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# chapter one: EXECUTIVE SUMMARY



**reBUILDKC/Neighborhoods** is an aggressive, ambitious plan to address Kansas City's neighborhoods. Starting from the foundation of *FOCUS Kansas City* and building on the Area Plans resulting from *FOCUS*, we build a game plan for the future of our neighborhoods.

An integral part of this plan is the restoration to the City of assets that have been held by the Housing and Economic Development Finance Corporation, first directly and subsequently through the Court-appointed Receivership. We have designed a plan that will enable us to gain better control over the assets so that we can use them directly, and through resulting program income, to encourage better development opportunities and to provide financial resources for other housing and neighborhood initiatives.

We start with our vision: "To make Kansas City the most exciting place to live, work and play in the region, creating a viable and charismatic alternative to the suburbs."

Our goals are basic: To create a new, aggressive, and productive direction for the redevelopment of Kansas City's neighborhoods, and to establish effective management control over key assets currently held by HEDFC in order to direct those assets to the enhancement of the City's neighborhood improvement program.

We have a history in housing and neighborhood revitalization that establishes our capacity to carry out this ambitious program. That history begins with *Focus Kansas City*, a comprehensive, long-term plan for our community. The implementation of *Focus* rests in great part in eighteen Area Plans that identify our needs and create actionable strategies. These Area Plans serve as the underlying basis for a game plan for neighborhood revitalization. We build on our successes and learn from our mistakes, and convert this body of knowledge into a workable plan.



An important part of this plan is control over City assets that provide resources for our development initiatives. For the past several years, many of these assets have been under the capable management of a federal court appointed receiver. We appreciate the work the Receiver has performed in helping resolve the issues that led to federal court intervention. That task is nearing completion, and we are prepared to assume responsibility for the assets that have been part of the Receivership.

This plan describes five strategies for the recovery of the assets, the assignment of the assets to City and external organizations who can manage those assets for the benefit of the City, the use of those resources for housing and neighborhood revitalization, building community capacity for development support, and for managing both the asset transfer and the programs of **reBUILD KC/Neighborhoods**.

We will use the asset transfer components of this plan to reinvigorate and provide a housing program that is part of a comprehensive strategy of neighborhood revitalization. Our plan of action calls for the divesting of non-productive resources and programs and reallocating the freed resources to a more focused housing program. We will then use City funds to support housing and federal funds for infrastructure improvements that are essential to viable neighborhoods and their commercial support.

**Elements of this strategy include:**

1. Disposal of all non-productive assets in order to release financial resources for more effective approaches to housing development and support: specifically, many of the assets under Receiver control do not have any foreseeable benefit to the City, either as parts of a development strategy or as revenue generation. We will request that the Receiver dispose of these properties.
2. Assignment of responsibility for asset management to agencies that are most capable of efficiently and effectively managing those assets. The City will manage HOME single family loans that do not require monthly payment servicing until such time as those loans meet their affordability periods. We will contract for the servicing of other single family loans that have active payment requirements. We will request that the Receiver transfer various multifamily and commercial loans as well as selected owned real estate to the Economic Development Corporation (EDC). Through a contract with the City, the EDC will service the loans and assist in the generation of development plans for the transferred properties.
3. Use of program income, first, to retire Section 108 debt and then for the expansion of neighborhood infrastructure and services. Our first priority for program funds transferred to the City's HUD account through the actions of the Receiver and on-going portfolio management will be the retirement at the earliest possible opportunity of the City's Section 108 loans. If there are program funds available following the defeasance of the Section 108 loans, we will use those funds for neighborhood improvement strategies.

4. Target resources for maximum impact in selected areas based on the guidelines of *Focus Kansas City* and Area Plans, while providing maintenance support in other areas of the City. The City has many different programs for housing assistance and neighborhood improvements. We will target those programs to selected areas based on the City's Area Plans, focusing on selected areas that demonstrate need and the potential for success. Part of this effort will be a new neighborhood services program, using resources from the asset transfer plan that are not required for the Section 108 debt retirement. This program will include activities such as housing rehabilitation, neighborhood infrastructure such as curb and gutter repairs and other physical infrastructure improvements, grocery stores in "food desert" areas, and veteran housing opportunities.
5. Building of internal and external capacity and partnerships that are essential for an aggressive housing development and support program. We will continue to work with the City's Community Development Corporations to develop local capacity for neighborhood improvement.

We will use a variety of approaches to manage reBUILDKC/Neighborhoods. This will include, first and foremost, the City's existing departments, who have demonstrated capacity to provide quality public services. We will use the resources of our development partner, the City's Economic Development Corporation. And, we will manage the plan under the supervision charged with coordinating the plan elements in conjunction with a supporting staff committee.

The result of this will be the recovery of assets that are important to our future development, the conversion of those assets to a meaningful housing and neighborhood revitalization program, and improved housing opportunities and neighborhoods for the residents of Kansas City, Missouri.





## chapter two:

# OUR VISION



*FOCUS Kansas City* succinctly states our vision for Kansas City's neighborhoods and homes:

*We, the people of Kansas City, must work together with the City to provide the stewardship to guide the continued revitalization of the City. Together, we will build on its strengths to make it the most exciting place to live, work and play in the region, creating a viable and charismatic alternative to the suburbs. Home to our most venerable neighborhoods, active commercial centers, significant cultural institutions and the majority of our historical assets, the urban core is the real and symbolic heart of our city. Enhancing its health and vibrancy is critical to the long-term success of our entire Metropolitan Area.*



Beginning with the belief that we must build on the extensive assets of our central city and supported by our guiding concept and ethic, there are eight major aspirations to achieve our goals.

1. Link activity centers with efficient, cost-effective transportation;
2. Reinforce, reaffirm and rebuild our great and varied neighborhoods;
3. Provide high-quality and accessible education for all residents of Kansas City;
4. Create great streets and revitalize boulevards;
5. Create a new generation of urban amenities;
6. Recognize culture as commerce;
7. Create and maintain America's cleanest city;
8. Retain and attract good business citizens and jobs.

It is this vision, and aspirations behind it, that guide the creation and implementation of this document:

**reBUILDKC/Neighborhoods**



# chapter three: GOALS and OBJECTIVES

“reBUILDKC/Neighborhoods” is a new, comprehensive initiative through which the City implements its vision for its housing program. It addresses the existing housing stock and provides a plan for improving neighborhood conditions. The plan is more than just housing delivery. It is a strategy that integrates service delivery from various sources with the City’s overall community and economic development efforts.

The plan has two goals:

- To create a new, aggressive, and productive direction for the redevelopment of Kansas City’s neighborhoods; and
- To establish effective management control over key assets currently held by HEDFC in order to direct those assets to the enhancement of the City’s neighborhood improvement program.

The first goal creates a new, aggressive and productive direction for the redevelopment of the neighborhoods. It relates to the overall plan for the future of the City’s housing program, involving several City departments in cooperation with community stakeholders. There is a great need within the city for affordable housing. Success requires overall redevelopment within entire neighborhoods, not just individual houses and projects. The City’s goal is to include the neighborhoods themselves.

The second goal relates to the transfer of assets currently held by HEDFC and identifying how those assets will be used to accomplish the City’s vision for its housing program.



The City has established several objectives that further define these goals. These objectives are:

- To affirm the City's current housing policy that was developed with input by neighborhood stakeholders and was approved by the City Council (see Appendix 1);
- To continue the use of all HUD entitlement funds toward existing successful housing and public service programs through a targeted approach;
- To create a renewed City and agency/partner relationship and to develop a housing delivery organizational structure for this partnership;
- To address the servicing of the loan portfolio, whether by the city or another entity, in order to manage and reduce the portfolio;
- To determine which assets will be transferred to the City or to another appropriate agency;
- To coordinate with the Receiver over the short-term liquidation of HEDFC properties determined to be non-assets, using approved Area Plans and development plans as the guide for identifying areas of need and programming; and
- To coordinate and target existing City programs and activities to re BUILDKC /Neighborhood projects.

As we develop our implementation strategy for reBUILDKC/Neighborhoods, we keep in mind these goals and objectives and measure our actions against goal accomplishment. We begin by demonstrating our success in providing housing and neighborhood services. From lessons learned, we present five key strategies which we are confident will result in success.



# chapter four:

# HISTORY



To appreciate fully our goals and objectives – and the strategies we have selected – it is important to understand the history of housing services in Kansas City. We are rightfully proud of what the City has accomplished in the past. We are confident that the national leadership in community based strategic neighborhood development that we have enjoyed will again be a hallmark of our City. We acknowledge that, over the past several years, we have not been as effective in accomplishing our strategic goals as we would like. In preparing reBUILDKC/Neighborhoods, we have assessed ourselves in order to learn. As a result, we build the strategies of reBUILDKC/Neighborhoods on the strength of our prior history of accomplishment and lessons learned.

## The Policy Framework of reBUILDKC/Neighborhoods

Planning is the process by which a community assesses what it is and what it wants to become, and then decides how it can make that happen. In Kansas City, the comprehensive and strategic plan is *FOCUS Kansas City*, adopted unanimously by City Council in October 1997. *FOCUS*, or Forging Our Comprehensive Urban Strategy, is the City’s adopted policy guide from which future decisions and initiatives are considered.

*FOCUS Kansas City* includes seven planning components. Each details action steps that are needed to make the *FOCUS* vision and policy a reality. Although the plan does not have a specific housing component, it provides guidance for future housing policy. The condition of a city’s housing is important to the success, stability and the maintenance of a community. The *FOCUS* steps to achieve a strong housing component are:

- Creating a residential zoning category to accommodate older, urban neighborhoods that want to maintain their single-family character but do not meet current zoning requirements;
- Creating an assistance center to improve access to resources for low-income homeowners to repair code violations;
- Providing incentives to encourage conversion of rental units to owner occupied units and to encourage home ownership;
- Requiring early and aggressive rehabilitation of abandoned buildings, and demolishing dangerous buildings quickly if they cannot be renovated;
- Promoting infill housing by transferring vacant properties to responsible owners, tax incentives, and reviving the Urban Homesteading program or a similar program;



- Promoting the availability of local property tax credits for small business owners who invest in rehabilitation;
- Working aggressively to reduce “redlining;”
- Exploring the potential for neighborhood organizations to administer Minor Home Repair program activities in their areas; and,
- Expanding homeowner education programs.

Since the adoption of *FOCUS*, the City has worked with the community to implement these measures and apply these concepts as appropriate.

## Targeting

Another important idea within *FOCUS Kansas City* is to coordinate and target the City’s scarce resources. By doing so, the City strengthens those distressed areas of the community which need assistance to become economically viable and to improve areas within its close proximity. The targeting of resources is done in a variety of ways, including:

- Prioritization of economic incentives;
- Coordination of programs and services offered by City departments and government agencies; and,
- Assignment of resources to housing developments, capital infrastructure and commercial centers within defined areas.

This is a central strategy in the City’s area plan implementation efforts. In this model, the City partners with the public and private sector to prioritize each plan’s implementation measures. We then assist the community by coordinating appropriate services, ensuring that changes can occur. We will use this approach for housing developments within the City’s low to moderate income neighborhoods to make them sustainable areas of the community.

## Implementing *FOCUS* – The Area Plan Process

We have divided the City into 18 areas for which area plans are being prepared. The City Council adopts the plans to implement the policies of *FOCUS Kansas City*. Each planning effort includes a transparent public involvement process. It results in a series of recommended strategies to help realize the community’s long-range vision for the future. The process also provides a comprehensive framework to guide public policy on land use, housing, infrastructure, community development, and public services.

Although each area plan considers the *FOCUS* framework as described above, we adapt individual housing strategies in each plan to the conditions within the respective area. Appendix 2 demonstrates such an application. The sample is the housing strategy from the City’s current strategic plan, the *Heart of the City Plan*, which incorporates policies of *FOCUS Kansas City* and illustrates how these policies are applied to a local area.

## Recent History

Over the past several years, we have worked diligently to implement the strategic vision embodied in *Focus Kansas City*. We have had notable successes and, like any organization, we have encountered issues and problems that constrain our ability to be as effective as we desire.

Notable among our successes and accomplishments in recent years are:

- The continuation and expansion of the HOME funded down payment assistance program for first-time low- and moderate income homeowners. During the last two program years, we assisted 310 households in becoming homeowners for the first time;
- The investment of CDBG funds in site preparation activities at the former location of the Wayne Minor public housing project as part of the development of St. Joseph Place, a 47 unit HUD Section 202 elderly complex;
- Renovation of a former vacant downtown office building into 134 units of housing, using low income housing tax credits (LIHTC). The Grand Boulevard Lofts received CDBG funding to assist in the financing of the project. Initial occupancy of the building is expected in December 2010;
- The award of ARRA stimulus funds to help finance the construction of two housing projects for low-income elderly persons—Destiny Towers (47 units) and Palestine Gardens (69 units). Both of these complexes are currently under construction;
- The purchase and rehabilitation/construction of 62 single-family dwellings under the first phase of the Neighborhood Stabilization Program (NSP). Work on all of the houses is either underway or completed, with 19 homes already having been sold to program qualified buyers. Additional units will be purchased and rehabilitated with program income received from the sale of properties. This program represents an extremely successful collaboration with numerous community development corporations who have been actively involved in the purchase, renovation and sale of the homes;
- The receipt of additional NSP funds from the State of Missouri to purchase foreclosed properties for rehabilitation and sale. The City has contracted with a nonprofit developer to administer this funding, and 13 homes are now under various stages of construction. As described above, the availability of program income will allow for additional purchases;

- Assisted in the development of a five unit subdivision by Habitat for Humanity through the provision of HOME and Public Improvement Advisory Committee (PIAC) funds. The source of the PIAC is the City's capital improvements sales tax. Infrastructure construction is currently nearing completion;
- The establishment of a Homelessness Task Force to develop a plan to address the issues associated with homelessness in the metropolitan area. To be completed in mid-2011, the plan will include immediate and long term strategies as well as funding options for combating this problem;
- The creation and use of specific performance criteria upon which to evaluate and rank requests for CDBG and HOME funding to make the award process competitive. A separate set of evaluation criteria was developed for use in assisting the City Council in making annual recommendations to the Missouri Housing Development Commission for Low Income Housing Tax Credits;
- Assisting renovation of Basie Court, an 88 unit LIHTC project, through the infusion of CDBG funds. Construction is now underway at the housing complex;
- The passage and implementation of ordinances requiring that owners of occupied rental property and vacant property register their units with the City. The purpose of the ordinances is to ensure that the City has complete ownership and property management information to pursue enforcement action against properties in violation of the nuisance and property maintenance codes;
- The reestablishment of a housing department to lend emphasis and authority to the increasing impact of housing policies and programs within the city;
- The upgrading over the last two years of 1,007 owner-occupied homes through emergency and minor home repair conducted by City staff and five community development corporations;
- Passage of an ordinance providing for the City to petition the circuit court for the appointment of a receiver to rehabilitate, demolish, or sell a vacant nuisance property;



- Completion of mothballing activities for Colonnade buildings in the Beacon Hill neighborhood and the selection of a developer to renovate the three buildings and to develop the adjoining vacant land;
- The upgrading of 21 owner-occupied homes under the Beacon Hill Minor Home Repair Program;
- The provision of weatherization assistance to 965 homes through various City programs; and,
- The redevelopment of eastern downtown into East Village, which will consist of 50 units of affordable housing. Project funding includes state low income housing tax credits and City tax increment financing.

Despite these successes, over the past several years we have occasionally encountered issues and problems that have caused us to lose our momentum. There are three overriding problems whose impact seems to permeate all of the issues for which we could be criticized during this period. These are:

1. The inability to establish and maintain an effective mechanism for the involvement of residents in the formulation and execution of the City's housing policy. The value of active citizen participation has long been recognized as a way to build credibility with the public and to provide a framework for formation and implementation of actions that will contribute to effective governance.



Over the past few years, various committees appointed to study housing in Kansas City have echoed this philosophy in their recommendations. They have called for the City to implement a broad-based citizens advisory process to provide input regarding CDBG and HOME funding. Strengthening the amount and form of citizen involvement will help keep housing at a high level of public discussion. However, a constructive citizen participation movement cannot flourish without the firm support of the City. We need to rededicate our efforts to establish this mechanism and process.

2. A failure to place adequate emphasis on the use of performance measures in the allocation of available resources. While the volume of information on housing activities conveyed to the City Council through the Housing Committee has increased significantly since the restoration of the Housing and Community Development Department, we still tend not to focus on desired outcomes but rather on outputs. The creation and use of valid performance measures and indicators will assist in determining which activities provide the greatest return on investment. Additionally, they would provide accountability for results subrecipients achieved from the funds expended.

For every program funded, we need to ask: “If we were not in this already, would we go into it now?” Asking these kinds of questions allows the City to determine better both the extent to which problems are addressed and the adequacy of funding for specific activities. The recent use of specific evaluation criteria has helped put funding decisions on firmer ground but additional work is needed to ensure that funding does not automatically flow to those agencies that have traditionally received funding without regard for performance. Furthermore, the City’s ability to measure results is critical to supporting experimentation with new ways of delivering services.

3. The difficulty of implementing a consistent, well defined housing directing our housing efforts. As a result, the absence of a comprehensive policy limits the City’s ability to measure the impact of our efforts or evaluate their appropriateness. A concise policy can be used as a basis for identifying the responsibilities that the housing department and other City departments providing housing related services will have and for measuring their achievements.

Our housing policy will be integrated into the format of the upcoming five-year Consolidated Plan in order to guide the development of effective programs. The City can also use the policy as a basis for identifying specific projects or activities that it wants to see accomplished.

## Monitoring Issues

Over the past several years, the City has worked with HUD to resolve specific program issues raised as part of HUD’s review processes. To the best of the City’s knowledge, we have now resolved all outstanding monitoring issues with the City’s CDBG and HOME programs.

We are now seeking to resolve outstanding questions relating to Beacon Hill. The City, along with Beacon Hill Developers, has been working to implement the Beacon Hill Redevelopment Plan. The City recognizes that this project has been delayed by the lack of infrastructure funding, limited sales of lots for infill housing and the collapse of the housing market itself.



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KC/neighborhoods

Beacon Hill appears to be gaining momentum. The following describes the status update of the project:

- 2429 Tracy is well underway in its rehabilitation efforts, with the expected exterior expected to be completed by the end of November 2010.
- 2437 Tracy has a completely rebuilt roof and has removed debris. The owner will continue with closing the exterior during December 2010 and begin working on the interior.
- All of the colonnade apartment buildings have been purchased and mothballed. All of the surrounding property has been assembled and RFP EV0997 was issued on March 23, 2010. The RFP generated a response from Sparrow Community Development Corporation and has undergone review by City staff, the Technical Review Committee, Beacon Hill Developers, and HEDFC. Currently, Sparrow is negotiating with the City and the Receiver for an option and development rights.
- The 2010 City budget included funding for the historic survey, which began on May 1, 2009. The City is currently under contract with PSTAG to complete a survey of the Manheim Troostwood neighborhoods.

Over the last few months, the City and HUD have exchanged letters regarding Beacon Hill and national objectives. The City agrees that the change of national objective to the prevention of slum and blight will allow this project to move ahead. We have provided HUD with the necessary information. On October 29, HUD unofficially told the City of its approval of the request.



The City notes the following update of activity within Beacon Hill:

- The construction of Beacon Hill Townhomes is the first phase of a 60-unit townhome development, constructed adjacent to the Beacon Hill Commons at 25th and Troost. These units are being developed by Beacon Hill Developers, LLC, on a speculation basis. The first six are completed, and two units are occupied.



- Beacon Hill Developers, along with the Receiver/HEDFC, has been working over the past several months on the Beacon Park Townhome development, a project of the Housing Authority of Kansas City, to provide 45 affordable family units funded by LIHTC from the State of Missouri. This project is currently under construction, with an expected completion date by the spring of 2011.
- The City Water Department, along with the Public Improvement Advisory Committee, has committed \$3 million—including a \$1.5 million federal grant from the EPA – plus matching funds for the construction of sustainable infrastructure. Current plans involve the potential construction of the entire infrastructure package of new streets, sidewalks, and storm drainage for the Phase III area of Beacon Hill beginning in late 2010. This will allow the sale of up to 60 single-family home lots and 250 units of student housing. This will be the first time that funding is sufficient to build an entire phase at one time.
- Beacon Hill Developers is working with the University of Missouri at Kansas City on a proposal for private development of student housing at the southeast corner of 25th and Troost. This would be a 250-unit student apartment project built to support the graduate and professional student population on Hospital Hill.

- Beacon Hill Developers, along with UMKC, Truman Medical Center, Crown Center Redevelopment, and Children’s Mercy Hospital, has completed a master plan for the Hospital Hill/ Beacon Hill area by Sasaki Associates. It is actively participating in the Downtown Area Plan effort on behalf of these projects. This plan will result in a closer working relationship between the institutions on Hospital Hill and the Beacon Hill neighborhood.
- There are several single-family homes under construction or ready to begin construction, primarily along 24th Street at the north edge of Beacon Hill adjoining Bruce Watkins Drive. Beacon Hill Developers has assigned, or is in the process of transferring, tax abatement rights to 12 homes in the Beacon Hill neighborhood, several of which are rehabilitated units.
- One of the Victorian structures on Tracy is complete, while the other two Victorian homes are currently undergoing complete rehabilitation.
- Beacon Hill Developers is discussing with the City of Kansas City a request for HOME funds to facilitate the redevelopment of the Colonnades properties at 27th & West Paseo.
- The City and HEDFC have provided assistance to the Beacon Hill Home Owner’s Association to enable them to start functioning as an operating association. The Receiver contributed four lots north of the Residences at West Paseo to the Home Owner’s Association. The procurement by the City of the environmental cleanup is underway. The HOA will allow these lots to be sold for construction. Infrastructure funding for these lots will be available once the environmental work is completed. Similarly, infrastructure funding is available for the Colonnades to allow construction of the alley and access behind the units.

The Receiver funded a Minor Home Repair program administered by the City. This has enabled the upgrading of 21 existing homes.

## Lessons Learned

Kansas City takes pride that we are a City which learns from past experience and applies those lessons. In preparing reBUILDKC/Neighborhoods, we have assessed where we need to make improvement. Among these are:

- Effective use of limited resources through targeted programming;
- Assignment of duties and responsibilities to agencies which best have the capacity and capability to carry out those duties and responsibilities;
- Establishment of a central point of service delivery;
- Recognition of the many facets of housing support and coordinating service delivery to achieve maximum result;

- Use of community and external alliances and relationships to organize, deliver, and sponsor housing services within an effective management framework; and,
- Effective performance measurement.

## Targeting

Future targeting of housing and redevelopment efforts should focus on areas of strength. The following is a general targeting strategy based on the draft *Heart of the City Area Plan*.

- Identify areas of strength within the City's most distressed areas. These areas have the greatest potential for long term, sustained success. Areas of strength should ideally exhibit the following characteristics:
  - ~ The largest concentrations of private development (residential and commercial);
  - ~ Largest increases and/or stability in population, housing units and jobs;
  - ~ Areas previously identified for concentrated targeting of public funds (e.g. Green Impact Zone);
  - ~ Additional factors which may indicate a stronger revitalization potential ,such as adjacent to a healthy and vibrant area, a successful school or strong institutional anchor; and,
  - ~ Areas of Strength should initially be as small as possible.
- Create "critical mass" and avoid isolating new developments:
  - ~ Finish an area before moving to adjacent areas;
  - ~ Focus on building neighborhoods, not houses;
  - ~ Start small, think big - focus on individual blocks within areas of strength; and,
  - ~ Stabilize/strengthen surrounding blocks as redevelopment occurs (new infill, rehabilitation, and code enforcement).
- Layer resources together:
  - ~ Pursue funding sources other than traditional HUD funds;
  - ~ Align the Consolidated Plan, capital improvement planning and other resources to direct funds to "areas of strength";
  - ~ Lead with targeted public investments to support private investment;
  - ~ Apply development incentives and tools proactively in areas of strength; and,
  - ~ Provide education and assistance to developers on available tools and funding sources and how they can be layered together.
- Be proactive, holistic and targeted:
  - ~ Create a Land Bank and use it to proactively assemble land for redevelopment;
  - ~ Clearly communicate the City's role and interest in working with the developer community to pursue residential projects; and,
- Apply development tools strategically, proactively and in layers.

This targeting strategy is part of a more comprehensive housing and neighborhood development strategy and should be considered within that context. We will further refine and develop the strategy as part of a comprehensive housing strategy for the City, using the recommendations of the *Heart of the City Area Plan* as its framework.

This plan returns to the targeting strategy. As part of the implementation of *FOCUS Kansas City*, we created eighteen planning areas. Over the past several years, we have developed plans for each. This reBUILDKC/Neighborhoods plan identifies ten of those areas as primary targets. While we will continue to provide some support for housing initiatives throughout the City, we will concentrate most of our attention and resources on those ten targets.

## Assignment of Duties and Responsibilities

Providing high quality neighborhood services is a complex undertaking. It requires the involvement of many different players. The nature of the public enterprise is the desire to be an all-services provider, being all things to all people. Long ago the private sector learned that this drive to be everything is not the most effective strategy to meeting demands for customer service. Rather, they segment work according to two standards: is the work critical to the mission of the organization and how well does the organization perform the work.

This self-assessment is important to our execution of **rebuild KC/Neighborhoods**. We have learned from our past that there are things we do which, while supporting the mission of the City, are not themselves mission critical. We acknowledge that there are some things that we do not perform particularly well and that other organizations can do better.

Our strategies rest on the presumption that partnerships within our City government and with external agencies are essential to success. We will assign duties and responsibilities based on what is most critical, what is supportive, and how the service can best be delivered. From this standard, we recognize the need to build further the capacity of CDCs as a means of achieving neighborhood based development. We also recognize the need to have an external partner to manage properties and assets effectively, so that the results of that management can become assets to our core mission of neighborhood revitalization, something that we do well.

Key among these partnerships is a proposed contract between the City and the Economic Development Corporation (EDC), and its component agencies, to service the multi-family and commercial portfolio. We describe our proposal to

contract with the EDC for this purpose and the scope of that contract in Chapter Five, Strategy Two.

*Please note that the EDC consists of its core operations as well as several affiliate agencies for which it serves as the umbrella. At least three agencies—the EDC Charitable Fund (EDCCF), the Land Clearance for Redevelopment Authority (LCRA), and the EDC Loan Corporation (EDCL) will participate in the EDC’s management of assets transferred. Throughout this plan, when we reference the EDC, that reference incorporates all of the affiliate agencies of the EDC.*

EDC is successfully administering the City’s \$7.3 million Neighborhood Stabilization Program (NSP). To date, over 60 foreclosed homes have been purchased and have been or are in the process of rehabilitation. Low/moderate/middle income homeowners have purchased 31 of the homes. In addition, the Land Clearance Redevelopment Authority (LCRA) currently manages assets for the City of Kansas City, Missouri. These include:

- Columbus Park/Guinotte Phase III - 22 acre development site;
- Vineyard Neighborhood - 4 lot development site near the Holy Temple Homes land;
- Over 40 vacant, scattered lots throughout the urban core.

## Central Point of Service Delivery

In 2003, the City dissolved its Housing Department, in part to address on-going constraints in resources available for public services. As part of that dissolution, a small core became the Housing Division within the City’s Planning Department. We transferred other functions to various City Departments.

Over time, we have realized that this action caused us to lose momentum in our housing programs. As a result, we re-established the Department. On January 29, 2009, the City re-established, by the passage of Ordinance 090075 (Appendix 3), a Housing and Community Development Department (HCDD). The department provides an organization capable of absorbing the transfer of certain limited assets from HEDFC while at the same time providing the City with a vehicle for managing the annual grants provided by HUD and coordinating the implementation of the City’s housing policy.

The Department has worked diligently to develop and apply management practices that would enable it to manage better its activities and add value to the agencies and activities that it funds. The department has built credibility with the public by creating a customer focused organization that is dedicated to providing responsible service characterized by accountability.

In addition to enhancing coordination and collaboration among City departments, HCDD has joined with other strategic partners involved in community and economic development, such as the Missouri Housing Development Commission (MHDC), Mid-America Regional Council (MARC) and the Economic Development Corporation of Kansas City. By identifying and increasing its engagement with potential partners in community and economic development, HCDD can create greater awareness about its plans and foster greater cohesion among various communitywide efforts focusing not only on housing but broader community and economic development efforts as well.

Increased engagement with the community also helps leverage additional resources and expertise that the HCDD can employ to further its goals and objectives. For example, engaging organizations such as the Kansas City Community Development Entity (KCCDE), serving the Kansas City area can help to increase the capacity of the HCDD by providing it access to additional financing tools like the New Market Tax Credits to help advance specific housing plan efforts and asset development.



Because the City previously had many of the housing functions consolidated in one department, there is a significant level of familiarity with this type of organization. The new department has a clear structure regarding authority, responsibility, management, and results. Consolidating high profile housing functions such as CDBG, HOME and NSP grant management within one department has made it easier for the public and clients to identify sources for assistance. Also, this structure is one with which HUD is comfortable.

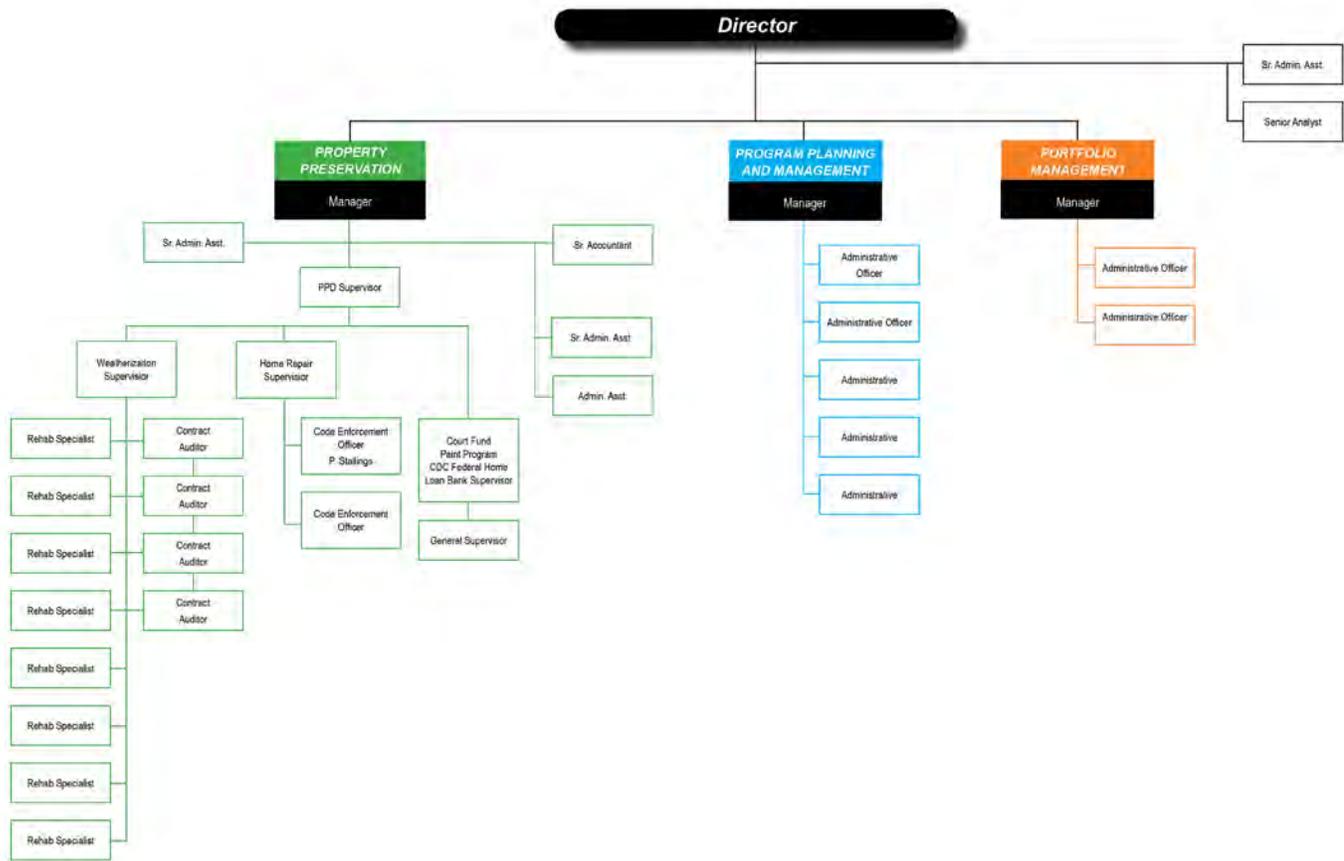
## **HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT**

Key elements of the Housing and Community Development Department organization include the following:

- A three-division structure organized functionally to focus on housing and community development, housing preservation and portfolio management. This structure has been effective in managing current grant activities and in responding to new funding sources such as CDBG-R and NSP.
- The return of housing preservation efforts from the Department of Neighborhood and Community Services. The Housing Preservation Division focuses on activities designed to improve the physical condition of housing such as weatherization and home repair.

- The Portfolio Management Division of the Department administers those activities which result in mortgages held by the City. Its primary role to date has been to administer the City's down payment assistance program for first time home buyers. The division has also invested considerable time in reviewing and cataloguing the assets of HEDFC. As a result, its familiarity with the HEDFC portfolio makes it well positioned to handle the transfer of single-family mortgages from HEDFC to the City.
- The Program Planning and Management Division is responsible for tracking the activities of agencies receiving CDBG, HOME or NSP funding; the evaluation of low-income housing tax credit projects; preparation of the annual Request for Proposals, Action Plan and Consolidated Annual Performance and Evaluation Report; monitoring of contractor performance; and management of the department's website.

### Housing and Community Development Department Organization Chart



## **CDBG, HOME AND NSP TRAINING**

The City has worked with the Region VII HUD office to provide extensive training and technical assistance over the past eighteen months. The City anticipates that there will be a continuation of these training efforts in the coming years. We will continue to seek out appropriate training for staff from HUD and other organizations. The HCDD has also committed to increase the competency of staff within the department through training, new assignments, or through the acquisition of new staff and the elimination of non-performers.

To document this level of training, Appendix 4 of this plan provides a listing of the training that each HCDD employee has completed.

## **TECHNICAL REVIEW COMMITTEE**

Over the past several years, the City has committed significant amounts of CDBG and HOME funding to multifamily housing projects. The manner in which grant funds have been invested in the projects has not always been supported by documentation that clearly explains or justifies the investment option selected for each project. In addition to requests for funding resulting from the annual CDBG/HOME Request for Proposals, the City also recognizes that it will need to participate in the funding of a number of additional projects resulting from the execution of **reBUILD KC**.

As a way to augment the capacity of HCDD staff to properly evaluate these large scale development projects, the City has created under Ordinance 090437, a copy of which is attached as Appendix 5, a Technical Review Committee (TRC). The purpose of the Committee is the review of projects to assure the most effective use of limited City resources. The Committee composition includes professionals recruited from the financial, property management and real estate industries who possess the expertise to advise the City on technical issues related to development financing .

The TRC considers applications for funding, responses to RFPs, or requests for qualifications as required for proposed commercial and/or multifamily projects of greater than \$500,000 in value. It submits its recommendations to the Director of the Housing and Community Development Department. The City anticipates considering whether this role can be expanded to create a formal loan review process and underwriting guidelines for the use of CDBG and HOME funds.

Since its inception, the TRC has reviewed the following project:

- Holy Temple Homes - response to the City's Request for Proposal/Qualifications
- Colonnades on Beacon Hill – response to the City's RFP/Q
- Palestine Village CDC (Palestine Commons ) and
- Harvest Community Development Group (Destiny Towers)

### SERVICE DELIVERY COORDINATION

The City is a large, complex organization. Characteristic of every similar organization is the reliance on numerous service delivery mechanisms. It is not possible, nor practical, to attempt to create a singular delivery system. However, it is essential that there be some coordination to maximize services with limited resources.

Virtually all of the City's departments directly provide neighborhood and housing related services, as demonstrated in the graphic shown here.

Appendix 6 of this plan is a detailed spreadsheet which lists each City department or agency, as well as relevant agencies of other governments and not-for-profit entities, their respective responsibilities, and the designation of the lead agency.



Some of the City services require a more formal level of interdepartmental coordination. In these instances, the City has established a Memorandum of Understanding (MOU) among those agencies.

The Housing and Community Development Department is responsible for leading the coordinated efforts. The MOU includes:

- City Planning and Development Department;
- Capital Projects Office of the City Manager’s Office;
- Health Department;
- Human Relations Department; and,
- Neighborhood and Community Services Department.

The existing Memorandum of Understanding (Appendix 7) establishes responsibilities for each department named in the agreement:

- HCDD is responsible for administering the CDBG, HOME, and NSP programs as well as preparing the annual Action Plan and CAPER. The department also prepares the annual RFP solitication for ESG and HOPWA funding in addition to CDBG and HOME;
- The Neighborhood and Community Services Department (NCSD) is responsible for administering and monitoring the ESG program and the public service portion of CDBG;
- The Human Relations Division (HRD) is responsible for administering and monitoring the Section 3, Davis Bacon, and Small Business section of the CDBG funds;
- The Health Department is responsible for administering and monitoring the HOPWA program;
- The Capital Projects Office (CPO) of the City’s Manager’s Office is responsible for managing and implementing infrastructure development on certain projects within HCDD;
- The City Planning and Development Department (CPDD) is responsible for developing the 5-year Consolidated Plan and performing Housing Quality Standards (HQS) inspections for the second mortgage down payment assistance program.

In addition, the Office of Environmental Quality (OEQ) is responsible for providing environmental review support for HCDD and maintaining compliance with 24 C.F.R. Part 58. OEQ is a division of the City Manager’s Office that is charged with ensuring that all City government actions are performed in an environmentally responsible manner; promoting City policies that encourage the private sector to preserve and enhance the environment; and collaborating with public and private partners on projects that preserve and enhance the environment.

The responsibilities of the Environmental Review Officer for HUD-related activities include (Appendix 8):

- Performing environmental reviews on HUD grant program activities to ensure compliance with the National Environmental Policy Act (NEPA), with assistance from experts in relevant fields of work (planners, engineers, landscape architects, wildlife experts, etc.);
- Posting/publishing notices associated with environmental review of projects, completing the Request for Release of Funds (RROF) packages and submitting them to HUD for approval;
- Staying abreast of all relevant federal, state, and local environmental regulations and procedures for which compliance is necessary;
- Providing training to Housing Department program managers and staff regarding compliance protocols and documentation to be implemented during the conduct of tiered (aka, site-specific) environmental reviews; and,
- Performing environmental compliance oversight reviews and internal monitoring of the Housing Department.

This approach leverages and coordinates technical expertise from multiple city departments. It consolidates the primary core functions of the City's housing program into HCDD. Also, the HCDD establishes the City's housing program as a primary service delivery program within the City. Finally, the alignment of responsibilities provides HUD with a single point of contact with the City for communication and coordination.

### **COMMUNITY AND EXTERNAL ALLIANCES**

The City has worked continues to work with various stakeholders in our neighborhood revitalization efforts. The City partnered with Greater Kansas City LISC to provide capacity training to local CDC's. We are currently collaborating with LISC in the development of two commercial rebate programs (Façade Rebate). These programs target various areas in the city and will complement each other, providing further leveraging of scarce resources. Additionally, the Home Builders Association (HBA), from time to time provides the City with market forecast presentations and most recently initiated their own nonprofit community development organization to assist the City with urban core redevelopment projects. The City anticipates reaching out to other agencies to create the synergy needed to make reBUILDKC a reality.



## **EFFECTIVE PERFORMANCE MEASUREMENT**

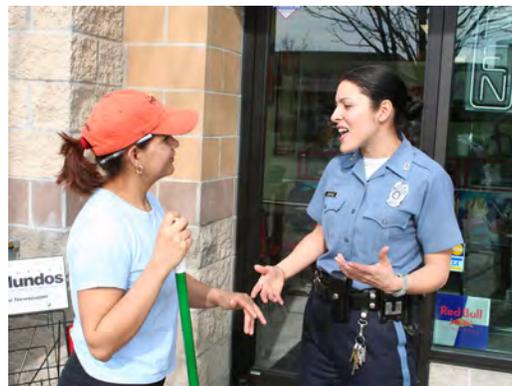
*Focus Kansas City* recognizes the value of an effective system of performance measurement. It calls for the evaluation of changes in neighborhoods resulting from our improvement strategies.

Upon the expiration of each targeted areas service delivery focus, a needs assessment tour, conducted with members of the reBUILDKC/Neighborhoods Technical Committee (described in Chapter Six) and the respective Area Plan Coordinating Committee, will take place. The tour will evaluate accomplishments as compared to the preliminary needs of the area to determine success of service delivery to each targeted area

In addition to the evaluation during the tour, the City will evaluate the changes in the following variables to assess changes in satisfaction and living conditions:

- Annual housing conditions survey;
- Annual citizen satisfaction survey;
- Increase in residential and commercial property values;
- Reduction in crime rates and citizens' fear of crime;
- Increase in the percentage of owner occupied housing; and,
- Greater socio-economic diversity in neighborhoods.

An outcome report will analyze the above variables to determine the strengths, weaknesses, and opportunities to improve future targeted area service delivery programs.



Over the past several years, the City has been a national leader in the development, and use, of performance measurement as a key tool of management. As part of reBUILDKC/Neighborhoods, we extend this effective approach to public management to our ongoing assessment of this plan and our achievement of the goals and objectives we have set for ourselves.



# chapter five: OUR STRATEGIES



In this chapter, we present our strategies for reBUILDKC/Neighborhoods. In designing these strategies, we use our past history of effective community planning and housing service delivery and the lessons we have learned over the past several years.

We will use this asset transfer plan as a means of reinvigorating and providing a housing program that is part of a comprehensive strategy of neighborhood revitalization. Our plan of action calls for the divesting of non-productive resources and programs and reallocating the freed resources to a more focused housing program. We will then use City funds to support housing and federal funds for infrastructure improvements that are essential to viable neighborhoods and their commercial support.

Elements of this strategy include:

1. Disposal of all non-productive assets in order to release financial resources for more effective approaches to housing development and support;
2. Assignment of responsibility for asset management to agencies that are most capable of efficiently and effectively managing those assets;
3. Use of program income, first, to retire Section 108 debt and then for the expansion of neighborhood infrastructure and services;
4. Target resources for maximum impact in selected areas based on the guidelines of *Focus Kansas City* and Area Plans, while providing maintenance support in other areas of the City; and,
5. Building of internal and external capacity and partnerships that are essential for an aggressive housing development and support program.

While we present these strategies in consecutive order, they will occur concurrently. The primary caveat to this concurrence is the managed flow of program revenue from the HEDFC Receiver and the on-going portfolio management. We discuss these limitations in Strategy 3.

The driver for all of these strategies is the most effective approach to closing out the Receiver's management of property assets. The Receiver has raised possible legal issues surrounding the question of property transfer and ownership. These issues are addressed by the City Attorney in Appendix 9 to this document. In developing our plan for the transfer, we have attempted to consider the Receiver's concerns and the advice and counsel of the City Attorney.

## Strategy 1: Disposition Of HEDFC Real Estate Determined Non-Productive

There are approximately 300 properties in the HEDFC inventory, listed in Appendix 10. The City has identified which of these properties are, or may be “productive” (those properties having a potential for being the site(s) for future housing uses), and those that are, and will continue to be “non-productive” properties (those that will have long-term maintenance requirements prior to disposition).

Our first test to determine if a property is productive is whether it is located in an area with an existing plan or part of a neighborhood planning process. The properties listed in the subsequent section on Asset Management that meet this test include Beacon Hill, Holy Temple Homes, and Registry Square. We propose either to transfer them to EDC or held by the Receiver until the City has met with affected neighborhood to receive their input. An additional consideration is whether there is an active loan account on the property that warrants continuation.

The balance of the real estate owned are in a “non-productive” category since they have been held by HEDFC for many years and no re-use options are apparent. These properties include three general categories:

- Improved Properties – 25 properties currently offered for sale by the Receiver;
- KC Hope Parcels – 45 parcels located along Kensington, Myrtle, Spruce between 39<sup>th</sup> and 45<sup>th</sup>; and
- Other Parcels – 24 parcels scattered in several neighborhoods.



