge for families of Le Bonheur patients)	Planned Completion Date 2013
HOPE VI SUBTOTAL		600	345		\$73,457	\$33,900	\$107, 357		



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HOPE VI/CHOICE NEIGHBORHOODS

PROJECT NAME		UNITS		REDEVELOPMENT/ STRATEGY/ OPTION	INVESTMENT/ FUNDING (000'S)			COLLATERAL INVESTMENT RESOURCES	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW		PUBLIC	PRIVATE	TOTAL		
CLEABORN HOMES	CLEABORN POINTE @ HERITAGE LANDING PHASE I-84 PHASE II-104 PHASE III-106 PHASE IV-106	460	400 GRANT AWARDED	HOPE VI	\$ 22,000 HOPE VI \$ 1,100 MHA Capital Funds \$ 3,500 CDBG/HOME \$ 12,000 CIP \$ 10,000 RHF \$48,600	\$ 3,300 Tax Exempt Bonds \$ 18,300 LIHTC \$ 9,600 Private Lender \$ 1,700 Women's Foundation \$ 32,900	\$81,500	National Civil Rights Museum City of Memphis Parks Services Universal Life Building Linden Street Hotel Metro 67 (Union Planters Bank) Barboro Flats The General Washburn Beale Street Landing I-55 Crump Interchange Church Park	Completion Date 2015
FOOTE HOMES (PLANNED APPLICATION 2013)	FOOTE HOMES (PLANNED APPLICATION 2013)	420 ¹	800 (MAX on and off-site units in CN area)	CHOICE NEIGHBORHOODS	\$30,000 Choice Neighborhoods \$ 8,100 RHF \$ 4,600 (CDBG/HOME/Other) \$42,700	\$ 60,000 LIHTC Other private funding (TBD)	\$102,700		Planned 2013 Application
HOPE VI SUBTOTAL		880	1,200		\$91,300	\$92,900	\$184,200		
HOPE VI SUBTOTAL		842	411		\$52,915	\$9,300	\$62,215		
HOPE VI SUBTOTAL		892	886		\$68,635	\$64,882	\$133,517		
HOPE VI SUBTOTAL		478	405		\$57,320	\$31,705	\$ 89,025		
HOPE VI SUBTOTAL		600	345		\$73,457	\$33,900	\$107,357		
HOPE VI TOTAL		3692	3,247		\$343,627	\$232,687	\$576,314		

¹ Original Units-900.



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MEMPHIS LAND BANK (MLB)

PROJECT NAME		UNITS		INVESTMENT/ FUNDING (000'S)		TOTAL (000'S)	COLLATERAL INVESTMENT	CURRENT/ PLANNED STATUS
OLD	NEW	OLD	NEW	PUBLIC	PRIVATE			
CYPRESSWOOD	VILLAGE AT CYPRESSWOOD	128	116	\$3,991 MHA CFRG <u>\$ 369</u> HOPE VI Demo \$4,360	\$10,700 ARRA	\$15,060	Goodwill Homes Redevelopment Austin Park Place Riverside Missionary Baptist Church Levi Elementary School, Memphis Fire Department	Completed 2011
FORD ROAD	HAROLD E. FORD, SR., VILLAS	104	72	\$4,008 MHA CFRG <u>\$ 486</u> HOPE VI Demo \$4,494	\$6,600 LIHTC \$ 700 Perm Debt \$ 457 MLB Equity & _____ Dev. Fee \$7,757	\$12,251	Levi-Lakeview Fairway Manor New Covenant SDA Church Levi Elementary School	Completed 2007
GRAVES MANOR	FAIRWAY MANOR	294	100	\$8,016 MHA RHF <u>\$1,556</u> MHA Capital Funds \$9,572	\$4,082 LIHTC	\$13,654	Harold E. Ford, Sr. Villas Levi-Lakeview Riverside Missionary Baptist Church Levi Elementary School	Planned Completion 2013
HAWKINS MILL	CROCKETT PLACE APARTMENTS	80	84	\$ 900 MHA	\$2,300 Perm. Debt <u>\$3,400</u> LIHTC \$5,700	\$ 6,600	Davy Crockett Golf Course	Completed 2006
HORN LAKE HEIGHTS	AUSTIN PARK PLACE	100	71	\$5,889 MHA CFP, RHF <u>\$ 379</u> HOPE VI Demo \$6,268	\$4,105 LIHTC \$ 568 ARRA <u>\$1,170</u> Perm Debt \$5,843	\$12,111	Village at Cypresswood New Covenant SDA Church Levi Elementary School Memphis Fire Department	Completed 2009
MEMPHIS LAND BANK (MLB) SUBTOTAL		706	443	\$30,699	\$37,909	\$68,608		



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MEMPHIS LAND BANK (MLB)

PROJECT NAME		UNITS		INVESTMENT/ FUNDING (000'S)		TOTAL (000'S)	COLLATERAL INVESTMENT	CURRENT/ PLANNED STATUS
<u>OLD</u>	<u>NEW</u>	<u>OLD</u>	<u>NEW</u>	<u>PUBLIC</u>	<u>PRIVATE</u>			
N/A	LEVI LANDING	N/A	32	\$2,423 MHA Capital Funds	\$2,279 LIHTC	\$4,702	New Covenant SDA Church Levi Elementary School	Completed 2005
N/A	LAKEVIEW LANDING RENTAL HOMES	N/A	152	\$9,429 MHA Capital Funds	\$8,425 LIHTC	\$17,854	New Covenant SDA Church Levi Elementary School	Completed 2007
N/A	LYONS RIDGE	N/A	102	\$4,255 MHA CFRG	\$7,900 ARRA	\$12,155	Riverside Missionary Baptist Church George Washington Carver High School Memphis Fire Department	Completed 2011
N/A	PARKWAY COMMONS APARTMENTS	N/A	80	HOME FUNDS	\$2,652 MLB Perm Debt <u>\$3,625</u> LIHTC HOME FUNDS \$6,277	\$6,277	Oak Park Apartments Renovations	Completed 2001
N/A	RICHMOND PLACE APARTMENTS	N/A	100	HOME FUNDS	\$3,304 MLB Perm Debt <u>\$3,916</u> LIHTC HOME FUNDS \$7,220	\$7,220	Fairway Manor, Nehemiah Homes	Completed 2001
OATES MANOR	FIRESTONE MANOR	280	150	\$7,000	\$8,000	\$15,000	First Tee Golf Course, MPD Downtown Precinct, Manassas School	
SUBTOTAL		280	616	\$23,107	\$40,101	\$63,208		
MLB SUBTOTAL (FROM PREVIOUS PAGE)		706	443	\$30,699	\$37,909	\$68,608		
MLB TOTAL		986	1059	\$53,806	\$78,010	\$131,816		



