

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="radio"/> Preapplication <input checked="" type="radio"/> Application <input type="radio"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="radio"/> New <input type="radio"/> Continuation <input type="radio"/> Revision	* If Revision, select appropriate letter(s): _____ * Other (Specify) _____
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* 3. Date Received: 06/12/2007	4. Applicant Identifier: _____
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5a. Federal Entity Identifier: _____	* 5b. Federal Award Identifier: _____
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State Use Only:

6. Date Received by State: _____	7. State Application Identifier: _____
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8. APPLICANT INFORMATION:

* a. Legal Name: LeMoyne-Owen College

* b. Employer/Taxpayer Identification Number (EIN/TIN): 62-0475690	* c. Organizational DUNS: _____
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d. Address:

* Street1: 802 Walker Avenue
Street2: Suite 5
* City: Memphis
County: Shelby
* State: TN: Tennessee
Province: _____
* Country: USA: UNITED STATES
* Zip / Postal Code: 38126

e. Organizational Unit:

Department Name: <u>LOCCDC</u>	Division Name: <u>Administrative</u>
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f. Name and contact information of person to be contacted on matters involving this application:

Prefix: Mr. * First Name: Jeffrey
Middle Name: Thomas
* Last Name: Higgs
Suffix: _____

Title: Executive Director

Organizational Affiliation:
LOCCDC

* Telephone Number: _____ Fax Number: 901-942-6448

* Email: _____

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9. Type of Applicant 1: Select Applicant Type:

T: Historically Black Colleges and Universities (HBCUs)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

US Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:

14.520

CFDA Title:

Historically Black Colleges and Universities Program

*** 12. Funding Opportunity Number:**

FR-5100-N-10

* Title:

Historically Black Colleges and Universities

13. Competition Identification Number:

HBCU-10

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

Memphis, Shelby County, Tennessee

*** 15. Descriptive Title of Applicant's Project:**

Project Renaissance V

Attach supporting documents as specified in agency instructions.

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16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal

* b. Applicant

* c. State

* d. Local

* e. Other

* f. Program Income

* g. TOTAL

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

a. This application was made available to the State under the Executive Order 12372 Process for review on

b. Program is subject to E.O. 12372 but has not been selected by the State for review.

c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix:

* First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Authorized for Local Reproduction

Standard Form 424 (Revised 10/2005)
Prescribed by OMB Circular A-102

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*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

[Empty text input field]

Attachments

AdditionalCongressionalDistricts
File Name

Mime Type

AdditionalProjectTitle
File Name

Mime Type

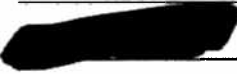
Attachments Form

Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

- | | | |
|---------------------------------|--|-------------------------------------|
| 1) Please attach Attachment 1 | 9554-loccdc_HUD-96010_HBCU_logic_model.xls | Mime Type: application/vnd.ms-excel |
| 2) Please attach Attachment 2 | 2655-hud_27300_2007.doc | Mime Type: application/msword |
| 3) Please attach Attachment 3 | 4162-hbcy2007_hud2880.pdf | Mime Type: application/pdf |
| 4) Please attach Attachment 4 | 9264-hbcu_2007_hud2990.pdf | Mime Type: application/pdf |
| 5) Please attach Attachment 5 | 3784-hbcu_2007_hud2991.pdf | Mime Type: application/pdf |
| 6) Please attach Attachment 6 | 2409-hbcu_2007_hud_2993.pdf | Mime Type: application/pdf |
| 7) Please attach Attachment 7 | 6929-hbcu_2007_hud2994a.pdf | Mime Type: application/pdf |
| 8) Please attach Attachment 8 | 4374-hbcu_factor_4_response_sheets.pdf | Mime Type: application/pdf |
| 9) Please attach Attachment 9 | 9026-Abstract_HBCU_2006.rtf | Mime Type: application/msword |
| 10) Please attach Attachment 10 | 7978-HBCU_2007_Narrative_final.doc | Mime Type: application/msword |
| 11) Please attach Attachment 11 | 2902-HBCU_budget_narrative__2007.doc | Mime Type: application/msword |
| 12) Please attach Attachment 12 | 6876-424-cb(1)_hbcu-07.xls | Mime Type: application/vnd.ms-excel |
| 13) Please attach Attachment 13 | 3132-hbcu_2007_budget_by_activity.pdf | Mime Type: application/pdf |
| 14) Please attach Attachment 14 | | |
| 15) Please attach Attachment 15 | | |

Abstract

Project Number (Leave Blank)	_____
Grantee (Name of College/University)	<u>LeMoyne-Owen College</u>
Requested Grant Amount	<u>\$600,000</u>
Project Address	<u>802 Walker Avenue, Suite Five</u>
City, State, and Zip Code	<u>Memphis, Tennessee 38126</u>
Project Contact Person	<u>Jeffrey T. Higgs</u>
Phone Number	<u></u>
Fax Number	<u>901-942-6448</u>

Project Description:

The LeMoyne-Owen Community - Project Renaissance V

LeMoyne-Owen College is Memphis' only historical black college, during its 130-year history; the College has been an advocate for low-income residents and the community immediately surrounding the College. Recently, the College renewed its commitment to the City and the Community by hiring the first Executive Director of its CDC – LeMoyne-Owen College Community Development Corporation. The LOC-CDC immediately defined its target area as the boundaries set forth in the Memphis Renewal Community as defined by Census Tract 45, 46, 47, 48 of which 45 & 46 are not in the Memphis RC.

This project proposes the continuation of Project Renaissance IV which received funding for FY 2005, thereby increasing the position of the LOCCDC as the catalyst for a comprehensive revitalization for this vital community located in the heart of the City of Memphis. LOC and LOCCDC are proposing three major activities that will, assist this community in achieving its goals of becoming an integral part of the dreams and realities of the 21st century.

Activity One – Page 27 “*Building the Capacity of the CDC*” will strengthen the capacity of the LOC-CDC to address the priority needs of the community and the city. Programs will be designed to do the following:

- Build the organizational capacity of LeMoyne-Owen College's Community Development Corporation
- Create and strengthen partnerships with residents and local government
- Create and implement a comprehensive marketing and communication plan

Activity Two – Page 32 “*Soulsville Multi Use Community Wellness Public Center Facility*” -- will assist neighborhood residents by providing access to health and wellness activities and opportunities to receive other community based services. This facility will also house the LOC Family Life Center and Project Second Chance, but will be open to the entire community. The Center will house a recreation facility for LOC students, senior citizens and community residents. LOCCDC and its tenants will offer such services as job training and placement, GED classes, homeownership and home buyers education for prospective home owners, and entrepreneurship training. The site will also provide meeting space for community, student groups and City Code Enforcement Officers.

Activity Three - Page 37: *The Walker Avenue Residential Corridor* This activity will involve acquisition, public improvement and demolition of 18 vacant lots on Walker Avenue at Bellevue; Walker Avenue is a major gateway into Soulsville USA and LeMoyne-Owen College. **The Walker Avenue Residential Corridor** will yield a combination of town homes and single family homes on a lease to purchase basis for low and middle income clients. This activity will eliminate vacant lots decreasing current blight and more importantly increase housing opportunities in the neighborhood.

This venture comes at a very crucial time in the revitalization of Soulsville USA, in that this activity will leverage LOCCDC's largest project to date, Town Center at Soulsville. resources will revolve within this community ensuring sustainability.

RATING FACTOR 1: CAPACITY OF THE APPLICANT AND RELEVANT ORGANIZATIONAL EXPERIENCE (10 points):

(a) Knowledge and Experience of the Overall Proposed Project Director and Staff

LeMoyne-Owen College

For more than 130 years, LeMoyne-Owen College (LOC) has been an active and vocal advocate for low-income and disenfranchised citizens, including neighbors in the direct vicinity of the College. Memphis' only Historically Black College has provided opportunities for a College education for more than 6,500 graduates. Faculty and staff of the College have always been involved in the community, and the College itself serves as an oasis of opportunity, education, recreation, and hope for the young and old. In 1989, in order to institutionalize the College's commitment to its neighbors, LeMoyne-Owen College established the LeMoyne-Owen College Community Development Corporation (LOCCDC).

LeMoyne-Owen College CDC

Since the establishment of LOCCDC, LeMoyne-Owen College has utilized the CDC as the key mechanism for community development and outreach. LOCCDC has been particularly successful in the areas of community and youth services, economic development, and housing. The CDC has made tremendous strides as the organization has become more experienced in community development. With a full time Executive Director, Director of Housing and Community Development, Director of Economic Development, CPA and additional staff LOCCDC have succeeded as a result of previous HBCU proposals. These full time staff, described below, bring recent, relevant, and successful community development experience to LOC and have taken the College's community development efforts to a higher level. As a recipient of funding during the 2004 fiscal year from HUD/RHED, United States Department of Commerce/EDA, and the City of Memphis, the CDC has increased it's commitment to this

community over the past four years. With partnerships like the ones listed above, LOCCDC has really shown what funding, commitment, and leverage can do to change a community for the better.

The core team for the proposed project will be directed by Jeffrey T. Higgs-LOCCDC's Executive Director, [REDACTED] CPA -Assistant Professor of Accounting and Co-Director for the Center for Entrepreneurship at LeMoyne-Owen College, [REDACTED], MBA - LOCCDC HBCU Manager & Director of Housing, [REDACTED] MSSW - Director of LOC Family Life Center, [REDACTED] - Manager of Economic Development, [REDACTED] - LOCCDC Housing Counselor/Financial, [REDACTED] MBA - Director of Economic Development (Consultant), [REDACTED] Department of Sociology, LeMoyne-Owen College, Project Evaluator, [REDACTED] MBA - Board Chair for LOCCDC and [REDACTED] [REDACTED] President of LeMoyne-Owen College. This team of 10 will lead the proposed project, and will be supported and advised by a committed and experienced group of College administrators, faculty, staff and community leaders. The core staff team has worked together on community development projects extremely well, with particularly impressive success over the past four years (2003-2007). Collectively, the core team alone has over 70 years of experience and over [REDACTED] worth of community development and outreach projects and activities.

Jeffrey T. Higgs, Executive Director of the LeMoyne-Owen College CDC, has served, at the pleasure of LeMoyne-Owen College, as the full time Director of this HBCU project and will be responsible, along with his staff of the LOCCDC, for the implementation of all of the proposed tasks. He has and will serve as the contact person for the HUD office. Jeffrey T. Higgs, a life-long resident, committed to revitalizing the LeMoyne-Owen community. Mr. Higgs is a 1984 graduate of LeMoyne-Owen College. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED], Mr. Higgs has over [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] is Assistant Professor of Accounting and Co-Director for the Center for Entrepreneurship at LeMoyne-Owen College. [REDACTED] currently holds a Ph.D. in Community Economic Development (CED) from [REDACTED] and coordinates activities with the Center's agencies, partners, legal advisors, loan committee and the College's fiscal office. [REDACTED] has been a professor at LeMoyne-Owen College since 1996, and specializes in accounting and entrepreneurial courses. [REDACTED] has assisted in institutionalizing the role, relationship and interaction between The College, LOCCDC and the community. [REDACTED] will commit [REDACTED] of his time to the implementation of the proposed project.

[REDACTED], is the Director of Housing Development and serves as the Program Manager for HBCU programming for the LOCCDC. [REDACTED] has been responsible for developing and updating all tasks and activities associated with one previous HBCU grant and will take over the responsibilities of this new HBCU Project. Furthermore, [REDACTED] is responsible for directing all housing programs, which include affordable home construction and the completion of over \$1 million in affordable housing and related construction activities. [REDACTED] has over 5 years (2002-2007) recent experience in developing housing programs and constructing homes. [REDACTED] will commit [REDACTED] of [REDACTED] time to this project.

[REDACTED] **Director of the LOC Family Life Center** has over 10 years (1997-2007) experience working with youth and in community development. [REDACTED] will manage the **Community Wellness Center** when it opens. [REDACTED] also founded **LOCCDC's Project Second Chance**, where teen mothers are given an opportunity to participate in programs that include financial literacy, prevention of another pregnancy and life skill enhancement. For the past 3 years, [REDACTED] has operated our LOC Family Life Center (LOCFLC) program for boys in grades 3-5 that have seen their academic and social skills increase dramatically through pre and post assessments.

[REDACTED] **is the Community Development Manager** for the LeMoyne Owen College CDC. [REDACTED] is currently spearheading **LOCCDC's Town Center at Soulsville**, a [REDACTED] **mixed commercial and residential development** that will be located directly across the street from the newly opened STAX Museum of American Soul Music. [REDACTED], a community resident and an urban anthropologist, is responsible for the acquisition of property and assists in overcoming regulations and zoning requirements that can hinder urban housing development. [REDACTED] is active in developing and facilitating Neighborhood Watch programs and Neighborhood Associations throughout the community. [REDACTED] brings over **7 years (2000-2007) of recent community development experience** in the housing and economic development side of urban community economic development.