**reBUILD**  
KC/neighborhoods



In addition to these sites, other properties which fall within this strategy include:

### **BENTON SQUARE**

This includes Benton Square and a mix of vacant lots and improved properties. This area is located in the Santa Fe Historic District which is listed in the National Register of Historic Places. The City will pursue slum and blight designation for these properties, and then will direct disposal of the property by the Receiver. The City recognizes that, if the properties do not receive slum and blight designation, HUD may expect repayment.

### **LOVETT PLACE**

his property consists of six vacant lots, one for which the City is requesting that HUD approve the transfer of (2826 Prospect) to the adjacent church which has proposed using the parcel for a parking lot. A six-unit building on the site burned several years ago and the City is requesting that the new six-

unit colonnade it is building in Beacon Hill be considered the replacement for these units. The City recognizes that HUD expects to be repaid for the 2826 Prospect property if transferred to the adjacent church.

The project sites are also located in the Santa Fe Historic District which is listed in the National Register of Historic Places.

Other than the transfer of 2826 Prospect, as noted, the City will pursue slum and blight designation for this property, and then will direct disposal of the property by the Receiver. The City recognizes that, if the properties do not receive slum and blight designation, HUD may expect repayment.

**Three steps for the disposition of the non-productive properties:**

1. The City will work with HUD to either: (1) Have the properties re-classified as blighted and thus meeting a HUD national objective of Slum/Blight as previously approved by HUD in the 2000 CAPER for the same listed properties; or (2) Follow the standard City process for determining blight. We will complete this process during the first quarter of 2011. With this designation, all HEDFC/Receiver carrying-costs for the properties will comply with a HUD national objective;
2. Authorize the Receiver to liquidate all listed non-productive properties; and
3. Transfer the balance of properties to the EDC, or other 501(c)(3), land bank entity. Upon transfer of ownership, and with property tax abatement authorization, it is the City's intent to initiate a property-by-property process of either transferring ownership to an adjacent owner for a personal garden or creating a low maintenance, sustainable lot, as demonstrated early on by the Palestine Neighborhood Association. This approach is consistent with the City's sustainability plan.

## Strategy 2: Assign Asset Management

Having pruned our portfolio of non-productive assets, we turn our attention to assets that represent value to the City. This includes selected single family loans, multi-family and commercial loans, and various properties that are in direct ownership of either the City or the HEDFC through the Receiver. There are two elements to this strategy. First, we will assign the single family loans to the Portfolio Management Division of the Housing and Community Development Department. Second, we will assign responsibility for the multi-family and commercial portfolio – as well as any non-productive properties that the Receiver is unable to dispose – to the EDC.

The City will manage this transfer process with various resources both in and outside City Hall. Our strategy for handling these assets capitalizes on various resources while providing the greatest benefit for the dollar. Identified multi-family home loans that are currently being administered by the Receiver at HEDFC will be transferred to the Economic Development Corporation for servicing. We propose that the HOME single family portfolio be transferred to the City via the Housing and Community Development Department after the Receiver has completed the loan forgiveness program, which was approved by the Court in Document 1950.

We propose that the Beacon Hill and Holy Temple Homes be transferred directly to the EDC for development. These parcels were selected due to the City's commitment to the residents of the neighborhoods after countless hours of planning sessions and meetings, as well as contractual commitments previously made. Registry Square will remain with the Receiver until Habitat for Humanity is ready to receive the property.

It is recognized that fair market value will need to be established for each asset prior to transfer. The City, Receiver, and EDC will develop a mutually acceptable methodology that is compliant with U.S. Internal Revenue Service regulations for this purpose.

The Receiver is currently maintaining the owned real estate portfolio with non-federal revenue provided by the City. The City will continue to maintain the properties with its own revenues until such time as the properties are liquidated or are transferred through the EDC to a permanent owner.

The remaining real estate owned will go through a process for the determination of blight. After this determination, the City will agree to liquidation of those properties that were deemed non-productive. The City expects the Receiver's continued cooperation during this process to limit potential General Fund liability.

For the purposes of this strategy, the Receiver will notify each borrower that the loan is being transferred; provide contact information (name, address, and telephone number) for the Servicing agency responsible for the administration of the loan; and provide instructions for making payments on the loan. The notification will be sent to each of the borrowers 60-90 days prior to registering the lien transfer. The Receiver will also need to sign documents indicating that HEDFC is transferring the lien to the Servicer for each loan. The City will request of the Court that the Receiver be responsible for all filing fees associated with property transfer. These fees are not expected to exceed \$50,000.

### **HOME SINGLE FAMILY HOME PORTFOLIO**

To date, the Receiver has forgiven 255 “grantable-now” single-family loans. This includes:

- 1 CDBG “grantable-now” loan;
- 4 HDCIC (Housing Development Corporation & Information Center) “grantable-now” loans; and,
- 250 HOME “grantable-now” loans.

There are only 15 “grantable-now” single-family loans remaining (i.e., 3 CDBG and 12 HOME). These remaining “grantable-now” loans have force-write insurance and/or back tax owing issues to resolve before they can be forgiven. The Receiver intends to resolve all issues pertaining to the “grantable-now” loans prior to the transfer of the remaining single-family loan assets.

We will receive single-family loans and distribute them between the City and a contract Loan Servicer. The City’s HCDD Portfolio Management Division will service the 199 “grantable-later” HOME single-family loans that are scheduled to be forgiven through December 2012. These “grantable-later” single-family HOME loans do not have payments and only need to be monitored through the affordability period. We will send annual validation letters to assisted homeowners to confirm that they still own and reside in the assisted property. As the loans meet their affordability periods, we will release the notes. No other transactions are necessary.



The City is beginning the process for contracting with a Loan Servicer. We expect to have a contract in place no later than sixty (60) days of acceptance of the plan by the Court. The Loan Servicer will service all other remaining single-family loans, which include the following types:

- CDBG;
- HDCIC (Housing Development Corporation & Information Center);
- HOME (only those with payments);
- HOPE III;
- UDAG; and
- Homestead Authority single-family loans.

The Loan Servicer will provide monthly reporting to the City. The reports will include the status of each loan serviced and recommendations for any action (e.g., accelerate and demand payment, foreclosure, modification to loan, litigation, bankruptcy and settlement proposals, etc.) necessary to comply with the terms of the loan. The City's Portfolio Management Division of the Housing and Community Development Department (HCDD) will be directly responsible for coordinating and monitoring the tracking activity with the Loan Servicer and facilitating the process of communicating recommended actions of the Loan Servicer to the Director of HCDD and, if necessary, legal staff as part of vetting and resolution process.

Our analysis of the option of City-servicing of all of the single family portfolio or using a Loan Servicer indicates that use of a loan servicer has two advantages. First, it places work with a professional organization whose primary mission is loan servicing. Secondly, the analysis indicates that a servicer arrangement will be more cost effective.

With the City servicing a portion of the portfolio and the Receiver forgiving designated loans in the portfolio, this has resulted in a fifty percent (50%) reduction in the number of single-family loans to service in the past two years. As there are a reduced number of loans, the overall cost of servicing these loans will also be reduced. Therefore, the City has determined that it is cost effective and fiscally sustainable to use a Loan Servicer to service a smaller portfolio.

Although the City had received a prior bid of \$210,000 from a Loan Servicer, this bid was for servicing a portfolio that had 1,164 loans. Currently, the City has 491 single-family loans that are anticipated to be serviced by a Loan Servicer. Therefore, the City anticipates that future bids for servicing a smaller portfolio will be much lower. As a result, we estimate that the cost of a Loan Servicer will be approximately \$85,000 per year, declining each year as the loan portfolio reduces.

By contrast, the cost of hiring two additional employees to service all loans in-house is estimated at \$50,000 per employee plus annual benefits of approximately \$10,000 - \$15,000 each. The cost of a loan servicing system is estimated at an initial licensing cost of \$19,500 for two users plus an ongoing annual maintenance fee cost of \$3,500. A conservative first-year estimate of the total cost to the City for two additional employees and a loan servicing system is approximately \$139,500 to \$149,500.

If the bids for loan servicing will be higher than what the City has anticipated or is willing to accept, the City's fall-back will be to hire two employees from the staff of HEDFC and use the HEDFC's current loan servicing system.

Regardless of service mechanism, funding for loan servicing expense will come from the program income generated from the collections of the portfolio loans. The current level of collectible funds generated from the portfolio appears to be sufficient to fund anticipated loan servicing cost.

### **MULTI-FAMILY AND COMMERCIAL PORTFOLIO**

This category consists of various multi-family and commercial loans as well as Beacon Hill, the Holy Temple Home Sites, and Registry Square. The City is requesting that the Beacon Hill and Holy Temple Homes be transferred directly to the EDC's Charitable Foundation which is a 501(c)(3) agency, to alleviate the excise tax issue as discussed in an Appendix 9.

#### **BEACON HILL**

- The City requests that the lots included in this project be transferred directly from the Receiver to the EDC. This involves 161 of the lots owned by HEDFC. HUD has recently given the City verbal notice of its approval of the City request to switch the national objective to elimination of slum and blight. On September 10, 2009, the City passed Ordinance 090770 (Appendix 11) extending the slum and blight designation for the Beacon Hill Redevelopment Plan area for an additional 5 years. The City agrees with HUD's suggestion of a new market study for the Beacon Hill area. Prior to any transfer of the Beacon Hill properties to EDC, the City will complete a new market study. The City will work with HUD to enter into a contract and move forward with this study immediately with an estimated completion date of May 1, 2011. The City will cover the expenses of the study and the transfer of the properties from HEDFC to EDC with general funds.

#### **HOLY TEMPLE HOME SITES**

- This project includes three large parcels with a total of 37 addresses. The City requests that these lots be transferred directly from the Receiver to the EDC. The transfer will contain provisions that the lots will revert to the City, if the developer is unable to abide by HUD land use restrictions. The City will examine the possibility of changing this project to a slum and blight project prior to the properties being transferred to EDC. The City would appreciate the opportunity to work with HUD on this possibility to determine what is possible.

## REGISTRY SQUARE

- The City issued a request for proposals (RFP) seeking to sell these lots to a developer who would build affordable housing on them. There were no responses to the RFP. Subsequently, Habitat for Humanity approached the City requesting a donation of the lots to be developed with affordable single-family houses under a self-help home building program. On September 17, 2009 the City passed Ordinance 090800 (Appendix 12) releasing the Receiver from any liability for the transfer of these properties to Habitat for Humanity.

Currently the property is undergoing the final phases of the environmental review process. The City anticipates the transfer of these properties as soon after completion of the environmental review as possible. The City requests that this continue as planned. In undertaking this project, the City will pay for any necessary environmental remediation through Brownfield funds.

The City and EDCL will develop jointly the management of the commercial portfolio relating to outstanding commercial and multifamily loans, Beacon Hill and Holy Temple Homes, with the City focusing on CDBG/HOME eligibility monitoring, as the City is already doing. The EDC, through its affiliate EDC Loan Corporation (EDCL) will service the HEDFC multi-family/commercial loans. Appendix 13 details the procedures in the document entitled, *EDC Redeveloper Solicitation Policies and Procedures*. The EDC Loan Corporation (EDCL) currently services commercial loans within several internal revolving loans funds (RLF) and 31 SBA 504 loans. The EDCL process is governed by the existing regulations associated with the individual RLF and the U.S. Small Business Administration. Loan servicing activities for the commercial loans within the HEDFC portfolio will be serviced in accordance with the existing regulations that currently govern them.

EDCL will learn what sort of requirements to which the borrowers have agreed to comply and then set up a monitoring system to insure compliance:

- Working with the Receiver on the transfer of the loan account data;
- Review of each loan file to identify the terms and conditions of the loan;
- Within the purview of loan servicing, EDCL will become familiar with the borrowers, the collateral assets and any other peculiar aspects of each credit;
- EDCL will use its GMS commercial loan software to maintain the financial details of each loan. EDC and the Receiver will coordinate on data transfer to minimize the risk of data loss or errors;

- EDCL will work with the City to determine the most appropriate way to input required data into the Integrated Disbursement & Information System (IDIS);
- EDCL will use its TimeMatters 10.0 electronic tickler system to prompt action for any particular events, such as tax billings, insurance renewals and any other filings, such as UCC renewals. Should there be any defaults, EDCL would work to protect asset value and quality toward a goal of maximizing liquidated collateral value; and,
- EDCL will provide monthly reports to the Director of the Housing and Community Development Department, for dissemination to appropriate agencies and officials.

EDC will accept a transfer of selected HEDFC assets to the EDC Charitable Fund (EDCCF). The EDCCF is a 501(c)(3) entity. The physical assets of HEDFC will be managed by the LCRA until the property is disposed of. It is estimated that the entire disposition/transfer process can be completed between 6 and 18 months:

- Beacon Hill parcels: By the end of 6 months following site control the following will be completed:
  - ~ Review of the performance and capacity of the existing development management team to timely complete the plan;
  - ~ Recommendation for revising and/or renewing the contract or, issue and RFP for like services;
  - ~ Once the above objectives are met, EDC will establish additional goal/milestone dates for completion of blight removal, site remediation, replatting, infrastructure improvements, and finance closings.
- Holy Temple Homes: By the end of 18 months following site control:
  - ~ 4-6 months approve a redevelopment plan for the site;
  - ~ 6- 18 months enter into a binding redevelopment agreement with a redeveloper for a long term plan which will be dependent upon the market condition at the time; and,
    - Improvements shall be commenced not less than three years following execution of the redevelopment agreement

Recognizing the unique circumstances of Holy Temple Homes and Beacon Hill properties the City will have additional requirements regarding contribution by the City of additional resources in the development of these sites. Due to the presence of Federal funds it is envisioned that a contract for City oversight would be similar to the existing NSP contract between the City and EDC.

It is expected that the EDC will create three to four new positions to augment current staff to undertake this work. EDC will give hiring preference to current employees of the HEDFC/Receiver. The City will pay the EDC for these services with funds from the twenty percent administrative allocation from the City's entitlement funds.

## Strategy 3: Use of Program Income

Program income is an important source of funding for CDBG and HOME eligible projects. City staff requested a current program income summary statement. We include the Receiver’s response, dated October 25, 2010, as Appendix 14. The letter shows current the estimates for each source:

- CDBG - \$8,573,269
- HOME - \$3,633,581

On November 1, the Receiver verbally advised the City that he expects the fund statement to be approximately \$10,000,000 at the time of closure of the Receivership. The City proposes that these funds be transferred to the City’s accounts around June 1, 2011, to be included in our 2011 Consolidated Plan. The City also requests that responsibility for maintenance of any escrowed funds remain with the Receiver until termination of the Receivership. At that point, responsibility should be transferred to the City or an approved escrow agent.

Our proposed use of the funds is as follows:

- Establish debt service reserve account to hold for the defeasance of the Section 108 loans. We will pay the defeasance at the earliest possible date allowable under the conditions of the loan agreement. The City is estimating \$11,000,000 will be needed to pay off the loans. Prior to establishing a reserve account, the City will get confirmation of the amount from HUD. This reserve account will qualify as the required security needed for the 108 loans. Therefore, the Receiver can request the additional collateral pledged to be released.
- If the available funds are insufficient for defeasance, we will make an early payment, consistent with the loan requirements, and complete payment through the City’s normal debt payment from CDBG funds.
- Our first priority will be the pay-off of the Section 108 loans. If there are any funds available for programming after the Section 108 defeasance, we will use the funds for neighborhood programming, such as targeted housing rehabilitation, sidewalk/curb/streetscape improvements, handicapped sidewalk access, grocery stores in “food deserts”, and veterans’ housing programs in designated targeted areas.

CDBG regulations stipulate that the City cannot have a balance of unexpended funds that exceeds 1.5 times its annual allocation within 60 days prior to the end of the program year. The City does not anticipate a problem with the timely expenditure of funds.



The demand on the City for funding for housing rehabilitation, infrastructure improvements, and other neighborhood revitalization efforts far exceeds the available resources, even with the additional funding from the **reBUILD KC/ Neighborhoods** plan implementation. While this plan describes areas of use for the funds, we will finalize our project list through the following process:

- We will confirm available resources and projects for which those resources might be used;
- We will select projects for funding based principally on the following criteria:
  - ~ Readiness to be undertaken to meet HUD spending guidelines;
  - ~ Target areas of greatest need (we discuss the area targeting strategy later in this document);
  - ~ Compliance with HUD regulations for achieving national objectives;
  - ~ Greatest potential community impact for the dollar; and,
  - ~ Statements of public need.
- We will submit to HUD all necessary project identification and support as HUD requires in its normal project approval processes.

- Upon approval, the City department assigned responsibility for the project will immediately implement the work.
- The City department responsible for a given project will report directly to the Director of HCDD on project status, to be included in regular reporting to the City Manager, Mayor and City Council, HUD, and – as may be required – the Courts.

## **OTHER ASSETS**

In addition to these cash assets, there are two other assets in current Receivership control that will need to be considered:

### **FURNITURE AND EQUIPMENT**

- HEDFC owns a considerable amount of office furniture. In addition to furnishings for a large conference room and a couple of smaller meeting rooms, there is furniture and equipment sufficient for a staff of 13 or more persons. The office furnishings include some artwork that is being appraised to establish its value for disposition. In addition, there is a limited amount of equipment in the Paseo office building. We expect that the Receiver will liquidate these assets at, or before, termination of the Receivership, and will transfer the proceeds to the City's HUD accounts.

### **RECORDS**

- The City's General Services Records Division has picked up boxed records and excess office supplies from the Receiver. The records are being stored at the Iron Mountain Storage Facility where they will be maintained in compliance with all federal, state, and local laws and, while in storage, will be made available to any party making a request for access to the records in compliance with the Missouri's Sunshine Laws. We will divide records still in the Receiver's possession between the City and the EDC according to the assignment of assets. We will store all other records in the Iron Mountain Storage Facility.

The Receiver has downsized the amount of leased space at the Blue Parkway office and continues to explore options to reduce space. The Receiver will be responsible for termination of all lease agreements for office space.

## Strategy 4: Targeting and Coordination of Assets, Resources, and Services

### OVERVIEW

This section describes the programming of reBUILDKC/Neighborhoods activities and programs in ten areas. Our purpose in this strategy is to demonstrate the City's broader plan for neighborhood revitalization, for which the asset transfers described in Strategies 1 through 3, play an important role. This strategy brings together the many different neighborhood services and housing assistance programs of the City, focused on specific target areas of the City. This strategy is consistent with *FOCUS Kansas City*, and the various Area Plans which the City has developed in implementation of *FOCUS*.

We list the areas under the common label of "Target and Sustainable Development Areas" showing the programs consisting of a range of housing, infrastructure, coordinated city services, sustainability and energy efficiency projects, and neighborhood-based stabilization programs. Each program description or target area also describes the use of HEDFC CDBG and HOME Program Income and the use of major property assets to assist in accomplishing the overall goals and objectives of reBUILDKC/Neighborhoods.

The reBUILDKC/Neighborhoods target and sustainable areas combine to accomplish the following over the five-year planning and implementation period:

- Programming of over \$210 million in leveraged public and private resources;
- Creates and/or assists 2,500 housing units;
- Transfers all property in Beacon Hill and Holy Temple Homes to the EDC; and,
- Uses returned CDBG and HOME Program Income to create targeted, action-oriented housing and infrastructure improvement projects.

### PROGRAM DESCRIPTIONS

The City has numerous targeted action programs available to support neighborhood revitalization and housing improvement. These include:

#### TARGETED ACTION PROJECTS

This is a new program to create immediate neighborhood impact and improvement. It will use an estimated \$4 million of HEDFC CDBG Program Income to fund targeted housing rehabilitation, sidewalks/curbs/ streetscape improvements and handicapped sidewalk access, grocery stores, and veterans' housing, where needed in areas as approved by City Council.

For example, in the Heart of the City Area, the plan proposes to jump-start the re-construction of single family homes on the Old Ballpark Site at 22<sup>nd</sup> and Brooklyn. It is proposed to use CDBG Program Income to design and construct special sustainability landscaping on the southern edge of the site, as originally proposed, to create enhancement for a more marketable subdivision, and issue an RFP for the construction of up to five single family homes per year for five years, with approved housing designs, using General Funds in a back-up financing role to private construction financing.



The HCDD will implement this program, with the first phase projection for completion in 2011. The infrastructure component will meet a Low/Mod Area HUD national objective, the construction of housing will not be HUD restricted since no federal funds will be used, and with HOME Second Mortgage funds to assist any below 80% income home buyers as done with the existing homes. The objective of this program is to create and implement immediate impacts in selected target areas.

### FORECLOSED & ABANDONED PROPERTY REUSE PROGRAMS

As in most cities, Kansas City has a significant number of vacant or abandoned properties. These properties have negative effects on low and moderate income neighborhoods. It is estimated that Kansas City has 3,000 vacant or abandoned properties. The goals of the City's Abandoned Property Reuse Program include:

- Preventing abandonment;
- Taking control of abandoned properties; and,
- Fostering sustainable reuse.

An assistant city attorney was recently hired to begin using provisions of a receivership ordinance to gain control of vacant and abandoned homes. The initial objective is to review 200 code enforcement cases in vacant houses and identify 50 as the first candidates for the receivership process. Of these, we expect to file 20 cases in court and to gain control of the property. We anticipate that the others will be resolved before court.

We have also begun designing a construction loan guarantee program in order to provide financing for the expanded renovation activity expected to result through the receivership program and similar private receivership cases pur-



sued by neighborhood organizations with the assistance of Legal Aid attorneys. This effort is in the early phase of development, but early indications are that lenders are willing to participate in the program. We plan to use a guarantee, perhaps in conjunction with the linked-deposit program, to leverage additional private financing. The timeline for this program anticipates implementation by the end of the year.

In addition, there are over 4,000 foreclosed properties in Kansas City having increasing negative impacts on adjacent properties and entire neighborhoods. ReBUILDKC will include the development of a comprehensive webpage to provide potential home buyers with information on programs, property locations, and opportunities to assist in reducing the number of foreclosed properties.

In 2009 the City's Housing and Community Development Department obtained \$7.3 million from the federal Neighborhood Stabilization Program (NSP). The City contracts with the Economic Development Corporation as the lead subrecipient, with seven Primary Property Developers. To date, 62 properties have been acquired, 30 rehabilitated, nine sold, with \$8,112,418 funds encumbered. The City Council recently targeted \$500,000 of future funds to assist in rehabilitating 23 homes donated by Wells Fargo in the Green Impact Zone. The RAMP in Midtown is also using its financing to encourage the acquisition and rehabilitation of foreclosed properties.

### **AFFORDABLE HOUSING GRANT PROGRAMS**

The Property Preservation Division of the Housing and Community Development Department administers the Home Weatherization Program, Emergency Home Repair Program, and the Paint Program. These programs grant services to low to moderate income households. For each of the last two years the Property Preservation Division assisted 1,200 households through these programs.

#### **Home Weatherization Program**

This program assists homeowners by providing energy conservation services customized to meet their specific needs. The services performed are: repair or replacement of furnaces and water heaters; ductwork; repair of windows and doors; and caulking, weather stripping and installing insulation. The Missouri Department of Natural Resources, Kansas City Power and Light, Missouri Gas Energy, Aquila, Ameren UE, Independence Power and Light, and Empire Electric provide funding for the program. Last year the program spent \$3.9 million.

### **Emergency Home Repair Program**

This program assists homeowners who cannot afford to make urgent home repairs. These repairs include: roofing; plumbing – main water line, water heater, sewer main; electrical systems – service entrance and main panel; and furnace repair, replacement and ductwork. This program is funded by the Community Development Block Grant. Last year this program expended \$2.4 million.

### **Paint Program**

This program provides free paint and supplies to Kansas City, Missouri residents. This program is funded by the Kansas City general fund.

### **HOUSING REHABILITATION LOAN PROGRAMS**

Neighborhood Housing Services of Kansas City provides the only non-bank originated rehabilitation loan program for LMI residents. The program is available to households at or below 120% of AMI. This NHSKC funded loan program provides home improvement/repair loans up to \$15,000 at a fixed interest rate (currently 2%) for a maximum term of 10 years. Anticipate loan volume for 2011 is \$500,000.

### **SPECIAL TAX INCREMENT FINANCING PROGRAMS FOR HOUSING GRANT PROGRAMS**

The City and the Economic Development Corporation have created two housing grant programs using tax revenue from adjacent economic development projects. The largest program is the Midtown Market Place TIF, which is targeted from 27<sup>th</sup> to 47<sup>th</sup>, State Line to the Paseo. The other is the Chouteau TIF in the Northland.

### **AFFORDABLE HOMEOWNERSHIP ASSISTANCE PROGRAMS**

Since 1992 the City has offered a second mortgage assistance program using federal HOME funds. The existing KC DREAM Program was initially operated by the Rehabilitation Loan Corporation (RLC), but when HDCIC and RLC merged into HEDFC, the program was solely operated by HEDFC. The program has assisted over 1,300 first-time buyers with real estate sales in excess of \$115 million. In 1995 the program was cited by HUD as a one of three national HOME model programs. Today, the program receives \$1.9 million in annual HOME funds, and in the 2009-2010 program year and assisted 79 buyers. In addition, Neighborhood Housing Services of KC offers a range of mortgage assistance products and counseling services.



## ENERGY SUSTAINABILITY

The City received a major, \$20 million energy grant from federal stimulus funds to provide both regional and neighborhood-based programs. The Metro Energy Center will provide “one stop” energy auditing, financing, and quality assurance assistance to homes, commercial, and industrial buildings in seven target areas – Winnwood Sunnybrook in the Northland, West Bottoms, Westside, Washington-Wheatley, Green Impact Zone, Eastwood Hills, and Ruskin Heights.

## reBUILDKC/NEIGHBORHOODS - TARGET AND SUSTAINABLE DEVELOPMENT AREAS

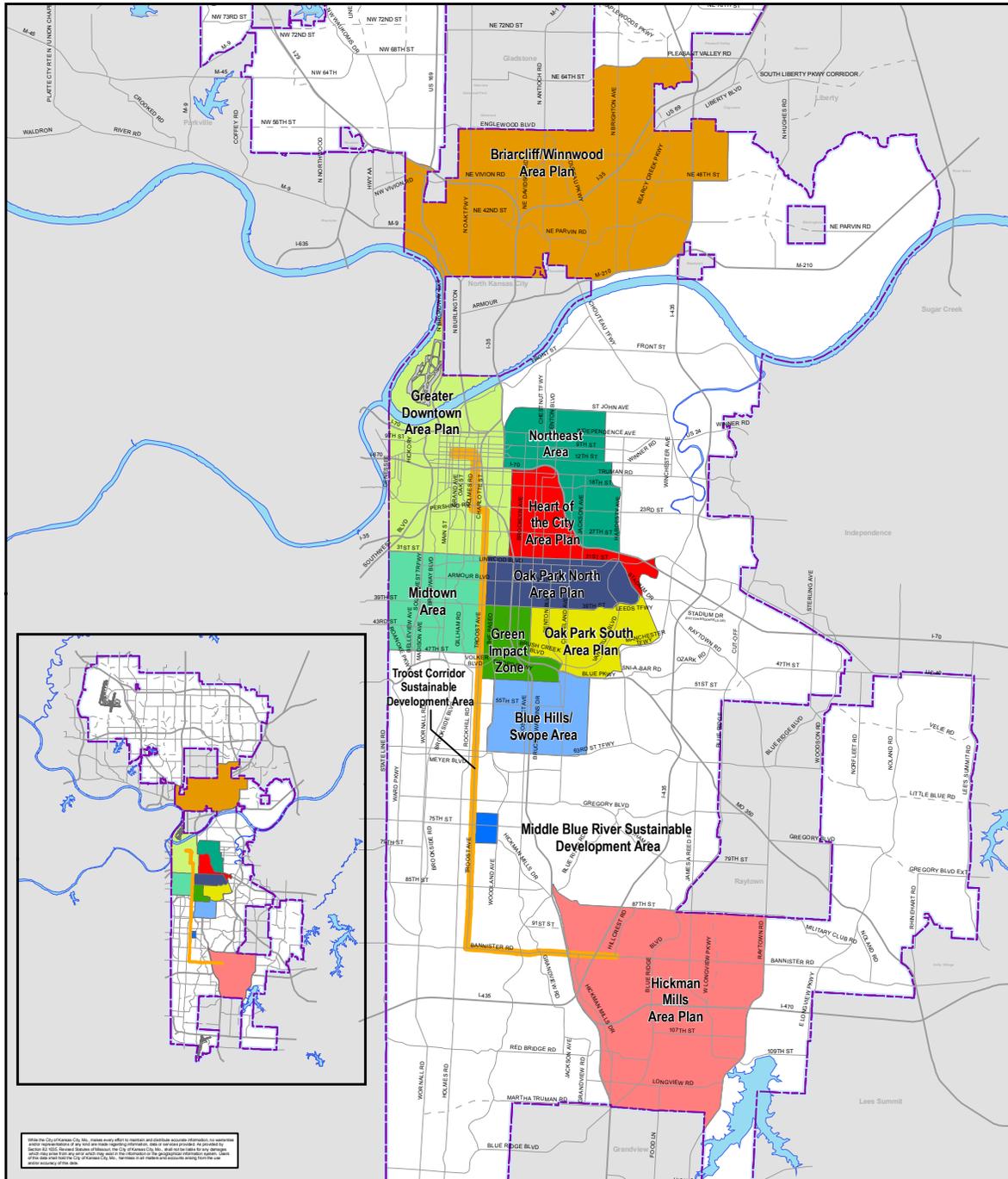
The following section shows programming and implementation strategies over five-years for a range of housing, economic, sustainability and city services toward ten areas. As described in previous sections, an important feature of reBUILDKC/Neighborhoods is returning to, and stressing, a solid planning and resident involvement base. Sound planning is a Kansas City tradition, beginning with George Kessler’s Parks and Boulevards Plan, early comprehensive planning, neighborhood planning, and the FOCUS Comprehensive and Strategic Plan, a nationally recognized plan by the American Planning Association.

As shown on the following map, this section programs projects and activities in five area plans, two housing service areas, and three sustainability/transit areas. An important selection criteria is that each area be in or include low-moderate income census tracts for the use of CDBG funds. In addition, in the Heart of the City Area Plan the City Planning Department has identified “Areas of Strength” which will be used to target the proposed CDBG PI funds to show immediate impact.

The programs include both specific and common programs and timetables. It is also acknowledges that for reBUILDKC/Neighborhoods, to be successful it requires private entities, neighborhood associations, and individuals to step-up, participate, and be part of the program’s success. This high level of civic involvement is a Kansas City tradition.

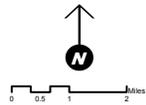


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# Target Areas



- Troost Corridor Sustainable Development Area
- Green Impact Zone
- Midtown Area
- Blue Hills/Swope Area
- Heart of the City Area Plan
- Northeast Area
- Briarcliff/Winwood Area Plan
- Hickman Mills Area Plan
- Middle Blue River Sustainable Development Area
- Greater Downtown Area Plan
- Oak Park North Area Plan
- Oak Park South Area Plan

Prepared by: City Planning and Development Department  
City of Kansas City, Missouri

## HEART OF THE CITY AREA PLAN

**Location:** The Heart of the City is located just southeast of the Central Business District and is generally bound by:

- North: Interstate 70
- South: Emanuel Cleaver II Boulevard
- East: The Blue River
- West: Woodland Avenue and The Paseo

**Area Description:** The plan area includes such landmarks and districts as:

- Blue River corridor
- Prospect corridor
- Bruce R. Watkins Drive
- Santa Fe Historic neighborhood
- Pioneer Community College
- Linwood Shopping Center
- Robert J. Mohart Multi-Purpose Center
- V.A. Hospital



The urban core is the real and symbolic heart of our city and home to some of the city's most historic and venerable neighborhoods. Over the past six decades, the Heart of the City has suffered the effects of segregation, out-migration and disinvestment. High crime coupled with deteriorating physical conditions has plagued the area and the recent national financial crisis and resulting forecloses have taken a particularly heavy toll on the Heart of The City.



The area boasts many assets: beautiful boulevards, historic homes and strong community ties. These lend to the unique urban character. Proximity to the Central Business Corridor provides access to jobs, entertainment and cultural amenities, and quick access to much of the region.

In many ways the area is poised for resurgence. Although vacant lots are numerous and blighting, with supporting infrastructure still in place they represent abundant capacity for new development.

New initiatives such as the Green Impact Zone promise to once again focus resources in the area and advance community revitalization goals. However, much work remains.

The *Heart of the City Area Plan* will guide the work to come with a policy framework and action plan designed to overcome recent challenges; address the unique issues facing Heart of The City neighborhoods; and sustain the momentum of recent successes and initiatives.

Heart of the City Area Plan		Timetable					
Project/Activity/Agency:	2011	2012	2013	2014	2015	Est. Cost	
<b>Targeted Impact Project</b>	X					\$ 4,000,000.00	
<b>- Housing &amp; infrastructure in Areas of Strength</b>						HUD CDBG PI - LMA	
HCDD/Public Works Department							
<b>Rochester Hotel and Highland @18th</b>							
Historic Homes on Highland	X					\$ 1,280,000.00	
Rochester Hotel Project		X	X			\$ 1,680,000.00	
LCRA/Private Developer - 22 units						HOME/LIHTC/Private	
<b>Old Ball Park Site (a.k.a. Monarch Village)</b>	X	X	X	X		\$ 720,000.00	
<b>- Build and Marketing for 5 new homes/yr.</b>						City Gen. Revolving Fund/ HOME Funds	
City/BEU Partnership Project							
<b>Oakland Heights @24th and Brooklyn Area</b>	X					\$ 13,000,000.00	
108 unit renovation						LIHTC/Blue Hills/Private	
<b>Housing/Retail @19th &amp; Vine - SLB</b>		X	X				
BEU/Developer							
<b>Holy Temple Homes Site</b>		X				\$ 8,000,000.00	
<b>- 50 units of senior housing</b>						LIHTC/Private - LMH	
LCRA/Developer							
<b>Benton Corridor</b>	X	X	X	X	X	Not Available At this Time	
<b>- Revision of Neighborhood Plan Needed</b>							
<b>- 2709 Benton - Liquidate by Receiver</b>						TBD - LMH	
<b>Oak Pointe Housing Development</b>		X				\$ 8,000,000.00	
<b>- 50 Affordable Housing Units</b>						LIHTC/HOME/Private	
IDA/Private or Non-profit Developer							
<b>Linwood Square Commercial Improvements</b>						Not Available At this Time	
<b>Registry Square Development</b>		X	X	X			
<b>- By Habitat for Humanity</b>						Private - LMH	
<b>Minor Home Repair by Ivanhoe Neigh. Coun.</b>	X	X	X	X	X	\$ 1,125,000.00	
30/yr.							
<b>Closed School Redevelopment</b>	X	X	X	X	X	Not Available At this Time	
Horace Mann School @39th & BRW		X				\$ 8,000,000.00	
<b>Weatherization - Energy Stimulus Program</b>	X	X	X			Federal Recovery Act Funds	
50 homes						\$ 75,000.00	
<b>Coordinated City Services</b>	X	X	X	X	X	All City Dept.	

## GREEN IMPACT ZONE – A SUSTAINABLE DEVELOPMENT AREA

### *Location:*

- North: 39<sup>th</sup> Street
- South: 51<sup>st</sup> Street
- East: Prospect Avenue and Swope Parkway
- West: Troost Avenue



**Area Description:** The Green Impact Zone is generally located from 39th Street to 51<sup>st</sup> Street, Troost to Prospect Avenue and Swope Parkway. Its neighborhood leadership is made up of the leaders of the 10 neighborhoods and community development organizations that are included in whole or in part in the zone. The leaders of these 10 organizations developed the following vision, outcomes, principles and strategies. The Mid-America Regional Council (MARC) provides overall management coordination.

**Vision:** To develop a sustainable community; one that is environmentally, economically and socially stronger tomorrow than it is today...using a comprehensive green strategy... coordinated programs with innovative delivery mechanisms... and intense resident engagement... to more rapidly push community change, build community capacity, and make the Green Impact Zone a place where people want to live, work and play.

**Programs & Strategies:** Implement a strong neighborhood outreach program that not only engages every resident and business in the activities of the zone, but is able to help every resident understand and access the wide range of resources that are available. The outreach program will be the critical link between the strategies below and the residents and businesses of the Green Impact Zone.

### **Housing and Weatherization Programs**

The Green Impact Zone neighborhood leadership, Coordinating Council, housing and weatherization program providers, and strategic partners will develop and implement a highly coordinated initiative to contact every resident, assess their housing needs, develop an individual strategy for each home, and implement this strategy. Program to date include:

- Received \$4.5 million from the American Recovery and Reinvestment Act for weatherizing 600 homes;
- Wells Fargo Bank will donate 23 homes to the Ivanhoe Neighborhood Council and provide \$7,500 in grants for each home to assist in rehabilitation or demolition and the City Council designated \$500,000 from NSP funds to rehabilitate the homes.

### Employment and Training

The Green Impact Zone neighborhood leadership, Coordinating Council, employment and training program providers, and strategic partners will develop and implement a highly coordinated initiative to identify zone residents who need assistance in entering the job market or need to upgrade their position in the market, connect these individuals with programs and opportunities to gain or improve their employment skills, and then connect these individuals to jobs that pay a living wage and offer a career path to long-term employment.

### Public Safety and Community Services

The Green Impact Zone neighborhood leadership, Coordinating Council, public safety and neighborhood services providers, and strategic partners will develop and implement a highly coordinated program to provide enhanced public safety and neighborhood services to the zone. The program will include community policing and code enforcement operated in close coordination with the neighborhood leadership and residents. Also included will be the use of Crime Prevention through Environmental Design (CPTED) to make sure that existing homes, newly renovated homes, and new homes are designed and developed with public safety in mind.

### Energy and Water Conservation

The Green Impact Zone neighborhood leadership, Coordinating Council, utilities, and strategic partners will develop and implement a highly coordinated initiative to reduce energy and water use within the zone and in the process reduce utility bills for residents and improve the community. The initiative will include individual property strategies as well as neighborhood-wide strategies such as installation of a smart grid and the expansion of solar and other renewable energy sources within the zone.

### Infrastructure

The Green Impact Zone neighborhood leadership, Coordinating Council, utilities, and strategic partners will develop and implement a highly coordinated infrastructure plan for the zone. Housing improvements will not only be targeted block by block, but will be enhanced with complimentary public improvements of streets, curbs, sidewalks, parks and other public amenities. In this regard, the Zone will receive excess TIGER funds from the Troost Bridge Project through the Missouri Department of Transportation for targeted sidewalk, curb and other infrastructure needs.



Green Impact Zone	Timetable					
Project/Activity/Agency:	2011	2012	2013	2014	2015	Est. Cost
<b>Energy Efficiency Improvements</b>	X	X				\$ 4,500,000.00
- Weatherize 600 homes						Recovery Act Funds
<b>Foreclosed Housing Program</b>	X	X	X			\$ 500,000.00
- Rehab/sell 23 homes						Federal NSP Funds via City
<b>Ivanhoe Neighborhood Council</b>						\$ 500,000.00
<b>EDC/City</b>						\$ 172,500.00
						Wells Fargo Grant
<b>Infrastructure Action Project</b>	X	X				\$ 4,000,000.00
- Curb, Sidewalk, ADA Accessible Improvements						Federal TIGER Funds
<b>Public Works Department</b>						
<b>Community Leadership Services</b>	X	X	X	X	X	MARC/City
<b>Coordinated City Services</b>	X	X	X	X	X	All City Dept.



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## GREATER DOWNTOWN AREA PLAN

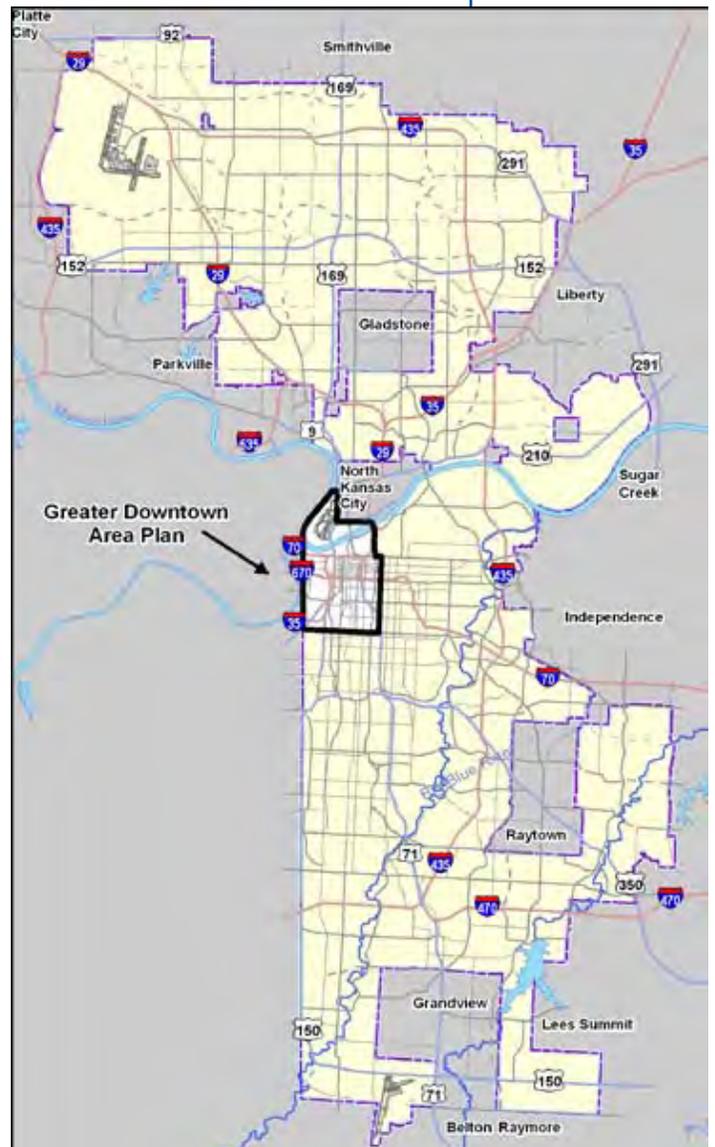
### *Location:*

- North: City Limits (North Kansas City)
- South: 31<sup>st</sup> Street
- East: Woodland Avenue
- West: State Line

**Area Description:** The Greater Downtown Area includes 14 diverse neighborhoods in Kansas City, Missouri on both sides of the Missouri River. Downtown is the heart of the Kansas City region and its health and vibrancy are in many ways linked to the health of the larger community. This is why the recent downtown resurgence is so significant and remarkable.

With an economic development boom in excess of \$5.2 billion since 2000, few cities can match the progress Kansas City has been able to achieve in such a short period of time. A resurgence in residential growth combined with the construction of major community anchors and commercial developments have positively transformed downtown as a place to live, work and play. Accompanying public sector planning and investment have complemented this infusion of private development. The momentum from these accomplishments is strong and must be sustained in order to realize the Vision for Greater Downtown.

Strengthening neighborhoods adjacent to the Downtown Core is a parallel need. Just as the health of downtown and the region are linked, so are the health of the downtown core and its surrounding neighborhoods. Diverse challenges face downtown neighborhoods including increasing development pressures, outdated plans, economic distress, and inadequate housing and infrastructure. There are also mounting concerns about our ecological systems, the need to stoke our local economy, and quality of life.

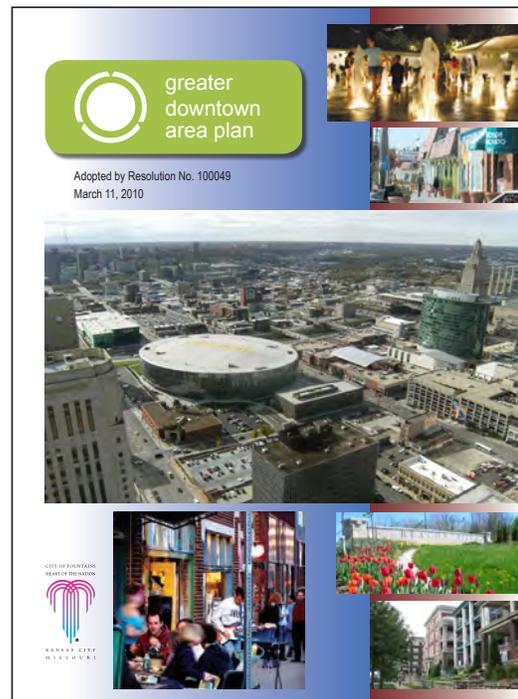


The Greater Downtown Area Plan provides strategies to sustain the rebirth of the downtown core, while providing solutions to the unique needs of Greater Downtown neighborhoods.