INVESTMENT SUMMARIES TOTALS

	NUMBER OF UNITS		INVESTMENT/FUNDING (000'S)		TOTAL (000'S)
	OLD	NEW	PUBLIC	PRIVATE	
MLB TOTAL	986	1059	\$53,806	\$78,010	\$131,816
MHA CAPITAL/ PUBLIC HOUSING TOTAL	1598	1075	\$31,467	\$5,472	\$36,939
HOPE VI TOTAL	3692	3247	\$343,627	\$232,687	\$576,314
OVERALL TOTALS	6276	5381	\$428,900	\$316,169	\$745,069



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RELOCATIONS/DEMOGRAPHICS

AMP ¹ Number	AMP Name	Total Units Authorized for Subsidy	Year
TN 1-1	LAMAR TERRACE	478	1940
TN 1-2 ²	FOOTE HOMES	900	1940
TN 1-4	LEMOYNE GARDENS	500	1941
TN 1-4A	LEMOYNE GARDENS	342	1941
TN 1-5	DIXIE HOMES	68	1938
TN 1-6	HURT VILLAGE	450	1953
TN 1-7	OATES MANOR	280	1959
TN 1-8 ³	CLEABORN HOMES	572	1954
TN 1-9	DIXIE HOMES	581	1938
TN 1-10	LAUDERDALE COURTS	442	1938
TN 1-11 ⁴	CLEABORN HOMES	79	1954
TN 1-12	FOWLER HOMES	320	1960
TN 1-13	BARRY HOMES	198	1972
TN 1-14	VENSON CENTER	215	1972
TN 1-15	GRAVES MANOR	300	1971
TN 1-16	WALTER SIMMONS	300	1970
TN 1-18	JEFFERSON SQUARE	208	1972
TN 1-19	GETWELL GARDENS	100	1971
TN 1-20	HORN LAKE HEIGHTS	100	1972
TN 1-21	MONTGOMERY PLAZA	100	1974
TN 1-23	BORDA TOWER	206	1973
TN 1-30	FORD ROAD	104	1970
TN 1-31	CYPRESSWOOD	128	1970
TN 1-32	HAWKINS MILL	80	1972
TN 1-33	TEXAS COURT	39	1971
Total		7090	
Faircloth Subsidy Total		7046 ⁵	October 1, 1999

1 Asset Management Properties (AMP)

2 Foote Homes 480 units demolished as part of a modernization project

3 Cleaborn Homes –112 units demolished- (design deficiencies/Health and safety

4 Cleaborn units demolished for Askew Place and McKinley Park Place

5 Faircloth Limit-October 1, 1999 – Number of units authorized for subsidy by the United States Department of Housing and Urban Development



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

SECTION IV- RELOCATION/DEMOGRAPHICS



CITY OF MEMPHIS – CITY OF CHOICE

MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB

REDEVELOPMENT PORTFOLIO

RELOCATIONS/DEMOGRAPHICS

PROPERTY NAME	RELOCATION YEAR	DEMOLITION YEAR	ORIG. UNITS	UNITS DEMO.	RESIDENTS RELOCATED	RELOCATION OPTIONS (PH=PUBLIC HOUSING, PM=PRIVATE MARKET, S8=SECTION 8)			DEMOGRAPHICS	REASON FOR RELOCATION (PRE-REVITALIZATION CONDITIONS)
						PH	PM	S8		
Cleaborn Homes- (Planned)	2010	2011	460	460	412	69	3	321	31 Seniors 78 Disabled	HOPE VI Award; Site Deficiencies; Health and Safety
Foote Homes- (Planned)	2011	2012	420	420	400	100	0	300	36 Seniors 135 Disabled	HOPE VI Award
Fowler Homes	2001	2001	320	320	121	19	38	64	10 Seniors 2 Disabled	
Dixie Homes	2006	2007	600	600	489	161	113	215	63 Seniors 155 Disabled	Infrastructure and design deficiencies; sewer deterioration; hazardous material; 19% vacant
Hurt Village	2000	2002	450	450	210	144	15	51	34 Seniors	Emergency relocations; threats to resident health and safety; 54% vacant
Lamar Terrace	2002	2005	478	478	145	32	9	104	13 Seniors 45 Disabled	Health and Safety issues, system deficiencies; 70% vacant
Lauderdale Courts	2000	2003 (Selective Demo/ Rehab)	442	95	52	49	3	0	14 Seniors	Health & Safety; System deficiencies; 88% vacant
LeMoyne Gardens	1996	1998	842	842	403	169	82	152	N/A	Deterioration; Threats to resident health and safety; design and site deficiencies; 52% vacant
Oates Manor	2004	2004	280	280	91	16	11	64	17 Seniors 26 Disabled	
TOTAL			4292	3945	2323	759	274	1271	218 Seniors 441 Disabled	