[REDACTED] **Senior Loan Officer for LOCCDC** directs the LOCCDC's micro-lending program and the Business Development Institute (BDI). [REDACTED] will be responsible for the marketing and selling of the homes in the Walker Avenue Initiative to prospective homeowners. [REDACTED] a former bank branch manager, brings **4 years (2003-2007) of recent experience in the homebuyer's education, financial literacy training and accounting**

training to LOCCDC and this project and will assist families and residents that we find to become homeowners for the Walker Street Initiative.

[REDACTED], MBA will serve as a financial consultant to this project. A Wharton School of Business graduate, [REDACTED] has wide ranging experiences that include employment stints with [REDACTED] in brand marketing and financial advisory services. As the former owner (2004-2007) of the Memphis Area [REDACTED] and [REDACTED] has the operational management and financial services background needed to assist in the implementation of the proposed activities. [REDACTED] recently (2005-2007) completed the financing for the Towne Center at Soulsville Project for LOCCDC. [REDACTED] experience as LOCCDC's financial advisor will be important in implementing this program.

[REDACTED], LOCCDC Community Action Coalition advisor, is a sociology professor at LOC who has energetically supported LeMoyne-Owen College CDCs efforts for 7 years, both by contributions as a program evaluator and as a volunteer. [REDACTED] is an expert in developing evaluation models and matching [REDACTED] students with community development projects that give them real world experience. In the past year, LOCCDC and [REDACTED] have made great progress towards the development of a community economic development curriculum for students at LOC. In the last several years, [REDACTED] has served as an advisor in the planning of LOC FLC program evaluation models and tracks the success of LOCCDC's grant and project performance for local government. [REDACTED] is also directs LOC's Service Learning Program.

[REDACTED], Board Chair for LOCCDC and Senior Community Relations Officer for Federal Reserve Bank of St Louis, brings a wealth of experience to the community

and this project. [REDACTED] (2003-2007) worked for LeMoyne-Owen College as Chairman of the Division of Business and Economic Development, for the City of Memphis, Division of Housing and Community Development (1999- 2004) and was responsible for the creation of the City of Memphis Business Renaissance Center, which serves as the Economic Development agency for the City. [REDACTED] works with small and disadvantaged businesses and serves as a Board Member for the Black Business Association of Greater Memphis. [REDACTED] leadership has proven essential in the LOCCDC's successful implementation of prior HBCU grants.

Dr. Johnnie B. Watson, President of LeMoyne-Owen College is also a key board member of LOCCDC and has been most successful in promoting LOCCDC and its projects through the City, Region and Nation. President Watson, while only the interim President is very supportive of all of LOCCDC activities, he has quickly grasped the important role that LOCCDC plays in this community and at The College. He is a passionate advocate for the LeMoyne-Owen Community citywide as he is an alumnus of LOC. Prior to coming to LOC, he served as Vice – President for Community Relations at Rhodes College in Memphis, and is also a former Superintendent of Memphis City Schools, the largest school district in the State of Tennessee.

Other LOCCDC Board Members and community leaders bring additional **recent, relevant, and successful** community development experience to this project. Although the following are not considered core team members, they will provide invaluable assistance, input, and support.

[REDACTED], CPA, CFO for LeMoyne-Owen College and Treasurer of the Board for LOCCDC, a recent addition (2006), to the College and the LOCCDC board, but has already begun to impact the community with [REDACTED] vision for financial accuracy and a sense of efficiency in operations at both LOC and LOCCDC.

[REDACTED] **Board Secretary for LOCCDC**, works daily in the neighborhood as a Daycare Center manager for one of the most successful businesses in the neighborhood, Zion Daycare. Since LOCCDC's inception [REDACTED] has been involved with making sure the CDC understands its role and mission to the immediate community.

[REDACTED] **community activist**, has advocated for LOC and the community for more than 35 years. [REDACTED] is a neighborhood resident with a passion for youth development. [REDACTED] is founder and member of the board of directors for the McLemore Community Development Corporation, a grass roots oriented neighborhood advocacy group in existence since 1992.

[REDACTED], **Board Vice-Chair, and community resident**, has lived in the LeMoyne-Owen Community for more than 3 years. [REDACTED] is currently LOCCDC Board Vice Chairman and became more involved recently with the community as a new member of the Chandler Neighborhood Watch Association.

This group of committed LOC – faculty, staff and management, along with LOCCDC staff and board members, bring recent and relevant experience to the project and an understanding of the needs of this community needed to implement the specific task associated with the proposal.

(b) Past Performance (15 points)

The proposed project is a collaboration of LeMoyne-Owen College and its community partners. LeMoyne-Owen College, the LOCCDC, community development partners, and key personnel who have successful experience in providing proven leadership in solving community problems both past and present, which have a direct bearing on the proposed activities. As indicated in section (1) (a) above, members of this project team have been involved in leadership positions in all aspects of community and economic development for many years, bringing a

wealth of knowledge to the project and has made a tremendous amount of progress. The CDC has taken its **HBCU grants over the past four years and leveraged it to almost 20:1 in proven economic development activities** within the immediate community surrounding LeMoyne-Owen College. LOCCDC has had a direct input into all activities in this community. LOCCDC has received over [REDACTED] in local and private foundation funding to date, with approximately [REDACTED] more requested and pending approval. [REDACTED] has been raised and leveraged for the Towne Center at Soulsville mixed use retail center, of that [REDACTED] debt capital, \$1.5 million in direct federal grants, and [REDACTED] in local government and private equity for CDC HBCU sponsored project. LOCCDC is a model to other CDC's in Memphis and the Southern Region due to the comprehensive approach to community development and the creative partnerships.

The LeMoyne-Owen College CDC and LeMoyne-Owen College have truly been involved in community development efforts over the past seven years (2000-2007). This actually started with the **first HBCU grant received by the college for \$290,000 and the last five recent awards the LOCCDC has received in the amounts of \$380,000, \$500,000, \$549,459, \$550,000 and \$599,399**, which LOCCDC has leveraged in the amount of \$[REDACTED] for **these development efforts** in this community. (this includes all projects that LOCCDC and LOC have played a major role in). These awards have actually positioned LOC and the LOCCDC to become major players in the redevelopment efforts for this community and this City. Our many partners and collaborators are testaments to LOCCDC's efforts to transform this community into a better place to live work and play.

(1) Detailed List Outlining Achievements

Our initial HBCU grant was to create a loan fund that could assist business development in this community. With the Management and Technical Assistance program we were able to assist over 200 business people in this community. And not just inside our own neighborhood, but this grant allowed the LOCCDC to plant the seed of a partnership for what has occurred since that time. In our technical assistance program we provided loans to ten (10) businesses, but more importantly this funding was used to set up an infrastructure that supports our current program. It was our goal to provide technical assistance to The College's **overall auxiliary business enterprises – food services and maintenance services, in particular**. In our **Shared Business Services Program**, we provided computer literacy training programs to the then named LeMoyne-Gardens Public Housing residents and others seeking computer training. The final piece of this grant was the Entrepreneurship program started at Cummings Elementary School, a public neighborhood elementary school and now expanded to the greater community through additional **HBCU funding, service learning projects and SBA program funding**.
Amount expended \$290,000.

In 2000, the college's second HBCU award really began to expand the breadth and depth of the College and LOCCDC's ability to become the recognized community developer it is today and also to begin planting the seeds of Economic Development and neighborhood revitalization. This grant provided the seed for the AmSouth Bank Center for Entrepreneurship and the Micro Loan Program, and really began to teach this community what real economic development was about and how it affected this neighborhood's ability to grow and prosper. Simultaneously with these efforts the LOCCDC was reborn and other community activities began to take place that showed the worth and ability of the college to be a major player in this community's ability to change itself from a poor inner city neighborhood to one that was vibrant

and full of energy. We saw the loan fund grow from ten loans to over twenty-five with no defaults; no delinquencies and we assisted in three new business startups. Technical Assistance was being provided to small businesspersons. The Center had truly grown up and was fulfilling its promise of new and exciting opportunities for businesses to grow and prosper. Community business people now viewed the College in a different light, it was now a place where information could be shared, gained and disseminated to them in a manner that they could understand, appreciate and use for their benefit. **Amount expended \$380,000**

SIGNIFICANT ACHIEVEMENTS
The Center was able to extend micro loan funding to fifteen businesses for startup or business expansion
The Center developed home pages on the Internet for business that received micro loans assistance and hosted their site on the college server
The Center collaborated with other agencies providing business training in the area – Tennessee Small Business Center, Internal Revenue Services, Memphis Business Development Corporation and Memphis Light Gas and Water Economic Development Department.
The Center conducted various seminars and workshops with experts and partners.
The newsletter – Biz News was an excellent method of disseminating entrepreneurial news about the Center to business and other agencies in the Mid-South.
The Center provided one-on-one financial and tax advice to about ten low and middle-income business owners. Any prior year tax problems were assisted with help from the IRS free of charge
The Center has also assisted low and middle-income contractors in the area in filing the Construction License Application required for certification by the Tennessee Board For License Contactors many of these are Section 3 contractors

The next award received in 2001, certainly propelled the LOCCDC to where it is today as the premier CDC in the Southern Region. LOCCDC successfully implemented related activities by recognizing community needs and implementing those concerns and needs. We expanded our staff to 10 FTEs. This increased staffing level, was the needed impetus to continue implementation of the other tasks associated with this grant. We created the **Community Action Coalition**; an advisory board that is the voice of the community that has

input on community issues and makes decisions based on that input. We created **two neighborhood associations and two merchant associations** as a result of the award and our ability to bring people together.

During this project, LOCCDC **provided technical assistance to over 200 individuals in the area of business and community organizing**, which assisted with project implementation as was done in the creation of the **Metropolitan Institutional Neighborhood Association and Greenwood Neighborhood Association** and helped to secure small grant funds to hold a neighborhood block party for the youth of the community. We formed a unique partnership with the **Census 61 Tract Neighborhood Association acting as their Chief Fiscal Agent providing financial management assistance**. LOCCDC has also worked very closely with the staff on the Stax Museum of American Soul Music during the planning stages of development.

LOCCDC became very involved in the City's *Strategic Plan for the area, which is in line with the City's CDBG Plan*. LOCCDC has continued to hold CAC meetings at the College, continued to hold the City's Consolidated Plan meetings, and LOCCDC serves on committees that address the issues surrounding the consolidated plan and the use of CDBG dollars in this community. All of LOCCDC activities met all three of HUD's statutory objectives as outlined in the CDBG legislation and the City of Memphis Consolidated Plan. These activities include but are not **limited to new home construction, safe neighborhoods, training programs for the underemployed and acquisition of vacant lots that can be cleared for construction**. These strategies are again what residents say they want and need in the community.

As previously mentioned we have assisted in the creation of new businesses and assisted existing businesses, through all of our development activities, LOCCDC firmly believes the true change will occur when you maximize the total spectrum of community development –

economic development, social/human development and housing development. **Amount expended \$500,000.**

The funding received in October of 2002 has been instrumental in starting new initiatives and taking the organization and the community to the next level in a short period of time. **Staff members have received valuable training and certification, for example two staff members are now certified Homebuyer Educators.** This certification will allow LOCCDC to conduct its Home Buyer's Club, which is an intensive training to assist participants who are interested in becoming homeowners, but face certain barriers. **Community Development Internships were provided to 8 LeMoyne-Owen College Students.** The Interns were placed with various community-based organizations, many of which are LOCCDC's partners in development activities. In partnership with U.S. Small Business Administration's PRIME Program, National Bank of Commerce (now SunTrust Bank), AmSouth Bank, and City of Memphis Renaissance Business Center, LOCCDC trained over **300¹ disadvantaged micro-entrepreneurs** through LOCCDC's **10-session Business Development Institute (BDI)** to date. In Collaboration with Memphis Police West Precinct, Praise of Zion Church, and Metropolitan Baptist Church, LOCCDC, and its Community Action Coalition planned, organized, and **implemented a Neighborhood Watch Program.** Technical and financial assistance including staff development, fiscal management, and strategic planning assistance has been provided to **2 non-profits, 1 church, and 3 community organizations in the LeMoyne-Owen Community.** LOCCDC hosted the **Community Action Coalition's quarterly meetings and annual Community Holiday Dinners; each event was attended by more than 50 community residents along with two successful community cleanup days with volunteer support from**

[REDACTED], Department of Sociology – LeMoyne-Owen College "Evaluation of Community Development Funded Activities at LOC". 2002.

community residents. LOCCDC has partnered with YO! Memphis for its FUTURES program. During the reporting period **12 participants from YO! Memphis** have completed the program and are all employed in the construction field. **The LeMoyne-Owen College Community Development Corporation's EPA Lead Training Institute trained and certified 123 EPA Lead Supervisors and Workers** during to date. **LOCCDC has made tremendous strides in planning and land acquisition for the building of a major commercial and retail center on McLemore Avenue, adjacent to the Stax Museum of American Soul Music.** The planning team includes local city officials, attorneys, architects, business owners, community residents, and other development consultants. We are now **designated by the Department of Treasury as a CDFI**; this will assist us in serving new and emerging business startups, and give this community development financing for business another layer of subsidy for homeownership.