**Vision:** We must focus on connecting our neighborhoods to create a strong urban community, flourishing with diversity, fostering business, maintaining historic neighborhood identities, and sustaining a safe, vibrant, and healthy Greater Downtown Area for current and future generations.

**Projects:** The following goals support the Vision Statement and are the core components of the plan. These also serve as the differentiator from past plans and a common thread uniting the neighborhood feedback and recommendations. These are the most important goals to accomplish the plan Vision and are the guiding framework for the detailed implementation recommendations.

- Create a walkable Downtown
- Double the population Downtown
- Increase Employment Downtown
- Retain and Promote Safe, Authentic Neighborhoods
- Promote Sustainability





Downtown Area Plan		Timetable					
Project/Activity/Agency:	2011	2012	2013	2014	2015	Est. Cost	
Westside High School Redevelopment						\$ 12,000,000.00	
- Planning complete for 60 mixed-income units	X					LIHTC/Private	
- Funding scheduled for late 2011		X	X				
Westside Housing Org./Private							
Beacon Hill Redevelopment							
- All HEDFC Assets Transferred to EDC as SLB	X						
- Develop Updated Market Study	X					\$ 50,000.00	
						General Funds	
- Colonnade Apartments along 27th Street	X					\$ 1,500,000.00	
Private Developer						HOME PI/LIHTC/\$3,500,000 Private	
- 2519 & 2535 Tracy	X					\$ 150,000.00	
HEDFC REO - Transfer to EDC for Sale						Private	
- NW Quadrant - Green Infrastructure						\$ 3,000,000.00	
						EPA/PIAC	
Student Housing - 120 units - UMKC/Private			X	X		\$ 16,800,000.00	
- Green Demonstration for S.F. Homes						\$ 250,000.00	
Assist up to 50 homes						EPA/PIAC	
- Build and Marketing for 5 new homes/yr.		X	X	X	X	\$ 720,000.00	
RFP for Private Developer						City Gen. Revolving Funds	
- 22nd & Forest Mixed Use	X						
EDC to issue RFP for Development							
Columbus Park - Guinotte Settlement						\$ 100,000,000.00	
1st Phase - EDC/Private	X					Public/Private Financing	
Subsequent phase dependent of funding		X	X	X	X		
370 total units - 20% affordable							
In-Neighborhood SF Homes		X	X			\$ 1,050,000.00	
HEDFC to transfer acquired properties to EDC - 7 units at 1301 E. 5th and 5th and Troost						Private	
East Village - 10th and Holmes Area	X					\$ 7,200,000.00	
40 units in Phase 1						LIHTC/Private	
Subsequent phase dependent of funding							
Targeted Energy Efficiency Improvements	X	X				\$ 37,500.00	
Westside Neighborhood & West Bottoms Areas						Federal Recovery Act	
25 homes						Funds	
Coordinated City Services	X	X	X	X	X	All City Dept.	

## MIDTOWN AREA

### Location:

- North: 27<sup>th</sup> Street
- South: 47<sup>th</sup> Street
- East: Paseo
- West: State Line



**Area Description:** The area is characterized by several established and historic neighborhoods, from Union Hill on the north, to Southmoreland on the south, Valentine on the west to the Hyde Park's on the east, and high-density, mixed-income and mixed-use areas in between.

As shown in the following, the use of sales tax revenue from the successful Midtown Marketplace at Linwood and Main for housing rehabilitation is an important resource in the area. Grants are available for \$15,000 for single family homes and \$10,000 for multi-family units. The revenue flow is \$400,000 per year. A special focus is on attempting to encourage the sale and rehabilitation of abandoned or foreclosed properties in the area.

Midtown Housing Area	Timetable					
Project/Activity/Agency:	2011	2012	2013	2014	2015	Est. Cost
Rehabilitation Assistance for Midtown Program	X	X	X	X	X	\$ 2,000,000.00
Goal of 40 rehab grants/yr.						Midtown Market TIF
Coordinated City Services	X	X	X	X	X	All City Dept.





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## HICKMAN MILLS AREA PLAN

### Location:

- North: 87<sup>th</sup> Street/ Raytown City Limits
- South: Grandview City Limits
- East: Raytown Road
- West: US 71

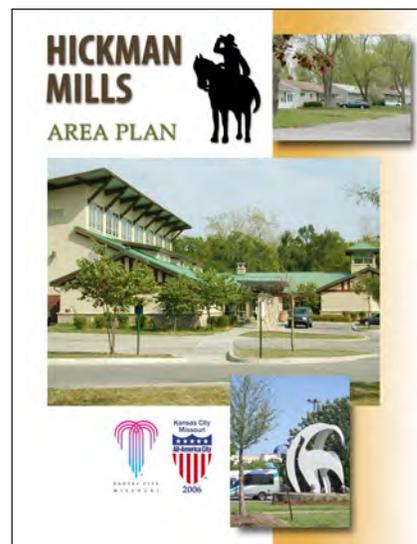
**Area Description:** The Hickman Mills Planning Area encompasses fifteen neighborhoods within the Sixth Council District of Kansas City, Missouri and area which generally consist of modest homes anchored by commercial corridors.

**Vision Statement:** The Hickman Mills Area will:

- Be a community with stable neighborhoods with a broad range of housing products to meet the needs of multiple demographic groups;
- Have vibrant commercial areas that serve the communities' needs and blend harmoniously with adjacent residential neighborhoods;
- Provide high quality education opportunities;
- Offer a balance of transportation choices by providing a connected network of roads, trails, sidewalks, improved bike routes and access to transit;
- Have enhanced transportation corridors, image streets and public spaces that reinforce the area's sense of place;
- Offer employment opportunities for area residents;
- Be a sustainable "green" community; and
- Be improved to City infrastructure standards.

### Plan Purpose:

- Serve as the "Plan-of-Record" for the area;
- Provide a strategy for public infrastructure investments;
- Identify design guidelines to reinforce and enhance the Plan Area's unique districts and sense of place;
- Provide a strategy for transportation improvements that balances all modes;



- Guide future land use, development and zoning;
- Serve as a resource for developers, property owners, business owners, residents and interested citizens;
- Provide a strategy to revitalize existing neighborhoods and housing;
- Incorporate “sustainable” approaches to development to mitigate storm water impacts and to enhance natural areas; and
- Outline an action plan for implementation.

**Projects:**

- Promote Compatible Growth
- Promote Quality Development
- Promote Economic Development
- Promote Sustainable Development



Hickman Mills Area Plan		Timetable					
Project/Activity/Agency:	2011	2012	2013	2014	2015	Est. Cost	
<b>Minor Repair and Weatherization Programs</b>	X	X	X	X	X	HCDD	
<b>Special Sewer Connection Program</b>	X	X	X	X	X	\$ 450,000.00	
30 units/yr. - \$3,000 average							
By Water Services Dept.							
<b>CDC Development &amp; Implementation</b>	X	X	X	X	X	HCDD	
<b>Coordinated City Services</b>	X	X	X	X	X	All City Dept.	



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## BRIARCLIFF/WESTWOOD AREA PLAN

### *Location:*

- The Briarcliff-Winnwood Plan Area (Plan Area) covers 18-square miles of land in Kansas City, Missouri, north of the Missouri River generally bounded by:
- North: The City of Gladstone and Pleasant Valley Road
- South: Missouri Highway 210 and the City of North Kansas City
- East: The City of Claycomo, the City of Pleasant Valley, and Interstate Highway 435
- West: The city limits of Kansas City, Missouri

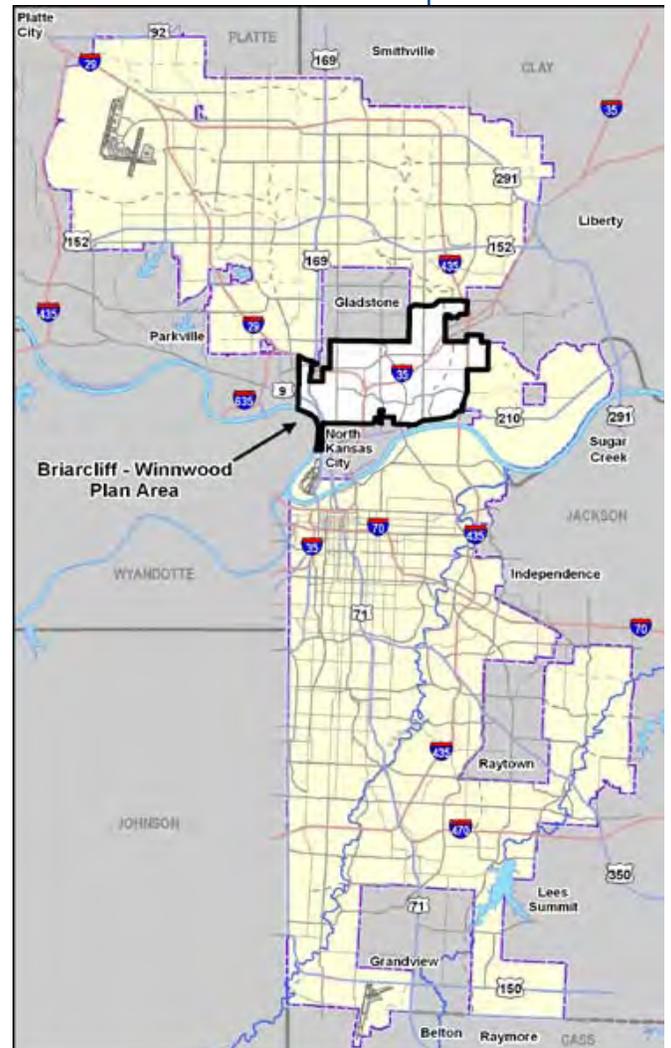
**Area Description:** Annexed to Kansas City in the 1950s, this area is considered a prime example of a “first ring suburb” in the Kansas City metropolitan area where a majority of the housing was built just after World War II and has limited remaining undeveloped land within the city’s boundaries.

After decades of rapid growth, today this area is experiencing many of the same challenges found in the core city including aging infrastructure, increases in rental housing, housing with stagnant values in need of modernization to remain competitive in the marketplace, and aging or obsolete business areas facing significant

Competition from newer office and retail areas is developing on the fringe of the city. First-tier suburbs, including the planning area, are no longer homogenous communities in age, race, or income, and the aging housing stock must be updated to meet these demographic changes.

The planning area also has many strengths due to its history as well as its close proximity to downtown Kansas City. These include a diverse mix of people, businesses, and housing stock, in several of the finest neighborhoods and quality school districts within the metropolitan area.

Participants in the planning process indicated a great desire to build on the area’s strengths while aggressively addressing its challenges in a proactive manner to ensure the long-term sustainability of the community, and to offer opportunities for residents to remain in their neighborhoods over a lifetime.



**Projects:**

- Serve as the City’s adopted “Plan-of-Record” for the area.
- Outline the future vision and strategies for the area.
- Recommend strategies to enhance the area and guide community decisions related to:
  - ~ Land use, development, redevelopment, and zoning
  - ~ Neighborhood and housing revitalization
  - ~ Public infrastructure and transportation investments
  - ~ Urban Design Guidelines for Public and Private Investments
- Incorporate sustainable approaches that will improve the quality of life in our city
- Coordinate with existing and ongoing community initiatives
- Outline an action plan for implementation.

Briarcliff/Winnwood - Northland Neighborhoods		Timetable					Est. Cost
Project/Activity/Agency:		2011	2012	2013	2014	2015	
<b>Gracemoor Senior Housing</b>	Planning		X				\$ 8,750,000.00
50 units	Development			X			HOME PI Funds NNI/Private Partners
<b>Minor Home Improvements</b>		X	X	X	X	X	\$ 250,000.00
20 units/yr.							By NNI
<b>Targeted Energy Efficiency Improvements</b>		X	X				\$ 45,000.00
30 homes/yr.							Federal Recovery Act
<b>Special Sewer Connection Program</b>		X	X	X	X	X	\$ 450,000.00
30 units/yr. - \$3,000 average							
	By Water Services Dept.						
<b>Coordinated City Services</b>		X	X	X	X	X	All City Dept.



## NORTHEAST NEIGHBORHOOD AREAS

### Location:

- North: St. Johns
- South: Interstate 70
- East: Van Brunt Boulevard
- West: Paseo

**Area Description:** The area includes seven neighborhood areas ranging from the historic Scarritt Neighborhood on the western edge to the Indian Mound Neighborhoods toward the east. The area is predominately single-family throughout, with higher density housing along and north of Independence. The Northeast Area encompasses the following Plans; *Garfield Independence Plaza Area Plan*, *Budd Park Area Plan*, *St. John Corridor Plan*, *Northeast Industrial Area Plan* and the *Truman Road Redevelopment Study*.



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Northeast Neighborhoods	Timetable					Est. Cost
	2011	2012	2013	2014	2015	
<b>Project/Activity/Agency:</b>						
<b>Choice Neighborhoods Housing Grant Application</b>	X					\$638,500 Housing Authority of KC/City
<b>Minor Repair and Weatherization Programs</b>	X	X	X	X	X	HCDD
<b>Coordinated City Services</b>	X	X	X	X	X	All City Dept.

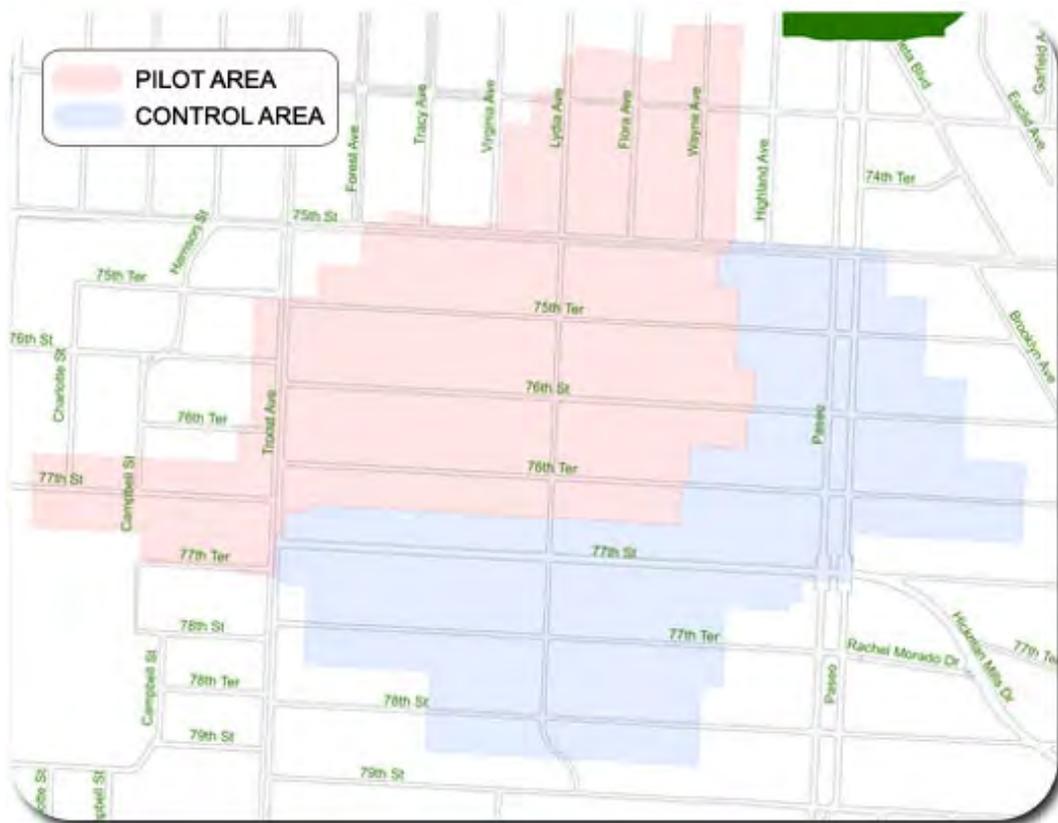
## MIDDLE BLUE RIVER - SUSTAINABLE DEVELOPMENT AREA

**Project Description:** The City of Kansas City, Mo., Water Services Department is implementing a pilot project to measure and evaluate the performance of green solutions within a portion of the Middle Blue River Basin.

This pilot project is believed to be the largest project using green solutions for combined sewer overflow control currently being planned for construction in the United States. It represents just one component of the City’s commitment to use green solutions to control runoff as part of the Overflow Control Plan that was submitted to the U.S. Environmental Protection Agency and the Missouri Department of Natural Resources in January 2009.

As part of the infrastructure improvement the city will provide a level of housing improvement incentives aimed at encouraging residents to participate in implementing on-site storm water control measures such as rain gardens, and disconnecting downspouts from the sewer system.

**Project Location:** The pilot project is approximately 100 acres located from 73rd Street to 77th Terrace, and Holmes Road to The Paseo. In addition to the 100-acre pilot project, the initial work will include field investigations in an adjacent 86-acre control area. However, no green solutions will be constructed in the 86-acre control area as part of the initial pilot project.





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Lessons learned from the pilot project will be used in future planning for widespread use of green solutions in 744 acres of the Middle Blue River Basin, including the 86-acre control area.

**Green solutions:** Green solutions will be used to capture storm water prior to entering the combined sewer system. Residents and businesses will have the opportunity to review proposed green solutions and offer recommendations for modifications and changes through a series of neighborhood meetings and focus groups.

Possible green solutions that will be considered for this pilot project include:

- Catch basin retrofits in road and street rights-of-way
- Curb extension swales
- Street trees
- Replacement of sidewalks in road and street rights-of-way with permeable pavement
- Replacement of pavement outside of road and street rights-of-way with permeable pavement
- Conversion of roof areas to green roofs
- Storm water planters.

**Next Steps:** After the field survey is complete, Water Services will proceed with the design of the green solutions and structural repairs to the sewer system. It's anticipated that the sewer renovation construction will begin in summer 2010 and continue into the fall 2010. It's anticipated that the green solutions construction will begin in summer 2010 and continue for two construction seasons. Because the green solutions will be widespread throughout the pilot project area, residents and property owners will likely only see construction activity near their individual properties for short durations. Following the completion of construction, the City will maintain the green solutions and monitor their effectiveness in reducing runoff. The City will also work with the EPA's Office of Research and Development on the monitoring of the green solutions. Information obtained through this project will be used to guide the design of green solutions throughout Kansas City.





Throughout design and construction of the pilot project, the City will be working with residents and business owners to show how improvements can be made on private property to further reduce storm water runoff.

***Project Costs:***

- \$3.5 million for the green solutions pilot component.
- \$8.93 million for the total pilot including both green and grey components.
- The total for all improvements in the Middle Blue is estimated at \$99 million.
- Overlay of home improvement programs to encourage residents to participate in green solution programs.

***Timetable of Activities:***

- Pilot Project – 2012
- Total Project – 2020

## BLUE HILLS/SWOPE AREA NEIGHBORHOODS

### Location:

- North: Blue Parkway
- South: 63<sup>rd</sup> Street
- East: The Blue River
- West: Paseo



### Area Description:

Characterized by single-family homes and connected by active neighborhood associations, from the Blue Hills Neighborhood on the western edge to SPENA on the east. The Brush Creek corridor and Blue Parkway commercial highlight the northern area with recreational, commercial, health care, and housing amenities, and the southern corridor along 63<sup>rd</sup> Street anchored by Research Medical Center and commercial uses. The major commercial project challenge is along 63<sup>rd</sup> Street is at 63<sup>rd</sup> and Prospect.

Blue Hills/Swope Neighborhoods		Timetable					Est. Cost
Project/Activity/Agency:	2011	2012	2013	2014	2015		
<b>Woodland Highlands Housing</b>							
Build 3 homes	X					\$ 480,000.00	
to meet HUD HOME eligibility req.						City Gen. Revolving Fund/ HOME Funds	
Issue RFP for Stable Bldg.	X						
<b>Mt. Cleveland Estates</b>							
Complete 3 homes/yr.	X	X	X	X	X	\$ 480,000.00	
						City Gen. Revolving Fund/ HOME Funds	
<b>Coordinated City Services</b>	X	X	X	X	X	All City Dept.	

## TROOST TRANSIT, SUSTAINABILITY AND HOUSING CORRIDOR

The \$30.6 million Troost MAX provides a transit oriented development opportunity along the Troost Corridor from Downtown to the Crossroads district, Hospital Hill and south along Troost to Bannister. The route will travel on Bannister Road, east to The Trails Transit Center at 89th & Hillcrest.

Other major destinations will include the East Village development (currently under construction), Discovery Center, UMKC Hospital Hill and Main Campus, Rockhurst University, The Landing, Truman Medical Center, and Children's Mercy Hospital.

A major part of the Troost MAX project is the City of Kansas City's construction of a new bridge over Brush Creek. The bridge will offer improved safety and transit access, as well as adding to the beauty of the area.

MAX stations are well-lit and feature a distinctive, easily identifiable information marker, and a specially designed passenger shelter. The stations are clearly marked and named, featuring easy-to-understand route maps and real-time transit information. Riders have instant and constantly updated access to the exact arrival time through GPS technology and real-time signs at MAX stations.

Special green technologies include: five hybrid electric buses, operating on battery power from start-up until a speed of 25 mph at which time a diesel engine supplies power and recharges the batteries, reducing Nitrous Oxide emissions and increases fuel economy by 10%-20%; Rain gardens at several MAX



stations to capture and filter water run-off ; Posts or bollards that include solar-powered lighting ; Recycling receptacles; Solar-powered trash compactors; and Pervious concrete that allows water to soak through to the subsoil, reducing the amount of polluted water that runs off of the pavement surface.

The corridor offers a planning opportunity for additional senior, student, and affordable housing.

# Strategy 5: Neighborhood Partnerships and Capacity Building



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## QUALITY OF LIFE CITY SERVICES

The quality of public services, and the way in which they are delivered, has a major impact on the sustainability and the livability of neighborhoods. Over the years the City of Kansas City, Missouri, has performed well by providing a wide array of traditional municipal services which directly impact the quality of life in our neighborhoods. These public services include but are not limited to police and fire services, code enforcement, animal health and public safety, solid waste removal, recycling services, street maintenance, snow removal, and tree trimming, among others.

## COMMUNITY ENGAGEMENT/NEIGHBORHOOD LEADERSHIP

Kansas City's more than 255 neighborhoods are the lifeblood of our community and, as such, are a critical asset for the City. The City works together as a partner with neighborhood leaders to ensure that there are strong connections. Close relationships between city staff, elected officials and the community foster networks and relationships that lead to increased opportunity for cooperation and coordination of projects and municipal services to improve the livability of the community. Neighborhood leadership development, training, and the capacity building of neighborhood organizations are essential to sustain the livability of Kansas City communities.

The City has numerous partners within the community development arena. However, few that are charged with both housing delivery and community development have as much working history with the City as the City's community development corporations. Many CDCs were established as an outgrowth of the passage of the Housing and Community Development Act of 1974, which encouraged neighborhood-based participation.

As the agencies evolved in expertise they took on numerous housing and community needs, ranging from crime watch programs to complicated Low Income Housing Tax Credit deals and management of multi-family projects. Most, if not all CDCs were as strong as their executive director and board of directors, with varying levels of staff experience and capacity. Included in the mix was often a strong level of City Council support for their activities and their work in often very difficult urban environments.



In Kansas City, as in many urban areas, CDCs make a major contribution to residential and commercial development in the urban core. The **reBUILDKC/Neighborhoods Plan** commits to both renewing and strengthening the partnership to assist in achieving the Plan’s overall goals. It also lists the existing CDCs, describes their past accomplishments, and identifies what they propose to do over the next five years.

We acknowledge that the City must learn from the past organizational approaches and put in motion an effective management system that encourages all positive partnerships. For CDCs, the City has implemented several mechanisms to ensure they have or will develop capacity in all aspects, including in administrative and fiscal areas. For the summary purposes of this Plan, the City requires or provides the following management oversight activities:

### **ANNUAL AUDITS**

One requirement that the City has always maintained is that its subrecipients (i.e. CDCs) receiving \$100,000 or more must have an audit conducted as a condition of their contracts, pursuant to City Code Section 2-113;

### **CDC RATING PROCESS**

The first step in capacity building is the assessment of the current capacity level of each CDC. Prior to funding a program year the City invites local community development corporations to submit proposals for all eligible program activities in response to the City’s Request for Proposals (RFP). City staff rate all proposals against current capacity standards to determine the best proposals to recommend for funding. As a result of the rating process, the City is able to respond to specific capacity building needs.

### **CAPACITY BUILDING**

The City employs the following approaches to improve CDC capacity:

#### **One-On-One Technical Assistance**

- Through one-on-one training, the City is able to address specific areas of weakness in a CDC by providing: (1) an overview of the City’s contract with that CDC to address any questions and (2) one-on-one technical assistance within two (2) weeks of contract execution. Also, within this two (2) week period, the City provides a copy of *Playing by the Rules – A Handbook for CDBG Sub recipients on Administrative Systems* to the CDC.

The City wants to confirm early in the contract period that the CDC understands the contract’s scope of services and the CDC’s obligation to perform those services. Following this initial overview and one-on-one technical assistance, the City will provide technical assistance visits to address any issues that require more guidance. This approach is designed for CDCs that are selected for city funding, but have identifiable weaknesses that will be addressed to improve the CDCs’ overall efficiency and effectiveness;

### **Establish Alliance with Major Support Partners**

- In the past, the City partnered with the Local Initiative Support Corporation (LISC), to provided training. It is the City’s desire to develop a strong partnership with LISC or other major partners as opportunities present themselves;

### **Training Opportunities**

- In addition to the methods listed above of strengthening a CDC’s capacity, the City provides several annual informational sessions to present the Action Plan and to address questions concerning our program funding and training opportunities. In these sessions, we invite the CDC community to ask questions concerning all of the respective HUD programs and technical assistance opportunities;

### **Other City Training Opportunities**

- City staff offers technical training opportunities in areas such as Davis Bacon Labor Regulations, Section 3, Fair Housing Act, Accounting Systems and Financial Reporting. The City will coordinate and schedule these specific technically designed training opportunities for its participating CDCs. In order to ensure that CDCs take advantage of these opportunities, all upcoming RFP’s will include language making CDC attendance at such training sessions mandatory. Further, all contracts now require CDCs to participate in technical assistance training sessions.

## **PROJECT SCORING STANDARDS**

The City considers the following categories when assessing the capacity of a CDC to implement a housing project:

- Organizational administrative capacity and oversight;
- Project financial viability;
- Project enhancement;
- Cost/benefit effectiveness;
- Business and financial structure overview;
- Matching funds;
- Administrative expenses; and,
- Housing programmatic structure overview and scoring standards:
  - ~ National HUD objectives;
  - ~ Housing policy implementation;
  - ~ Program description;
  - ~ Neighborhood improvement;
  - ~ Expands opportunities; and,
  - ~ Community outreach overview - partnership/community support.

## **GOVERNANCE AND ORGANIZATIONAL STRUCTURE OVERVIEW**

Part of our assessment and assistance is the application of best practice for the governance and management for non-profits and CDCs. The organizational structure component of the CDC's capacity analysis examines the CDC's staff and development of its board of directors, and its fiscal/program management. The CDC's board should be broadly represented with an active committee structure involved in strategic and business planning. Executive leadership should have entrepreneurial and management skills able to project influence in the community. Executive leadership, board and staff should be appropriately involved in their respective fiscal responsibilities and have the ability to receive and use financial reports as decision making and planning tools. Collectively, the leadership team should have at least a combined ten (10) plus years of experience. Organizations should have a 3-5 year strategic plan with comprehensive revitalization approach that is articulated in annual work plan and resources.

## **RENEWED PARTNERSHIPS WITH COMMUNITY DEVELOPMENT CORPORATIONS (CDCS)**

Kansas City has a rich history of creating and supporting neighborhood-based CDCs. In the 1990s the City partnered with twelve CDCs providing housing, community, and economic development services. The following is a list of the eight active CDCs and programs they provide:

### **BLACK ECONOMIC UNION (BEU)**

Located at 18<sup>th</sup> and Vine, created in 1968, BEU is the oldest CDC in the nation. BEU is focused on housing and commercial development in the 18<sup>th</sup> & Vine area having created 1040 multi-family units. It is involved in over 800,000 square feet of commercial spaces, owns and leases the Historic Lincoln Building. BEU initiated the Vine Street District Plan, which included development on the Old Ballpark Site into 47 single family lots and acquisition of property along 22<sup>nd</sup> Street. Planning is underway for development of housing and retail at 19<sup>th</sup> and Paseo, housing along Woodland and 23<sup>rd</sup>, and retail development along Vine in the Water Works buildings.

## NEIGHBORHOOD HOUSING SERVICES OF KC (NHSKC)

Located at 5835 Troost, NHSKC is a 501(c)(3) Missouri Corporation and was established in 1974. NHSKC has 10 neighborhoods in its primary service area: Ruskin Heights, Marlborough Community Coalition, Historic Manheim Park, Hyde Park, South Hyde Park, Squire Park, 49/63, Beacon Hill, Longfellow and Center City. Services in the primary service area include:

- City of Kansas City Minor Home Repair Program - uses CDBG funds to provide grants to households at or below 80% of AMI to address minor home repairs including roof replacement, HVAC replacement, electrical or plumbing repairs/upgrades, etc. The average cost of repairs is approximately \$10,000. The anticipated volume for 2011 is \$400,000.
- NHSKC Revolving Loan Fund - available to households at or below 120% of AMI, the NHSKC program provides home improvement/ repair loans up to \$15,000 at a fixed interest rate (currently 2%) for a maximum term of 10 years. The anticipated loan volume for 2011 is \$500,000.
- Loan servicing- NHSKC services the RLF loan portfolio. Servicing software is Lender Servicer Support 3D.
- Neighborhood Organizing- NHSKC provides a full time Community Organizer to 10 neighborhoods.
- NHSKC owns 40 units of multi-family housing and has partnerships involving an additional 140 LIHTC units.

City-wide services include:

- Mortgage Origination- NHSKC is a full service Mortgage Broker, and employs a SAFE Act Certified Mortgage Loan Officer. NHSKC offers a full range of loan products through NeighborWorks® Mortgage Source including FHA, FHA 203k, and Conventional loans. NHSKC is a KC Dream participating lender.
- Homebuyer Education- NHSKC provides HUD and NeighborWorks® certified Homebuyer Education, and is a NeighborWorks Certified Full Cycle Lender.
- Community Development- NHSKC is a Participating Developer under the City of Kansas City Neighborhood Stabilization Program. NHS acquired 25 properties under the NSP in 2009-2010, has sold 13 and currently has 12 under development.
- NHSKC completed a \$2.5 million contract with the City of Kansas City in June of 2010 to administer a portion of the KC Dream program. Approximately 130 loans were originated in about 6 months.

NHSKC is a NeighborWorks® Charter Organization; a Kansas City Missouri certified Community Housing Development Organization, a FHA Certified Not for Profit; and will be as a NeighborWorks HomeOwnership Center in 2011.

### **WESTSIDE HOUSING ORGANIZATION (WHO)**

Established in 1973, WHO serves an area from I-670 to 31<sup>st</sup> Street, Main to the Central Industrial District. WHO has been an active housing developer, building over 90 new homes, rehabbing over 200, doing over 1,800 minor home repairs, creating more than 250 rental units using a range of financing, partnering with area social agencies, and assisted in developing health service facilities for area residents. WHO currently contracts with the City for 20 minor home repair projects, 5 NSP homes with 1 sold, 2 buyers in waiting, and completed 4 scopes. WHO is working with the Kansas City School District to acquire the old Westside High School on Summit and is will apply for LIHTC next year. WHO is pursuing “green” opportunities and projects such as grants to plant apple orchards and enhancing the minor repair program with an additional \$4,000 for energy efficiency improvements.

### **BLUE HILLS COMMUNITY SERVICES**

Established in 1974, Blue Hills Community Services provides a full-range of housing and community/economic development programs, including the Troostwood Townhomes and Friendship Village and new single family projects. It is currently under contract with the City for 35 minor repair projects and with EDC’s “Bright Program” using TIF funds for 15 units. Blue Hills has completed 2 HOME funded renovations and 11 NSP projects. It is planning to construct or rehabilitate 4 units in 2011, has closed on LIHTC for the renovation of Oakland Heights for 108 units with construction beginning in 2011, is continuing to pursue funding for Wabash Village on Prospect, and has acquired and is planning to renovate a commercial building to LEED standards in the Green Impact Zone at 5008 Prospect as the new Blue Hills Community Center and providing contractor incubator services.

### **JAZZ DISTRICT REDEVELOPMENT CORPORATION**

Located on 18<sup>th</sup> Street in the Historic Jazz District, this CDC is a real estate development company focusing on commercial development in the District. Current activities include continuing housing development along 19<sup>th</sup> Street and co-development of the Rochester Hotel and Highland Avenue Homes.

### **IVANHOE NEIGHBORHOOD COUNCIL**

Located at 37<sup>th</sup> and Woodland, and serving 7,816 residents in an area from 31<sup>st</sup> Street to Emanuel Cleaver II Blvd., the Paseo to Prospect – the Council was established in 1967, and incorporated in 1999. It owns 160 Land Trust vacant properties for use as Model Blocks, with the first area from 38-39<sup>th</sup>, Prospect to Euclid including 21 lots, and also is seeking control of the Horace Mann School at 39<sup>th</sup> and the BRW Roadway. It contracts with the City for Minor Repair Services for \$225,000 for 30 homes, and 5 properties under the NSP. It is undertaking a pilot rental revitalization program which works with landlords on 10-15 properties.

### **NORTHLAND NEIGHBORHOODS, INC.**

Established in 1996, located at Antioch and Vivion Road, NNI serves north-land neighborhoods with a range of housing and community improvement programs using public and private resources. NNI is a designated Community Housing Development Organization. They significantly benefitted from the City’s HOME Second Mortgage Loan Program, which assisted an estimated 450 home buyers in targeted NNI neighborhoods. NNI will continue its efforts to assist and build neighborhood sustainability through leadership training, provide connections to city programs through its FOCUS service center, and continue to provide integrated economic development activities, including home maintenance, resident involvement in economic development, and in the development of senior apartment projects.

### **SWOPE COMMUNITY BUILDERS**

located in the Swope Park Health Facility Complex at Cleveland and Blue Parkway, Swope Community Builders is the responsible development entity for the Swope Parkway series of health, commercial, housing, and office buildings as guided by the Mt. Cleveland Plan. It is currently the developer of East Village in downtown Kansas City, Woodland Highlands (a.k.a. Little Sisters of the Poor site), and Mt. Cleveland Estates.

#### *Non-CDC Housing Agency:*

### **HABITAT FOR HUMANITY**

Habitat for Humanity is affiliated with the national Habitat for Humanity organization, established locally in 1979. Habitat has successfully rehabilitated or built 225 homes in Kansas City and operates two building rehab re-supply stores. It operates largely independently of public funding, using private donations and labor. Habitat is focusing on existing vacant lots owned and moving into existing rehabilitation activities which serve families below 50% of median income. It currently own seven lots in the Vineyard Neighborhood, near a number of HEDFC owned lots. It is working to rehabilitate numerous Registry Square properties.





# chapter six:

# PLAN MANAGEMENT, TIMETABLE, and PERFORMANCE



## Overview

In this chapter, we describe how we plan to manage the reBUILDKC/ Neighborhoods Plan generally, and the asset transfer plan (Strategies One through Three) specifically. This includes enhancements to our internal management capacity; the EDC approach to the management of the portfolio which they will receive; and a project table which integrates activities, responsibilities, timetables, and funding sources.

## Plan Direction and Coordination

Experience has shown repeatedly that the success of any endeavor is almost certainly linked to an individual who “owns” that endeavor. An individual – or an organization – may have a specific assignment. However, if that assignment is not one which excludes all other duties, then the probability of success diminishes.

In creating the Housing and Community Development Department, the City originally assigned responsibility of the asset transfer plan as drafted to the Department. However, because the Department assumed multiple roles, there was no specific assignment of the asset plan. This realization is adjunct to our lessons learned about the need for centralization of responsibility.

Intercity agency coordination is an important role which needs to be performed at a senior level of the City. Accordingly, the City is creating a new senior management position of Assistant City Manager for Neighborhoods. This individual will have direct line responsibility for the City Departments of Housing and Community Development, Neighborhood and Community Services, and Health. This position will serve to foster the needed internal coordination and to assure the effective implementation of the reBUILDKC/ Neighborhoods Plan.

In addition, the City will establish a staff coordinating committee that will meet on a regular basis to monitor plan performance and assist in the resolution of any internal issues that might arise. This committee will function as an administrative policy advisory group to the Assistant City Manager for Neighborhoods and to the Housing and Community Development Director.

## **RECRUITING THE ASSISTANT CITY MANAGER**

As a senior level staff position in Kansas City, this individual will bring an advanced education and extensive experience in work related to the City's neighborhood improvement programs and the tasks of reBUILDKC/Neighborhoods. Immediately upon the adoption of reBUILDKC/Neighborhoods by the Mayor and City Council and authorization of the position, the City will begin the recruitment and selection process of an individual to fill this role. This will include:

- Development of an accurate job description;
- Establishment of appropriate compensation;
- Recruitment of an individual, with particular attention to persons within the Kansas City metropolitan area with appropriate qualifications, to fill the position; and,
- Selection and assignment to work.

Bringing the individual on-board as quickly as possible is important. However it is equally important to conduct a thorough recruitment to assure a high quality, energetic, and experienced director. We anticipate that this entire process may take up to six months for completion. In the interim, the City will assign the task temporarily to an individual who has worked on the overall program of reBUILDKC/Neighborhoods to maintain project momentum.

## **AUTHORITY ASSIGNED TO THE ASSISTANT CITY MANAGER**

The Assistant City Manager for Neighborhoods will have a broad range of responsibilities relating to neighborhood improvement and implementation of reBUILDKC/Neighborhoods. At a minimum, the duties of the Assistant City Manager for Neighborhoods are expected to include the following:

- Supervise the operations of the Housing and Community Development Department, the Neighborhood and Community Services Department, and the Health Department;
- Direct and supervise all reBUILDKC/Neighborhoods plan actions that are not assigned to a specific department or contract agency of the City;
- Manage the agreement with the EDC and any CDC contracts relating specifically to plan elements;
- Manage, or serve on the management team, for all special projects and initiatives relating to asset management, such as the Beacon Hill and Holy Temple projects;
- Represent the City in all discussions relating to any asset transfer or disposal;
- Serve as the plan advocate with all City departments on proposed actions relating to plan implementation or which may impact plan performance;
- Together with the Director of the HCDD, serve as the exclusive point of contact between the City and HUD on all matters pertaining to the plan and plan performance or any information reporting to HUD;

- Identify, and develop solutions for, any performance gaps in execution of the plan, and secure implementation of those solutions;
- Coordinate inter-department and agency work activity relating to plan implementation;
- Provide staff level review and approval of all financial transactions relating to plan assets;
- Finalize, and obtain approval for, all plan elements that may not be fully resolved at the time of Council adoption of the plan;
- Supervise preparation and submission of all performance reports required by HUD and the federal court relating to those elements of reBUILDKC/Neighborhoods which are subject to current court jurisdiction;
- Develop, prepare and submit to the City Manager and elected officials a monthly performance dashboard on plan implementation; and,
- Lead the reBUILDKC/Neighborhoods Plan Coordinating Committee.

### **REBUILDKC/NEIGHBORHOODS PLAN COORDINATING COMMITTEE**

The City is a complex organization. Service delivery is most frequently a matter of the coordination of multiple work units. This will be the case with reBUILDKC/Neighborhoods. To assure internal coordination of work effort and to provide a vehicle for the prompt resolution of potential impediments, the City will empanel a coordinating committee, whose assignment will begin immediately upon the adoption of reBUILDKC/Neighborhoods by the City Council.

Membership of the Committee will consist of the Directors of the Housing and Community Development, Planning, and Neighborhood and Community Services Departments; a representative of the City Manager’s Office; Program and Policy Division Manager of the Housing and Community Development Department; a representative of the Office of Management and Budget; a representative from the Public Works Department; a representative of the Law Department; and other City staff assigned by the City Manager based on their knowledge and experience with reBUILDKC/Neighborhoods. The Assistant City Manager for Neighborhoods will serve as ex officio chairman of the Committee, and the HCDD will serve as Committee staff. This committee will meet on a regular basis for the following purposes:

- Review of plan implementation;
- Discussion, and resolution, of interdepartmental issues and problems relating to plan implementation;
- Identification of possible areas of plan enhancement and design of work elements accordingly;
- Review of monthly performance;
- Recommendations for allocation of resources; and,
- Development of policy recommendations necessary for on-going plan implementation for subsequent approval by the City Council.

The Coordinating Committee will meet on a regular basis, as necessary. At the outset, its meetings can be expected to be as frequently as bi-weekly. As the plan becomes an established part of the City's service delivery mechanism, it can be expected that meeting frequency will reduce to monthly or quarterly.

## EDC Division of Responsibilities

As described in Strategy 2, the EDC will receive and manage the multi-family portfolio. The Economic Development Corporation (EDC) is a non-profit, 501(c)(4) entity that has been providing direction, coordination and staff support to statutory agencies and business development under contract with the City since 1987. The President of EDC, who also serves as the president of the EDCCF, will exercise overall direction for the HEDFC asset management. In addition, EDC will provide the necessary staffing, information technology support, equipment and space to support the implementation of the Asset Management Plan.

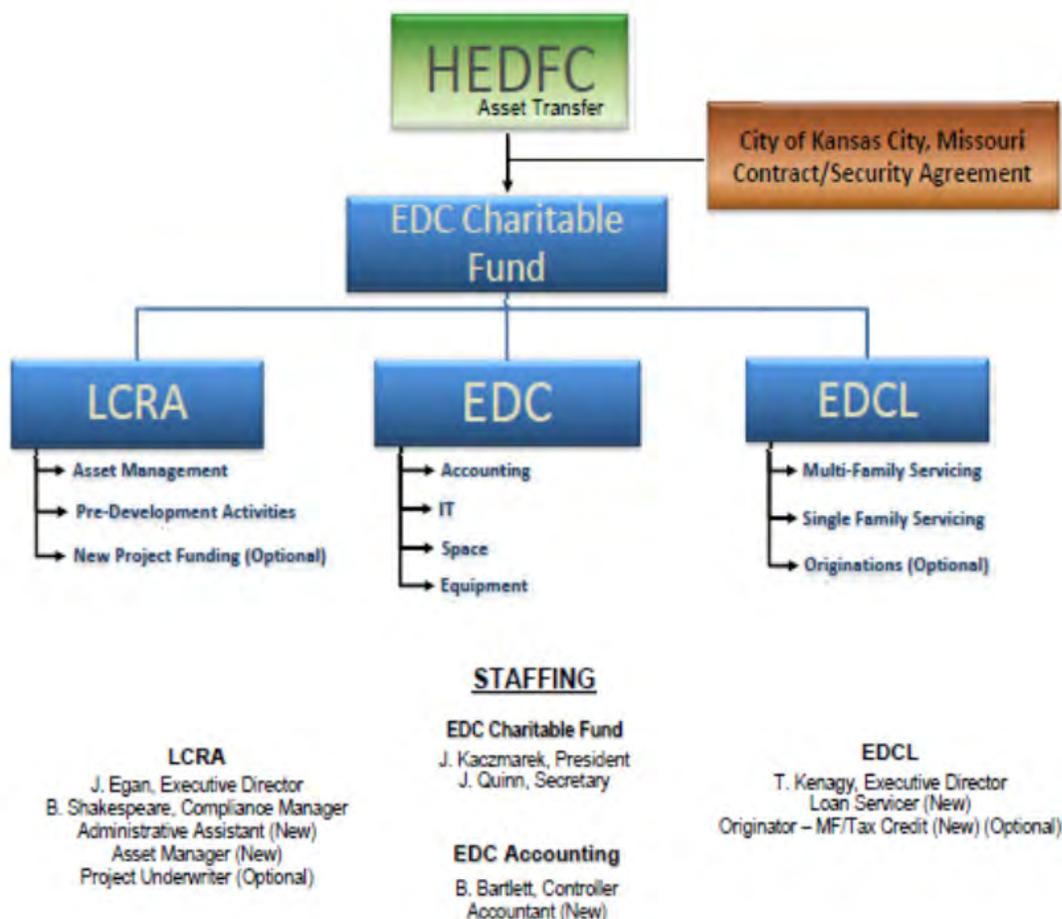
Three agencies of the EDC will participate in the portfolio management:

- The EDC Charitable Fund (EDCCF) is a 501(c)(3) entity which has been in existence since 1980 and has a history of receiving land and other real estate related assets for redevelopment purposes. Its activities have been primarily focused on the Paseo West Redevelopment Area. It is governed by a five member board. The Board is elected by the EDC Board. EDCCF would maintain ownership of the assets until final disposition or release of Note/Deed of Trust, in accordance with compliance restrictions.
- The Land Clearance for Redevelopment Authority (LCRA) has been the City's urban renewal agency since 1951. LCRA was created by State statute and City ordinance in response to the Federal Housing Act of 1949. LCRA has a long history of acquisition, remediation, clearance, assembly and redevelopment of property. Three recent examples are the Columbus Park/Guinnote Phase III redevelopment, a 22-acre, mixed use/mixed income development that, at full build out, consists of 360 housing units and 20,000 square feet of retail/commercial; the Shopper's Parkade demolition-surface lot construction and the Vineyard single-family infill affordable housing project. Monthly activity reports are submitted to the City.
  - ~ LCRA's role in the Asset Management Plan will be to work with the selected master developer of the Beacon Hill Project to coordinate public funding of infrastructure; replat existing parcels for construction of infill housing and dispose of those replatted parcels to homeowners.
  - ~ In regards to Holy Temple Homes site, EDC will be responsible for maintenance, market study RFP/selection, developer solicitation RFP and oversight of development. Development will be awarded on the basis of highest and best use consistent with governmental use restrictions.