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

RELOCATIONS/DEMOGRAPHICS

PROPERTY NAME	RELOCATION YEAR	DEMOLITION YEAR	ORIG. UNITS	UNITS DEMO	RESIDENTS RELOCATED	RELOCATION OPTIONS (PH=PUBLIC HOUSING, PM=PRIVATE MARKET S8=SECTION 8)			DEMOGRAPHICS	REASON FOR RELOCATION (PRE-REVITALIZATION CONDITIONS)
						PH	PM	S8		
Cypresswood	2003	2004	128	128	63	3	14	46	6 Seniors	Infrastructure and design deficiencies/Health and safety
Ford Road	2003	2004	104	104	59	14	9	36	13 Seniors	Infrastructure and design deficiencies/Health and safety
Graves Manor	2004	2007	294	294	85	84	1	0	68 Seniors 8 Disabled	Infrastructure and design deficiencies/Health and safety
Hawkins Mill	2003	2004	80	80	40	4	6	30	8 Seniors	Infrastructure and design deficiencies/Health and safety
Horn Lake	2003	2004	100	100	52	9	7	36	13 Seniors	Infrastructure and design deficiencies/Health and safety
TOTAL MLB			706	706	299	114	37	148	40 Seniors	
TOTAL			4398	4051	2408	829	259	1320	233 Seniors 469 Disabled	



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

SECTION V- MHA PROPERTIES

MEMPHIS HOUSING AUTHORITY PROPERTY

ASKEW PLACE



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
ASKEW PLACE 521 Vance Park Place Memphis, Tennessee 38126 (901) 544-1242	Renovations include: gutter and downspout installation, roof covering, decking and fascia repairs, replace playground equipment and surface replace canopy overhangs at dwelling units, rear access door, rehab work for 40 heavily damaged and fire damaged dwelling units, repairs for playground equipment and surface.	1 Create safe and vibrant neighborhoods		COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

BARRY TOWERS

BEFORE



AFTER



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
BARRY TOWERS 255 North Lauderdale Memphis, Tennessee 38103 (901) 544-1240	One-hundred, ninety-eight (198) units. Landscaping, installation of security cameras in progress, HVAC upgrades for common areas on the first floor, ADA upgrades, interior finish upgrades, waterproof exterior, rehab work in dwelling units, common area mechanical equipment upgrades, modifications for domestic water system for isolation and shower panels for bare wet walls, exterior repairs completed, new roof installed and community room.	1 Create safe and vibrant neighborhoods	MHA	COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

BISHOP G. E. PATTERSON POINTE

BEFORE



FOWLER HOMES

AFTER



BISHOP G. E. PATTERSON POINTE

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
BISHOP G. E. PATTERSON POINTE 886 Latham Memphis, Tennessee 38126 (901) 544-1242	Twenty-four (24) single and sixteen (16) multi-family dwellings. All units are Low Income Housing Tax Credit. Full amenities; master bedroom, central air-conditioning, energy efficient construction, intrusion protection system, playground area, well-lit interior core, on-site management and community building. ADA and VISIBLE Compliant.	1 Create safe and vibrant neighborhoods	MHA/LIHTC	COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

BORDA TOWER

BEFORE



AFTER



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
BORDA TOWER 886 Latham Memphis, Tennessee 38126 (901) 544-1242	Renovations include; first floor common area improvements were recently completed, landscaping, replacement of roof covering, replacement of auxiliary site lighting, installation of security cameras in progress, exterior finish cleaning, sealing and painting, ADA upgrades, interior finish upgrades, balcony repairs and new balcony access doors, rehab .	1 Create safe and vibrant neighborhoods	MHA	IN PROGRESS

MEMPHIS HOUSING AUTHORITY PROPERTY

CROCKETT PARK PLACE

BEFORE



HAWKINS MILLS

AFTER



CROCKETT PARK PLACE

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
CROCKETT PARK PLACE 2645 Davey Drive Memphis, Tennessee 38127 (901) 357-6206	On-site property manager, well lit grounds, large spacious bedrooms, ample parking, gated community, recreational/playground for children, on-site Laundromat, refrigerator/stove, central heat/air, windows adorned with mini-blinds, spacious kitchens and on-site property maintenance.	1 Create safe and vibrant neighborhoods	MHA/LIHTC	COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

DR. R. Q. VENSON CENTER

BEFORE



AFTER



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
DR. R. Q. VENSON CENTER 439 Beale Street Memphis, Tennessee 38103 (901) 544-1215	215 Units. Laundry room on each floor, sewer drainage repair to remove obstruction, balcony repairs/new balcony access doors, rehab work in dwelling units, modifications for domestic water system for isolation and common area equipment upgrades.	1 Create safe and vibrant neighborhoods	MHA	COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

JEFFERSON SQUARE

BEFORE



AFTER



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
JEFFERSON SQUARE 741 Adams Avenue Memphis, Tennessee 38105 (901) 544-1200	Full amenities including; replacement of roof covering, lightning suppression system, landscaping, installation of security cameras in progress, exterior finish cleaning, sealing and painting, ADA upgrades, interior finishes upgrades, new balcony screen doors, rehab work in dwelling units, common area mechanical equipment upgrades and modifications for domestic water system for isolation.	1 Create safe and vibrant neighborhoods	MHA	COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

LATHAM TERRACE SENIOR BUILDING

BEFORE



FWLER HOMES

AFTER



**LATHAM TERRACE
SENIOR BUILDING**

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
LATHAM TERRACE SENIOR BUILDING 855 South Fourth Street Memphis, Tennessee 38126 (901) 774-0151	Eighty (80), including twelve (12) two-bedrooms. Full Amenities; stove, refrigerators, community room, library, on-site laundry room, large community kitchen, emergency response system, emergency backup system, patio seating area, cable/satellite connection, security gated community, central heat and individualized air.	1 Create safe and vibrant neighborhoods	MHA/LIHTC/CDBG	COMPLETE