LOCCDC has received funding from the Department of HHS for planning funds to create jobs and new business development, Along with the designation from the Department of Treasury as a **CDE for New Market Tax Credits.** LOC Transit provides transportation for LeMoyne-Owen College activities, various community organizations, and churches. Some pro-bono transportation is provided for the senior citizens in the neighboring Hope VI Development - College Park. The jobs that we have created with the LOC Transit have gone to all community residents who can use LOC Transit to make extra money. The creation of the LOC Building program **has provided jobs to Section 3 contractors and subcontractors**, who are unable to access construction business, due to a lack of experience and a lack of capital. LOCCDC Housing development has benefited tremendously from the last grant as it has increased its housing staff and completed the construction of **9 new homes and rehabilitation of 6.** The City of Memphis has recognized our ability to get housing constructed and given a grant in the

amount of [REDACTED] for minor home repair for low-income persons. Amount expended \$549,459.

The next funding received by LOCCDC from HUD's HBCU program was for the funding cycle October 2003 through October 2006. LOCCDC and its community partners made tremendous strides implementing the redevelopment initiatives in Soulsville, USA. Working closely with the nationally recognized LeMoyne-Owen College Service Learning Program, LOCCDC has provided 9 internships during this grant period. LOC students, who participate in this program, have the opportunity to work with community based organizations and small disadvantaged businesses. These students are not only providing much needed technical assistance and community outreach, they are also applying the knowledge that they are gaining in the classrooms in real world situations.

During this funding period, LOCCDC and its community partners along with a team of marketing professionals began the process of creating the marketing plan for the Soulsville neighborhood. This was done by collecting data and interviewing community residents and business owners, as well as others throughout the city to effectively analyze the perception of the community and to create strategies for creating and implementing a city wide marketing campaign, to address negative perception issues regarding the area.

LeMoyne-Owen College and LOCCDC boasts one of the best Family Life Centers in the nation. The LeMoyne-Owen College Family Life Center (LOCFLC), in collaboration with its community partners LeMoyne-Owen College, Memphis City Schools, Youth Development Foundation, (a subsidiary of Praise of Zion Church), the Memphis Police Department, neighborhood schools, Stax Museum of American Soul Music, Youth Opportunities Memphis, and Goodwill Boys and Girls Club, has served as a premiere resource center in the

community. During this funding period, **the LOCFLC served 140 youth and their families.** The primary target population is 3rd, 4th, and 5th grade boys who have been identified with behavioral problems and/or a C average or lower on their report cards at Cummings Elementary. These students participate in programs and activities ranging from health awareness, recreational development, and family relationships to multiculturalism and recreational activities. The LOCFLC recruits college staff, faculty, and students along with members of the neighborhood and broader community to participate in mentoring and tutoring, as well as recreational or other programming. The mentors participate in the activities with the cohorts and their families. The family members of the participants as well as other community residents have access to all resources and training offered by the LOC, LOCCDC, and the LOCFLC.

Another very successful program during this period has been **the LOCCDC Homebuyer's Club.** This program is designed for participants who face barriers such as high debt or credit problems, which are preventing them from becoming homeowners, another **HUD's Strategic Goals.** Participants attend six sessions of intense class time, learning the steps to good credit as well as the steps to homeownership. There is also six one-on-one counseling sessions with each participant to discuss individual credit reports and to provide guidance on raising credit scores in a short period of time.

Following are other highlights accomplished by LOCCDC during this funding cycle:

- ✓ **Completed the construction of 4 new homes and 4 rehabilitations**
- ✓ **Received congressional appropriation in the amount of \$500,000 for the Town Center at Soulsville residential and commercial project (Total Cost [REDACTED])**
- ✓ **Provided technical assistance to 15 businesses, community and faith based organizations**

- ✓ **Received \$150,000 from HUD's Rural Housing and Economic Development program to initiate technical assistance and capacity building program for rural townships in the Mississippi Delta area**
 - ✓ **Purchase all land and completed zoning for the Villas at Soulsville, the residential section of the Town Center at Soulsville initiative Amount expended [REDACTED]**
- The current HBCU funding was granted for the period of 2005-2008.** Most of the

activities and goals have been met for this initiative. During this period, LOC has continued to build on the foundation from the previous years funding by continuing to enhance the service, staff, and capabilities of LOCCDC. This includes adequately staffing the organization, providing staff development opportunities and securing funding for CED Initiatives. This activity of **Building the Organizational Capacity of LOCCDC** was further accomplished by the CDCs ability to continue to **implement the Soulsville, USA Comprehensive Marketing Plan**, which included the first annual community festival, "Soulabration." This regional event was attended by more than **2,500 people and included live music, vendors, games, dancers, food, and fun for the entire family.** This star-studded event included performances by local musicians, American Idol Star, Gideon McKinney and the world renown Bar-Kays. It was truly a celebration of the culture, history and future of Soulsville, USA. The pride that this event instilled in all facets of the community still resonates today.

Other highlights accomplished during the current HBCU funding cycle include:

- The final plan for the Business Incubator to be located at the Town Center at Soulsville (TCS) has been completed and will start construction in July 2007.
- The funding of 10 new small disadvantaged businesses through the Micro-loan fund and our CDFI – Tennessee Capital & Development, LLC.
- The provision of technical assistance to 125 small disadvantaged business owners and main stream business seeking assistance.

- 8 businesses recruited and leases signed for businesses committed to locate in the TCS. This represents about 75% of the total space to be leased.
- Final plans developed for the Villas at Soulsville (13 new homes) and TCS, Ground Breaking to begin in July 2007. Amount expended \$425,000

LOCCDC has made every attempt to provide to HUD each report in a timely manner. Each report is due at six months intervals during the project cycle. LOCCDC has been at least 25 days late on one report in the 2004 reporting cycle. All other reporting for closeouts and drawn down of funds have been completed timely and in accordance with grantee request.

2) Comparison of Leverage of Previously Funded HBCU Grants

(3)List of all Grants and Dollar Amounts Expended

Grant Amount	Leverage Amount	Leverage Source	Amount Expended to Date
B-94-SB-TN-0001 \$290,000	[REDACTED]	[REDACTED]	\$290,000
B-00-SB-TN-0002 \$380,000	[REDACTED]	City of Memphis HCD	\$380,000
HBCU-TN-01-017 \$500,000	[REDACTED]	City of Memphis HCD [REDACTED] [REDACTED] Tennessee Valley Authority.	\$500,000
HBCU-TN-02-022 \$549,459	[REDACTED]	City of Memphis HCD Fannie Mae Foundation [REDACTED] US Congress	\$549,459
HBCU-TN-03-0375 \$550,000	[REDACTED]	City of Memphis HCD US Congress [REDACTED]	\$550,000
HBCU-TN- \$599,428	[REDACTED]	[REDACTED] US Department of Commerce – EDA City of Memphis – HCD County of Shelby, TN – Mayor’s Office LOCCDC’s Equity Investment	\$525,278 as of 05/31/2007
Total: \$2,863,858	[REDACTED]		\$2,269,459.00

RATING FACTOR 2: NEED/EXTENT OF THE PROBLEM (10 points):

The LeMoyne-Owen Community is a neighborhood in great need of revitalization. For years, many houses and businesses have stood vacant and neglected as property values have declined and as poverty, unemployment and literacy rates have increased. Outside of the [REDACTED] public / private partnership to build the Stax Museum of American Soul Music in the heart of the neighborhood, there has been the scarce creation of new businesses coupled with the closure of existing ones. The barriers of transportation, childcare, education, and funding make job training and placement opportunities for low income, unemployed, and under-employed residents virtually non-existent. LOCCDC's current and proposed activities have and will continue to address this overwhelming need for development. **A need is exposed in three alarming statistics²:**

- (1) **LOCCDC's service area consists of census tracts with 64% of populations has income below the poverty line.**
- (2) **LOCCDC's service area has had a 24% housing unit decrease from 1990 to 2004, with a 52% decrease in the last three years.³**
- (3) **LOCCDC's service area has experienced a 17% loss in business establishments from 1994 to 2004, with the majority over the last three years.⁴**

Community Profile

CENSUS TRACTS	45	46	47	48	TOTAL
POPULATION					
2004 Tract Population	1,214	1,845	2,655	846	6,560
Growth 1990 to 2004	-31.8%	-24.8%	-14.9%	-78.4%	-41.4%
POPULATION by RACE	1,214	1,845	2,655	846	6,560
2004 - Black	1,192	1,675	2,632	823	6,322
2004 - White	7	162	14	15	198
2004 - Hispanic Origin (All Races)	15	8	9	8	40

² US Bureau of Census Community Profile Data 2006

³ City of Memphis Consolidated Planning Documents, 2006

⁴ Memphis Regional Chamber of Commerce, Economic Development Report of Downtown and 38126 zip code, Nov., 2006

HOUSING by TRACT					
2004 Tract Units	494	927	1,118	321	2,860
1990 Census	547	858	1,073	1,293	3,771
Growth 1990 to 2004	-9.7%	8.0%	4.2%	-75.2%	-24.2%
Occupied Housing Units					
2004 Owner Occupied	25	137	483	109	754
1990 Owner Occupied	42	143	510	149	844
Growth 1990 to 2004	-40.5%	-4.2%	-5.3%	-26.8%	-10.7%
Renter Housing Units					
2004 Owner Occupied	332	554	484	139	1509
1990 Owner Occupied	393	624	417	972	2406
Growth 1990 to 2004	-15.5%	-11.2%	16.1%	-85.7%	-37.3%
Vacant Housing Units					
2004 Owner Occupied	137	236	151	73	597
1990 Owner Occupied	112	91	146	172	521
Growth 1990 to 2004	22.3%	159.3%	3.4%	-57.6%	14.6%
CENSUS TRACTS	45	46	47	48	TOTAL
INCOME by TRACT					
Tract Income Level	Low	Low	Low	Low	
% Below Poverty Line	64.24%	57.83%	42.92%	53.41%	
Medium Family Income	5,412	12,652	25,257	16,621	
POPULATION by EDUCATION LEVEL					
	1,214	1,845	2,655	846	6,560
Elementary (0-8)	35.3%	14.7%	23.4%	19.4%	
Some High School (9-11)	29.9%	35.9%	32.8%	35.3%	
High School Graduate (12)	21.0%	23.3%	22.8%	27.7%	
Some College (13-15)	11.1%	14.3%	14.8%	12.4%	
Associates Degree Only	1.1%	5.5%	1.7%	1.2%	
Bachelors Degree Only	0.8%	4.9%	2.8%	3.1%	
Graduate Degree	0.7%	1.3%	1.8%	0.9%	
% High School Grad and Higher	34.8%	49.3%	43.8%	45.3%	
POPULATION by EMPLOYMENT STATUS					
	1,214	1,845	2,655	846	6,560
2004 Employed in Armed Forces	0.0%	0.0%	0.0%	0.0%	
2004 % in Labor	59.7%	49.3%	45.5%	53.1%	
1990 % in Labor	40.3%	51.1%	54.4%	46.9%	
Employed Civilians	24.8%	34.6%	43.4%	32.5%	
Under-employed Civilians	15.5%	16.4%	11.1%	14.4%	
POPULATION by TRANSPORTATION TO WORK					
	1,214	1,845	2,655	846	6,560

Drive Alone	40.4%	56.5%	54.2%	31.0%	
Car Pool	16.5%	12.6%	17.3%	12.9%	
Public Transportation	26.7%	16.8%	22.0%	47.3%	
Drive Motorcycle	0.0%	0.0%	0.0%	0.0%	
Walked Only	14.5%	14.1%	4.9%	3.2%	
Other Means	0.0%	0.0%	1.2%	4.3%	
Worked at Home	2.0%	0.0%	0.5%	1.3%	
SMALL BUSSINESS by UNIT					
2004 Number of Establishments	44	43	44	55	186
1994 - Number of Establishments	52	55	53	63	223
Growth from 1994 to 2004	-15.4%	-21.8%	-17.0%	-12.7%	-16.6%

Information secured from the US Census Data of 1994 and 2004

Geographic Location of Target Area

LOCCDC's service area consists of primarily four census tracts located in Shelby County - Memphis, TN; 471570045, 471570046, 471570047 and 471570048. This area is designated as a **Renewal Community, as defined by the U.S. Department of Housing and Urban Development; a Priority One Targeted Area, as defined by the City of Memphis - Housing and Community Development Division and a Housing and Economic Development Hot Zone, as defined by the U.S. Treasury's Community Development Financial Institution Division.**

The designation of **Renewal Community (RC)**⁵ means that LOCCDC's target area has deteriorated such that federal dollars and support have become essential to its survival. The City of Memphis and HUD dedicates resource to focus, advance and stimulate business growth where it has classified areas requiring significant redevelopment. The RC/EZ Initiative offers residents and businesses opportunities to overcome seemingly insurmountable problems, enabling our nation's poorest communities to participate more fully in the workforce.