- The EDC Loan Corporation (EDCL) is a non-profit Certified Development Corporation (CDC) that primarily originates and services commercial loans. EDCL has originated SBA 504 loans and CDBG funded minority business loans. In addition, EDCL is a Community Development Financial Institution (CDFI) and Community Development Entity (CDE). Monthly activity reports are submitted to the City. EDCL's role will be to serve the multi-family commercial loans. Augmenting the current staff will be a loan servicing specialist and an administrative assistant. Priority hiring will be given to current HEDFC staff.

EDC will augment its staff with the hiring of an administrative assistant, asset manager and a contract compliance officer. Hiring priority will be granted to HEDFC staff.

The following table illustrates the organization of the EDC and its affiliate agencies as it relates to EDC management of the multi-family portfolio:





## reBUILDKC/neighborhoods Performance Measurement Timetable

The following table summarizes a range of responsibilities which are required to make the Plan successful. There are two sections in the table:

- Section One - Immediate Projects to Meet HUD Requirements Section – transfers CDBG and HOME Program Income, transfers the Single-family and Commercial Loan Portfolios, the transfer of Major Assets, and the Liquidation of Scattered Site REOs; and,
- Section Two - Describes implementation benchmarks for projects by plan area, responsible entities, timetable of expected outputs, and estimated project costs and sources.

This table lists:

- Performance activities;
- Responsible party(s);
- Performance date(s); and,
- Proposed project costs and sources.

It is also important to note, that the Plan and timetable for accomplishments are not a static list, but that the list be added to and expanded as additional projects are identified.

ReBUILDKC/Neighborhoods - Performance Measurement Timetable			
Section One - Immediate Projects to Meet HUD Requirements and Expend Program Income			
Performance Activity	Responsible Party(s)	Performance Date	Project Cost/Sources
<b>Program Income</b>			
Transfer of HOME & CDBG Program Income to City's HUD Account	Receiver	6/1/2011	\$ 20,000,000.00
			CDBG/HOME
<b>Loan Portfolios:</b>			
Single-Family HOME Loan Portfolio Transferred to City	Receiver	5/1/2011	General Funds
Non-HOME Funded Single Family Loan Portfolio	EDC/LCRA City to service	5/1/2011	
Commercial Loan Portfolio Transferred to EDC	Receiver	5/1/2011	
- Servicing Contract	City/EDC	1/15/2011	General Funds
<b>Scattered Site REOs</b>			
Properties designated as blighted on spot basis	City/EDC/CPC	2/15/2011	0
Liquidate all properties except the following:	Receiver	5/1/2011	
<b>Major Assets</b>			
<b>Beacon Hill Properties</b>			
- City enters into Contract with EDC	City/EDC	2/1/2011	General Funds
- Transfer of all REO in Beacon Hill to EDC as S/B as approved by HUD.	Receiver	5/1/2011	(Management Services)
<b>Holy Temple Homes</b>			
- City enters into Contract with EDC	City/EDC	2/1/2011	General Funds
- Property designated as blighted on area basis	City/EDC/CPC	2/15/2011	
- Transferred to EDC for Redevelopment	Receiver	5/1/2011	
<b>Registry Square</b>			
- City completed environmental review	City	12/31/2011	
- Receiver transfers to Habitat for Humanity	Receiver	1/31/11	

ReBUILDKC/Neighborhoods - Performance Measurement Timetable			
Section Two - ReBUILDKC Projects By Plan Areas			
Performance Activity	Responsible Party(s)	Performance Date	Project Cost/Sources
<b>Downtown Area Plan</b>			
<b>Beacon Hill Redevelopment Area:</b>			
- Develop Updated Market Study	City/EDC	5/1/2011	\$ 50,000.00
- Build 5 new homes/yr.	RFP for Private Developer	6/1/2011	\$ 720,000.00
			City Gen. Revolving Funds
- Colonnade Apartments along 27th Street:			
- Transfer property to EDC	Receiver	5/1/2011	0
- Loan Closing and Transfer of Property for Construction	Private Developer/	6/15/2011	\$ 1,500,000.00
			EDC
			HOME PI
			\$ 3,500,000.00
			LIHTC/Private
- 2519 & 2535 Tracy - Single Family	Transferred to EDC for Sale	2011	\$ 150,000.00
			HOME PI
- NW Quadrant - Green Infrastructure	City	1/15/2011	\$ 3,000,000.00
			EPA/PIAC
- Green Demonstration for S.F. Homes	City	5/1/2011	\$ 250,000.00
			Assist up to 50 homes
			EPA/PIAC
East Village - 10th and Holmes Area			
	Swope CB	Jun-11	\$ 7,200,000.00
40 units in Phase 1			LIHTC/Private
Westside Area			
- Targeted Energy Efficiency Improvements	WHO/MidEC	2011	Federal Recovery Act
Westside Neighborhood & West Bottoms Areas			Funds
25 homes			
- Westside High School Redevelopment	WHO/Private		LIHTC/Private
Planning complete for 60 mixed-income units		2011	
Funding scheduled for late 2011		2012	
Columbus Park - Guinotte	1st Phase - EDC/Private	2011	Public/Private Financing
Phase One			
Coordinated City Services	All City Dept.	On-going	
Heart of the City Area Plan			
Targeted Impact Project:			
- Housing & infrastructure	City		\$ 4,000,000.00
- Target planning & scope development complete		Feb-11	Use of CDBG Program Income - LMA
- Bidding		Mar-11	
- Construction begins		Jun-11	
<b>Holy Temple Homes Site</b>			
- RFP for Development	EDC	Jul-11	
- Development of 50 units	EDC/Developer	2012	\$ 6,000,000.00
<b>Benton Corridor</b>			



**reBUILD**  
KC/neighborhoods

- Discussion of Options with Neighborhood	City	12/15/2010		
- Action Plan Developed		3/1/2011		
Oakland Heights @24th and Brooklyn Area	Blue Hills/Private	2011	\$	13,000,000.00
- 108 unit renovation				LIHTC
<b>Linwood Square Commercial Improvements</b>				
Registry Square Development	Habitat for Humanity			
	EDC			
Minor Home Repair by Ivanhoe Neigh. Council.	City/Ivanhoe	2011		150000
- 30 homes/yr.				
Closed School Redevelopment				
- Horace Mann School @39th & BRW - Action Plan	City/Ivanhoe	Aug-11		
Weatherization - Energy Stimulus Program	MidEC	2011-2015	\$	75,000.00
- 50 homes/yr.				Federal Recovery Act Funds
Coordinated City Services	All City Dept.	On-going		
Housing/Retail @19th & Vine - SLB	BEU/Developer	Pending		
Oak Pointe Housing Development	IDA/Private or Non-profit Developer	Pending		
- 50 Affordable Housing Units				
<b>Green Impact Zone</b>				
Energy Efficiency Improvements	MidEC	2011-12	\$	4,500,000.00
- Weatherize 600 homes				Recovery Act Funds
Foreclosed Housing Program	EDC/City	2011-12	\$	500,000.00
- Rehab/sell 23 homes	Ivanhoe N.			Federal NSP Funds via City
			\$	172,500.00
				Wells Fargo Grant
Infrastructure Action Project	City	2011	\$	4,000,000.00
- Curb, Sidewalk, ADA Accessible Improvements	PWorks Department			Federal TIGER Funds
Community Leadership Services	MARC/City	On-going		
Coordinated City Services	All City Dept.	On-going		
<b>Midtown Housing Area</b>				
Rehabilitation Assistance for Midtown Program	EDC/City	2011	\$	2,000,000.00
- Goal of 40 rehab grants/yr.				Midtown Market TIF
Coordinated City Services	All City Dept.	On-going		
Briarcliff/Winnwood - Northland Neighborhoods				
Gracemoor Senior Housing	NNI/Private	2011-12	\$	8,750,000.00
- 50 units				HOME PI Funds - TBD
Minor Home Improvements	NNI	2011	\$	250,000.00
- 20 units/yr.				
Targeted Energy Efficiency Improvements	MidEC		\$	45,000.00
- 30 homes/yr.				Federal Recovery Act
Special Sewer Connection Program	By Water Services Dept.	2011	\$	450,000.00
- 30 units/yr. - \$3,000 average				WSD
Coordinated City Services	All City Dept.	On-going		

<b>Blue Hills/Swope Neighborhoods</b>				
Woodland Highlands Housing	Swope CB/City	2011	\$	480,000.00
- Build 3 homes to meet HOME requirements				CDBG Funds
- Issue RFP for Stable Bldg. Rehab				
Mt. Cleveland Estates	Swope CB/City	2011-2013	\$	480,000.00
- Construct 3 homes/yr.				HOME Funds
Coordinated City Services	All City Dept.	On-going		
<b>Hickman Mills Area Plan</b>				
Minor Repair and Weatherization Programs	HCDD	On-going		
CDC Development & Implementation	HCDD	2011		
Special Sewer Connection Program	\$3,000 average	2011	\$	450,000.00
30 units/yr.	By Water Services Dept.			
Coordinated City Services	All City Dept.	On-going		
<b>Northeast Neighborhoods</b>				
Minor Repair and Weatherization Programs	HCDD	On-going		
Coordinated City Services	All City Dept.	On-going		

## PLAN EVALUATION

The successful implementation of any plan requires a consistent, and productive, series of evaluation points. Management of reBUILDKC/Neighborhoods will be carried out by the City Manager's Office and Assistant City Manager for Neighborhoods, who will set the tone and direction for its implementation.

During the Plan's initial transition period, bi-monthly reports, or as requested, on progress toward meeting stated benchmarks will be made to the Housing Committee of the City Council. As stated in this chapter, the Coordinating Committee will be engaged from the beginning and meet as required.

These reports will also be forwarded to HUD for its review and comment. An annual report will be compiled as part of the City Comprehensive Annual Performance Report and presented to the Coordinating Committee, City Council, and HUD.



# chapter seven: CONCLUSION



reBUILDKC/Neighborhoods is an aggressive, ambitious plan to address Kansas City's neighborhoods. Starting from the foundation of *FOCUS Kansas City* and building on the Area Plans resulting from *FOCUS*, we build a game plan for the future of our neighborhoods.

An integral part of this plan is the restoration to the City of assets that have been held by the Housing and Economic Development Finance Corporation, first directly and subsequently through the Court-appointed Receivership. We have designed a plan that will enable us to gain better control over the assets so that we can use them directly, and through resulting program income, to encourage better development opportunities and to provide financial resources for other housing and neighborhood initiatives.

This plan will be a partnership of the City, the community, the federal government, and the Courts. Working together, we will be successful in our ultimate goal:

## ReBuilding Kansas City Neighborhoods



# APPENDICES



**APPENDIX 1**  
ORDINANCE NO. 070062

Adopting the recommendations contained in the December 2006 *Report of the Housing Policy and Oversight Committee*.

WHEREAS, in March 2006, a performance audit was issued by the City Auditor which called for the Council, specifically the Neighborhood Development and Housing Committee, to set a firm housing policy and install a system for closely overseeing and measuring the performance of the housing program; and

WHEREAS, the Neighborhood Development and Housing Committee, with the endorsement of the City Manager and Mayor, established the Housing Policy and Oversight Committee (the Committee) to recommend a consolidated housing policy to guide the Councils oversight of the rebuilding of the Citys housing programs; and

WHEREAS, the Committee met from May through November 2006 and prepared a Report which included several recommendations in five major policy areas including strength and stability of neighborhoods, workforce housing, predatory lending, leveraging, and accountability, measurement and transparency; NOW, THEREFORE,

BE IT ORDAINED BY THE COUNCIL OF KANSAS CITY:

Section 1. That the recommendations contained in the December 2006 *Report of the Housing Policy and Oversight Committee* are hereby adopted and the Council shall implement these specific following procedures in each of the five policy areas of strength and stability of neighborhoods, workforce housing, predatory lending, leveraging, and accountability, measurement and transparency in order to rebuild the Citys housing program:

1. The City shall strategically target its limited resources in a way that maximizes outcomes for neighborhoods and leverages investments.
2. CDBG funds shall be allocated to targeted neighborhoods.
3. The City Development Department shall assist in the development of neighborhood plans and require that developers coordinate with and involve the neighborhood in the planning process.
4. The City Development Department shall implement a competitive process for new construction and rehabilitation for workforce housing that includes the following threshold criteria: sustainability of the project, consistency with existing neighborhood/area plan, compliance with accepted design standards, contract performance measure, proven organizational capacity of subrecipient, compliance with Federal Section 3 requirements, leveraging of additional resources and maximize

ongoing investment, access to public transportation and/or employment opportunities and need and demand for the housing as supported by an independent market study.

5. The Council shall annually set a per unit subsidy cap and shall be informed when any cap is exceeded.
6. The City's annual recommendations for allocating Low Income Housing Tax Credits (LIHTC) should be driven by the annual Consolidated Plan and be focused upon targeted neighborhoods.
7. An annual status report shall be made to the Council by the City Manager regarding the implementation of the housing policies, administrative actions taken and progress made toward the achievement of the success measures identified in the policy.
8. The HUD Consolidated Plan shall be developed with the aid of a citizen advisory committee appointed by the mayor and shall require a competitive process for selecting sub-recipients. The committee shall be comprised of no less than five members with broad representation including the public sector, the private sector and neighborhoods.
9. A citizen advisory committee shall be appointed by the Mayor to review and annually report on the effectiveness of this policy.
10. The City shall establish a process to review applications for available resources whereby evaluations shall use a point system based (at a minimum) upon these criteria: within target neighborhoods, community support of project, percentage of existing home ownership in the neighborhood, concentration/mix of income levels, availability/accessibility of transportation, availability/accessibility of jobs appropriate to neighborhood residents, neighborhood condition survey, capacity of neighborhood organization, public safety conditions, availability of private funding.
11. The City should comply with RSMo. Section 215.246 by establishing oversight procedures to review expenditures and development plans for all housing contracts in excess of \$100,000.00.

A copy of the report is on file in the office of the City Manager and is incorporated herein by reference.

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Approved as to form and legality:

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Nicole Rowlette  
Assistance City Attorney

## **APPENDIX 2**

### **The Heart of the City Area Plan Housing Strategy**

#### **Guiding Principles**

The Housing and Neighborhood Livability framework for the *Heart of the City Plan* is organized into 3 primary strategies:

1. **Stabilize** – Create the policies, organizations and tools necessary for redevelopment and continued maintenance of the area while employing measures to stabilize and enhance area neighborhoods. Many stabilization measures identified in this phase are critical to the Maintain phase as well.
2. **Redevelop** – Begin to implement redevelopment efforts (implementing tools and policies established in Stabilize phase). This strategy also provides guidelines and goals for redevelopment efforts to achieve.
3. **Maintain** – This phase focuses on sustaining momentum of redevelopment efforts and maintenance of vacant lots and other private property and infrastructure. It includes the continuation and evolution of many of the activities identified in Stabilize.

These 3 primary strategies are intended to provide some guidance about the general sequence for housing and neighborhood activities. There are some critical path elements imbedded in this framework, however it is not a rigid or linear process and activities from different phases will overlap and may be initiated/completed concurrent with other phases.

#### **1) Stabilize – Pursue code enforcement and vacant lot strategies, create/refine policies and regulations; focus on service delivery and build capacity.**

##### ***Stabilize, Rebuild and Market Desirable Neighborhoods***

- Preserve and Enhance Neighborhood Character
  - Implement design guidelines, downzoning (see Land Use Chapter), code enforcement and enhancements to public spaces.
  - Design new houses to be consistent with the historic urban character of the area.
    - At a minimum, utilize the Development Guidelines for new development.
    - Implement overlay zoning or historic districts where appropriate (see Land Use and Development Chapter)
- Implement measures to Stabilize HOTC Neighborhoods
  - Improve code enforcement.
    - Promote the legal and moral responsibilities of property ownership.
    - Coordinate enforcement efforts with resources for maintenance/repairs.

- Target code enforcement, clean sweeps and rehab to blocks adjacent to areas targeted for redevelopment and to blocks with chronic and long standing problems.
    - Train residents to identify and report violations.
    - Coordinate with vacant lot prevention strategies (see below).
    - Continue vacant property registration and expand rental licensing.
  - Improve basic infrastructure and service delivery.
    - Create an inventory and assess the condition of infrastructure within each neighborhood (see Maintain strategies).
    - Utilize community surveys to identify City service priorities and needs. Direct service delivery and capital improvement funding accordingly.
  - Address Foreclosures (see also Human Investment Chapter).
    - Proactively apply homebuyer/mortgage counseling/education, and post foreclosure counseling/assistance.
    - Focus on preventing predatory practices through education and services.
- Improve neighborhood safety and crime prevention.
  - Apply Crime Prevention Through Environmental Design principles to new development.
  - Promote dense, mixed use neighborhoods to create “eyes on the street” and sense of safety.
  - Create an inviting and well maintained public realm which generates activity. An active public realm will be safer to all users.
  - Implement the *KC Safe City Initiative Plan* (adopted by the City Council in 2002)
- Reduce trash, illegal dumping and litter
  - Understand and monitor the scope of the problem. Measure and track the litter index for the area.
  - Identify priority areas that are highly visible, particularly around “areas of strength”.
  - Expand clean sweeps, trash carts and other programs to help reduce and prevent litter.
  - Implement the *Prospect Corridor Strategic Plan* and the *KC Safe City Initiative Plan recommendations to “Break the Cycle of Trash”*:
    - clean it up
    - maintain it
    - prevent it from falling back into the trash cycle.

### ***Manage Vacant Lots***

- Apply both interim and long term strategies.
  - Interim approaches might include urban gardening and opportunities for green storm water mitigation (see Infrastructure Chapter).
  - Long term objective should be redevelopment (see Redevelop strategy below).

- Implement a 4-part Vacant Lot Strategy:
  1. Work to improve vacant lot management/maintenance and implement strategies designed to prevent additional vacant lots.
    - Maintenance of lots and measures to prevent the creation of additional lots should have priority over “temporary” or interim uses for vacant lots.
    - Employ prevention measures – Identify areas susceptible to additional abandonment or demolition and target code enforcement and rehabilitation resources/incentives.
    - Coordinate with redevelopment planning and prioritize in “areas of strength”.
  2. Create a Land Bank
    - The Land Bank would receive tax delinquent properties and be empowered to assemble, sell, and manages properties.
    - Proceeds from sales would fund management and maintenance of lots.
    - Land bank would prepare and package lots for redevelopment
    - Explore pilot Land Bank in HOTC.
  3. Speed up delinquency and tax lien process.
    - Work with Jackson County to create an abbreviated tax delinquency process.
  4. Adjust Property Tax Structure.
    - Tax land more than buildings as a disincentive for vacant land.
    - Explore a pilot area in HOTC (coordinated with redevelopment efforts and “areas of strength”)

***Build Capacity (ability to implement) and Identify Organization(s) to Champion HOTC Area***

- Ensure City staff has adequate resources, support and skills to implement housing initiatives.
- Increase capacity of area Community Development Corporations to carry out the Housing and Human Investment goals(see Maintain strategies).
  - Create new organizations where needed.
- Continue to organize neighborhoods with common goals and issues to work together to bring attention and needed resources to the area and to assist with area marketing efforts.

***Create a Comprehensive Housing Strategy***

- Strategy should be demand based and include an assessment of housing needs and market conditions:
  - Strategies will be intended to meet projected needs for housing types, based on job growth and other identifiable economic and demographic trends.
  - Conduct an assessment of the housing market and housing needs. Include analysis of existing needs for housing by age, income and other factors and compare to existing supply.

- Coordinate the Comprehensive Housing Strategy with economic development strategies. Pursue a Jobs/Housing Balance.
  - Conduct an analysis of the transportation system to evaluate access to jobs.
- Include strategies which address capacity building.
- Identify leading public improvements
- Address access to capital and identify tools and economic incentives necessary to accomplish goals and where to apply them strategically.
- Include strategies to address quality education and other factors which may affect the housing market.
- Include strategies to address marketing of the area – successes and positive aspect of neighborhoods
- The Comprehensive Housing Strategy will establish goals and policies to guide the Consolidated Plan.

***Ensure that development/revitalization programs and tools are addressing needs and plan goals***

- Track performance of tools and evaluate against plan goals.
- Ensure that tools/incentives are working in unison to achieve plan goals.
  - Implement New Tools recommendations.
- Conduct analysis of existing tools, programs and incentives that considers the following:
  - Are they sufficient to attract private investment?
  - Are they directing investment to the right areas (targeted areas)?
  - What’s Working, What’s Not and What’s Needed?
  - To what extent do tools favor large project vs. small projects; new construction vs. rehabilitation, etc...?
- Develop new tools or revise existing as necessary.

**2) Redevelop – Identify areas of strength; target and layer resources to those areas; coordinate capital improvements with development efforts; and continue implementing strategies identified in “Stabilize”.**

***Target redevelopment to areas of strength and finish what we start***

- Identify areas of strength, which are areas with the greatest potential for long term, sustained success. See map below for areas that show recent growth and potential for additional growth. Areas of strength should ideally exhibit the following characteristics:
  - The largest concentrations of private development (residential and commercial).
  - Largest increases and/or stability in population, housing units and jobs
  - Area previously identified for targeting of public funds.
  - Additional factors which may indicate a stronger revitalization potential such as a successful school, strong institutional anchor, etc...
- Create “critical mass” and avoid isolating new developments.
  - Finish an area before moving to adjacent areas.
  - Focus on building neighborhoods, not houses.

- Start small, think big - Focus on individual blocks within areas of strength.
- Stabilize/strengthen surrounding blocks as redevelopment occurs (new infill, rehab, and code enforcement).
- Layer resources together
  - Pursue funding sources other than traditional HUD funds.
  - Align the Consolidated Plan, capital improvement planning and other resources to direct funds to “areas of strength”.
  - Lead with targeted public investments to support private investment.
  - Apply development incentives and tools proactively in areas of strength.
  - Provide education and assistance to developers on available development tools and funding sources and how they can be layered together.
- Be proactive, holistic and targeted.
  - Create a Land Bank and utilize it to proactively assemble land for redevelopment.
  - Clearly communicate the City’s role and interest in working with the developer community to pursue residential projects
  - Apply development tools strategically, proactively and in layers
- Support the development goals of the Vine Street District Economic Development Plan

***Promote Density in Key Areas to Support Economic Development and Transportation Goals***

- Develop higher density in appropriate areas (see the Land Use Chapter):
  - along transit corridors,
  - in Mixed Use nodes,
  - along major thoroughfares)
- Preserve low density areas and prevent encroachment of higher density or non-residential uses.
- Maintain traditionally higher “urban” densities throughout the Heart of The City.

***Provide Diverse Housing Options***

- Avoid concentrating low income housing and increase amount of market rate housing.
  - Establish goals for market rate housing in new development.
  - Discourage new developments which provide only below-market rate housing (balance with affordable housing goals).
  - Work with the Housing Authority to explore ways to avoid and reduce high concentrations of subsidized housing units.
- Include housing diversity and market rate housing goals in the Consolidated Plan. Use to evaluate CDBG and HOME funding applications
- Explore the use of development tools and funding sources that allow the sale of homes to households above 80% of the area median income.
  - Determine the extent to which existing tools can be modified to reduce income restrictions and identify funding sources which have fewer restrictions on income (while still supporting affordable housing goals).

- Establish a Neighborhood Revitalization Strategy Area (NSRA) designation (or similar program) in areas targeted for new construction and rehabilitation (see areas of strength).
- Identify alternative sources of funds which carry fewer or no income restrictions
- Continue to ensure there is an adequate supply of affordable housing.
  - Monitor the supply of affordable housing and balance with the goal of increasing market rate or non-income restricted housing (see Comprehensive Housing Strategy).

**3) Maintain – Create a Land Bank and other entities (i.e. CID’s) to assist with area maintenance; inventory and track infrastructure condition; track housing and neighborhood livability metrics; and continue to improve the capacity of area organizations responsible for plan implementation. Much of this phase is the continuation of those actions and strategies identified in the Stabilize phase.**

***Continue to pursue Stabilization measures***

- Continue to implement Vacant Lot and code enforcement strategies, particularly those related to maintenance and prevention.
- Continue foreclosure counseling and assistance
- Continue to build capacity.
  - Establish organizations with adequate staff to champion the area and its needs.
  - Utilize tools such as Community Improvement Districts and Neighborhood Improvement Districts to organize area stakeholder, fund services and improvements and proactively advocate for the community’s vision and area issues.
  - Utilize existing organizations where feasible or appropriate before creating new organizations.
- Continue to enhance neighborhood character and create desirable neighborhoods (based on the FOCUS Kansas City Plan Quality Places to Live and Work principles)
  - Complete neighborhood downzonings and overlay zoning.

***Track indicators for housing and neighborhood livability***

- To monitor progress towards its key housing goals, the effort should:
  - Track and compare investments in both the rehabilitation of existing housing stock and new infill housing developments so as to ensure that there is a balance between the two and to monitor effectiveness.
  - Develop annual or biannual metrics to track the change in the area’s housing stock, its value, housing projects underway and the need among low and moderate income households. Suggested metrics include the following:
    - Population/Households
    - Vacant lots
    - Housing Type – Affordable/Subsidized vs. market rate
    - Housing vacancy and status (not on market)
    - Homeownership

- Housing Conditions
- Percentage of residents who indicate their next move will be in the area
  - Also track reason for move and type of housing sought.
- Sales Data
  - Average Days on Market
  - Number of Homes Sold (including change from previous year).
  - Average Sales Price (including change from previous year).
- Average Rent
- Number and Value of New Projects
- Track metrics related to neighborhood livability
  - Number of Schools Open/Closed (by type).
  - Crime Statistics (trends).
  - Litter index.
  - Access to healthy food – Monitor number of grocery stores and compare to number of convenience stores.
  - Monitor (and attempt to reduce) the number of predatory lending establishments.
  - Monitor resident satisfaction surveys.

***Maintain area infrastructure***

- Conduct an inventory and assessment of area infrastructure
  - Use an assessment/inventory tool similar to those currently being utilized in other areas of the city (i.e. Downtown Council).
  - Utilize the inventory to prioritize and track improvements and measure progress.
  - Update inventory periodically and as improvements are made.
- Pursue redevelopment/repopulation efforts to increase tax revenues to pay for maintenance programs.

***Market Area Neighborhoods***

- Launch a marketing and branding effort for area neighborhoods.
  - Highlight and publicize success stories.
  - Partner with area real estate professionals.

***Pursue Regional Approaches***

- Support regional growth management to encourage development in the inner core..
  - Since 1980, the region’s residential land area has increased three times faster than population.
  - “Inner Core” has lost population since 1940.
  - When land use expands faster than population some previously developed areas of the region experience population decline, even as new areas grow.

**APPENDIX 3**  
ORDINANCE NO. 090075

Creating a new department to be known as the Housing and Community Development Department by amending Chapter 2, Administration, Code of Ordinances, by enacting new sections in Article V, Departments, to be known as Division 15, Housing, Section 2-581, Establishment, Section 2-582, Appointment and designation of director, and Section 2-583, Powers and duties of director and by repealing Section 2-397, Housing codified in Division 9, City Development.

WHEREAS, Section 415 of the Charter anticipates the occasional need for the City Council to reconsider the administration and delivery of City services by restructuring the departmental organization of City government by establishing additional departments under the administrative control of the City Manager; and

WHEREAS, the Council finds that consolidating the administration of housing and community development programs, along with certain other related programs, into a single department will improve the efficiency and effectiveness of the City's administration of such programs and its delivery of services created by such programs; NOW, THEREFORE,

BE IT ORDAINED BY THE COUNCIL OF KANSAS CITY:

Section 1. That Chapter 2, Administration, Code of Ordinances, is hereby amended by enacting the following new sections in Article V, Departments, to be codified within a new division of Article V to be known as Division 15, Housing; those new sections being Section 2-581, Establishment, Section 2-582, Appointment and designation of director and Section 2-583, Powers and duties of director.

Division 15. Housing and Community Development Department

**Sec. 2-581. Establishment.**

Pursuant to the provisions of Section 415 of the Charter, there is hereby established a department to be known as the Housing and Community Development Department.

**Sec. 2-582. Appointment and designation of director.**

The officer in charge of the Housing and Community Development Department shall be known as the director of Housing and Community Development Department and shall be appointed by, and be responsible to, the city manager.

**Sec. 2-583. Powers and duties of director.**

(a) The director of Housing and Community Development Department shall have such duties, powers and authorities as are prescribed in this division, or as may hereafter be prescribed by the city manager in accordance with section 2-141, Code of Ordinances.

(b) Generally, the director of Housing and Community Development Department shall be responsible for all of the following:

- (1) Planning for, and preparation of, the grant applications for the city's participation in the federal community development block grant program;
- (2) Implementation and maintenance of administrative procedures for the management and monitoring of program operations conducted with funds received through the community development block grant program;
- (3) Planning for, and preparation of, the grant applications for the city's participation in other federal, state or local programs providing funding, or other assistance, for programs related to the new construction and rehabilitation or repair of affordable housing, the purchase or rental of affordable and safe, decent and sanitary housing by low and moderate income persons, community development or the weatherization of housing;
- (4) Implementation and maintenance of administrative procedures for the management and monitoring of program operations conducted with funds, or other assistance, received from programs related to the new construction and rehabilitation or repair of affordable housing, the purchase or rental of affordable and safe, decent and sanitary housing by low and moderate income persons, community development or the weatherization of housing;
- (5) Serving as the principal contact with the federal government in general, and the United States Department of Housing and Urban Development in particular, for all matters pertaining to the planning, implementation and monitoring of the community development block grant program and any other federal, state and local programs described above; and
- (6) Development and administration of programs to increase new housing construction and to expand and improve the rehabilitation of existing housing within the city.

(c) The director shall have the authority to appoint such assistants and other employees as may be necessary to perform the functions of the department.

(d) The director shall have the power to prescribe and enforce rules and regulations, not inconsistent with the charter or the code of ordinances, for the conduct of the employees of the department.

Section 2. That Chapter 2, Administration, Code of Ordinances, is hereby further amended by repealing in its entirety Section 2-397, Housing, as codified in Division 9, City Development.

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Approved as to form and legality:

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Galen P. Beaufort  
City Attorney

# APPENDIX 4

## Housing and Community Development Department Training Record

<b>Employee Name: Vince Husted Senior Administrative Assistant</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HCDD Staff Meeting	Nov-09	City Hall	2 Hrs
Coaching and Counseling	Mar-09		7.5 Hrs
Administering Correction Action	Mar-09		7.5 Hrs
HR Roundtable	Mar-09		
Human Resource Policy & Law	Mar-09		7.5 Hrs
Ethics as a Culture	Dec-08		4.0 Hrs
Ethics as a Culture	Dec-08		7.5 Hrs
Performance Management	Nov-08		7.5 Hrs
Managing in a Union Environment	Oct-08		
MSS Human Resources	Oct-08		
Managing and Valuing Diversity	Oct-08		
Achieve a Har-Free Workplace	Jul-08		
Planning Law Review	Jun-08	APA Audio/Web Conference	1.5 Hrs.
Community Based-Brownfields Redevelopment	May-08	APA Audio/Web Conference	1.5 Hrs.
Historic Preservation	May-08	APA Audio/Web Conference	1.5 Hrs.
Indigenous Planning	Apr-08	APA Audio/Web Conference	1.25 Hrs
Creative & Inclusive Planning Alternatives	Apr-08	APA Audio/Web Conference	1.25 Hrs
Offsetting a lack of Grocery Chain	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Compassion Based Code Enforcement	Apr-08	APA Audio/Web Conference	1.25 Hrs.
World Planning Keynotes: Global Planning Local Results	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Contested Space: Latinos & Public Spaces	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Meeting Affordable Housing Needs	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Racial & Social Justice in Planning	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Build a Local Gov Gis	Apr-08	APA Audio/Web Conference	1.50 Hrs.

## Housing and Community Development Department Training Record

Practice Keynote: Creating our future the geographic approach	Apr-08	APA Audio/Web Conference	1:00 Hrs.
Climate Change and the Law	Apr-08	APA Audio/Web Conference	1.00 Hrs
Gunnison Style Transfer of Development Rights	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Private Property Rights, Today & Tomorrow	Apr-08	APA Audio/Web Conference	1.25 Hrs
Brownfields Redevelopment & Longterm Stewardship	Apr-08	APA Audio/Web Conference	1.25 Hrs.
Opening Keynote: Congress & a New National Plan for Infrastructure	Apr-08	APA Audio/Web Conference	1.00 Hrs.
Neighborhood Analysis, Visioning & Planning for Action	Apr-08	APA Audio/Web Conference	4. 00 Hrs.
Building & Leading Groups	Apr-08	APA Audio/Web Conference	3. Hrs.
Confronting NIMBY's	Mar-08	APA Audio/Web Conference	1.25 Hrs.
Conference Mastering Density	Feb-08	APA Audio/Web Conference	1.50 Hrs.
Complete Streets	Jan-08	APA Audio/Web Conference	1.50 Hrs.

## Housing and Community Development Department Training Record

<b>Employee Name: Coleman McClain, Division Manager of Portfolio Management Division</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Community Land Trust 101	Oct-10	Kauffman Center	1 Day
IMS Strategic Thinking	Oct-10	Ritz Carlton Hotel	1 Day
SEEC Training Chapter 1	Oct-10	Online	3 Hrs
HOME Certified Specialist- Regulations	Jul-10	Marriot Hotel KCMO	3 Days
HUD CDBG Training	Jan-10	HUD Regional Ofc.	2 Days
The Consensus Building Tool Kit Training	Dec-09	MARC	5 Days
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
Strategic Plan Feedback Sessions	Nov-09		
Kansas Housing Conference	Aug-09		
Ethics as a Culture	Jul-09		
Recruitment Selection	Jul-09		
Human Resource Policy & Law	Jul-09		
Administrative Action	Jul-09		
Performance Management	Jun-09		
Coaching & Counseling	Jun-09		
Leadership Academy	Jun-09		
Monitoring HOME	May-09	Westin Crown Center	3 Days
HOME Certified Specialist Regulations	Jun-05		
HOME Certified Specialist Administration	Jun-05		
Green Redevelopment	Jun-05		
Government Budgeting Fundamentals	Jun-05		
Effective Written Agreements	Jun-05		
Basic Government Fund Accounting	Jun-05		
City Contracting Basics II	Jun-05		

**Housing and Community Development Department  
Training Record**

Ethical Issues in Contracts	Jun-05		
Cash Handling	Jun-05		
Determing Income & Allowance	Jun-05		
City Contracting Basics I	Jun-05		
Basic HOME & CDBG	Jun-05		

## Housing and Community Development Department Training Record

<b>Employee Name: John Quimby</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length</b>
Lead Renovator Training	Apr-10	Titan Environmental Svcs KCMO	1 Day
Managing Performance	Mar-10	MARC	4 Hrs.
Negative Attitudes	Mar-10	Pioneer College	4 Hrs.
WAP 106 Training	Jan-10	Discovery Center	5 Hrs
FMLA Training	Dec-09	Health Dept.	4 Hrs.
Community of Excellence	Dec-09	Pioneer College	4 Hrs.
HCCD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
OSHA 10 Hr Certificate Training	Sep-09	MCC KCMO	10 Hrs.
HUD Training	Apr-09	Hud Regional Ofc.	1 Day
Affordable Comfort Home Repair Technical Conferer	Apr-09	Hyatt Regency KCMO	1 Day

**Housing and Community Development Department  
Training Record**

<b>Employee Name: Francisco Murguia Property Preservation Inspector</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length</b>
Lead Renovator Svcs	Apr-10	Titan Environmental Svcs KCMO	1 Day
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
Construction Safety & Health 2009 OSHA	Sep-09	Metropolitan Community College	10 Hrs
Affordable Comfort Weatherization Conference	Apr-09	Hilton Hotel, KC	3 Days

## Housing and Community Development Department Training Record

<b>Employee Name: Pat McNamara DSII</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
2006 International Energy Conservation Code	Aug-10		
EPHA	Apr-10	Jefferson City, MO	1 Day
Certified Lead Renovator	Apr-10	Titan Environmental Svcs KCMO	1 Day
DNR Energy MO RFP	Mar-10		1 Day
Davis Bacon	Feb-10	Webinar	
Governance Summit	Feb-10	Health Dept	1 Day
MACA Training	Jan-10	Jefferson City, MO	1 Day
HUD CDBG Training	Jan-10	HUD Regional Office	2 Days
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
HCCD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
Davis Bacon Prevailing Wage	Oct-09	Metropolitan Community College	1 Day
HUD Spring Training lead safe/debarment	Apr-09	HUD Regional Office	1 Day
Certified Building Official	Apr-09		
Performance Management	Mar-08		7.5 Hrs
Coaching and Counseling	Mar-08		7.5 Hrs
Administering Correction Action	Mar-08		7.5 Hrs
Human Resource Policy & Law	Mar-08		7.5 Hrs
Recruitment Selection	Mar-08		7.5 Hrs
Ethics as a Culture	Mar-08		4 Hrs

## Housing and Community Development Department Training Record

<b>Employee Name: D. Bossert Program Manager</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
MS Office 2007 Transition Training	Jan-10	Health Dept	
Economic Development Finance	Jan-10	Dallas, TX	5 Days
HCDD Staff Meeting	Nov-09	City Hall	
Monitoring HOME	May-09	Westin Crown Center	3 Days
Web Training	Sept. 2009	On-Line	3 Hrs
LIHTC	Sept. 2009	City Hall	2 Hrs
Fannie Mae/Bulk REO/Ralph Perry	Apr-09	City Hall	1 Hr
HUD Training	Apr-09	HUD Regional Ofc	4 Hrs.
HUD Monitoring/HOME/Completions Small Group Mts	Mar-09	HUD Regional Ofc	1.30 HR
Capacity Building/CDC/TA	Mar-09	HUD Regional Ofc	2 Hrs
McCaskill Economic Development Training Seminar	Feb-09	HUD Regional Ofc	8 Hrs.
Effective HOME Written Agreements	Apr-08		
City Contract Basics I	Jan-08		
City Contract Basics II	2008		
LUSI Training	Apr-07		
HUD Training	Dec-06	HUD Regional Office	
Using Analytical Procedures in non-profits	Dec-06		
Managing HOME	Nov-06		
CPD Performance Measurement Training	Aug-06		
HUD Training	Jul-06		
HUD Training IDIS	Jun-06		
HUD Training	Jun-06		
Certified HOME Specialist- Regulations	Jun-06		
HUD Training HOME	May-06		

**Housing and Community Development Department  
Training Record**

Technical Assistance Training for CDCs	Apr-06		
HUD Training CDBG Eligibility	Apr-06		
Introduction to ArcGis	Dec-05		
HOME Training	Sep-05		
Basically CDBG	Mar-04		
Building HOME	Oct-03		

**Housing and Community Development Department  
Training Record**

<b>Employee Name S. Hughes Program Manager</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 Days
HCDD Staff Meeting	Nov-09		2.5 Hrs.
HOME & NSP Training	Jun-09		
Monitoring HOME	May-09	Westin Crown Center	3 Days
HUD Spring Training	Apr-09	HUD Regional Ofc	5 Hrs,
Building Bridges	Dec-08		
Manage a Har-Free Env-Online	Apr-08		
Ethics Handbook	Apr-08		
Environmental Orientation	Jan-08		

**Housing and Community Development Department  
Training Record**

<b>Employee Name H. Cater Analyst</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HOME Certified Specialist - Regulations	Jul-10	Marriott Hotel KCMO	3 Days
By The Numbers CDBG	Apr-10	HUD, San Francisco, CA.	5 Days
Recovery Reporting for CDBG-R	Jan-10	HUD	
CDBG Requirements (Compliance, Monitoring, Nat'l Objective, Econ Dev.	Jan-10	HUD Regional Ofc	
Grants Management Training	Sep-09	HUD Regional Ofc	
NSP Training	Jul-09	HUD	
HOME Monitoring Training	May-09	ICF	
HOME & NSP Training	May-09	ICF	
Neighborhood Stabilization Progam	Oct-08	HUD	

**Housing and Community Development Department  
Training Record**

<b>Employee Name T. Neff HUD Environmental Review Coordinator</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
2006 International Energy Conservation Code (IECC)	Aug-10		1 Day
NSP Program & the Environmental Review Process	Jun-10	Webinar	
EPA Webinar (Toxic Release Inventory & How to Utilize in Reviewing Projects)	May-10	Webinar	
HUD Training	Feb-10	HUD Regional Ofc	2 Hours
HUD Environmental Training	2005-2009	HUD Regional Ofc	Once a Yr
HUD Training	Dec-06	HUD Regional Ofc	
Intro to Asbestos	2008	Office of Environmental Quality	

## Housing and Community Development Department Training Record

<b>Employee Name: Stephen Boniello Weatherization Program Supervisor</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
BPI Training	Apr-10	BPI Training	4 days
Lead Renovator Training	Apr-10	Titan Environment Svcs KCMO	1 day
Solar Panel Systems(Photovoltaic Systems)	Apr-10		4 days
Office 2007 Transition	Feb-10	Health Dept	4 Hrs
WAP 106 Review Training	Jan-10	Discovery Center	5 Hrs
Customer Focused Communication	Dec-09		
Infrared Camera	Nov-09		3 days
NEAT Training	Nov-09		3 days
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
Level I Infrared Training	Nov-10	Overland Park	8 Hrs
OSHA 10 Hr Training	Sep-09	MCC KCMO	10 Hrs.
Davis Bacon Training	Sep-09		
Ethics as a Culture	Aug-09		
Addressing Negative Attitudes	Aug-09		
Time Management	Aug-09		
Managing in an union environment	Jul-09		
Effective Business Writing	Jul-09		
Affordable Comfort Conference	Apr-09	Hilton Hotel In KCMO	3 Days
Managing and Valuing Diversity	Dec-08		
LEED Introduction	Jul-08		
Manage A Har-Free Workplace	Jun-08		
Tools for Trainers Part 2	May-08		
Tools for Trainers Part 1	Apr-08		
Environmental Orientation	Apr-08		

**Housing and Community Development Department  
Training Record**

Facilitator Certificate	Feb-08		
Performance Management	Nov-07		
Coaching and Counseling	Nov-07		
Administering Corrective Action	Nov-07		
Human Resources Policy and Law	Nov-07		
Recruitment Selection	Aug-07		
Ethics as a Culture	Aug-07		