MEMPHIS HOUSING AUTHORITY PROPERTY

MONTGOMERY PLAZA

BEFORE



AFTER



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
MONTGOMERY PLAZA 1395 Pennsylvania Street Memphis, Tennessee 38106 (901) 544-1139	100 Units. Various site improvements estimated at \$400k; replacement of windows and doors planned, drainage modifications, sidewalks installations, new dumpster enclosures and housing pads, new site lighting, reconstruction of Tumberland Drive, new entrance doors and energy efficient windows.	1 Create safe and vibrant neighborhoods	MHA	COMPLETE



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

SECTION VI- HOPE VI PROPERTIES

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

COLLEGE PARK

BEFORE



LEMOYNE GARDENS

AFTER



COLLEGE PARK

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
COLLEGE PARK 990 College Park Memphis, Tennessee 38126 (901) 946-7100	The Memphis Housing Authority received a HOPE VI grant to redevelop the former LeMoyne Gardens Housing Site into College Park. The Housing Authority in partnership with the City of Memphis completed redevelopment of College Park, which includes an 80 unit senior multi-family complex, 261 single family rental, and 70 single family homeownership units.	1 Create safe and vibrant neighborhoods	Private/LIHTC/ HOPE VI/CIP/DPA	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

GREENLAW PLACE

BEFORE



GREENLAW NEIGHBORHOOD

AFTER



GREENLAW PLACE

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
GREENLAW PLACE 148 Mill Avenue, Suite 102 Memphis, Tennessee 38105 (901) 521-1670	The Memphis Housing Authority developed the Greenlaw Place Apartments under the Uptown HOPE VI grant. In partnership with the City of Memphis the Housing Authority levered public and private funds to develop this apartment complex, which contains assessable one, two, and three bedroom apartment homes.	1 Create safe and vibrant neighborhoods	Private Lender/ LIHTC/ Capital Gap/ Other Equity	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

LEGENDS PARK

BEFORE



DIXIE HOMES

AFTER



LEGENDS PARK

PROJECT	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
LEGENDS PARK 313 Decatur Memphis, Tennessee 38105 (901) 522-9500	The Memphis Housing Authority received a HOPE VI grant to redevelop the former Dixie Homes Public Housing Project into Legends Park Place. The Housing Authority in partnership with the City of Memphis has begun the development of Legends Park Place, a 374 unit affordable rental housing community, and McKinley Park, an off-site 30 unit affordable single family housing community.	1 Create safe and vibrant neighborhoods	Private/LIHTC/ HOPE VI/ CIP/HOME	IN PROGRESS

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

MAGNOLIA TERRACE

BEFORE



**UPTOWN/GREENLAW
 NEIGHBORHOOD**

AFTER



MAGNOLIA TERRACE

PROJECT LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
MAGNOLIA TERRACE SENIOR FACILITY 669 N. Third Street Memphis, TN 38107 (901) 524-1007	The Memphis Housing Authority developed Magnolia Terrace under the Uptown HOPE VI grant. In partnership with the City of Memphis the Housing Authority leveraged public and private funds to develop this apartment complex, which contains accessible multi-family units for seniors.	1 Create safe and vibrant neighborhoods	Private Lender/ LIHTC/ Capital Gap/ Other Equity	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

CLEABORN POINTE AT HERITAGE LANDING

BEFORE



CLEABORN HOMES

AFTER



HERITAGE LANDING AT
 CLEABORN POINTE
 SENIOR BUILDING

PROJECT LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
CLEABORN POINTE at HERITAGE LANDING Located at the intersection of St. Paul and Lauderdale streets Memphis, TN 38126	Cleaborn Pointe at Heritage Landing is the city’s fifth HOPE VI Project. This project is being undertaken by MHA and the Memphis Triangle, LLC. The Cleaborn development will consist of 362 units located on a 27 acre site which is the former home of the Cleaborn Homes pubic housing site in South Memphis.	1 Create safe and vibrant neighborhoods	HOME/CIP/MHA/ HOPE VI/EDI/RHF	IN PROGRESS

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

METROPOLITAN PLACE

BEFORE



HURT VILLAGE

AFTER



METROPOLITAN PLACE

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
METROPOLITAN PLACE 374 Mill Avenue Memphis, Tennessee 38105 (901) 527-1670	The Memphis Housing Authority developed the Metropolitan Place Apartments under the Uptown HOPE VI grant. In partnership with the City of Memphis the Housing Authority levered public and private funds to develop this apartment complex, which contains assessible one, two, and three bedroom town homes.	1 Create safe and vibrant neighborhoods	Private Lender/LIHTC/ Capital Gap/ Other Equity	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

UNIVERSITY PLACE

BEFORE



LAMAR TERRACE

AFTER



UNIVERSITY PLACE

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
UNIVERSITY PLACE 1045 E. H. Crump Boulevard Memphis, Tennessee 38104 (901) 526-0810	The Memphis Housing Authority received a HOPE VI grant to redevelop the former Lamar Terrace Public Housing Site into University Place. The Housing Authority in partnership with the City of Memphis has begun the development of University Place, which includes a 118 unit senior complex, and 372 affordable multi-family housing.	1 Create safe and vibrant neighborhoods	CIP/ Section 108/ CDBG/ EDI Grant/ HOPE VI	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

UPTOWN SQUARE APARTMENTS

BEFORE



LAUDERDALE COURTS

AFTER



**UPTOWN SQUARE
APARTMENTS**

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
UPTOWN/UPTOWN SQUARE APARTMENTS 253 North Lauderdale Memphis, Tennessee 38103 (901) 523-9402	The Memphis Housing Authority received a HOPE VI grant to redevelop the former Hurt Village into Uptown. The Housing Authority in partnership with the City of Memphis completed the redevelopment of Uptown, which includes 120 affordable single family home ownership, 106 single family rentals, and 98 market rate single family homeownership units.	1 Create safe and vibrant neighborhoods	Private/LIHTC/CDBG/HOPE VI/CIP/DPA	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