A "**Priority One Targeted Area**" is an area, located within the City of Memphis, where slum and blight conditions have reached critical levels due to disinvestments and significant commercial and residential population decline. It is an area identified in the **City of Memphis'**

⁵ US Department of HUD's Federal designation for economic development targeting of federal, state and local funding to selected communities

“FY 2005 Annual Plan” where Community Development Block Grant (CDBG) dollars are dedicated to meet federal statutory goals. It is an area where the **City of Memphis’ 2005-2007 Consolidated Plan** states that only a sustained and integrated approach will improve quality-of-life standards.

The Community Development Financial Institutions Division, an arm of the U.S. Treasury, labels LOCCDC’s targeted area as a Housing and Economic Development Hot Zone. It considers this area a high priority when granting technical assistance and loan fund capitalization grants. It believes that lack of micro-enterprise activity in this area will inevitably result in worsening economic and housing problems.

Community Challenges

1. Infrastructure and Capacity

As reflected in the **Community Profile, LOCCDC’s targeted area has experienced negative growth.** All four census tracts have residents “Below the Poverty Lines” in percentages of **64%, 57%, 42% and 53%, making this an area that has high and extremely high rates of poverty.** The area has census tracts where 31% to 55% of the individuals are “NOT employed” and those who are employed have an average yearly income of as low as \$5,412. Further limiting this income is the fact that only 34% to 49% of the individuals in these tracts have a high school diploma with less than 5% of those who graduate going on to or finish college. **This forces most to work in the service industry where suppressed wages are the norm.**

All of these indicators point to the community-building and empowerment activities LOCCDC is proposing. The data indicate a need for economic expansion, commercial revitalization, workforce development, job creation, housing development, residential

rehabilitation, and technical assistance. LOCCDC proposes to address these needs directly, strategically and decisively. The primary tool to effect change in these tracts is and will be LOCCDC. A strong Community Development Corporation, with the capacity to address all of these pressing needs simultaneously and intelligently, is the best possible approach towards alleviating the crisis.

2. Infrastructure and Housing

LOCCDC's housing redevelopment plan incorporates the principle of sustainable development. This is important to reverse the declining trend existing in the community today. LOCCDC's target area has experienced a **24% decline in the number of housing units**⁶ and a greater percentage lost of affordable units. Owner occupied units have experienced a composite 10% lost, with tracts 45 and 48 experiencing an alarming 41% and 27% decrease respectively. The number of **rental units has decreased 37%** over the same period. Supporting the distress is a composite 14% increase in the number of vacant units. The average age of the homes in this area is 45 years, with some even as old as 52 years.

The **FY 2003 Annual Action Plan for the City of Memphis** included an updated housing market analysis, which makes clear the need for the development of the South Memphis Planning District, LOCCDC's target area. Several key findings were named in that analysis.

- *Housing starts in the entire South Memphis Planning District accounted for only 1% of the total housing starts for Shelby County.*
- *Single-family housing sales averaged \$23,000.00 and accounted for less than 1% of total sales for Shelby County.*
- *Housing demolitions in the South Memphis Planning District accounted for 27% of the total housing demolitions for Shelby County.*

⁶ City of Memphis, South Memphis Planning District Survey 2006

The Housing Market Analysis⁷ concludes that, “this area is in immediate need for renovation and repair to its’ existing housing stock . . .the income levels in this area would suggest a public-private type of subsidy program to encourage renovation.⁸” The analysis recommends the development of new housing stock on vacant land.

Relationship of Proposed Activities to Demonstrated Needs

Activity One, “Core Operational Support to LOCCDC,” will strengthen the capacity of the LOCCDC to address priority needs as identified above in the area of economic development and community services. Included in activity one will be programs designed to improve the educational and employment levels of community residents.

Activity Two, “Soulsville Multi-Use Wellness Center” will assist neighborhood residents by providing access to health and wellness activities and opportunities to receive other community based services. This facility will also house the LOC Family Life Center and Project Second Chance, but will be open to the entire community.

Activity Three, “Walker Avenue Residential Corridor,” will address the priority need of providing housing and eliminating slum and blight in the neighborhood. Providing safe affordable, quality housing opportunities to community residents is imperative to the revitalization of any community.

Relationship of Proposed Activities to City of Memphis Consolidated Plan (CP) Participation in Consolidated Planning Process:

The College and LOCCDC have continually participated in both the City’s and the local housing authority’s consolidated planning process. The College has hosted and participated in both general and area specific meetings. The College and CDC have provided staff and other resources toward the development of both consolidated plans. CDC staff actively participates in

⁷ Market Study Commissioned by Fannie Mae, 2003

⁸ Zimmer/Volk Independent Market Analysis, 2003

several areas addressed by the City's and the local housing authority's consolidated plans including local fair-housing efforts, small business technical assistance and lending initiatives, and youth support service.

The Mission of the City of Memphis Division of Housing and Community Development (HCD), the agency responsible for the jurisdiction's Consolidated Plan, is:

To ensure that all citizens (principally low and moderate income, homeless, handicapped, elderly, large families and otherwise disfranchised) are provided an opportunity to live in decent, safe, affordable housing and have the opportunity to participate in the economic fabric of the city via jobs and business development.

In order to achieve that mission across the City, HCD has established five (5) priority areas in which it will undertake community development and planning initiatives during the current planning period. These priority initiatives are: (1) Neighborhood and Community Development, (2) Community and Public Services, (3) Homeless and Special Needs Housing/Services, (4) Economic Development and (5) Housing Development

Housing

In coordination with the CP, LOCCDC will, through successful implementation of Activities 1 and 3, make progress in the CP's targeted neighborhood / Renewal Community towards insuring "access, opportunity, and choice for all residents of the City of Memphis to decent and quality housing that is affordable and located in safe and appealing neighborhoods". LOCCDC has already begun to see change occur in the neighborhood; new housing has created some sense of hope, while we have come far, the way is still not clear.

Neighborhood and Community Development

The overall goal for Neighborhood and Community Development, as **established in the CP, is to “enhance the viability and attractiveness of low and moderate-income neighborhoods so that they become communities of choice, where residents want to choose to live.”** The HBCU proposal of LOCCDC will advance this goal through the successful implementation of Activities 1, 2, and 3. These activities will result in more creative partnerships and the strengthening of HCD’s presence in the neighborhood. LOCCDC plans to open the **Soulsville Multi-Use Community Wellness Center**, which will serve as an extension of HCD presence in the community, by opening and locating a community code enforcement office and other community services as asked for by the City and the community. The CDC has grown in capacity and become a stronger partner and will represent the concerns of the community on a policy level.

Community and Public Service

The overall goal for community and public services is **“to enrich the well being of low-income residents and special needs populations including the frail elderly, the mentally ill, children and youth, and others through the support of direct services by nonprofit service delivery.”** Proposed Activities 1, 2 and 3, address this goal directly. Activity 1 will bring the CDC to a new level of expertise in community services and will allow the CDC to reach out more effectively with more services and activities on every level. Activity 2 will give all members of the community access to a place where any special needs can be met to ensure the enrichment of their well being both physically and mentally through wellness activities. Activity 3 will enable LeMoyne-Owen College and the CDC to be proactive in creating new affordable housing opportunities for everyone in the community.

Homeless and Special Needs Housing and Services

The overall goal for homeless and special needs housing and services is **“to increase the availability of supportive housing and to insure that residents have a clearly defined level of self-sufficiency.”** Activity 1, Core Operational Support to LOCCDC, will have an impact on this goal by actively working with local mental health providers and support service providers to identify creative solutions on the neighborhood level for the housing issues faced by dually diagnosed mentally ill homeless individuals. LOCCDC has been instrumental in the creation of a “drop-in center” located in the community as a direct result of its activities. As the capacity of the CDC is enhanced, the impact on the homeless and special needs population will diminish. Activity 3, **Walker Avenue Residential Corridor**, directly meets this need by providing housing opportunities, thereby ensuring that residents have defined level of self sufficiency

Economic Development

The neighborhood served by LOCCDC is a target area for HCD. According to the CP, **“some geographic areas are targeted due to certain characteristics or for special initiatives. Areas are also targeted based upon the levels of need and of poverty, and because of their blighted condition. Because of the tremendous need for housing repair in Memphis, the City attempts to concentrate efforts to increase synergistic effects in neighborhoods. Without targeting, the limited amount of funding available would be diluted and the impact on the community at large would be diminished. The City also coordinates with other agencies in order to better serve these targeted areas. Because HCD does not have the budget to completely revitalize targeted neighborhoods on its own, it is seeking creative ways to coordinate services and to bring groups together in order to make a difference within these areas. Leveraging of resources and partnerships with CDC’s and other developers are critical components of this strategy.”** The City has placed more and more

emphasis on CDC's and their ability to get things done at the community / resident level. LOCCDC activities will reverse the trends of low employment, poor housing, homelessness, crime, low access to social services, families in crisis, and many other problems of the inner city characterize this area. Primarily very low-income African-Americans occupy the community. Underdevelopment currently plagues this targeted neighborhood despite the manifold assets hidden beneath the surface. LOCCDC has and will continue to address and eventually alleviate these problems.

RATING FACTOR 3: SOUNDNESS OF APPROACH (40 Points)

(A) QUALITY OF THE WORK PLAN (33 points)

(1a) SPECIFIC SERVICES/ACTIVITIES (25 points)

(i) Measurable Objectives

Activity One: Core Operating Support for LOCCDC

The first activity of this project is to provide core operating support for the LeMoyne-Owen College CDC to continue the carryout CDBG neighborhood revitalization and economic development activities including implementation of housing, community, and economic development activities in the LeMoyne-Owen Community. This will continue to be accomplished by creating new programs as well as cultivating the existing initiatives. Providing Core Operating Support for LOCCDC is an ongoing process that entails developing leadership, financial resources, human capital, technical capital, and political support for the LOCCDC. LeMoyne-Owen College seeks to expand the role of the LOCCDC to become that catalyst for change in Soulsville. Already we have seen unprecedented change occur within the neighborhood within the last six years. New banks have moved to the neighborhood – SunTrust Bank and potentially Wachovia Bank. The revitalization of the Stax Museum of American Soul Music and Performing Arts Academy is complete and the projected number of visitors to the museum this year alone is over 75,000. The new College Park Community (HOPE VI-formerly

LeMoyne-Gardens) has completed all phases of development, which include a senior village, multifamily rental, single-family homes all of which are sold, and a community center. **All of these activities have occurred with the assistance of the HBCU grant to the LOCCDC, and LOCCDC's participation in the process of development and implementation.**

Leadership development is one of the ways the College will strengthen its link with the community. The top officers of the College are on the board of the LOCCDC; this makes the strongest statement about the objective of the College and its commitment to the community. LeMoyne-Owen College has always been actively involved in the community; with the resurgence of the LOCCDC, a formal relationship now exists and makes a more meaningful impact in the community. The College will assist the leadership of the LOCCDC with its many connections to other corporate citizens and institutions to assist in the revitalization of the community.

The capacity of the LOCCDC will further be enhanced by its ability to attract funding to ensure that programs and community resources are adequately allocated to the specific needs of the community. The College and the LOCCDC have forged these relationships by virtue of the fact that it has committed dollars and in-kind support to the LOCCDC. In partnership with LOC, LOCCDC has been able to receive operating support to develop our capacity. However the more we have grown, the support it requires to continue to implement quality programs and initiatives that will compliment existing efforts and continue to take the revitalization of Soulsville to the next level. **Now more than ever is the core support for the CDC in its greatest need because we have made commitments and the work has started.** The College has provided office space, some office furniture, and in-kind support. **Fund-raising and grant writing is another way the link between the College and the CDC will and can**

benefit the community. Valuable expertise can be used to assist the CDC in its grant writing and advise the staff on effective ways to write grants. Thus, the community can become empowered. The resources of the College ultimately will benefit the community. Additionally, the LOCCDC has secured funding that will assist in its financial well being.