## Housing and Community Development Department Training Record

<b>Employee Name: L. Christian Administrative Officer</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Get Ready to Compete	Mar-10	Human Relations Dept	
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 Days
Recovery Act Reporting (CDBG-R)	Jan-10	Webcast	1 HR
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
RECCR 2009 Housing & Employment Training Conference for CIVIL/HUMAN Right Workers &	Oct-09	Bartle Hall KCMO	3 Days
Foreclosure Resource Development	Jul-09		
Monitoring Home	May-09	Westin Crown Centr	3 Days
Fair Housing & Equal Opportunity	May-09		
HUD CPD Spring Training	Apr-09	HUD Regional Ofc	5 Hrs
Environmental Review Training	Apr-09		
Building Bridges	Dec-08		
Contract Basics	2008		
HUD CDBG Training	2008		
Basically CDBG Training	2008		
Effective Written Agreements	2008		
Ethical Issues In Contracting	2008		
Managing Development Projects	2007		
HUD Environmental Review Training	2007		
LUSI Training	2007		
City Contracting Basics	2007		
Drug & Alcohol Training	2007		
HR Training (Rules & Policy)	2007		
Building HOME	2007		
Successful Facilitator Certificate Programs	2007		

## Housing and Community Development Department Training Record

LIHTC Training	2007		
Effective Management of CDBG Subrecipients	2007		
Subrecipient Monitoring	2007		
Basically CDBG	2006		
Basically HOME & CDBG	2006		
Show me the Money	2006		
Performance Measurements	2006		
CDBG National Objectives	2006		
CDBG Training (Included relocation, CDBG Overview, National Objectives & Eligibility Activities	2006		
Basically HOME (Received Certification as HOME Program Specialist- Regulations	2006		
HOME Program	2006		

## Housing and Community Development Department Training Record

<b>Employee Name: Maggie Mujahid Administrative Assistant</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Administrative Professional Training	Apr-10	KCMO	1 Day
Each One Teach One	Apr-10		1 Day
CPR Training	Jan-10		
2007 Word	Jan-10	Overland Park Training Center	1 Day
2007 Excel Lvl 2	Jan-10	" "	1 Day
2007 Transition Training	Jan-10		4 Hrs
2007 Excel Lvl 1	Nov-09		1 Day
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
So You Want to be a Supervisor	Jul-09		
Notary Training	Jun-09		
Career Development	Feb-09		
Dynamic Communication Skills	Dec-08		1 Day
Building Bridges	Nov-08		1 Day
Leadership At Any Level	Sep-08		1 Day
Achieve A Har-Free Workplace	Jul-08		1 Day
MARC Business Writing	Jun-08	MARC	1 Day
Intro to Career Development	May-08		1 Day
Ethical Issues in Contracting	Apr-08		1 Day
Environmental Orientation	Apr-08		1 day
PeopleSoft Basics	Feb-08		1 Day
City Contracting Basics I	Feb-08		1 Day
Multimedia Magic	Feb-08		1 Day
PS CRM Intermediate	Feb-08		1 Day
PS CRM Intro	Jan-08		

## Housing and Community Development Department Training Record

<b>Employee Name: Sarah Cecil Senior Administrative Assistant</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Occupational Safety & Health Management Systems Univ of Florida	Jun-10	Fire Dept KCMO	1 Day
PS Financial Intermediate	Apr-10	Health Dept.	4 Hrs
2007 Office Transition Training	Jan-10	Health Dept.	4 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
LIHTC Training	Sep-09	City Hall	2 Hrs.
I-9 Training	Mar-09	City Hall	2 Hrs.
Building Bridges	Dec-08		
Achieve A Har-Free Workplace	Dec-08		
MARC Image Essentials	Mar-07		
MSS Human Resources	Apr-06		
Recruitment Selection	Mar-06		
Human Resource Policy and Law	Mar-06		
Administering Corrective Action	Mar-06		
Coaching and Counseling	Mar-06		
Performance Management	Feb-06		
Managing in a Union Environment	Feb-06		
Variable Pay Rollout	Jan-06		
Environmental Service Intern	Jun-04		

## Housing and Community Development Department Training Record

<b>Employee Name: Twintenia Strother Administrative Officer</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HOME Certified Specialist- Regulations	Jul-10	KC Marriott KCMO	3 Days
Office 2007 Transition	Jan-10	Health Dept	4 Hrs
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 Days
Publisher 2007 L1	Jan-10		
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
RECCR 2009 Housing & Employment Training Conference for Civil/Human Rights Workers &	Oct-09	Bartle Hall KCMO	3 Days
HUD Training (AARA & CDBG-R)	Jan-10	Webcast	1 HR
Dealing w/Difficult Customers	May-09	City Hall	
Stress Management	May-09	City Hall	
Building Bridges	Nov-08		1 Day
Leadership at Any Level	Sep-08		1 Day
MARC Business Writing	Sep-08		
MARC Business Writing Grammer	Sep-08		
Achieve A Har-Free Workplace	Jul-08		
Intro to Career Development	Mar-08		
Drive to Survive	Mar-08		
Dynamic Communication Skills	Feb-08		
Number Skills Workshop	Jan-08		
Word Level 2	Sep-07		
Environmental Orientation	Sep-07		
Introduction to Access	Sep-07		
Environmental Orientation	Jul-07		
Excel II	Nov-01		

## Housing and Community Development Department Training Record

<b>Employee Name: Jerome Robins Program Manager</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 Days
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
State of Missouri Neighborhood Stabilization Program	Jul-09	Jefferson City, MO	
NSP Training Implementation for 2008 Formula Grants	Jul-09	Chicago, IL	
Monitoring HOME:Ensuring Program Compliance-KC	May-09	Westin Crown Center KCMO	3 Days
HOME & NSP: Creating Affordable Housing, Stabilization Neighborhood	May-09	Columbus, OH	

**Housing and Community Development Department  
Training Record**

<b>Employee Name: Roger Stewart Municipal Court Fund Program Supv</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Addressing Negative Attitudes	Mar-10	City Training	1 Day
Lead Renovator Training	Apr-10	Titan Environmental Svcs KCMO	1 Day
HUD CDBG Training	Jan-10	HUD Ofc KCKS	2 Days
WAP 106 Process Training	Jan-10	Discovery Center	4 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
Construction Safety & Health OSHA Training	Sep-09	Metropolitan Community College KCMO	10 Hrs
Affordable Comfort Conference	Apr-09	Hilton Hotel KC	3 days
Human Resource Training	Jan-09	Mohart Center KCMO	4 Hrs

**Housing and Community Development Department  
Training Record**

<b>Employee Name: Carl Boyd Administrative Officer</b>		<b>Location</b>	<b>Length of Class</b>
<b>Name of Class</b>	<b>Date of Class</b>		
HOME Certified Specialist- Regulations	Jul-10	Marriott Hotel KCMO	3 Days
Word 2007- Level 1	May-10	New Horizons Computer Learning Center	1 Day
Access 2003 Level 1	Apr-10	New Horizons Computer Learning Center	1 Day
Excel 2003 Level 1	Apr-10	New Horizons Computer Learning Center	1 Day
HUD CDBG Training	Jan-10	HUD Ofc KCKS	2 Days
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
New Employee Orientation	Sep-09	City Hall	
Diversity Training	Dec-09	On Line	

**Housing and Community Development Department  
Training Record**

<b>Employee Name: Yi-Ting Wang</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HOME Certified Specialist Regulations	Jul-10	Marriot Hotel KCMO	3 Days
Determining Income & Allowances	Jun-10		2 Days
Business Writing	Jun-10		1 Day
Acess I	May-10	Horizons	2 Days
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 Days
Basic HOME & CDBG	May-09		
Monitoring HOME: Ensuring Program Compliance	May-09	Western Crown Center	3 Days

## Housing and Community Development Department Training Record

<b>Employee Name: Bob Jackson Division Manager Property Preservation</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Telephone Billing Training	Jul-10	City of KCMO Health Dept	2 Hrs
DOE Webinar On New Voluntary Technical Guidelines	Jul-10	Webinar	1 Hr
Center for Civic Excellence	Jun-10	Hyatt Regency Hotel	4 Hrs
Lead Renovator Training	Apr-10	Titan Environmental Svcs KCMO	1 Day
Governance Summit Training w/CDC's	Feb-10	Health Dept	1 Day
DOE Webinar Everything you need to know about the Modified Worker Wage Determinations	Feb-10	Webinar	1.5 Hrs
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 days
WAP 106 Process Training	Jan-10	Discovery Center	5 Hrs
FMLA Training	Dec-09	Health Training	2 Hrs
HUD:Building Energy Star Qualified Homes & Incorporating Energy & Green Building Practices	Dec-09	San Francisco	2 days
HUD & NSP:Creating Affordable Housing, Stabilizing Neighborhoods Training	Oct-09	Los Angeles	3 Days
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
Office 2007 Transition Training	Nov-09	Health Dept	4 Hrs
LIHTC	Sep-09	City Hall	2 Hrs
Davis Bacon	Sep-09		
Travel Account Training	Jun-09		
MSS Time & Labor	Feb-09	Health Dpt	
HR Roundable	Jan-09	Mohart Center	
Managing and Valuing Diversity	Oct-08		1 Day
Manage A Har-Free Workplace	Aug-08		1 Day
Time Management	Jul-08		1 Day
Procurement Card Training	Jun-08		1 Day
Active Listening Workshop	Apr-08		1 Day
Facilitator Certificate	Feb-08		1 Day

## Housing and Community Development Department Training Record

Motivation and Recognition	Feb-08		1 Day
Building Effective Teams	Dec-07		1 Day
Coaching for Improved Performance	Dec-07		1 Day
Communication Skills for Supervisors	Nov-07		1 Day
HR Rules and Policy Supervisors	Aug-07		1 Day
Asbestos Awareness	Mar-07		1 Day
LEED Introduction	Mar-07		1 Day
Variable Pay Plan Rollout	Jan-06		1 Day
Performance Management	Dec-04		1 Day
Coaching and Counseling	Dec-04		1 Day
Administering Correction Action	Dec-04		1Day
Human Resource Policy & Law	Dec-04		1 Day
Recruitment Selection	Dec-04		1 Day
Ethics as a Culture	Dec-04		1 Day
MOU Web Conference	Aug-04		1 Day
Ethics Handbook Training	Apr-01		
Environmental Orientation	Nov-00		
Unlawful Sexual Harassment	Jun-98		
Introduction to Lotus Notes	Jun-98		

**Housing and Community Development Department  
Training Record**

<b>Employee Name: Daniel Schmelzinger Division Mgr. Program Planning &amp; Mgmt Division</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 days
Managing & Valuing Diversity	Dec-08		
Hazwoper Supervisor	Dec-08		
Procurement Card Training	Dec-08		
Manage A Har-Free Workplace	Jun-08		
Environmental Orientation	Apr-08		
New Employee Orientation	Apr-07		

## Housing and Community Development Department Training Record

<b>Employee Name: Shirley Winn, Director</b>			
<b>Name of Class</b>	<b>Date of Class</b>	<b>Location</b>	<b>Length of Class</b>
Economic Development in Underserved Communities: Where Research and Practice Meet.	Sept 9-10	Federal Reserve Bank	2 Days
All American City-Center for Civil Excellence Innovation Forum "The How in Addressing Comm. Challenges	Jun-10	Hyatt Regency Crown Center	4 Hrs
Community Development Quarterly Speaker Series	May-10	Federal Reserve Bank	4 Hrs
Who Benefits from Short Sales HAFA (HOME Affordable Foreclosure Alternatives)	May-10	Federal Reserve Bank	4 Hrs
Negotiate This	Apr-10	Reece Nichols Training Center	3 Hrs
Federal Fair Housing	Apr-10	Reece Nichols Training Center	3 HR
Representation Options in the State of MO	Apr-10	Reece Nichols Training Center	3 Hrs
The Revised Resale Contract of KCRAR	Apr-10	Reece Nichols Training Center	3 Hrs
Critical Decision Making: The Role of Constructive Conflict	Apr-10	The Institute of Management Studies	1 Day
Goverance Summit Training w/CDC's	Feb-10	Health Dept	1 Day
HUD CDBG Training	Jan-10	HUD Regional Ofc	2 Days
IMS Managing Competing Demands: Getting it Done & Having a Life	Jan-10	Ritz Charles	1 Day
HUD CPD Spring Training	Jan-10	HUD KCKS	2 Days
Office 2007 Transition Training	Jan-10	Health Dept	4 Hrs.
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
LIHTC Training	Sep-09	City Hall	2 Hrs.
MARC Business Writing	Aug-09	MARC	1 Day
Davis Bacon Training by DOE	Jun-09	Webinar	2 Days
Monitoring Home Training	May-09	Westin Crown Center	3 Days
HUD CPD Spring Training	Apr-09	Embassy Suites	8 Hrs.
Building Effective Teams	Jan-09	Pioneer College	4 Hrs.
Motivation and Recognition	Jan-09	City Training	1 Day
Coach for Improved Performance	Jan-09	City Training	1 Day
Communication Skills for Suprvisors	Dec-09	City Training	1 Day

**Housing and Community Development Department  
Training Record**

Managing and Valuing Diversity	Oct-08	City Training	1 Day
Recruitment Selection	Sep-08	City Training	1 Day
Manage A Har-Free Workplace	Jun-08	City Training	1 Day
Ethics as a Culture	Apr-08		
Administering Correction Action	Mar-08		
Human Resource Policy & Law	Mar-08		
Performance Management	Mar-08		
Coaching & Counseling	Mar-08		

**Housing and Community Development Department  
Training Record**

<b>Christopher Anzicek: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Lenth of Class</b>
Lead Renovator Training	Apr-10	Titan Environmental Svcs KCMO	1 Day
BPI Certification	Mar-10	Hathmore Technologies	4 days
WAP Process 106 Process	Jan-10	Discovery Center	5 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
Building Bridges to Understanding Training Program	Nov-09		1.5 Hrs.
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
City Employee Orientation Retirement, Sexual Harrasment, Benefits	Jul-09		8 Hrs.
New Employee Orientation	May-09	City Hall	7 Hrs.

## Housing and Community Development Department Training Record

<b>Aaron Biswell: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Lead Renovator Training	10-Apr	Titan Environmental Svcs KCMO	1 day
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
Customer Focused Communication	Dec-09		
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
Building Bridges	Oct-08		
Achieve A-Har-Free Workplace	Jul-08		
CPR/First Aid	Nov-07		
New Employee Orientation	Nov-07		

**Housing and Community Development Department  
Training Record**

<b>Danny Biswell: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Lead Renovator Training	Apr-10	Titan Environmental Training KCMO	1 day
Customer Focused Communication	Jan-10	City Training	8 Hrs
CS in the Public Section	Jan-10	City Training	8 Hrs
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
Stress Management	Dec-09		
Diversity Training	Dec-09	On-Line Training	1.5 Hrs.
Office 2007 Transition Training	Dec-09	Health Department	4 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
City Employee Orientation Retirement, Sexual Harasment, Benefits	Jul-09		8 HRS.
New Employee Orientation	May-09	City Hall	7 Hrs.

**Housing and Community Development Department  
Training Record**

<b>Gary Clark: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Lead Renovator Training	10-Apr	Titan Environmental Svcs KCMO	1 day
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
Affordable Comfort Home Repair Technician Conference	Apr-10	Hyatt Regency KCMO	

**Housing and Community Development Department  
Training Record**

<b>R. Henry: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Renovator Initial-English Per 40 CFR Part 745.225	4/16/2010	Titan Environmental Svcs KCMO	1 day
Lead Renovator Training	10-Apr	Titan Environmental Svcs KCMO	1 day
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
Affordable Comfort Home Repair Technician Conference	Apr-10	Hyatt Regency KCMO	2.5 Days

**Housing and Community Development Department  
Training Record**

<b>Bruce Johnson: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Lead Renovator Training	Apr-10	Titan Environmental Svcs KCMO	1 day
BPI Training	Mar-10		4 Days
Office 2007 2007 Transition Training	Jan-10	Health Dept	4 Hrs
Section 106 Historical Review Process	Jan-10		8 Hrs.
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
Diversity Training	Dec-09	Online	1.5 Hrs.
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
New Employee Orientation	Jul-09	City Hall	8 Hrs.
City Employee Orientation Retirement, Sexual Harrasment, Benefits	May-09	City Hall	7 Hrs.

## Housing and Community Development Department Training Record

<b>Ed Rogge: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Renovator Initial-English Per 40 CFR Part 745.225	4/23/2010	KCMO	1 Day
Lead Renovator Training	Apr-10	Titan Enviornmental Svc KCMO	8 Hrs
Conflict Management using the Strength Deployment Instrument	Apr-10	MARC	3.5 Hrs
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
OSHA Training Course	Sep-09	MCC KCMO	10 Hrs.
Home Weatherization Training Classes & BPI Testing	Jun-09		4 Days
Affordable Comfort Conference	Apr-09	Hilton Hotel	3 Days
Advanced Diagnostics	Oct-08	Linn, MO	4 Days
Weatherization Theory & Building Science	Sep-08	Linn, MO	4 Days
NEAT/MHEA Basics	Aug-08	Linn, MO	3 Days

**Housing and Community Development Department  
Training Record**

<b>R. Smith: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Lead Renovator Training	Apr-10	Titan Environmental Svcs. KCMO	1 day
WAP 106 Process	Jan-10	Discovery Center	5 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs.
Level I Thermography	Nov-09	Overland Park, KS	4 Days
OSHA 10 Training	Sep-09	MCC-KCMO	10 Hrs
Affordable Comfort Home Repair Technical Conference	Apr-09	Hyatt Regency KCMO	2.5 Days
Building Analyst Professional (BPI) Certified to Pass Field Test	Oct-08		

**Housing and Community Development Department  
Training Record**

<b>T. Smith: Housing Rehab Specialist</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
Office 2007 Transition Training	Nov-09	Health Dept.	3 Hrs.
OSHA 10 Hr. Training	Sep-09	MCC KCMO	10 Hrs
Home Weatherization Training Classes & BPI Testing	Sep-09	Energy & Environmental Training	5 Days
Advanced Diagnostics	Oct-08	Linn State Techncl College Linn, MO	
Weatherization Theory & Building Science	Sep-08	Linn State Techncl College Linn, MO	
Affordable Comfort Conference Weatherization Trainig	Apr-09	Hilton Hotel KCMO	2 Days

## Housing and Community Development Department Training Record

<b>Paul Stallings: Code Enforcement Officer</b>	<b>Date of Training</b>	<b>Location</b>	<b>Length of Class</b>
Lead Renovator Training	Apr-10	Titan Environ. Svcs	8 Hrs
HCDD Staff Meeting	Nov-09	City Hall	2.5 Hrs
OSHA Certificate Training	Sep-09	MCC KCMO	10 Hrs.
Affordable Comfort Home Repair Technical Conference	Apr-09	Hyatt Regency KCMO	2.5 Days
Building Bridges	Nov-08		
Achieve A Har-Free Workplace	Jul-08		
Environmental Orientation	Apr-08		
Coaching and Counseling	Dec-04		
Administering Corrective Action	Dec-04		
Human Resource Policy and Law	Dec-04		
Recruitment Selection	Dec-04		
MOU Web Conference	Dec-04		
Multimedia Magic	Jan-02		
Ethics Handbook Training	Feb-01		
Design Workshop	Dec-00		
Environmental Orientation	Nov-00		
Tools for Trainers	Jun-00		
Each One Teach One	Feb-00		
Excellence in Customer Service	Nov-98		
Unlawful Sexual Harrasment	Oct-98		

**APPENDIX 5**  
ORDINANCE NO. 090437

Establishing a Technical Review Committee to assist in the financial review and underwriting of development proposals seeking financial assistance from the City using Community Development Block Grant or HOME Investment Partnership Program funding provided by the U.S. Department of Housing and Urban Development.

WHEREAS, prior to 2005, the City provided funding received from the U.S. Department of Housing and Urban Development (HUD) to the Housing and Economic Development Finance Corporation (HEDFC) through annual contracts for the purpose of administering housing and community development programs for the City; and

WHEREAS, the City has prepared an Asset Transfer and Capacity Building Plan (Plan) for submission to the U.S. District Court for the Western District of Missouri in the case styled *City of Kansas City, Missouri v. HEDFC*, Case No. 4:05-CV-00368-GAF, as part of its request for transfer of the assets of HEDFC to the City; and

WHEREAS, in response to HUDs concern over the Citys technical expertise to pursue and assess large commercial and multi-family housing projects funded with Community Development Block Grant or HOME Investment Partnership Program funds, the City has included as part of that Plan a provision for a Technical Review Committee to assist City staff in developing capacity and reviewing and evaluating commercial and multi-family development projects and loans involving more than \$500,000.00 or as needed; and

WHEREAS, the use of an advisory group from the private sector to evaluate requests for public support from developers was recommended in the December 2006 Report of the Housing Policy and Oversight Committee, an advisory committee comprised of fifteen citizens which was established to recommend a consolidated housing policy to the Council; and

WHEREAS, such Technical Review Committee should be comprised of members who have expertise and knowledge in areas of real estate, property management, and commercial lending; NOW, THEREFORE,

**BE IT ORDAINED BY THE COUNCIL OF KANSAS CITY:**

Section 1. That the Technical Review Committee is established for a period not to exceed twenty-one months from the effective date of this ordinance to assist in the financial review, evaluation and underwriting of development projects utilizing or seeking financial assistance from the City through U.S. Department of Housing and Urban Development Community Development Block Grant or HOME Investment Partnership Program funding in excess of \$500,000.00 or as needed.

Section 2. That the Technical Review Committee members be appointed by the Mayor, and consist of three members to be represented by individuals from the private sector with demonstrable commercial and/or multifamily housing experience in the fields of real estate, property management, and commercial lending.

Section 3. That the Technical Review Committee shall be responsible for reviewing development applications as requested by the Acting Director of the Housing and Community Development Department and recommending a course of action for the City to pursue. Factors to be considered in formulating such recommendations shall include, but not be limited to: (a) the financial capacity of the developer to successfully complete and operate the project; (b) the economic feasibility of the project; (c) the economic viability and continued affordability of the project; and (d) the amount of subsidy required.

Approved as to form and legality:

Nicole Rowlette  
Assistant City Attorney

## APPENDIX 6

### SERVICE DELIVERY COORDINATION

The City of Kansas City is a large, complex organization. Characteristic of every organization similar to us is the requirement to rely on numerous service delivery mechanisms. It is not possible, nor practical, to attempt to create a singular delivery system. However, it is essential that there be some coordination to maximize services with limited resources.

Listed below are the services and activities the City will implement within the targeted areas. Some services are the sole responsibility of one department or agency, but for many others, coordination is required to ensure superior service delivery.

- i. Code Enforcement. The Division will perform systematic inspections of the neighborhood. The exterior of each property will be inspected for violations of the property maintenance and nuisance codes. The enforcement process will be utilized to encourage the correction of deficiencies found. (see Coordination Table)
- ii. Dangerous Building Demolition and Board Up. Vacant buildings discovered during the systematic inspection will be referred to Dangerous Buildings, who will determine if the building should be demolished. Buildings that cannot be repaired will be demolished. Similarly, open to entry buildings will be boarded. In the effort to retain/restore infrastructure, the Building Reuse Program will evaluate the value of repairable buildings. (see Coordination Table)
- iii. Municipal Correctional Institution. Inmates will assist with clean ups, weed mowing and similar tasks. (see Coordination Table)
- iv. Municipal Court Fund and Minor Home Repair. Grants up to \$10,000 will be provided to assist low-income owners with home repairs. (see Coordination Table)
- v. Weatherization. The Division may provide advice and assistance to residents regarding weatherizing homes to improve energy efficiency and lower energy costs. (see Coordination Table)
- vi. Human Services. The Division will help to ensure residents are receiving services for which they are eligible, such as child care assistance and free meals. (see Coordination Table)
- vii. Neighborhood Services. The Division will assist with coordinating program activities, setting up community meetings and supporting crime prevention efforts. (see Coordination Table)
- viii. Animal Control. The Division will hold a free rabies vaccination and pet licensing clinic in the neighborhood. This is followed by an intensive enforcement effort to ensure every dog, cat, and ferret is vaccinated and licensed. Low cost spaying or neutering of pets will be offered. Animal Control Officers also look for stray dogs and animal abuse situations during this effort.
- ix. Abandoned Vehicle Towing. All abandoned vehicles on streets will be towed. The Tow Services Division will assess no charge for vehicles towed from private property at the request of the property owner. Vehicles in violation of the Nuisance Code are also towed from private property when the property owner, or tenant, fail to remove them after being notified and given the opportunity to comply.
- x. Regulated Industries. Regulated businesses like liquor stores and bars will be investigated to ensure all required licenses and permits are current and that the businesses are operated in accordance with code requirements. Where patrons of licensed businesses are causing a nuisance

in the neighborhood, the business operator and neighborhood representatives will work with staff to find a resolution.

- xi. Weed Mowing. Mowing of vacant property will be performed to maintain the vegetation height less than fifteen (15) inches, approximately five (5) times per growing season. Similarly, the mowing of Land Trust or City property will be performed to maintain a vegetation height of less than ten (10) inches.

#### B. Public Works

- i. Refuse Disposal (special cleanup activity support). Dumpsters and special bulky item pickups will be arranged to support neighborhood cleanup efforts. (see Coordination Table)
- ii. Curbs and Sidewalks. All curbs and sidewalks within the neighborhood will be inspected, repaired or replaced as needed. Staff will work with neighborhood representatives to prepare and submit the necessary PIAC requests.
- iii. Street/Traffic Signs. All traffic signs and signals will be inspected, repaired and replaced as needed.
- iv. Street Maintenance. Streets and alleys, if present, will be inspected, repaired or repaved as needed. Whenever repaving is scheduled to occur within a five (5) year plan, the schedule will be adjusted in order to repave the street during the NIP term.
- v. Street Lights. Street lights will be inspected, repaired or replaced as needed. Street lights are to be added at locations where it is necessary to improve traffic safety or deter crime.

#### C. Water Department

- i. Tire Disposal. Collection of waste tires found during cleanup efforts will be performed. (see Coordination Table)
- ii. Catch Basin Maintenance. Catch basins are to be cleaned, repaired or replaced as needed.
- iii. Storm Water Issues. Areas of frequent flooding will be assessed to determine the appropriate drainage improvements needed. Improvements will be made where it is practical to do so.
- iv. Water Main and Sewer Lines. Aging water and sewer lines will be repaired and replaced where practical to do so.
- v. Fire Hydrants. Hydrants discovered by the Fire Department to be defective will be repaired.
- vi. Household Hazardous Waste Collection. In conjunction with the Water Department, this department will provide educational presentations and material that advise residents of proper methods of disposing of household hazardous wastes. Mobile collection events will be scheduled in the neighborhood to facilitate proper disposal.

#### D. Office of Civic and Community Engagement

- i. Youth programs. Help set up programs for the youth who live in the neighborhood.

#### E. Finance Department

- i. Linked Deposit Program. Low interest home repair loans may be made available through the Program.

#### F. Planning and Development

- i. Maps. Various maps of the neighborhood will be prepared to assist with planning, analysis and event scheduling activities.

- ii. Review Zoning. Zoning designations for the neighborhood will be reviewed to determine if rezoning is appropriate. In some cases, it may be desirable to rezone areas of the neighborhood.
- iii. Census Data. Census data for the neighborhood will be compiled and reported for planning and analysis. Information on housing type and age, resident ages, and income information will help determine the nature of services and amount of resources needed.
- iv. Zoning Enforcement. Zoning code enforcement will be utilized when violations are found to exist.

#### G. Health Department

- i. Lead Screening. Blood lead level screening will be offered for all children in the neighborhood. Homes will be inspected for lead health hazards when elevated levels are found in the blood of children who live in them.
- ii. Women Infant Children Program. Information about this program will be distributed to ensure all who are eligible are aware of the availability of the program.
- iii. Immunizations. Information will be distributed and immunizations offered to ensure all neighborhood children are current with required immunizations.

#### H. Parks and Recreation

- i. Park Property. All parks in the neighborhood will inspected and deficiencies corrected. Some capital expenditures may be authorized to add playground equipment or similar items to improve the parks.
- ii. Street Trees. Trees along the streets are inspected, trimmed or removed as needed. New trees will be planted to replace missing trees if necessary.

#### I. Police Department

- i. Close Drug Houses. Police and the Drug Abatement Response Team will work together to close any drug houses that are discovered in the neighborhood. (see Coordination Table)
- ii. Crime Statistics. Crime statistics for the neighborhood will be compiled and reported on a quarterly basis to the City Manager and the Director of NCSD.
- iii. Crime Prevention. Police, working with neighborhood representatives, and city staff, are to develop recommendations to reduce the occurrence of crimes in the neighborhood and then assist with implementation of the recommended actions.

#### J. Fire Department

- i. Smoke Detectors. Low cost or no cost smoke detectors will be provided to neighborhood residents who do not have them. Information about carbon monoxide detectors will also be distributed.
- ii. Inspections of Buildings. All apartments and businesses covered by the Fire Code will be inspected for compliance with code requirements.
- iii. Fire Prevention Education. Fire prevention education presentations will be conducted at neighborhood schools and community meetings.
- iv. Fire Hydrants. The fire department will test hydrants to ensure they are in proper working order and report those that need maintenance to Water Services. They may also coordinate the painting of fire hydrants and the installation of new fire hydrants where needed.

#### K. Kansas City Missouri Homesteading Authority

- i. Acquire, Rehab and Sell Abandoned Houses. Houses that have been abandoned may be acquired through various methods authorized by law. They may be sold to new owners who will rehabilitate them, or they may be rehabilitated and then sold. Assistance with mortgage financing may be available for qualified buyers. The goal is for the homes to be owner occupied. (see Coordination Table)

#### L. Housing Department

- i. Infill Construction. Construction of new homes on vacant lots in the neighborhood may be done where practical. (see Coordination Table)
- ii. Home Investment Funds. Home Investment Funds will be used in partnership with nonprofit groups to build, buy, and rehabilitate affordable housing for rent or homeownership. (see Coordination Table)
- iii. Community Development Block Grants. CDBG funds will be used to acquire real property, rehabilitate residential structures, construct public facilities and improvements, support activities relating to energy conservation and renewable energy resources, and provide assistance to profit-motivated businesses to carry out economic development and job creation/retention activities. (see Coordination Table)
- iv. Low Interest Rehabilitation Loans. Low interest loans to pay for repairs and improvements to homes will be made available to qualified homeowners. (see Coordination Table)
- v. Rehab Rebates. Limited rebates of repair costs may be made available to any homeowner who makes home repairs during the program. (see Coordination Table)
- vi. Homeownership Assistance. Provide increased levels of mixed-income, single-family and multi-family housing to low income households through development support, financing and community development services.

#### M. Land Trust of Jackson County

- i. Property Sales. Land Trust will attempt to dispose of all their property that is located in the neighborhood. (see Coordination Table)

#### N. Neighborhood Organization

- i. Communication. The neighborhood organization will help to ensure residents are aware of program activities and are committed to its success. Newsletters and neighborhood meetings are acceptable formats to facilitate this communication. (see Coordination Table)
- ii. Volunteer Activity. Volunteers are needed to assist with neighborhood cleanups and to provide assistance with repairs to senior homeowners in the neighborhood. (see Coordination Table)
- iii. Private/Foundation Financial Support. The neighborhood organization may contact area businesses, community corporations and foundations to seek donations and grants to provide assistance. Businesses may be encouraged to “adopt” the neighborhood, a block in the neighborhood, or even one hardship homeowner. Tools may be loaned or donated and employees may be encouraged to spend a workday as a volunteer. (see Coordination Table)
- iv. Coordinate Meetings. The neighborhood organization will help coordinate meetings held in the neighborhood to facilitate program operations. (see Coordination Table)
- v. Apply for state Neighborhood Assistance Program credits. Obtaining these credits is helpful in attracting donations to support the program because donors receive tax credits in addition to tax deductions. (see Coordination Table)

#### O. Faith Based Organizations.

- i. Volunteers. Neighborhood churches and other faith based organizations may provide volunteers to assist with program activities. (see Coordination Table)
- ii. Host Meetings. Some meetings may be held in neighborhood churches and other faith based facilities. (see Coordination Table)
- iii. Support for Low Income Residents. Faith based organization may be able to offer some assistance in hardship situations. This could be in the form of financial assistance, providing volunteer handymen to make repairs, etc. (see Coordination Table)
- iv. Communications. Announcements funneled through faith based organizations will help ensure neighborhood residents are aware of program activities. (see Coordination Table)

P. Full Employment Council – MO Division of Employment Security?

- i. Job Placement Assistance. There will be a special effort to find employment for unemployed or underemployed residents if this is found to be a need. Activities may include job fairs in the neighborhood and educational seminars on how to prepare a resume and job interview techniques. It may be possible to team up with some employers to focus their recruitment efforts in the neighborhood. (see Coordination Table)
- ii. Skills Training. Information will be presented to ensure residents know what skill training opportunities exist. (see Coordination Table)

Q. School District

- i. Volunteer Activity. Students can volunteer to support program activities. Schools may encourage this activity with some special incentives. (see Coordination Table)
- ii. Host Meetings/Events. Some meetings and program events may be held at neighborhood schools. (see Coordination Table)

R. Business Community/Foundations

- i. Volunteers. Businesses can allow their employees to spend a day on a special activity in the neighborhood. For example, they could clean up a property, paint a senior citizen's house or plant trees in a neighborhood park. This serves as a team-building exercise for the business while providing a charitable service for the neighborhood. (see Coordination Table)
- ii. "Adopt" Homes, Blocks or Neighborhoods. Businesses can adopt as much as they can handle and provide resources to support the program.
- iii. Resources (e.g. financial, tools or discounts). Businesses may fund special grant programs, provide tools for clean up and repair activities or offer discounts for goods or services. For example, a lumber company could offer a discount on materials purchased by residents of the neighborhood. A bank or larger corporation may fund a small repair grant program. There are many possibilities. (see Coordination Table)

S. Economic Development Corporation

- i. Land Clearance for Redevelopment Authority. May assist with purchase and clearing land for urban renewal projects and assist with financing of the projects within the area. (see Coordination Table)
- ii. Tax Increment Financing. TIF projects will be considered and where appropriate TIF will be used to finance public improvements in the area and perhaps provide assistance with home repairs. (see Coordination Table)

- iii. Economic Development. EDC will promote revitalization of business within the area by encouraging appropriate businesses to relocate to the area or existing businesses to expand. (see Coordination Table)

T. State Agencies

- i. Many residents in the neighborhood will receive, or qualify for, social service programs administered by the State of Missouri.

## TARGETED AREA SERVICE DELIVERY

Entity (Green = Lead Entity, Blue = Support Entity)

Activities and Services		Neighborhood and Community Services Department	Public Works	Water Department	Finance Department	Planning & Development Department	Police Department	KC Homesteading Authority	Housing Department	Land Trust of Jackson County	Neighborhood Organization	Faith Based Organization	Full Employment Council	School District	Business Community / Foundations	Economic Development Corporation	State Agencies
		A	B	C	E	F	I	K	L	M	N	O	P	Q	R	S	T
1	Code Enforcement - The Department will perform systematic inspections of the neighborhood. The exterior of each property will be inspected for violations of the property maintenance and nuisance codes. The enforcement process will be utilized to encourage the correction of deficiencies found.	A4, E10, L5, L16, L17, S36															
2	Dangerous Building Demolition and Board Up - Vacant buildings discovered during the systematic inspection will be referred to Dangerous Buildings, who will determine if the building should be demolished. Buildings that cannot be repaired will be demolished. Similarly, open to entry buildings will be boarded. In the effort to retain/restore infrastructure, the Building Reuse Program will evaluate the value of repairable buildings.	I11, K12, S35, S36															
3	Municipal Correctional Institution - Inmates will assist with clean ups, weed mowing and similar tasks.	B8, C9, N20															
4	Municipal Court Fund and Minor Home Repair - Grants up to \$10,000 will be provided to assist low-income owners with home repairs.	A1, L5, L16, L17, S36															
5	Weatherization - The Division may provide advice and assistance to residents regarding weatherizing homes to improve energy efficiency and lower energy costs.								A1, A4, L16, L17, S36								
6	Human Services - The Division will help to ensure residents are receiving services for which they are eligible, such as child care assistance and free meals.	O26, T38															
7	Neighborhood Services - The Division will assist with coordinating program activities, setting up community meetings and supporting crime prevention efforts.	N19, N20, N22, O24, O25, O27, Q30, Q31, R32, R33, R34															
8	Refuse Disposal - Dumpsters and special bulky item pickups will be arranged to support neighborhood cleanup efforts.		A3, C9, N20, O24														
9	Tire Disposal - Collection of waste tires found during cleanup efforts will be performed.			A3, B8, N20, O24													
10	Linked Deposit Program - Low interest home repair loans may be made available through the Program.				A1												
11	Close Drug Houses - Police and the Drug Abatement Response Team will work together to close any drug houses that are discovered in the neighborhood.						A2, K12, L16, L17										
12	Acquire, Rehab, and Sell Abandoned Houses - Houses that have been abandoned may be acquired through various methods authorized by law. They may be sold to new owners who will rehabilitate them, or they may be rehabilitated and then sold. Assistance with mortgage financing may be available for qualified buyers. The goal is for the homes to be owner occupied.							A1, I11, L14, L15, L16, L17, S35, S36									
13	Infill Construction - Construction of new homes on vacant lots in the neighborhood may be done where practical.								L14, L15, M18, S35								
14	Home Investment Funds - Home Investment Funds will be used in partnership with nonprofit groups to build, buy, and rehabilitate affordable housing for rent or homeownership.								K12, L13, M18, S35								
15	Community Development Block Grants - CDBG funds will be used to acquire real property, rehabilitate residential structures, construct public facilities and improvements, support activities relating to energy conservation and renewable energy resources, and provide assistance to profit-motivated businesses to carry out economic development and job creation/retention activities.								I11, K12, L5, L13, M18, S35								
16	Low Interest Rehabilitation Loans - Low interest loans to pay for repairs and improvements to homes will be made available to qualified homeowners.								A1, A4, I11, K12, L5, M18								

## TARGETED AREA SERVICE DELIVERY

Entity (Green = Lead Entity, Blue = Support Entity)

Activities and Services		Neighborhood and Community Services Department	Public Works	Water Department	Finance Department	Planning & Development Department	Police Department	KC Homesteading Authority	Housing Department	Land Trust of Jackson County	Neighborhood Organization	Faith Based Organization	Full Employment Council	School District	Business Community / Foundations	Economic Development Corporation	State Agencies
		A	B	C	E	F	I	K	L	M	N	O	P	Q	R	S	T
17	Rehab Rebates - Limited rebates of repair costs may be made available to any homeowner who makes home repairs during the program.								A1, A4, I11, K12, L5, M18								
18	Property Sales - Land Trust will attempt to dispose of all their property that is located in the neighborhood.									K12, L, S35							
19	Communication - The neighborhood organization will help to ensure residents are aware of program activities and are committed to its success. Newsletters and neighborhood meetings are acceptable formats to facilitate this communication.										A7, N22, O27						
20	Volunteer Activity - Volunteers are needed to assist with neighborhood cleanups and to provide assistance with repairs to senior homeowners in the neighborhood.										A7, B8, C9, O24						
21	Private/Foundation Financial Support - The neighborhood organization may contact area businesses, community corporations and foundations to seek donations and grants to provide assistance. Businesses may be encouraged to "adopt" the neighborhood, a block in the neighborhood, or even one hardship homeowner. Tools may be loaned or donated and employees may be encouraged to spend a workday as a volunteer.										A6, A7, R33, R34						
22	Coordinate Meetings- The neighborhood organization will help coordinate meetings held in the neighborhood to facilitate program operations.										A7, N19, O25						
23	Apply for State Neighborhood Assistance Program Credits - Obtaining these credits is helpful in attracting donations to support the program because donors receive tax credits in addition to tax deductions.								L								
24	Volunteers - Neighborhood churches and other faith based organizations may provide volunteers to assist with program activities.											A7, B8, C9, N20					
25	Host Meetings - Some meetings may be held in neighborhood churches and other faith based facilities.											N10, N22, Q31					
26	Support for Low Income Residents - Faith based organization may be able to offer some assistance in hardship situations. This could be in the form of financial assistance, providing volunteer handymen to make repairs, etc.											A6, N22					
27	Communications - . Announcements funneled through faith based organizations will help ensure neighborhood residents are aware of program activities.											A7, N19, N22					
28	Job Placement Assistance - There will be a special effort to find employment for unemployed or underemployed residents if this is found to be a need. Activities may include job fairs in the neighborhood and educational seminars on how to prepare a resume and job interview techniques. It may be possible to team up with some employers to focus their recruitment efforts in the neighborhood.												N19, O27, P29, S37				
29	Skills Training - Information will be presented to ensure residents know what skill training opportunities exist.												N19, O27, P28, S37				
30	Volunteer Activity - Students can volunteer to support program activities. Schools may encourage this activity with some special incentives.													A7, B8, C9, N20, O24, O27, R32			
31	Host Meetings/Events - Some meetings and program events may be held at neighborhood schools.													N19, N22, O25			
32	Volunteers - Businesses can allow their employees to spend a day on a special activity in the neighborhood. For example, they could clean up a property, paint a senior citizen's house or plant trees in a neighborhood park. This serves as a team-building exercise for the business while providing a charitable service for the neighborhood.														B9, C9, N20, O24, Q30		

## TARGETED AREA SERVICE DELIVERY

Entity (Green = Lead Entity, Blue = Support Entity)

Activities and Services		Neighborhood and Community Services Department	Public Works	Water Department	Finance Department	Planning & Development Department	Police Department	KC Homesteading Authority	Housing Department	Land Trust of Jackson County	Neighborhood Organization	Faith Based Organization	Full Employment Council	School District	Business Community / Foundations	Economic Development Corporation	State Agencies
		A	B	C	E	F	I	K	L	M	N	O	P	Q	R	S	T
33	"Adopt" Homes, Blocks or Neighborhoods - Businesses can adopt as much as they can handle and provide resources to support the program.														A1, A2, A4, A7, B8, C9, K12, L5, L13, M18, N21		
34	Resources - Businesses may fund special grant programs, provide tools for clean up and repair activities or offer discounts for goods or services. For example, a lumber company could offer a discount on materials purchased by residents of the neighborhood. A bank or larger corporation may fund a small repair grant program. There are many possibilities.														A1, A2, A4, A7, B8, C9, K12, L5, L13, M18, N21, P28, P29		
35	Land Clearance for Redevelopment Authority - May assist with purchase and clearing land for urban renewal projects and assist with financing of the projects within the area.															A2, F, K12, L13, L14, L15, M18	
36	Tax Increment Financing - TIF projects will be considered and where appropriate TIF will be used to finance public improvements in the area and perhaps provide assistance with home repairs.															A1, A2, A4, F, K12, L5	
37	Economic Development - EDC will promote revitalization of business within the area by encouraging appropriate businesses to relocate to the area or existing businesses to expand.															P	
38	State Service Programs - Many residents in the neighborhood will receive, or qualify for, social service programs administered by the State of Missouri.																A6

## APPENDIX 7

### MEMORANDUM OF UNDERSTANDING

AMONG THE HOUSING DIVISION OF THE CITY PLANNING AND  
DEVELOPMENT DEPARTMENT AND  
THE CAPITAL IMPROVEMENTS MANAGEMENT OFFICE OF THE CITY  
MANAGER'S OFFICE, THE HEALTH DEPARTMENT, THE HUMAN RELATIONS  
DEPARTMENT AND THE NEIGHBORHOOD AND COMMUNITY SERVICES  
DEPARTMENT

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This Memorandum of Understanding (MOU) is entered into by and among the Housing Division of the City Planning and Development Department of the City of Kansas City, Missouri and the Capital Improvements Management Office of the City Manager's Office, the Health Department, the Human Relations Department and the Neighborhood and Community Services Department.