UPTOWN HOMES

BEFORE



AFTER



UPTOWN HOMES AREA

UPTOWN HOMES

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
UPTOWN HOMES 534 North Second Street Memphis, Tennessee 38103 (901) 523-9402	The Uptown Homes area consists of: <ul style="list-style-type: none"> • Neighborhood homes: 120 • Neighborhood homes scattered site rental: 106 • Market rate housing: 98 The area has generated \$515,000 in net new property taxes.	1 Create safe and vibrant neighborhoods	Private/LIHTC/ CDBG/ HOPE VI/CIP/DPA	COMPLETE

CHOICE NEIGHBORHOODS

OLD



FOOTE HOMES

NEW



NAME:TBA

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
<p>Vance Avenue (Foote Homes) Neighborhood Revitalization</p> <p>(Beale Street – North; Crump Blvd – South; East Street on East and Third Street – West)</p>	<p>Includes the proposed redevelopment of the Foote Homes Public Housing Development and surrounding Vance Avenue Neighborhood; Development of appx. 800 new Public Housing; LIHTC; and Market Rate Units; Comprehensive community and supportive services; neighborhood improvements to include parks/open space; tourism and economic development; improved transportation; enhanced public safety; ongoing resident/community engagement</p>	<p>1</p> <p>Create safe and vibrant neighborhoods</p>	<p>\$30 m CN</p> <p>\$8.1 m MHA (RHF)</p> <p>\$4.6 m City (CDBG/HOME/Other Fed)</p> <p>\$11 m Other Public</p> <p>\$60 m LIHTC/Private</p>	<p>CN Transformation Plan Submitted 2/15/13</p> <p>TBD – Implementation Grant pending release of CN NOFA</p>



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

SECTION VII- MLB PROPERTIES

MEMPHIS LAND BANK (MLB) PROPERTY

PARKWAY COMMONS APARTMENTS



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
PARKWAY COMMONS APARTMENTS 1500 Parkway View Circle Memphis, Tennessee 38106 (901) 726-1812	Parkway Commons is a two-story garden apartments and townhomes community containing 80 units suited for families and single residents.	1 Create safe and vibrant neighborhoods	Private/LIHTC	COMPLETE

HOPE VI/CHOICE NEIGHBORHOODS PROPERTY

RICHMOND PLACE APARTMENTS



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
RICHMOND PLACE APARTMENTS 3361 Sobota Drive Memphis, Tennessee 38109 (901) 789-0039	Richmond Place Apartments, formerly known as Pecan Grove Senior Apartments, is a two-story garden apartments and townhomes community containing 100 tax credit units built in 2001.	1 Create safe and vibrant neighborhoods	Private/LIHTC	COMPLETE

MEMPHIS LAND BANK (MLB) PROPERTY

HAROLD E. FORD, JR., VILLAS

BEFORE



FORD ROAD APARTMENTS

AFTER



HAROLD E. FORD, SR., VILLAS

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
HAROLD E. FORD SR. VILLAS 549 Deerskin Drive Memphis, Tennessee 38109 (901) 785-4870	Harold E. Ford, Sr. Villas is a multi-family community consisting of 36 duplex buildings, for a total of 72 dwelling units, plus a separate leasing office.	1 Create safe and vibrant neighborhoods	Private/LIHTC/HOPE VI/ CFP/RHF	COMPLETE

MEMPHIS LAND BANK (MLB) PROPERTY

AUSTIN PARK PLACE

BEFORE



HORN LAKE HEIGHTS

AFTER



AUSTIN PARK PLACE

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
AUSTIN PARK PLACE 4351 Leclair Street Memphis, Tennessee 38109 (901) 789-2221	Austin Park Place replaced the former dilapidated public housing community known as Horn Lake Apartments and consists of 71 multi-family units in a gated community with a leasing office.	1 Create safe and vibrant neighborhoods	Private /LIHTC/ HOPE VI/ ARRA/CFP/RHF	COMPLETE

MEMPHIS LAND BANK (MLB) PROPERTY

LEVI/LAKEVIEW LANDING RENTAL HOMES



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
LEVI / LAKEVIEW LANDING RENTAL HOMES 3901Dagan Drive Memphis, Tennessee 38109 (901) 785-5840	Levi / Lakeview Landing Apartments is a multi-family community consisting of 184 combined single-family rental units.	1 Create safe and vibrant neighborhoods	Private/LIHTC/RHF	COMPLETE

MEMPHIS LAND BANK (MLB) PROPERTY

LYONS RIDGE APARTMENTS

BEFORE



AFTER



PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
LYONS RIDGE APARTMENTS 1633 Pennsylvania Street Memphis, Tennessee 38109 (901) 948-5165	Lyons Ridge Apartments is a dedicated 100% elderly community consisting of 102 apartment units housed in a single three-story building.	1 Create safe and vibrant neighborhoods	LIHTC/CFRG/ARRA	COMPLETE

MEMPHIS LAND BANK (MLB) PROPERTY

VILLAGE AT CYPRESSWOOD

BEFORE



CYPRESSWOOD APARTMENTS

AFTER



VILLAGE AT CYPRESSWOOD

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
VILLAGE AT CYPRESSWOOD 168 Cypresswood Cove 169 Memphis, Tennessee 38109 (901) 786-9252	Village at Cypresswood is a newly developed multi-family community consisting of 116 affordable rental units contained in 29 quad buildings .	1 Create safe and vibrant neighborhoods	CFRG/LIHTC/ARRA	COMPLETE