The College also has and will provide technical assistance to the LOCCDC for organizational development, operating systems, strategic planning, financial management, and access to the Internet. This form of technical assistance also translates to assistance to the community, because the CDC has opened its resources to the community for its use and given the community an opportunity to feel comfortable working with The College. Currently, monthly meetings, copying services, and computer access, are all available to any member of the community at LOCCDC's office and the JE Walker Community Resource Center. We seek to expand the role of the LOCCDC in this area to enhance systems delivery of technical assistance. Faculty participation on loan fund committees, student intern assignments and student projects geared to the community has strengthened this linkage. The HBCU grants have played a major role in LOCCDC ability to institutionalize the role of The College to the community. The ability to provide support to the CDC to offer these services to the community will only strengthen the link that is already in place for the LOCCDC. **We seek capacity to assist partners as we all rebuild our community.**

Clearly, LOC can assist the emergence and growth of the LOCCDC and promote the effectiveness of the CDC to the community. Connecting community leaders to the CDC and the College's expertise will **develop organization capacity not only for the CDC, but also in turn for the community.** Core Support of the organization and the community then, becomes the key

to community and neighborhood revitalization, people working together to create a community for all of us who live, work and play in this neighborhood.

Task 1-1: Strengthening LOCCDC Organizationally

LeMoyne-Owen College has assisted in building the capacity of the LOCCDC primarily by hiring a qualified Executive Director, who in turn hired and groomed highly qualified staff and support. They work in close partnership with College administration and faculty to implement projects and programs to benefit the residents of the LeMoyne-Owen Community. LeMoyne-Owen College has committed substantial in-kind support for the CDC to date. LOC has committed to continuing its contributions until the CDC becomes self-sufficient, through program income and diversified continued support from other sources.

Other Historically Black Colleges geographically located in urban impoverished neighborhoods have been successful at developing strong CDC's with sufficient support to play a leadership role in comprehensive community revitalization. Other CDC's in Memphis have been successful at achieving a high level of sophistication in residential, commercial, and economic development. The LeMoyne-Owen College CDC, even when staffed only to the current level, has already demonstrated rapid growth of capacity. In less than 6 years LOCCDC has grown from a staff of 3 to 12 FTEs. The enthusiasm for the LOCCDC on the neighborhood, City, State, and Federal levels has been tremendous. There has been no question about the ability of the LOCCDC to grow and thrive into one of the premiere CDC's in the nation⁹.

Careful management of the growth process will be vital and is present.

Measurable Objectives:

- ❖ Continue to staff LOCCDC as needed
- ❖ Continue to provide staff with quarterly opportunities for training and skills development.

⁹ February 2006, 109th Congress, Recognizes LOCCDC for its community development efforts

- ❖ Continue to promote LOCCDC and to solicit new funding sources and revenue producing activities.
- ❖ Continue to provide LOCCDC with all necessary equipment and supplies to operate a highly effective, aggressive community revitalization plan.

Timeline:

- ❖ Hire highly trained and qualified staff as needed (ongoing)
- ❖ Afford every staff with professional development opportunities (ongoing)
- ❖ Research funding opportunities and submit appropriate proposals (Weekly; ongoing)
- ❖ Assess and adjust state of art of equipment and supplies, to optimize resources (Bi-annually)

Task 1-2: Create and strengthen partnerships with residents and local government

LeMoyne-Owen College plans to accomplish this task primarily through the continued development, expansion and strengthening of multi-lateral partnerships with residents of the LeMoyne-Owen Community and with local government officials in the form of a **“Community Action Coalition.”** The Community Action Coalition provides a format for citizens or agency representatives to participate regularly in the planning and implementation of projects by the College and the CDC.

The Community Action Coalition (CAC) is an action oriented, turf free, collaboratively administered group of residents, businesses, government officials, College faculty, staff, and students, which meets monthly to resolve issues in the neighborhood. The group meets to conduct neighborhood clean-ups, service to elderly, and do other good will activities as well as to give input on potential development activities in the community. This Coalition currently consists of a strong core of members who believe that the time has come for expansion and broader based community support for the group.

LeMoyne-Owen College has found that working through the CAC is an excellent way to engage Professors in community projects. The Service Learning Program, GIS Community Mapping Project and Internships all provide the community/college

connection needed. Residents and business owners alike have repeatedly stressed their excitement about the College's expanding role into the community. The expansion of the Coalition will serve to strengthen the link between the needs expressed by those individuals who live, work and play in the LeMoyne-Owen Community and the activities that are undertaken.

Measurable Objectives:

- ❖ Coordinate and facilitate monthly community gatherings for neighborhood residents, business leaders, government/elected officials to assist residents toward community self determination
- ❖ Coordinate and facilitate monthly community workdays in which there is a high level of participation from various partners in volunteer improvement efforts.
- ❖ Develop and maintain a comprehensive database of Community Action Coalition members.
- ❖ Coordinate regular meetings with key government officials

Timeline

- ❖ Coordinate and facilitate community gatherings (Monthly)
- ❖ Coordinate and facilitate community workdays (Monthly)
- ❖ Update and expand the database of Community Action Coalition members and participants (Monthly)
- ❖ Sponsor town hall meeting with local government officials (quarterly)

Activity 2: Soulsville Multi-Use Community Wellness Center

A multi-use public use facility and community center established by LOC and LOCCDC will empower low-income residents of the city's Soulsville neighborhood to become self-sufficient and more aware of their overall wellness. The building, which features approximately 6,000 square feet of space will equate to a cost of [REDACTED] per square foot on 1 floor. This is a reasonable rate for the Memphis market as, some of the site work will be donated by the City of Memphis, the design work will be a partial donation and LOCCDC already owns some of the land. The Center will house a recreation facility for LOC students, senior citizens and community residents. The center will also include office space for LOCCDC staff, classrooms,

conference rooms and space for programs that serve entrepreneurs, youth, and senior citizens. LOCCDC and its tenants will offer such services as job training and placement, GED classes, homeownership and home buyers education for prospective home owners, and entrepreneurship training. The site will also provide meeting space for community, student groups and City Code Enforcement Officers. The **Soulsville Multi-Use Wellness Center** will be located in the heart of SoulsvilleUSA, immediately next door to the **J E Walker House Community Resource Center**¹⁰; the center has served over 3,000 participants in various community activities since it opened in 2005.

Task 2:1 Construction of the Soulsville Multi-Use Community Wellness Center

The Building Plan - LOCCDC has title to vacant land of 8,954 square feet and under contract for another parcel of land 8,494 square feet which both sit adjacent to the recently renovated 5,000 square foot **J.E. Walker House Community Resource Center**, home of the founder of both Universal Life Insurance and Tri-State Bank, the first black-owned bank in Memphis. The JE Walker House Center accommodates the LOCCDC homeownership counseling center, Computer Lab, LOCFLC, the Business Development Institute, the Career Express Job Training Program, City of Memphis Code Enforcement District Office and conference and meeting space for over 300 people. Because this is the only community accessible facility in the neighborhood, it is often overbooked, and we are not able to successfully accommodate all of the requests from the community along with providing space for outreach programming. This has recently become an issue which we feel can easily be addressed by the construction of the **Soulsville Multi-Use Community Wellness Center**. It will

¹⁰ JE Walker House was previous funded by HBCU grant in the 2005 funding cycle in the amount of \$50k on a project. LOCCDC continues to leverage HBCU Funds.

be built to house classroom activities along with recreational activities specifically for the youth, but accessible to all members of the community. The building will consist of over 6,000 square feet of mixed use space. Three office suites for center's operation and administration, three offices for use by the community as needed for temporary space for entrepreneurs and small grass roots community organizations. These "Incu-Offices" can be leased or used as needed on a temporary basis by residents as needed for daily, weekly or monthly use. **This is the state-of-the-art in incubator services;** that has proven successful as we have piloted it at the JE Walker House. **The Soulsville Multi-Use Community Wellness Center** will have a large open space that can be used as a gym, theater, conference space and formal events. It will also be equipped with nautilus equipment for exercise use. The final portion of this space will be a commercial kitchen area for catering functions inside and outside of the center. This center when completed will make the **J E Walker House Center Complex** one of the largest meeting, wellness, and community centers in the city. This facility will be used by both the College and the Community. The center will be monitored and operated exclusively by LOCCDC for the community's use. Total cost of the Center breaks down as follows:

Soulsville Multi-Use Community Wellness Center – Cost Projection

Description of Item	Timeline/Completion	Cost
Property Acquisition	10/31/2007	
Architectural Design	10/31/2007	
Fees and Permits	10/31/2007	
Site Work – Demolition of existing building	11/10/2007	*
Site Work –Foundation, plumbing	11/25/2007	
Building – Steel Shell	01/15/2008	
Electrical	02/15/2008	
HVAC	02/25/2008	
Plumbing	03/01/2008	
Interior Finish	03/15/2008	
Exterior Finish	04/15/2008	
Painting – Interior	04/29/2008	
Painting – Exterior	05/10/2008	

Landscaping	05/15/2008	
Lighting – Exterior	05/15/2008	
Signage	05/25/2008	
Community Grand Opening	05/30/2008	
TOTAL		

Construction will be a multi-surface, mixed media construction as the building frame/shell will be steel construction, which insures that we can meet the 4 month construction schedule. As LOCCDC has a construction company we can ensure that the different trades can be working in the site simultaneously. ***The cost for site demolition is free to the project as the City is a partner in the Soulsville Redevelopment District and will donate the demolition of the existing building presently on the site.**

Task 2:2 Creation and Implementation of Community Outreach Programming

This grant will fund the construction of a 6,000 square-foot facility that will complement the home base for **The LeMoyné-Owen College Family Life Center (LOCFLC)**. LOCFLC in collaboration with its community partners LeMoyné-Owen College, Memphis City Schools, New Glory Preparatory Center, the Memphis Police Department COACT Units¹¹, neighborhood schools, Stax Museum of American Soul Music, Youth Opportunities Memphis (YO!), and Goodwill Boys and Girls Club, has served as a premiere resource center in the community with educational and cultural programs for youth and their families including safety, financial planning, entrepreneurship training, home-ownership counseling, GED preparation, tutoring, and mentoring. The primary target population is 3rd, 4th, and 5th grade boys who have been identified with behavioral problems and/or a C average or lower on their report cards at Cummings Elementary. These students participate in programs and activities ranging from health awareness, recreational development, and family relationships to multiculturalism and recreational activities. The LOCFLC recruits college staff, faculty, and students along with

¹¹ Community Policing Units which places police in neighborhood for maximum effectiveness.

members of the neighborhood and broader community to participate in mentoring and tutoring, as well as recreational or other programming. The mentors participate in the activities with the youth and their families. The family members of the participants as well as other community residents have access to all resources and training offered by the LOC, LOCCDC, and the LOCFLC.

This Center will also serve as a meeting facility for other community groups and events. Construction of the facility will enable LOC to expand existing programs in workforce training, adult continuing education, and **service learning**, after school programming for children and minority entrepreneurship. **Families, Inc.** will also house its nationally recognized **Project Aware Mentoring Program (PAMP)** in the Soulsville Multi-Use Wellness Center. PAMP has made over 90 successful mentoring relationships between adult volunteers and children whose lives are impacted by the incarceration of a parent. To date Families, Inc. through its various programs, has served more than 2,000 families by providing mentoring, support groups, referrals, job training and placement.

Measurable Objectives:

- Hire Engineering and Architectural firm to develop final plan Wellness Center
- Complete construction of facility
- Begin city-wide marketing campaign for facility and outreach programming

Timeline:

- Complete Blue Prints and design structure (within 1 month)
- Begin demolition of building (within 2 months)
- Complete Construction (within 5 months)
- Soulsville Wellness Center is Operational (within 7 months)
- Market and continue implementation of community outreach programs and (monthly)

Activity Three: Walker Avenue Residential Corridor (WAC)

This activity will involve acquisition, public improvement and demolition of 18 vacant lots on Walker Avenue at Bellevue; Walker Avenue is a major gateway into Soulsville USA and LeMoyne-Owen College. **The Walker Avenue Residential Corridor** will yield a combination of town homes and single family homes on a lease to purchase basis for low and middle income clients. This activity will eliminate vacant lots decreasing current blight and more importantly increase housing opportunities in the neighborhood.

This venture comes at a very crucial time in the revitalization of Soulsville USA, in that this activity will leverage LOCCDC's largest project to date, Town Center at Soulsville. The Town Center project is an [REDACTED] retail/office development and a market rate housing development. This combination creates a strong social and economic community where resources will revolve within this community ensuring sustainability.

Task 3-1: Complete planning phase of development

LOCCDC is currently working on a strategic development plan for the Walker Avenue Corridor. **The planning really begun in 2005 when members of the residential corridor complained to LOCCDC about the vacant lots, abandoned structure and blighted area that** was indeed a major gateway into the community. Strategic meetings resulted and are held quarterly by members of the Community Action Coalition (CAC), representatives of Stax Museum, Stax Music Academy, Cummings Elementary, Stafford Academy, LeMoyne-Owen College and LOCCDC. Together this team has seen the need and identified land in the proposed area that will be acquired and developed. These meetings and our home buyers' classes have produced a pool of potential home buyers.