WHEREAS, the Housing Division of the City Planning and Development Department of the City of Kansas City, Missouri (Housing) is responsible for the administration of the funding received from the U.S. Department of Housing and Urban Development (HUD) under Title I of the Housing and Community Development Act of 1974, as amended, and implemented through the City's yearly Action Plan; and

WHEREAS, the Action Plan is an annual plan prepared by Housing as part of the five-year Consolidated Plan in accordance with 24 C.F.R. Part 91, which describes overall housing needs, resources, priorities, and proposed activities to be undertaken with respect to programs funded by HUD; and

WHEREAS, the grant programs funded by HUD include the Community Development Block Grant (CDBG) funds, the HOME Investment Partnership (HOME) funds, Housing Opportunities for Persons Living with AIDS (HOPWA) funds and Emergency Shelter Grant (ESG) funds; and

WHEREAS, the City's Neighborhood and Community Services Department (NCSD) is responsible for monitoring the ESG program and the Minor Home Repair projects; and

WHEREAS, the City's Human Relations Department (HRD) is responsible for monitoring the Section 3 and Small Business section of the CDBG funds; and

WHEREAS, the City's Health Department (Health) is responsible for monitoring the HOPWA program; and

WHEREAS, the Capital Improvements Management Office (CIMO) of the City Manager's Office is responsible for managing and implementing infrastructure development on certain projects within the Housing Division; and

WHEREAS, the Housing Division of the City Planning and Development Department will ensure that Kansas City's Contract Central module for HUD funded grant programs is maintained with current processing and reporting requirements; and

WHEREAS, the undersigned parties are required to follow the procedures and processes approved and included in Kansas City's Contract Central; and

WHEREAS, Housing desires to establish clear guidelines and agreements with all departments and divisions which administer and monitor the HUD funded grant programs identified above; NOW, THEREFORE,

BE IT AGREED UPON AMONG THE DEPARTMENTS THAT:

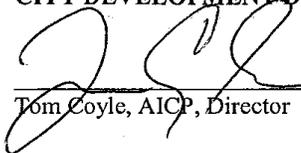
1. Each contract which involves HUD funding for the CDBG, HOME, ESG or HOPWA grant programs will be reviewed and approved by the Law Department prior to execution.
2. Each contract must bear the term of the contract, a timeframe for completion of the activity for which funds are being made available, the appropriate grant year and account number. Further, each contract must meet at least one national objective and federal eligibility requirements.
3. The City Planning and Development Department and the Housing Division will be notified of all ordinances being introduced to City Council pertaining to the HUD funding and the related contracts.
4. Contracts that are not included in the yearly Action Plan must be submitted to Housing for approval to make certain the contract is eligible for funding.
5. NCSD, HRD and Health will monitor the performance of each contractor. NCSD, HRD and Health will provide monthly financial reports to Housing. NCSD, HRD and Health will provide quarterly progress reports to Housing.
6. Any program income that is reported to or collected by NCSD or HRD must be forwarded to Housing.
7. No contract advances of the compensation identified by the contract will be provided to the contractor. The contractor can only be compensated for eligible reimbursable expenses and not advancements.
8. NCSD and Health will provide, no later than July 1<sup>st</sup> to Housing the necessary documents and information pertaining to the ESG and HOPWA programs in order to complete the reports in the yearly Action Plan and the CAPER.
9. Housing and NCSD will coordinate with HRD on new proposals. HRD will review the proposals to determine the applicability of Section 3 and Davis Bacon

provisions and will provide the appropriate signed form to Housing indicating the applicability of either or both programs.

10. Pursuant to 24 CFR Part 570.506, all Departments that are parties to this MOU shall maintain and retain all records pertinent to the activities and expenditures incurred under the contracts for an indefinite period of time.

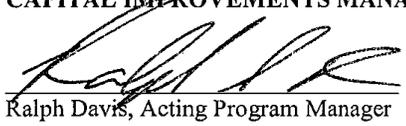
11. This MOU may be amended, modified or canceled with the written consent and agreement of the parties to this MOU.

**CITY DEVELOPMENT DEPARTMENT**

  
Tom Coyle, AICP, Director

7/8/08  
Date

**CAPITAL IMPROVEMENTS MANAGEMENT OFFICE**

  
Ralph Davis, Acting Program Manager

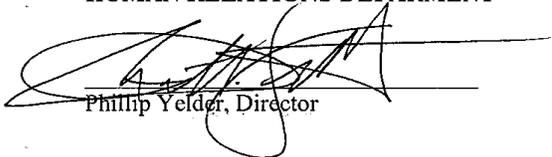
6/2/08  
Date

**HEALTH DEPARTMENT**

  
Rex Archer, M.D., Director

7/8/08  
Date

**HUMAN RELATIONS DEPARTMENT**

  
Phillip Yelder, Director

07/08/08  
Date

**NEIGHBORHOOD AND COMMUNITY SERVICES DEPARTMENT**

  
Les Washington, Director

7/8/08  
Date

**APPENDIX 8**  
**MEMORANDUM OF UNDERSTANDING**

AMONG THE CITY OF KANSAS CITY, MISSOURI'S  
HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT,  
CITY PLANNING AND DEVELOPMENT DEPARTMENT  
AND  
THE OFFICE OF ENVIRONMENTAL QUALITY,  
A DIVISION OF THE OFFICE OF THE CITY MANAGER

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This Memorandum of Understanding (MOU) is entered into by and among the City of Kansas City, Missouri's (City) Housing and Community Development Department, the City Planning and Development Department and the Office of Environmental Quality, a division of the Office of the City Manager.

**WHEREAS**, the Housing and Community Development Department (HCDD) was created and enacted by City Council through Ordinance No. 090075 on January 29, 2009 to administer federally funded programs such as the Community Development Block Grant (CDBG), the Home Investment Partnership Program (HOME), the Supportive Housing Program (SHP), the Emergency Shelter Grant (ESG), the Housing Opportunities for Persons with Aids (HOPWA), any special project Economic Development Initiative grants (EDI) and any other current and/or future programs or projects funded through the U.S. Department of Housing and Urban Development (HUD); and

**WHEREAS**, the Environmental Review Coordinator (ERC) position was relocated to the Office of Environmental Quality, a division of the Office of the City Manager (OEQ), on or about May 1, 2009 and is the responsible party for the City to review any and all activities for compliance with the National Environmental Policy Act of 1969 (NEPA) (24 CFR Part 58); and

**WHEREAS**, the Historic Review (Section 106) Coordinator position remained a part of the City Planning and Development Department (City Development) and is the responsible party for the City to review any and all activities for compliance with the National Historic Preservation Act of 1966 (36 CFR Part 800); NOW THEREFORE,

**BE IT AGREED UPON AMONG THE DEPARTMENTS THAT:**

1. The Housing and Community Development Department (HCDD), in collaboration with the City's ERC, shall ensure that applicants in the City's Annual Consolidated Planning process are provided with adequate information to ensure that they are aware of the limitations placed on projects seeking HUD funding, pending clearance through the environmental review and Request for Release of Funds process.
2. The HCDD, in order to continue its mission to provide service to the citizens of Kansas City, will provide the ERC and Preservation Planner with any and all necessary documentation required to complete a timely environmental review for any or all projects and/or sites that are at least partially funded with HUD funds and within their purview.

Documentation will be submitted in a format that complies with the City's adopted environmental review procedures and guidance for providing such information, entitled "*Environmental Review of Department of Housing and Urban Development Funds*," (as amended) and attached hereto as reference.

3. The HCDD, in order to continue its mission to provide service to the citizens of Kansas City, shall require that sub-recipients or direct grant recipients who are not the City, provide information in a format consistent with the City's adopted guidance.
4. The HCDD, with its program design and implementation of Emergency Home Repair (EHR), will conduct an initial on-site review using the City Planning and Development Department's "*Site Specific Hazard Checklist*" (as amended), as well as other review steps in compliance with the City's established Site-Specific Environmental Review or "Tier II" protocols as provided for at 24 CFR 58.15 "*Tiering*," and will maintain such documentation in project files.
5. The HCDD will, in cases where sub-recipients are to undertake minor home repair projects using HUD funds, obligate the sub-recipients to conduct an initial on-site review using the City Planning and Development Department's "*Site Specific Hazard Checklist*" (as amended), as well as other review steps in compliance with the City's established Site-Specific Environmental Review or "Tier II," and will require that such documentation be maintained in project files.
6. The HCDD and its sub-recipients may, without further review by the ERC, proceed with any HUD funded minor home repair projects, provided that they comply with all conditions of the Site-Specific Environmental Review or Tier II protocols, including compliance with the City's Programmatic Agreement with the State Historic Preservation Office, HUD's Lead-Safe Housing Rule as promulgated at 24 CFR Part 35, and the State of Missouri's regulations regarding the release of Asbestos Containing Materials as provided for in Chapter 8 of the City's Code of Ordinances entitled "*Air Quality Control Code*."
7. The HCDD will provide to the ERC information on any EHR projects or sites that do not fully comply with all conditions of the Site-Specific Environmental Review or Tier II protocols, so that additional review can be undertaken to determine the projects compliance with 24 CFR Part 58.
8. The OEQ and City Development shall stay abreast of and remain current on all relevant information pertaining to compliance with the National Environmental Policy Act of 1969 (NEPA), as well as all related laws and authorities cited at 24 CFR 58.5, including the National Historic Preservation Act of 1966 (36 CFR Part 800).
9. The OEQ and City Development shall keep HCDD informed of all relevant information pertaining to compliance with the National Environmental Policy Act of 1969 (NEPA), as well as all related laws and authorities cited at 24 CFR 58.5, including the National Historic Preservation Act of 1966 (36 CFR Part 800).
10. The OEQ shall notify HCDD of the status of all projects that are to receive environmental review at key stages of the review process; communicate to HCDD any Conditions of Approval that are associated with such reviews; and provide a copy of clearance

documentation as appropriate, so that HCDD staff can ensure that grant recipients remain in compliance with NEPA.

11. This memorandum of understanding (MOU) shall be effective from the date all parties have executed the MOU and shall run from this day forward to the end of the City's fiscal year and shall thereafter continue to run as long as HUD funds are available to the City or until all funds have been depleted, whichever comes first.
12. This memorandum of understanding (MOU) may be amended, modified or canceled with the written consent and agreement of all parties.

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Shirley Winn Date  
Acting Director, Housing and Community Development Department

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Dennis Murphey Date  
Chief Environmental Officer, Office of Environmental Quality

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Tom Coyle Date  
Director, City Planning and Development Department

## **APPENDIX 9**

### **Potential Excise Tax Issues Associated with Transfer of Certain Parcels of Parcels of Real Estate**

The dissolution of the Receivership will result in the need to transfer a number of parcels of real estate currently titled in HEDFC's name. All of the parcels that would be transferred came into HEDFC's inventory either because they were purchased with federal funds received as the City's subrecipient or with funds derived from such federal funding or they were conveyed to HEDFC by HUD as the City's designated recipient. Among those parcels are the Holy Temple Homes site and two of the Colonnade Apartments buildings. In addressing the City's request that the Receiver transfer, on the behalf of HEDFC, for less than fair market value the Holy Temple Homes site to a private, for-profit corporate developer agreeing to build affordable housing on the site, the Receiver has raised its concerns that federal excise tax liability might arise that could be imposed on either, or both, HEDFC or it and that the tax exempt status of HEDFC may be jeopardized. In addressing the City's request that the Receiver transfer, on the behalf of HEDFC, the two Colonnade Apartments buildings to the City, the Receiver has raised the same concerns. Because HEDFC is a Missouri nonprofit corporation with Section 501(c)(3) tax exempt status, the Receiver is concerned that if the conveyances of these parcels are not either conveyed in consideration of payment of appraised fair market value or conveyed to another Section 501(c)(3), nonprofit corporation, the federal excise tax liability might arise.

The City, upon the Receiver's insistence, sought a tax opinion from an attorney with expertise in federal tax law. In order for the Receiver to agree to transfer any parcels of real property for less than fair market value to either the City or a for profit corporation for development as affordable housing, the opinion must have concluded that conducting either type of transfer will not create a risk of such excise tax liability being imposed on either HEDFC or it or cause the revocation of the tax exempt status of HEDFC. The City retained the law firm of Kutak Rock to research and provide the opinion which concluded that the Receiver has valid concerns regarding excise tax implications.

Based upon the opinion, the City agrees to identify and contract with a Section 501(c)(3) Missouri nonprofit corporation to accept the conveyance of the parcels for eligible federal program uses acceptable to HUD and the Receiver. The City understands that any conveyance from the Receiver to the City and then to the developer must occur simultaneously. As discussed throughout this Plan, it is the City's intent to contract with the Economic Development Corporation of Kansas City, Missouri (EDC) to hold and to manage some of the assets, including certain parcels of real estate, returning from the Receiver. Within the umbrella of the EDC is the EDC Charitable Fund (EDCCF) which is a 501(c)(3) entity which has a history of receiving land and other real estate related assets for redevelopment purposes.

## **B. Notification of HEDFC's Former Board of Director's of Impending Termination of Receivership Rather Than Statutory Dissolution of HEDFC's Corporate Status**

The Receiver has suggested that the Receivership cannot be terminated without the Receiver first dissolving HEDFC's status as a Missouri nonprofit corporation in accordance with the procedures set out in Sections 355.666 *et seq.*, R.S.Mo. of the Missouri Nonprofit Corporation Act. The City disagrees with this suggestion. Rather, the City proposes that the Court notify the former members of HEDFC's Board of Directors that the Receivership will be wound down and eventually terminated, that the possession and control of any assets not found by the Court to be derived from the receipt of federal funds, if any, will be tendered to them on a future date to be specified by the Court, that the Receiver has maintained the Missouri nonprofit corporate, and Section 50(c)(3), status in good standing throughout the pendency of the Receivership and that the Receiver will return control of the operations of the corporation to them on a future date to be specified by the Court.

In the City's Motion for Preliminary Injunction and Appointment of Receiver (Doc. 26) filed on May 3, 2005, the City did not ask for the appointment of a Receiver to dissolve the corporate status of HEDFC. Rather, because the City believed that there was evidence upon which the Court could conclude that HEDFC could no longer properly manage the assets derived from federal funds (which the City, in its Complaint, asserted that HEDFC was contractually obligated to convey to the City upon the termination or expiration of certain contracts between the City and HEDFC) and that those assets were in imminent danger of being concealed, lost or diminished in value, the City asked for the appointment of a Receiver to protect those assets.

On May 16, 2005, the Court issued its Order (Doc. 48) granting the City's Motion and appointing the Receiver. In Paragraph 1 of the Order, the Court listed the powers and authority being granted the Receiver. Nowhere in subparagraphs a through h of Paragraph 1 of the Order is there any mention of dissolving the corporate status of HEDFC. Dissolution of HEDFC's corporate status was neither a desired or requested result of the Receivership; nor is it essential for the Receiver to perform the duties set out for it in the Order; i.e., protect the assets and conduct the day-to-day operations of HEDFC until the Court and the Receiver determined which assets derived from federal funds or sources received as the City's subrecipient should be conveyed to the City.

Not only was statutory dissolution of HEDFC's corporate status not requested by the City or ordered by the Court, the process is expensive and time-consuming. The City anticipates that HUD would not consider the legal and other expenses associated with the statutory dissolution of HEDFC as eligible costs that could be paid from federally-derived funds if the City acquiesced in the Receiver's suggestion. The City faces as

unprecedented funding crisis. It cannot shoulder the burden of paying the legal and other expenses of statutory dissolution of a corporate entity that was never a part of the relief sought in this lawsuit. However, the City recognizes that the Receiver reserves the right to raise this issue with the Court.

### **C. City's Covenant Not to Sue and Release and Agreement to Defend**

After the Receiver's conveyance to the City, or to the City's contractor, of all HEDFC assets determined by the Court to have been derived from federal funds or sources as the City's subrecipient and after the City's and the Court's review and acceptance of the final financial and performance audits of the Receivership, the City, by and through its City Attorney after authorization to do so by an ordinance of the City Council, will execute a covenant not to sue the Receiver for any of its acts or omissions during the Receivership, except criminal acts or acts of fraud as later determined by the Court, and will execute a release of any such past, present or future causes of action, demands, claims or other liabilities the City or its officers, employees or agents have, or believe they might have, as against the Receiver. In addition, at the same time as above, the City, by and through its City Attorney, will agree to provide, through attorneys on the City Attorney's staff, defense against any third party claims asserted against the Receiver as a result of its actions or omissions while serving as the Receiver and will agree to cause to be introduced for consideration by the City Council ordinances seeking the appropriation of funds necessary to pay any judgments arising out of above-described third party claims, as long as those third-party claims do not arise out of criminal or fraudulent acts of the Receiver as later determined by the Court.

### **D. Post-Transition Plan Approval Monitoring by Receiver and Court**

For the first full twelve months after the Court's approval of the Asset Transfer Plan, the City will continue to prepare a monthly report that summarizes, analyzes and reports on the following that occurred during the reporting period and provide such report to HUD and the Receiver on the 30<sup>th</sup> day of each month (if the 30<sup>th</sup> falls on a weekend or a holiday, then the next business day). Following review and comment by HUD and the Receiver, the report shall be filed with the Court on the fifteenth (15<sup>th</sup>) day of the subsequent month (if the 15<sup>th</sup> falls on a weekend or a holiday, then the next business day) unless the Court directs otherwise. The report will include:

1. Significant actions taken with regard to any asset transferred from HEDFC pursuant to the approved Asset Transfer Plan, including, but not limited to: a.) conveyance of any parcel of real property, b.) requests for qualifications/proposals for redevelopment or other use of any parcel of real property, c.) the forgiveness or other substantial modification of the terms of a loan, d.) the remaining number of parcels of real property, e.) the remaining number of loans being serviced and f.) legal actions or claims associated with any of the parcels of real property or loans,

2. Uses of funds transferred from HEDFC pursuant to the approved Asset Transfer Plan,
3. Receipts and expenditures arising from funds transferred from HEDFC pursuant to the approved Asset Transfer Plan,
4. Staffing levels and staff training,
5. City Council actions relating to assets or funds transferred from HEDFC pursuant to the approved Asset Transfer Plan,
6. Notifications from HUD of any audit exceptions or violations of federal statutory or regulatory provisions relating to any HUD-administered program,
7. Changes in the composition of the City Council Standing Committee with oversight over the City's use of CDBG, HOME or UDAG funds or any citizen committee with oversight over, or recommending authority over the use of CDBG, HOME or UDAG funds,
8. Progress or deficiency in achieving milestones listed in the plan and the implementation schedule as each becomes due or is required to be established,
9. Changes in staffing of the housing department.
11. The monthly report to HUD, in the format developed jointly by HUD and the City, regarding the names, activities and funding sources for Community Development Corporations contracting with HCDD and a summary of their compliance with accounting, reporting and other regulations required by the source of funding as well as other contractual obligations including City monitoring findings.

A copy of each such report will be placed in the U.S. Mail, postage prepaid, addressed to the Receiver and HUD on the same day it is filed with the Court and will also be either telefaxed or emailed to the Receiver and HUD on that same day, if the Receiver and HUD can accept such means of delivery on the date of each submission.

Thereafter, and until the Court terminates the Receivership, the City will prepare a quarterly report that summarizes the same information described above and provide such report to HUD and the Receiver on the 10<sup>th</sup> day of the months of January, April, July and October (if the 10<sup>th</sup> falls on a weekend or a holiday, then the next business day). Following review and comment on the report by HUD and the Receiver, the report shall be filed with the Court on the 15<sup>th</sup> day of each reporting month (if the 15<sup>th</sup> falls on a weekend or a holiday, then the next business day), unless the Court directs otherwise. A copy of each such report will be placed in the U.S. Mail, postage prepaid, addressed to the Receiver on the same day it is filed with the Court and will also be either telefaxed

or emailed to the Receiver on that same day, if the Receiver can accept such means of delivery on the date of each submission.

**E. Receiver's Access to Records**

Throughout the pendency of the Receivership, the City will make available to the Receiver any and all of the records it maintains, or over which it has control, which pertain to any asset transferred from HEDFC pursuant to the approved Asset Transfer and Capacity Building Transition Plan within two business days of the Receiver's request for such a record.

## Appendix

## APPENDIX 10

## Multi-Family Loan Funding Source Report

As of 2/28/2010

Source: HEDFC

Proj. #	Name of Borrower	Project Address	No Units	Loan Origination Date	Loan Original Balance	Loan Balance 2/28/10	Orig Amt CDBG Funding	Orig Amt HOME Funding	Orig Amt Total Funding	Carrying Cost After 5-31-93	Completion Date	LURA Affordability Period	Comments
<b>MULTI-FAMILY LOANS - TO LCRA</b>													
01002	Cunningham, Huie & Alsia	2408-10 East 29th Street, KCMO	1	11/1/1983	92,816.00	68,435.00	92,816.00	0.00	92,816.00	205.00			HUD loan satisfied. See deed of release dtd 10-27-04. Rent Reg Agmt dtd 1-24-84 to HUD expires 5 yrs after rehab is completed.
01045	Nix, James B. & Barbara	2801-3 1/2 Park, KCMO	4	10/23/1986	43,500.00	12,700.00	43,500.00	0.00	43,500.00	385.00			Both properties secure both loans. 1st mtg paid off. See deed of release in file. NO LURA found or reference made to LURA on county website.
01046	Nix, James B. & Barbara	2305-11 E. 28th, KCMO	4	10/23/1986	34,500.00	12,700.00	34,500.00	0.00	34,500.00	210.00			See above. Both loans secured by same property.
01052	Summit Associates	1650-52 Summit, KCMO	4	12/28/1987	50,000.00	36,242.00	50,000.00	0.00	50,000.00	181.00			No LURA found or reference thereto on record with the county or in file.
01060	Admiral Boulevard Associates, Inc.	1310 Admiral Blvd, KCMO	30	1/20/1989	525,000.00	379,068.27	525,000.00	0.00	525,000.00	275.00			No LURA found or reference thereto on record with the county or in file.
01061	Cooper, Mary & Bayer, Jacob	1646-48 Summit, KCMO	4	11/18/1988	60,000.00	43,822.00	60,000.00	0.00	60,000.00	84.00			No LURA found or reference thereto on record with the county or in file.
01080	Linwood Boulevard Apartments, L.P.	2600 E. 30th Street, KCMO	100	6/19/1999	369,171.00	369,171.00	369,171.00	0.00	369,171.00	280.00			MHDC Reg Agmt dtd 5-3-06 has supervisory period start of construction or rehab or 5-3-06 (later of) until repayment of MHDC loan or 35 yrs whichever is less but not less than 15 yrs from start of amort of MHDC loan. MHDC LURA dtd 10-1-07 has 15 yr mandatory compliance period and extended us period of 30 yrs (would include the 15 yrs.).
01097	Metropolitan Housing Limited Partnership (CDC)	31st & Park, KCMO	60	6/22/1992	1,000,000.00	1,000,000.00	1,000,000.00	0.00	1,000,000.00	175.00			HDCIC Reg Agmt dtd 6-26-92. Supervisory period starts from start of const or 6-26-92 (earlier) to date of repayment. Mty date per modification now 7-1-25.
01097	Metropolitan Housing LP	Unsecured note		12/22/1994	25,000.00	25,000.00	25,000.00	0.00	25,000.00	0.00			No separate file from loan #01-097.
01098	Jefferson Place	1647 Jefferson, KCMO	15	3/17/1992	265,000.00	244,536.00	265,000.00	0.00	265,000.00	350.00			HDCIC Reg Agmt dtd 3-17-92. Supervisory period is earlier of start of const or 3-17-92 to date of repayment. Mty date is 11-1-32. Low to Mod income tenants.
01099	Historic District Housing Partners, L.P. (Basic Court Apts)	1621 E. 19th, KCMO	88	4/13/1994	2,350,000.00	2,350,000.00	2,350,000.00	0.00	2,350,000.00	9,542.41			HDCIC Reg Agmt dtd 4-13-94. Requires project available for low and mod income tenants so long as loan is outstanding. Mty is 360 months after conversion date.
01099	Historic District Housing Partners, L.P. (Basic Court Apts)	Accumulated Annual Capitalized Interest According to Note Terms				1,204,585.86	0.00	0.00	0.00	0.00			
01099	Historic District Housing Partners, L.P. (Basic Court Apts)	Unsecured note		4/14/1994	119,626.76	61,860.95	119,626.76	0.00	119,626.76	0.00			

**Multi-Family Loan Funding Source Report**

As of 2/28/2010

Source: HEDFC

Proj. #	Name of Borrower	Project Address	No Units	Loan Origination Date	Loan Original Balance	Loan Balance 2/28/10	Orig Amt CDBG Funding	Orig Amt HOME Funding	Orig Amt Total Funding	Carrying Cost After 5-31-93	Completion Date	LURA Affordability Period	Comments
01105	Old Town Partners, LP (Askew Saddlery) 2nd Mtg	213 Delaware, KCMO	60	2/25/1993	2,745,000.00	1,541,487.21	2,745,000.00	0.00	2,745,000.00	175.00			MHDC LURA dtd 12-15-93. 40% of units for 60% of med income tenants. 15 yr compliance period beg after 1st yr of leaseup. HDCIC Reg Agmt dtd 2-25-93. Supervisory period earlier of beg of const or loan is paid. Mty 11-30-20.
01105	Old Town Partners, LP (Askew Saddlery) 3rd Mtg	213 Delaware, KCMO				340,167.00	0.00	0.00	0.00	0.00			
01106	Tremont Place Housing Corporation	Unsecured capital advance		9/19/1993	190,000.00	190,000.00	190,000.00	0.00	190,000.00	0.00			No D/T in file. No record of company found on county's website.
01107	Mount Cleveland, L.P. (Mount Cleveland I)	51st-53rd & Cleveland, KCMO	70	8/19/1998	832,500.00	832,500.00	680,850.00	151,650.00	832,500.00	4,902.25			HEDFC Reg Agmt dtd 8-19-98. 60% of med inc restriction until loan is paid off. Mty date 15 yrs from conversion date. MHDC Reg Agmt dtd 8-19-98. Affordability period when MHDC loan is paid or 3-1-2030, whichever is later. MHDC LURA dtd 12-15-99 for 30 yr period beg when first unit is placed in service.
01107	Mount Cleveland, L.P. (Mount Cleveland I)	Accrued Interest Capitalized and added to note at end of construction period				7,145.78							
01109	Community Development Corp. of KC (Mooney Villa)	3227, 3229 & 3231 Montgall, KCMO (2 vacant lots plus one unoccupied home that was to have been demolished by CDCKC)		11/10/2004	140,000.00	140,000.00	140,000.00	0.00	140,000.00	6,201.21			No restrictions shown on county records.
01110	Old Town Partners II, L.P. (Volker Place Apts)	6 West 3rd Street, KCMO	49	7/15/1997	1,379,994.00	1,379,994.00	1,379,994.00	0.00	1,379,994.00	105.00			HDCIC Reg Agmt dtd 10-6-95. Low to mod income restriction until loan is repaid. Mty date 240 months after "first mortgage termination date" (when paid in full or 8-1-17 whichever is earlier). MHDC LURA dtd 10-17-96. 40% of units rented to 60% of median income tenants. 15 year compliance period.
01112	Hospital Hill Phase II, L.P. (Longfellow Apts)	1000 E. 26th Street, KCMO	124	2/19/1996	2,930,000.00	2,930,000.00	2,930,000.00	0.00	2,930,000.00	4,086.49			HDCIC Reg Agmt dtd 2-19-96. Low to mod income until loan is paid. Mty date 40 years from "conversion date". MHDC Reg Agmt dtd 2-19-96. Supervisory period begins earlier of start of const or until loan is paid. HDCIC & MHDC LURA for MO tax credits dtd 7-29-96. 20% of units affordable for 10 yrs commencing when placed in service. MHDC LURA dtd 12-31-97 40% of units for tenants whose income is 60% of median. 15 yr compliance
01112	Hospital Hill Phase II, L.P. (Longfellow Apts)	Accumulated Annual Capitalized Interest According to Note Terms				206,027.60	0.00	0.00	0.00	0.00			

**Multi-Family Loan Funding Source Report**

As of 2/28/2010

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Proj. #	Name of Borrower	Project Address	No Units	Loan Origination Date	Loan Original Balance	Loan Balance 2/28/10	Orig Amt CDBG Funding	Orig Amt HOME Funding	Orig Amt Total Funding	Carrying Cost After 5-31-93	Completion Date	LURA Affordability Period	Comments
01113	Quality Heights II Associates, L.P.	1900 E. 24th Terr., KCMO	68	4/9/1996	1,500,000.00	1,500,000.00	1,500,000.00	0.00	1,500,000.00	37,005.76			MHDC Reg Agmt dtd 4-9-96. Supervisory period earlier of date of const or 4-9-96 to payment of MHDC loan. For low to med income tenants. HEDFC Reg Agmt dtd 4-9-96. For low to med income tenants until loan is repaid. Mty date is 30 yrs after conversion date.
01113	Quality Heights II Associates, L.P.	Accumulated Annual Capitalized Interest According to Note Terms				169,593.47	0.00	0.00	0.00	0.00			
01115	Troostwood Townhomes	4901 Troost, KCMO (8 bldgs)	34	10/10/1996	1,820,000.00	1,820,000.00	1,820,000.00	0.00	1,820,000.00	280.00			MHDC Reg Agmt dtd 10-10-96. Affordability period from 10-10-96 until MHDC loan is repaid or 2-1-38. HDCIC Reg Agmt dtd 10-10-96 and amended 12-18-97. Affordable housing until loan is paid. 20 units where income does not exceed 60% of median income. 8 units for tenants where income does not exceed 50% of median income. HDCIC mty date is 40 yrs from "conversion date". MHDC LURA dtd 12-11-97 as amended 2-2-98. 40% of units restricted to 60% of median income for 15 year compliance period
01115	Troostwood Townhomes	Accumulated Annual Capitalized Interest According to Note Terms				723,031.68							
01116	East Attucks Community Housing, Inc. (Sycamore Groves)	2811 Benton, KCMO	179	9/4/1996	350,000.00	349,560.00	350,000.00	0.00	350,000.00	1,645.00			Reg Agmt dtd 9-12-75, modified 6-1-81. HUD rent restrictions. DT indicates mty of note is 9-1-17.
01118	Park Gate, L.P. - Part Gate Apartments - EMCA	3601 E. Meyer Blvd., KCMO	104	11/17/1997	571,906.00	571,906.00	71,906.00	500,000.00	571,906.00	1,675.05			HEDFC Reg Agmt dtd 11-17-97 as amended by 1st amentment dtd 7-22-01. 20 units to meet the HOME affordability req of 24 CFR 92.252 for 20 yrs. Reg Agmt requires afford period until loan is repaid. Mty date 240 months after "conversion date". LURA (MHDC) dtd 12-17-98, 40% of units must be leased to 60% of med income tenants. 30 yr compliance period. Also, 40% of units for 50% of med income tenants.
01118	Park Gate, L.P. - Part Gate Apartments - EMCA	Accumulated Annual Capitalized Interest According to Note Terms				46,785.80							
01119	DLS Jackson Partners, L.P.	1803 Jackson Ave., KCMO	4	4/30/1997	100,000.00	89,281.17	100,000.00	0.00	100,000.00	0.00			MHDC LURA dtd 6-4-97. 40% of units for 60% of median income tenants. 15 year compliance period commencing when first unit placed in service.

**Multi-Family Loan Funding Source Report**

As of 2/28/2010

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01120	United-Parker Square LP	1500 Ella Fitzgerald Lane, KCMO	204	9-24-97	825,697.98	825,697.98	825,697.98	0.00	825,697.98	1,545.00			MHDC LURA dtd 12-14-98. 40% of units for 60% of med income tenants. 30 year compliance period from date first unit placed in service. Several Reg Agmts with HUD that restricts rentals. See file. HEDFC Reg Agmt dtd 9-24-97 for low to mod income tenants until loan is repaid. Loan to be repaid 108 months from the earlier of pmt of the MHDC loan or 4-1-2000.
01123	Old Town Partners III, L.P. (Pacific House)	401 Delaware Street, KCMO	32	7-31-97	725,000.00	725,000.00	725,000.00	0.00	725,000.00	0.00			MHDC LURA dtd 5-3-99. 15 yr compliance period from date placed in service. 40% of units for 60% of median income tenants. HDCIC Reg Agmt dtd 7-31-97. For low to mod income tenants until loan is repaid or within 300 months after 1st mtg is paid off.
01123	Old Town Partners III, L.P. (Pacific House)	Acc Int Capitalized and added to note at end of const period.				9,925.84	0.00	0.00	0.00	0.00			
01126	Pennway Plaza Associates, Inc.	Unsecured 16% participation		12-23-97	453,233.28	451,781.66	453,233.28	0.00	453,233.28	0.00			HEDFC is a participant in loan. Could not find the underlying loan docs on the county website. Did find two MHDC Reg Agmts dtd 12-17-97 and 5-13-98 and a MHDC LURA dtd 10-26-99 believed to be on property HEDFC has a loan participation in but the file has no title work and was unable to trace the loan docs down on the website. LURA for 30 yrs. 40% of units for 60% of tenants not exceeding median income.
01128	Freeway Homes, a Missouri Corporation	16 four-plexes 1300 Park Avenue, KCMO	64	4-29-99	753,000.00	753,000.00	753,000.00	0.00	753,000.00	1,585.00			No regulatory Agmt found in file or on county website.
01130	Old Town Partners IV, L.P. (Chase Apartments)	200 Delaware Street, KCMO	35	4-25-00	175,000.00	104,994.47	175,000.00	0.00	175,000.00	8,123.15			HEDFC Reg Agmt dtd 4-25-00. For low to mod income tenants. Covenants are in effect until loan is paid off. Mty date 6-1-21.
01133	Heritage Noland Associates, LP (Cardinal Ridge)	4220 S. Hocker Rd, Independence, MO	160	2-27-01	300,000.00	296,535.00	0.00	300,000.00	300,000.00	5,587.14			HEDFC Reg Agmt dtd 2-27-01. Affordability period 20 yrs from project completion. 4 units occupied by tenants that do not exceed 60% of median income.
01135	Old Town Partners V - Jewell Apartments	920 Broadway Blvd., KCMO	15	5-1-01	100,000.00	64,625.25	100,000.00	0.00	100,000.00	661.10			Reg Agmt dtd 5-1-01. For low to mod income tenants until loan is repaid. Mty date 6-1-22.
01136	Park Gate Redevelopment Corporation	Unsecured loan payable from surplus cash.		8-30-01	75,052.16	75,052.16	0.00	75,052.16	75,052.16	31.00			No restrictions against property collateral cash flow. See 01-118.

**Multi-Family Loan Funding Source Report**

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01137	Swope Parkway Estates, L.P.	5125 Swope Parkway, KCMO	67	11-1-01	450,000.00	450,000.00	0.00	450,000.00	450,000.00	0.00			HEDFC loan used to rehab 10 of 67 unit complex but is supported by a 2nd DT on the entire complex. Reg Agmt dtd 11-1-01 (HEDFC) affordability period 15 yrs from "complete date". 10 units are HOME (2 units not in excess of 50% of median income and 8 units with tenants not in excess of 60% of median income). MHDC Reg Agmt dtd 10-4-00 until MHDC loan is paid or 12-1-31, whichever is earlier. MHDC LURA dtd 12-17-01, 60% of units to be tenants not exceeding 60% of median income. 40% of tenants with 50% of median income.
01139	3223 Hardesty, L.P. (Ridgeview Heights Apts.)	3218 Hardesty Drive, KCMO	192	12-20-01	750,000.00	750,000.00	182,549.14	567,450.86	750,000.00	1,100.00			3rd DT. HEDFC Reg Agmt dtd 12-19-01. 14 HOME assisted units have 15 yr affordability period starting after project completed. 3 units for tenants not exceeding 50% and 11 units for tenants not exceeding 60% of median income. MHDC LURA dtd 2-25-04. 10 yr compliance period. 18 units with tenants at less than 50% of median income.
01140	Vine Street Lofts (22nd & Vine)	2101 Vine Street, KCMO	62	12-31-03	1,567,750.00	1,567,750.00	0.00	1,567,750.00	1,567,750.00	4,115.45			HEDFC Reg Agmt dtd 12-31-03. 10 yr afford period commencing on project completion. 16 HOME units. 20% occupied by tenants at less than 50% of median income. 80% of HOME units at less than 60% of median income. MHDC Reg Agmt dtd 7-29-02, afford period 9-1-2003 or payment of MHDC loan, whichever is earlier. 17 units at 50% of med income and 6 units at 60% of med income. MHDC LURA dtd 12-17-03. 30 yr commpliance period. 29 units at less than 60% of median income.
01141	Old Town Partners VI, L.P. (Chamber Lofts)	25 East 12th Street, KCMO	50	5-1-02	350,000.00	300,301.26	350,000.00	0.00	350,000.00	0.00			HEDFC Reg Agmt dtd 5-1-02. For low to mod income tenants until loan repaid. Mty date 5-1-23. MHDC LURA dtd 7-10-03. 50% of tenants at less than 60% of median income. 15 year compliance period.
01142	Old Town Partners VII, LP (Hanover Lofts)	15 West 10th Street, KCMO	49	6-1-03	200,000.00	137,722.59	200,000.00	0.00	200,000.00	0.00			HEDFC Reg Agmt dtd 5-1-02. For low to mod income until loan repaid. Mty date 5-1-23. MHDC LURA dated 8-8-03. 15 year compliance period. 49 units at less than 60% of median income.
01143	Black Economic Union of Greater KC (Longview Village)	Unsecured advance for architect fees and market study.		7-19-92	50,000.00	8,168.35	0.00	50,000.00	50,000.00	0.00			No information in file that indicates security in land for this loan.

**Multi-Family Loan Funding Source Report**

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01144	Community Development Corp. of KC (2901-03 Linwood Blvd)	Vacant land.		5-14-03	102,978.71	102,978.71	11,550.00	91,428.71	102,978.71	(2,718.72)			HEDFC Reg Agmt dtd 6-5-03. 15 yr afford period. 20% of units for tenants with less than 50% of median income and 80% of HOME units with tenants not less than 60% of median income.
01146	Community Movement for Urban Progress, Inc. (Move Ln)	Unsecured		12-18-02	32,300.00	19,500.00	12,800.00	19,500.00	32,300.00	0.00			No restrictions found.
01147	41st and Paseo, L.P. (Twin Elms, 4109-4125 Paseo)	4109-4125 Paseo, KCMO	54	12-30-02	500,000.00	498,631.44	0.00	500,000.00	500,000.00	540.00			HEDFC Reg Agmt dtd 12-30-02. Affordability period 20 yrs from completion date. 27 HOME units, with 20% of those for tenants with med income less than 50% and 80% thereof with tenants with less than 60% of med income. MHDC LURA dtd 3-24-03. 29 units for tenants with 50% of median income for 10 yr compliance period. MHDC Reg Agmt dtd 6-25-04. Affordability period is until MHDC loan repaid or 7-1-24, whichever is later. 40% of units for tenants at less than 50% of med income and remainder for less than 60%. LURA dtd 6-29-04 with 30 yr completion period. Same unit requirements as Reg Agmt.
01150	Old Town Partners VIII, LP (Finance Lofts)	1009 Baltimore, KCMO	32	5-1-03	350,000.00	350,000.00	350,000.00	0.00	350,000.00	0.00			HEDFC Reg Agmt dtd 5-1-03. For low and mod income tenants until paid. Mty 5-1-43. MHDC LURA dtd 6-15-04 reflects compliance period of 15 yrs. 32 units to tenants with 60% of med income.
01152	Solo Lofts, LP	1600 Grand, KCMO	12	10-1-03	200,000.00	152,102.26	200,000.00	0.00	200,000.00	0.00			HEDFC Reg Agmt dtd 10-1-03 stipulates two units not to exceed 80% of med income until loan is repaid. Maturity date is 7-1-25.
01153	Swope Community Builders (Mt. Cleveland Heights II)	51st & Mersington Ave., KCMO	10	3-4-04	919,000.00	778,123.37	0.00	919,000.00	919,000.00	4,099.00			HEDFC Reg Agmt dtd 3-4-04, amended by 1st modification of loan docs dtd 1-29-08. 2 units occupied by tenants not to exceed 50% of med income, & the remaining 8 units occupied by tenants not less than 60% of med income. 20 yr affordability period upon project completion.
40109	Palestine Gardens North, Inc. (CDC of KC)	Unsecured residual receipts note.		6-5-98	44,000.00	44,000.00	44,000.00	0.00	44,000.00	0.00			No HEDFC DT or Reg Agmt found on county website.
80119	Black Economic Union of Greater Kansas City	Unsecured		6-9-00	104,750.00	104,750.00	104,750.00	0.00	104,750.00	0.00			Carrying cost is a housing grant. Foreclosed by 1st mtg holder 9-18-07. No restriction on land.

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80520	Woodland Associates, L.P. (Woodland Heights I)	4211, 4213, 4215, 4217, 4219, and 4221 Woodland, KCMO	6	1-31-02	255,000.00	126,689.14	0.00	255,000.00	255,000.00	2,211.40			HEDFC Reg Agmt dtd 1-31-02. 3 units HOME assisted for tenants w/less than 60% of med income for 20 yr afford period from project completion on both this and following loan. MHDC Reg Agmt dtd 3-28-02 w/afford period until MHDC loan is repaid or 3-1-17, whichever is earlier. MHDC LURA dtd 4-9-02. 100% of units with tenants less than 60% of med income. 15 year compliance period.
80530	Woodland Associates, L.P. (Woodland Heights II)	4201, 4203, 4205, 4207, 4209, 4427, 4435 and 4439 Woodland, KCMO	8	2-6-02	260,000.00	260,000.00	0.00	260,000.00	260,000.00	0.00			HEDFC Reg Agmt dtd 2-6-02. 4 units for tenants with less than 60% of med income. 20 yr afford period from project completion.
90301	Black Economic Union of Greater KC (Lincoln Bldg Renovation)	Office building, 1601 E. 18th Street, KCMO - Unsecured		6-2-97	600,455.89	240,182.33	600,455.89	0.00	600,455.89	0.00			Being granted over 20 years. No documents recorded per file documentations.
90302	Jazz District Associates, LP (Residential)	1512-18 East 18th Street, KCMO 1700-14 East 18th Street, KCMO	25 48	5-25-00	1,852,000.00	1,658,382.51	1,852,000.00	0.00	1,852,000.00	43,768.54			HEDFC Reg Agmt dtd 5-25-00 provides for 44 units for low to mod income tenants until loan is paid. MHDC Reg Agmt dtd 1-2-03. Affordability period until loan is repaid or 12-1-22, whichever is earlier. MHDC LURA dtd 12-23-02, 22 units for tenants with less than 50% of med income and 22 units for tenants with 60% of med income, compliance period of 30 years.
90306	Jazz District Commercial, LLC and Jazz District Redevel	1st floor commercial office space. same addresses as loan		5-25-00	1,492,000.00	1,492,000.00	1,492,000.00	0.00	1,492,000.00	0.00			Unsecured. When completed the project is to include 35 duplex units and 20 single family homes. Currently only 7 single family homes have been completed.
92553	Midtown Comm Dev Corp, dba Com Bldrs of KC (Mt Clev Est)	Unsecured. When completed the project is to include 35 duplex units and 20 single family homes. Currently only 7 single family homes have been completed.	7	10-21-02	749,925.93	749,925.93	0.00	749,925.93	749,925.93	0.00			Reg Agmt dtd 10-21-02 still not filed. 10 yr afford period from date of completion, however, project reportedly never completed.
93132	Black Economic Union of Greater KC (Renaissance II)	Unsecured		5-10-95	575,000.00	572,458.49	575,000.00	0.00	575,000.00	10,719.68			Unsecured. No restrictions found on county website or in files.
93133	Black Economic Union of Greater KC	Unsecured		4-14-94	43,000.00	43,000.00	43,000.00	0.00	43,000.00	0.00			Nothing in file to indicate any restrictions.
93135	Old Northeast, Inc. (Independence Plaza)	Unsecured		10-4-96	515,000.00	515,000.00	515,000.00	0.00	515,000.00	0.00			No restrictions referenced in loan documents.
93151	Newhouse, Inc.	Unsecured, being granted at \$833.33 monthly.		11-28-01	100,000.00	20,000.00	100,000.00	0.00	100,000.00	220.00			No restrictions per file documents.
93152	Benilde Hall, Inc.	Unsecured, being granted at \$833.33 monthly.		2-7-02	100,000.00	21,666.69	100,000.00	0.00	100,000.00	0.00			No restrictions per file documents.
93923	Pedcor Investments-1998 XXXIII, L.P.	Unsecured		4-30-02	80,000.00	80,000.00	80,000.00	0.00	80,000.00	326.25			Housing Authority Reg Agmt dtd 4-30-02. 16 public housing units for the later of 40 years from date of occupancy of the public housing units or expiration of minimum period for public housing units
99302	Jazz District Renaissance Corporation	Secured by a 1st DT on commercial lots 1505, 1507, 1511 & 1517 E. 18th Street,		1-10-01	500,000.00	476,804.10	500,000.00	0.00	500,000.00	0.00			HEDFC Reg Agmt dated 1-10-01. For low to moderate income persons until loan is repaid.