MEMPHIS LAND BANK (MLB) PROPERTY

FAIRWAY MANOR

BEFORE



GRAVES MANOR

AFTER



FAIRWAY MANOR

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
FAIRWAY MANOR	The development known as Fairway Manor is a proposed 96 unit Tax Exempt Bond project.	1 Create safe and vibrant neighborhoods	Private / RHF/ LIHTC/ BONDS	IN PROGRESS

MEMPHIS LAND BANK (MLB) PROPERTY

FIRESTONE MANOR

BEFORE



OATES MANOR

AFTER



FIRESTONE MANOR

PROJECT/LOCATION	PROJECT DESCRIPTION	PRIORITY	FUNDING SOURCE	STATUS
FIRESTONE MANOR	The proposed development, Firestone Manor, will replace the former dilapidated public housing community known as Oates Manor Apartments.	1 Create safe and vibrant neighborhoods	TBD	PLANNED



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

SECTION VIII- MAPS

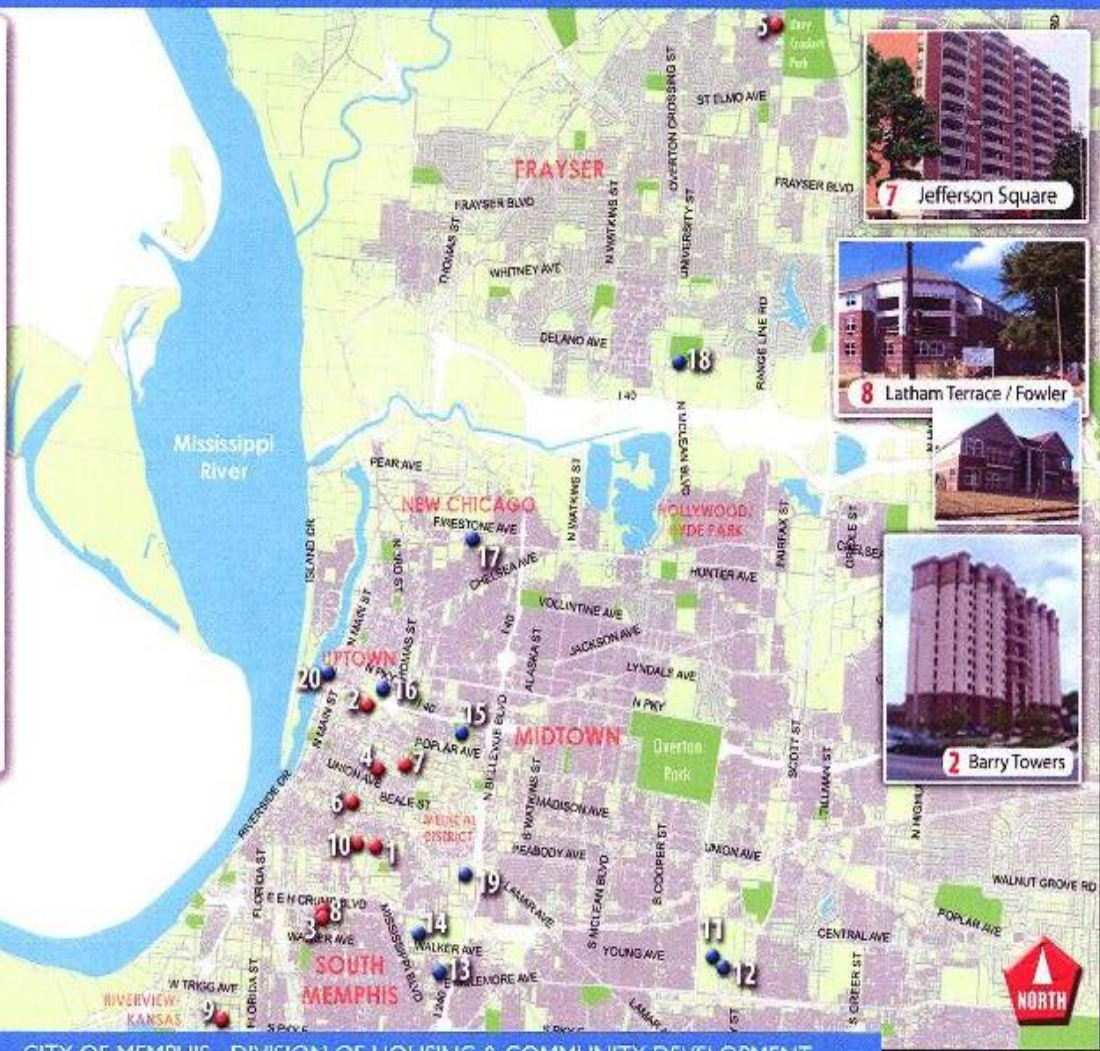
MHA / CAPITAL PROJECT SITES

CITY OF MEMPHIS - CREATING A CITY OF CHOICE: GAME CHANGERS

LEGEND

Memphis Housing Authority

1. Askew Place
2. Barry Towers
3. Bishop G.E. Patterson Painte (Fowler Homes)
4. Borda Tower
5. Crockett Park Place (Hawkins Mill)
6. Dr. R. Q. Venson Center
7. Jefferson Square
8. Latham Terrace Senior Building (Fowler)
9. Montgomery Plaza
10. Foote Homes
11. Kroc Center Project
12. Tiger Lane
13. Strax-Soulsville
14. College Park
15. Legends Park
16. St. Jude's Childrens Research Hospital
17. Firestone Project
18. Wolf River Bluffs
19. University Place
20. Pyramid / Bass Pro