Task 3-2: Securing Construction Financing

West Tennessee Venture Capital, a local MESBIC and Tennessee Capital & Development, LLC a CDFI are providing the financing and becoming a partner on this project. They will assist with property acquisition and homeowner financing.

Task 3-3: Land Acquisition and Rehabilitation of Existing Homes

LOCCDC has identified all the vacant parcels of land that are on the City and County Tax Sales list and has moved to acquire them by contract and partnership ownership. Also, owners of the vacant lots have been identified and contacted to discuss purchase contract. The estimated acquisition price for the land is [REDACTED]

LOCCDC will work with the existing homeowners on Walker to establish a rehabilitation program for the homes that we do not purchase. LOCCDC will also work with the City of Memphis Division of Housing and Community Development to access its existing Minor Home Repair Program funds for this initiative. This program allots up to [REDACTED] per home for minor home repairs to homeowners in redevelopment designated areas. The Soulsville Community is a designated redevelopment district and qualifies as a recipient of these funds with some degree of priority for this project.

TASK 3-4: Lease Purchase Option

The LOCCDC Lease/Purchase Option is a new approach to our Housing Division in the homeownership arena. In a community meeting held in 2000, the stakeholders expressed their dislike for development of rental properties in the community. The lease / purchase option presents a great opportunity for us to create a new homeownership class, while converting renters to equity investors. The Lease/ Purchase Option will also allow the following to aspiring home owners:

- Ability to build equity faster
- Put a portion of rent toward down payment or to be taken off the sales price

- Save for closing costs
- Buy time to repair and or rebuild their credit

The plan is another way that LOCCDC will meet HUD's **National objectives of increase homeownership among low and moderate income persons.**

Task 3.5 Streetscapes, Landscaping and Signage

LOCCDC will work with the design architect and the City of Memphis Division of Planning and Development to develop a streetscape and landscaping plan for the block, this will include trees planting in the sidewalk, new shrubbery, special lighting and a major repaving of the street once the final plans are complete and all construction is complete. LOC will work with the Soulsville Planning Group and the City and County Office of Planning and Development to make sure that those items we want complete are approved by local code and are feasible. The idea is to create a special district coming into the community, one that is bright, safe, and vibrant and reflects the revitalization of the entire community.

Measurable Objectives:

- Complete Strategic Development Plan
- Complete financing process
- Acquire properties necessary to begin construction of WAC Residential Development
- Begin to qualify new homeowners
- Work with the City Office of Planning and Development

Timeline:

		I. Predevelopment Phase			II. Acquisition and Construction Phase		III. Operation Phase
		I-1. Concept Phase	I-2. Feasibility Phase	I-3. Deal-making Phase	Oct to Dec '07	Jan to May 2008	Jun to Aug 2008
Time Frames:		January to Sep 2007			Oct to Dec '07	Jan to May 2008	Jun to Aug 2008
Project Team Community Members, LOCCDC	Create project mission	Market analysis	Formalize the development team		Marketing plan		Operation of the New homes
	Identify a Subcontractors	Propose the development team			Management plan		Home Buyer mortgage application process / Lease signing and procedures
Site / Architecture- LOCCDC, Shelby County Dept. Of Housing, City of Memphis	Site analysis	Site control	Architectural working drawings		Finalize acquisition	Initiate Construction	Complete Home constructions
	Conceptual sketch	Preliminary architectural drawings	Select general contractor		Monitor the construction processes		Projects walk through
Community, LOCCDC	Community assessment	Build community support			Keep in touch with the community		
Plan review committee- LOCCDC, Community	Pre-application review	Design review	Building permit		Building inspection		
Financing	Budget projection	Obtain commitments for acquisition/ construction/ permanent financing	Close the acquisition loan		Close the construction loan	Close the permanent loan	Start paying off your loan / Managing the leases
					Certificate of occupancy		

(ii) How each activity meets a CDBG National Objective?

Each proposed activity has been **carefully designed to achieve CDBG National Objectives and to complement the City of Memphis Consolidated Plan.** The following list demonstrates the substantial commitment of *LeMoyne-Owen Community: Project Renaissance IV* to the fulfillment of CDBG National Objectives One and Two. All of the activities proposed in this project have components that meet both of these objectives and all components of all activities

meet at least one national objective. Significantly more than the requisite minimum of 51% of beneficiaries will be very low, low and moderate-income residents of the LeMoyne-Owen Community.

CDBG Objective 1: Benefit to low- to moderate-income persons

Activity One: Core Operating Support for LOCCDC By providing operating support to the CDC to implement its mission, a significant portion of which is “to raise the economic levels of the people who live and work in the community surrounding LeMoyne-Owen College,” this project will achieve this objective and will enhance the ability of the LeMoyne-Owen College CDC to continue to achieve this objective, as the people who live in the service area are very low, low and moderate income families.

Activity Two: Soulsville Multi-use Community Wellness Center The creation of this center will assist the very people who reside in Soulsville USA, a community plagued by extreme poverty¹². This center will house community outreach programming beneficial to all residents; providing a holistic offering of services and opportunities to empower and assist low income families and individuals.

Activity Three: Walker Avenue Residential Corridor The creation of the Town Center at Soulsville residential development, will offer home-ownership opportunities for low and moderate-income homebuyers. Prospective homeowners will have an opportunity to attend LOCCDC’s Homebuyers’ Club and learn how to become homeowners. This residential development is ideal for first time homeowners, particularly those who are low and moderate income.

CDBG Objective 2: Aid in the prevention or elimination of slums or blight

¹² See US Bureau of Census Data

Activity One: Core Operating Support of LOCCDC. By providing support to the CDC to implement its primary goals in the LeMoyne-Owen Community, several of which are: 1) To build affordable houses; 2) To rehabilitate deteriorating homes, and; 3) To stimulate commercial and economic revival at four key intersections surrounding LeMoyne-Owen College, this project will achieve this objective and will enhance the ability of the LeMoyne-Owen College CDC to continue to achieve this objective in future projects in future years as well. As new homes and businesses are built and dilapidated commercial and residential stock are repaired or removed, slum and blight will be prevented and eliminated. As better community based data is collected and acted upon, owners of vacant and dilapidated homes and buildings will be forced to comply with the will of the community speaking as one voice.

Activity Three: Walker Avenue Residential Corridor through the acquiring of dilapidated commercial and residential structures along the Walker Avenue entryway into Soulsville, this objective will be met. By taking control of some of the blighted housing and commercial properties and rendering them acceptable and by converting the current slums on this major street and in the LeMoyne-Owen Community into safe, decent and affordable housing, this activity achieves this objective.

(b) Target Completion Date

All of the measurable objectives of this proposal will be accomplished within 24 months of the award, and all reporting and closeout activities for the grant will be completed no later than the 24th month as specified by HUD's OUP. Activities started with these funds will be implemented as permanent and ongoing activities of LeMoyne-Owen College through the LeMoyne-Owen College CDC. Please refer to the following chart for deliverables and staff member responsible for each.

(c) Staff Responsible Each Task

- ❖ Activity One: Core Operating Support of LOCCDC
 - Task 1:1 Build Organizational Capacity [REDACTED]
 - Task 1:2 Create & Strengthen Partnerships with Residents and Local Government [REDACTED]

- ❖ Activity Two: Soulsville Multi-use Community Wellness Center
 - Task 2:1 Construction of Facility [REDACTED]
 - Task 2:2 Creation and Implementation Outreach Programs [REDACTED]

- ❖ Activity Three: Walker Avenue Residential Corridor.
 - Task 3-1: Complete planning phase of development [REDACTED]
 - Task 3-2: Securing Construction Financing ([REDACTED])
 - Task 3-3: Land Acquisition and Rehabilitation of Existing Homes [REDACTED]
 - Task 3-4: Lease Purchase Option ([REDACTED])
 - Task 3.5: Streetscapes, Landscaping and Signage [REDACTED]

(2)(a) Expand the role of the institution in its community

The HBCU has through the successful implementation of this project, taken a much higher profile role in the LeMoyne-Owen Community as well as the city of Memphis. Particularly through the expansion of the capacity of the CDC to implement extensive housing, economic development, and community outreach activities. Interns from the HBCU have been placed in community development positions throughout the community, and the project team will coordinate all levels of community development activities using LeMoyne-Owen College as the foundation. LOC has also learned over the years of the unique and important role it plays in community development. Through the institutionalization of these activities, its role is now mandated from the board and the President as is resonates throughout the institution.

(2)(b) Alleviate and/or fulfill the needs identified in Factor 2

The three activities outlined above will help alleviate and/or fulfill the needs identified in Rating Factor 2, by benefiting low and moderately low income residents, welfare recipients, and the working poor. As well as eliminating slum and blight in the service area. Building the capacity

of the LOCCDC in carrying out community development activities will assist in combating the ills of the neighborhood by providing information and access to beneficial housing and economic development programs. **Please see factor 1: Relationship of Proposed Activities to Demonstrated Need**

(2) (c) Relate to and not duplicate other activities in the target area

The overriding goals of the Memphis Renewal community include workforce development, property improvement, and the stabilization of blighted neighborhoods. Each of the projects outlined herein will assist in achieving these goals and LOCCDC will have the full support of the Memphis Renewal Community Coordinating Responsible Authority. The college continues to be an active participant in Memphis Renewal Community activities. Over the last seven years, the college has hosted meetings and other events and has received valuable input from the Renewal Communities Leadership board on many of the initiatives outlined in this document, especially the area of economic development. The college will continue to work with the RC leadership board fulfilling the overall community vision of vibrant productive central city neighborhoods.

Due to its geographic location LOC has been a collaborator in several economic development and community revitalization efforts. Major efforts include the Memphis/Shelby County Commercial revitalization Program, targeting underutilized central city commercial area, the Memphis Housing Authority's Hope VI initiatives, and President Bush's National Campaign to involve Faith Based Institutions in the community development process. Such collaboration has allowed the college to coordinate all the activities previously listed with the appropriate entity. Furthermore, development of linkages with these entities allows the college and its CDC to participate in the development of comprehensive solutions to community problems.

LOCCDC is a member of the local Community Development Council and continues to foster partnerships with other community development organizations throughout the city, emphasizing collaborations with those organizations in close proximity to our target area so that all efforts are complimentary and not duplicative.

(2) (d) Involve and empower the citizens of the target area

The Community Action Coalition (CAC) is in place and will be expanded through the implementation of this project. **This is further explained in Task 1:2 Create and strengthens partnerships with residents and local government.** The CAC was formed for the explicit purpose of ensuring cooperative working relationships on all levels in the community development efforts of LOC. The CAC is comprised of neighborhood residents, college professors, advocacy groups, area business owners, and other stakeholders in the community. This process is designed to involve and empower the citizens of the LOC/Soulsville community, and to ensure that the college's community development activities respond to the needs and concerns of the stakeholders. This group is engaged throughout the process and plays an important role in decision making.

(B) INVOLVEMENT OF FACULTY AND STUDENTS (3 points)

Faculty and students are integral in implementing the activities set forth in this proposal. Administrators and faculty members are on LOCCDC's board of directors. Faculty members also serve as evaluators of programs, and facilitators in the Business Development Institute. LOC faculty members have been included in the planning process and several are new homeowners in this neighborhood, this increases the desire to continue to work diligently to move this community forward. Moreover, [REDACTED] Assistant Professor of Accounting at LeMoyne-Owen College, is also the Director of the AmSouth Bank Center for

Entrepreneurship housed in LOCCDC. Students at the college are offered internship opportunities to work not only with LOCCDC, but with other community based organizations throughout the community. This provides them with experience in non-profit workforce, as well as the creation of jobs for many who live in the immediate neighborhood. Students who are interested in entrepreneurship are encouraged to attend the Business Development Institute, create business plans and apply for micro-lending in order to finance their businesses. Students and Faculty members served as mentors and tutors in the LeMoyne-Owen College Family Life Center Program. **The President has mandated that faculty and staff are committed to community service and the best way is through LOCCDC and the efforts of our community partners.**

(C) PROMOTING HUD PRIORITIES (2 points)

Describe how proposed application will further support the policy priorities of HUD, including:

- (i) Providing increased homeownership and rental opportunities for low and moderate income persons, persons with disabilities, and the elderly and minorities and persons with limited English proficiency.**

Please see Activity 3: Walker Avenue Residential Corridor, It outlines the plan of LOCCDC to develop a new housing development that will include creative options for increasing homeownership in the community. Town homes and single family structures will be available for sale and lease purchase options are available for those who are not quite ready financially to handle a mortgage. **Homebuyer Classes will be conducted to help** those during the lease purchase process. It is the desire of LOCCDC to continue to provide homeownership opportunities for all people including those with disabilities, the elderly and all ethnicities thus creating a more diverse neighborhood.