**Multi-Family Loan Funding Source Report**

As of 2/28/2010

Source: HEDFC

Proj. #	Name of Borrower	Project Address	No Units	Loan Origination Date	Loan Original Balance	Loan Balance 2/28/10	Orig Amt CDBG Funding	Orig Amt HOME Funding	Orig Amt Total Funding	Carrying Cost After 5-31-93	Completion Date	LURA Affordability Period	Comments
					33,644,157.71	33,472,350.32	27,187,400.05	6,456,757.66	33,644,157.71	149,677.16			
						(1)				(2)	(3)	(3)	
(1)	Includes accrued and capitalized interest added to notes totaling \$2,358,096.03.												
(2)	Unable to determine from accounting records if any carrying cost allocated to HOME funding.												
(3)	Will need to be determined by KCMO and HUD. Insufficient information in HEDFC for this determination in most cases.												

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<b>PRODUCTIVE PROPERTIES</b>										
<b>BEACON HILL PROPERTIES - TO LCRA</b>										
51002	2436 Forest - Rustin	29-630-09-22-00-0-00-000	BEACON HILL CONT OF LOT 23 BLK 3	32563.01	36913	32563.01		32563.01	1730.35	
51006	2636 Forest	29-630-33-16-00-0-00-000	Lots 13 & 14, and the South 35 feet of Lot 15, Block 7, BEACON HILL	23336.22	36903	23336.22		23336.22	2207.6	
51010	2613 Troost	29-630-33-03-00-0-00-000	Lots 3 and 4 and 1/2 of Lot 2, except parts in Troost, Blk 7 CONTINUATION OF BEACON HILL	175090.79	36991	175090.79		175090.79	-1345.55	
51011	2622-2624 Forest	29-630-33-12-00-0-00-000	The South 10 feet of Lot 19, and the North 40 feet of Lot 18, Block 7, BEACON HILL.	126340.24	37298	126340.24		126340.24	1559.81	
51012	2327 Troost	29-630-08-17-00-0-00-000	SEC 9 TWP 49 RING 33 BEG ON E LI OF TROOST AVE 40' E & 238.5' S OF NW COR SW 1/4 TH S 50' TH E 155' TH N 50' TH W	66757.9	37140	66757.9		66757.9	8884.21	
51014	2301 -2315 Troost-FarWest Meat Corp	29-630-08-03-00-0-00-000 29-630-08-04-00-0-00-000 29-630-08-05-00-0-00-000		541945.64	37140	541945.64		541945.64	25589.06	
51014	2301 Troost	29-630-08-03	That part of the NW 1/4 of the SW 1/4 of Section 9, Township 49, Range 33 (6 tracts)							
51014	2309 TROOST	29-630-08-04	SEC 9 TWP 49 RING 33 BEG ON E LI OF TROOST AVE 100' S OF S LI OF 23RD ST TH S 55' TH E 140' TH N 55' TH W 140' TO BEG							
51014	2315 TROOST AVE	29-630-08-05	SEC 9 TWP 49 RING 33 E 1/4 SW 1/4 PAR-BEG ON E LI OF TROOST AVE 155' S OF S LI OF 23RD ST TH S 53.5' TH E 198.51' TH N 78.5' TH W 50' TH N 60' TH NWLY 19.5' TH S 95' TH W 140' TO POB							
51018	2615 Troost	29-630-33-04-00-0-00-000	Lot 6 and the South 30 feet of Lot 5, EXCEPT that part of said Lots in Troost Avenue, Block 7, CONTINUATION OF BEACON HILL	66112.65	36938	66112.65		66112.65	2272.22	
51019	2601 Troost	29-630-33-02-00-0-00-000	EXCEPT that part in Troost Avenue	69331.74	36938	69331.74		69331.74	4488.77	
51020	2401 Troost - Huff	29-630-09-02-00-0-00-000	Lot 1, Block 3, BEACON HILL, EXCEPT that part thereof in Troost Avenue	135639.1	37368	135639.1		135639.1	15528.52	
51026	2400/2404 Forest - Heilman Inv Prop	29-630-09-35-01-0-00-000 29-630-09-35-02-0-00-000		22871.91	37495	22871.91		22871.91	3312.89	
51026	2400 Forest	29-630-09-35-01	Lot 32, Block 3, CONTINUATION OF BEACON HILL.							
51026	2404 Forest	29-630-09-35-02	The North 27.5 feet of Lot 30, the South 12.5 feet of Lot 31, and the North 37.5 feet of Lot 31, Block 3, CONTINUATION OF BEACON HILL							
51027	2510 Forest - Hibbler	29-630-20-26-00-0-00-000	Lot 23, Block 5, CONTINUATION OF BEACON HILL	19432.32	37391	19432.32		19432.32	1824.42	
51028	2432 Forest - Brown	29-630-09-24-00-0-00-000	The North 1/2 of Lot 24, Block 3, BEACON HILL	18685.13	37397	18685.13		18685.13	1505.97	
51029	2434 Forest - Brown	29-630-09-23-00-0-00-000	BEACON HILL CONT OF S 1/2 OF LOT 24 BLK 3	17135.06	37397	17135.06		17135.06	1535.18	

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51030	2440 Forest - Brooks	29-630-09-21-00-0-00-000	Beacon Hill - S. 33 1/3 FT of Lot 3 BLK 3 [KIVA and Assessor's legal: BEACON HILL CONT OF BLK 3 N 33 1/3 FT LOT 22]	17516.71	37897	17516.71		17516.71	1141.04	
51033	2508 Forest - Black	29-630-20-18-00-0-00-000 29-630-20-27-00-0-00-000	Lot 24, Block 5, CONTINUATION OF BEACON HILL	17962.57	37522	17962.57		17962.57	1782.43	
51034	2522 Forest - Thornton/Hibbler	29-630-20-21-00-0-00-000		42554.92	37391	42554.92		42554.92	7264.25	
51034	2522 Forest	29-630-20-21	The North 1/2 of Lot 18, Block 5, BEACON HILL							
51034	2522 Forest	29-630-20-27	BEACON HILL - LOTS 19-22 BLK 5							
51039	1110 E 24 St - Thompson	29-630-08-12-00-0-00-000	BEACON HILL W 37.5' OF E 112.5' OF LOT 1 W 37.5' OF E 112.5' OF LOT 2 BLK 1	18697.21	38736	18697.21		18697.21	1330.23	
51045	2414 Forest-Dixon/Galbr/Randle	29-630-09-30-00-0-00-000	The South 38 1/2 feet of Lot 29, Block 3, BEACON HILL	17354.06	37391	17354.06		17354.06	1304.92	
51047	2408 Forest - Land Trust	29-630-09-31-00-0-00-000	The North 11 1/2 feet of Lot 29 and the South 22 1/2 feet of Lot 30, Block 3, CONTINUATION OF BEACON HILL	18329.64	37035	18329.64		18329.64	1607.88	
51048	2416 Forest - Land Trust	29-630-09-29-00-0-00-000	The North 1/2 of Lot 28, Block 3, CONTINUATION OF BEACON HILL	17151.69	37035	17151.69		17151.69	1547.67	
51049	2418 Forest - Land Trust	29-630-09-28-00-0-00-000	The South 25' of Lot 28, Block 3, BEACON HILL	16488.4	37035	16488.4		16488.4	1591.9	
51050	2422 Forest - Land Trust	29-630-09-27-00-0-00-000	Lot 27, Block 3, CONTINUATION OF BEACON HILL	16326.24	37035	16326.24		16326.24	2168.83	
51051	2435 Troost - Land Trust (aka 2437)	29-630-09-09-00-0-00-000	E 165' of Lot 9, Block 3, EXCEPT that part in Troost Avenue, CORRECTED PLAT OF BEACON HILL	15962.6	37035	15962.6		15962.6	930	
51052	2437-39 Troost - Land Trust	29-630-09-10-00-0-00-000	E 165' of Lot 10, Block 3, EXCEPT that part in Troost Avenue, CORRECTED PLAT OF BEACON HILL	16455.02	37035	16455.02		16455.02	5332.18	
51054	2424 Forest - Land Trust	29-630-09-26-00-0-00-000	Lot 26, Block 3, CONTINUATION OF BEACON HILL	15908.88	37035	15908.88		15908.88	1615.75	
51055	2426 Forest - Land Trust	29-630-09-25-00-0-00-000	Lot 25, Block 3, BEACON HILL	16569.37	37166	16569.37		16569.37	1684.86	
51059	1220 E. 24th Street	29-630-10-59-00-0-00-000	Lot 3, Block 2, FIRST REPLAT OF BEACON HILL, Block 2, LOTS 1 Throught 3, a subdivision in Kansas City, Jackson County, Missouri	14336.6	37525	14336.6		14336.6	28.76	
52002	2534 Tracy - Blackwell	29-630-21-27-00-0-00-000	The South 40 feet of the North 45 feet of Lot 15, Block 1, PORTER PARK	58955.54	36983	58955.54		58955.54	7085.01	
52005	2633 Forest - Simmons	29-630-32-12-00-0-00-000	The North 14.18 feet of Lot 10, and the South 35.82 feet of Lot 9, and the West 1/2 of the vacated alley East of and adjoining said tract, Block 6, PORTER PARK	85791.84	36809	85791.84		85791.84	1967.95	
52006	2608 Tracy - Wrench	29-630-32-24-00-0-00-000	The South 32 feet of Lot 20, Block 6, and the East 1/2 of the vacated alley West of and adjoining said Lot, PORTER PARK.	101035.23	36833	101035.23		101035.23	2509.34	
52007	2602 Tracy	29-630-32-27-00-0-00-000	The North 2 and 2/3 feet of the East 117 1/2 feet of Lot 21 and the South 30 2/3 feet of the East 117 1/2 feet of Lot 22, Block 6, PORTER PARK.	60366.98	37189	60366.98		60366.98	1937.43	
52008	2639 Forest - Parker	29-630-32-13-00-0-00-000	The South 35.82 feet of Lot 10 and the North 14.18 feet of Lot 11, and the West 1/2 of the vacated alley lying East of and adjacent, Block 6, PORTER PARK	75566.37	37561	75566.37		75566.37	2686.67	
52011	2438 Tracy - Coleman	29-630-10-46-00-0-00-000	12 1/2 feet of Lot 23, Block 3, HALL'S HILL	38550.68	36923	38550.68		38550.68	1316.51	
52012	2537 Forest	29-630-21-15-00-0-00-000	The South 45 feet of Lot 9, Block 1, PORTER PARK	111267.99	36937	111267.99		111267.99	10123.4	
52013	2604 Tracy	29-630-32-26-00-0-00-000	The East 117 1/2 feet of the South 33 1/3 feet of the North 36 feet of Lot 21, Block 6, PORTER PARK.	69610.74	37228	69610.74		69610.74	2628.87	

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52014	2640 Tracy aka 1220 E. 27th St.	29-630-32-16-00-0-00-000	Lot 12, 13 and the South 25 feet of Lot 14 and the East ½ of vacated alley lying West of and adjoining said premises, Block 6, PORTER PARK.	92455.7	37260	92455.7		92455.7	2989.63	
52015	2409 Forest	29-630-10-05-00-0-00-000	HILL	53866.8	37209	53866.8		53866.8	1696.43	
52017	2535 Forest	29-630-21-14-00-0-00-000	The South 30 feet of Lot 8, and the North 15 feet of Lot 9, Block 1, PORTER PARK	130001.12	36789	130001.12		130001.12	2148.41	
52022	2531 Forest	29-630-21-13-00-0-00-000	The South 10 feet of Lot 7, and the North 30 feet of Lot 8, Block 1, PORTER PARK. (No listing: City/County)	66024.74	36789	66024.74		66024.74	1544.1	
52023	2629 Forest	29-630-32-11-00-0-00-000	The South 35.82 feet of Lot 8, and the North 14.18 feet of Lot 9, and the West half of vacated alley East of and adjoining said tract, Block 6, PORTER PARK	34307.46	36843	34307.46		34307.46	2041.03	
52025	2204, 2208 and 2212 Tracy	29-620-33-29-00-0-00-000 29-620-33-30-00-0-00-000 29-620-33-31-00-0-00-000	VICTOR PLACE ALL OF LOTS 22 & 23 BLK G	270750.98	37536	270750.98		270750.98	10298.68	
52025	2212 Tracy	29-620-33-29	VICTOR PLACE LOTS 20 & 21 BLK G							
52025	2208 Tracy	29-620-33-30	VICTOR PLACE LOTS 18 & 19 BLK G							
52025	2204 Tracy	29-620-33-31								
52026	2611 Forest	29-630-32-06-00-0-00-000	The South 6 feet of Lot 2, the North 42 feet of Lot 3, and the West ½ vacated alley East of and adjoining said premises, Block 6, PORTER PARK	19372.93	37154	19372.93		19372.93	2618.52	
52027	2419 Forest	29-630-10-51-00-0-00-000	The South 25 feet of Lot 5, Block 3, HALL'S HILL - Lot 6, Block 3, HALL'S HILL	97269.44	36984	97269.44		97269.44	-784.93	
52028	1215 East 26th Street	29-630-32-02-00-0-00-000 29-620-33-23-00-0-00-000	The West 32.5 feet of the North 36 feet of Lot 21, and the West 32.5 feet of Lot 22, and the East half of the vacated alley West of and adjoining Block 6, PORTER PARK	89651.02	36916	89651.02		89651.02	1638.51	
52029	2224-26 Tracy	29-620-33-24-00-0-00-000	VICTOR PLACE E 75' OF LOT 29 BLK G	92680.12	36992	92680.12		92680.12	3621.82	
52030	2511 Forest	29-630-21-09-00-0-00-000	Lot 4, Block 1, PORTER PARK	43400.72	37032	43400.72		43400.72	2845.45	
52032	2411 Forest - Lorinda Inv Co	29-630-10-50-00-0-00-000	Lot 4 and the North ½ of Lot 5, Block 3, HALL'S HILL.	21245.88	37400	21245.88		21245.88	1756.79	
52033	2425 Forest - Lorinda Inv Co	29-630-10-10-00-0-00-000	HILL	19582.56	37400	19582.56		19582.56	1647.96	
52039	2228 Tracy - Neighborhood All.	29-620-33-22-00-0-00-000	The East 75 feet of Lot 30, Block G, VICTOR PLACE, a subdivision in Kansas City, Jackson County, Missouri	15727.34		15727.34		15727.34	1994.32	
52041	2430 Tracy - Thompson	29-630-10-33-02-0-00-000	½ feet of Lot 26, Block 3, HALL'S HILL Legal Lot 24 and the South 25 feet of Lot 25, Block 3, HALL'S HILL.	18342.05	37435	18342.05		18342.05	1422.25	
52042	2434 Tracy - Lorinda Inv Co	29-630-10-44-00-0-00-000	HALL'S HILL.	20767.07	37400	20767.07		20767.07	2599.98	
52045	2516 Tracy	29-630-21-32-00-0-00-000	The North 26 feet of Lot 18 and the South 7 feet of Lot 19, Block 1, PORTER PARK	66307.91	37018	66307.91		66307.91	1889.66	
52048	2507-09 Forest-Lorinda Investmt	29-630-21-36-00-0-00-000	Lots 2 and 3, Block 1, PORTER PARK	21982.33	37400	21982.33		21982.33	1928.48	
52049	2517 Forest-Lorinda Investment	29-630-21-11-00-0-00-000	Lot 6, Block 1, PORTER PARK	19515.32	37400	19515.32		19515.32	1850.07	
52050	2546 Tracy - Jacobs/Black/Hend	29-630-21-24-00-0-00-000 29-630-21-20-00-0-00-000	The South 40 feet of the North 45 feet of Lot 13, Block 1, PORTER PARK.	17889.66	37516	17889.66		17889.66	1836.8	
52051	2552 and 2524 Tracy	29-630-21-21-00-0-00-000		17707.21	37722	17707.21		17707.21	7838.98	
52051	2554 Tracy	29-630-21-20	Tract III - S. 40.5' of E 95' of Lot 11, Blk 1 Porter Park							
52051	2552 Tracy	29-630-21-21	Tract II - N. 35' of Lot 11 and S. 1 2/3' of Lot 12, Blk 1 Porter Park							
52052	1204 E 26th St-Beacon Hill Com	29-630-21-17-00-0-00-000	10, Block 1, PORTER PARK BLK 1 to 6 INC.	16261.23	37473	16261.23		16261.23	2928.39	
52053	1206 E 26th St-Lorinda Investm	29-630-21-18-00-0-00-000	The East 45 feet of Lot 10, Block 1, PORTER PARK BLK 1 to 6 INC.	16631.72	37722	16631.72		16631.72	1760.1	

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52054	1208 (1202) E 26th St-Beacon Hill Com	29-630-21-16-00-0-00-000	The West 60 feet of Lot 10, Block 1, PORTER PARK BLK 1 to 6 INC.	15686.22	37722	15686.22		15686.22	607.18	
52056	2600 Tracy - Hilliard	29-630-32-01-00-0-00-000	The East 117.5 feet of the North 33.5 feet of Lot 22, Block 6, PORTER PARK	17205.72	37480	17205.72		17205.72	1839.81	
52057	2634 Tracy - Smith	29-630-32-32-00-0-00-000	PORTER PARK with the E 1/2 of vacated alley	19268.61	37487	19268.61		19268.61	1858.05	
52059	1206 E 27th St - Woods	29-630-32-15-00-0-00-000	The East 43.35 feet of the South 50 feet of Lot 11, and the West half of the vacated alley East of and adjoining, Block 6, PORTER PARK.	15651.84	37370	15651.84		15651.84	1831.94	
52060	1219 E 22nd St - Land Trust	29-620-33-02-00-0-00-000	16 & 17 Blk G	19954.44	37035	19954.44		19954.44	1801.73	
52061	2641 Forest - Shaw	29-630-32-14-00-0-00-000	The West 106.65 feet of the South 50 feet of Lot 11, Block 6, PORTER PARK	116580	36957	116580		116580	1849.02	
52062	2216 Tracy - Land Trust	29-620-33-28-00-0-00-000	Lot 24, Block G, VICTOR PLACE	16160.73	37035	16160.73		16160.73	1789.45	
52063	2220 Tracy - Land Trust	29-620-33-26-00-0-00-000	Lot 26, Block G, VICTOR PLACE	16328.98	37035	16328.98		16328.98	1790.32	
52064	2222 Tracy - Land Trust	29-620-33-25-00-0-00-000	PLACE	17657.67	37035	17657.67		17657.67	1820.44	
52065	2548 Tracy - Stanley & Black	29-630-21-23-00-0-00-000	The North 21 2/3 feet of Lot 12, and the South 15 feet of Lot 13, Block 1, PORTER PARK	69739.63	36899	69739.63		69739.63	3315.24	
52068	2436 Tracy - Land Trust	29-630-10-43-00-0-00-000	The North 37.5 feet of Lot 23, Block 3, HALL'S HILL	18392.6	37035	18392.6		18392.6	1754.49	
52071	2427 Forest - Land Trust	29-630-10-11-00-0-00-000	16 2/3 feet of Lot 8, Block 3, HALL'S HILL	15932.6	37035	15932.6		15932.6	1715.48	
52073	2515 Forest - Land Trust	29-630-21-10-00-0-00-000	Lot 5, Block 1, PORTER PARK	16322.34	37035	16322.34		16322.34	1910.04	
52074	2615 Forest - Land Trust	29-630-32-07-00-0-00-000	All or the South 8 feet of Lot 3, and the North 45 feet of Lot 4, Block 6, and the West 1/2 of vacated alley East of and adjoining PORTER PARK (per corrective deed)	15942.31	37035	15942.31		15942.31	1809.38	
52075	2405-07 Forest	29-630-10-49-00-0-00-000	2/3 feet of Lot 3, Block 3, HALL'S HILL - the	32019.16	37153	32019.16		32019.16	2673.29	
52076	2506 Tracy - Willcott	29-630-21-33-00-0-00-000	The South 33 feet of the North 53 feet of Lot 19, Block 1, PORTER PARK	93889.15	37092	93889.15		93889.15	2734.05	
52077	2542 Tracy - White	29-630-21-25-00-0-00-000	The South 35 feet of Lot 14 and the North 5 feet of Lot 13, Block 1, PORTER PARK	68419.63	37790	68419.63		68419.63	2574.23	
52088	1212 E 23rd St	29-620-33-33-00-0-00-000	W 24 FT OF S 11 FT LOT 27 & W 24 FT OF LOTS 28-29 & 30 BLK G VICTOR PLACE	14897.75	37525	14897.75		14897.75	2356	
53002	2547 Tracy - Griffin	29-630-22-16-00-0-00-000	The North 37.5 feet of the South 39.5 feet of Lot 8, and the West 1/2 of the vacated alley lying East of and adjoining Block 2, PORTER PARK	84139.25	36788	84139.25		84139.25	2859.01	
53003	2631 Tracy - Rowe	29-630-31-10-00-0-00-000	All of W 145' of S 5' of Lot 6 & W 145' of N 30' Lot 7. Blk 5, PORTER PARK	32851.84	37155	32851.84		32851.84	2720.02	
53005	1315 E 26th St - Travelers	29-630-31-03-00-0-00-000		139871.76	36871	139871.76		139871.76	-3189.85	
53005	1315 E 26th St.	29-630-31-02	PORTER PARK BLKS 1-6 INC TRACT I: All of the West 17.09 feet of Lot 22, the West 17.09 feet of the North 26 feet of Lot 21, the East 5 feet of Lot 1, and the East 5 feet of the North 26 feet of Lot 2, and all of the vacated alley lying between said Lots 21 and 22							
53005	1317 E 26TH ST	29-630-31-03	PORTER PARK BLKS 1 TO 6 INC W 145 FT OF LOT 1 BLK 5 N 1 5 FT OF W 145 FT OF LOT 2 BLK 5							
53007	2459 Tracy - Bacote	29-630-11-18-00-0-00-000	The South 32.2 feet of the West 115 feet of Lot 8, Block 4, HALL'S HILL	29849.36	36991	29849.36		29849.36	2269.25	
53011	1308 E 23rd St - Thompson	29-620-34-15-00-0-00-000	45.5 feet of the South 12.2 feet of Lot 3,	16578.91	37792	16578.91		16578.91	1817.29	
53012	2609 Tracy	29-630-31-05-00-0-00-000	North 40 feet of Lot 3, Block 5, PORTER PARK	75717.66	37015	75717.66		75717.66	3269.92	
53014	2607 Tracy	29-630-31-04-00-0-00-000	The West 145 feet of the North 5 feet of Lot 3, and the West 145 feet of the South 35 feet of Lot 2, Block 5, PORTER PARK.	85576.02	37370	85576.02		85576.02	2899.12	

**APPENDIX  
PRODUCTIVE AND NON-PRODUCTIVE REO PROPERTY LISTING**

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Project Number	Project Address	Parcel No.	Legal Description	Cost Balance 9-30-10	Acquisition Date per STK	CDBG Funding	HOME Funding	Total Funding	CDBG Carrying Cost	HOME Carrying Cost
53015	2629 Tracy	29-630-31-09-00-0-00-000	The South 35 feet of the North 45 feet of the West 145 feet of Lot 6, Block 5, PORTER PARK.	76952.38	36788	76952.38		76952.38	3340.89	
53018	2528 West Paseo	29-630-22-27-00-0-00-000	3.08 feet of Lot 14, Block 2, PORTER PARK.	38368.99	37020	38368.99		38368.99	2232.94	
53020	2451 Tracy	29-630-11-14-00-0-00-000	The North 30 feet of the South 50 feet of Lot 7, Block 4, HALL'S HILL	62003.67	37033	62003.67		62003.67	3021.43	
53025	2453 Tracy	29-630-11-15-00-0-00-000	and the North 10 feet of the West 113 feet of	73850.41	36955	73850.41		73850.41	3056.7	
53026	2455 Tracy	29-630-11-16-00-0-00-000	The South 30 feet of the North 40 feet of the West 113 feet of Lot 8, Block 4, HALL'S HILL.	76392.15	36837	76392.15		76392.15	2192.21	
53027	2201-03 and 2205-07 Tracy	29-620-34-06-00-0-00-000		72352.17	37138	72352.17		72352.17	7897.64	
53027	2201- 2203 Tracy	29-620-34-06	Lots 9 and 10, MOUNT PROSPECT							
53027	2205 - 2207 TRACY	29-620-34-27	MOUNT PROSPECT ADD N 15' OF LOT 7 & ALL OF LOT 8							
53028	2634 West Paseo	29-630-31-22-00-0-00-000	The East 115 feet of the North 34 feet of Lot 13 and the East 115 feet of the South 11 feet of Lot 14, EXCEPT the East 20 feet of all said premises in West Paseo Blvd, Block 5, PORTER PARK	197951.54	39504	197951.54		197951.54	1423.68	
53030	1320 East 27th Street (aka 1322 E 27th)	29-630-31-21-00-0-00-000	The East 80 feet of Lot 12 and the East 80 feet of the South 16 feet of Lot 13, EXCEPT, that part in Parkway, Block 5, PORTER PARK.	186591.76	37182	186591.76		186591.76	13951.95	
53031	1312-14 East 27th Street	29-630-31-19-00-0-00-000	Lot 9 and the East 11 feet of Lot 10 and 11. The East 43 feet of the West 30 feet of the South 11 feet of Lot 9 and the East 45 feet of the West 90 feet of Lot 10 and the East 45 feet of the West 90 feet of Lot 11, Block 5, PORTER PARK.	118533.95	37272	118533.95		118533.95	9467.84	
53032	1304-06 East 27th Street	29-630-31-31-00-0-00-000		192748.71	37449	192748.71		192748.71	13644.02	
53034	2524 W Paseo-Lillian Armstrong	29-630-22-28-00-0-00-000	The North 16.87 feet of Lot 15 and the South 29.34 feet of Lot 16, Block 2, together with the East ½ of the vacated alley lying West and adjoining said lots, PORTER PARK	27562.01	37369	27562.01		27562.01	1830.81	
53036	2229 Tracy - Schrupp (Per County 2227 Tracy)	29-620-34-14-00-0-00-000	OF S 3' OF LOT 2	15236.9	37792	15236.9		15236.9	2345.68	
53037	2425 Tracy - Brown	29-630-11-07-00-0-00-000	HILL	17188	37722	17188		17188	1875.15	
53040	2519 Tracy - Hughes	29-630-22-09-00-0-00-000	feet of Lot 4, Block 2, together with the West ½ MOUNT PROSPECT ADD N 17.5' OF LOT 4 & S 5' OF LOT 5	118207.88	37020	118207.88		118207.88	14717.46	
53049	2213 Tracy - Buckner/Henderson	29-620-34-08-00-0-00-000	MOUNT PROSPECT ADD N 15' OF LOT 3 & S 7.5' OF LOT 4	14938.45	37792	14938.45		14938.45	1824.59	
53050	2215 Tracy - KCNA	29-620-34-09-00-0-00-000		249.6	39532	249.6		249.6	265.03	
53051	2545 Tracy - McFedders	29-630-22-15-00-0-00-000	The South 19.5 feet of Lot 7 and the North 20.5 feet of Lot 8, together with the West ½ of the vacated alley East of and adjoining said premises, all of Block 2, PORTER PARK	17999.36	37488	17999.36		17999.36	1758.69	
53053	1308 E 27th St - Smith	29-630-31-18-00-0-00-000	The East 49 feet of the West 139 feet of the South 11 feet of Lot 9, and the East 49 feet of the West 139 feet of Lots 10 and 11, Block 5, PORTER PARK	17214.38	39504	17214.38		17214.38	2768.49	
53054	1313 E 22nd St - Land Trust	29-620-34-05-02-0-00-000	Lot 11, MOUNT PROSPECT ADDITION. Updated legal per assessor: South 60 ft, Lot 11, MOUNT PROSPECT ADDITION	15182.62	37035	15182.62		15182.62	2690.6	
53055	1317 E 22nd St - Land Trust	29-620-34-02-00-0-00-000	Updated legal per assessor: South 60 ft, Lot 10 and the West 5 feet of Lot 7, and the South ½ of the vacated alley lying North of and adjacent to said Lots, ROGER'S SUBDIVISION	15027.36	37035	15027.36		15027.36	1594.58	
53056	1312 E 23rd St - Land Trust	29-620-34-16-00-0-00-000		16556.83	37035	16556.83		16556.83	3036.71	

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53057	1316 E 23rd St - Land Trust	29-620-34-17-00-0-00-000	The East 20 feet of Lot 7 and all of Lot 8, and the South half of vacated alley North of and adjoining in ROGER'S SUBDIVISION	16184.63	37035	16184.63		16184.63	3094.11	
53058	1318 E 23rd St - Land Trust	29-620-34-18-00-0-00-000	lying North of and adjacent to said Lot,	15972.4	37035	15972.4		15972.4	3012.03	
53059	2217 (2219) Tracy - Land Trust	29-620-34-10-00-0-00-000	MOUNT PROSPECT ADDITION	17343.79	37035	17343.79		17343.79	3065.53	
53060	2218 Lydia - Land Trust	29-620-34-23-00-0-00-000	lying south of and adjacent to said Lot 31,	16200.83	37035	16200.83		16200.83	1712.25	
53061	1311 East 25th St - Winfrey	29-630-22-02-00-0-00-000	The East 36 feet of Lot 1 and 2 and the East 36 feet of the North 10 1/2 feet of Lot 3, Block 2, PORTER PARK BLK 1 to 6 INC.	62998.95	37343	62998.95		62998.95	2158.92	
53062	2549 Tracy - Land Trust	29-630-22-17-00-0-00-000	The South 2 feet of Lot 8 and the North 35.5 feet of Lot 9, and the West 1/2 of the vacated alley East of and adjoining said premises, Block 2, PORTER PARK.	16149.74	37035	16149.74		16149.74	1867.58	
53063	2637-39 Tracy - McFeders	29-630-31-13-00-0-00-000	FT OF N 39 FT LOT 9 BLK 5	15786.04	37035	15786.04		15786.04	1756.52	
53064	2501 Tracy - Herrera	29-630-22-03-00-0-00-000	The North 30 feet of the West 114 feet of Lot 1, Block 2, PORTER PARK	74113.61	37260	74113.61		74113.61	3163.09	
53065	2503 Tracy - Ralls	29-630-22-04-00-0-00-000	The South 30 feet of the North 60 feet of the West 114 feet of Lot 1, Block 2, PORTER PARK	68555.02	37176	68555.02		68555.02	3151.75	
53066	2535 Tracy - Shumate	29-630-22-12-00-0-00-000	TR 1: All of S 19.5' of Lt 5 and the N 20.5' of Lt 6, Block 2, PORTER PARK and W 1/2 of alley adj. property on the E. TR 2: The N 20' of the S 39 1/2' of Lt 6, and W 1/2 of alley lying E and adj said premises, Blk 2, PORTER PARK	54095.56	37272	54095.56		54095.56	9099.19	
53067	2541 Tracy - Meloy	29-630-22-14-00-0-00-000	The South 40 feet of the North 40.5 feet of Lot 7, Block 2, PORTER PARK	50937.1	37063	50937.1		50937.1	3875.22	
53068	2457 Tracy - Hayes, Lucille	29-630-11-17-00-0-00-000	S 30 FT OF N 70 FT W 113 FT LOT 8 BLK 4 HALLS HILL	58207.96	33003	58207.96		58207.96	1991.53	
53072	1302 E 26th St - Tolbert, Ella	29-630-22-19-00-0-00-000	PORTER PARK BLKS 1 TO 6 E 37.5' OF W 75' LOT 10 BLK 2 & E 37.5' OF W 75' OF S 24.5' LOT 9 BLK 2	91772.5	37505	91772.5		91772.5	3095.74	
53075	1312 E 25 St-D & D Investments	29-630-11-19-00-0-00-000	The East 37 feet of Lot 8, and the East 37 feet of the South 20 feet of Lot 7, Block 4, HALL'S HILL.	90445.89	37246	90445.89		90445.89	2199.51	
53076	MODot Tract Bc1	29-630-11-45-00-0-00-000		39514.26	37525	39514.26		39514.26	3404.45	
53076	2442 West Paseo (post-replat) Per the City 8/2010, Address has an alias of 1331 E 24th Street	29-630-11-45	Lot 4, Block 1, FIRST REPLAT OF BEACON HILL BLOCK 1 LOTS 3 THROUGH 5							
53076	Address to be Assigned (post-replat)	29-630-11-47	Lot 5, Block 1, FIRST REPLAT OF BEACON HILL BLOCK 1 LOTS 3 THROUGH 5							
53077	MODot Tract B4 - 1215 E 22nd St	29-620-33-34-00-0-00-000	VICTOR PLACE---LOTS 16 & 17 BLK G DAF. BEG AT TH SW COR OF LOT 17 TH NLY 39.06' TH ELY 56.25' TH SLY 39.06' TH WLY	14251.6	37525	14251.6		14251.6	270.91	
54004	2534 Paseo-Paseo Terrace, Inc	29-630-23-11-00-0-00-000	LOTS 91, 92, 93, 94, 95, 96, 97, 98 and 99, PASEO TERRACE	35709.05	37124	35709.05		35709.05	7342.42	
54006	2205 Lydia - Land Trust	29-620-35-02-00-0-00-000	18 and 19, and the South 25 feet of the North 80 feet of the West 16.5 feet of Lot 20, MOUNT PROSPECT ADDITION Legal given in Assessor records AFTER Easement QCD: Part of Lots 18 - 20 described as follows, Beginning at the NW Corner of Lot 18, Thence S 02 deg 10 min 35 sec W 67 to True POB, Thence S 87 Deg, 27 Min 53 Sec E 71.88' Th N 13' to Tru POB (Assessor abbreviated legal seems to not close)	15383.75	37035	15383.75		15383.75	1200.48	

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54007	2209 Lydia - Land Trust	29-620-35-05-00-0-00-000	The South 25 feet of Lots 18 and 19, and the West 16 1/2 feet of the South 25 feet of Lot 20, MOUNT PROSPECT ADDITION.	15860.68	37035	15860.68		15860.68	1482.48	
54008	2211 Lydia - Land Trust	29-620-35-06-00-0-00-000	All the West 71.5 feet of Lot 24, MOUNT PROSPECT ADDITION.	16130.33	37035	16130.33		16130.33	1638.76	
54009	2213 Lydia - Land Trust	29-620-35-07-00-0-00-000	The West 71.5 feet of Lot 25, MOUNT PROSPECT ADDITION	15727.6	37035	15727.6		15727.6	1621.96	
54010	2219 Lydia - Land Trust	29-620-35-10-00-0-00-000	The South 16.5 feet of the West 71.5 feet of Lot 27, MOUNT PROSPECT ADDITION	16037.21	37035	16037.21		16037.21	1898.63	
56001	2629 Vine - Bushnell	29-630-29-13-00-0-00-000	Part of the Southeast 1/4 of the Southwest 1/4 feet of Section 9, Township 49, Range 33 - Beg on E li Vine, 209' N of N li of 27th St and parallel w/27th St., 127' to alley; thn N and parallel w/Vine 25'; thn W 127' to E li of Vine; thn S 25' to POB	67605.26	36909	67605.26		67605.26	2024.51	
56002	2617-19 Vine	29-630-29-08-00-0-00-000	Beg on E li Vine St., SW 1/4 SW corner of Lot 10, Blk 2, SHEPARDS & BARNOLLARS ADD; thn E 121'; thn S 25'; thn W 121'; thn N 25' to POB; being part of SE 1/4 of SW 1/4 SEC 09 TWN 49 RNG 33	71767.16	36938	71767.16		71767.16	2352.26	
56003	2623 Vine	29-630-29-10-00-0-00-000	feet South of the Southwest corner of Lot 10, Part of the Southeast Quarter of the Southwest Quarter of Section 9, Township 49, Range 33, beginning on the East line of Vine., 234 feet North of the North line of 27th Street, thence North.	66014.73	36938	66014.73		66014.73	1813.83	
56004	2627 Vine	29-630-29-12-00-0-00-000	beginning on East line VINE STREET 129.5 feet North of North line 27TH STREET, thence North 26.5 feet, thence East 121 feet, thence South 26.5 feet, thence West to beginning SECTION 9, TOWNSHIP 49, RANGE 33	53737.93	36809	53737.93		53737.93	1885.37	
56006	2633-35 Vine - Urban Pioneers	29-630-29-39-00-0-00-000	Part of the Southwest 1/2 of Section 9, Township 49, Range 33. Beginning at a point of the East line of Vine, 102 feet North of the Northeast corner of 27th Street and Vine, thence East.	14979.28		14979.28		14979.28	2974.79	
56009	2637 Vine - Land Trust	29-630-29-17-00-0-00-000	Part of the SE 1/4 of the SW 1/4 of Section 9, Township 49, Range 33, beginning at the E line of Vine St 182.5' N of N li of 27th St	15670.6	37035	15670.6		15670.6	1866.97	
56010	2631 Vine	29-630-29-14-00-0-00-000	The South 50 feet of Lot 6, Block 4, HALL'S HILL	14335.85	36909	14335.85		14335.85	845.04	
53039	2445 Tracy	29-630-11-43-00-0-00-000		0				0	4253.12	

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<b>HOLY TEMPLE HOMES PROPERTIES - TO LCRA</b>										
98379	Holy Temple Homes Apartments - Tracts A, B and C	31-210-16-01-00-0-00-000 31-210-18-01-00-0-00-000 31-210-06-02-00-0-00-000		33465.4	38351	33465.4		33465.4	490897.61	
98379	4925 E 37th Street, 3700 Chelsea Drive, 3712 Chelsea Drive, 3724 Chelsea Drive, 3736 Chelsea Drive, 3748 Chelsea Drive, 3760 Chelsea Drive, 3772 Chelsea Drive, 3784 Chelsea Drive, 3800 Chelsea Drive, 3810 E 37, 3812 E 37, 3812 Chelsea Drive, 3816 E 37, 3824 Chelsea Drive, 3840 Chelsea Drive, 3848 Chelsea Drive, 3860 Chelsea Drive, 3872 Chelsea Drive, 3884 Chelsea Drive	31-210-16-01	Holy Temple Homes Tract A							
98379	Leeds Traffic Way, 5026 Leeds Traffic Way, 5038 Leeds Traffic Way, 5100 Leeds Traffic Way, 5111 Leeds Traffic Way, 5113 Leeds Traffic Way, 5125 Leeds Traffic Way, 5137 Leeds Traffic Way, 5149 Leeds Traffic Way, 5163	31-210-18-01	HOLY TEMPLE HOMES TRACT C							
98379	3801 Chelsea Drive, 3813 Chelsea Drive, 3825 Chelsea Drive, 3837 Chelsea Drive, 3849 Chelsea Drive, 3861 Chelsea Drive, 3873 Chelsea Drive, 5100 Leeds Trafficway	31-210-06-02	Holy Temple Homes Tract B							
<b>BENTON CORRIDOR PROPERTIES - NEIGHBORHOOD REVIEW PRIOR TO LIQUIDATION</b>										
98023	2709 Benton Blvd	28-920-02-22-00-0-00-000	SANTA FE PLACE S 46 FT OF N 129.94 FT OF W 115 FT OF LOT 1 S 20 FT OF N 140 FT OF E 60 FT OF LOT 1 BLK 10	2483.9	35915	2483.9		2483.9	46880.47	
98024	2809 Benton Blvd	28-920-08-21-00-0-00-000	SANTA FE PLACE S 51.55 FT OF W 84 FT OF LOT 1 S 30.75 FT OF E 61 FT OW W 145 FT OF LOT 1 BLK 8	10	35823	10		10	28677	
98042	2747-49 Benton Blvd	28-920-05-23-00-0-00-000	SANTA FE PLACE N 49.12' OF S 116.12' OF W 125' OF LOT 26 BLK 9	16942.9	37449	16942.9		16942.9	14011.47	
98043	2910-12 East 28th Street	28-920-05-25-00-0-00-000	SANTA FE PLACE E 50 FT OF S 105.56 FT OF L OT 26BLK 9	16942.9	37449	16942.9		16942.9	10063.31	
98044	2903 East 27th Street	28-920-02-19-00-0-00-000	SANTA FE PLACE W 40 FT OF E 80 FT OF N 60 FT OF LOT 1 S 23.94 FT OF W 20 FT OF E 80 FT OF N 83.94 FT OF LOT 1 & S10 FT OF N 80 FT OF E 60 FT LOT 1 BLK 10	16987.9	37449	16987.9		16987.9	11592.55	
98045	2801 Benton Blvd	28-920-08-19-00-0-00-000	SANTA FE PLACE W 84 FT OF N 62 FT OF LOT 1 BLK 8	16969.4	37449	16969.4		16969.4	33979.57	
98046	2826 Prospect	29-710-10-22-00-0-00-000	AVON DALE PARK LOT 1	7882.5	37449	7882.5		7882.5	34683.76	

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98048	2757 East 27th Street	28-920-03-06-00-0-00-000	SANTA FE PLACE N 100' OF LOT 15 ALSO W 20' OF N 49.54 FT OF S 62.54' ALL IN BLK 1	16990.4	37449	16990.4		16990.4	16869.91	
98029	No address - previously 2713 Benton Blvd	28-920-02-26-00-0-00-000	SANTA FE PLACE N 100' OF LOT 15 ALSO W 20' OF N 49.54 FT OF S 62.54' ALL IN BLK 1 DAF: BEG E LI LOT 26, 150' N OF SE COR SD LOT THE W 60 TH N 22' MOL TO A PT	-	4/6/2000			-	184,219.92	
98029	No address-Benton Square	28-920-02-27-00-0-00-000	SANTA FE PLACE---N 20' OF S 150' OF E 60' OF LOT 26 BLK 10	-	4/6/2000			-		
98029	2717 Benton Blvd	28-920-02-29-00-0-00-000	SANTA FE PLACE---N 46' of S 154' of W 115' of Lot 26 Blk 10	-	4/6/2000			-		
98029	2721 Benton Blvd	28-920-02-30-00-0-00-000	SANTA FE PLACE--- N 44' OF S 108' OF W 95' OF LOT 26 BLK 10	-	4/6/2000			-		
98029	2700 Benton Blvd	28-920-03-01-00-0-00-000	SANTA FE PLACE---N 50' OF LOTS 17 & 18 BLK 1	-	4/6/2000			-		
98029	2761 E 27th St	28-920-03-02-00-0-00-000	SANTA FE PLACE N 100' OF LOT 16 BLK 1	-	4/6/2000			-		
98029	2759 E 27th St	28-920-03-05-00-0-00-000	SANTA FE PLACE N 100' OF LOT 15 ALSO W 20' OF N 49.54 FT OF S 62.54' ALL IN BLK 1 BEG AT PT 100' S & 10' W OF NE COR SD LOT 15 TH W & PARA WI N LI SD LOT 15 20'	-	4/6/2000			-		
98029	21 BLK 1 DAF: BEG AT A PT 68' S OF N LI & 20' E OF W LI SD LOT 21 TH E 20' TH S & PARA TO W LI	28-920-03-43-00-0-00-000	BEG AT A PT 68' S OF N LI & 20' E OF W LI SD LOT 21 TH E 20' TH S & PARA TO W LI	-	4/6/2000			-		
98029	2726 Benton Blvd	28-920-03-44-00-0-00-000	BEG AT A PT W LI BENTON BLVD 123' 4" S NE COR LOT 19 TH S 16' 8" MOL TO A PT 2'	-	4/6/2000			-		
98029	2905 Lockridge	28-920-05-14-00-0-00-000	SANTA FE PLACE---E 50' OF N 105.56' OF LOT 1 BLK 9	-	4/6/2000			-		
98029	2735-37 Benton Blvd	28-920-05-16-00-0-00-000	SANTA FE PLACE---S 49.5' OF N 116' OF W 125' OF LOT 1 BLK 9	-	4/6/2000			-		
98029	No Address -Santa Fe Place S 20 ft of N 145.56 ft of E 50 ft Lot 1 Blk 9	28-920-05-19-00-0-00-000	Santa Fe Place S 20 ft of N 145.56 ft of E 50 ft Lot 1 Blk 9	-	4/6/2000			-		
98029	2743 Benton Blvd	28-920-05-20-00-0-00-000	SANTA FE PLACE S 20' OF W 125' OF LOT 26 & N 20' OF E 50' OF LOT 26 BLK 9	-	4/6/2000			-		
98029	No address Benton Square	28-920-05-21-00-0-00-000	S 20' OF N 40' OF E 50' OF LOT 26 BLK 9 (Assessor) SANTA FE PLACE - N 20 ft of S	-	4/6/2000			-		
98029	2805 Benton Blvd	28-920-08-20-00-0-00-000	SANTA FE PLACE---S 52' OF N 114' OF W 84' OF LOT 1 BLK 8	-	4/6/2000			-		
98029	No Address	28-920-08-22-00-0-00-000	SANTA FE PLACE N 30.75' of E 61' of S61.5' of W 145' of Lot 1, Block 8	-	4/6/2000			-		
98029	E 28th	28-920-08-23-00-0-00-000	SANTA FE PLACE S 20' OF W 125' OF LOT 26 & N 20' OF E 50' OF LOT 26 BLK 9 145' E OF SW COR OF SD LOT 1 TH N 61.5' TH E PARL TO S LI OF SD LOT 1, 28.55'	-	4/6/2000			-		
98029	3029-3031 Benton Blvd	28-920-19-11-00-0-00-000	LIESEL PLACE N 40' OF LOT 8, Benton Blvd.	-	4/6/2000			-		
98047	2908 Lockridge	28-920-02-32-00-0-00-000	SANTA FE PLACE W 40 FT OF E 80 FT OF S 90 FT OF LOT 26 & N 18 FT OF S 108 FT OF W 20 FT OF E 80	0	37449			0	7734.71	
<b>COLUMBUS PARK PROPERTY - NEIGHBORHOOD REVIEW PRIOR TO LIQUIDATION</b>										
93714	1301 E 5th Street	12-730-16-02-02-0-00-000	HURCK'S SUB OF GUINOTTE BLUFF PRT OF LOT 104 BEG AT NW COR SD LOT TH E	0	36200			0	10822.15	