CITY OF MEMPHIS - DIVISION OF HOUSING & COMMUNITY DEVELOPMENT

HOPE VI/CHOICE NEIGHBORHOODS PROJECT SITES



CITY OF MEMPHIS - CREATING A CITY OF CHOICE: GAME CHANGERS

LEGEND

HOPE VI PROJECTS

1. College Park
2. Greenlaw Place
3. Legends Park
4. Magnolia Terrace
5. McKinley Park
6. Metropolitan Place
7. University Place
8. Uptown Square Apartments
9. Uptown Homes
10. NHO Single-Family Homes
11. Foote Homes
12. Cleaborn Homes
13. Latham Terrace
14. Bishop GE Patterson Pointe
15. Pyramid / Boss Pro
16. St. Jude Children's Research Ctr.
19. AutoZone Park / RedBirds
20. FedExForum
21. Matthew Davis Resource Center
22. Bearwater Creek
22. Stax-Soulsville



CITY OF MEMPHIS - DIVISION OF HOUSING & COMMUNITY DEVELOPMENT



CITY OF MEMPHIS - DIVISION OF HOUSING & COMMUNITY DEVELOPMENT



**CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO**

SECTION IX- AUDIT REPORT



AUDIT REPORT

AUDIT REPORT



MEMPHIS HOUSING AUTHORITY
MEMPHIS, TENNESSEE

97-AT-201-1001

JANUARY 13, 1997

OFFICE OF AUDIT
SOUTHEAST/CARIBBEAN DISTRICT



CITY OF MEMPHIS – CITY OF CHOICE
MEMPHIS HOUSING AUTHORITY/HOPE VI/MLB
REDEVELOPMENT PORTFOLIO

AUDIT REPORT



Issue Date
January 13, 1997
Audit Case Number
97-AT-201-1001

TO: Kevin E. Marchman, Acting Assistant Secretary for Public and Indian
Housing, P

FROM: *Nancy H. Cooper*
Nancy H. Cooper
District Inspector General for Audit-Southeast/Caribbean, 4AGA

SUBJECT: Memphis Housing Authority
Memphis, Tennessee

Pursuant to a request from Secretary Cisneros, we have completed an audit of Memphis Housing Authority (MHA). The purpose of our audit was to determine whether MHA is providing decent, safe and sanitary housing for its tenants. The audit covered the period from issuance of an Office of Inspector General (OIG) audit in 1983 through June 30, 1996, and was extended where appropriate to include other periods. The audit field work was performed between February and August 1996.

MHA is not fulfilling its primary mission of providing decent, safe and sanitary housing for low-income families. MHA's housing stock and grounds are in poor condition due to age, lack of maintenance and ineffective use of modernization funds, and have been for many years. We are recommending that HUD declare MHA in default of its Annual Contributions Contract (ACC), and initiate steps to obtain new management of MHA's maintenance and modernization operations.

MHA should also make more efficient use of its HUD Section 8 funds. It can house approximately 50 percent more low-income families than its program was serving.

Within 60 days, please furnish this office, for each recommendation in the report, a status report on: (1) the corrective action taken; (2) the proposed corrective action and date to be completed; or (3) why action is considered unnecessary. Also, please furnish us copies of any correspondence or directives issued related to the audit.

Should you or your staff have questions, please contact me (404-331-3369) or Assistant District Inspector General for Audit Rudy E. McBee (423-545-4368). We are providing a copy of this report to MHA.

AUDIT REPORT

EXECUTIVE SUMMARY

We have completed an audit of MHA as requested by Secretary Cisneros. The overall purpose of the audit was to determine whether MHA is providing decent, safe and sanitary housing for its tenants. The audit concentrated on MHA's management of routine plant maintenance and capital improvements in the Low-Income Housing Program, and how efficiently MHA used its funding in the Section 8 Program.

MHA's buildings, grounds and individual dwelling units are in extremely poor condition due to age, lack of maintenance, and ineffective use of modernization funding. As a result, MHA is not meeting its primary mission of providing decent, safe and sanitary housing for low-income families. The poor condition of MHA's housing has existed for many years and has been the subject of previous HUD and OIG reviews. We believe the housing will continue to deteriorate unless HUD takes forceful steps to reverse old and established patterns evident in past operations. We are recommending that you declare MHA in default under its contract with HUD and institute steps to bring new management to MHA's maintenance and capital improvement operations.

We are also recommending that you request MHA to more efficiently use its Section 8 funding, thereby significantly increasing the number of low-income families housed under the program.

HOUSING IS SERIOUSLY DETERIORATED

Findings 1 and 2 discuss deficiencies in MHA's maintenance and capital improvement operations. MHA had not effectively maintained its developments, or effectively planned and implemented modernization activities. Both exteriors and interiors of units suffer from years of neglect. MHA acknowledged that 90 percent of the units in its family developments do not meet HUD's Housing Quality Standards (HQS). Forty-eight of 49 units we inspected had significant HQS violations in various categories such as plumbing, electrical, walls/ceilings, floors, etc. For example, leaking faucets, commodes and waste lines had damaged walls, floors and cabinets; peeling paint was prevalent; bare electric wires hung from missing light fixture locations; smoke detectors were missing, not properly secured or lacked batteries, posing a fire hazard.

The aged and unattractive buildings often have rusting or broken windows, incomplete gutter systems, and missing or deteriorated siding and trim. Many sidewalks are deteriorated, missing, or undermined by erosion. Common areas in some developments



AUDIT REPORT

Executive Summary

have little grass or landscaping and are littered with hazardous broken glass. Twenty-two percent of the units are vacant and boarded up, most awaiting major renovation or repairs. We compared the exteriors of selected MHA developments with projects of similar age at three other Public Housing Authorities (PHAs) in the Southeast comparable in size, age of developments, location, and modernization funding. The projects at all three PHAs had either been better maintained or modernized to the extent their exterior appearance is much better than MHA's.

The problem is compounded by a high percentage of old and obsolete units. Seventy-one percent, or 5,012, of MHA's 7,090 units were built between 1938 and 1960, and are 36 to 58 years old. The units are functionally obsolete - major systems such as heating, electrical and plumbing need to be replaced, and kitchens, baths and bedrooms are too small compared to modern apartment complexes. The developments have twice as many units per acre as projects built in later years.

A significant factor in the deterioration is poor maintenance. Other causes are poor planning, inability to accomplish renovation projects timely, and ineffective use of modernization funds -in short, poor management.

Because the deterioration of MHA's housing stock is extreme, has existed for many years, and shows little sign of being reversed, we are recommending forceful actions to improve the living conditions of MHA's residents. We recommend that you:

- Declare MHA in substantial default;
- Obtain an independent assessment of need in MHA's maintenance and modernization programs, to provide a basis for obtaining new management; and
- Implement one of the following alternatives for managing MHA's maintenance and modernization operational areas:
 - (1) Select a third party to manage the areas under contract, or
 - (2) Undertake joint management consisting of the existing MHA administration and HUD.



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SECTION 8 FUNDS SHOULD BE UTILIZED

Finding 3 discusses MHA's failure to efficiently use its Section 8 Voucher Program funds. Instead of fully using its funds to house low-income families, MHA has for years left unused approximately 40 percent of its annual funding. MHA can provide housing to 50 percent more families than the 650 its program was serving.

MHA argued that HUD regulations did not require MHA to assist more families with the unused funding, therefore they had violated no HUD regulation and this issue should not be a finding. MHA also indicated they were not the only Section 8 landlord in Memphis, and did not have sole responsibility for meeting the housing needs of its low-income people. They indicated they believed other PHAs in Tennessee were operating in a similar manner. Since the Tennessee State Office of Public Housing (OPH) also disagreed with the finding, they may be correct.

We recommend that you request MHA to better utilize its annual Section 8 Voucher funds. If MHA persists in its position that it does not have to spend the funds, we suggest you reduce its funding and provide the funds to a PHA that will use them. We also recommend that you require OPH to determine if other PHAs in its jurisdiction are significantly under-utilizing annual funding similar to MHA, and if so, assure they use the funds as intended.

MANAGEMENT ASSESSMENT PROGRAM MAY NEED FURTHER STUDY

MHA is currently considered a "standard" performing PHA, and is off the HUD list of "troubled" PHAs, within the context of HUD's Public Housing Management Assessment Program (PHMAP). As we discuss in Findings 1 and 2, MHA is not meeting its primary goal of providing decent, safe and sanitary housing, and has not for several years. We believe some may find it difficult to understand that a "standard" performing PHA, as that term would generally be defined, should have the problems MHA is experiencing in its housing.

We expressed concern in a draft finding about PHMAP misrepresenting the condition of MHA's housing, arguing that HUD needed to revise PHMAP to place more emphasis on condition of PHA housing stock. Headquarters Office of Public and Indian Housing (OPIH) advised it would change the PHMAP rule to clarify that it only reflects management performance in specific program areas, and should not be viewed as



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reflecting overall operational performance. OPIH also advised of separate initiatives to address condition of PHA housing stock. We deleted the draft finding on the PHMAP system from this final report based on OPIH's plans to better define the role of PHMAP and to place additional emphasis outside of PHMAP on housing conditions. However, the impact of OPIH's planned changes and new initiatives may warrant further review at a later date.

EXIT CONFERENCE

We discussed the results of the audit with HUD officials in OPIH in Headquarters on October 30, 1996, and considered their comments in preparing the final version of the report.

We also discussed the findings during the course of the audit and at an exit conference held on November 25, 1996, attended by the following persons, as well as other MHA and HUD staff:

Jerome D. Ryans, MHA Executive Director
Jose' A. Bosque-Perez, HUD Headquarters Office of Public and Indian Housing
Ginger Van Ness, HUD Tennessee State Coordinator
Wynona J. Batson, Director, HUD Tennessee Office of Public Housing
Rudy E. McBee, Assistant District Inspector General for Audit, HUD Office
of Inspector General

MHA disagreed with our findings and recommendations. In general, MHA's position on Findings 1 and 2 was: (1) that our report rehashed old issues that are not current management's fault or responsibility, which all other aged PHAs also experience; (2) that physical improvements were not made because of a shortage of funds compounded by statutorily imposed spending; (3) that MHA has plans to deal with the issues we raised, and has made progress in doing so, which we did not give them credit for; and (4) that our draft recommendations (that HUD consider new MHA-wide management) were extreme and unnecessary.

We agree the issues are old and are not fully the fault of current management. It was not a purpose of our audit to pinpoint blame on a particular management team; however, we believe current management must bear some responsibility, given the length of their tenures at MHA. We also agree many PHAs have similar problems with



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physical condition of older developments, but other PHAs, specifically the three we compared MHA to, have dealt better with such problems.

It is true limited capital improvement funds have been insufficient in recent years to meet all of MHA's renovation needs; however, this has much to do with the extremely poor condition of MHA's plant and the correspondingly large amount of funds needed to renovate it, due in large part to poorly performed maintenance and renovations over the years. The three comparative PHAs had aged projects and funding levels similar to MHA, but were in much better condition.

We disagree with MHA's comments about progress already made, but acknowledge recent planning efforts at addressing the condition of its housing units, especially within the last 12 months. However, such plans have been referred to before by MHA with little appreciable lasting improvement.

We narrowed our recommendation for new and improved management to the maintenance and capital improvements areas of operation discussed in Findings 1 and 2. We believe the degree of adverse housing conditions, plus the length of time they have existed without improvement, warrant extreme corrective measures.

MHA's comments are included as Appendix E. Voluminous exhibits are not included, but MHA provided copies to all exit conference participants. We summarized and evaluated MHA's comments following each finding, and included an evaluation of voluminous comments on Finding 1 in Appendix F.