- (ii) Improving our nation's communities**

Please see Activities 2 and 3. **Both activities provide opportunities for affordable housing, entrepreneurship and employment are all activities that will improve and enhance the quality of life in this neighborhood. Moreover, the creation of the Wellness Center will give community residents an opportunity to have access to resources that are currently inaccessible to them. The Walker Ave Residential Development solves the problem of slum and blight as well as creating new housing opportunities and helping low income individuals achieve the American Dream of Homeownership in a non-traditional way.**

(iii) Encouraging accessible design features

LOCCDC is currently a member of the City of Memphis Design Review Board and has been particularly instrumental in ensuring that all design in our community is at or above the threshold of minimum design standards for the community. Also LOCCDC will use **Eco-Build features on the Villas at Soulsville Housing.**

(iv) Providing Full and Equal Access to grassroots, faith based and other community based organizations in HUD Program Implementation

LOCCDC continues to create and cultivate partnerships with other Community and Faith based organizations. Particularly with a special emphasis on our three faith based partners Metropolitan Baptist Church and our jointly funded Nu Day Development for a proposed market rate housing community, the New Glory Preparatory and Day Care Center, a Faith Based Initiative that service as a support and resource facility for youth. LOCCDC itself founded The National Faith Based Leadership Institute to provide Technical Assistance to faith based and CED organizations

(v) Increasing participation of minority serving institutions in HUD Programs

LeMoyne-Owen College, a historically black college with a minority student body of 720

which is 97.5% black, is located in a central city neighborhood in Memphis, Tennessee. According to the 2000 Census, black people account for 97% of the 11,180 residents in the LeMoyne-Owen Community. All activities as outlined in the work plan will directly impact minorities in this community and throughout the City of Memphis. The magnitude to which HUD is increasing participation to minority serving institutions is tremendous.

(d) Economic Opportunities for Low and Very Low Income Persons (2 Points)

(1) Provide opportunities to train and employ Section 3 residents

LOCCDC has two workforce development initiatives that are targeted toward low and very-low income individuals. **The Tennessee Department of Transportation - “Career Express- The Job Training Fast Lane”** is a program that trains TANF, Low-Income, ex-offenders and unemployed persons and places them in jobs in the highway construction industry. The other program that LOCCDC is a partnership with **The LINKS Organization and Methodist Hospital in which 100 Women are trained and placed in jobs at the hospital.** Participants in both programs are recruited and trained by professors at LOC, staff of the CDC and other partners.

(2) Award Contracts to Section 3 Contractors

LOCCDC continues to work with several sub-contractors in all its construction projects of building single families homes and utilizes minority firms that are owned and operated by firms **who have been classified as Section 3 by HUD.** These firms are typically owned by those that are recipients of government assistance for housing, business assistance, and business concerns which provide economic opportunities to low and very low income persons. LOCCDC uses approximately 45% of these firms in all of its purchases and practices.

RATING FACTOR 4: LEVERAGING RESOURCES (8 points):

The LOCCDC has been successful in securing additional resources for community development initiatives. A complete listing of secured and pending resources is attached along with commitment letters. (Please see the attached form, "Response to Rating Factor 4.") LeMoyne-Owen College has obtained more than [REDACTED] worth of cash and in-kind commitments for the implementation of this project if funded. The LOCCDC HBCU HUD Initiative over the past five years has leveraged over [REDACTED] in community development funding and related economic development activity for this community and city.

These resources will leverage the HUD/HBCU funding, resulting in an even greater impact on the LeMoyne-Owen College community. LOCCDC will continue to access all available financial resources including the City's Down payment Assistance program, which provides down payment assistance to first time homebuyers from \$500 to \$10,000, the City/County Commercial Revitalization Program, which pays for the demolition of dilapidated commercial structures in the central city, and the Church and Community Investment Fund, a faith-based equity pool for existing business owners.

RATING FACTOR 5: ACHIEVING RESULTS/PROGRAM EVALUATION (12 Points)
Performance Measurement Protocol

The LOCCDC recognizes that our strategic plan has been developed in a dynamic environment. Some things will work well, others not so well, and possibly others not at all. To address this reality, we have developed a performance measurement protocol (PMP) and utilize the HUD's Program Outcome Logic Model (HUD-96010). This protocol provides a continuous improvement mechanism to monitor the progress of programs and projects. A brief outline of this process is given below.

1. Community Assessment (SWOT)

What are our problems?

What do we plan to accomplish? (Short term-outputs, long term-outcomes)

2. Visioning, Goal Setting

What is the overall vision? What will the community resemble at fulfillment of the vision?

How will reach the vision (mission statement)?

What steps will be taken toward achieving the vision (goals)?

3. Objectives Development

What specific programs and projects will allow us to satisfy goals?

4. Process assessment

Were the objectives achieved, program/services delivered or projects completed efficiently? (4b. If process problems are discovered, adjustments are made accordingly.)

5. Output assessment

What were the outputs? (5b. If process problems are discovered, adjustments are made accordingly.)

6. Outcome assessment

What were the outcomes? Did they improve the baseline data?

(6b. If process problems are discovered, adjustments are made accordingly.)

Please refer to the attached Logic Model (HUD Form 96010) for a detailed outline of the evaluation plan.

BONUS POINTS (2 POINTS) : LeMoyne-Owen College and the LeMoyne-Owen College CDC are located in Census Tract 48, which is in the RC/EC/EZ (see signed Certification of Consistency with the RC/EZ/EC Strategic Plan).

LeMoyne-Owen College/ LeMoyne-Owen College Community Development Corporation
HBCU BUDGET NARRATIVE
FY 2007- 2010

PERSONNEL

Program Director

Jeffrey Higgs, the Executive Director of the LOCCDC will serve as overall Project Director for Project Renaissance V. He will be the Department of HUD/HBCU contact person for the project. Mr. Higgs brings over 17 years community development experience and CBO and faith-based technical assistance experience to the project. He will coordinate the activities of the LOCCDC for The College and the reporting requirements of the project. As Executive Director of LOCCDC his duties includes managing operation for a [REDACTED] operating budget community development corporation, micro-loan fund, coordinating faith-based related activities, coordinating activities with partners and funding agencies, neighborhood groups, The College and the community residents. Will spend 100% of his time for the project duration. Salary will be [REDACTED] for the budget period.

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$83,300	[REDACTED]	[REDACTED]

Program Manager.

[REDACTED] HBCU Program Manager will provide leadership development and daily program operation, including forming strategic partnerships and alliance. [REDACTED] has over 5 years experience working in LOCCDC Housing Program and understand the complexities of the Task and related activities. [REDACTED] has particular experience working in housing development and program benchmarking, a strong component of this project. [REDACTED] will spend 100% of time for the duration of the project. Total project cost is [REDACTED]

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$60,320	[REDACTED]	[REDACTED]

Manager of Economic Development

[REDACTED] brings 6 years of recent and relevant housing and community development experience to the project and will provide overall direction and implementation of the critical research and management of the project related data for the Program Manager. [REDACTED] will coordinate and manage activities related to outcomes tracking and measurement. [REDACTED] will be responsible for reporting, property acquisitions and information dissemination of project goals and accomplishments will spend 39% of time.

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$30,160	[REDACTED]	[REDACTED]

Director of Finance.

[REDACTED], CPA brings 12 years of finance and community development experience to the project and will provide overall financial control and knowledge of budget and cost control for federal grant programs critical for management of the project and support the Program Manager. [REDACTED] recently completed [REDACTED] PH.D. in Community Economic Development and will assist staff in ensure that project objectives are clearly defined and implemented, [REDACTED] will work closely with Mr. Higgs in this project implementation. [REDACTED] will coordinate and manage activities related to outcomes expenditures, cost control, compliance with reporting for fiscal purposes. [REDACTED] will be responsible for reporting of fiscal information and audit requirements of project goals. [REDACTED] will spend 39% of time. Total project cost is [REDACTED]

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$30,160	[REDACTED]	[REDACTED]

Grants Coordinator.

[REDACTED] a recent LOC graduate and intern during [REDACTED] time at LOC with LOCCDC is the new grants coordinator and brings 3 years of recent community development intern experience to the project. [REDACTED] work closely with [REDACTED] previous HBCU Manager during [REDACTED] time a intern and has smoothly assumer these new duties as grants coordinator. [REDACTED] has provided leadership in coordinating community based activities, problem solving and implementation of federal programs within guidelines established critical for project support. [REDACTED] will spend 40% of time. Total project cost is [REDACTED]

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$12,800	[REDACTED]	[REDACTED]

Sr. Loan Officer.

[REDACTED] has over 6 years experience in banking and small business lending with a major local bank, the last four years has been at LOCCDC in it CDFI lending and making small business loans. [REDACTED] also runs our financial literacy program and Business Development Institute (BDI). [REDACTED] will be responsible for all the lease/purchase program participants in the Walker Street Initiative. [REDACTED] will spend 35% of time. Total project cost is [REDACTED]

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$	[REDACTED]	[REDACTED]

Fringe Benefits

Fringe benefits are calculated as [REDACTED] of federal base salary of \$216,740. Benefits include Social Security [REDACTED] Health Insurance [REDACTED] workers compensation [REDACTED] and retirement benefits [REDACTED]. Match share is [REDACTED] of the match base. Total amount of fringe benefits for this project is [REDACTED]

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$62,635	[REDACTED]	[REDACTED]

Materials

General Office Materials Paper, pens, computer disks, DVD disks, and other general office supplies as needed for project implementation and community use. The amount for the project is \$19,501. LOCCDC has had much success in using community volunteers as resource for community development; LOCCDC proposes to have various tools (brooms, sweeper, office/paper supplies and lawn mowers etc., which will be available for community use.

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$19,501	[REDACTED]	[REDACTED]

Travel

Staff will travel to sites as needed throughout the community and within the boundary of the LOCCDC. Airfare, personal Car and usual modes of transportation will be used. Estimate of travel cost is based on current budget, which is completed from historical data and research presented here. Other Travel destinations include - Washington, DC to HBCU conferences (or other sites). Average number of days per trip will be 2 days; estimated trips per staff 2, number of staff traveling 2; Per Diem is based on US CONUS Rates. **Local Travel** includes travel for staff. The estimated mileage is [REDACTED] miles per day over the duration of the project period. The rate is [REDACTED] per mile based of LOC/LOCCDC approved rates.

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$10,106	[REDACTED]	[REDACTED]

Equipment

LOCCDC will use copiers, facsimile machines, computers printers and community tools as part of this project. Projected costs are none [federal] for this project with in-kind donations from LeMoyne-Owen College.

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$0	[REDACTED]	[REDACTED]

Consultants

[REDACTED] Principal of The CED Group and [REDACTED] of Interworld Associates Inc., are consulting firms that have worked with the HHS/OCS, US DOL and other federal agencies in building organizational capacity; designing, implementing and funding community based projects. They bring recent, relevant community development experience to grassroots community development project. Collectively they have raised over [REDACTED] in community development projects. Fees are based on 75 days @ [REDACTED] per day = [REDACTED]

LOCCDC will contract with a local architectural firm to design and assist with the Walker Ave. Project plans in our housing program. Fees are based on market rates for local architectural/engineering firms at 100 days @ [REDACTED] per day = [REDACTED]

LOCCDC uses The LeMoyne-Owen faculty to assist with the plan implementation and technical assistance for all community based project. This institutionalization of the work of the LOCCDC is vital to project implementation. Fees are base on 200 days of fee-based consulting and services at [REDACTED] per day= [REDACTED]. LOC faculty has played an integral role in all previous LOC/LOCCDC HBCU activities.

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
37,375	[REDACTED]	[REDACTED]

Other

Community Wellness Center Cost – These are the overall project cost for the facility. This facility will be include some donated services such as land, architects fees, sub-contractor fees, and CBDG dollars from the City Of Memphis, as of 5-31/2007 no decision has been made on dollars from county government into the project. The project costs are minimal because of the building design the use of prefabricated steel. LOCCDC has created a resources center that will be used by All LMI residents in the community, its serves as a central location for Task 1 – 3 outlined in the project narrative. Housing counseling activities, financial literacy activities, economic development activities, small business counseling activities. The Community Wellness Center will offer public service activities free of charge to LMI community residents. Total cost is [REDACTED]

Walker Avenue Renovation Plan – is a very aggressive plan to acquire 18 vacant lots on Walker Avenue which is a major gateway into the community and construct new houses on the vacant lot, renovation on the homes that are existing and work with the City of Memphis on an aggressive plan to do streetscapes, special lighting and assist in the revitalization of this area. Part of LOCCDC project have been to create a process to continue the momentum create with past HBCU grants. With the new housing and commercial projects these activities meet booth the CDBG national objective of benefiting low or moderate income persons and have assisted in blight elimination and all activities 1, 2, & 3. The project cost is [REDACTED]

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$253,640	[REDACTED]	[REDACTED]

Total LOCCDC Project Cost

FEDERAL SHARE	MATCH SHARE	TOTAL BUDGET
\$600,000	[REDACTED]	[REDACTED]
62.2%	[REDACTED]	[REDACTED]

RESPONSE SHEET

Applicant Name: LeMoyné-Owen College

Budget-By-Activity The information that the applicant supplies on this form will be reviewed in conjunction with the narrative response and other documentation for the budget submission requirement.