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Project Number	Project Address	Parcel No.	Legal Description	Cost Balance 9-30-10	Acquisition Date per STK	CDBG Funding	HOME Funding	Total Funding	CDBG Carrying Cost	HOME Carrying Cost
<b>REGISTRY SQUARE PROPERTY - TO HABITAT FOR HUMANITY</b>										
98026	Registry Square Apts	30-620-09-02-00-0-00-000 30-620-10-20-00-0-00-000 30-620-10-42-00-0-00-000 30-620-20-02-00-0-00-000 30-620-23-01-00-0-00-000 30-620-19-17-00-0-00-000 30-620-09-31-00-0-00-000 30-620-19-03-00-0-00-000		595	36138	595		595	91582.29	
<b>NON-PRODUCTIVE REO ASSETS - TO BE LIQUIDATED UPON S/B DESIGNATION AND APPROVAL</b>										
<b>Scattered Sites:</b>										
92228	CHIC - 2016 Wabash	29-610-23-24-00-0-00-000	ANSLEYS RES OF BLK 3 OF BROOKLYN HEIGHTS LOT 24 & S 4.5' OF LOT 25 BLK 3	3130.65	36007	3130.65		3130.65	4008.46	
92229	CHIC - 2012-2014 Wabash	29-610-23-25-00-0-00-000 29-610-23-26-00-0-00-000	ANSLEY S RES OF BLK 3 OF BROOKLYN HEIGHTS N 20' OF LOT 25 & S 5' OF LOT 26 BLK 3	4455.64	36012	4455.64		4455.64	5566.7	
92246	2317 Brooklyn - CHIC -	29-640-04-05-00-0-00-000	FLOURNOYS ADD E 125.66' OF LOT 8 BLK 3 E 125.66' OF LOT 7 BLK 3	900	36061	900		900	3421.7	
92249	CHIC - 2628-30 Brooklyn	29-640-32-21-00-0-00-000	COMMENTS:	8913	36237	8913		8913	9611.58	
92251	2210 Brooklyn - WW/WP	29-610-38-12-00-0-00-000	150' OF E 155' OF LOT 3	368	36237	368		368	2941.56	
92252	WW/WP - 2114 Wabash	29-610-32-18-00-0-00-000	BROOKLYN HEIGHTS RES BLKS 4 & 5 LOTS 52 & 53	518	36237	518		518	9314.22	
92254	2112 East 24th Terrace	29-640-08-55-00-0-00-000	DALCOULIN W 42 1/2' OF LOTS 3 & 4 BLK 2 & E 1/2 OF VAC ALLEY W & ADJ SECTION TO TOWNSHIP 49 RANGE	443	36237	443		443	2042.02	
93508	2024 Benton B - Mitchell, Edward	28-420-20-28-00-0-00-000	33 BEG 80 FT N OF NW COR OF 21ST ST & BENTON BLVD TH W 95 FT TH N 20FT, TH W 40 FT, TH N 33 FT TH E 135 FT TH S 53 FT TO BEG	33817.41	37690	33817.41		33817.41	8962.27	
97001	4404 Elmwood	31-520-10-25-00-0-00-000	Lot 2, Block 8, HOLLYWOOD HILLS	391	38483	391		391	2465.11	
97002	4315 Cypress	31-520-03-05-00-0-00-000	Vacant Lot, Lot 23, Block 1, Hollywood Hills.	149	38483	149		149	3027	
97004	4324 Cypress	31-520-04-19-00-0-00-000	Lot 9, Block 2, HOLLYWOOD HILLS	649	38483	649		649	1987	
97005	4312 Cypress	31-520-04-22-00-0-00-000	HOLLYWOOD HILLS LOT 6 BLK 2	649	38483	649		649	2203.4	
97006	4432 Kensington	31-520-08-14-00-0-00-000	VACANT LOT, NE 1/4 of Lot 4, Block 6, HOLLYWOOD HILLS	249	38483	249		249	7504.01	
97007	4336-38 Kensington	31-520-05-17-00-0-00-000	HOLLYWOOD HILLS LOT 12 BLK 3	299	38426	299		299	3081.03	
97008	4305 E. 44th Street	31-520-08-03-00-0-00-000	VACANT LOT, West 170 feet of Lot 1, West 170 feet of North 1 foot of Lot 2, Block 6, HOLLYWOOD HILLS.	4391	38483	4391		4391	8498.65	
97009	4347 Norton	31-410-01-12-00-0-00-000	Lot 437, BENTON VIEW.	349	38483	349		349	2582.4	
97010	4401 Norton	31-410-16-02-00-0-00-000	Lot 438, BENTON VIEW.	449	38483	449		449	2080	
97011	4403 Norton	31-410-16-03-00-0-00-000	VACANT LOT, Lot 439, BENTON VIEW.	349	38483	349		349	1877.5	
97012	4427 Norton	31-410-16-07-00-0-00-000	VACANT LOT, Lots 444 & 445, BENTON VIEW	749	38483	749		749	3470.68	
97015	4420 Norton	31-410-15-28-00-0-00-000	Lot 402, BENTON VIEW.	249	38483	249		249	1877.5	
97016	4414 Norton	31-410-15-23-00-0-00-000	VACANT LOT, Lot 403, BENTON VIEW.	249	38483	249		249	1888.47	
97017	4412 Norton	31-410-15-24-00-0-00-000	VACANT LOT, Lot 404, BENTON VIEW.	249	38483	249		249	1877.5	
97018	4402 Norton (4400)	31-410-15-01-00-0-00-000	Lot 407, BENTON VIEW.	299	38483	299		299	1680	
97019	4346 Norton	31-410-02-14-00-0-00-000	Lot 408, BENTON VIEW.	249	38483	249		249	2192.93	
97020	4336 Norton	31-410-02-16-00-0-00-000	VACANT LOT, Lots 410 & 411, BENTON VIEW.	1399	38483	1399		1399	2245.68	
97021	4326 Norton	31-410-02-19-00-0-00-000	VACANT LOT, Lot 414, BENTON VIEW.	249	38483	249		249	1622.5	
97022	4423 Myrtle	31-410-15-06-00-0-00-000	Lot 383, BENTON VIEW	349	38483	349		349	1622.5	
97023	4400 Myrtle	31-410-14-01-00-0-00-000	VACANT LOT, Lot 347, BENTON VIEW.	299	38483	299		299	1877.51	
97024	4306 Myrtle	31-410-03-24-00-0-00-000	VACANT LOT, Lot 359, BENTONVIEW	241	38483	241		241	2252.5	

**APPENDIX  
PRODUCTIVE AND NON-PRODUCTIVE REO PROPERTY LISTING**

**Source: Housing and Economic Development Financial Corp. Real Estate Funding Source Report - Parcels Currently Owned As of 9/30/10**

Re-formatted to Asset Transfer Plan Categories

Project Number	Project Address	Parcel No.	Legal Description	Cost Balance 9-30-10	Acquisition Date per STK	CDBG Funding	HOME Funding	Total Funding	CDBG Carrying Cost	HOME Carrying Cost
97025	4300 Myrtle	31-410-03-01-00-0-00-000	Lot 362, BENTON VIEW	449	38483	449		449	1877.5	
97026	4321 Mersington	31-410-03-07-00-0-00-000	Lot 309, BENTON VIEW.	424	38483	424		424	2052.5	
97027	4415 Mersington	31-410-14-06-00-0-00-000	Lot 322, BENTONVIEW.	424	38483	424		424	1977.5	
97028	4429 Mersington	31-410-14-10-00-0-00-000	VACANT LOT, Lot 326, BENTON VIEW.	349	38483	349		349	1922.5	
97029	4411 Cleveland	31-410-13-04-00-0-00-000	Lot 261, BENTON VIEW.	249	38483	249		249	1866.03	
97031	4412 East 43rd Street	31-230-20-50-00-0-00-000	TOWERS HILLSIDE LOTS 104-106 South 50 feet of East 1/2 Block 11,	949	38483	949		949	6624.18	
97033	4522 Kensington	31-520-17-09-00-0-00-000	HOLLYWOOD HILLS	149	38483	149		149	2267.15	
97034	4219 E 41st St	31-230-19-01-00-0-00-000	TOWERS HILLSIDES---LOT 27	1149	38483	1149		1149	1999.59	
97035	4120 Spruce	31-230-19-54-00-0-00-000	TOWERS HILLSIDE	3023	38483	3023		3023	24633.7	
97037	4210 Spruce	31-230-19-40-00-0-00-000	VACANT LOT, Lot 66, TOWERS HILLSIDE.	699	38483	699		699	8724.5	
97038	4210 E 43rd St	31-230-19-28-00-0-00-000	Lot 54, TOWERS HILLSIDE	1149	38483	1149		1149	2486.23	
97039	4035 Spruce	31-230-09-11-00-0-00-000	Lot 16, TOWERS HILLSIDE	649	38483	649		649	1697.5	
97040	3931 Spruce	31-230-06-28-00-0-00-000	Lois 116 & 117, GREENCREST.	1099	38483	1099		1099	1945.68	
97041	3942 Spruce	31-230-07-33-00-0-00-000	Lois 137 & 138, GREENCREST.	274	38483	274		274	2445.68	
97042	3921 Jackson	31-230-07-32-00-0-00-000	Lois 162 - 166, GREENCREST.	4149	38483	4149		4149	2028.2	
97044	4020 Spruce	31-230-08-30-02-0-00-000	TOWER'S HILLSIDE LOTS 20-22 & LOT 146 GREENCREST	2524	38483	2524		2524	2803.87	
97045	4232 Spruce	31-230-19-34-00-0-00-000	VACANT LOT, TOWERS HILLSIDE, Lot 60.	699	38483	699		699	3002.5	
97046	4229 Spruce	31-230-20-23-00-0-00-000	VACANT LOT, TOWERS HILLSIDE, Lot 91.	1699	38483	1699		1699	2720.68	
97047	4214 Cypress	31-230-20-43-00-0-00-000	East 138 feet of Lot 112, TOWERS HILLSIDE.	649	38483	649		649	1802	
97048	4234 Elmwood	31-230-21-20-00-0-00-000	TOWER'S HILLSIDE Lot 138	699	38483	699		699	4022	
97049	4616 E 43rd (formerly 4235 Elmwood)	31-230-22-24-00-0-00-000	Lots 152-155 & 157, TOWERS HILLSIDE	3598	38483	3598		3598	2207.88	
97050	4241 (4239) Cypress	31-230-21-12-00-0-00-000	Lot 130, TOWERS HILLSIDE.	699	38483	699		699	3106.85	
98026	1121 E 44TH ST (119-21)	30-620-09-01	LLEWELLYN PLACE AMENDED PLAT E 1/2 LOT 26 BLK 1							
98026	1115 E 44TH ST (1115-1117)	30-620-09-02	LLEWELLYN PLACE AMENDED PLAT W 1/2 OF LOT 26 BLK 1							
98026	4402 Forest	30-620-09-31	LLEWELLYN PLACE AMENDED PLA T N 25 FT OF LOT 25 BLK 1							
98026	1202 E 45TH ST	30-620-10-20	LLEWELLYN PLACE AMENDED PLAT W 50.5' LOT 13 BLK 2 & VAC TRI TR ADJ SW COR							
98026	1210 E 45th Street (1210-1214)	30-620-10-42	E 50.5 ft of Lot 13, Blk 2 & W 71.5 Ft of Lot 14, Blk 2 Amended Plat of Llewellyn Place							
98026	4503 Tracy (4501 Tracy)	30-620-19-03	LLEWELLYN ANNEX LOT 1 BLK 3							
98026	1310-1312 BRUSH CREEK BLVD	30-620-19-17	LLEWELLYN ANNEX W 65' LOT 14 BLK 3							
98026	1215 E 45th Street (1215-1223) County names 1225 E 45 Street	30-620-20-02	Llewellyn Annex N 43' of Lt 23 & all Lt 24, Blk 2							
98026	1221 Brush Creek Blvd. (Previously 1219 BRUSH CREEK BLVD.)	30-620-23-01	LOGAN PARK VAC PART OF ST ADJ & E 1/2 OF LOT 24 BLK 2							
NONE	No address - GATES 3RD ADD--- LOT 1	29-640-09-19-02-0-00-000	Sec 09-49-33 NE1/4 SE1/4 Gates 3rd Add Lot 1	0	36943			0	0	
52090	1214 East 26th Street	29-630-21-19-00-0-00-000	Tract I - W 55' of S 40.5' of Lot 1, Blk 1 of Porter Park	0	37722			0	1599.59	
56011	No Address - SHEPARDS & BARNDOLLARS ADD ALL LY E OF VINE ST OF LOT 10 BLK 2	29-630-29-07-00-0-00-000	SHEPARDS & BARNDOLLARS ADD ALL LY E OF VINE ST OF LOT 10 BLK 2 DALCOULIN W 70' OF LOT 12 & W 70' OF LOT 13 BLK 4 (EX PT IN BROOKLYN AVE)	0	36952			0	2.86	
93317	2437 Brooklyn	29-640-16-03-00-0-00-000		0	36119			0	2383.76	
97003	4440 Cypress	31-520-09-15-00-0-00-000	Lot 15, CLARINGTON FUGITT ADDITION	0	38483			0	2102	
97036	4136 Spruce	31-230-19-44-00-0-00-000	Lot 70, Towers Hillside	0	38797			0	1877.5	
98015	6207 Agnes	46-320-27-04-00-0-00-000	N 1/2 OF LOT 40	0	37131			0	1989.26	

**APPENDIX  
PRODUCTIVE AND NON-PRODUCTIVE REO PROPERTY LISTING**

**Source: Housing and Economic Development Financial Corp. Real Estate Funding Source Report - Parcels Currently Owned As of 9/30/10**

Re-formatted to Asset Transfer Plan Categories

Project Number	Project Address	Parcel No.	Legal Description	Cost Balance 9-30-10	Acquisition Date per STK	CDBG Funding	HOME Funding	Total Funding	CDBG Carrying Cost	HOME Carrying Cost
98460	5227 Euclid	30-710-11-11-00-0-00-000	North 25 feet of Lot 196, South 12.5 feet of Lot 197, BROOKWOOD	19048.94	39321	19048.94		19048.94	8795.92	0
98461	3025 Wayne	29-720-30-12-00-0-00-000	South 10 feet of Lot 9 and the North 22 feet of Lot 10, BUGBEE PLACE	14986	39363	14986		14986	4233.73	0
98462	2314 College	28-430-02-11-00-0-00-000	North 15 feet of Lot 40 and the South 20 Feet of Lot 41, and the East 1/2 vacated alley West of and adjoining said Lots, JEFFERSON HEIGHTS	18878	39363	18878		18878	5347.55	0
98464	2726 Park	29-710-04-25-00-0-00-000	Lot 14, Resurvey of WRIGHT PLACE	5606	39363	5606		5606	4257.54	0
98470	615 Kensington (former 80724)	28-220-04-09-01-0-00-000	STEVENS' ADD, LOT 9	74520	39346		74520	74520	10293.58	1795.68
98471	619 Kensington (former 80725)	28-220-04-10-00-0-00-000	STEVENS' ADD, S 1/2 of LOT 10	74520	39346		74520	74520	9655.63	1819.36
98472	623 Kensington (former 80726)	28-220-04-11-00-0-00-000	STEVENS' ADD, LOT 11	74520	39346		74520	74520	10267.95	1918.51
98485	1318 Brooklyn (Old R3087)	29-140-12-32-00-0-00-000	12.5' Lot 2 BEND PLACE (Known as TR on	17163.86	40130	17163.86		17163.86	732.22	0
98711	10703 Ewing Drive	64-110-04-52-00-0-00-000	RUSKIN VILLAGE LOT 178	86730.57	37851	8700	78030.57	86730.57	26506.08	0
98415	808 Wabash	000	Lot 3, Block 2, Winfield Place	0	35430			0	3498.42	
98517	2638 Brooklyn	000	BLK 1 (EX PT IN BROOKLYN AVE)	0	36119			0	1561.95	
98525	2504 E 23rd St (2500)	29-610-34-13-00-0-00-000	PROSPECT SUMMIT LOTS 15, 16 & 17 BLK 1	0	36012			0	9800.27	
98527	2636 Brooklyn	29-640-32-20-00-0-00-000	WHITE BROS ADD W 125' OF LOT 9 BLK 1	0	36119			0	2214.96	
98539	2221 Wabash	29-610-34-12-00-0-00-000	PROSPECT SUMMIT S 10 FT OF LOT 18 BLK 1	0	36091			0	797.86	
98543	2337 Olive	29-640-02-15-00-0-00-000	PROSPECT SUMMIT ALL OF LOT 16 BLK 5 S 22.5 FT OF LOT 17 BLK 5	0	36119			0	1216.6	
TOTALS - REOs WITH COST ON G/L				7,603,020.28					1,691,668.25	5,533.55

**NOTE Concerning Cost:** The Balance Column above represents all funds expended which were capitalized to a real estate project account. However, when HEDFC foreclosed on a loan and converted the project to real estate owned, the real estate was recorded at the lower of cost or market value at the time of foreclosure. If the Fair Market Value as of the time of foreclosure was less than funds previously spent, the real estate would have been written down to FMV. Any amounts correspondingly written down would not be included in the Cost Balance totals.

**NOTE:** These totals are for real estate currently owned by HEDFC, and do not include figures for parcels previously sold or transferred, with or without compensation, or amounts paid on the City's behalf or reimbursed to the City. They also do not include the properties under the City's condemnation ordinance 030720, the title for which properties was never transferred to HEDFC.

**NOTE Concerning Cost:** The Balance Column above represents all funds expended which were capitalized to a real estate project account. However, when HEDFC foreclosed on a loan and converted the project to real estate owned, the real estate was recorded at the lower of cost or market value at the time of foreclosure. If the Fair Market Value as of the time of foreclosure was less than funds previously spent, the real estate would have been written down to FMV. Any amounts correspondingly written down would not be included in the Cost Balance totals.

APPENDIX										
PRODUCTIVE AND NON-PRODUCTIVE REO PROPERTY LISTING										
Source: Housing and Economic Development Financial Corp. Real Estate Funding Source Report - Parcels Currently Owned As of 9/30/10										
Re-formated to Asset Transfer Plan Categories										
Project Number	Project Address	Parcel No.	Legal Description	Cost Balance 9-30-10	Acquisition Date per STK	CDBG Funding	HOME Funding	Total Funding	CDBG Carrying Cost	HOME Carrying Cost
<b>NOTE: These totals are for real estate currently owned by HEDFC, and do not include figures for parcels previously sold or transferred, with or without compensation, or amounts paid on the City's behalf or reimbursed to the City. They also do not include the properties under the City's condemnation ordinance 030720, the title for which properties was never transferred to HEDFC.</b>										

**APPENDIX 11**  
ORDINANCE NO. 090770

Condemning and taking private property in fee simple for public use; providing for the payment of just compensation therefore; renewing a determination of blight in the Beacon Hill Redevelopment Area; authorizing continued negotiations by the Director of the Housing Department; consenting to the filing of the petition for condemnation by the City Attorney on behalf of the City; and authorizing the City Clerk to cause this ordinance to be recorded in the office of the Recorder of Deeds for Kansas City, Jackson County, Missouri.

BE IT ORDAINED BY THE COUNCIL OF KANSAS CITY:

WHEREAS, the Council finds that a preponderance of the property in the Beacon Hills Redevelopment Plan continues to be a social and economic blight in accord with Section 353.020(2), RSMo., and must be condemned in fee simple for public use for redevelopment, in Kansas City, Jackson County, Missouri; and

WHEREAS, the Council approved the Beacon Hill Redevelopment Plan in Ordinance No. 020442 and made a determination of social and economic blight in a preponderance of the area that is now more than five (5) years old; NOW, THEREFORE,

BE IT ORDAINED BY THE COUNCIL OF KANSAS CITY:

Section 1. The private property is hereby condemned and taken in fee simple for public use for redevelopment in and upon the land hereinafter described:

1209 East 25<sup>th</sup> Street- Porter Park, West 32 feet of the East 57 feet, Lot 1, Blk 1, a property in Kansas City, Jackson County, Missouri.

1211 East 25<sup>th</sup> Street- Porter Park, East 25 feet Lot 1, Blk. 1, a property in Kansas City, Jackson County, Missouri.

Section 2. That just compensation for the property taken shall be assessed and paid according to law; and the proceedings to determine compensation shall be prosecuted in one or more suits in the Circuit Court of Jackson County, Missouri, pursuant to the provisions of Chapter 523 of the Revised Statutes of Missouri, as supplemented or amended by Section 86.01 to 86.10 of the Rules of Civil Procedure. Payment of compensation shall be made by Kansas City from funds appropriated for such purposes.

Section 3. That the blight finding made in Ordinance No. 020442 is hereby renewed for a period of five (5) years, beginning on the date the ordinance is passed.

Section 4. That pending the acquisition of said lands by condemnation, the Director of the Citys Housing Development is hereby authorized to purchase said land out of funds appropriated

or to be appropriated as aforesaid, and if any tracts be so acquired by purchase, the City Attorney is authorized to withdraw same from condemnation proceedings.

Section 5. That said tracts be condemned and conveyed to Kansas City, Missouri, in fee simple.

Section 6. That upon the effective date of this ordinance, the City Clerk is hereby directed to cause this ordinance to be recorded in the office of the Recorder of Deeds for Kansas City, Jackson County, Missouri.

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Approved as to form and legality:

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Theodore T. Anderson  
Assistant City Attorney

**APPENDIX 12**  
ORDINANCE NO. 090800

Authorizing the City Attorney to execute a release of the Receiver appointed in the *City of Kansas City, Missouri v. HEDFC* lawsuit from any liability to the City arising from transfer of Registry Square parcels to Habitat for Humanity and to execute an agreement providing for the introduction of an appropriation ordinance in the event a third party claim is asserted against the Receiver arising from the same transfer.

WHEREAS, the City filed a lawsuit against the Housing and Economic Development Financial Corporation (HEDFC) in the U.S. District Court for the Western District of Missouri styled *City of Kansas City, Missouri v. HEDFC*, Case No. 4:05-CV-00368-GAF seeking various relief, including the appointment of a receiver to handle the operations of HEDFC until the Court determined what assets of HEDFC should be transferred to the City; and

WHEREAS, the U.S. District Court appointed David E. Bahner (Receiver) to serve as that receiver; and

WHEREAS, among the parcels of real property owned by HEDFC and subject to the authority and control of the Receiver are nine unimproved, scattered site parcels originally conveyed to HEDFC from the U.S. Department of Housing and Urban Development (HUD) in December 1998 which were part of a failed HUD-subsidized apartment development then known as Registry Square Apartments; and

WHEREAS, in the contract of sale between HEDFC and HUD for these parcels, HEDFC agreed that these parcels would be developed for single family residential uses; and

WHEREAS, these parcels are located in that part of Kansas City, Jackson County, Missouri that can be generally described as between 44th Street on the north, Paseo Boulevard on the east, Troost Avenue on the west and Brush Creek Boulevard on the south and have the following street address: 1115 East 44th Street, 1121 East 44th Street, 4402 Forest Avenue, 1202 East 45th Street, 1210 East 45th Street, 1215 East 45th Street, 4501 Tracy, 1310 Brush Creek Boulevard and 1219 Brush Creek Boulevard; and

WHEREAS, after no responses were received by the City in response to a Request for Proposals/Qualifications seeking proposals for the development of affordable single family units on these parcels, Habitat for Humanity/Kansas City, Inc. (Habitat for Humanity) approached the City and requested that these lots be donated to it in exchange for its agreement to build affordable single family units on them; and

WHEREAS, in an Amended Order issued September 4, 2009, the U.S. District Court authorized the Receiver to donate these parcels to Habitat for Humanity as long as the following three preconditions were met: (1) approval by the Receiver of all

documents relating to the transfer of these parcels, (2) the City, by ordinance, released the Receiver through a release executed by the City Attorney from any Losses arising from the Receivers compliance with the Amended Order or the transfer of these parcels, and (3) the City Attorneys execution of an agreement with the Receiver in which it is agreed that, upon notice by the Receiver of a third party claim arising out of his compliance with the Amended Order or the transfer of these parcels, the City Attorney will docket an ordinance requesting that the Council appropriate sufficient funding for the defense and indemnity of the Receiver from such third party claim; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY COUNCIL OF KANSAS CITY:

Section 1. That the City hereby releases David E. Bahner, the Receiver of HEDFC, appointed by the U.S. District Court for the Western District of Missouri in *City of Kansas City, Missouri v. Housing & Economic Development Financial Corporation*, Case No. 05-00368-CV-W-GAF, from any and all past, present or future losses, claims, damages, judgments, assessments, costs or other known or unknown liabilities incurred by, or believed to have been incurred by, the City arising from his compliance with the Amended Order issued on September 4, 2009, regarding the donation of following nine parcels of real property to Habitat for Humanity or that might arise from the transfer of these nine parcels pursuant to this Amended Order; those nine parcels being those with the common street addresses of 1115 East 44th Street, 1121 East 44th Street, 4402 Forest Avenue, 1202 East 45th Street, 1210 East 45th Street, 1215 East 45th Street, 4501 Tracy, 1310 Brush Creek Boulevard and 1219 Brush Creek Boulevard.

Section 2. That the City Attorney is authorized to execute a Release on behalf of the City that releases David E. Bahner, the Receiver of HEDFC, appointed by the U.S. District Court for the Western District of Missouri in *City of Kansas City, Missouri v. Housing & Economic Development Financial Corporation*, Case No. 05-00368-CV-W-GAF, from any and all past, present or future losses, claims, damages, judgments, assessments, costs or other known or unknown liabilities incurred by, or believed to have been incurred by, the City arising from his compliance with the Amended Order issued on September 4, 2009, regarding the donation of following nine parcels of real property to Habitat for Humanity or that might arise from the transfer of these nine parcels pursuant to this Amended Order; those nine parcels being those with the common street addresses of 1115 East 44th Street, 1121 East 44th Street, 4402 Forest Avenue, 1202 East 45th Street, 1210 East 45th Street, 1215 East 45th Street, 4501 Tracy, 1310 Brush Creek Boulevard and 1219 Brush Creek Boulevard.

Section 3. That the City Attorney is authorized to execute an agreement with David E. Bahner, the Receiver, in which the City Attorney agrees that whenever the Receiver notifies him that a claim or cause of action is asserted against the Receiver by a third person arising out of the Receivers compliance with the above Amended Order issued by the Court or from the transfer of any one or more of the nine parcels described above, the City Attorney will docket an ordinance for first reading at the next available City Council legislative session, requesting sufficient funding for the defense and

indemnity of the Receiver from such claim, demand, cause of action or other liability asserted by that third person.

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Approved as to form and legality:

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Galen P. Beaufort  
City Attorney

**LAND CLEARANCE FOR REDEVELOPMENT AUTHORITY  
OF KANSAS CITY, MISSOURI**

**REDEVELOPER SOLICITATION POLICIES AND PROCEDURES**

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The following is a statement of the policies and procedures adopted by the Land Clearance for Redevelopment Authority of Kansas City, Missouri ("LCRA") regarding solicitation for redevelopment proposals involving the disposition of property acquired and owned by the LCRA as part of a land clearance project.

Section 99.450, RSMo, authorizes the LCRA to dispose of real property by inviting proposals for redevelopment projects from private redevelopers for such property and requires that the LCRA "shall, prior to considering any redevelopment proposal, provide public notice by causing the request for proposals ("Request for Proposals") to be published at least two times in a newspaper having a general circulation in the LCRA's area of operation

**Policies:**

1. LCRA shall adhere to this proposal process when soliciting redevelopers for redevelopment of real property owned or to be acquired by LCRA.
2. LCRA shall provide reasonable opportunity for the submission of proposals.
3. The proposal process shall be conducted fairly and in accordance with the requirements of Section 99.450, RSMo.
4. LCRA shall consider only the submissions of responsible redevelopers ("Redevelopers"); those whose proposals meet the criteria established in the Request for Proposals and the Redeveloper Packet provided by LCRA.
5. No conveyance, lease, mortgage or other disposition of land or agreement related to the redevelopment of property owned by LCRA shall be made without making public disclosure of the terms of the disposition and all bids and proposals made in response to LCRA's request.

**Procedures:**

1. Notice of Requests for Proposals will be published as required by Section 99.450, RSMo, in the Kansas City Star.
  - a. The notice shall contain:
    - i. A general description of the Redevelopment Area, and
    - ii. A statement of availability of Redeveloper Packets and proposed Redevelopment Plan(s) through the office of the LCRA Secretary, along with a street address and phone number of the Secretary.

- b. The notice shall indicate the submission date by which proposals are due and after which no further proposals shall be accepted.
2. Redeveloper Packets will be available to Redevelopers as of the day of publication of the Request for Proposals.
3. Proposals submitted in response to a Request for Proposals are due to LCRA as of the date specified in the notice.
  - a. All proposals must conform to the requirements of the Redeveloper Packet and any specific criteria as provided in the notice of Request for Proposals. Incomplete or nonconforming applications will not be considered.
  - b. All proposals must be submitted with the appropriate fee, as determined from time-to-time by LCRA.
4. LCRA shall consider all complete proposals submitted in the established timeframe, which consideration shall include review of the Redeveloper's financial and legal ability to carry out the Redeveloper's proposal.
  - a. LCRA may instruct its staff to review the proposals and prepare a summary of the same for LCRA consideration.
  - b. The submission of a proposal shall not create any rights on the part of the Redeveloper, but shall be considered an offer submitted to LCRA.
5. LCRA shall consider proposals after a meeting notice has been given. The LCRA Secretary shall notify Redevelopers in writing of the time and date of the meeting at which they will be considered at least 10 days prior to the date of the meeting.
6. LCRA reserves the right to reject all proposals and publish any additional Requests for Proposals as may be deemed necessary.
7. LCRA may accept any redevelopment proposal submitted to the LCRA under Section 99.450, RSMo, and which LCRA deems to be in the public interest and in furtherance of the purposes of the Land Clearance for Redevelopment Authority Law, Sections 99.300 to 99.660, RSMo, as amended; provided that the LCRA has, not less than 30 days prior thereto, notified the City Council of the City of Kansas City, Missouri in writing of LCRA's intention to accept such redevelopment proposal.
8. A successful Redeveloper will then be required to enter into a Redevelopment Contract with LCRA regarding development of the Redevelopment Area in accordance with the Redeveloper's proposal and the approved Redevelopment Plan.



## APPENDIX 14

October 25, 2010

City of Kansas City Missouri  
Attn: Heather Cater

Re: Housing and Economic Development Financial Corporation  
City Plan – Cash Assets

The attached HEDFC Cash Activity Summary report shows what the Receiver currently believes is a reconciled total of \$12,491,676 in checking accounts and CDs as of September 30, 2010. The funds are broken down as follows:

- CDBG - \$ 8,573,269
- HOME - \$ 3,633,581
- ESCROW - \$ 284,826

In addition, the following are also relevant:

- The amounts available change daily.
- We do not know when the Court will allow distribution of funds.
- We do not know what amounts, if any, will be held back by the Court to close out the Receivership and HEDFC.
- Non-cash assets (unaudited) at September 30, 2010 total \$15,484,991. The amounts which will be converted to cash versus transferred in-kind are unknown at this time.
- Accrued liabilities for expenditures to be paid per the City's request at 9-30-10 were \$278,009. Other Accounts Payable and accrued liabilities were \$541,316. The City currently owes HEDFC \$20,684.52 for reimbursement of real estate maintenance costs incurred for August and September, and will be billed monthly for such expenditures in the future.
- Attached correspondence from HUD may affect how funds are classified during the Receivership.
- Spreadsheets detailing HEDFC receipts and expenditures from the inception of the Receivership through May 31, 2009 have been provided to HUD. A spreadsheet through May 31, 2010 is in process. These spreadsheets should allow the City to enter the amounts into the IDIS system for review by HUD. However, this has not been done to-date to the best of my knowledge. HUD has acknowledged receipt of these schedules, but has not indicated how they might be used, or whether additional information will be requested from HEDFC. These spreadsheets can be provided to the City. Please contact Steve Hankins if this is desired.

- We do not know when HEDFC's financial records were last balanced to the IDIS system.

If we can answer any questions concerning the above, please contact either myself or Steve Hankins.

Very truly yours,  
David E. Bahner, Receiver for the Housing and Economic  
Development Financial Corporation, a Missouri non-profit  
corporation, under Order dated May 16, 2005, by the United  
States District Court for the Western District of Missouri,  
Western Division, Case No. 05-00368-CV-W-GAF.

By:   
David E. Bahner

Housing and Economic Development Financial Corp.  
Cash Activity Summary  
As of September 30, 2010

CHANGE IN  
CASH

Beginning Bank Balance May 16, 2005 .....	\$	1,843,485.65	
<b>May 16 - May 31, 2005</b>	1,744,896.45	-	3,588,382.10
<b>June 1, 2005 - May 31, 2006</b>	4,621,942.38	(3,910,715.33)	4,299,609.15
<b>June 1, 2006 - May 31, 2007</b>	6,499,802.54	(4,368,507.36)	6,430,904.33
<b>June 1, 2007 - May 31, 2008</b>	5,919,606.99	(3,648,850.10)	8,701,661.22
<b>June 1, 2008 - May 31, 2009</b>	4,584,238.42	(2,878,300.59)	10,407,599.05
<b>June 1, 2009 - May 31, 2010</b>	3,316,624.30	(3,187,020.59)	10,537,202.76
<b>June 1 - June 30, 2010</b>	134,400.07	(216,918.18)	10,454,684.65
<b>July 1 - July 31, 2010</b>	123,515.01	(271,899.16)	10,306,300.50
<b>August 1 - August 31, 2010</b>	186,517.66	(271,123.99)	10,221,694.17
<b>September 1 - September 30, 2010</b>	2,610,375.43	(340,393.96)	12,491,675.64
<b>YEAR TO-DATE TOTALS</b>	3,054,808.17	(1,100,335.29)	12,491,675.64
<b>RECEIVERSHIP TO-DATE TOTALS</b>	\$ 29,741,919.25	\$ (19,093,729.26)	\$ 12,491,675.64
			\$10,648,189.99



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
KANSAS/MISSOURI STATE OFFICE  
REGION VII  
Gateway Tower II, Room 200  
400 State Avenue  
Kansas City, KS 66101-2406  
HUD Home Page: [www.hud.gov](http://www.hud.gov)

March 1, 2006

Mr. Galen Beaufort  
City Attorney  
Kansas City  
414 E 12th St.  
28th Floor, City Hall  
Kansas City, MO 64106

Dear Mr. Beaufort:

SUBJECT: Guidance on Claims Process; Housing and Economic Development Finance Corporation

In our effort to assist the city in working through the claims process associated with the Housing and Economic Development Finance Corporation (HEDFC), we are providing guidance regarding HUD's overarching position on the various claims. One of the primary points of this guidance is to ensure that the city understands the regulatory requirements that govern the use of the cash assets under the Receivership, as well as the use of any cash assets that are ultimately returned to the city.

This guidance is not intended to determine what claims the city should or should not pay. Such decisions will ultimately be made by the city and/or the court. However, our intent is simply to provide guidance as to whether individual claims may, or may not, be allowable costs under the Community Development Block Grant (CDBG) and/or HOME Investment Partnership Act (HOME) programs. To date, we have provided, and will continue to provide, assistance to city staff in making full use of the flexibilities allowed by regulations in order to resolve as many of the claims as possible within the framework of the law.

With respect to the relationship between the city and HEDFC, HUD's position is that the responsibility for ensuring that CDBG and HOME funds are dispersed in accordance with federal regulations lies solely with the city. Program regulations at 570.501(b) and 92.504(a), respectively, require that the recipient (participating jurisdiction) be responsible for the administration of the programs and that the recipient's (participating jurisdiction's) decision to allow the administration of any portion of its programs through a subrecipient, "does not relieve the recipient (participating jurisdiction) of this responsibility".

It is our understanding that all of the cash assets that are currently under the Receivership were derived, in whole or in part, due to the investment of CDBG or HOME funds, and are thus considered to be program income as defined at 570.500(a) and 92.2. Therefore, the underlying premise in developing our guidance is that all

7ADM:Buckner

7ADM:Remke

7AC:Bohling

*Reading*

outstanding claims will be paid with CDBG or HOME funds, and any remaining cash assets that are returned to the city following the settlement of all claims are to be returned to the appropriate program account, and are subject to the program income regulations at 570.504 for CDBG and 92.503(a) for the HOME.

While our review of cost documentation has been limited, we have provided a preliminary determination as to whether the costs in each individual claim could be allowable under the CDBG and/or HOME programs. These preliminary determinations were provided to city staff and the Receiver during several meetings over the past two weeks. Such allowable costs, however, are also subject to the eligibility of the activity itself. For instance, a cost associated with an eligible activity that would typically be allowable, would be considered unallowable if the activity itself ultimately was determined to be ineligible (such as when the beneficiary of the activity does not meet income qualifications). The city must keep this in mind because of the number of the claims involve activities for which the income eligibility of the beneficiary has not yet been determined.

As is always the case, any costs paid that are associated with an activity that is ultimately determined to be ineligible must be returned to the city's CDBG or HOME programs. Please bear in mind however, that costs disallowed by HUD that are subject to repayment are not repaid to HUD. Rather, program regulations require that such disallowed costs be repaid, from a non-federal source, to the city's CDBG line of credit in accordance with 570.910(b)(5) or the city's HOME Investment Trust Fund in accordance with 91.551(c)(1)(v), as appropriate. In some cases, HUD will require that checks be sent to HUD, however, such monies are deposited into the city's line of credit for reprogramming to an eligible activity.

Notwithstanding the decision of the city to pay the claims, or the court's order to pay claims, only those allowable costs that are associated with eligible projects can legitimately be paid with CDBG and HOME assets. Thus, any court ordered payment of claims that are not associated with eligible activities must be paid from a source other than CDBG or HOME.

Additionally, since any remaining cash assets that will eventually be turned back to the city are considered CDBG or HOME assets those funds are subject to the respective regulations. If the city can demonstrate that its general fund has paid for eligible, allowable costs associated with other CDBG or HOME activities, then it would be permissible to use the returned cash assets to reimburse the city's fund.

However, the city may not use these funds to recoup amounts that were paid out of the city's general fund as repayment to the CDBG or HOME program accounts due to ineligible use. Doing so would violate the Federal cost principles under OMB Circular A-87 because the reimbursement would not represent a reimbursement to the city for eligible and allocable costs incurred under the CDBG or HOME programs. Therefore, all remaining cash assets returned to the city must be repaid to the appropriate account and reprogrammed for eligible activities.

We continue to be available to assist city staff in determining the appropriate use of CDBG and HOME funds. Should you have any questions please contact Dana Buckner, Senior CPD Representative, at (913) 551-5546, or email her at [dana\\_buckner@hud.gov](mailto:dana_buckner@hud.gov).

Sincerely,  
(Sgd) William B. Rotert  
William B. Rotert  
Director  
Office of Community Planning  
and Development

c:  
Wayne Cauthen  
Stacia Johnson  
Mark O'Dell  
David Bahner



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
KANSAS/MISSOURI STATE OFFICE  
REGION VII

Gateway Tower II, Room 200  
400 State Avenue  
Kansas City, KS 66101-2406  
HUD Home Page: [www.hud.gov](http://www.hud.gov)

MAY 08 2006

Mr. Wayne Cauthen  
City Manager  
City of Kansas City  
City Hall  
414 E 12th St.  
Kansas City, MO 64106

Dear Mr. Cauthen:

SUBJECT: Guidance on the Return of Cash Assets: Housing and Economic  
Development Finance Corporation

In our efforts to assist the City work through the issues associated with the federal receivership of the Housing and Economic Development Finance Corporation (HEDFC), we issued a guidance letter, dated March 1, 2006, regarding the Department of Housing and Urban Development's (HUD) regulatory requirements that govern the use of any cash assets that may ultimately be returned to the City.

As the City begins its planning process for the receipt and disposition of those cash assets, we are restating the regulatory requirements outlined in our March 1, 2006 letter, in order to avoid any confusion or misunderstanding as to how the City must account for and utilize these assets.

We understand that the vast majority of all of the cash assets that are currently under the Receivership were derived, in whole or in part, from the investment of CDBG or HOME funds, and are thus considered to be program income as defined at 24 C.F.R. § 570.500(a) and 24 C.F.R. § 92.2, respectively. We also understand that a very small percentage of the funds were not derived from the use of CDBG and HOME program funds, and as such, those funds, when identified, will not be subject to program regulations. Prior to the settlement of the Receivership all funds must be appropriately identified.

The underlying premise in developing this guidance is to emphasize that any remaining cash assets derived from the investment of CDBG and HOME that are returned to the City will be returned to the appropriate program account, and are subject to the program income regulations at 24 C.F.R. § 570.504 for CDBG and 24 C.F.R. § 92.503(a) for the HOME program. This will also hold true for any activities that are ultimately determined by HUD to be ineligible. Federal regulations require that such disallowed costs be repaid, from a non-federal source, to the City's CDBG line of credit in accordance with 24 C.F.R. § 570.910(b)(5) or to the city's HOME Investment Trust Fund in accordance with 24 C.F.R. § 91.551(c)(1)(v), respectively.

7AD:Buckner

*Reedwa*

Therefore, because repayments to appropriate program accounts for ineligible activities must be from a non-federal source, the City is not permitted to use any of the CDBG/HOME cash assets under Receivership to reimburse amounts that have been paid out of the City's general fund. Unless repayments to the general fund are from a non-federal source, such repayments would violate the Federal cost principles under OMB Circular A-87.

In summary, all remaining cash assets derived from the CDBG and HOME programs that are returned to the City must be re-deposited to the appropriate program account and reprogrammed for eligible activities. Said activities must be part of the City's approved Consolidated Plan, or must become so following the HUD prescribed process for amendments to the plan.

We continue to be available to assist city staff in determining the appropriate use of CDBG and HOME funds. Should you have any questions please contact Dana Buckner, Program Manager, at (913) 551-5546, or email her at [dana.buckner@hud.gov](mailto:dana.buckner@hud.gov).

Sincerely,  
  
Theresa Porter

Director  
Office of Community Planning  
and Development

cc: Tom Coyle  
Galen Beaufort  
Shirley Mann  
David Bahner