Activity No.	List Activity and Tasks for Each Activity	Source of Funds					Total
		HUD HBCU Grant	Other Federal	State	Local	Private	
1		\$ 279,379	\$	\$	\$	\$	
2		\$ 165,779	\$	\$	\$	\$	
3		\$ 87,850	\$	\$	\$	\$	
		\$	\$	\$	\$	\$	\$
		\$	\$	\$	\$	\$	\$
	Subtotal	\$ 524,019	\$	\$	\$	\$	
	Costs of Administering Grant	\$ 75,982	\$	\$	\$	\$	
	Percent of Total	% 15.00	%	%	%	%	
	*Total	\$ 600,001	\$	\$	\$	\$	

*Must equal amounts on SF-424.

RESPONSE SHEET

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Applicant should duplicate this page as necessary.

Performance Narrative. The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name LeMoyne-Owen College

Grant Number HBCU-TN-05-218

Grant start date (grant agreement, HUD-1044, executed) 08/12/2005

Grant end date 08/12/2008

Amount of HUD Grant funds awarded \$ 599,399.00

Amount of HUD Grant funds expended \$ 525,278.00

Balance of Grant funds to be spent \$ 74,150.00

Total cost of project \$ [REDACTED]

Amount contributed by partners \$ [REDACTED]

Partner percentage of total cost [REDACTED]

Partner Name [REDACTED]

Amount Contributed \$ [REDACTED]

Partner Name CITY OF MEMPHIS- HCD

Amount Contributed \$ 611,000.00

Partner Name SHELBY COUNTY GOVERNMENT

Amount Contributed \$ 700,000.00

Partner Name US DEPARTMENT OF EDA

Amount Contributed \$ 1,500,000.00

Grant Goals and Objectives

To continue the revitalization of the community surrounding LOC. 1- Capacity Building of LOCCDC 2- Economic Development Initiative-Town Center Project; 3- Business Development and Micro Lending

RESPONSE SHEETApplicant Name LeMoyne-Owen College

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes No Total number of Grant tasks 3

Total number of persons to be served by completion of this Grant

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 3Percentage of Grant tasks completed as of (enter date) 05/30/2006Total number of persons served as of (enter date) 05/30/2006

List measurable results as of (enter date)

The Town Center at Soulsville has been completely financed, it will include a 27,000 square feet grocery store, incubator space, 25,000 square feet of retail space, housing, and office space. The total project cost is [REDACTED] which the HBCU grants was used as leveraged with private dollars. The community marketing plan was completed, we continue to make loans from our fund - 4 new loan to new businesses and 3 existing business owners. LOCCDC continues to lead this

Were / are Grant Target dates and Schedules being met? Yes No

Impediments or delays in implementation encountered

Some delays in receiving the funding timely. LOCCDC has to work with two different banks to get this deal completed.

Other comments:

RESPONSE SHEET

Applicant Name LEMOYNE-OWEN COLLEGE

Performance Narrative. (continued)

Total number of HUD / HBCU Grants you have received _____

Grant Number	Amount of Grant
<u>B-94-SB-TN-0001</u>	\$ <u>290,000.00</u>
<u>B-00SB-TN-0002</u>	\$ <u>380,000.00</u>
<u>HBCU-TN-01-017</u>	\$ <u>500,000.00</u>
<u>HBCU-TN-02-022</u>	\$ <u>549,459.00</u>
<u>HBCU-TN-03-0375</u>	\$ <u>550,000.00</u>
<u>HBCU-TN-05-218</u>	\$ <u>599,399.00</u>
Total	\$ <u>2,868,858.00</u>

Briefly describe the impact that the total amount of HUD/HBCU funds listed above have had on your community.

Since 1999 LOCCDC has leveraged these grants into almost [REDACTED] in community development activities. These include a major HOPE VI project that saw the demolition of 800 units of low-income housing stock and the creation of over 340 units of mixed income housing [REDACTED] project. New now constructed by the LOCCDC. The opening of the J E Walker House Community Resources Center for community use. The [REDACTED] a [REDACTED] development. We have created loan funds for business development, we have trained over 400 potential business owners through our Business Development Institute (BDI) These grants have given this community an opportunity to grow and take part in real sustainability community economic development.

RESPONSE SHEET

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Performance Narrative. The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name LeMoyne-Owen College
 Grant Number HBCU-TN-02-022
 Grant start date (grant agreement, HUD-1044, executed) 01/01/2004
 Grant end date 10/01/2006

Amount of HUD Grant funds awarded	\$	<u>550,000.00</u>
Amount of HUD Grant funds expended	\$	<u>314,340.00</u>
Balance of Grant funds to be spent	\$	<u>235,660.00</u>
Total cost of project	\$	<u>[REDACTED]</u>
Amount contributed by partners	\$	<u>[REDACTED]</u>
Partner percentage of total cost		<u>[REDACTED]</u>

Partner Name U.S. Dept. of HHS-OCS
 Amount Contributed \$ 350,000.00

Partner Name City of Memphis
 Amount Contributed \$ 100,000.00

Partner Name City of Memphis CHDO
 Amount Contributed \$ 180,000.00

Partner Name [REDACTED]
 Amount Contributed \$ [REDACTED]

Grant Goals and Objectives

Please See Rating Factor 1 in Narrative.

RESPONSE SHEET

Applicant Name LeMoyne-Owen College

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes X No

Total number of Grant tasks 4

Total number of persons to be served by completion of this Grant

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 2

Percentage of Grant tasks completed as of (enter date) 5/31/200

Total number of persons served as of (enter date) 5/31/200

List measurable results as of (enter date)

Please See Rating Factor 1 in Narrative.

Were / are Grant Target dates and Schedules being met? Yes X No

Impediments or delays in implementation encountered

Other comments:

RESPONSE SHEET

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Performance Narrative. The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name LeMoyne-Owen College
Grant Number HBCU-TN-02-022
Grant start date (grant agreement, HUD-1044, executed) 10/01/2002
Grant end date 10/01/2004

Amount of HUD Grant funds awarded \$ 549,459.00
Amount of HUD Grant funds expended \$ 549,459.00
Balance of Grant funds to be spent \$ 0.00
Total cost of project \$ [REDACTED]
Amount contributed by partners \$ [REDACTED]
Partner percentage of total cost [REDACTED] %

Partner Name [REDACTED]
Amount Contributed \$ [REDACTED]
Partner Name [REDACTED]
Amount Contributed \$ [REDACTED]
Partner Name [REDACTED]
Amount Contributed \$ [REDACTED]
Partner Name [REDACTED]
Amount Contributed \$ [REDACTED]

Grant Goals and Objectives

Please See Rating Factor 1 in Narrative.

RESPONSE SHEET

Applicant Name LaMoyne-Owen College

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes X No

Total number of Grant tasks 4

Total number of persons to be served by completion of this Grant

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 4

Percentage of Grant tasks completed as of (enter date) 9/30/200

Total number of persons served as of (enter date) 9/30/200

List measurable results as of (enter date)

Please See Rating Factor 1 in Narrative.

Were / are Grant Target dates and Schedules being met? Yes X No

Impediments or delays in implementation encountered

Other comments:

RESPONSE SHEET

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The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name LeMoyne-Owen College
 Grant Number HBCU-TN-01-017
 Grant start date (grant agreement, HUD-1044, executed) 10/01/2001
 Grant end date 10/01/2003

Amount of HUD Grant funds awarded	\$	<u>500,000.00</u>
Amount of HUD Grant funds expended	\$	<u>500,000.00</u>
Balance of Grant funds to be spent	\$	<u>0.00</u>
Total cost of project	\$	<u>500,000.00</u>
Amount contributed by partners	\$	<u>0.00</u>
Partner percentage of total cost		<u>0.00 %</u>

Partner Name _____

Amount Contributed \$ 0.00

Partner Name _____

Amount Contributed \$ _____

Partner Name _____

Amount Contributed \$ 0.00

Partner Name _____

Amount Contributed \$ 0.00

Grant Goals and Objectives

Please See Rating Factor 1 in Narrative.

RESPONSE SHEET

Applicant Name LeMoyne-Owen College

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes No

Total number of Grant tasks 4

Total number of persons to be served by completion of this Grant

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 4

Percentage of Grant tasks completed as of (enter date) 9/30/200

Total number of persons served as of (enter date) 9/30/200

List measurable results as of (enter date)

Please See Rating Factor 1 in Narrative.

Were / are Grant Target dates and Schedules being met? Yes No

Impediments or delays in implementation encountered

Other comments:

RESPONSE SHEET

The information requested below is to be provided by Previously-funded HBCUs only.

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Performance Narrative. The following information is to be provided for HUD HBCU grant(s). The information will be reviewed in conjunction with the two latest progress reports for the grant(s) which are also to be submitted in response to this subfactor.

The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name LeMoyne-Owen College
 Grant Number B-00-SB-TN-0002
 Grant start date (grant agreement, HUD-1044, executed) 10/30/2000
 Grant end date 10/30/2002

Amount of HUD Grant funds awarded	\$	<u>390,000.00</u>
Amount of HUD Grant funds expended	\$	<u>390,000.00</u>
Balance of Grant funds to be spent	\$	<u>0.00</u>
Total cost of project	\$	<u>[REDACTED]</u>
Amount contributed by partners	\$	<u>[REDACTED]</u>
Partner percentage of total cost		<u>[REDACTED] %</u>

Partner Name [REDACTED]
 Amount Contributed \$ [REDACTED]
 Partner Name [REDACTED]
 Amount Contributed \$ [REDACTED]
 Partner Name State of TN Housing (THDA)
 Amount Contributed \$ 300,000.00
 Partner Name City of Memphis-Housing and Community Dev.
 Amount Contributed \$ 65,000.00

Grant Goals and Objectives

Please see Factor 1 in Narrative Section.

RESPONSE SHEET

Applicant Name LeMoyne-Owen College

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes X No

Total number of Grant tasks 4

Total number of persons to be served by completion of this Grant

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 4

Percentage of Grant tasks completed as of (enter date) 6/30/2008

Total number of persons served as of (enter date) 6/30/2008

List measurable results as of (enter date)

Please See Rating Factor 1 in Narrative.

Were / are Grant Target dates and Schedules being met? Yes X No

Impediments or delays in implementation encountered

Delays were encountered due to slow funding sources, but the activities were completed on time.

Other comments:

RESPONSE SHEET

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The following information is requested for each HUD/HBCU grant that you have received since 1991.

Applicant Name LeMoyne-Owen College

Grant Number HUD-B-94-SB-TN-0001

Grant start date (grant agreement, HUD-1044, executed) 08/30/1994

Grant end date 10/30/1999

Amount of HUD Grant funds awarded \$ 290,000.00

Amount of HUD Grant funds expended \$ 290,000.00

Balance of Grant funds to be spent \$ 0.00

Total cost of project \$ [REDACTED]

Amount contributed by partners \$ [REDACTED]

Partner percentage of total cost [REDACTED]

Partner Name [REDACTED]

Amount Contributed \$ [REDACTED]

Partner Name [REDACTED]

Amount Contributed \$ [REDACTED]

Partner Name [REDACTED]

Amount Contributed \$ [REDACTED]

Partner Name [REDACTED]

Amount Contributed \$ [REDACTED]

Grant Goals and Objectives

Please see Factor 1 in Narrative Section.

RESPONSE SHEET

Applicant Name LeMoyne-Owen College

Performance Narrative. (continued)

Were / are Grant Goals and Objectives being met? Yes No Total number of Grant tasks 1

Total number of persons to be served by completion of this Grant

For the following questions, please enter a date that is no earlier than the publication date of this SuperNOFA.

Total number of Grant tasks completed as of (enter date) 1Percentage of Grant tasks completed as of (enter date) 3/31/2000Total number of persons served as of (enter date) 3/31/2000

List measurable results as of (enter date)

Please see Rating Factor 1 in Narrative.

Were / are Grant Target dates and Schedules being met? Yes No

Impediments or delays in implementation encountered

The publication of the final newsletter was delayed due to the certain obstacles, including the Center assessing the printing time as too soon, as the editor waited for pertinent "news" to develop. An extension was given on the first grant end date 04/30/98, the second extension was approved by the HUD Regional office and met on 10/30/99

Other comments: