METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE

FIVE YEAR CONSOLIDATED PLAN
FOR
HOUSING AND COMMUNITY DEVELOPMENT
(June 1, 2018 – May 31, 2023)
&
PROGRAM YEAR ONE ACTION PLAN
(June 1, 2018 – May 31, 2019)

~Appendices & Exhibits~

Prepared by:

Metropolitan Development and Housing Agency

701 South Sixth Street

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On Behalf of:

The Metropolitan Government of

Nashville and Davidson County

Updated June 8, 2018

EQUAL HOUSING OPPORTUNITY

APPENDIX A

CITIZEN PARTICIPATION PLAN

INTRODUCTION

The Citizen Participation Plan is designed to provide for and encourage citizen involvement in the development, implementation and evaluation of housing and community development programs in Metropolitan Nashville-Davidson County, Tennessee. While the processes contained in this Citizen Participation Plan may be used to address a broad range of public and private resources, this Plan is specifically designed to meet the citizen participation requirements for the Consolidated Plan for housing and community development needs of Metropolitan Nashville- Davidson County. Completion of the Consolidated Plan is required by the U.S. Department of Housing and Urban Development in order for Metropolitan Nashville-Davidson County to receive federal funds allocated through the Community Development Block Grant (CDBG), the HOME Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG), and the Housing Opportunities for Persons with AIDS (HOPWA) Program.

As the lead agency responsible for the preparation and administration of the Consolidated Plan, the Metropolitan Development and Housing Agency (MDHA) has the primary responsibility for developing and implementing the Citizen Participation Plan. Per the federal regulations found at 24 CFR 91, the citizen participation plan must provide for and encourage citizens to participate in the development of the Consolidated Plan, the annual action plan, any substantial amendments to the Consolidated Plan, and the annual performance report. The plan is designed especially to encourage participation by low- and moderate-income persons, particularly:

- those living in slum and blighted areas,
- in areas where CDBG funds are proposed to be used,
- residents of predominantly low- and moderate-income neighborhoods,
- residents of public and assisted housing developments, and
- residents of targeted revitalization areas in which the developments are located.

MDHA will follow its citizen participation plan to the greatest extent possible. The requirements for citizen participation do not restrict the responsibility or authority of MDHA for the development and execution of its Consolidated Plan. MDHA will provide citizens with a reasonable opportunity to comment on amendments to the citizen participation plan and will make the citizen participation plan public. The citizen participation plan must be in a format accessible to persons with disabilities, upon request.

The Community Development Department of MDHA is the point of contact for all questions, comments, complaints, and requests for technical assistance. The

Community Development Department can be contacted by telephone at 615-252-8505 or by e-mail at comments@nashville-mdha.org. Please address all correspondence to:

MDHA Development Department
Attn: Consolidated Plan
P.O. Box 846
Nashville, TN 37202

MDHA will maintain a mailing list to keep interested parties informed with updates regarding the Consolidated Plan. To be added to the mailing list call 615-252-8505.

THE CONSOLIDATED PLAN & ANNUAL ACTION PLAN

Every five years MDHA develops a long-term strategic plan called the Consolidated Plan. The Consolidated Plan guides the programs that MDHA will undertake each year. In addition to the Consolidated Plan, MDHA must prepare an annual action plan that describes the actions to be taken in a specific program year. To ensure public participation in the development of the Consolidated Plan and annual action plan, MDHA will hold a public hearing, accept public comment, and issue public notices for the Consolidated Plan and for each annual action plan.

Public Notice & Publication

MDHA will publish a public notice in a non-legal section of *The Tennessean* and at least one weekly minority and Hispanic newspaper, to announce the public comment period, at least 10 days before a public hearing. MDHA will also publish a notice on its website. The notice will include a general summary and the location where copies of the entire plan may be obtained. MDHA will also send the notice to all members of the Consolidated Plan mailing list. Notices will also be distributed to local elected officials, affordable housing forums/groups, public housing Resident Associations, Continuum of Care membership, and other interested parties and groups.

MDHA is required to publish each proposed plan in a manner that affords citizens, public agencies, and other interested parties a reasonable opportunity to examine its contents and to submit comments. MDHA will provide a reasonable number of free copies of the plan to citizens and groups that request it. MDHA will make every effort to provide reasonable accommodation for reviewing the document upon request. Copies of each plan will be available for review at MDHA and on the MDHA website at: **www.nashville-mdha.org/consolidated_plan.php.**

Public Hearings

MDHA will hold at least one public hearing per year during the development of the Annual Action plan. The purpose of the public hearings is to obtain citizens' views, respond to proposals, and answer questions. The hearings will address housing and community development needs, proposed activities, and review of program

performance. At least one of these hearings is held before the proposed plan is published for comment.

MDHA will make every effort to provide reasonable accommodations and services to assist persons with disabilities or sensory impairments. Translation services may be offered upon request.

Public Comments

MDHA will provide a period of at least 30 days to receive comments from citizens on each proposed plan. MDHA will consider any comments or views of citizens received in writing, or orally at the public hearings, in preparing the final adopted plan. A summary of these comments or views shall be attached to the final adopted plan.

PLAN AMENDMENTS

In the course of administering the four federal programs, MDHA may need to amend the Consolidated Plan or an annual action plan. When the amendment is significant and meets the criteria set forth below, the change will be considered a substantial amendment and MDHA will undertake additional actions in accordance with the Citizen Participation Plan to ensure citizens have an opportunity to comment. Records of all amendments will be maintained at MDHA for public review and will be fully described in the annual performance report submitted to HUD.

Criteria for Substantial Amendments

If a plan amendment meets any of the following criteria, MDHA will consider the amendment to be substantial and undertake the additional steps described in this section to ensure public participation:

- A fiscal change in any program/project that is increased or decreased by more than 25% of the total allocation of CDBG, HOME, ESG and HOPWA funds for the program year with the following exceptions:

    1. Funds that were made available through the process described in the Action Plan and could not be committed due to lack of demand may be reallocated to other eligible activities within the same project category.

    2. The actual dollar amount of the change involved is less than $25,000 or 1% of the program's funding allocation, whichever is greater.

       This type of change will be considered a minor amendment and will require email notification to HUD of the change and public notification by posting the change on MDHA's website.

- a change in funding allocation priorities described in the Consolidated Plan,
- a new program not previously described in an annual action plan,
- the deletion of an activity described in the Consolidated Plan,
- a budget amendment for any program of more than twenty-five percent (25%), or
- a substantial amendment is required by HUD.

Public Notice & Publication

In the case of any proposed substantial amendment, MDHA will publish a public notice in *The Tennessean* and at least one weekly minority and Hispanic newspaper to announce the public comment period a minimum of 10 days before a public hearing. The notice will include a summary of the amendment and a list of the locations where copies of the amendment may be examined. MDHA will also maintain a mailing list of interested parties and send information regarding the amendment to all members of the mailing list.

Public Comments

MDHA will provide a period of at least 30 days to receive comments on the substantial amendment before the amendment is implemented. MDHA will consider any comments or views of citizens received in writing, or orally at public hearings, if any, when adopting the amendment. MDHA will attach a summary of these comments and MDHA's response to the final adopted amendment.

PERFORMANCE REPORTS

Each year MDHA must submit a Consolidated Annual Performance and Evaluation Report (CAPER) to HUD. This report is due 90 days after the close of the program year. To ensure public participation in the review of the performance report, MDHA will hold a public hearing, accept public comment, and issue public notices.

Public Notice & Publication

MDHA will publish a public notice in *The Tennessean* and at least one weekly minority and Hispanic newspaper to announce the public comment period a minimum of 10 days before a public hearing. MDHA will also maintain a mailing list of interested parties and send information to all members of the mailing list. MDHA will provide a reasonable number of free copies of the performance report to citizens and groups that request it. Copies of each report will be available for review at MDHA and on the MDHA website at: **www.nashville-mdha.org/consolidated_plan.php.**

Public Hearings

MDHA will hold at least one public hearing per year during the preparation of the annual report. The purpose of the public hearings is to obtain citizens' views, answer questions, address housing and community development needs, and review program performance.

Upon request, MDHA will provide for translation services to meet the needs of non-English speaking residents. MDHA will also take whatever actions are appropriate to serve the needs of persons with disabilities.

Public Comments

MDHA will provide a period of at least 15 days to receive comments on the annual report before the report is submitted to HUD. MDHA will consider any comments or views of citizens received in writing, or orally at public hearings, if any, when preparing the final report. MDHA will attach a summary of these comments and MDHA's response to the final annual report.

INFORMATION

In addition to providing participation in the development of plans and the review of the annual report, MDHA will provide citizens, public agencies, and other interested parties with reasonable and timely access to information and records relating to the Consolidated Plan and the use of federal funds. MDHA will provide access to records for the current program year and previous five program years. This information includes, but is not limited to, the citizen participation plan, the Consolidated Plan as adopted, annual action plans, performance reports, and any substantial amendments. MDHA will make these records available in a form accessible to persons with disabilities, upon request. Most records are maintained at MDHA in the Community Development Department, located at 712 South Sixth Street.

Records may be reviewed by appointment during regular business hours.

MDHA will also provide citizens with reasonable and timely access to local meetings held in regard to the Consolidated Plan and the activities undertaken as part of the Consolidated Plan.

TECHNICAL ASSISTANCE

MDHA must provide for technical assistance to groups representative of persons of low- and moderate-income that request such assistance in developing proposals for funding assistance under any of the programs covered by the Consolidated Plan. To request technical assistance, contact the Development Department using the contact information listed in the Introduction.

COMPLAINTS

MDHA will maintain a file that documents all citizen complaints and MDHA's response for any complaints related to the Consolidated Plan, amendments, and performance report. MDHA will provide a substantive written response to every written citizen complaint within 15 working days of the receipt of the complaint. In addition, MDHA will consider these complaints when evaluating program performance as part of the annual report to HUD. Address all complaints to the Community Development Department address given in the Introduction.

DISPLACEMENT

Displacement occurs when an individual, family, partnership, association, corporation, or organization moves from their home, business, or farm, or moves their personal property as a direct result of a federally-funded acquisition, demolition or rehabilitation. Generally, displacement does not include persons displaced temporarily from their dwelling for less than 12 months while it is being rehabilitated. Displaced persons and entities are eligible for relocation assistance under federal law.

As a part of this plan, MDHA is required to describe its plans to minimize displacement of persons and to specify the types and levels of assistance MDHA will make available to persons displaced. To minimize displacement, MDHA will avoid the acquisition and demolition of occupied structures. When displacement is necessary and unavoidable, MDHA will offer the following types of assistance.

For Residential Displacements

- Provide relocation advisory services to displaced tenants and owner occupants
- Provide a minimum 90 days written notice to vacate prior to requiring possession
- Reimburse for moving expenses
- Provide payments for the added cost of renting or purchasing comparable replacement housing.

For Nonresidential Displacements (businesses, farms, and nonprofit organizations)

- Provide relocation advisory services
- Provide a minimum 90 days written notice to vacate prior to requiring possession
- Reimburse for moving and re-establishment.

APPENDIX B

SUMMARY OF

2018 – 2023 METRO NASHVILLE - DAVIDSON COMMUNITY INPUT SURVEY RESULTS

Affordable Housing

Please rank which affordable housing need should have the highest priority for federal funding

1. Affordable Housing (to rent) (53.55%)
2. Affordable Housing (to own) (40.22%)
3. Owner Occupied Housing Rehabilitation (53.33%)

There is enough affordable housing in Metro Nashville – Davidson County for:

Strongly Disagree

1. Families with children (60.11%)
2. Other Homeless Population (please specify below) (57.56%)
3. Persons with disabilities (49.20%)
4. Seniors (47.43%)
5. Persons with alcohol or other drug addictions (40.11%)
6. Students (38.30%)
7. Persons with HIV/AIDS and their families (33.69%)

Homelessness

Please rate the need in Metro Nashville – Davidson County for *facilities* serving for the homeless populations listed below:

High Need

1. Families with children (87.43%)
2. Women with children (81.82%)
3. Unaccompanied youth (18 to 24) (72.89%)
4. Unaccompanied women (53.61%)
5. Families without children (48.48%)

Moderate Need

6. Unaccompanied men (50.30%)

Please rate the need in Metro Nashville – Davidson County for *services* for the homeless populations listed below:

High Need

1. Families with children (88.48%)
2. Women with children (84.24%)
3. Unaccompanied youth (18 to 24) (78.44%)
4. Unaccompanied women (52.69%)
5. Families without children (50.60%)
6. Unaccompanied men (48.50%)

Please rate the need in Metro Nashville – Davidson County for *facilities* serving for the homeless populations listed below:

High Need

1. Severely Mentally Ill (84.34%)
2. Chronically Homeless (71.08%)
3. Chronic Substance Abuse (69.46%)
4. Youth (18 to 24) (68.90%)
5. Youth (Under 18 years of age) (68.52%)
6. Victims of Domestic Violence (65.66%)
7. Veterans (65.27%)
8. Seniors (61.21%)
9. Persons with HIV/AIDS (49.69%)

Please rate the need in Metro Nashville – Davidson County for *services* for the homeless populations listed below:

High Need

1. Severely Mentally Ill (80.49%)
2. Chronically Homeless (75.61%)
3. Youth (18 to 24) (75.46%)
4. Youth (Under 18 years of age) (74.69%)
5. Victims of Domestic Violence (71.17%)
6. Chronic Substance Abuse (66.46%)
7. Veterans (64.02%)
8. Seniors (61.96%)
9. Persons with HIV/AIDS (53.75%)

Please rank these Emergency Solutions Grants (ESG) eligible homelessness assistance categories by priority

1. Prevention (to assist persons in danger of becoming homeless)
2. Rapid Re-Housing (moving the homeless into permanent housing and helping them to achieve stability in that housing)
3. Emergency Shelter operations
4. Street Outreach (assisting homeless unsheltered persons)

Please rank these homelessness services (and their sub categories) by priority

1. **Housing Search**
   i. Housing Search And Placement
   ii. Housing Stability Case Management
   iii. Case Management

2. **Financial Assistance**
   i. Short-Term Rental Assistance
   ii. Utility Deposits And Payments
   iii. Security Deposits
   iv. Medium-Term Rental Assistance
   v. Shelter Funding (Including Maintenance, Rent, Security, Fuel, Equipment, Insurance, Utilities, and/or Furnishings)
   vi. Advance Payment Of Last Month's Rent
   vii. Rental Application Fees

viii. Rental Debts
ix. Moving Costs

3. Health

i. Mental Health Services
ii. Emergency Health Services
iii. Substance Abuse Treatment Services
iv. Outpatient Health Services

4. Education

i. Employment Assistance And Job Training
ii. Life Skills Training
iii. Credit Repair
iv. Education Services

5. General

i. Child Care
ii. Transportation
iii. Relocation Assistance For Persons Displaced
iv. Legal Services
v. Engagement
vi. Mediation (lowest)

Public Facilities

Please rate Metro Nashville – Davidson County's need for the Neighborhood Facilities listed below.

High Need

1. Other Neighborhood Facility (62.50%)
2. Public Schools (54.35%)
3. Community Centers (53.68%)
4. Libraries (39.42%)

Other Neighborhood Facility (Please Specify Below)

- No more community centers.
- 24 hour emergency room hospital
- A safe place for people to get information or shelter
- Affordable health care, Health care for the homeless (2)
- Before & After school programming/center (3)
- Centers for seniors social engagement
- Childcare facilities (2)
- Community centers (2)
- Community clinics for uninsured or underinsured individuals
- Food, clothes, rent assistance
- Coordinated entry hub/services one stop shop
- Daycare facilities
- Drop-in centers
- Entertainment for kids
- Facilities specifically for youth (no adults allowed);
- Family resource centers
- Food pantry/community garden - neighborhood clinics
- Free health clinics
- Fresh produce stores,
- in home visit/case management
- digital literacy education
- Grocery stores, banks, parks
- Group meeting space and offices for mental health and addiction consultations
- Health and animal welfare
- Health and mental health facilities to include substance abuse
- Healthy groceries
- health care screening
- Job training, job skills, training centers [18-24 male engagement](3)
- Homeless outreach, addiction treatment services, and employment services
- Homeless specific centers to help with health, mental health, housing
- In low income
- Local emergency shelter in Antioch
- Meeting places for neighborhood groups.
- Mental health centers
- Neighborhood-based employment centers
- outdoor concert area/community event spaces [with affordable/free events] (2)
- Parks (2)
- Playgrounds
- Neighborhood health clinics/public health departments (2)
- Public restrooms
- Recreation center (2)
- Recreation with tutoring
- Resource center
- Resource centers (Family)
- Social service hubs and/or transit hubs (unless that community center fits that description)
- Underutilized parks and greenspaces (many neighborhood parks lack programming)
- Walkability, affordable housing in communities, stop displacement of current residents
- Warming shelters

Please describe where these facilities (in any) should be located:

Please rate Metro Nashville – Davidson County's need for the Non-Permanent Housing Facilities listed below:

High Need

1. Shelters and Transitional Facilities/Housing for the homeless (69.70%)
2. Shelters for Victims of Domestic Violence (57.69%)
3. Drug Offenders or Parolees (51.15%)
4. Halfway Houses for Children (50.78%)
5. Group Homes for the Developmentally Disabled (46.51%)
6. Other Non-Permanent Housing Facility (41.38%)

Moderate Need

7. Convalescent Homes (51.56%)
8. Nursing Homes (50.39%)
9. Shelters for Disaster Victims (35.71%)

Low Need

10. Hospitals (29.13%) (28.35%) (38.58%)

Other Non-Permanent Housing Facilities (please specify below)

- Affordable group Homes for people with mental illness, Affordable addiction treatment facilities.
- Day shelters for women and men.
- Emergency shelter for seniors who cannot utilize shelters
- Group homes for women with children including pregnant women who are homeless
- Immigrant transitional housing up to 2 years. Place near Indian approved areas.
- Mental Health Facilities/ Treatment and Housing
- More assistance to families taking care of individuals that are developmentally disabled
- More options for homeless individuals.
- Non-faith based for people returning from incarceration
- Parolees need housing and life assistance upon release
- Respite Care for those without housing
- Respite/Recuperative Care for those experiencing homelessness
- Shelters for Youth (under 18) and (18-25)
- Short-term housing for mentally ill, especially those going through mental health court.
- Substance abuse mental health
- There needs to be homes where people can get mentored in coupling and in parenting. And rather than merely offering group homes for developmentally disabled, we simply need to create and offer group homes for individuals who need housing.
- Travelers aid
- Veteran's transitional housing
- We are displacing people, what does this question refer to?

Please describe where these facilities (in any) should be located:

Public Improvements

Please rate the need in Metro Nashville – Davidson County for the public improvements listed below.

High Need

1. Sidewalks (72.18%)
2. Flood and Drainage Improvements (54.14%)
3. Other Improvements (54.05%)
4. Streets (47.33%)

Moderate Need

5. Playgrounds (46.92%)
6. Utility Lines (45.04%)
7. Curb and Gutter Improvements (43.41%)
8. Parks (42.75%)
9. Water and Sewer Lines (42.75%)
10. Tree Planting (42.42%)
11. Parking Lots (32.81%)

Low Need

12. Public Art (38.93%)

Other Improvements (please specify below)

- AFFORDABLE Parking downtown, public transportation
- All the pot holes around town for starters. 440 is in desperate need of repair.
- An overhauled police department
- Area where it floods the most/need the most
- Beautification and added greenspace for all low income areas, e.g. Tony Sudekum, Napier, Cayce Homes, all of Black North Nashville and Black Bordeaux
- Better lighting in neighborhoods that are not in downtown
- Commuter Transportation Plans from outlying areas to downtown; buried utility lines
- Crosswalks at busy streets, where homeless people and other pedestrians are being killed.
- Downtown parking is prohibitive; deep pot-holes are common.
- Every neighborhood should be walkable (especially in North Nashville - Bordeaux, Haynes/Trinity Lane area)
- Farmers markets in low income neighborhoods
- Funding to Access preforming arts
- Help with food
- Highways
- Improved traffic: lights, lanes, work on streets and Freeways at night
- Limited income housing
- More covered bus stops
- More protected bike lanes. Bikes are cheapest transportation for longer-than-walking-distances.
- More public restroom facilities in places that homeless people are
- Our streets need SO much work!
- Potholes
- PUBLIC RESTROOMS; INDOOR PRIVATELY OWNED PRIVATE SPACES (like the Arcade, indoor parks); public seating/benches; Community gardens; neighborhood farmers markets; resource fairs and festivals; public access to creek and riverbanks;
- Recreational activities for youth
- Repairing the horrible potholes all over Nashville
- Storm Water
- Street lights, Safety shelters
- Tornado sirens and shelters
- Water & Sewer line upgrade and improvements
- We need street cleaning in North and South Nashville. If the streets do not look like the city cares. The people will not care/feel neglected.

Please describe where these improvements (in any) should be located:

Public Services

Please rate Metro Nashville – Davidson County's need for the public services listed below.

High Need

1. Mental Health Services (73.02%)
2. Programs for Abused and Neglected Children (69.84%)
3. Job Training (69.05%)
4. Child Care (67.69%)
5. Substance Abuse Counseling and Treatment (64.29%)
6. Programs for Battered and Abused Spouses (62.40%)
7. Youth Programs (61.11%)
8. Fair Housing Activities (60.63%)
9. Other Public Service (60.00%)
10. Health Services (57.60%)
11. Education Programs (53.49%)
12. Legal Services (52.00%)
13. Programs for Senior Citizens (50.00%)
14. Housing Counseling and/or Homebuyer Assistance (48.80%)
15. Recreation Programs (46.46%)
16. Public Safety Services (43.55%)

Moderate Need

17. Handicapped Services (46.83%)
18. Microenterprises (A business having five or fewer employees, one or more of who owns the business.) (47.54%)

Other Public Service (please specify below)

- Art and Music, outdoor activity, civic classes, gardening for food.
- Daycare Centers
- DENTAL SERVICES; Voter Registration and Rights Restoration; Arrest Diversion Programs like the Guest House, Mental Health Emergency Rooms, Warming/Cooling Shelters
- Funds for neighborhood organizations.
- House Pricing Caps in Davidson County, better zoning to reduce "Tall and Skinny" House developments
- Improve schools in low income neighborhoods. Not charter.
- Keep limited income individuals and families within the core of Metro Nashville
- Less police. Police are lying about "calls of emergency". Police should provide list of real calls of emergency to community leaders to determine validity.
- Low income areas
- Programs for homeless mothers or homeless women who are pregnant
- The work DCS is supposed to be doing needs to be contracted out thereby creating higher integrity and accountability by opening the competition up. Concerning the job market, workers need advocacy and assistance learning how to go up the chain of command to bring correction to wrong work practices WITHOUT suing, and not just letting everything go as if it didn't matter.

Please describe where these services (in any) should be located:

Survey Participant Demographics

Please check any of the below that apply to you

- Interested Individual 51.24%
- Non-Profit Agency 42.15%
- Advocate for Persons with Disabilities 29.75%
- Social Services Provider 25.62%
- Educator 17.36%
- Housing Provider 15.70%
- Faith-Based Organization 15.70%
- Government 14.88%
- Business 14.05%
- Homeless Assistance Provider (not currently an ESG sub recipient) 8.26%
- Student 8.26%
- Developer 6.61%
- Builder 5.79%
- Current CDBG Sub Recipient 4.96%
- Real Estate Professional 4.96%
- Healthcare Provider 4.96%
- Current Housing Program Participant 4.96%
- Mental Health Provider 4.96%
- Disabled Person 4.13%
- Current Emergency Solutions Grant (ESG) Subrecipient 3.31%
- Housing Program Participant 3.31%
- Current Homeless Program Participant 3.31%
- Current HOPWA Subrecipient 2.48%
- Current CDBG Program Participant 0.83%
- Lender 0.83%

Other (please specify below)

- Affordable Housing Advocate
- AmeriCorps VISTA
- An unusually experienced and educated survivor, who doesn't believe in suing.
- Attorney and City Planner
- Citizen
- Community Development
- Contractor
- elderly
- Foster parent
- Higher Education Institution
- HOME and CoC funded agency
- Homeless
- Homeless and in need
- Homeless youth advocate
- I am an engaged community member and avid volunteer.
- I am studying Criminal Justice, Go to the Prison and do Recovery meeting sponsor women in recovery, a member of Davidson County Community Advisory Board, Blue-Care Behavioral health Regional Advisory Board member, Meharry Elam Center Advisory Board and a Certified Mental Health First -Aid and a NAMI Presenter, and more.
- I was homeless and could not get government or other assistance in my time of need
- I work at a shelter for those with mental illness and/or substance abuse history
- Landlord
- MDHA employee
- Mother, Domestic violence victim, need housing
- Previously Houseless, Previously Abused/Neglected Youth
- resident
- Retiree; community volunteer

What neighborhood do you currently live in?

How many years have you lived in your neighborhood?

1. 20+ years (17.44%)
2. 10 – 15 years (14.87%)
3. 2 years (11.79%)
4. 1 year (11.28%)

What is your age? (Optional)

1. 20 - 29 (20.3%)
2. 30 - 39 (32.2%)
3. 40 - 49 (16.95%)
4. 50 - 59 (18.08%)
5. 60 - 69 (10.17%)
6. 70 - 79 (1.69%)
7. 80 - 89 (.56%)

What do you consider your gender?

1. Female 66.16%
2. Male 29.80%
3. Non-binary/ third gender 1.01%
4. Prefer to self-identify: Male to Female Transgender 0.51%
5. Prefer not to say 3.03%

Which race/ethnicity best describes you? (Check all that apply)

1. American Indian or Alaskan Native 0.51%
2. Asian 0.51%
3. Black/African American 31.31%
4. Hispanic, Latino, or Spanish Origin 3.03%
5. Middle Eastern 2.02%
6. Native Hawaiian or Other Native Pacific Islander 0.51%
7. White/European 62.63%
8. Prefer Not to Say 3.54%

Please indicate your current housing status

1. I own my home 60.11%
2. I rent my home 31.91%
3. I do not currently have permanent housing 7.98%

Please check the condition which applies to you:

1. I have never been homeless. 79.53%
2. I have been homeless, but I am not currently homeless. 16.37%
3. I am currently homeless. 4.09%

How familiar are you with homelessness and related issues?

1. Very familiar 38.60%
2. Familiar 29.82%
3. Somewhat familiar 28.07%
4. Unfamiliar 3.51%

APPENDIX C

SOCIAL MEDIA/WEBSITE/NEWSLETTER COVERAGE

Consolidated Plan on Social Media as of April 27, 2018

Feb. 20 on Facebook: We want your input on addressing affordable housing and community development needs in Nashville. We will host a public hearing to kick off the development of the new Five Year Consolidated Plan and 2018 Action Plan process at 5:30 p.m. Thursday, March 1 at @HabitatNash at 414 Harding Place, Ste. 100. For more information, click here: http://bit.ly/1T9Mcv9 #Nashville

3751 People Reached
72 Reactions, Comments & Shares
202 Post Clicks

Feb. 20 on Twitter: We want your input on addressing affordable housing & community development needs in #Nashville. We'll kick off the development of the new 5 Year Consolidated Plan & 2018 Action Plan process with a public hearing: 5:30p 3/1 at @HabitatNash, 414 Harding Pl. http://bit.ly/1T9Mcv9

Impressions: 3160
Engagements: 24
Engagement Rate: 0.8%

Feb. 21 on LinkedIn: We want your input on addressing affordable housing and community development needs in Nashville. We will host a public hearing to kick off the development of the new Five Year Consolidated Plan and 2018 Action Plan process at 5:30 p.m. Thursday, March 1 at @HabitatNash at 414 Harding Place, Ste 100. For more information, click here: http://bit.ly/1T9Mcv9

Impressions: 109
Clicks: 1
Engagement: 0.92%

March 1 on Twitter: Reminder: We want your input on addressing #affordablehousing & community development needs in #Nashville. Join us at 5:30pm tonight as we kick off the development of the new 5 Year Consolidated Plan & 2018 Action Plan at @HabitatNash, 414 Harding Pl. http://bit.ly/1T9Mcv9

Impressions: 917
Engagements: 8
Engagement Rate: 0.9%

March 28 on Twitter:
We want your input on addressing affordable housing & community development needs in Nashville. We'll host our next 3 meetings on the development of the new 5 Year Consolidated Plan & 2018 Action Plan process next week. http://bit.ly/1T9Mcv9 #Nashville

Impressions: 319
Engagements: 1
Engagement Rate: 0.3%

March 28 on Twitter: We want your input on addressing affordable housing & community development needs in #Nashville. We'll host our next 3 meetings on the development of the new 5 Year Consolidated Plan & 2018 Action Plan process next week. Click here for meeting dates: http://bit.ly/1T9Mcv9

Impressions: 565
Engagements: 7
Engagement Rate: 1.2%

March 28 Post on Instagram: We want your input on addressing affordable housing and community development needs in Nashville. We received great feedback at our first public hearing in early March on the development of the new Five Year Consolidated Plan and 2018 Action Plan process. We will host three additional meetings next week, starting at 2 p.m. Wednesday, April 4 at the Farmer's Market at 900 Rosa L. Parks Blvd. To check out a list of other upcoming meetings and for more information, click on the link in our bio. #Nashville (with photo from kickoff meeting)

Likes: 13

March 28 on Facebook: We want your input on addressing affordable housing and community development needs in Nashville. We received great feedback at our first public hearing in early March on the development of the new Five Year Consolidated Plan and 2018 Action Plan process. We will host three additional meetings next week, starting at 2 p.m. Wednesday, April 4 at the Farmer's Market at 900 Rosa L. Parks Blvd.

For a list of other upcoming meetings and other ways to share your thoughts, click here: http://bit.ly/1T9Mcv9 (with photo)

2144 People Reached
12 Reactions, Comments & Shares
39 Post Clicks

March 28 on Google Plus:
We want your input on addressing affordable housing and community development needs in Nashville. We received great feedback at our first public hearing in early March on the development of the new Five Year Consolidated Plan and 2018 Action Plan process. We will host three additional meetings next week, starting at 2 p.m. Wednesday, April 4 at the Farmer's Market at 900 Rosa L. Parks Blvd. For a list of other upcoming meetings and other ways to share your thoughts, click here: http://bit.ly/1T9Mcv9 #Nashville (with photo)

April 4 on LinkedIn: We want your input on addressing affordable housing and community development needs in Nashville. We will host our next three meetings on the development of the new Five Year Consolidated Plan and 2018 Action Plan process this week. The first meeting this week is scheduled for 2 p.m. Wednesday, April 4 at the Farmer's Market at 900 Rosa L. Parks Blvd. For a list of other upcoming meetings and other ways to share your thoughts, click here: http://bit.ly/1T9Mcv9 (with flier)

Impressions: 151
Clicks: 3
Engagement: 2%

April 4 on Twitter: Reminder: We want your input on addressing affordable housing & community development needs in #Nashville. We'll host our next 3 meetings on the development of the new 5 Year Consolidated Plan & 2018 Action Plan process today, tomorrow and Friday. #Nashville (with flier)

Impressions: 1343
Engagements: 6
Engagement Rate: 3.31%

April 4 on Facebook: Reminder: We want your input on addressing affordable housing and community development needs in Nashville. We received great feedback at our first public hearing in early March on the development of the new Five Year Consolidated Plan and 2018 Action Plan process. We will host three additional meetings this week,

starting at 2 p.m. today at the Farmer's Market at 900 Rosa L. Parks Blvd. If you are unable to make it to one of the three meetings this week, please click here to take a survey: http://bit.ly/1T9Mcv9 (with flier)

820 People Reached
22 Reactions, Comments & Shares
26 Post Clicks

April 4 on Google Plus: Reminder: We want your input on addressing affordable housing and community development needs in Nashville. We received great feedback at our first public hearing in early March on the development of the new Five Year Consolidated Plan and 2018 Action Plan process. We will host three additional meetings this week, starting at 2 p.m. today at the Farmer's Market at 900 Rosa L. Parks Blvd. If you are unable to make it to one of the three meetings this week, please click here to take a survey: http://bit.ly/1T9Mcv9 (with flier)

April 5 on Twitter: We received great input at yesterday's meeting on the development of the new 5 Year Consolidated Plan & 2018 Action Plan process at @nashfarmmarket. Reminder: our next meeting is from 3 to 5 p.m. today at @stlukesnashvill, 5601 New York Ave. We hope to see you there! #Nashville (with photo)

Impressions: 405
Engagements: 5
Engagement Rate: 1.2%

April 11 on Twitter: It's not too late to provide input on addressing affordable housing & community development needs in #Nashville. Our 5th & final meeting on the development of the new 5 Year Consolidated Plan & 2018 Action Plan process is at 4 p.m. tomorrow at @MarthaOBryanCtr , 711 South 7th St

Impressions: 1059
Engagements: 3
Engagement Rate: 0.3%

April 12 on Twitter: We received excellent feedback at our fifth and final public meeting on the development of the new 5 Year Consolidated Plan and 2018 Action Plan. Thanks, @MarthaOBryanCtr for hosting today's meeting! #Nashville (with photo)

Impressions: 540
Engagements: 16

Engagement Rate: 3.0%

April 12 on Twitter: It's not too late to provide input on addressing affordable housing & community development needs in Nashville. Please complete the Consolidated Plan Community Survey prior to 4 p.m. April 13. Click here for a direct link: http://bit.ly/ConsolidatedPlanSurvey #Nashville

Impressions: 306
Engagements: 2
Engagement Rate: 0.7%

(Additional social media is planned during the public comment period.)

Coverage on Consolidated Plan Website/Newsletter

News Stories on Consolidated Plan on MDHA Website HomePage Under "Latest News"

- **Feb. 20 Request for Public Comment and Notice of Public Hearing on March 1:** The Metropolitan Development and Housing Agency (MDHA) will host a public hearing to kick off the development of the new Five Year Consolidated Plan and 2018 Action Plan process. The kick off meeting is scheduled for 5:30 p.m. Thursday, March 1 at Habitat for Humanity of Greater Nashville at 414 Harding Place, Suite 100. For more information, click here.

- **March 28 Request for Public Input on Addressing Affordable Housing and Community Development Needs:** During the week of April 2, 2018, the Metropolitan Development and Housing Agency (MDHA) will host three more public meetings on the development of the new Five Year Consolidated Plan and 2018 Action Plan process. The first meeting next week is scheduled for 2 p.m. Wednesday, April 4 at the Nashville Farmers' Market at 900 Rosa L. Parks Blvd. For a list of other upcoming meetings and other ways to share your thoughts, click here.

Story was always one of the top 3 stories under Latest News

March 2018 MDHA Resident Newsletter (hand delivered to 5,653 households): We want your input on addressing affordable housing and community development needs in Nashville. MDHA's Community Development Department will hold public meetings on the development of the new Five Year Consolidated Plan and 2018 Action

Plan. For more information including future public meeting dates, please visit www.Nashville-MDHA.org/Consolidated-Plan. You may also send an email with questions to consolidatedplan@Nashville-MDHA.org.

APPENDIX D

PUBLIC NOTICES

REVISED PUBLIC NOTICE

REQUEST FOR PUBLIC COMMENT AND NOTICE OF PUBLIC HEARINGS

FIVE YEAR CONSOLIDATED PLAN FOR HOUSING AND COMMUNITY DEVELOPMENT
(June 1, 2018 – May 31, 2023)

AND

PROGRAM YEAR 1 ACTION PLAN
(June 1, 2018 – May 31, 2019)

This Public Notice replaces the previously-issued Public Notice on the draft Consolidated Plan and 2018 Action Plan. This Public Notice extends the Public Comment Period to 4:00 p.m. on June 7, 2018; advises of the change in the date for the Public Hearing scheduled at Randee Rogers Training Center from 5:30 p.m. on May 17, 2018 to 5:30 p.m. on May 31, 2018; and provides actual Allocations and proposed Project Budgets rather than estimates.

Public Comment Period: The draft Five Year Consolidated Plan and 2018 Action Plan is available for public examination and comment. Members of the public may download copies from MDHA's website at www.nashville-mdha.org/consolidated-plan or may request copies by contacting the MDHA Community Development Department at 615-252-8505 or TDD at 615-252-8599. Also, copies will be available at MDHA's Community Development Department, located at 712 South Sixth Street, Nashville, TN 37206, between the hours of 7:30 a.m. and 4:00 p.m., Monday-Friday. MDHA will receive written comments through 4:00 p.m., central time, on Thursday, June, 7, 2018. Comments may be submitted electronically at consolidatedplan@nashville-mdha.org, faxed to 615-252-8533 (Attention: Consolidated Plan), mailed to MDHA Community Development Department, Attention: Consolidated Plan, P.O. Box 846, Nashville, TN 37202, or hand-delivered to MDHA Community Development Department, Attention: Consolidated Plan, 712 South Sixth Street, Nashville TN 37206.

Public Hearings: During the Public Comment Period, MDHA will host 4 public hearings on the draft Five Year Consolidated Plan and 2018 Action Plan on:

Tuesday, May 15, 2018, 1:00 p.m.
J. Henry Hale Apartments Community Room
1433 Jo Johnston Avenue
Nashville, TN 37203

Monday, May 21, 2018 5:30 p.m.
Levy Place Community Room
303 Foster Street
Nashville, TN 37207

Wednesday, May 23, 2018, 11:30 a.m.
Hispanic Family Foundation*
3927 Nolensville Pike
Nashville, TN 37211
Spanish translation services will be available and children are welcome.

Thursday, May 31, 2018, 5:30 p.m.
Randee Rogers Training Center
1419 Rosa L. Parks Boulevard
Nashville, TN 37208

Purpose and Summary of the Five Year Consolidated Plan: The Metropolitan Development and Housing Agency (MDHA) has prepared for submittal to the U.S. Department of Housing and Urban Development (HUD) a Five Year Consolidated Plan for Housing and Community Development on behalf of the Metropolitan Government of Nashville and Davidson County. The Five Year Consolidated Plan covers the period June 1, 2018 through May 31, 2023, and sets forth priorities for addressing housing and community development needs as determined through data analyses, market research, and stakeholder and public input.

Five Year Consolidated Plan Priorities:

1. Increase the number of decent, safe affordable housing units and help low- and moderate-income (LMI) household access affordable housing.
2. Preserve existing affordable housing units and help LMI tenants and homeowners retain housing.
3. Support facilities and services for the homeless and persons with HIV/AIDS.
4. Create pathways to self-sufficiency for LMI persons and families.
5. Revitalize distressed neighborhoods and underserved areas.
6. Undertake grant management, planning, and other eligible administrative tasks authorized under CDBG, HOME, ESG, and HOPWA.

Purpose and Summary of the Program Year 1 (2018) Action Plan: The 2018 Action Plan serves as Metropolitan Nashville-Davidson County's application for receiving funds for the following HUD Community Planning and Development (CPD) programs: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) and describes the proposed use of these funds to address the priorities of the Five Year Consolidated Plan. Anticipated Resources and proposed Project Budgets are based on actual 2018 Allocations, which was released on May 1, 2018. Details regarding specific activities to be funded are provided in the 2018 Action Plan.

PROGRAM YEAR 1 ANTICIPATED RESOURCES				
	2018 Annual Allocation	**Estimated Program Income**	**Prior Year Resources**	**Total**
CDBG	$ 5,095,429.00	$ 230,000.00	$ 0.00	**$ 5,325,429.00**
ESG	$ 417,516.00	$ 0.00	$ 0.00	**$ 417,516.00**
HOME	$ 2,581,408.00	$ 305,000.00	$ 0.00	**$ 2,886,408.00**
HOPWA	$ 1,216,011.00	$ 0.00	$ 0.00	**$ 1,216,011.00**
TOTAL	**$ 9,310,364.00**	**$ 535,000.00**	**$ 0.00**	**$ 9,845,364.00**

PROGRAM YEAR 1 PROPOSED PROJECT BUDGETS	
CDBG	**Budget**
Administration & Planning	$1,065,085.00
Economic Development	$ 692,305.00
Housing	$2,662,724.00
Public Facilities & Improvements	$ 213,015.00
Public Services	$ 692,300.00
Total	**$5,325,429.00**

HOME	**Budget**
Administration	$ 288,640.80
New Construction-Rental	$2,020,485.60
New Construction-Homeownership	$ 288,640.80
New Nonprofit Partner Set-aside	$ 288,640.80
Total	$2,886,408.00

ESG	**Budget**
Administration	$31,313.70
HMIS	$20,875.80
Eligible Activities (Emergency Shelter/Essential Services and Transitional Housing; Rapid Re-Housing; Street Outreach; Prevention)	$365,326.50
Total	**$417,516.00**

HOPWA	**Budget**
Administration (MDHA)	$36,480.33
Administration (Sponsors)	$85,120.77
Eligible Activities (Facility-based Operations; Short-term Rent, Mortgage & Utility Payments; Supportive Services)	$1,094,409.90
	$1,216,011.00

Request for Accommodations: MDHA makes every effort to provide reasonable accommodations and services to assist persons with disabilities or sensory impairments. Spanish translation services will be offered at the meeting on May 23, 2018, and additional translation services may be offered upon request. Any person needing such assistance/services should contact 615-252-8555 or TDD at 615-252-8599 no later than five business days prior to the meeting you plan to attend.

Para asistencia en Español llame al 615-252-8505.

如果需要本通知的中文翻译，请打电话 615-252-8505

Để nhận một bản dịch Tiếng Việt của thông báo này, vui lòng gọi: 615-252-8505

للحصول على ترجمة عربية لهذا البيان، يرجى الإتصال بـ: 615-252-8505

Haddii aad rabto qoraalkan oo af-Soomaali lagu tarjumay haddii aad doonayso fadlan naga soo wac: 615-252-8505

Statement of Non-Discrimination: MDHA does not discriminate on the basis of age, race, sex, sexual orientation, gender identity, genetic information, color, national origin, religion, disability or any other legally protected status in admission to, access to, or operations of its programs, services, or activities.

PUBLIC NOTICE

REQUEST FOR PUBLIC COMMENT AND NOTICE OF PUBLIC HEARINGS

FIVE YEAR CONSOLIDATED PLAN FOR HOUSING AND COMMUNITY DEVELOPMENT
(June 1, 2018 – May 31, 2023)

AND

PROGRAM YEAR 1 ACTION PLAN
(June 1, 2018 – May 31, 2019)

Purpose and Summary of the Five Year Consolidated Plan: The Metropolitan Development and Housing Agency (MDHA) has prepared for submittal to the U.S. Department of Housing and Urban Development (HUD) a Five Year Consolidated Plan for Housing and Community Development on behalf of the Metropolitan Government of Nashville and Davidson County. The Five Year Consolidated Plan covers the period June 1, 2018 through May 31, 2023, and sets forth priorities for addressing housing and community development needs as determined through data analyses, market research, and stakeholder and public input.

Five Year Consolidated Plan Priorities:

1. Increase the number of decent, safe affordable housing units and help low- and moderate-income (LMI) household access affordable housing.
2. Preserve existing affordable housing units and help LMI tenants and homeowners retain housing.
3. Support facilities and services for the homeless and persons with HIV/AIDS.
4. Create pathways to self-sufficiency for LMI persons and families.
5. Revitalize distressed neighborhoods and underserved areas.

Purpose and Summary of the Program Year 1 (2018) Action Plan: The 2018 Action Plan serves as Metropolitan Nashville-Davidson County's application for receiving funds for the following HUD Community Planning and Development (CPD) programs: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), the Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) and describes the proposed use of these funds to address the priorities of the Five Year Consolidated Plan. Anticipated Resources and proposed Project Budgets are based on 2017 Allocations. This information will be updated upon receipt of the 2018 Notice of Allocations from HUD as described in the Action Plan. Details regarding specific activities to be funded are provided in the 2018 Action Plan.

PROGRAM YEAR 1 ANTICIPATED RESOURCES

	Annual Allocation (Based on Current FY)	Estimated Program Income	Prior Year Resources	Total
CDBG	$ 4,637,909.00	$ 230,000.00	$ 0.00	**$ 4,867,909.00**
ESG	$ 410,455.00	$ 0.00	$ 0.00	**$ 410,455.00**
HOME	$ 1,881,838.00	$ 305,000.00	$ 0.00	**$ 2,186,838.00**
HOPWA	$ 1,073,473.00	$ 0.00	$ 0.00	**$ 1,073,473.00**
TOTAL	**$ 8,003,675.00**	**$ 535,000.00**	**$ 0.00**	**$ 8,538,675.00**

PROGRAM YEAR 1 PROPOSED PROJECT BUDGETS

CDBG	Budget
Administration & Planning	$973,580.00
Economic Development	$621,430.00
Housing	$2,433,955.00
Public Facilities & Improvements	$146,900.00
Public Services	$692,044.00
Total	**$4,867,909.00**

HOME	Budget
Administration	$218,680.00
New Construction-Rental	$1,530,798.00
New Construction-Homeownership	$218,680.00
New Nonprofit Partner Set-aside	$218,680.00
Total	**$2,186,838.00**

ESG	Budget
Administration	$30,785.00
HMIS	$20,253.00
Eligible Activities (Emergency Shelter/Essential Services and Transitional Housing; Rapid Re-Housing; Street Outreach; Prevention)	$359,417.00
Total	**$410,455.00**

HOPWA	Budget
Administration (MDHA)	$32,204.00
Administration (Sponsors)	$75,143.00
Eligible Activities (Facility-based Operations; Short-term Rent, Mortgage & Utility Payments; Supportive Services)	$966,126.00
	$1,073,473.00

Public Comment Period: Beginning Tuesday, May 1, 2018, the draft Five Year Consolidated Plan and 2018 Action Plan will be available for public examination and comment. Members of the public may download copies from MDHA's website at www.nashville-mdha.org/consolidated-plan or may request copies by contacting the MDHA Community Development Department at 615-252-8505 or TDD at 615-252-8599. Also, copies will be available at MDHA's Community Development Department, located at 712 South Sixth Street, Nashville, TN 37206, between the hours of 7:30 a.m. and 4:00 p.m., Monday-Friday. MDHA will receive written comments through 4:00 p.m., central time, on Thursday, May 31, 2018. Comments may be submitted electronically at consolidatedplan@nashville-mdha.org, faxed to 615-252-8533 (Attention: Consolidated Plan), mailed to MDHA Community Development Department, Attention: Consolidated Plan, P.O. Box 846, Nashville, TN 37202, or hand-delivered to MDHA Community Development Department, Attention: Consolidated Plan, 712 South Sixth Street, Nashville TN 37206.

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Levy Place Community Room
303 Foster Street
Nashville, TN 37207

Wednesday, May 23, 2018, 11:30 a.m.
Hispanic Family Foundation*
3927 Nolensville Pike
Nashville, TN 37211
****Spanish translation services will be available and children are welcome.***

Request for Accommodations: MDHA makes every effort to provide reasonable accommodations and services to assist persons with disabilities or sensory impairments. Spanish translation services will be offered at the meeting on May 23, 2018, and additional translation services may be offered upon request. Any person needing such assistance/services should contact 615-252-8555 or TDD at 615-252-8599 no later than five business days prior to the meeting you plan to attend.

Para asistencia en Español llame al 615-252-8505.

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للحصول على ترجمة عربية لهذا البيان، يرجى الإتصال بـ: 615-252-8505

Haddii aad rabto qoraalkan oo af-Soomaali lagu tarjumay haddii aad doonayso fadlan naga soo wac: 615-252-8505

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PUBLIC NOTICE

NOTICE OF PUBLIC HEARING AND REQUEST FOR PUBLIC COMMENT

2018-2023 CONSOLIDATED PLAN FOR HOUSING AND COMMUNITY DEVELOPMENT

AND

2018-2019 ACTION PLAN (PROGRAM YEAR 1)

Purpose and Summary: The Metropolitan Development and Housing Agency (MDHA) is in the process of developing the new Five Year Consolidated Plan (Five Year Plan) for Housing and Community Development on behalf of Metro Nashville. The purpose of the Five Year Plan is to assess affordable housing and community development needs and market conditions in Metro Nashville to establish data-driven priorities for the use of public funds, especially Federal funds (Community Development Block Grant, HOME Investment Partnerships Program, Emergency Solutions Grant, and Housing Opportunities for Persons with AIDS). The new Five Year Plan will cover the period from June 1, 2018 through May 30, 2023.

The Five Year Plan is carried out through annual action plans, which provide a concise summary of actions, activities, and the specific Federal and other resources that will be used each year to address the priority needs and specific goals identified in the Five Year Plan. MDHA is developing the 2018-2019 Action Plan for Program Year 1 concurrently with the Five Year Plan.

In developing the Five Year Plan and annual updates, MDHA will follow guidance published by HUD, which is available at: https://www.hudexchange.info/resources/documents/eCon-Planning-Suite-Desk-Guide-IDIS-Conplan-Action-Plan-Caper-Per.pdf and utilize HUD-provided data and maps, which are available at: https://www.hudexchange.info/programs/consolidated-plan/guides/#cpd-maps. MDHA will supplement the HUD-provided data and maps with local and state data and input from stakeholders and citizens obtained through the citizen participation process. Additional Consolidated Plan resources are available at: https://www.hudexchange.info/programs/consolidated-plan/.

MDHA will maintain a webpage dedicated to the Five Year Plan and annual updates at: http://www.nashville-mdha.org/?p=1831. Members of the public may email MDHA at consolidatedplan@Nashville-MDHA.org for information about the Consolidated Plan and to make comments.

Public Hearing and Request for Public Comments: MDHA will host a public hearing to kick-off the Five Year Plan and 2018 Action Plan process; review the timeline, planning tools, and resources; and take comments on opportunities for citizen participation as well as housing and community development needs in Metro Nashville on:

Thursday, March 1, 2018
5:30 p.m.
Habitat for Humanity of Greater Nashville
414 Harding Place, STE 100
Nashville, TN 37211

Request for Accommodations: MDHA makes every effort to provide reasonable accommodations and services to assist persons with disabilities or sensory impairments. Additionally, translation services may be offered upon request. Any person needing such assistance/services should contact 615-252-8555 or TDD at 615-252-8599 no later than Noon on Friday, February 23, 2018.

Para asistencia en Español llame al 615-252-8505.

如果需要本通知的中文翻译，请打电话 **615-252-8505**

Để nhận một bản dịch Tiếng Việt của thông báo này, vui lòng gọi: 615-252-8505

للحصول على ترجمة عربية لهذا البيان، يرجى الإتصال بـ: 615-252-8505

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APPENDIX E

SUMMARY OF PUBLIC COMMENTS AND MDHA'S RESPONSES

Consolidated Plan Kick-Off Public Hearing
March 1, 2018
Habitat for Humanity Nashville

Comment: Did the program year start a different date in prior years?

> **Response:** Yes, we changed it last year. It was from April 1st through March 31st of every year. I have been the Community Development director at MDHA for five years, and, in those five years, Congress has never passed a budget on time. In the past, we have been into the end of our 2nd quarter of our program year before we've had any money. That puts MDHA in a substantial financial situation, which puts us in a precarious position to fund our programs. HUD encouraged us to pushback our program year as far as we can. June 1st was the latest we could move our program year back because that is when our summer youth programs start. Had we started after June 1st, we would not have been able to fund them until the next year. That is why we are on a June 1st through May 31st cycle.

Comment: Will the format of the future public hearings be a formal presentation followed by public comments?

> **Response:** Yes, our draft will be very dense. There's lots of information and we will do a similar presentation to this. I will give lots of information that includes highlights of the plan and then we will take comments on it. We will video tape the very first public hearing so it will be online. People who cannot attend and want to watch it will have access to it. We are trying to make it so that you can navigate this document as easily as possible. We will make sure it is out to the public for about two weeks before we have our first hearing. We will also have it on our website in pieces by chapter so that you can go section by section.

Comment: Are these MDHA objectives or are these coming from HUD?

> **Response:** These objectives come from the consolidated plan regulations and are things that we must evaluate. We will use these objectives to build our toolkit for how we will address each issue. They are consistent with other reports that we have seen locally.

Comment: As far as outreach, I think residents at apartment complexes would have great input on what works where they are living and where they would like to see future improvements.

Response: Thank you.

Comment: For some of us the HUD abbreviations make sense, but others may not understand it. I think making sure that people can access it is important and making it short and to the point is also important. The presentation should also be at least 16 point font for people with low vision.

Response: Thank you.

Comment: We should not be relying on the federal government to fund local programs. We should ensure that metro funds their programs through the budget process. We also need to leverage our small federal funds with local funds to try and make a difference.

Response: Thank you.

Comment: Since a lot of outreach is based on relationships, the feedback that would be most useful to you may not come in a session like this. You might consider doing a train the trainer model with your property management staff, your caseworkers, and other social service agencies. It would be good to capitalize on the networks that already exist. They have contact with the users the most and may be able to get more feedback than in a setting like a public meeting. You should maybe consider smaller tables for group meetings. I think it is important to make these meetings seem as accessible as possible.

Response: We will be utilizing our promise zone non-profit partner's spaces for some of our community meetings and will be holding smaller group discussions during those meetings.

Comment: I am representing the Latino community. Churches and the alliances of pastors are a good way to communicate with people. 95% of people in my community are connected with a church and it is a good way to communicate any sort of information about what is going on in the city.

Response: Thank you.

Comment: Through the school system, there is a Spanish radio station that may be a good way to communicate with the parents.

Response: If you can, please provide us with a contact person and any information that you may have about this program after the meeting.

Comment: It is tax season, and a lot of people are coming through the doors of non-profits that help with taxes. There may be an opportunity to receive input at these locations.

Response: Thank you.

Comment: As a future occupational therapist, I see the value in home modification to help residents maintain their current living situation. How does that fit and where would it fall within with this plan?

Response: We have a homeowner rehabilitation program already and partner with non-profits in the city to help fund their homeowner rehabilitation programs. We will be looking at how we can align our resources and target persons with disabilities, the elderly, and persons with very low incomes.

Comment: Do you have a goal for having a specific amount of affordable housing stock?

Response: That will be part of our strategic plan. We will be doing a needs assessment and market analysis that will help us set our goals over the five year period.

Comment: Will you work together with agencies like the Housing Trust Fund?

Response: Yes, we will be building a whole toolkit that incorporates what is available through federal, local, and state programs to address and accomplish our goals.

Comment: Does anyone know about the 10 million dollar allocation from metro for affordable housing?

Response: Yes, that will be addressed during the budgeting process.

Comment: There was an analysis performed by metro that was done by census tract that shows what the gap is per census tract by income level. That analysis will help with setting the goals of the consolidated plan.

Response: We will marry all the available analyses when setting the goals of the consolidated plan.

Comment: Is the gap analysis available online for each council district?

Response: It is available online at Nashville.gov under the Housing Nashville report.

Comment: Did Ben Carson stop by MDHA when he was in town recently?

Response: No, he did not. We tried to get him to come by our dialysis clinic when he was in town, but his schedule would not allow it.

APPENDIX F

SUMMARY OF PUBLIC COMMENTS AND MDHA'S RESPONSES

On the Draft Consolidated Plan

Summary of Comments Received at Public Hearings

The following is a summary of comments received at the four (4) public hearings and MDHA's responses. A video of the first public hearing held on May 15 and audio recordings of the three (3) other public hearings are available at: http://www.nashville-mdha.org/?p=1831.

Public Hearing #1 – May 15, 2018

Comment: How were the 14 Council districts selected as a target area?

> **Response:** The Council districts were selected after appraisal data showed at least a 40% increase in property values in these areas after the 2017 reappraisal. We will review changes in home values and incomes in Census tracts each year to determine whether we need to add additional areas.

Comment: Where is Napier-Sudekum?

> **Response:** Napier-Sudekum is located off of LaFayette.

Public Hearing #2 – May 21, 2018

Comment: Under goals, it says 50 units. Does that mean 50 available rental units?

> **Response:** That means, when constructed, we are anticipating 50 new units. These have not been constructed yet. It would be 50 new units with $2 million.

Comment: These units are not constructed yet, correct? So we can expect these units 2 years from now.

> **Response:** Yes. We will be using funds that HUD just allocated to us, and expect to have access to these funds in September. We will issue an RFP or application to developers to help build this housing.

Comment: I have been on MDHA's waiting list for years. When MDHA has a waiting list open, how is it realistic to have hundreds of people vying for only 20 apartments?

Response: Our apartment stay around 98 percent occupied, and we open the waiting list so we have someone to pull from when there is a vacancy at one of our properties. The demand for affordable housing far exceeds the supply of affordable housing in the Nashville area. Public housing applications are taken first-come, first-serve when MDHA opens the application process.

Comment: How does the public know if the waiting list is open?

Response: MDHA will contact people over the phone, send out flyers, post public notices in the local media and on our social media, and on our website. The waiting list for Napier Place will open on June 4.

Comment: Where is Napier Place?

Response: It is on Lafayette Street.

Comment: On AP-4, The Housing Fund receives $165,000 in program income through their Community Development Block Grant. What happens to the program income?

Response: After the flood of 2010, we received a CDBG Disaster Recovery grant. We partnered with The Housing Fund to administer some of the housing activities, like homeowner rehabilitation. One of the activities currently ongoing is a partnership with Habitat for Humanity to acquire properties in flood impacted areas. They rehab and sell the properties to low and moderate income homeowners. The Housing Fund used their funds to provide loans to homeowners affected by the flood. The loans were due on sale; meaning the balance of the loan must be repaid upon sale or transfer of ownership of the property. The loan amounts that are repaid then come back as program income.

Comment: The $165,000 in program income is a loan repayment, correct?

Response: That is correct. In the Consolidated Plan, we have to discuss any funding we have for disaster recovery. The $165,000 can only be used to assist homeowners that still have not recovered from the flood and the already mentioned Habitat for Humanity activity. When we close that grant out, all the program income will come back through the Community Development Block Grant.

Comment: Why does this money not come back to the community to allocate instead of to The Housing Fund?

Response: A Federal Register Notice governs the use of those funds until the CDBG DR grant is closed out. **Additional Response:** The follow are links to the Federal Register Notice regarding the use of CDBG-DR funds: http://www.nashville-mdha.org/wp-content/uploads/2015/02/Notice_Initial-

Allocation_11-10-10.pdf and http://www.nashville-mdha.org/wp-content/uploads/2015/02/Notice_2nd-Allocation_4-14-11.pdf.

Comment: What sort of agreement did MDHA have with The Housing Fund?

Response: We have a Memorandum of Understanding with The Housing Fund. It is also laid out in all the Action Plans and the amendments.

Comment: I do not see the allocations in the Plan.

Response: The grant allocations are listed in the Executive Summary and Strategic Plan sections. **Additional Response:** Activity budgets are provided in the 2018 Action Plan.

Comment: Outcome indicators for the public services tab on page AP-7 is vague and hard to understand.

Response: That is a HUD table that automatically generates and we have no control over that. On pages AP-13 through AP-33, you can find detailed descriptions on how we propose to use these funds. We will comment to HUD that the table (Table 57) needs to provide more clarification.

Comment: On the Section 108 loan repayment, why is the annual loan payment for $560,000 instead of $500,000?

Response: The loan is amortized differently over the years. It is not a fixed rate every year, and the interest has caused it to escalate.

Comment: As a nonprofit [Rebuilding Together Nashville] working on homeowner rehab projects, we are excited to see the data in the Consolidated Plan supports our work and hope to help MDHA meet its goals. Also, we would love to be able to share the data that we have collected and have it included in the plan.

Response: We hope to further collaboration with nonprofits so that we do not duplicate efforts and serve more people. If you have data that you would like for us to include in our plan, please submit it as a comment.

Comment: Why is the affordable housing crisis in Nashville just now being addressed? It has been going on for over 10 years.

Response: Every year we try to address affordable housing needs. There are fewer federal funds available to address the construction of new affordable housing. We have seen a significant decrease in our funding since 2010.

Comment: On page 1 of the Action Plan, I see program income of $230,000. Could you please comment on that?

Response: We receive program income when we make loans, typically for homeowner or rental rehab, and the loans are repaid. That program income is then added to the overall budget.

Comment: Is there a place in the plan that highlights how many chronically homeless persons were housed last year?

Response: That information would be reported in our annual CAPER that comes out in August.

Comment: What is the goal for this year for housing chronically homeless persons?

Response: We do not breakdown our goals by the homeless subpopulations, but we estimate assisting 325 people with Rapid Rehousing assistance, 75 people with Homeless Prevention assistance, 2,000 people with Shelter Operations and Essential Service assistance, and 100 people with Outreach assistance. We also expect to serve 125 people with CDBG assistance for the homeless.

Comment: HUD will look at the number of chronically homeless people that are housed. That should be in HMIS.

Response: HUD will consider this with the CoC Application, not necessarily as part of the Consolidated Plan review. One of the problems with defining chronically homeless is HUD's definition and many people don't meet that definition. **Additional Response:** The Metro Homelessness Commission reports that an average of 117 people exiting literal homelessness to permanent housing 2017.

Comment: When did the HOPWA program start allowing for assistance outside of Davidson County?

Response: The program has always allowed that.

Comment: How do the surrounding counties go about contacting MDHA about the availability of HOPWA vouchers?

Response: We have consultations with HOPWA providers and the other entitlements in the area like Murfreesboro, Franklin and Hendersonville. Some of our project sponsors, like Nashville CARES, are very regional and help with getting the word out. They work with the individuals more closely and know where the needs are.

Comment: To qualify for HOPWA assistance, do persons need to be diagnosed with HIV/AIDS?

Response: Yes, that is correct.

Comment: On page NA-47, you mention a partnership with Vanderbilt University. What kind of partnership is it? I'm concerned about privacy and there should be a Business Associate Agreement.

Response: We partnered together during this year's Point in Time count and they help us aggregate all of the data and surveys collected. They also provide us with feedback on how we can collect better information in the future. The information that was provided to Vanderbilt was aggregated and there was no personally identifiable information. Our Counsel will provide us with legal advice on the types of agreements we need.

Comment: On AP-54, how are the agencies listed selected to serve on the committees?

Response: The agencies volunteered to serve on the committee.

Comment: Please describe CoC and ESG written standards. Will the written standards go in front of the CoC Governance Board before approval? Funded agencies should not be able to vote on written standards – this is a conflict of interest.

Response: The written standards set the parameters for how agencies will be funded. After the agencies have had a chance to comment on the standards and make their own recommendations, the standards will go in front of the CoC Governance Board.

Comment: On AP-55 under CES, what happens if a person does not give their consent to be entered in CES and HMIS?

Response: They would not be added to the database.

Comment: I believe that everyone is entitled to services whether they signed a consent form or not.

Response: We confirm that people are entitled to services even if they do not participate in HMIS. **Additional Response:** This comment was accepted and a statement to this effect was added on page AP-55.

Comment: What are the three Care Coordination meetings?

Response: Families, Individuals, and Veterans

Comment: Who is in charge of CES?

Response: Jessica Ivey is in charge of it.

Comment: What is the total allocation for all four programs (ESG, HOPWA, CDBG and HOME)?

Response: All together it is around $9,300,000 for this program year.

Comment: Is that an increase from our previous allocation?

Response: Yes, it is an increase – approximately $1.3 million.

Comment: For homeowner rehab, is there some sort of deed restriction placed on the property to prevent people from flipping these homes for a profit?

Response: The homeowner rehab loans are due on sale loans; meaning the balance of the loan must be repaid upon sale or transfer of ownership of the property. We also record a deed of trust on the property, so we are contacted before sale is finalized.

Comment: Do you do forgivable loans?

Response: We do forgivable loans for elderly homeowners, but there is still a deed of trust that is recorded. It is forgivable after 5 years**.**

Comment: What happens to the forgivable loan if the elderly homeowner passes away before the loan matures?

Response: The family can assume the loan if they choose to live at the property. If not, we would prorate the amount left on the deed and the family must repay the outstanding amount of the loan.

Comment: Can anyone apply for the homeowner rehab program?

Response: Anyone applying for the homeowner rehab program must meet income restrictions. We will give preference to the elderly and disabled that are income-eligible.

Comment: Why did Fairfield Inns and Suites attend a meeting? Are they going to participate in a program?

Response: They attended a stakeholder consultation on homelessness; it does not mean they are a program participant.

Comment: Did LDG Development do Paddock at Grandview?

Response: Yes, they were the developers.

Comment: Why did the Greater Nashville Regional Council participate in the strategic planning session?

Response: They were invited so that we could ensure that we are not duplicating efforts and to collaborate/coordinate with other public agencies that work in housing and community development.

Comment: What is Kookaburra Development?

Response: It is a consulting firm here in Nashville.

Comment: Could you elaborate on the Emergency Psychiatric Facility being planned?

Response: The Metro Homeless Commission will have to respond to this question. **Additional Response:** A "psychiatric emergency room" is planned to open in Metro Center next year as a way to more efficiently treat people in crisis and ease pressure on police who are often the first-responders in mental health emergencies. The $3.5 million facility will be open to anyone who walks in, or is dropped off, and needs help. The project is getting $2.6 million from the Tennessee Department Mental Health and Substance Abuse Services and $427,538 from the city. The Mental Health Cooperative is putting in $447,463. There will be 20 beds. The Mental Health Crisis Services Center will be built on the Mental Health Cooperative's campus in Metro Center.

Comment: On the bottom of PR-7, what is Vanderbilt's street psychiatry program? I have concerns.

Response: The citizen was provided with contact information for the person administering the Vanderbilt program.

Public Hearing #3 – May 23, 2018

Comment: About how much of the budget goes toward building sidewalks leading up to bus stops?

Response: We have around $200,000 in our budget for that. So we will look at how we've worked it in the past. We will sit down with Planning look at the requests that have been made. We will also meet with the Mayor's Office of Infrastructure and Public Works, and try to find a segment or something that is within our budget range so that we can address what is not being addressed through another public resource. We're still in the process of flushing that out with them.

Comment: Do you search for other grant opportunities to supplement funding for sidewalks?

Response: No. MDHA does not take the lead on any kind of DOT or any kind of FHWA funding. That is more of a subject for the city or other public agencies**.**

Comment: Looking at your Priority 1 and Priority 2 slides. You have the total number of units that would be gained by these activities; 58 units for Priority 1 and 180 units for Priority 2? So, that would about 230 homes either built of preserved correct?

Response: 58 new housing units would be funded with HOME and 150 homes would be persevered with CDBG.

Comment: Which is great. But do you know what our goal is? Do you know how far short we are?

Response: Our plan reflects the Mayor's Office Housing Nashville Report; and we support that goal of needing to build 30,000 new units by 2025.

Comment: But are we not short 18,000 today? So this almost seems like a drop in the bucket. And I don't know of anybody that seems to be addressing how many units we're losing every day, at the same we're gaining this small number.

Response: We know we're at risk of losing units if we don't preserve the low income tax credits or the privately owned project based rental units. There's over four thousand that could be lost through the private market. MDHA does not have a way of tracking that.

Comment: We don't know who would be able to track the losses in the private sector.

Comment: I'm glad we're doing something, but it feels like to me we're just peddling as fast as we can but going backwards.

Comment: I think that's been our frustration for the last 10-15 years is that we've been losing about a 1000 units a year and gaining about a 1000 units a year, so we're on the pace for losing and gaining.

Response: This is what we have to tell federal government and the public about what we're doing to with these specific funds to address these needs. But these are much larger and wider ranging that we're going to start capturing and reporting on so we can paint a clearer picture of what we're doing the through the public sector. We don't have any authority or jurisdiction to require anything of the private sector, unless they take some of these federal, local or state subsides, then we can start looking at them. But we are forming a framework of being able to show through these different public sources how we can start addressing building and preserving. And then some of these other things like rental assistance providing housing stability.

Comment: You mentioned, I believe in Priority 1, that there would be new nonprofit partners that have to go through the Barnes process. Do you know who those partners will be?

> **Response:** Whenever we do a funding opportunity, unfortunately, we get twice as many requests as we have funding available. Some of the nonprofits do not have the capacity to even be considered for funding, because of the HOME underwriting requirements. These will be ones that we will notify about this opportunity and request them to go through the Barnes Capacity Building Program.

Comment: So do you have any that have already done that?

> **Response:** Ten have gone through. That's why we were able to increase the Barnes Funding. The application process is now open until May 31st for capacity-building applications. MDHA is a sponsor of that program.

> **Response:** We don't expect to have access to these funds until late September or October, until we can get the full Congressional release. We will likely not make our competitive funding opportunity open until the fall. That would give us enough time to make sure that anyone who would be interested in coming after this new nonprofit piece would have time to get with the Barnes Fund about this capacity building program. We need as many people out there building, we need to make sure that have the capacity to do it. We certainly want to support them in every way and this was the best way we're able to it with the very, very strict HOME money.

Comment: Would you repeat what you said about activities and goals? You said Summer Youth Programs are the most popular?

Response: That is a very popular program because MDHA serves so many youth.

Comment: You partner with 30, plus or minus, nonprofits that must have what kind of components?

> **Response:** They must have jobs skills components or healthy styles component as part of their overall program. For instance, we have several that focus on STEM (Science, Technology, Engineering, and Mathematics) academic programs. But, we still want them to have some kind of jobs skills or healthy styles piece as part of it.

Comment: You say the Summer Programs start at 6 years old?

Response: 6 to 18 yrs old. It's very wide ranging.

Comment: This program has been around for around 18 years?

Response: Approximately, 20 years.

Comment: So how does this differ from Opportunity Now?

Response: The Summer Youth Program is very distinct from Opportunity Now. The Summer Youth Program is not an employment opportunity. It is more of a skills building and academic building program. Opportunity Now is the Mayor's program. MDHA does a component of that for nonprofits that are doing a certain type of community project for ages 14 – 16. For scale, Opportunity Now is geared providing 10,000 employment opportunities for youth; and MDHA creates about 150 of those opportunities. We try to encourage youth living in public housing to participate in both Summer Youth and Opportunity Now.

Comment: Are these PPT slides available?

Response: Yes. They are on our website.

Public Hearing #4 – May 31, 2018

Comment: Is it possible for a nonprofit to apply for the homeowner rehabilitation funds**?**

Response: We are going to explore different ways to carry out these activities. With capacity issues and the amount of contractors available, we will explore how our nonprofit partners could help us; especially in the targeted areas where the nonprofits are well known.

Comment: Will there be any funds available through CDBG to do acquisition in the targeted areas?

Response: We have not proposed using CDBG funds for acquisition because CDBG prohibits new construction and you cannot land bank. Please submit a comment if you have a particular project in mind.

Comment: Are there initiatives in place to freeze property taxes for at risk homeowners in the Napier and Sudekem area?

Response: Metro Government has a few tax relief programs for the elderly. We cannot fund any activity like that with our funds.

Comment: We developed a multifamily property and received a 10 year PILOT that capped the property tax rate. Could we do something similar with single family homes?

Response: That is more of a state law issue. We can summarize your comment and share it with our metro colleagues.

Comment: Is there any funding for assisting Section 8 voucher holders who want to become homeowners; particularly the elderly and disabled?

Response: The Section 8 program has a self-sufficiency program that helps voucher holders become homeowners. We have partners in the city, like The Housing Fund, that provide down payment assistance to residents. The Tennessee Housing Development Agency has some affordable homeownership programs. We can pass your name along to some of our partner agencies and hopefully they can help provide you with more information.

Comment: Why is there a focus on the 60% - 80% AMI group?

Response: That is a programmatic rule and part of the regulations. It is also where we see the housing need the most.

Comment: Napier and Sudekem are going through the RAD process, what percentage of current residents would be able to come back once the property is redeveloped?

Response: RAD requires a one for one physical replacement of affordable units. Our goal is not to displace any of the current residents.

Comment: Is RAD a separate funding stream through HUD?

Response: Under the public housing model, we received an annual contribution contract and capital funds from HUD. These covered the subsidies for rent, maintenance, the management, and operations funding for our public housing units. With RAD, we no longer receive an annual contribution contract from HUD. Instead, we have what is called a project based rental assistance contract. Through that we get funding to cover subsidies for rent with tenants paying the same amount they were before. HUD also released their Deed of Trust through RAD which allowed MDHA to take over ownership and use the properties as leverage for new construction.

Comment: I downloaded the plan from your website and Appendix E and G are blank.

Response: They can be found under a separate link on our website and they are all available. We will bring a copy for you of all of the appendices to the Homelessness Commission meeting tomorrow. **Additional Response:** The information was provided to the citizen at the Metro Homelessness Commission meeting the following day.

Comment: On SP-10, why are the areas that saw dramatic property value increases being targeted?

Response: It is an anti-displacement strategy to keep people in their homes in rapidly gentrifying neighborhoods**.** Also, we want to make sure there are affordable housing options in revitalizing areas.

Comment: When you talk about housing preservation, are you talking about rehab?

Response: Yes.

Comment: Is there any funding from the previous 5 years that carries over to the new 5 year plan?

Response: No, we are not carrying over any funds.

Comment: On ES-3 in the second paragraph, it references AP-35. That's erroneous because AP-35 only has a few sentences.

Response: AP-35 refers to the section and not to the page number. We will take your comment and change the reference from the section number to the page number. **Additional Comment:** The comment was accepted, and the sentence was updated to reference the page number instead of the section.

Comment: Where can I find the definition of a housing target area for homeowner rehab?

Response: You can find this starting on page SP-10, but we will add those references in other parts of the plan. **Additional Response:** The comment was accepted, and a sentence was added on page AP-12 directing the reader to the pages in the Strategic Plan that define the target areas (i.e., geographic priorities).

Comment: Under the needs assessment, you mention that MDHA has converted 1,400 vouchers to project based vouchers. Can you incorporate the number of project based vouchers into the waiting list section?

Response: Yes, we will update the plan to provide waiting list numbers for the voucher program. **Additional Response:** The comment was accepted. The following sentence was added on page MA-8: For example, there are 15,281 people on the Section 8 waiting list.

Comment: Is there any mention in the consolidated plan about a timeline to create new Transit Oriented Development districts?

Response: We do not have a timeline [other than the Donelson TOD]**.** We make a few references to the new Donelson TOD district because that is the only one that has been discussed so far. If others are created in the future, we will include them in our annual updates.

Comment: Do you know when the meetings to discuss the creation of the new Transit Oriented Developments start?

Response: I do not have that information.

Comment: Can I get a copy of the NSRA application?

Response: A copy of the application can be found in Appendix G.

Comment: How will the HOME money be spent?

Response: 70% for rental housing, 20% for homeownership and 10% for administration.

Comment: I see the HOME program as problematic on enforcement. Have you ever had to enforce compliance on a homeowner who wanted to sell their home?

Response: We have recorded instruments (Affordability Restrictions and Deeds of Trust) to enforce HOME requirements. Yes, we have forced repayment of HOME funds in these instances. We monitor HOME projects throughout the affordability period. Projects are subject to our resale or recapture provisions.

Comment: What is the cap on homeownership assistance? Is it $40,000?

Response: We typically keep assistance under $15,000, with restrictions of 5 years.

Comment: Under homeowner assistance, can you clarify what "if available" means?

Response: "If available" means if it is listed as an eligible activity in our action plan. We will make sure to clarify that in the Consolidated Plan. **Additional Response:** This comment was accepted. The third full paragraph on page 5 of Appendix H – HOME Resale/Recapture Guidelines, was updated to state "If the resale price necessary to provide a fair return to the seller is not affordable to the subsequent lower income homebuyer, MDHA may provide additional HOME assistance, if available *as an eligible activity in the Action Plan*."

Comment: I am concerned about how the HOME program is designed and how it will be enforced.

Response: We will reflect your concern in the comments. We are monitored by HUD and we monitor our projects. Our HOME program is structured according to the rules and our recapture/resale provisions are reviewed and approved by HUD.

Comment: Does community development have anything to do with how close builders are building homes to other houses? There's no room for expansion or wider streets.

Response: No, that falls under the Codes Department.

Comment: Are you trying to connect people to bus lines and transit with the sidewalks you are proposing?

Response: Yes, especially if it has been identified that there are elderly or persons with disabilities living in the area.

Comment: Who would have to apply for the sidewalks grant? Would it be developers doing work in that neighborhood, or would the neighborhood have to apply?

Response: It is not a neighborhood application. We will be working with Planning and Public Works to identify areas of need.

Comment: For HOME new construction rental projects, would those be for households at 60% AMI or below?

Response: Yes, they would be restricted to households at 60% or less of AMI.

Comment: How many rental units are you planning to construct?

Response: We are planning to fund new construction of 50 rental units.

Comment: How many homeownership units?

Response: We are planning for 5 homeownership units

Comment: Summer Youth and Opportunity NOW programs should be funded by the Metro Government. Federal dollars should not be used for these programs or for sidewalks. Sidewalks should be funded by the Capital Spending Plan. All CDBG funds should be used for housing because housing dollars are so small.

Response: We will reflect your comment. **Additional Response:** This comment is not accepted. Summer Youth and Opportunity NOW programs, as well as sidewalk construction, are eligible CDBG activities. Historically, approximately 35% of CDBG funds have been used for housing activities, this year we are allocating 50% for housing activities since this was an overwhelming need. However, other needs have been identified through our fair housing and Consolidated Plan analyses and public input, such as the need to create more opportunities to help LMI households become self-sufficient and to bring more investment to underserved areas. These are also priorities of the Consolidated Plan, and Summer Youth and Opportunity NOW programs, as well as sidewalk construction address these priorities.

Comment: What was the renewable grant for 3 CES coordinators?

Response provided by Metro Homelessness Commission staff: That was a grant awarded through the CoC competition to Safe Haven. Three workers were hired – one is at Safe Haven and the other 2 are with Safe Haven's sub-grantees.

Comment: What is the status of the 18 housing choice vouchers?

Response: I will need to ask our Director of Rental Assistance. **Additional Response:** The voucher program has been on hold (no new vouchers issued) since March 2018. MDHA hopes to begin issuing new vouchers in the next 30-90 days.

Comment: Regarding PR-9, I think that requiring people participate in CES to receive CDBG funds for move-in costs is a denial of service for those who do not want to participate in CES. They should be entitled to federal money since CES is not a requirement for the program.

Response: According to HUD, we can additional requirements.

Follow-up Comment: I disagree with HUD's position.

Comment: The process for changing HMIS Lead was faulty because there was no referral to the HMIS Advisory Committee. *Citizen reads description of HMIS Lead on page PR-11.* I don't believe you are in compliance with that definition.

Response: Thank you.

Comment: With Metro Homelessness Commission taking on HMIS Lead, I have concerns about security.

Response: Comment acknowledged.

Comment: Outreach to Metro Departments should not be considered "outreach" but "in-reach". HUD should look at individuals and stakeholders who participate.

Response: Comment acknowledged.

Comment: *Citizen reads description of a Vanderbilt University program and how Vanderbilt participated in a consultation with housing navigators provided on PR-31.* My concern is with how they are doing housing outreach and if they are entering data into HMIS.

Response: That section simply lists organizations that participated in stakeholder consultations, and we provided a brief description of each agency.

Comment directed to Metro Homelessness Commission staff: How many chronically homeless people were housed in the past year?

Response: The Metro Homelessness Commission will provide a response. Additional Response: The Metro Homelessness Commission reports that an average of 117 people exiting literal homelessness to permanent housing 2017.

Comment: Did the 18 housing choice vouchers go through the [Metro] Homeless Commission?

> **Response:** The vouchers are set aside for referrals by the Metro Homeless Commission. MDHA's Rental Assistance Department is still in charge of processing the application for the referrals.

Comment: Do you know when the voucher set-aside started?

> **Response:** I will need to ask our Director of Rental Assistance. **Additional Response:** July 1, 2013.

Comment: On Page NA-44, can you provide some clarity on the utilization rate listed in the table? The utilization rate does not accurately represent the number of people who need shelter and their situations and could be misconstrued by some to mean that we don't have as much of a need as we do. There needs more advanced notice to let homeless people what will be open on cold weather nights and better communication, and more people would utilize the beds. People die on these nights because they freeze to death. I object to having this chart in the Plan because it sends the wrong message.

> **Response:** This table was prepared by the Metro Homelessness Commission simply to show shelter bed utilization statistics on cold weather nights. We will reflect your comments. **Additional Response:** The Metro Homelessness Commission convened an Extreme Weather Ad Hoc Committee to make recommendations to MHC on how the city should/could address severe weather exposure risk for persons experiencing literal homelessness, including outreach and communication.

Comment: I received a copy [of the notes from community/public input meetings held during the development phase of the Consolidated Plan], and the comments were really good. People had really good insights.

> **Response:** Agreed.

Comment: A provider that provides housing with sobriety requirements wouldn't get funding because of the barrier and it's not Housing First. Is that correct?

> **Response:** For HOME funding, we would evaluate the application in accordance with the criteria in Plan. The sobriety requirement would not prohibit the project from being funded, but we can only fund permanent housing.

The following are comments received in writing during the public comment period and MDHA's responses.

From:	Angela Hubbard
To:	"Lindeman, Nicholas (Planning)"; Consolidated Plan
Subject:	RE: Consolidated plan comments
Date:	Monday, June 04, 2018 3:00:33 PM

Nicholas,

Thank you for your comments on the Consolidated Plan. After each comment, our response is in red.

Kind regards,
Angie

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
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Nashville, TN 37206
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From: Lindeman, Nicholas (Planning) [mailto:Nicholas.Lindeman@nashville.gov]
Sent: Friday, May 11, 2018 11:44 AM
To: Consolidated Plan
Subject: Consolidated plan comments

MDHA,

I've reviewed the draft Five Year Consolidated Plan and have the following comments or concerns.

ES-5: It seems participation by the public was pretty limited (181 persons). Further on in the document the public outreach methods are described (201 surveys completed), and appear appropriate. Is there an explanation for the low participation? For comparison, MTA's nMotion process had 19,000 community engagements.

Each year, we evaluate previous public outreach methods to assess effectiveness and to develop strategies for engaging members of the public. This year's outreach plan is our broadest ever, but there is always room to improve. I applaud MTA/RTA's nMotion efforts to engage Middle Tennesseans on the nMOtion Plan. Please keep in mind that the Consolidated Plan is limited to Davidson County, except for the HOPWA Program. Further, please consider that we do not receive additional administrative funds to support marketing, etc.; all planning efforts must occur within our annual budgets. Therefore, we rely heavily on our partners to reach out to their networks. With other meetings and initiatives that have recently occurred in the City, we have heard that meeting and survey fatigue may have affected the level of participation. Unfortunately, we cannot adjust the timing of the Consolidated Plan.

ES-6: Summary. The 2016 Census Bureau population estimate for Davidson County TN was 684,410,

not 667,885. Census American Community Survey 5-Year numbers shouldn't be used for population totals. Also, later in the same paragraph both 50% of AMI and 60% of AMI are used. Might it be more appropriate to use a single value?

The HUD template that we must is pre-populated with 2000 Census data, 2009-2013 ACS data, and 2009-2013 CHAS data when we download it from the Federal system. To be consistent with the data HUD-provided, we used more recent 5 year ACS data (2012-2016) and more CHAS data where available. We left the base year data (based on 2000 Census) as provided by HUD. In addition, the use of the 5 year estimates is consistent with the Tennessee Housing Development Agency's (THDA's) Tennessee County Housing Factsheet.

References to 50% AMI and 60% AMI are distinguished by context, with one relating to data and the other to program regulations. Regarding the reference to 50% AMI, the data source (2009-2013 CHAS) provided the data in the following range 0-30% AMI, >30-50% AMI, etc. See Table 7 on page NA-11. The 60% AMI reference pertains to the eligible income category that can be served through the HOME program, which requires that HOME-funded rental housing predominately benefit households with incomes ≤60% AMI.

NA-1: Why is the 2000 Census being used as the base year? Wouldn't the 2010 Census be more appropriate?

Please see the response to ES-6.

NA-4: Throughout the report, 5-Year ACS data are used for Davidson County. Generally, for larger counties, it is more appropriate to use the 1-Year ACS data as they are more temporally relevant and a more accurate reflection of what is happening now than the 5-Year data. 5-Year ACS data are remain the best source available for sub-county geographies (Census Tracts). Also, as mentioned earlier, use the 2016 population estimate for Davidson County (684,410) not the 5-Year ACS number.

Please see response to ES-6.

NA-8: In the first paragraph it appears that you are comparing Households to Families ("a breakdown of household composition by HUD Area Median Family Income…"). This may be a necessary compromise given available data, but generally households and families should not be compared directly as they have different definitions.

The terms used in this table (Table 6) are defined by HUD. See page 103 of the HUD Guidance: https://www.hudexchange.info/resources/documents/eCon-Planning-Suite-Desk-Guide-IDIS-Conplan-Action-Plan-Caper-Per.pdf.

MA-13: You've used Census housing values for this Market Analysis. It might be appropriate to use data from the Metro Assessors office instead for home values. The last reassessment was just last year, so the values will be far more accurate than 5-Year ACS estimates.

As mentioned previously, the HUD tables use either Census or CHAS data, and we continue using this data for all HUD tables. For Table 30, HUD provided Base Year (2000) and 2013 data; we added the Most Recent Year (2016). The maps that follow illustrate the change in value based on the Census data. We recognize that the housing market in Nashville is changing rapidly, and the reappraisal data provides a more current reflection of the increase in home values. To that end, we identify areas that saw sharp increases in home values after the 2017 reappraisal as priority areas in the Strategic Plan (SP-10).

MA-37: As I understand it, Metro's Inclusionary Housing program remains intact, but is voluntary now as a result of State pre-emption.

The bulleted item addresses the lack of **mandatory** inclusionary housing. However, for clarification, the sentence has been updated to reflect recently-passed Public Chapter 822, which prohibits Nashville and any local government from enacting an ordinance that would place requirements regarding inclusionary, affordable, or below market value housing when entitlements, variances, or any other form of permit or authorization is sought from the local government.

MA-48: You may wish to edit your map legend so it says Percent Households with NEED, instead of BURDEN. This will match the accompanying text.

The map was generated by HUD's Affirmatively Furthering Fair Housing (AFFH) Data and Mapping Tool, and the legend cannot be edited. In this context, HUD uses "Need" and "Burden" interchangeably.

Appendix G: Neighborhood Demographic Background*. "Per the three-year Census Tract data…" The 3-Year American Community Survey dataset (which has now been discontinued) does not provide data for Census Tracts. Only the 5-Year ACS does that. Later in the paragraph Hispanic is described as a racial group ("The combined racial make-up…). Hispanic or Latino is an ethnicity, not a racial group in Census data. Hispanics or Latinos can be of any race.

The mention of 3-year census data was a typo. The source was (and is) the 2015 ACS data, as mentioned in other sections of the Transformation Plan. This will be corrected in the final version of the Transformation Plan.

The racial demographic information listed is not from Census data, but rather from the MDHA Affordable Housing database, whereas residents are provided the venue to self-identify race. That system allows for residents to select Hispanic as their race.

Finally, the maps shown in the document use two different projections. You may wish to adjust the maps so they all use the same projection method. Metro GIS in the Planning Department should be able to assist with this if needed.

All maps in the Needs Assessment and Housing Market Analysis (except on page MA-48) are based on 2016 ACS 5-year Estimates maps and use the following coordinate system:

GCS_North_American_1983
WKID: 4269 Authority: EPSG

Angular Unit: Degree (0.0174532925199433)
Prime Meridian: Greenwich (0.0)
Datum: D_North_American_1983
Spheroid: GRS_1980
Semimajor Axis: 6378137.0
Semiminor Axis: 6356752.314140356
Inverse Flattening: 298.257222101

Map Exceptions

- Page MA-48: generated by HUD's Affirmatively Furthering Fair Housing (AFFH) Data and Mapping Tool, which is different from what ACS provides in its TIGER Geodatabases.

Please do not hesitate to contact me if you have any questions,
Nick Lindeman

Nicholas J. Lindeman | Special Projects Planner
Metro Planning Department
800 Second Ave. South | P.O. Box 196300 | Nashville, TN 37219
615.862.7198 | nicholas.lindeman@nashville.gov

From: Angela Hubbard
To: "Kaitlin Dastugue"
Subject: RE: Five Year Consolidated Plan & 2018 Action Plan RELEASED
Date: Monday, May 21, 2018 1:49:45 PM

Kaitlin,

Thank you for your comment and for your detailed review! Census tract 190.05 is the correct Census tract. We have updated the map to show 190.05 instead of 191.05 for our public hearing presentations and will incorporate it in the final draft of the Consolidated Plan.

Thanks again,
Angie

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
712 South Sixth Street
Nashville, TN 37206
Office: (615) 252-8507
Fax: (615) 252-8533
Email: ahubbard@nashville-mdha.org

From: Kaitlin Dastugue [mailto:kaitlin@rebuildingtogethernashville.org]
Sent: Monday, May 14, 2018 2:54 PM
To: Consolidated Plan
Subject: Re: Five Year Consolidated Plan & 2018 Action Plan RELEASED

Hello-

We are looking at the target housing areas and noticed that census tract 190.05 is listed on the data table (on p.166) but census tract 191.05 appears to be highlighted on the map (p.165). Seems just to be a typo but wanted to get some clarification. Thank you!

Kaitlin Dastugue

Executive Director

Rebuilding Together Nashville

(615) 297-3955 ex. 2

On Tue, May 8, 2018 at 5:41 PM, Angela Hubbard <ahubbard@nashville-mdha.org> wrote:
Dear Friends,

I am pleased to announce the release of the draft Five Year Consolidated Plan and the 2018 Action Plan for review and comment. You can view and download the draft at: http://www.nashville-mdha.org/?p=1831. Please see the attached Public Notice for details on how to submit your comments, and please circulate the Public Notice to your networks. We will have 4 public hearings during the comment period and they are listed below. Many, many thanks to everyone that came to a meeting and/or completed the survey. Your input is valuable, and I look forward to seeing you at one of the public hearings!

Tuesday, May 15, 2018, 1:00 p.m.
J. Henry Hale Apartments Community Room
1433 Jo Johnston Avenue
Nashville, TN 37203

Monday, May 21, 2018 5:30 p.m.
Levy Place Community Room
303 Foster Street
Nashville, TN 37207

Wednesday, May 23, 2018, 11:30 a.m.
Hispanic Family Foundation*
3927 Nolensville Pike
Nashville, TN 37211
Spanish translation services will be available and children are welcome.

Thursday, May 31, 2018, 5:30 p.m.
Randee Rogers Training Center
1419 Rosa L. Parks Boulevard
Nashville, TN 37208

Kind regards,
Angie Hubbard

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
712 South Sixth Street
Nashville, TN 37206
Office: (615) 252-8507
Fax: (615) 252-8533
Email: ahubbard@nashville-mdha.org

From: Angela Hubbard
To: "Jesse Call"; Consolidated Plan
Subject: RE: Comments on Consolidated Plan
Date: Wednesday, June 06, 2018 12:06:02 PM

Jesse,

Thank you for your comments. Our response is in red below.

Kind regards,
Angie

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
712 South Sixth Street
Nashville, TN 37206
Office: (615) 252-8507
Fax: (615) 252-8533
Email: ahubbard@nashville-mdha.org

From: Jesse Call [mailto:callj22@gmail.com]
Sent: Thursday, May 31, 2018 8:53 PM
To: Consolidated Plan
Subject: Comments on Consolidated Plan

Dear Nashville MDHA:

Please include a summary of these official comments with the plan.

While I am speaking on my behalf only, I have had a lot of experience within Nashville working with individuals and families experiencing homelessness, people living with HIV/AIDS, and those at or below the AMI. I have worked as a case manager at two agencies that receive ESG funding, including one where I help process requests, and at an agency that received and allocated HOPWA funding. In addition, as a housing navigator, I have made use of the CDBG funds available to help clients move into housing.

My first comment relates to HOPWA funding. As and administrator of these funds, I ran into a lot of issues actually being able to help clients because too many of these funds were dedicated to Short-Term Rent, Mortgage, or Utilities (STRMU) funding. Firstly, this funding could not be used to help people experiencing homelessness enter housing, and a large portion of our clients living with HIV/AIDS were living in homelessness. Secondly, the majority of our clients under the AMI were receiving some other from of housing subsidy such as the Section 8 Housing Choice Voucher program, PBRA, HUD-VASH, or living in public housing. In those instances, they were not eligible for rental assistance, which was always their highest need. There is a lot of other assistance to help people pay off utility expenses, and these are always significantly less than rental payments, even with a subsidy. I think it would be far more useful to use more HOPWA funding for housing search assistance and for TBRA. While I recognize Nashville-Davidson County already has an issue utilizing the vouchers it issues under Section 8 and HUD-VASH, HOPWA TBRA can provide additional flexibility. Firstly, it can be used in the entire Statistical Area without a need to be

"ported." Secondly, it does not require someone to be experiencing chronic homelessness or be a VA Healthcare-eligible Veteran, which are the two current fastest ways to obtain a housing subsidy in Nashville, as the Housing Choice Voucher wait list is full. It may also take the burden off Section 8 and HUD-VASH, as well as PBRA, in assisting all those seeking voucher assistance. I also believe HOPWA funding was used too often as a subsidy anyway under STRMU, and at a much higher cost and for a shorter period of time (repeat requests).

During the consultations with HOWPA sponsors, the interest in TBRA activities was discussed and encouraged by MSA sponsors. Additionally, recent site visits by HUD have also encouraged exploration of such activities. While MDHA did not feel it was prepared for sponsors to undertake TBRA activities in the first year Action Plan, MDHA plans to explore the requirements over the course of Action Plan Year 1 to determine if/how TBRA and other eligible HOPWA housing activities can be incorporated into the structure of HOPWA funding over the course of the Five Year Plan.

My second comment relates is to praise the efforts to use some CDBG to fund the move in costs of people experiencing homelessness. This funding has proven VITAL to housing placement of Davidson County residents experiencing homelessness and should be increased and continue.

In the 2018 Action Plan, we propose to continue funding this program.

My third comment relates to funding dedicated to fair housing efforts. It seems like a lot of this funding is utilized to "educate" beneficiaries and the general public about their fair housing rights. However, I think the funding should be targeted in a more effective way. I don't think most people are clueless about their fair housing rights, but instead, do not believe those rights will be upheld or enforced. It would be much more beneficial if MDHA could begin ENFORCING fair housing among its sponsors and grant recipients. Those benefiting from HOPWA, ESG, HOME, CDBG, and other funds should be able to seek relief from MDHA first if they believe they were discriminated against. As demonstrated in the Fair Housing Assessment, discrimination is a very serious problem in Nashville-Davidson County.

All subrecipients and development partners must comply with the Fair Housing Act, the Civil Rights Act, and other applicable laws. However, MDHA is not a fair housing investigation or enforcement agency. Complaints about fair housing should be directed to the Tennessee Fair Housing Council (TFHC) or other appropriate agencies with the jurisdiction and authority to investigate and enforce fair housing rights. Likewise, if we receive specific fair housing complaints about a recipient of federal funds, we will contact the TFHC. CDBG can be used for complaint-based testing. If a subrecipient or development partner is found to be in violation of the Fair Housing, we will enforce our contracts through the legal means afforded to us. In addition, organizations with unresolved Fair Housing violations would be prohibited from apply for federal funds.

The most common kinds of discrimination I have witnessed/encountered as a housing case

manager include: discrimination based on nonphysical disabilities, specifically landlords choosing not to rent, choosing to evict, or treating those people with known or even perceived mental health or substance abuse disorders differently; using criminal history or even ARRESTS only (even if dismissed or adjudicated not guilty) as a pretext to discriminate based on race, gender (sexual orientation), nonphysical disability, or national origin, and failing to recognize that the criminal justice system in Nashville targets minorities unfairly and thus they often have disproportionately more criminal charges, in addition to targeting those experiencing homelessness more often.

Thank you,
Jesse Call
1208 Pennock Ave, 37207
615-243-2977

On Fri, May 18, 2018 at 5:48 PM, Angela Hubbard <ahubbard@nashville-mdha.org> wrote:
Happy Friday!

We have kicked off our series of Public Hearings on Nashville's Five Year Consolidated Plan for Housing and Community Development. We still have 3 more Public Hearings, with 2 coming up next week. The schedule of Public Hearings is provided below and in the attached public notice. Spanish translation services will be available at the Public Hearing on May 23rd, and ASL interpretation will be available at the Public Hearing scheduled for May 31st. I hope to see you at one of the meetings!

You can view and download the Consolidated Plan and 2018 Action Plan at: http://www.nashville-mdha.org/consolidated-plan/.

I know the Consolidated Plan is a very dense document, so we have resources available to help make navigating it a little easier:

-Consolidated Plan Fact Sheet: http://www.nashville-mdha.org/wp-content/uploads/2015/02/Consolidated-Plan-Fact-Sheet-1.pdf

-Video from the Public Hearing held on May 15, 2018: https://www.youtube.com/watch?v=DuRTRG1Dva4

-Consolidated Plan PowerPoint Presentation: http://www.nashville-mdha.org/wp-content/uploads/2015/02/Nashville-Consolidated-Plan-Public-Hearing-Presentation.pdf.

Have a great weekend,
Angie

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
712 South Sixth Street
Nashville, TN 37206
Office: (615) 252-8507
Fax: (615) 252-8533
Email: ahubbard@nashville-mdha.org

From: Angela Hubbard
Sent: Tuesday, May 08, 2018 5:41 PM
To: Consolidated Plan
Subject: Five Year Consolidated Plan & 2018 Action Plan RELEASED

Dear Friends,

I am pleased to announce the release of the draft Five Year Consolidated Plan and the 2018 Action Plan for review and comment. You can view and download the draft at: http://www.nashville-mdha.org/?p=1831. Please see the attached Public Notice for details on how to submit your comments, and please circulate the Public Notice to your networks. We will have 4 public hearings during the comment period and they are listed below. Many, many thanks to everyone that came to a meeting and/or completed the survey. Your input is valuable, and I look forward to seeing you at one of the public hearings!

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Randee Rogers Training Center

1419 Rosa L. Parks Boulevard
Nashville, TN 37208

Kind regards,
Angie Hubbard

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
712 South Sixth Street
Nashville, TN 37206
Office: (615) 252-8507
Fax: (615) 252-8533
Email: ahubbard@nashville-mdha.org

From:	Angela Hubbard
To:	"Harris, Adriane (Mayor"s Office)"
Cc:	Ladd, Audra (Mayor"s Office); Mason, Debby Dale (Mayor"s Office); Wiltshire, Matt (Mayor"s Office); Hughes, Ashford (Mayor"s Office); Mansa, Morgan (Mayor"s Office)
Subject:	RE: Consolidated Plan Comments
Date:	Wednesday, June 06, 2018 12:39:14 PM

Adriane,

Thank you for submitting comments. Also, many thanks to you and Morgan for your participation in the Consolidated Plan Workgroup and many thanks to everyone on this email for providing your input. Our response to your comments is in red below.

Have a great day,
Angie

Angela C. Hubbard
Director of Community Development
Metropolitan Development and Housing Agency
712 South Sixth Street
Nashville, TN 37206
Office: (615) 252-8507
Fax: (615) 252-8533
Email: ahubbard@nashville-mdha.org

From: Harris, Adriane (Mayor's Office) [mailto:Adriane.Harris@nashville.gov]
Sent: Tuesday, June 05, 2018 10:47 AM
To: Angela Hubbard
Cc: Ladd, Audra (Mayor's Office); Mason, Debby Dale (Mayor's Office); Wiltshire, Matt (Mayor's Office); Hughes, Ashford (Mayor's Office); Mansa, Morgan (Mayor's Office)
Subject: Consolidated Plan Comments

Angie,
Thanks for all you've done over the past several months in community engagement efforts and we are happy to see the consistent dedication of funding for affordable housing efforts.
Great job with adding new meeting locations and groups into this conversation! Look forward to implementing these programs in this targeted way.

Here are other questions/comments related to the Consolidated Plan….

Opportunity NOW:	Pages 236 and 237 talk about funds being spent on summer youth employment. Are these integrated with Opportunity now as both a funding source and marketing and outreach?
	Summer Youth Programs do not provide employment opportunities. However, organizations administering CDBG-funded programs must offer a healthy lifestyle or job skills

component. The Youth Employment Program directly supports Opportunity NOW and was developed in close collaboration with NCAC. Funded organizations receive referrals through the Opportunity NOW portal. Funding for the Summer Youth Programs and Opportunity NOW is used to support staff and other administrative costs for operating these programs.

Financial Empowerment Center:

There was no mention of partnership with the FEC on page 238 with the proposed rental counseling funding. Does it make sense to offer this through, or at least in conjunction with the FEC?

The Rental Counseling activity will include financial counseling as well as other components that help tenants understand their lease terms/their rights and responsibilities and enhance life skills. We will work closely with MDHA's Affordable Housing Department to scope a program that addresses key factors that often lead to the loss of housing, then we will procure a partner that can deliver the required services.

Workforce Training:

Page 240 MDHA is delivering employment services. How are these integrated with NCAC? What are the outcomes from this?

The outcomes of the proposed employment services program would be to actively connect LMI persons with employment opportunities associated with housing construction and redevelopment projects undertaken by MDHA in Housing Target Areas, with the expressed goal to provide Section 3 opportunities and certify Section 3 businesses. The program administrator will work with LMI individuals to 1) evaluate any potential barriers to employment, 2) connect individuals with appropriate providers, like NCAC, American Job Center, Vocational Rehab, and others, to address any potential employment barriers and provide detailed workforce development training, 3) provide initial soft skill training, 4) track and market any available jobs created through housing construction and redevelopment projects undertaken by MDHA, 5) track those individuals from initial evaluation through job placement , and 6) identify and certify Section 3 businesses, connecting them with contractors and subcontractors for housing construction and redevelopment

projects undertaken by MDHA.

We maintain an on-going partnership with NCAC, facilitating job fairs at several properties throughout 2018, and being actively involved with Envision planning and implementation at Cayce Place, Napier and Sudekum, and Edgehill Apartments. NCAC offers a comprehensive construction training program that MDHA currently works to connect residents with and within the proposed employment services program will look to connect additional LMI persons with that training opportunity.

MicroEnterprise Training: Page 241 There is $124k allocated for microenterprise training but requires a contract with a service provider. Can we see how this might be integrated into the McGruder plan?

We would be open to discussing how the microenterprise program could be integrated into the McGruder plan.

Thanks,

Adriane Bond Harris
Director, Office of Housing
Office of Mayor David Briley
615.880.3353 *office*
615.708.7646 *cell*

****
Although MDHA has taken reasonable precautions to ensure no viruses are present in this email, MDHA cannot accept responsibility for any loss or damage arising from the use of this email or attachments.

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****

Additional MDHA Responses:

- The Process was updated after the conclusion of the public comment period to change present/future tense to past tense and to reflect actual actions taken during the public comment period.

- Pages PR-35-36 were updated to address new requirements (effective January 1, 2018) that Grantees submitting new consolidated plans must consult and encourage participation in the development of the consolidated plan with four additional stakeholder categories.

    - For broadband: public and private organizations, including broadband internet service providers, and organizations engaged in narrowing the digital divide.

    - For resilience: agencies whose primary responsibilities include the management of flood prone areas, public land, or water resources, and emergency management agencies.

- MA-47 was updated to meet the requirement that Grantees include a description of broadband needs and vulnerability to natural hazard risks in its housing market analysis.

- Table 26 on page NA-45, the number of cumulative cases of AIDS reported was changed from 5270 to 2391 based on recent HUD guidance using the new HOPWA Modernization formula.

- Exhibit 1 was updated to include HUD's approval to extend the submission deadline for the Consolidated Plan.

APPENDIX G

CDBG NAPIER SUDEKUM
NEIGHBORHOOD REVITALIZATION STRATEGY AREA
APPLICATION

METROPOLITAN NASHVILLE-DAVIDSON COUNTY, TENNESSEE

CDBG NAPIER SUDEKUM NEIGHBORHOOD REVITALIZATION STRATEGY AREA APPLICATION

Prepared by:
Metropolitan Development and Housing Agency
701 South Sixth Street
Nashville, Tennessee 37206

On Behalf of:
The Metropolitan Government of
Nashville and Davidson County

June 2018

EQUAL HOUSING OPPORTUNITY

CDBG Neighborhood Revitalization Strategy:

Check List for the Napier-Sudekum Application
Nashville-Davidson County

Based on CPD Notice 16-16
CPD Regulation 91.215 (g)

Strategy should clearly describe how it meets the following criteria:

1. Boundaries: did the grantees identify the specific neighborhood boundaries for the strategy area applies?
Found on Pages 2-3 and 9 and Appendix A
Yes___X___ No_____

2. Are all areas within those boundaries contiguous?
Found on Pages 2-3 and 9 and Appendix A
Yes___X___ No_____

3. Demographic criteria: is the designated area primarily residential?
Found on Pages 5, 7 & 9 and Appendix A
Yes___X___ No_____

4. Does the area contain a percentage of low-and moderate-income residents that is equal to the "highest quartile percentage" (as compared by HUD pursuant to 24 CFR 570.208 (a)(1)(II) or 70 percent, whichever is less, but in any event not less than 51 percent?
Found on Pages 5 & 9 and Appendix A
Yes___X___ No_____

5. Consultation: Did the grantee describe how the strategy was developed?
Found on Page 10 and Chapters 2 & 3 of Appendix A
Yes___X___ No_____

6. Did the grantee consult with area stakeholders, including residents, owners/operators or businesses, and financial institutions, non-profit organizations and community groups that are <u>in or serve</u> the neighborhood?
Found on Page 10 and Chapters 2 & 3 of Appendix A
Yes___X___ No_____

7. Did the strategy include an assessment of the housing market and economic conditions of the area?
Found in Chapter 3 of Appendix A and Appendix C
Yes___X___ No_____

8. Did the grantee examine the opportunities for housing and economic development improvement and problems likely to be encountered?
Found in Chapters 4 & 5 of Appendix A

Yes___X___ No_____

9. Performance Measurement: did the strategy identify results (e.g., physical improvements, social initiatives and economic empowerment) expected to be achieved, expressed in terms that are measurable? These will be expressed in terms of measurable outputs and outcomes of the CPD performance measurement framework.
Found on Pages 10-11

Yes___X___ No_____

10. Leverage: has the grantee reported on leveraged resources received and used to support the NRSA?
Found on Page 11 and in Chapter 6 of Appendix A

Yes___X___ No_____

11. Level of Detail: has the grantee referred to other documents in this submission to be used during the review? If so, what are they?
Found on Page 11 and the Overview of Appendix A

Yes___X___ No_____

12. Has the grantee amended its current Action Plan to include activities to be conducted in the revitalization area? While the grantee does not have to commit future CDBG funds, each year's Action Plan should clearly identify revitalization activities.
Found in Appendix B

Yes___X___ No_____

13. Is the grantee's strategy likely to achieve measurable progress in addressing the needs of the neighborhood?
Found on Pages 10-11

Yes___X___ No_____

14. Has the strategy been submitted as part of the Consolidated Plan or an amendment to it?
Found in Appendix B

Yes___X___ No_____

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Appendices

Envision Napier Sudekum CN Transformation Plan Draft……..……Appendix A

Metropolitan Nashville-Davidson County 2018-2023 Consolidated Plan and First Year 2018 Action Plan ……..Appendix B

Envision Napier Sudekum Market Study Report ……..……Appendix C

Promise Zone Designation Agreement Letter ……Appendix D

Executive Summary for Napier-Sudekum area
Application for Neighborhood Revitalization Strategy Area (NRSA) Designation

Purpose of the Application

The Metropolitan Development and Housing Agency (MDHA) that serves Nashville-Davidson County is seeking Neighborhood Revitalization Strategy Area (NRSA) status for the Napier - Sudekum neighborhood and surrounding areas. In June 2016, Nashville was awarded a Choice Neighborhood (CN) Planning Grant for these neighborhoods and area by the U.S. Department of Housing and Urban Development. MDHA was designated the lead for the Planning Grant, with Martha O'Bryan Center designated as co-lead. The grant funded a comprehensive neighborhood revitalization plan for JC Napier Place Homes (Napier) and Tony Sudekum Apartments (Sudekum) as well as the surrounding neighborhoods. The draft of the Envision Napier and Sudekum Choice Neighborhoods Transformation Plan resulting from this grant highlights the need for neighborhood revitalization for the area and the housing and economic opportunities that will arise from such improvements. The draft Transformation Plan was submitted to HUD in December 2017 and a finalized version will be submitted in June 2018. A copy of the draft plan is attached as Appendix A. Nashville-Davidson County has also been designated a Promise Zone and the strategy area of the NRSA application falls within sections of the Promise Zone boundaries as well. A copy of the Promise Zone Designation Agreement letter is attached as Appendix D.

Therefore, MDHA desires to establish an NRSA in the larger Napier-Sudekum area to make use of the following HUD flexible benefits and incentives for development strategies:

- Job Creation/Retention as Low-moderate Income Area Benefit (24 CFR 570.208(a)(1)(vii) and (d)(5)(i));
- Aggregation of Housing Units (24 CFR 570.208(a)(3) and (d)(5)(ii);
- Aggregate Public Benefit Standard Exception (24 CFR 570.209(b)(2)(v)(L) and (M));
- Public Service Cap Exemption (24 CFR 570.204(b)(2)(ii))

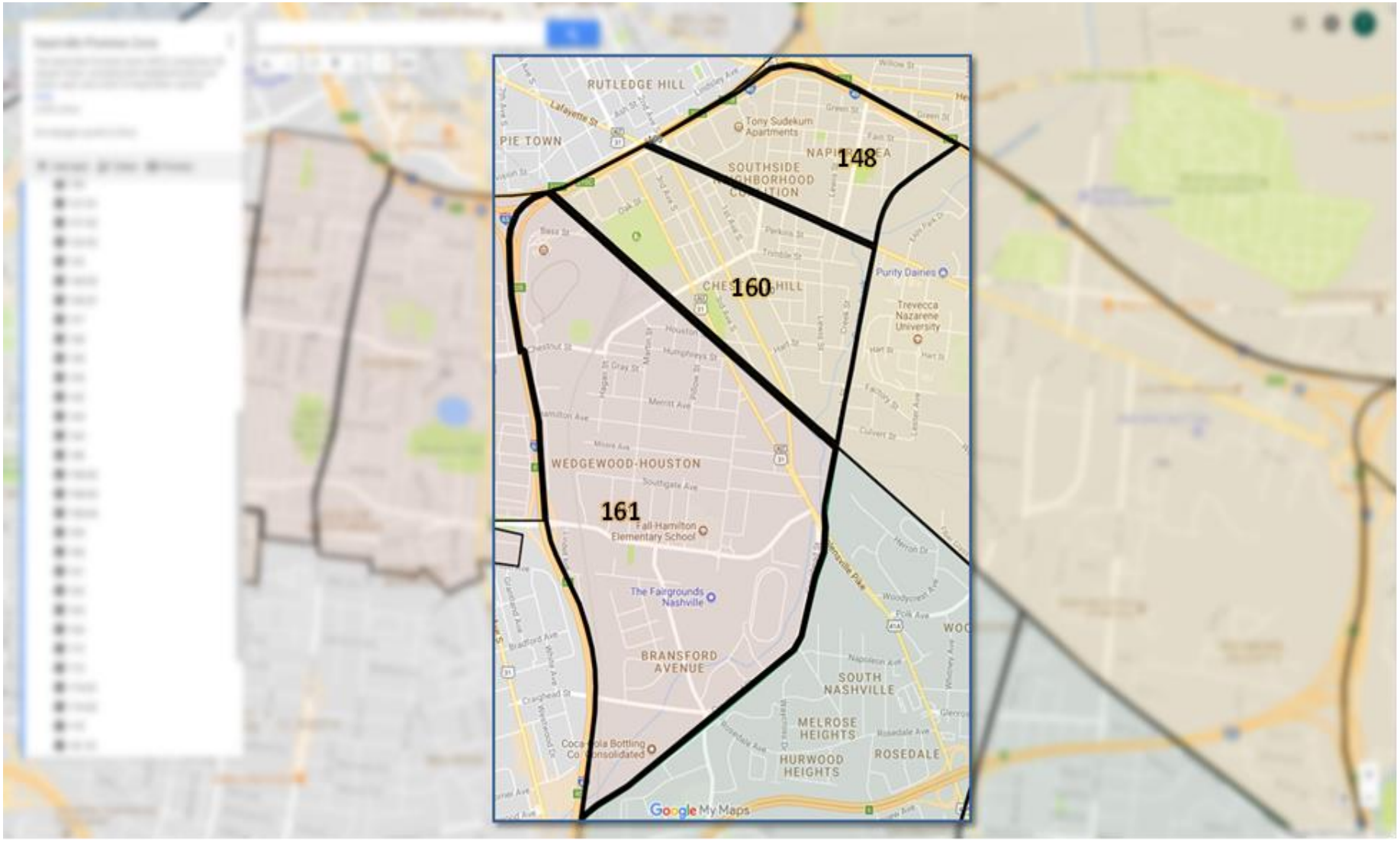
Napier-Sudekum area was chosen for NRSA designation for many reasons including the following:

- The need to create and maintain the affordable housing stock in order to balance the new development in the surrounding urban core neighborhoods that have significantly increased property values and gentrification in the last few years;
- A high percentage of low-and moderate-income persons which make the area a qualified Census Tract;
- Distressed public housing sites and lack of adequate and updated infrastructure;

- The need for redevelopment of underutilized vacant land , both commercial and residential;
- Lack of proper amenities and services and a need for improved community safety, education, health and wellness;
- The need to provide self-sufficiency opportunities that can potentially link residents to training, employment navigation, and potential jobs in the region.

The NRSA Strategy Area Target Neighborhood

The strategy area is a combination of the Napier and Sudekum public housing and surrounding neighborhoods. The strategy area target neighborhood is larger than the footprint of Napier and Sudekum and is located less than one mile south of downtown Nashville. The boundaries of the strategy area are Interstate 40 to the north and east, the railroad to the south, and 4th Avenue to the west. The area includes all of Census Tract 148, a majority of Census Tract 160 and a small portion of Census Tract 161, which are contiguous within the boundary. These Census Tracts fall within the Nashville Promise Zone subzone 3 (Yellow) for tracts 148 & 160 and subzone 2 (Orange) for tract 161 as shown in the map below:



Choice Neighborhood Census Tracts (148, 160, 161) within the NPZ Promise Zone Subzones

Subzone 3 (Yellow): Census Tracts 148 & 160 | Subzone 2 (Orange): Census Tract 161 |

Choice Neighborhood (CN) Area Vision and Focus

The vision of the Envision Napier and Sudekum CN Transformation Plan is to provide the framework to accomplish the following:

1. Ensure a 1 for 1 replacement of the 821 traditional public housing units, which include 443 units at Sudekum and 378 units at Napier
2. Prioritize a resident and community driven planning process
3. Establish a mixed-income, mixed use community that will welcome, support and improve opportunities for new and existing residents.
4. Enhance and improve the economic and cultural diversity of South Nashville
5. Ensure green, sustainable and financially feasible development
6. Connect with and leverage other local initiatives.

There are four planning focus areas for the CN target area:

- People: Support positive outcomes for families who live in the target developments and the surrounding target area, particularly outcomes related to residents' health, safety, employment, mobility and education.
- Education: Support the on-going development of and access to comprehensive educational initiatives that impact all families that reside within the target area, with focus ranging from early childhood education and grade school programming, to high schools, colleges and adult education.
- Housing: Transform distressed public and assisted housing to energy efficient, mixed-income housing that is physically and financially viable over the long-term.
- Neighborhoods: Transform neighborhoods of poverty into viable, mixed-income communities with access to well-functioning services, high quality public schools and education programs, public assets, public transportation, and improved access to jobs.

The Napier-Sudekum NRSA program will incorporate several of the same focus initiatives and goals listed in the Envision Napier and Sudekum Choice Neighborhoods Transformation Plan draft.

Napier-Sudekum Neighborhood Revitalization Strategy Area Program

Introduction

The Napier Sudekum NRSA will provide support of the Envision Napier Sudekum Choice Neighborhoods Transformation Plan with the implementation of eligible HUD-funded CDBG and NRSA activities that will support the plan vision and goals. Therefore, much of the information pertaining to the NRSA application is detailed within the Envision Napier Sudekum Plan attached as Appendix A. The Napier Sudekum NRSA target area

is located within the broader South Nashville community. In addition to Napier and Sudekum, South Nashville contains neighborhoods such as Chestnut Hill, Wedgewood-Houston and the Fairgrounds. The target area's close proximity to downtown has ensured it has been a fixture in Nashville's history. This history is further detailed in the Envision Napier Sudekum Plan.

Neighborhood Demographic Background*

Within the larger target area, poverty is extensive at 72.24%. Furthermore, vacancy rates hover around 5.58. The median age is 21.6, with 62% female and 38% male. Per the three-year Census Tract data, 95% of residents report as African-American. The median household income of the area is $11,548, with 94% of residents reporting household income under $50,000.00 and the poverty rate of the area at 80.5%. The poverty rate of the target area is more than double the rate of Nashville- Davidson County (18.6%). Specifically for the Napier Homes area, 67% of residents are female, 33% are male and the median income is $8,053. For Sudekum Apartments, 64% of residents are female, 36% are male and the median income is $6,890. The combined racial make-up of the properties are African-American (Napier 91%) (Sudekum 93%), Caucasian (Napier 6%) (Sudekum 5%) and Hispanic (Napier 3%) (Sudekum 2%). About half of the residents are children ages 0-17 (Napier 47%) (Sudekum 63%). At both properties, all residents are low-income, the majority (62%) of households report zero earned income and all are reliant on various forms of public assistance.

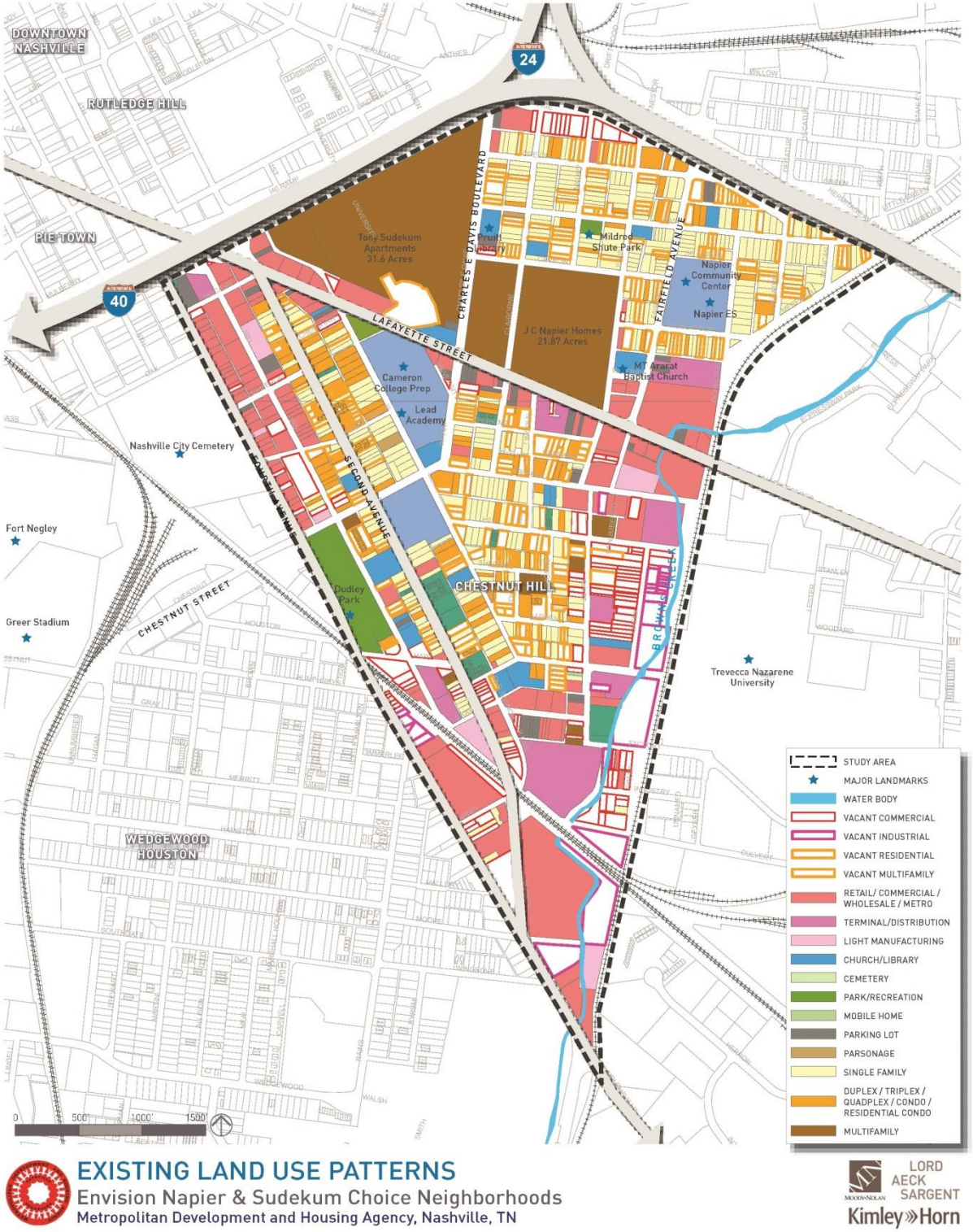
**Data as detailed within the Envision Napier Sudekum Choice Neighborhood Transformation Plan draft, attached as Appendix A.*

Neighborhood Conditions and Land Use

The target neighborhood is predominately residential with additional commercial and industrial land use (see the map in figure 1). The majority of the residential areas are located in the northern and western parts of the study area and includes the Napier and Sudekum public housing residences. Currently, light industrial properties are primarily located on the southeastern side following Browns Creek. This area has been identified by Metro Government as the location of a future linear park and Metro is beginning to acquire much of the land for that purpose. Commercial areas are located mostly along Lafayette Street and the northern side of 4th Avenue.

Napier Homes and Sudekum Apartments represent most of the multi-family housing stock in the study area and are in distressed condition. Single family homes account for the majority of the remaining housing stock, with some duplex, triplex,

quadplex and condos spread throughout. The southwestern areas of the neighborhood have experienced a lot of new residential infill development and investment in the last five years, incorporating newer and modern housing style within the existing neighborhood fabric. Further detail regarding the existing neighborhood makeup and conditions can be viewed in the Envision Napier Sudekum Plan included in Appendix A.


DOWNTOWN NASHVILLE
RUTLEDGE HILL
PIE TOWN
24
40
Tony Sudekum Apartments 31.6 Acres
CHARLES E DAVIS BOULEVARD
Pruitt Corridor
Mildred Shute Park
FAIRFIELD AVENUE
Napier Community Center
Napier ES
J C Napier Homes 21.87 Acres
LAFAYETTE STREET
MT Ararat Baptist Church
Cameron College Prep
Lead Academy
Nashville City Cemetery
SECOND AVENUE
Fort Negley
Dudley Park
CHESTNUT HILL
CHESTNUT STREET
Greer Stadium
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STUDY AREA
MAJOR LANDMARKS
WATER BODY
VACANT COMMERCIAL
VACANT INDUSTRIAL
VACANT RESIDENTIAL
VACANT MULTIFAMILY
RETAIL/ COMMERCIAL / WHOLESALE / METRO
TERMINAL/DISTRIBUTION
LIGHT MANUFACTURING
CHURCH/LIBRARY
CEMETERY
PARK/RECREATION
MOBILE HOME
PARKING LOT
PARSONAGE
SINGLE FAMILY
DUPLEX / TRIPLEX / QUADPLEX / CONDO / RESIDENTIAL CONDO
MULTIFAMILY
EXISTING LAND USE PATTERNS
Envision Napier & Sudekum Choice Neighborhoods
Metropolitan Development and Housing Agency, Nashville, TN
LORD AECK SARGENT
Kimley»Horn

Figure 1.

The Strategy

The Napier Sudekum NRSA strategy will incorporate the vision and goals of the Envision Napier Sudekum Plan. During a stakeholder consultation meeting, several areas of need were identified in the strategy target area along with suggested project opportunities to create improvements in the area. They are detailed as follows:

Public facilities (i.e., community centers, parks) – There is no real public park in the immediate area of the community, only a pocket park. A 4-acre park in the center of the neighborhood is proposed. This area would include access to the existing public library. Also, a new community center is proposed for the area next to the park as well. This is in alignment with Metro Park's Plan to Plan master plan, which calls for a new regional community center in the South Nashville community. With additional redevelopment plans for the area, the hope is to incentivize developers to build a new grocery store for the community to address the food desert concerns.

Public improvements & infrastructure (i.e., sidewalks, stormwater improvements) – All of the existing infrastructure in the community is outdated and needs updates to sidewalks, stormwater, etc. There is also possibility of a new street grid implementation to meet safety standards. In addition to safety, this new grid in Napier Sudekum is about creating the backbone to support a walkable, inviting community that supports the success of a mixed-income community, breaking up the existing huge blocks. This will also require updated infrastructure activities.

Public services (i.e., healthy food initiatives, summer youth programs, youth employment opportunities) – With a new community center, daycare programs, summer youth programs and healthy food classes could be incorporated into the communities services. There is also a need for employment services such as Section 3 job training and career navigation assistance.

Economic development (i.e., microenterprise assistance) - There is a need for more opportunities for Section 3 participation. The goal is to provide Section 3 training on the front end to potential hires from the public housing community in the area. This includes job skill training and to address barriers to hiring. Then, these trainees can be referenced to general contractors for preference when hiring for the many construction opportunities planned for the area. Other self-sufficiency programs include microenterprise assistance for small or start-up businesses.

Housing needs - The areas around the community target area, particularly across Lafayette Avenue are already seeing the signs of the next gentrification phase. This is creating an even bigger lack of affordable housing in the immediate area of the community. The goal is to find ways to get ahead of the gentrification and try to

preserve the existing affordable housing stock. If the NRSA application is approved, this could allow for low and middle income families to remain in the area and help preserve additional housing stock. Also, the leveraging of Barnes, CHDO and other funds could encourage new affordable housing opportunities.

The community vision includes a mixed income community that is intergenerational. It would be a community that would create opportunities for families to thrive via economic self-sufficiency, community safety, health and wellness and education for all levels.

The NRSA strategy will span the same 5 year timeframe as the new Consolidated Plan.

Qualifying Characteristics of the Proposed Strategy Area

Boundaries

Answers checklist questions 1) were specific boundaries defined? and 2) are boundaries contiguous?

The strategy area is a combination of the Napier and Sudekum public housing and surrounding neighborhoods. The strategy area target neighborhood is larger than the footprint of Napier and Sudekum and is located less than one mile south of downtown Nashville. The boundaries of the strategy area are defined by Interstate 40 to the north and east, the railroad to the south, and 4th Avenue to the west. This includes all of Census Tract 148, a majority of Census Tract 160 and a small portion of Census Tract 161, which are contiguous within the boundary. These Census Tracts fall within the Nashville Promise Zone subzone 3 (Yellow) for tracts 148 & 160 and subzone 2 (Orange) for tract 161.

Demographic Makeup of the Strategy Area

Answers checklist questions 3) is strategy area primarily residential? and 4) does it qualify as low-mod?

The Strategy Area is primarily residential. The area within the boundary is a mix of residential, light industrial and commercial. However, over 50% of the Strategy Area is residential.

Similarly, the Strategy Area is also low-moderate income eligible. Napier Sudekum strategy area is made up of three census tracts – 148, 160, and 161. The targeted area's low to mod-income population includes over 70% of residents with income less than 80% AMI (72.24%).

Strategy Development
Answer questions 5) how was the strategy was developed? And 6) were stakeholders that are in or serve the neighborhood consulted?

The Envision Napier-Sudekum planning process, which launched in November 2016, has included twenty months of intense, community driven efforts to revitalize and redevelop the area. The main objective was to build upon past and existing greater Nashville community plans to develop a community-driven Vision, addressing the challenges and needs of the residents and community, and to create a Plan to implement the Vision. Other plans consulted included NashvilleNext, nMotion, Let's Move Nashville, and the Nashville Promise Zone. For the Envision Napier Sudekum Plan, multiple committees and work groups were formed to ensure maximum participation and engagement of the community leaders, stakeholders and residents. MDHA and the Design Team offered various opportunities for community involvement during the process and utilized multiple interactive charrettes and events to encourage residents to become a part of the planning. To date the process has included 9 Community Advisory Groups (CAG) meetings, 7 resident-only meetings, 7 town hall meetings, 34 work group sessions and 3 community charrettes. Details of these meetings can be seen in the Envision Napier Sudekum Plan attached in Appendix A.

Additionally, the NRSA application was included in stakeholder consultation meetings and public hearings as a part of the 5 Year Consolidated Plan citizen participation process. Details of the process are included in the 5 Year Consolidate Plan attached as Appendix B.

Assessment of the Housing and Economic Conditions of the Neighborhood
Answers question 7) did the grantee include an assessment of the housing market and economic conditions of the neighborhood? and 8) did the grantee assess opportunities for housing and economic development improvement and the problems likely to be encountered?

The economic conditions and opportunities of the Napier Sudekum Strategy Area were thoroughly analyzed throughout the process and are included in detail within the full market study conducted for the Envision Napier Sudekum Plan attached in Appendix C.

Performance Measurement
Answers question 9) did the strategy identify results (e.g., physical improvements, social initiatives and economic empowerment) expected to be achieved, expressed in terms that are measurable? And 13) is the grantee's strategy likely to achieve measurable progress in addressing the needs of the neighborhood?

Potential measurable results include:

Outcomes

- Increase in new affordable housing opportunities
- Preservation of affordable housing
- Increase in self-sufficiency opportunities
- Increase in Neighborhood Revitalization Opportunities

Outputs

- Number of persons receiving employment navigation services
- Number of persons receiving job skills training
- Number of persons receiving access to new or improved public facilities
- Number of potential businesses receiving startup or expansion assistance training
- Number of youth receiving services through youth programs
- Number of persons receiving access to improved infrastructure
- Number of new homeownership units developed
- Number of new rental units developed
- Number of rehabilitated rental units
- Number of rehabilitated homeownership units

Leverage
Answers question 10) has the grantee reported on leveraged resources received and used to support the NRSA?

Details of the plans for leveraging the Envision Napier Sudekum Plan are included in Appendix A. For the Napier Sudekum NRSA, MDHA will leverage Barnes Housing Trust funds, CHDO set aside funds, and other city funds and/or resources over the 5 year term of the project.

Level of Detail
Answers question 11) are there other documents referred to that are not included in the submission?

Documents referred to within the Envision Napier Sudekum Plan that are not included in this submission:

- NashvilleNext
- nMotion
- Let's Move Nashville
- Nashville Green and "Complete Streets" Plan and Guidelines
- Nashville Promise Zone

Action Plan and Consolidated Plan

Answers question 12) has grantee amended its current action plan? And 14) has the strategy been submitted as part of its Con Plan?

MDHA will submit its new 5 Year Consolidated Plan in the summer of 2018. The first year action plan will include activities to address the NRSA goals. The 5 Year Consolidated Plan and First Year Action Plan are include as Appendix B.

APPENDIX A:
ENVISION NAPIER SUDEKUM CHOICE NEIGHBORHOODS TRANSFORMATION PLAN (DRAFT)

January 11, 2018

ENVISION NAPIER AND SUDEKUM

In July 2016, Nashville was one of 10 cities awarded a Choice Neighborhoods Planning Grant by the U.S. Department of Housing and Urban Development (HUD). The $500,000 grant is funding a comprehensive neighborhood planning process for Napier Place, Sudekum Apartments and the surrounding area focusing on four core goals – People, Education, Housing and Neighborhood. Through these core goals, resident and community-led efforts looked to establish a Transformation Plan that outlined strategies for cradle-to-grave education, economic self-sufficiency, health and wellness, and crime and community safety. In addition, by leveraging support from public, private and non-profit partners throughout the community, the vision of the Choice Neighborhoods Planning Grant for Napier and Sudekum is to provide a framework to accomplish the following:

- Ensure a strict one-for-one replacement of the 821 traditional subsidized units
- Establish a mixed-income, mixed-use community that will welcome, support and improve opportunities for new and existing residents
- Enhance and improve the economic and cultural diversity of South Nashville
- Ensure green, sustainable and financially feasible development
- Connect with and leverage other local initiatives like Let's Move Nashville, Nashville Promise Zone, NashvilleNext and Nashville Green and Complete Streets Plan

The Draft Transformation Plan provided here outlines all of the work completed since the official launch in November 2016. While resident and community input has already been captured in this draft plan through seven Community Advisory Group (CAG) Meetings, five Resident Only Meetings, five Public Town Hall Meetings, more than 31 Work Group Sessions, three Community Design Charrettes and four Community Engagement Events, planning is not complete. Over the next few months until the final document is submitted to HUD in June 2018, residents and community partners will continue to refine and finalize the People Plan and be provided opportunities in the February 2018 and May 2018 Resident Only and Public Town Hall meetings to review and provide comments to the Housing and Neighborhood plans. Furthermore, MDHA residents will be engaged in a series of Capacity Building workshops starting in February.

Opportunities remain to get involved as we work toward a final Transformation Plan, and begin looking forward to implementation of Envision Napier and Sudekum.

Contact Envision Napier and Sudekum at ChoiceNeighborsENS@nashville-mdha.org with any questions or comments, or get involved.

MDHA and the Martha O'Bryan Center thank those that have already participated and look forward to continued collaboration as we turn to the final Transformation Plan for Envision Napier-Sudekum in June 2018.

James E. Harbison

James E. Harbison, Executive Director

Metropolitan Development and Housing Agency

ENVISION NAPIER SUDEKUM TRANSFORMATION PLAN

Choice Neighborhood Planning Grant

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MARTHA O'BRYAN center

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ACKNOWLEDGMENTS PLACEHOLDER

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1 EXECUTIVE SUMMARY

In July 2016, Nashville was one of ten (10) cities awarded a Choice Neighborhoods Planning Grant by the U.S. Department of Housing and Urban Development (HUD). The Metropolitan Development and Housing Agency (MDHA) served as the lead grantee and Martha O'Bryan Center (MOB) as the co-grantee. MOB was also responsible for leading the People planning component of the Transformation Plan. MDHA engaged a Design Team to help lead the Neighborhood and Housing components. As outlined by HUD, the Choice Neighborhoods Initiative is a competitive grant program designed to address struggling neighborhoods with distressed public housing. This will be implemented through a comprehensive approach of channeling public and private investments into services, educational programming, crime prevention, transportation and infrastructure with the specific requirement of improving affordable housing.

The $500,000.00 grant funded a comprehensive neighborhood revitalization plan for JC Napier Place Homes (Napier) and Tony Sudekum Apartments (Sudekum) as well as the surrounding neighborhoods. The target neighborhood is larger than the footprint of Napier and Sudekum and is located less than one mile south of downtown Nashville. The boundaries of the target neighborhood are defined by Interstate 40 to the north and east, the railroad to the south, and 4th Avenue to the west. By leveraging support from public, private and non-profit partners throughout the community, the vision of the Choice Neighborhoods Planning Grant for Napier-Sudekum is to provide a framework to accomplish the following:

- Ensure a 1 for 1 replacement of the 821 traditional public housing units, which include 443 units at Sudekum and 378 units at Napier
- Prioritize a resident and community driven planning process
- Establish a mixed-income, mixed use community that will welcome, support and improve opportunities for new and existing residents.
- Enhance and improve the economic and cultural diversity of South Nashville
- Ensure green, sustainable and financially feasible development
- Connect with and leverage other local initiatives

Planning Focus Areas

People: Support positive outcomes for families who live in the target developments and the surrounding target area, particularly outcomes related to residents' health, safety, employment, mobility and education.

Education: Support the on-going development of and access to comprehensive educational initiatives that impact all families that reside within the target area, with focus ranging from early childhood education and grade school programming, to high schools, colleges and adult education.

Housing: Transform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term.

Neighborhoods: Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high quality public schools and education programs, public assets, public transportation and improved access to jobs.

PLANNING CONTEXT

Nashville is a fast growing and rapidly diversifying city. The urban core neighborhoods have become progressively more attractive to new development with significant property value increases over the last few years. This has put a lot of pressure on the adjoining neighborhoods to redevelop and create needed affordable housing. The Envision Napier Sudekum Choice Neighborhood target area is facing similar challenges. The distressed public housing sites of Napier and Sudekum, along with all the existing vacant and underutilized properties, provides a huge opportunity to direct some of the growth towards South Nashville. Other major challenges include safety, connectivity and lack of proper amenities and services.

Metro Nashville and Davidson County have continuously been recognized as leaders in community planning efforts and by using multiple studies have helped develop a comprehensive growth strategy for Nashville which includes:

- NashvilleNext
- nMotion

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- Let's Move Nashville
- Nashville Green and "Complete Streets" Plan and Guidelines
- Nashville Promise Zone

The main objective of the ENS planning effort was to build upon the past and existing plans to develop a community-driven Vision, addressing the challenges and needs of the residents and community, and to create a Plan to implement the Vision.

PLANNING PROCESS OVERVIEW

Officially launching in November 2016, the Choice Neighborhoods Envision Napier Sudekum planning process consisted of twenty months of intense, community driven efforts to revitalize and redevelop South Nashville. Multiple committees and Work Groups were formed to ensure maximum participation and engagement of the community leaders, stakeholders and residents. MDHA and the Design Team offered various opportunities for community involvement during the process and utilized multiple interactive charrettes and events to encourage residents to become part of the planning. To date the process included, 7 Community Advisory Groups (CAG) Meetings, 5 Resident-only Meetings, 5 Town Hall Meetings, 31 Work Group sessions and 3 Community Charrettes.

OUR VISION

Neighborhood Plan

The main outcome of the Neighborhood Plan was the creation of a Neighborhood Framework which would help guide the redevelopment of the area to achieve the community vision. The community partners and residents worked hand in hand to develop the overall framework and is illustrated in Figure 1. The Framework Plan strategies focused on:

- Create a connected street network and identify priority roads for improvements
- Create a network of multiple recreational and green open spaces, including a linear park along Browns Creek and the proposed new Central Park at the heart of the new redeveloped Napier Sudekum community.

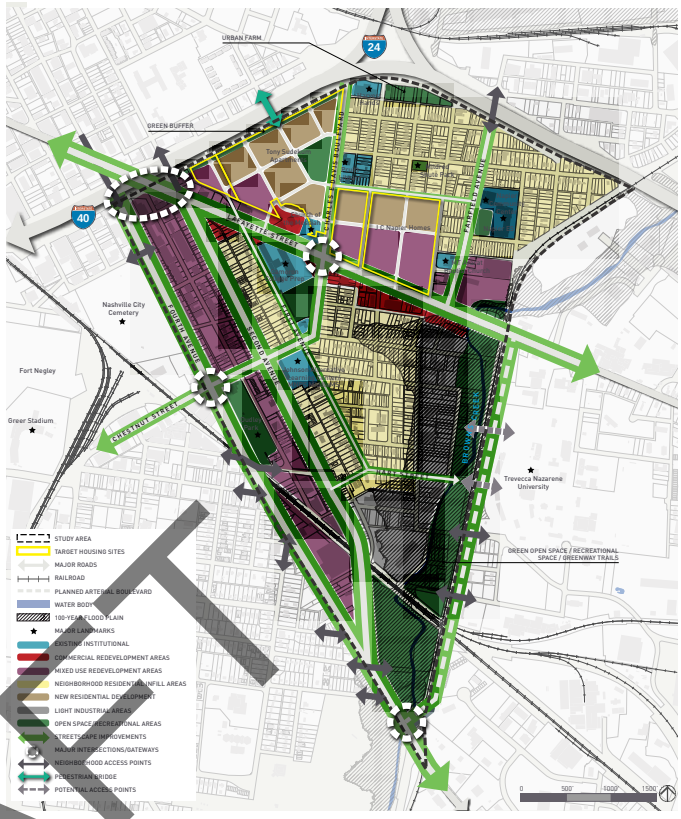

Figure 1. Neighborhood Framework Plan

- Transit improvements along Lafayette Street based on the recommendations of nMotion and Let's Move Nashville, with a potential transit stop at the intersection of Charles E. Davis Boulevard and Lafayette Street and a transit hub at the junction of Fourth Avenue and Lafayette Street based on the new transit routes.
- Adding more retail and commercial services with the proposed mixed-use blocks and creating a community service hub by placing the Napier Community Center next to the Pruitt Public Library and creating a regional destination.
- Incorporating mixed-use and a mix of housing typologies.
- Neighborhood preservation and improvements
- Gateway identification and improvements to enhance neighborhood identity
- Incorporating sustainability measures and energy efficient design elements, including adhering to meet the requirements for certification under the Leadership in Energy and Environmental Design (LEED) for the Neighborhood Development (LEED-ND) Program and Homes.

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Figure 3. Conceptual Site Development Plan

Housing Plan

The preferred Site Plan for Napier Sudekum assumes the acquisition of the Lafayette Street frontage and plans for about 1,800 – 2,000 housing units with housing choices ranging from one-bedroom to five-bedroom units and including a 1:1 replacement of the 821 existing affordable apartments. The remaining units are workforce housing and market-rate apartments. The Site Plan explores a mix of uses and housing typologies, with denser mixed-use blocks located along Lafayette Street, transitioning to townhomes that will be more compatible with the surrounding residential neighborhood. There is an opportunity to acquire and develop some of the vacant sites within the overall target neighborhood as single family infill residential. The recommended housing mix also includes garden apartments and urban apartment buildings with enclosed corridors.

A variety of infrastructure improvements such as, transportation and utility upgrades, are needed to support housing developments. The ENS Plan proposes the integration of a Complete Streets framework throughout the Napier and Sudekum communities to provide pedestrian and vehicular travel to and through the community. Incorporation of sidewalks and crosswalks are also critical to ensure a safe pedestrian environment. Specific Complete Streets improvements for Charles E. Davis Boulevard, Cannon Street and Lafayette Street have been developed as part of the ENS Plan.

As safety was one of the prime concerns of the residents, Crime Prevention Through Environmental Design (CPTED) principles were incorporated in the Site Plan and housing design.

Figure 4. Rendering of the New Redevelopment at Napier Sudekum

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People Plan

The main objective of this plan component was to make certain every individual within the community has the ability and undeterred access to economic prosperity and preparedness; a safe and welcoming environment; a healthy living and lifestyle and opportunities for continued education and development.

A People Work Group, made up of service providers, residents and community members, was established to evaluate the needs and wants of the community within the areas of crime, employment, healthcare and social/supportive services. It was determined at the beginning of planning that a separate and distinct Education Work Group, made of service providers, public school representatives, residents and community members should be formed in order to better evaluate the cradle to grave educational needs of the community. Through the resident Needs Assessment both Work Groups were able to establish baseline metrics and identify gaps and needs in services across their respective focus areas. As planning continued, Work Groups evolved into task forces focused on topic-based goals and strategies and the format gave way to targeted meetings led by community identified implementation partners. The strategies and implementation projects created within the People component of Envision Napier Sudekum are organized under the topic-specific categories of:

Economic Self-Sufficiency

1. Establish a "One-Stop Shop" in order to facilitate a pathway to success for education, development and employment

    a. Establish an Employment and Economic Self-Sufficiency One-Stop Shop

    b. Establish a database of employers willing to work with second chance employees

c. Partner with local employment-related service providers to establish a comprehensive and replicable job training curriculum

d. Establish a comprehensive mentor program to assist with job readiness, training/shadowing and placement services

e. Establish a centralized career mapping tool

2. Establish a Community Coalition of services to provide outreach and awareness for currently established providers in the community

a. Develop and distribute a survey to all community agencies/non-profit providers to catalog available services

b. Establish a comprehensive communication strategy to advertise available services throughout the community

c. Establish a centralized hub to serve as the destination location for information on available resources and services

d. Create and fund a Staffing Plan dedicated to the administration of the coalition and serving as a point of contact within the community for residents and partners

Crime and Community Safety

1. Establish a comprehensive Community Safety Initiative

a. Establish a Neighborhood Watch Program

b. Establish intentional community policing opportunities

c. Incorporate Defensible Design Principles within community design guidelines

d. Establish an area Merchants Association

e. Partner with neighborhood and resident associations to establish elements of advocacy and enforcement within lease agreements and association by laws

Community Health and Wellness

1. Seek public-private partnerships and development opportunities to address community health and wellness

a. Partner with existing healthcare providers to expand the capacity of a clinic to incorporate new specialties

b. Establish comprehensive pharmacy services within the target community

c. Establish a community based urban garden/ farmer's market

d. Establish a full-service grocery store within the community

e. Establish a comprehensive health and recreation facility within the community

f. Establish a healthy living educational campaign targeting youth and adults

g. Incorporate design elements within the Development Plan that will promote healthy and safe living

Educational Development and Training

1. Increase quality and access of early education programming

a. Utilize an annual survey to gauge current and projected capacity of existing childcare providers

b. Partner with local institutions (e.g., churches, community center and library) to incorporate early education within their programming services at existing facilities

c. Establish an in-home childcare training program

d. Build a new, comprehensive Early Learning Center

2. Expand after school and summer programming

a. Partner with Metro Nashville Transit Authority, Metro Nashville Public Schools and local service providers to establish new transportation routes and schedules to enhance access to resources outside of the target area

b. Partner with local institutions (e.g., churches, community center and library) and existing youth development providers to incorporate and/or expand early education within their programming services at existing facilities

c. Attract new youth development providers to the community

3. Increase parent and community engagement

a. Establish partnerships between MTA and MNPS to expand transportation services

b. Establish a comprehensive communication strategy

c. Establish satellite meeting location and information hubs

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4. Promote technology access and digital literacy training for all ages

    a. Incorporate digital literacy training within youth development and job training curriculum

    b. Partner with internet providers to expand affordable internet access

IMPLEMENTATION PLAN

Successful implementation of a Plan this comprehensive could take several years of continued investment by public and private partners. It is critical to build a governance structure of key partners who are deeply engaged, can provide long-term investment and can measure change to ensure accountability and success. With this structure in place, the partnership will have a framework to make decisions, allocate resources, guarantee accountability, communicate with the public and sustain citizen and resident engagement. As part of this structure, the Community Advisory Group will continue to guide and promote the multi-faceted elements of the Transformation Plan. It will work closely with the Napier-Sudekum Neighborhood Implementation Group, comprised of the lead entities for each of the Plan components. Neighborhood – Metro Nashville, Metro Council, Mayor's Office and MDHA; People – Martha O'Bryan Center and MDHA; and Housing – MDHA.

The proposed new development of this size, with a commitment to minimizing resident disruption, will be built in multiple phases over the course of 15-20 years. The Phasing Plan will evolve with the availability of funds, off-site relocation opportunities and on-site improvements. It will be complemented with the development of the Relocation/Re-occupancy Plan.

MDHA has identified multiple funding sources and will continue to work with local, state and federal agencies, non-profit partners, philanthropic organizations, businesses and other community stakeholders to assemble and leverage the resources required to realize Envision Napier Sudekum.

Various early action projects are already underway as a result of the community partnerships and include:

- Community Events and Capacity Building Initiatives, including:
    1. Street Fest
    2. Nashville Night Out Against Crime
    3. Bridging the Gap Resource Fair
- Land-banking (on-going)
- In 2017, MDHA and MNPD-Hermitage Precinct signed a one-year MOU where MDHA would fund up to $100,000.00 in dedicated police overtime work focused specifically on community policing measures – such as bike patrols throughout the neighborhood and attending community events. Pending year one results, partnership will continue on annual basis.
- Starting in 2017, MDHA allocated up to $250,000.00 to install over 200 surveillance cameras throughout Napier and Sudekum, in partnership with MNPD.
- In 2017, Metro Nashville Mayor Megan Barry approved 77 new officers, with 22 officers dedicated to community policing efforts throughout the city.
- Starting this past fall 2017, the Church of the Messiah launched a capital campaign to fund the expenses needed to retrofit portions of their existing building to accommodate childcare, with the focus on providing after hours childcare services. Planning is on-going, with a goal to initiate services in 2018.
- In November 2017, the ConnectHome Initiative, in partnership with Jobs Plus Nashville and Comcast, established an initiative to remove barriers to internet access. While hosting this community event, the initiative provided a venue for residents to request forgiveness of debt older than 12 months, clear collections/charge off's with the Credit Bureau, set up new accounts, set up installation appointments and receive 3 months of free internet service.
- Starting in Spring 2018, United Neighborhood Health Clinic will offer pediatric services at the Napier clinic location.
- Starting in Spring 2018, through a partnership between United Neighborhood Health Clinic and Pruitt Discount Pharmacy, with assistance from MDHA, pharmacy services will be offered at the Napier Clinic - becoming the only physical pharmacy within the target area.

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ENS Strategic Recommendations and Next Steps

The following outlines key steps and critical path items that MDHA will need to complete within the next two years to start the implementation of the Plan. Build out of the entire plan will take approximately 15-20 years, depending on market absorption and financing. Key steps and critical path items are listed in order of priority or required sequencing, with notations (*) included for items that include a cost for completion.

2018-2020

- Receive HUD approval on Transformation Plan
- Initiate land acquisition strategy or establish private-public-partnerships for key parcels along Lafayette Street frontage and ones identified for the HUB*
- Complete Infrastructure Study*
- Initiate Community Plan amendment process
- Initiate Re-zoning (Specific Plan-SP)*
- Develop Design Guidelines*
- Identify and establish either a Transit Oriented Development District or Redevelopment District, based on which works best for community
- Finalize MOU with Metro Parks for new community center and management of new park
- Finalize MOUs with People Plan Implementation Partners
- Work with the Mayor and Metro Government to secure infrastructure funding
- Refine Financing Plan, engaging experienced mixed-finance counsel*
- Refine Phasing Plan based on infrastructure study and other relevant site surveys
- Prepare Relocation Plan
- Refine Phase I project and initiate construction

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Figure 5. Potential Street Improvements for Charles E. Davis Boulevard

Figure 6. Conceptual Street Section for Charles E. Davis Boulevard

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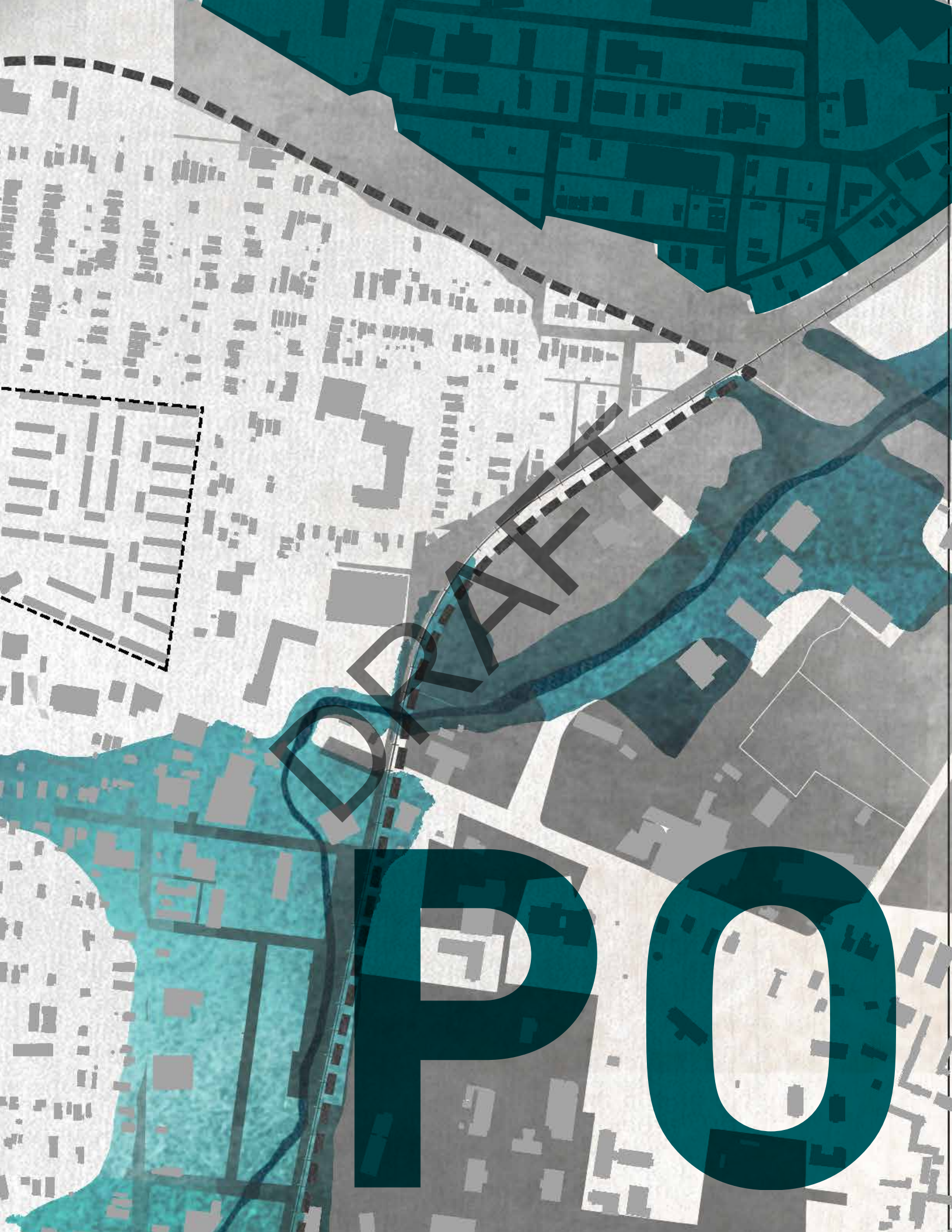
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2 PLANNING OVERVIEW

INTRODUCTION

In July 2016, Nashville was one of ten (10) cities awarded a Choice Neighborhoods Planning Grant by the U.S. Department of Housing and Urban Development (HUD) The Metropolitan Development and Housing Agency (MDHA) served as the lead grantee and Martha O'Bryan Center (MOB) as the co-grantee. MOB was also responsible for leading the People planning component of the Transformation Plan. As outlined by HUD, the Choice Neighborhoods Initiative is a competitive grant program designed to address struggling neighborhoods with distressed public housing through a comprehensive approach of channeling public and private investments into services, educational programming, crime prevention, transportation and infrastructure with specific requirement of preserving affordable housing.

The $500,000.00 grant funded a comprehensive neighborhood revitalization plan for JC Napier Place Homes (Napier) and Tony Sudekum Apartments (Sudekum), as well as the surrounding neighborhood. The target neighborhood is larger than the footprint of Napier and Sudekum and is located less than one mile south of downtown Nashville (Figure 7). The boundaries of the target neighborhood are defined by Interstate 40 to the North and East, the railroad to the South, and 4th Avenue to the West. By leveraging support from public, private and non-profit partners throughout the community, the vision of the Choice Neighborhoods Planning Grant for Napier-Sudekum is to provide a framework to accomplish the following:

- Ensure there is a 1 for 1 replacement of the 821 traditional public housing units, which are broken down to 443 units at Sudekum and 378 units at Napier
- Prioritize resident and community driven planning process

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Figure 7. Map showing the overall Envision Napier Sudekum Choice Neighborhood target area

Figure 8. JC Napier Homes Apartments

Figure 9. Tony Sudekum Apartments

- Establish a mixed-income, mixed-use community that will welcome, support and improve opportunities for new and existing residents.
- Enhance and improve the economic and cultural diversity of South Nashville
- Ensure green, sustainable and financially feasible development
- Connect with and take advantage of other local initiatives

PLANNING FOCUS AREAS

HUD has built the Choice Neighborhoods program to focus on three core goals: people, neighborhood and housing. In some instances HUD has worked with a local Choice Neighborhoods Planning grantee to add additional core goals when appropriate. In consultation with HUD staff after initial evaluation of target area conditions and following their site visit on November 18, 2016, the education component of the People core goal was elevated to be a free standing core goal.

That addition has led Envision Napier Sudekum (ENS) to be structured around four core goals, which are as follows:

People: Support positive outcomes for families who live in the target developments and the surrounding target area, particularly outcomes related to residents' health, safety, employment, mobility and education.

Education: Support the on-going development of and access to comprehensive educational initiatives that impact all families that reside within the target area, with focus ranging from early childhood education and grade school programming, to high schools, colleges and adult education.

Housing: Transform distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long-term.

Neighborhood: Transform neighborhoods of poverty into viable, mixed-income neighborhoods with access to well-functioning services, high quality public schools and education programs, public assets, public transportation and improved access to jobs.

WHY ENVISION NAPIER SUDEKUM NOW?

Nashville is a fast growing, rapidly diversifying population, with over one million new residents expected in the Nashville region within the next 25 years. As a part of that growth, the urban core neighborhoods of Nashville have become increasingly attractive to new development. These

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changes in the housing market are making Nashville less affordable, particularly for renters and low-income households. The number of households burdened by high housing costs (defined as spending 30 % or more of gross income on rent or mortgage) has increased over the past 10 years, affecting 86,000 households in 2013. Declining affordability has affected both renters and owners,16 % of households were severely cost burdened (spending more than 50 % on rent or mortgage) in 2007–2011.

Neighborhoods within the ENS target area, to the south of Napier Sudekum such as Wedgewood-Houston and Chestnut Hill, which have seen significant new development and price increases in the last five years. That development has largely been driven by the attractive location, with its proximity to downtown, and combination of appealing housing stock and developable vacant lots.

Both Napier and Sudekum public housing developments meet the definition of severe physical distress. The total estimated current rehabilitation cost for all units would be $114,121,688.00. Structurally, building within Napier and Sudekum requires significant rehabilitation and retrofit to render the structures safe and sanitary for housing. Regarding design deficiencies, the target sites include inappropriate building design, site layout and street connectivity. The construction of Napier (1941) and Sudekum (1953) dramatically changed the neighborhood and disrupted the character and street grid of the former single-family home community. The construction of Interstate 40, which forms the north and east boundaries of the target neighborhood, further eroded connectivity to the rest of the city and created both physical and psychological barriers to downtown Nashville. In addition, the area housing includes fundamental design deficiencies with regards to inadequate room size and unit configurations. Finally, the public housing developments are not properly fitted in order to provide accessibility for people with disabilities in individual units, entranceways and common areas.

Envision Napier Sudekum has resulted in a community-led vision for the redevelopment of Napier Sudekum as a mixed income community that increases affordable housing availability and stimulates other neighborhood improvements that support positive outcomes for residents from all sectors of the community. The plans seek to address not only the physical design needs of the community, but also the social, economic and educational needs of the neighborhood by taking a comprehensive approach to building a cohesive community.

NASHVILLE PLANNING CONTEXT

Metro Nashville and Davidson County have for many years been recognized as a leaders in community planning efforts, focusing on strong community engagement and leadership in the planning process. Nashville has adopted a planning model that utilizes a master planning guide called the Community Character Manual, which provides direction and alignment for Community Plans in fourteen distinct planning communities. These Community Plans are future planning documents adopted by the Metropolitan Planning Commission that describe the role each community plays in realizing the overall vision of the County - what residential, commercial, office and open space each community will house for the County. These plans are updated every 5-10 years and can also be amended as necessary, with input from community members, private investors, local institutions and other Metro agencies. The process for updating community plans is open to the public and includes significant community participation.

i. NashvilleNext

Adopted by the Metro Planning Commission on June 20, 2015, NashvilleNext

[(https://www.nashville.gov/Government/NashvilleNext.aspx)](https://www.nashville.gov/Government/NashvilleNext.aspx) is a plan created by Nashvillians to guide how and where the city grows over the next 25 years. NashvilleNext was awarded the 2016 Daniel Burnham Award for a Comprehensive Plan in the American Planning Association's National Planning Excellence Awards.

The creation of NashvilleNext encompassed three years of community engagement and involved over 18,500 participants. Built on the community's goals and vision the plan intends to build on the unique strengths of the city and Nashvillians. The NashvilleNext plan focuses on creating opportunity for all, expanding accessibility, creating economic prosperity, fostering strong neighborhoods, improving education, championing the environment and being Nashville.

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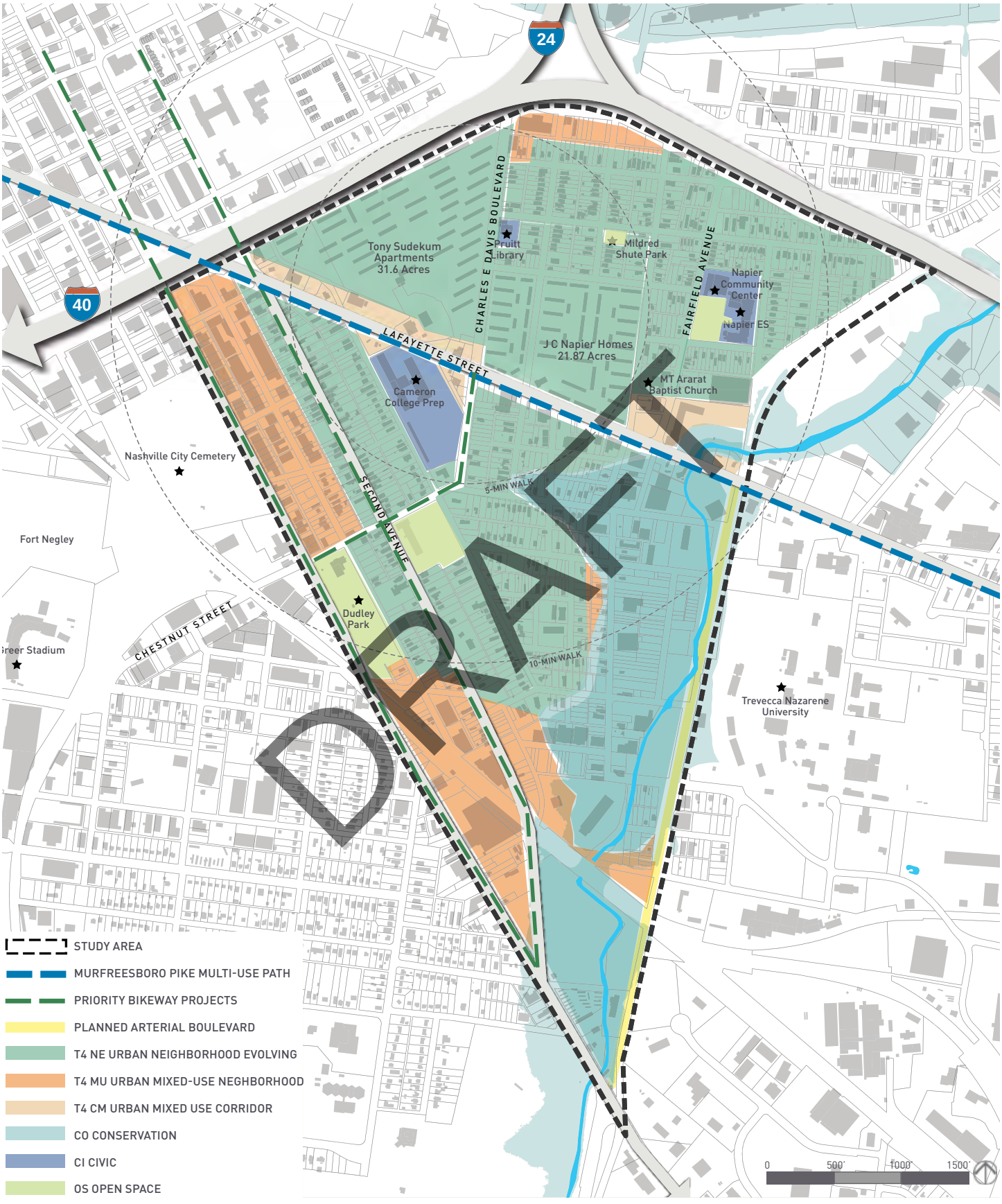

Figure 10. Maps showing NashvilleNext Opportunity Zones and Other Proposed Improvements

This planning work was done in conjunction with the fourteen Community Planning Communities, and served as an update to their existing plans, resulting in a new, coordinated comprehensive plan for Davidson County. Some of the most pressing issues identified by the community in the NashvilleNext process include:

- Preserving neighborhoods, while building housing close to transit and jobs
- Protecting rural character and natural resources
- Creating walkable centers with jobs, housing and services in suburban and urban areas
- Expanding walking, biking and transit
- Making the city affordable for all Nashvillians

The target area for Envision Napier Sudekum was primarily identified as three opportunity zone types in the South Nashville Community Plan for NashvilleNext:

- Urban Neighborhood Evolving (NE) – Intended to create and enhance urban residential neighborhoods that provide more housing choices, improved pedestrian, bicycle and vehicular connectivity and moderate to high density development patterns with shallow setbacks and minimal spacing between buildings. NE areas are served by high levels of connectivity with complete street networks, sidewalks, bikeways and existing or planned mass transit. NE policy may be applied either to undeveloped or substantially under-developed "greenfield" areas or to developed areas where redevelopment and infill produce a different character that includes increased housing diversity and connectivity. Successful infill and redevelopment in existing neighborhoods needs to take into account considerations such as timing and some elements of the existing developed character, such as the street network and block structure and proximity to centers and corridors.
- Urban Mixed Use Neighborhood (MU) – Intended to preserve, enhance and create urban, mixed use neighborhoods with a development pattern that contains a variety of housing along with mixed, use, commercial, institutional and even light industrial development. MU areas are served by high levels of connectivity with complete street networks, sidewalks, bikeways and existing or planned mass transit.
- Urban Mixed Use Corridor (CM) – Intended to enhance urban mixed use corridors by encouraging a greater mix of higher density residential and mixed use development along the corridor and placing commercial uses at intersections with residential uses between intersections. Creating buildings that are compatible with the general character of urban neighborhoods and a street design that moves vehicular traffic efficiently while accommodating sidewalks, bikeways and mass transit.

ii. Other Planning Initiatives

- Nashville Green and Complete Streets Plan and Guidelines

  (http://www.nashville.gov/Public-Works/Getting-Around-Nashville/Complete-Streets.aspx) Metro Nashville government has adopted a series of plans and policies to outline a comprehensive complete streets strategy that is inclusive of green infrastructure elements. The intent of these documents is to guide Metro departments on the construction and maintenance of public streets to improve environmental quality and enable safe access for people of all ages and abilities, regardless of their mode of transportation.

- Metro Public Works Traffic Signal Optimization Project

  (http://www.nashville.gov/News-Media/News-Article/ID/4773/Metro-Public-Works-Implementing-New-Signal-Timing-and-Traffic-Management-System.aspx) The project consists of the implementation of signal prioritization for transit vehicles along corridors to include Murfreesboro Pike and Nolensville Pike within the Target Area footprint.

- Nashville Promise Zone (https://portal.hud.gov/hudportal/documents/huddoc?id=Nashville_Zone_3rd.pdf) The Nashville Promise Zone comprises 46-square miles, including the neighborhoods just south, east and north of Nashville's central business district. MDHA serves as the lead organization, having public housing developments throughout the Promise Zone. MDHA is working in partnership with the

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Mayor's office, six implementation partners and more than 87 supporting partners from government, local institutions, nonprofits and community organizations. MDHA and its partners have identified six goals to improve the quality of life and accelerate revitalization within the Promise Zone:

- Create Jobs
- Spur Economic Activity
- Expand Educational Opportunities
- Reduce Violent Crime
- Increase Access to Quality Affordable Housing
- Improve Community Infrastructure

- Let's Move Nashville: Metro's Transportation Solution

[(http://letsmovenashville.com/plan/)](http://letsmovenashville.com/plan/) The Metro's Transportation Solution is Metro's in-depth plan for a multi-modal system of interconnected bus, light rail, driving, biking and walking options. nMotion process confirmed a collective desire to incorporate rail, which led to Metro engaging a team of renowned transit experts from around the country to bring the best practices and technologies to the Nashville region and develop this Plan:

- Launches a Frequent Transit Network, which provides service 20 hours each day with unmatched frequency and convenience on the city's busiest bus routes, as well as four new crosstown routes.
- Brings more convenient and reliable service to existing local routes and upgrades four routes to rapid bus service, making trips faster.
- Introduces highly-efficient light rail transit to Nashville, with four new lines running in and out of downtown, including to the airport, and a fifth that uses an existing but underutilized freight rail track along the Northwest corridor.
- Uses on-demand technology to connect neighborhoods with transit stops and provides more and better transportation options to our elderly, disabled, youth, and disadvantaged citizens.
- Creates Neighborhood Transit Centers across the city, community hubs offering everyone easy access to the entire system.

This plan identifies Murfreesboro and Nolensville as potential light rail transit corridors.

Figure 11. Light Rail and Bus Rapid Transit Concept of Let's Move Nashville.
Source: Transit Improvement Program, December 13, 2017

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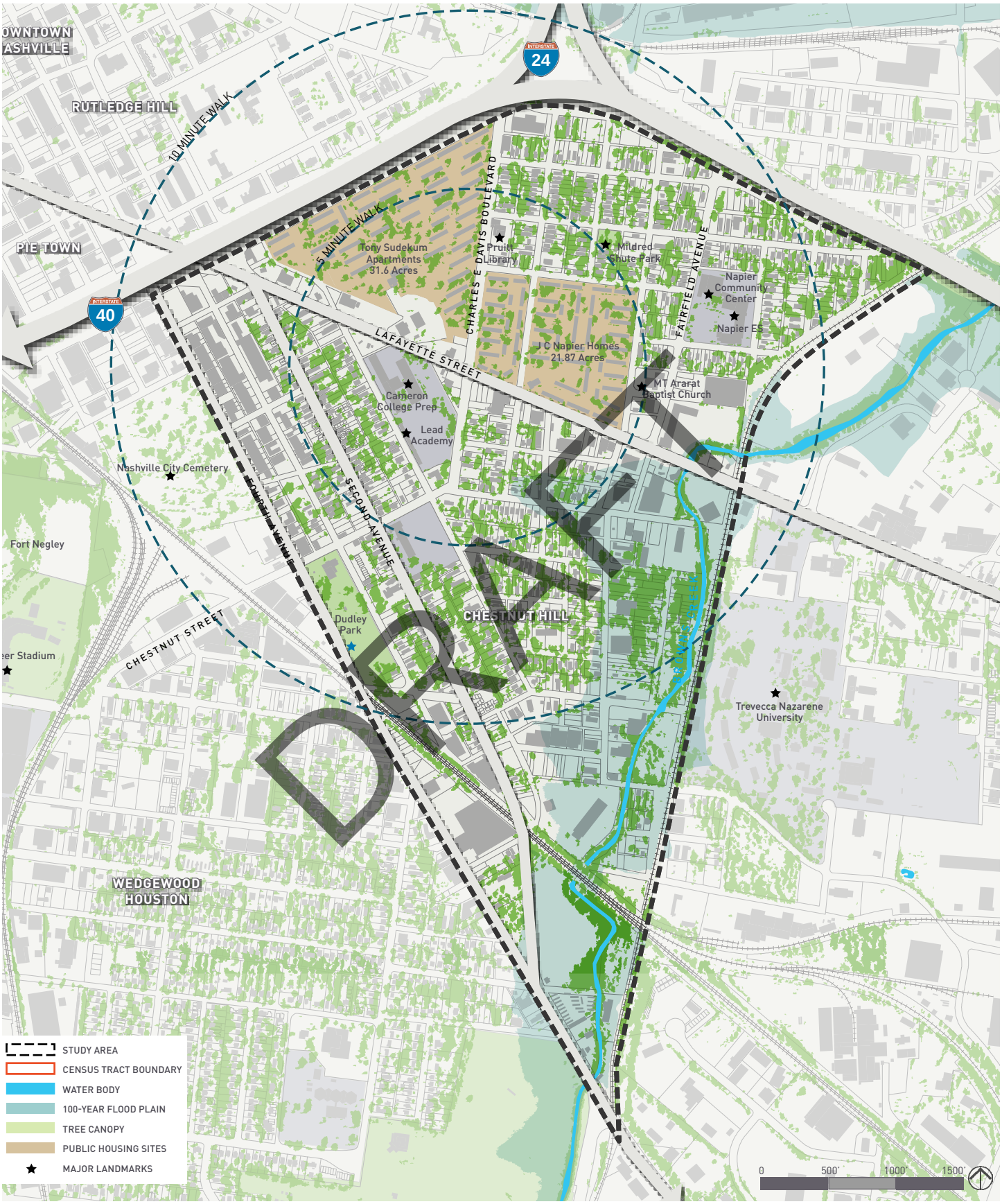

Figure 12. Neighborhood Context

COMMUNITY CONTEXT

The Envision Napier Sudekum target area is located in a convenient, central location on the southern edge of downtown Nashville. It has immediate access to Interstates 24 and 40 and other major transportation corridors. The boundaries of the target neighborhood are defined as Interstate 40 to the north and east, the railroad to the south, and 4th Avenue to the west, as illustrated in Figure 12 on Page 24.

Neighborhood assets include the United Neighborhood Health Clinic (the only comprehensive health clinic within a 10 minute walk of the target area), Napier Elementary School, Cameron College Prep/Lead Academy, Pruitt Library, Harvest Hands Community Development Corporation (providing after school services), Napier Community Center, several churches (including Church of the Messiah, St Luke, Mt Ararat, and Claiborne Family of Faith), Youth Encouragement Services/Wayne Reed Christian Childcare, Safe Haven Family Shelter, Trevecca

Nazarene University, work force development programs (though Maximus and Jobs Plus) and the Martha O'Bryan Center (co-grantee).

Within the larger target area, there are no other neighboring multifamily developments with housing styles consisting of single family, duplex, triplex, quadplex and condos. In addition the target area is bordered to the east by largely industrial areas and to the west by the primary commercial corridor – Lafayette Street. The area is designated as a food dessert, with limited food service options and limited availability to fresh food and produce. There is only one health care clinic within a 10 minute walk of the target area and zero banks within the target area.

i. Overall Envision Napier Sudekum Planning Area

History of the Area

The Envision Napier Sudekum target area is located within the broader South Nashville community. In addition to Napier and Sudekum, South Nashville contains neighborhoods such as Chestnut Hill, Wedgewood-Houston and the Fairgrounds. The target area's close proximity to downtown has ensured it has been a fixture in Nashville's history.

Before settlement by Europeans in the late 1700s, Native American groups valued this location for its rich hunting grounds and agreed that they all could use the land and pass through, but should not settle there. Between the European settlement and into the 1800s much of the area was used as farmland. The City Cemetery was established in 1822 just along the western boundary of the target planning area. The cemetery contains the graves of many early Nashville civic leaders, including the late Governor William Carroll, Nashville's founder James Robertson and his wife Charlotte.

The overall neighborhood was a well-known place during the Civil War. Fort Negley, located immediately adjacent to the target study area, was the largest inland stone fortification constructed during the Civil War and is the most important of the fortifications built by Union forces after Nashville fell in 1862. Purchased by the city in 1928, Fort Negley is now a public park that includes a Visitors Center, which provides historical education services.

The South Nashville Community is also important in Nashville's African-American history. Shortly after the Civil War, the area known as Trimble Bottom (now Chestnut Hill) developed as a community of African-

Figure 13. J. W. Price Fire Hall- Historic Asset in the Target CN Area

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Americans. Chestnut Hill is rich in African-American educational history, including the development of Central Tennessee College and Walden University. This area was also home to the original campus of Meharry Medical College. The Hubbard House on First Avenue South is the last remaining building of the original Meharry campus and is listed in the National Register of Historic Places.

The evolution of transportation in Nashville heavily influenced the development of South Nashville and its neighborhoods. The impact of railroad development in South Nashville is extremely important to the community's history and current development pattern, as railroads became natural barriers between neighborhoods. The development of railroads also drove much of the early housing development in the southern section of this plan's target area, as that development created need for new worker housing and related services.

Before mass car ownership 4th Ave/Nolensville Pike was a major transportation corridor. It began as a stagecoach line, which operated until 1910 and eventually hosted a streetcar line that ran from the late 1890s until 1941. The early development of three major historic turnpikes—Lebanon Pike, Murfreesboro Pike and Nolensville Pike—brought vehicular traffic and commercial development to the area. By the mid-1900s car ownership dramatically changed these neighborhoods, shifting major corridors to become regional commercial nodes.

The construction of the Interstate network in Nashville created additional barriers isolating the target community from other parts of town. The Interstate accelerated suburban development patterns, which pulled the growing population and resources away from inner city communities.

Neighborhood Demographics

Within the larger target area, poverty is extensive at 72.24%. Furthermore, vacancy rates hover around 5.58. The median age is 21.6, with 62% female and 38% male. Per the three-year Census Track data, 95% of residents report as African-American. The median household income of the area is $11,548, with 94% of residents reporting household income under $50,000.00 and the poverty rate of the area at 80.5%. The poverty rate of the target area is more than double the rate of Nashville-Davidson County (18.6%).

Neighborhood Conditions

The target neighborhood is comprised of diverse land uses. The majority of the residential areas are located in the northern and western parts of the study area. Light industrial properties are primarily located on the southeastern side, following Browns Creek, while commercial areas are located mostly along Lafayette Street and the northern side of Fourth Avenue. There is a substantial amount of vacant properties within the industrial zone, along with residential vacant parcels more evenly spread out throughout the neighborhood, as illustrated in Figure 14.

Napier Homes and Sudekum Apartments house most of the multi-family apartments in the study area and are in distressed condition. Single family homes account for the majority of the remaining housing stock, with some duplex, triplex, quadplex and condos spread throughout. The southwestern areas of the neighborhood have experienced a lot of new residential infill development and investment in the last five years, incorporating newer and modern housing style within the existing neighborhood fabric.

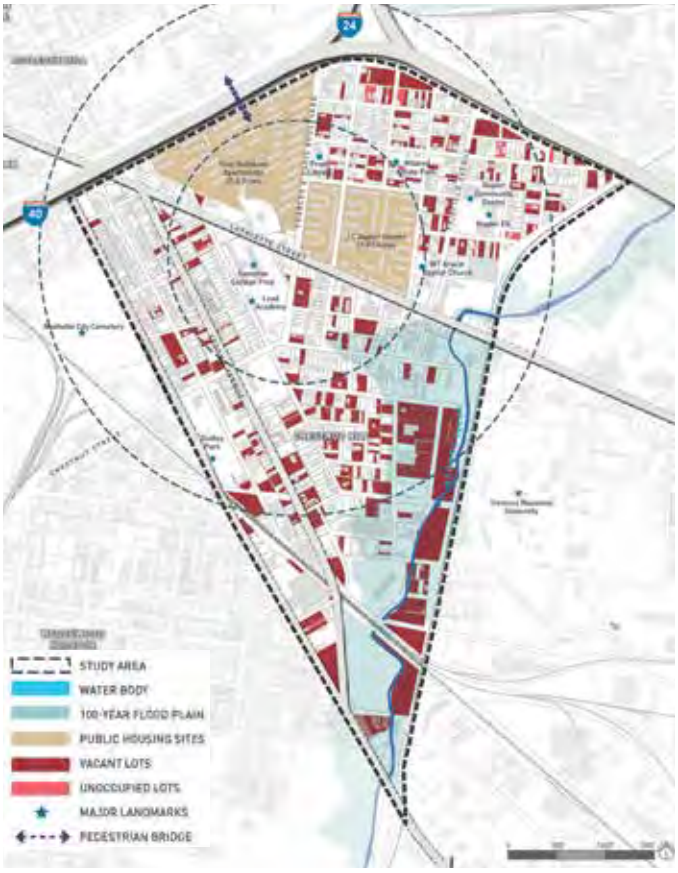

Figure 14. Vacant and Unoccupied Properties

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Existing Residential Character

The target area neighborhood contains various architectural styles, specifically along Second and Third Avenues. Late 1800's Victorian homes are mixed with new development. The modern homes are predominantly abstract in nature in their box shapes and use of materials and tend to be row house development to add density.

Figure 15. Image Illustrating Existing Neighborhood Architectural Character

Figure 16. Image Illustrating New Development Character within the Neighborhood

Commercial Services

Most of the commercial services are located along Lafayette Street, running east/west, providing the residents with a commercial corridor of fast food restaurants, convenience stores and some retail. In addition, Fourth Avenue also has some retail and commercial properties. The residents and community members have expressed a real need for additional services such as, access to fresh food and grocery, child care centers and pharmacies.

Education Services

Sixty-two schools serve the children (ages 5-18) within the target neighborhood, with a large majority of students attending Napier Elementary Enhanced Option. Napier has been identified as a low-performing priority school due to low Tennessee Comprehensive Assessment Program test scores. During the 2014-2015 school year, the majority of Napier Elementary students demonstrated basic or below basic proficiency in Math (76.9%), Reading Language Arts (86.9%) and Science (82.7%).

Community Services

The neighborhood has a strong presence of religious institutions, with around eighteen churches spread throughout the area. There is one clinic, Neighborhood Health, that caters to the community but additional health

Figure 17. Commercial along Lafayette Street

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services would be valuable. Harvest Hands Community Development is located few blocks away from the target housing sites and provides services such as healthy living, education, spiritual formation and economic development. Napier Sudekum is also served by Martha O'Bryan Center, which offers assistance to the residential youth and adults through work, education, employment and fellowship. In addition, the Nashville Public Library Pruitt Branch is located between Napier and Sudekum Apartments, along Charles E. Davis Boulevard and serves as a major anchor in the community.

Parks & Recreation

Dudley Park is the largest park in this neighborhood, located on the southwestern side along Fourth Avenue. It features a walking trail circling an open field, a small playground area and picnic tables. The closest park to Napier and Sudekum is Mildred Shute Park, a small corner park that includes a playground and benches. Browns Creek running along the eastern side of the site is currently a hidden asset for the target area. It has the potential to become both a landscape amenity and the catalyst for the redevelopment of the vacant industrial parcels adjacent to it.

Cultural Resources, Historic Assets, & Amenities

The neighborhood also has multiple historically significant buildings located within the study area. As mentioned earlier, the target neighborhood area was the original site of Meharry Medical College. The Hubbard House, built in 1921, was owned by the founder of Meharry, Dr. George Hubbard, who headed the school for 44 years. It was designed by the prominent African American architect, Moses McKissack, and listed on the National Register of Historic Places. Additionally, the area is dotted with Victorian style homes owned by former Meharry physicians.

Other buildings in the target area listed on the National Register of Historic Places include:

- Cameron School which was constructed as part of the New Deal
- St. Patrick's Church, an 1890's Second Empire style building, which is one of two remaining buildings of this style in Nashville.

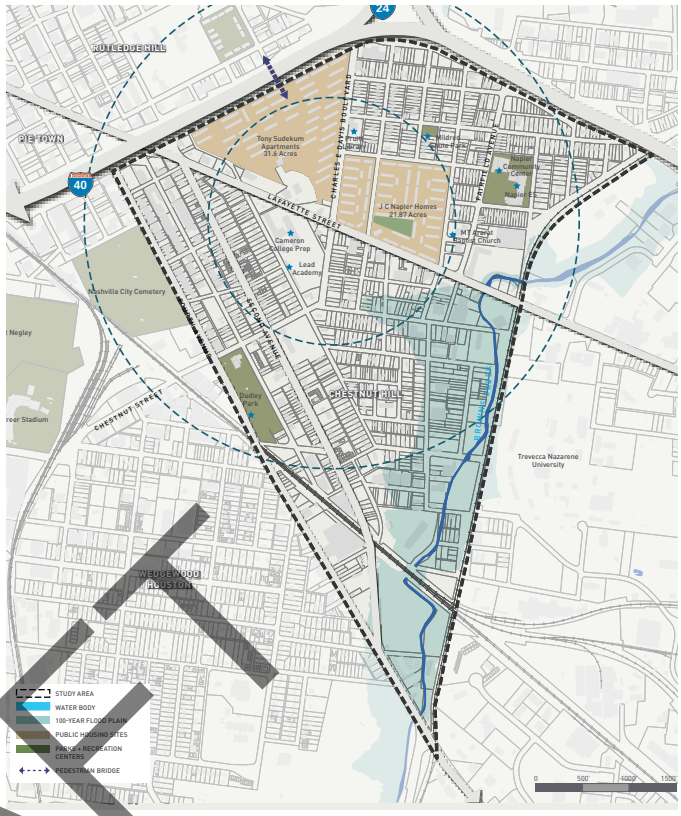

Figure 18. Neighborhood Recreational Assets

Figure 19. Historical Assets - Hubbard House and St. Patrick's Catholic Church

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Street/Transit/Pedestrian/Bicycle Infrastructure

The bones of Nashville's street grid network are apparent in the study area. There are opportunities to provide better connectivity by adding street connections within larger contiguous parcels such as the Sudekum and Napier properties as well as some of the Chestnut Hill properties adjacent to Second Avenue. Lafayette Street serves as a major East-West connector while Second and Fourth Avenues (both one-way) serve as the primary North-South connections into downtown Nashville. The interstates (I-24, I-40, and I-65) carry large traffic volumes regionally, however, serve as major barriers for this neighborhood in regards to the local traffic network. The dead-end streets within the study area, as well as the at-grade railroad crossings in the southern portion of the study area further sever the vehicular connectivity opportunities.

Public transportation within the study area consists of several bus routes – 15, 18, 25, and 55. The majority of these run along Lafayette Street which connects the study area to Music City Central (the downtown transit station) where transfers can be made to other bus routes. Route 25 Midtown is the outlier and reaches into the residential areas and assists in making the difficult connection northeast of the study area under the interstate barrier. Construction will begin soon for the current Lafayette Street / Murfreesboro Pike service routes to be upgraded to a bus rapid transit (BRT) facility with transit signal priority. This will provide more frequent and more reliable service as well as improved stop facilities for riders.

Although the study area is an appropriate size for walkability where most destinations are within a 10-minute walk, the infrastructure and existing conditions do not support a pedestrian-friendly environment. The street grid is dominated by vehicular traffic that is not sufficiently lit at night, thus pedestrians do not feel safe using the existing sidewalks. Most of the sidewalk network exists within the study area but is directly behind the curb with no separation from vehicular lanes. It needs to be upgraded, widened and include additional streetscape elements such as pedestrian-scaled lighting, shade trees, trash cans and benches. In the southern portion of the study area, the City's Strategic Plan for Sidewalks and Bikeways proposes additional sidewalks as a long-term priority.

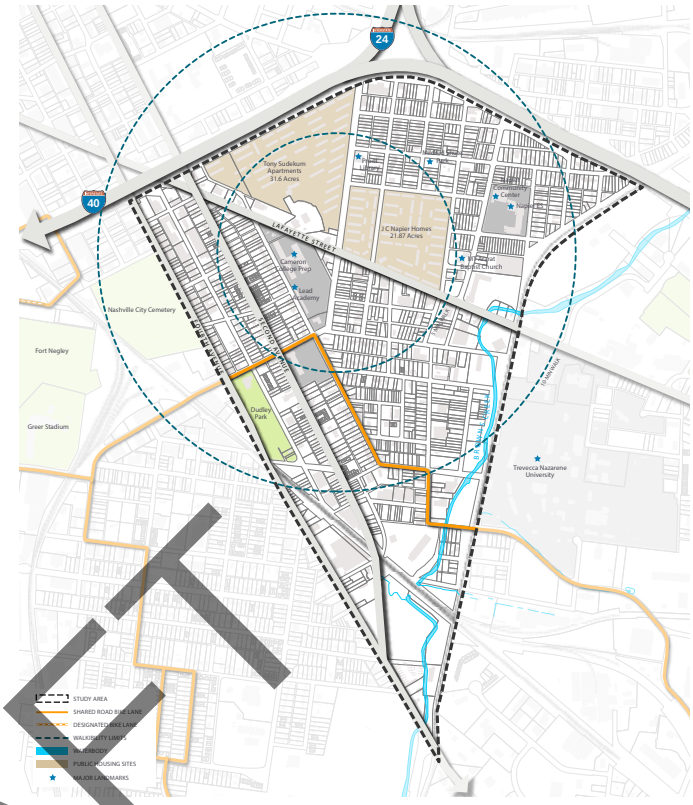

Figure 20. Walkability and Bike Network Connections

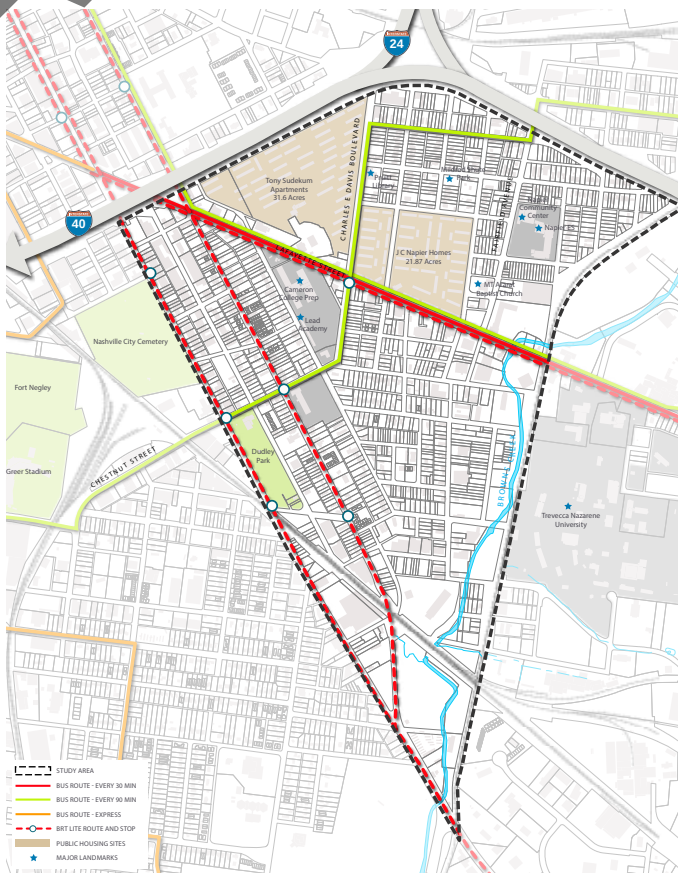

Figure 21. Transit Connections

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Currently the bicycle network in the study area is substandard. There is only one, non-dedicated, existing bicycle facility in the study area. As a part of the City's Strategic Plan for Sidewalks and Bikeways, there are several proposed facilities in the study area including greenways, separated bikeways and bike boulevards that would increase and improve the bike network.

Safety & Security

The Choice Neighborhoods target area includes the target housing sites of Napier and Sudekum and the adjacent Napier community, consistently experiences extremely violent crime rates. Despite targeted efforts to deter criminal activity and improve public safety and security, violent crimes continue to rise throughout the target housing sites, with the area being labeled as one of the most unsafe neighborhoods within Metro Nashville. As noted in the resident needs assessment, 55% of residents reported hearing gun shots, with 91% of residents reporting violence as a problem within the neighborhood (MDHA Resident Needs Assessment).

Currently, MDHA, in partnership with Metro Nashville Police Department, dedicates significant resources and effort to combat crime in the area. Since 2016, over 240 cameras have been installed through both Napier and Sudekum to improve safety on site. The cameras have successfully recorded criminal activity, which has assisted MNPD in successful prosecutions in State and Federal Court. Furthermore, MDHA funds a Task Force of six MNPD officers who are permanently assigned to MDHA's 21 properties. Due to high crime rates, despite their wide coverage area, the Task Force has dedicated approximately 25% of their time to the targeted housing site over the past year.

Regardless of current efforts, the target area continues to report crime rates at levels three to four times the crime rates experienced by the rest of the county. As of December 2017, the target area has experienced over 193 incidents of Uniform Crime Reporting (UCR) Part 1 violent crimes (e.g. aggravated assault, rape, murder and robbery) (per 1,000 persons). The three-year average (2014-2016) for Uniform Crime Reporting (UCR) Part 1 violent crimes is 44.09 within the target area. Comparatively, the rest of the county experiences a rate of 11.17.

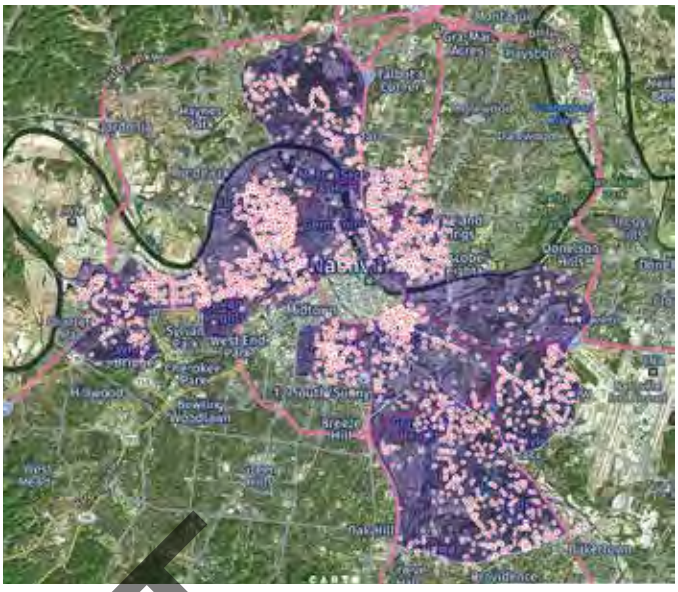

Figure 23. Map showing concentration of violent crimes

Figure 24. Map showing violent offenses within ENS area

Figure 25. Map showing violent offenses which involved guns in the ENS area

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Needs Assessment Summary

A comprehensive needs assessment/resident survey was developed and conducted to obtain maximum input from the residents. The Vanderbilt University Department for Human and Organizational Behavior analyzed the results and information received. For more information on the survey process please refer to Chapter 3, Page 48.

Housing Market Assessment

A housing market analysis was conducted to forecast the potential for various types of housing at the Napier/ Sudekum Site. As an inherent part of this analysis, the need for affordable housing that could be captured at this site was quantified. Existing housing market conditions and trends throughout the area and within South Nashville were analyzed. The primary housing market area was defined, and demographics assessed for niches in specific geographic source markets. Market area housing demand was forecasted based in part on these demographic assessments. The competitive framework for housing was then analyzed, and the site's capture of overall market-area demand was determined. Ultimately, a mix of housing products by tenure and type, number of units, and price range is recommended based on the site potentials. The summary of the findings have been included in Chapter 4, Page 66.

ii. Napier & Sudekum Profiles

Property History

Together, Napier and Sudekum make the largest and some of the oldest public housing buildings in MDHA's portfolio. Historically, the target neighborhood was the original site of Meharry Medical College, a Historically African-American College and University and the first facility for training African-American doctors in the South, a thriving and predominantly African-American neighborhood of doctors, nurses and professors flourished. Its relocation to North Nashville in 1931 and the construction of Napier (1941) and Sudekum (1953) dramatically changed the neighborhood.

Historically, Napier and Sudekum were divided along racial lines. Today, Charles E Davis Boulevard serves as that physical and physiological border between the two communities and serves as a focus area for bringing the neighborhoods together through this Choice Neighborhoods planning process.

Figure 26. Unused Green Spaces

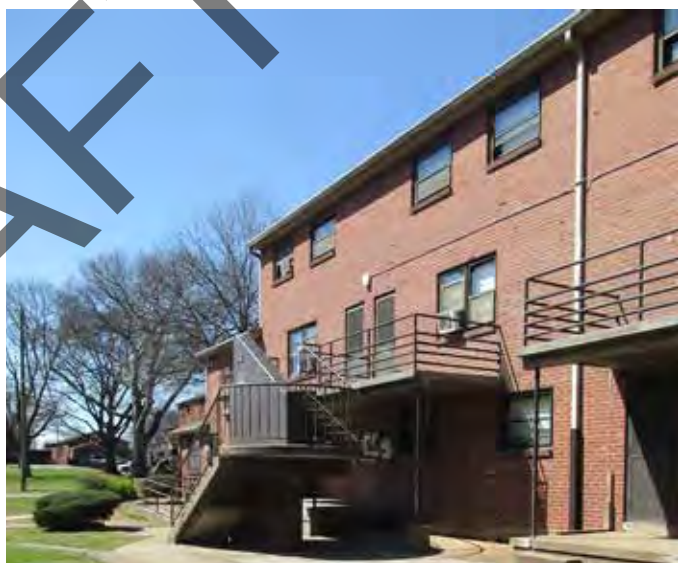

Figure 27. Obsolete Housing Conditions

Property Conditions

The homes at Napier and Sudekum, constructed in 1941 and 1953 respectively, are predominantly brick veneer, with minimal siding. The concrete block structure is exposed inside the units. The buildings have been well-maintained, but are obsolete for today's standards. Units are small and buildings too densely configured. One large green space exists at Napier, but is not programmed

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and as a result, not utilized. Both sites feature mature trees which should be preserved to the greatest extent possible.

Throughout the Sudekum and Napier sites, there is 66' of elevation change overall from northwest to southeast. The highest elevation (498) is in the northwest corner of the Sudekum site with the lowest (432) being in the southeast corner of the Napier site adjacent to the Mt. Ararat Baptist Church. In general, the land slopes downward from corner of Lafayette/Second southeasterly and parallel to Lafayette down to the corner of Lafayette/Lewis.

Water

Public water lines are located within most streets of the study area and some are located off-street within the Sudekum and Napier sites

The main collector water line feeds along Charles E. Davis Boulevard and is a 36" line. Most other streets consist of 6" water lines with some 8" lines and some 3" and 4" lines.

It is recommended that all existing 6" water lines be replaced with new 8" water lines to serve current fire demand for new construction.

In addition, most of these water lines are likely nearing the end of their service life and should be replaced concurrently with major rehabilitation or reconstruction projects in this study area.

Sanitary Sewer

A large majority of the study area lies within the Driftwood Combined Sewer System (CSS) basin. This CSO basin also stretches beyond our study area to the southwest.

Currently the combined wastewater flow is collected throughout the CSS basin and conveyed toward the Cumberland River via a 102" Lewis Street Tunnel. The tunnel then outfalls into the Driftwood Detention basin. During dry weather conditions the flow is passed through the 48" diameter pipe and into the First Avenue Tunnel that leads to the Wastewater Treatment Plant. During wet weather conditions the flow tops multiple series of weirs within the detention basin and into larger detention compartments. During severe wet weather events, both

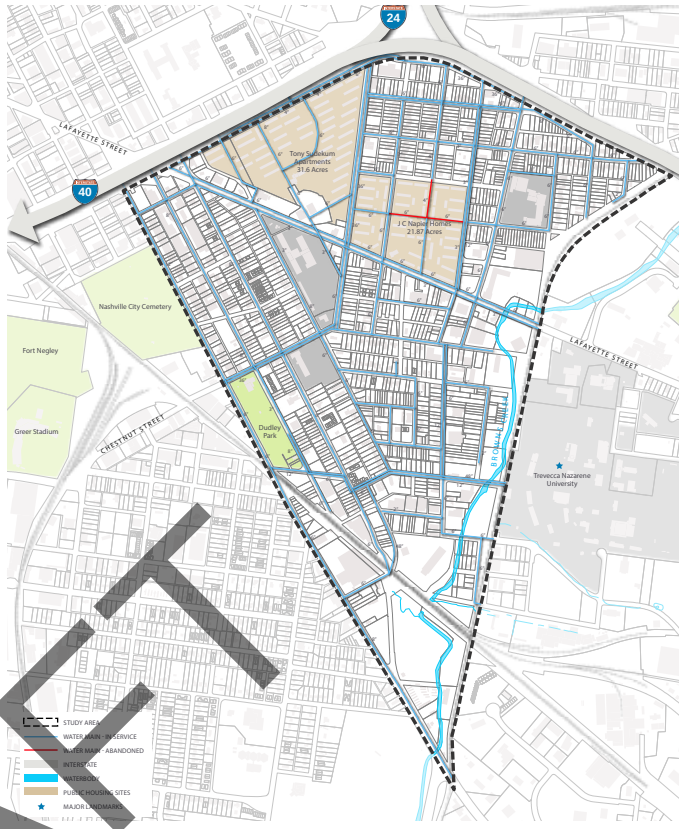

Figure 28. Water Utility Network

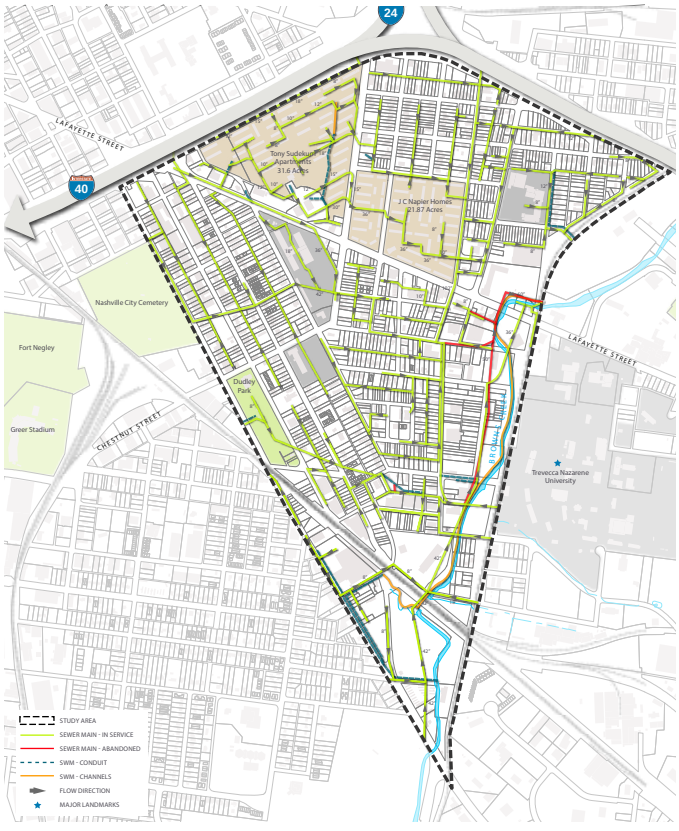

Figure 29. Sewer Utility Network

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detention compartments fill and excess flow overtops the final weir and outfalls the combined sewer into the river.

It is recommended that as each phase of redevelopment occurs throughout the study area that the combined sewers are separated into their own dedicated stormwater and sanitary sewer pipe systems.

Storm Sewer

Stormwater systems are mostly combined with sanitary sewer pipes throughout the development and the study area. There are three main drainage basins within the overall Driftwood CSS basin each with their own diversion structure that connect to the 102" Lewis Street Tunnel and ultimately conveys the flow to the Driftwood Detention Basin.

Gas

Natural gas service is currently available throughout the existing Sudekum and Napier developments. All existing units on site currently feature natural gas furnaces.

Stormwater Quantity

Based on the sites proximity to the Cumberland River, detention may not be required. In the areas that lie outside of the Driftwood CSS, a 100-year conveyance pipe can be installed to the river to alleviate the need for detention on site. If detention is chosen as the preferred method, it will have to meet current Metro Nashville Stormwater requirements and detain the 2 – 100-year storm events.

In the areas within the Driftwood CSS basin, detention will be required in order to attenuate the flows into the sanitary sewer system and to not increase overflows into the river. Detention systems will either take up a large amount of land and thus limit developable building area or will need to be installed underground. If this basin is separated into their own dedicated stormwater and sanitary sewer piping systems, detention can be avoided by piping the flows directly to the river as explained for the areas outside of the Driftwood CSS. Another option would be to install a 100-year stormwater conveyance pipe from this area to the river and bypass the combined system and existing detention basin.

If a 100-year conveyance system is installed for the study area or even for Sudekum and Napier, it could reduce flows into the Driftwood Detention basin enough to eliminate the need for additional storage volume and possibly eliminate or reduce future overflows into the river.

Stormwater Quality

Metro Nashville Stormwater requires the use of Low Impact Design for the water quality treatment of new development. Kimley-Horn recommends using decentralized Low Impact Development strategies, designed on a site-by-site basis, to satisfy water quality requirements. When considered as a whole, the project qualifies for both the redevelopment and the combined sewer water quality credits, reducing the required runoff reduction requirement from 80% to 40%. For master planning purposes, approximately 1,100 square feet per acre of impervious area should be reserved for bio-retention areas. This area may be reduced if permeable pavement is used in parking areas.

Unit mix

Napier has 378 one-to-three bedroom units in 42 garden style buildings on 23 acres where 758 individuals call home. Construction was completed for Napier in 1941 and it has a unit mix of 120 1-bedroom, 193 2-bedroom, and 6 3-bedroom units. Second, Sudekum has 443 units in 40 garden style buildings on 34 acres. Construction was completed for Sudekum in 1953, and it has a unit mix of 235 2-bedroom, 146 3-bedroom, 52 4-bedroom, and 10 5-bedroom units.

Demographics

At Napier, 67% of residents are female, 33% are male and the median income is $8053.00. At Sudekum, 64% of residents are female, 36% are male and with a median income of $6,890.00. The combined racial make-up of the properties are African-American (Napier 91%) (Sudekum 93%), Caucasian (Napier 6%) (Sudekum 5%) and Hispanic (Napier 3%) (Sudekum 2%). About half of the residents are children ages 0-17 (Napier 47%) (Sudekum 63%). At both properties, all residents are low-income, the majority (62%) of households report zero earned income and all are reliant on various forms of public assistance.

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3 PLANNING PROCESS

Officially launching in November 2016, the Choice Neighborhoods Envision Napier - Sudekum planning process consisted of twenty months of intense, community driven efforts to revitalize and redevelop South Nashville. Multiple committees and working groups were formed to ensure maximum participation and engagement of the community leaders, stakeholders and residents.

Starting with representatives from twenty-six local, non-profit and civic organizations that supported our initial

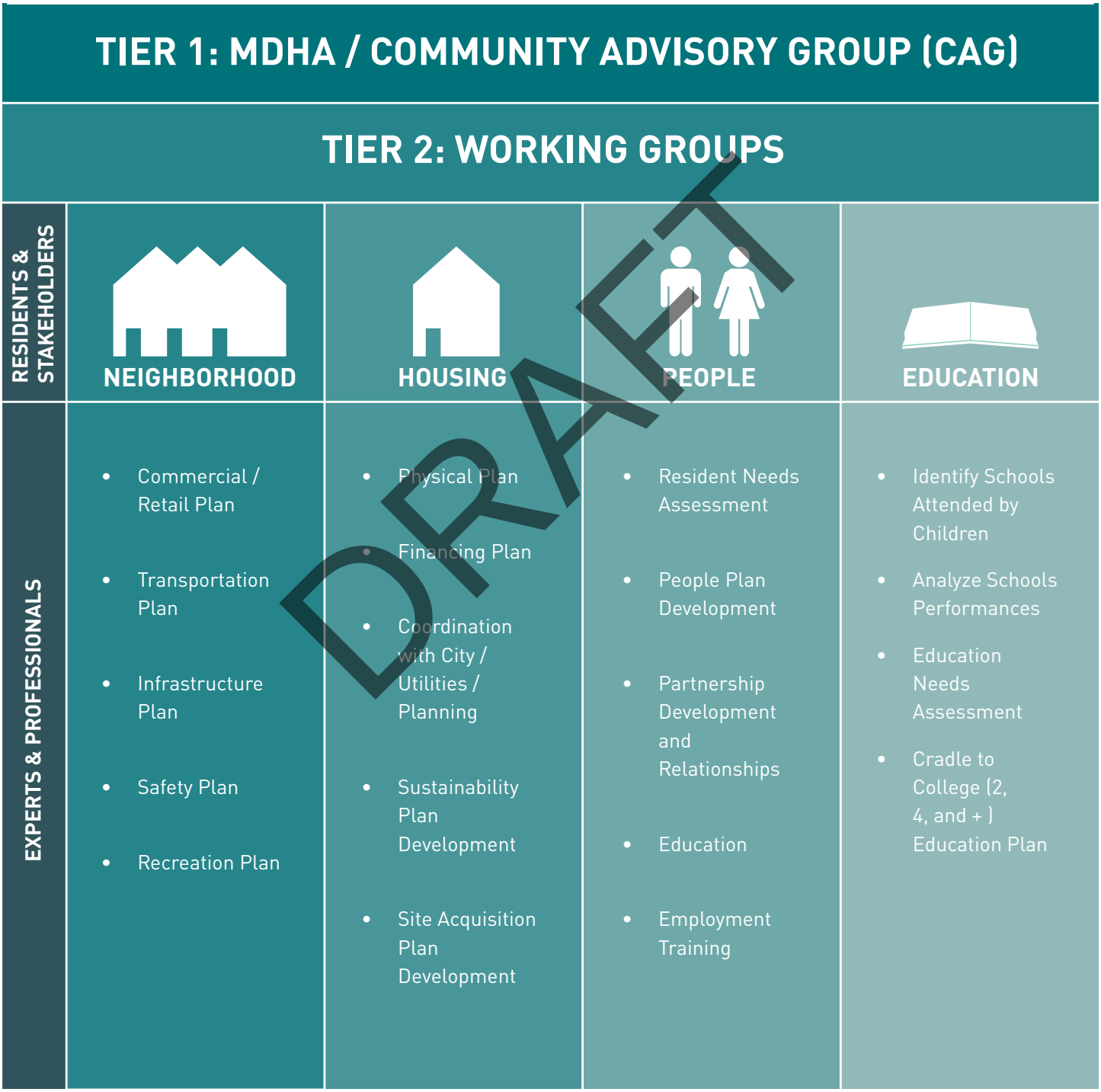

Figure 30. Team Organization and Planning Structure

Choice Neighborhoods application, a Community Advisory Group (CAG) was formed and charged with guiding the flow and implementation of the planning process. As meetings occurred, additional civic, community organizations, churches and resident leaders were recruited and added to the CAG, with its total membership rising to sixty-two active members. CAG meetings took place every other month throughout the process to ensure all partners were well-informed on the progress of the planning grant and could assist in shaping the direction and vision of Envision Napier-Sudekum. To ensure a location that would be central for all parties involved in the process, yet still accessible to encourage full resident participation, all CAG meetings were held at the JC Napier Homes Community Room.

KEY PARTNERS

- TONY SUDEKUM APARTMENTS RESIDENTS
- JC NAPIER HOMES RESIDENTS
- CLAIBORNE FAMILY OF FAITH
- THE FIND DESIGN, INC.
- HYLTON ELITE MARKETING AGENCY
- EXPRESS EMPLOYMENT PROFESSIONALS
- METRO WATER SERVICES
- NASHVILLE RISE
- METRO NASHVILLE POLICE DEPARTMENT
- GRACE M. EATON CHILDCARE CENTER
- FINANCIAL EMPOWERMENT CENTER
- METRO NASHVILLE PUBLIC HEALTH DEPARTMENT
- HARVEST HANDS
- NASHVILLE PUBLIC LIBRARY/PRUITT LIBRARY
- TREVECCA NAZARENE UNIVERSITY
- DOLLAR GENERAL STORE
- ELIJAH'S HEART
- NAPIER UNITED
- JOBS PLUS NASHVILLE
- CHURCH OF THE MESSIAH
- ELECTRONIC CAREGIVER
- ADT HOME SECURITY SERVICES
- WELLCARE HEALTH PLANS
- METRO PARKS AND RECREATION/NAPIER COMMUNITY CENTER
- A VOICE FOR THE REDUCTION OF POVERTY
- METRO PUBLIC ARTS COMMISSION
- NES POWER
- Z-MART CONVENIENT STORE
- WAYNE REED CHRISTIAN CHILDCARE CENTER
- YOUTH ENCOURAGEMENT SERVICES (Y.E.S.)
- NASHVILLE METRO COUNCILMAN FREDDIE O'CONNELL
- NASHVILLE MAYOR'S OFFICE
- METRO DAVIDSON COUNTY JUVENILE COURT
- METRO NASHVILLE PUBLIC SCHOOLS
- URBAN HOUSING SOLUTIONS
- NAPIER ELEMENTARY
- NASHVILLE METRO TRANSIT AUTHORITY
- SEAY HUBBARD UNITED METHODIST CHURCH/ HUBBARD HOUSE
- SILVER STAR/ PAUL'S BARBER SHOP/ CONVENIENT MARKET
- NEW LIFE OUTREACH MINISTRIES
- NASHVILLE METRO PLANNING OFFICE
- NASHVILLE METRO PUBLIC WORKS
- UNITED NEIGHBORHOOD HEALTH CENTER
- MIDTOWN FELLOWSHIP CHURCH
- T AND T DISTRIBUTION
- AMERICAN JOB CENTER
- MAXIMUS/HUMAN SERVICES NORTH AMERICA
- MARTHA O'BRYAN CENTER CHAPTER 2
- TENNESSEE DEPARTMENT OF CORRECTION
- TENNESSEE DEPARTMENT OF MILITARY/TN VOLUNTEER CHALLENGE ACADEMY
- PRUITT DISCOUNT PHARMACY
- DAVIDSON COUNTY SHERIFF'S OFFICE
- PROJECT RETURN

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Figure 31. Key Partners

TEAM ORGANIZATION / PLANNING STRUCTURE

Starting at the November 2016 CAG meeting and continuing during their January 2017 meeting, CAG members self-identified preferred Work Groups in which they intended to participate. Many members chose more than one Work Group to join. In addition, members of the Choice Neighborhoods team actively recruited residents and other community partners throughout the process to attend Work Group meetings. Work Groups met every other month until September 2017, and then increased to occur monthly in order to best refine the vision, goals and strategies within the Work Groups and develop implementation strategies. At times throughout the process the Housing and Neighborhood Work Groups were combined in order to maximize efficiency and benefit from Design Team-facilitated workshops, particularly centered on existing conditions assessments, asset mapping, target housing site development and design review (on-going). To ensure a location that would be accessible for all involved in the process, yet still fairly distributed between the two distinct properties in Napier and Sudekum, Work Group meetings were divided between the two management office community rooms, with the People and Education Work Groups located in Sudekum and the Housing and Neighborhood Work Groups held in Napier. As joint meetings occurred, the Nashville Public Library – Pruitt Branch, a stalwart partner throughout the process, provided auditorium space to allow for larger and more interactive workshops.

To guarantee a collaborative effort between community partners and resident leaders throughout the planning process, Work Group leaders were elected and charged with assisting planning staff with the facilitation of each meeting.

While resident recruitment was an on-going effort from the beginning, specific Resident Only meetings were held so residents unable to participate in the on-going Work Group efforts could still remain informed, and more importantly, have a voice in the direction and vision of the planning process. Resident Only meetings were held on the same day as CAG meetings. While initially held at either Sudekum Apartments or JC Napier Homes, starting at their June 15, 2017 meeting, Resident Only meetings were moved to the Nashville Public Library – Pruitt Branch in order to provide a centralized location convenient to both properties. In addition to general updates, Resident-Only meetings were also used as mini charrettes, providing opportunities for the Design Team to get focused feedback on conditions and design options prior to the community wide charrette workshops.

To ensure overall community input throughout the process, public Town Hall meetings were held at key junctures throughout the planning process, with most on the same day as CAG meetings. During these meetings, community partners, community members and citizens from the greater Nashville area were welcome to attend for updates on the planning process and a facilitated Q&A. Public Town Hall meetings were held at the Church of the Messiah, which was a centralized location within the target area allowing for open access between all parties.

Figure 32. Participants developing a site plan with blocks at the Neighborhood and Housing Work Group Meeting

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CAG MEETINGS: DATES & ATTENDANCE

MEETING 1 — NOV 17 2016

38 ATTENDEES

Discussed the CNI program and listed opportunities and challenges; had residents complete a survey on selecting the best days and times to schedule meetings.

MEETING 2 — JAN 12 2017

30 ATTENDEES

Discussed who should be a part of the CAG; held break-out groups and discussed the leaders in the community that needed to be a part of discussions; listed more needs of the community.

MEETING 3 — MAR 16 2017

30 ATTENDEES

Discussed Work Group Leadership; Introduced the Architect and Engineering firm; discussed the Needs Assessment and schedule; introduced the Health Equity Impact Tool and how it will impact the community.

MEETING 4 — JUN 15 2017

15 ATTENDEES

Discussed initial drafted goals of both the People and Education Work Groups; discussed milestones achieved to date; discussed the initial data from the Needs Assessment Analysis regarding the People, Education, Housing and Neighborhood.

MEETING 5 — SEP 14 2017

31 ATTENDEES

Reviewed and refined People and Education Work Group Goals; discussed how we address potential overlap between Work Groups; discussed prioritizing goals for implementation.

MEETING 6 — OCT 19 2017

18 ATTENDEES

Review of refined Work Group Goals and Market Study Presentation.

MEETING 7 — DEC 14 2017

25 ATTENDEES

Presentation of Rough Draft of Transformation Plan

Figure 33. Discussions during a CAG meeting

Figure 34. MDHA Team providing updates to CAG

Figure 35. A&E Team updating CAG on the concepts

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RESIDENT-ONLY MEETINGS: DATES AND ATTENDANCE

MEETING 1 — NOV 17 2016

25 ATTENDEES

Discussed the CNI program and listed opportunities and challenges; had residents complete a survey on selecting the best days and times to schedule meetings.

MEETING 2 — JAN 12 2017

22 ATTENDEES

Discussed the expanded target area; CAG and Work Groups; Survey Proctors and the Planning Process; charrettes workshops and the selection and hiring of the Architect and Engineering Team.

MEETING 3 — MAR 16 2017

17 ATTENDEES

Discussed Work Group Leadership; introduced the Architect and Engineering Firm; discussed the Needs Assessment and schedule; introduced the Health Equity Impact Tool and how it will impact the community: completed a Hopes and Fears exercise.

MEETING 4 — JUN 15 2017

30 ATTENDEES

Discussed initial drafted goals of both the People and Education Work Groups; discussed milestones achieved to date; discussed the initial data from the Needs Assessment Analysis regarding the People, Education, Housing and Neighborhood.

MEETING 5 — DEC 14 2017

14 ATTENDEES

Presentation of Rough Draft of Transformation Plan.

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Figure 36. Residents working together to develop a Preferred Site Plan

Figure 37. Napier Sudekum kids participating in the Street Fest

Figure 38. Residents formed into groups for a work session

TOWN HALL MEETINGS: DATES AND ATTENDANCE

MEETING 1 — NOV 17 2016

29 ATTENDEES

Discussed the CNI program and listed opportunities and challenges

MEETING 2 — JAN 12 2017

34 ATTENDEES

Discussed the expanded target area; CAG and Work Groups; Survey Proctors and the Planning Process; Charrettes Workshops and the selection and hiring of the Architecture and Engineering Team.

MEETING 3 — MAR 16 2017

17 ATTENDEES

Discussed Work Group Leadership; Introduced the Architect and Engineering firm; discussed the Needs Assessment and Schedule; Introduced the Health Equity Impact Tool and how it will impact the community.

MEETING 4 — JUN 15 2017

11 ATTENDEES

Discussed initial drafted goals of both the People and Education Work Groups; discussed milestones achieved to date; discussed the initial data from the Needs Assessment Analysis regarding the People, Education, Housing and Neighborhood.

MEETING 5 — DEC 14 2017

06 ATTENDEES

Presentation of Rough Draft of Transformation Plan.

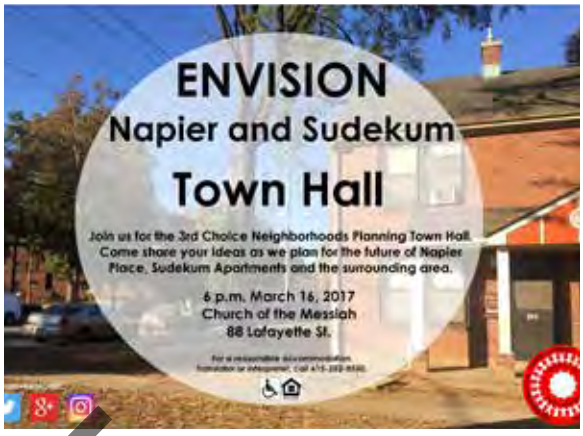

Figure 39. Town Hall Meeting Flyer

Figure 40. Community members participating in the Community Charrettes

Figure 41. MDHA Team updating the community on concepts and next steps

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PEOPLE WORK GROUP: DATES AND ATTENDANCE

MEETING 1 — DEC 06 2016

10 ATTENDEES

Discussed the CNI program and listed Roles and Responsibilities of Work Group; conducted break-out sessions on the changes needed in the community.

MEETING 2 — FEB 07 2017

12 ATTENDEES

Discussed the CNI planning process; discussed potential survey questions; conducted an exercise listing topics that may be important to the community-participants categorized the importance of each topic on a scale of 1 to 3; 1 being of great importance.

MEETING 3 — APR 18 2017

26 ATTENDEES

Discussed what partnerships and services are currently available; what services are missing and discussed initial goals and/or ideas to fill in the gaps.

MEETING 4 — JUN 06 2017

12 ATTENDEES

Reviewed data from Needs Assessment and discussed Crime/Social/Supportive Services, Healthcare and Employment/Training gaps and solutions; discussed initial goals and strategies.

MEETING 5 — JUL 11 2017

25 ATTENDEES

Reviewed the list of gaps and barriers in services identified within the four sub-groups of Crime, Employment/Job Training, Social Services and Healthcare. Reviewed data from Needs Assessment and discussed Crime/Social/Supportive Services, Healthcare and Employment/Training gaps and solutions. Reviewed Comprehensive Needs Assessment Analysis Report and refined vision, goals and strategies.

MEETING 6 — AUG 15 2017

26 ATTENDEES

Updated goals and strategies and added more details to each.

MEETING 7 — OCT 10 2017

28 ATTENDEES

Finalized goals; discussed and refined strategies; held initial discussions on how, when and what cost to implement strategies

PEOPLE WORK GROUP LEADERS:
Vickeeta Coleman (Martha O'Bryan Center) and Sheronda Wilson (Napier and Sudekum Social Service)

MEETING 8 — NOV 07 2017

22 ATTENDEES

Finalized strategies and ensure it aligns with data from the Needs Assessment Analysis pertaining to the community; discussed potential cost of initial and long-term implementation.

MEETING 9 — DEC 14 2017

11 ATTENDEES

Employment training partners Focus Group meeting

Figure 42. Day Out Against Crime

Figure 43. Resident and Community Needs Assessment Survey

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EDUCATION WORK GROUP: DATES & ATTENDANCE

MEETING 1 — DEC 09 2016

08 ATTENDEES

Discussed the CNI program and listed Roles and Responsibilities of the Work Group; identified schools that both Sudekum and Napier children attend; developed questions for the Needs Assessment.

MEETING 2 — FEB 14 2017

07 ATTENDEES

Developed vision, goals and strategies and identified components of the Education portion of the Needs Assessment.

MEETING 3 — APR 20 2017

21 ATTENDEES

Developed vision, goals and strategies; discussed what services are currently available; what services are missing; identified some initial ideas or goals to set in order to fill the gaps in services.

MEETING 4 — JUN 01 2017

23 ATTENDEES

Reviewed and finalized comprehensive Needs Assessment; refined goals and strategies.

MEETING 5 — JUL 13 2017

11 ATTENDEES

Facilitated a review and discussion on the comprehensive Needs Assessment Analysis report, noting areas which referenced initial goals, while also seeking input for any missing topics.

MEETING 6 — AUG 17 2017

15 ATTENDEES

Reviewed drafted goals and strategies and refine the goals and ensure there are none that will overlap.

MEETING 7 — OCT 12 2017

12 ATTENDEES

Presentation of Rough Draft of Transformation Plan

EDUCATION WORK GROUP LEADERS:
Rob McRay (Youth Encouragement Services) and Angela Cole (Sudekum Resident)

EDUCATION

MEETING 8 — NOV 09 2017

22 ATTENDEES

Finalize strategy and make sure that the strategies align with the data from the Needs Assessment and community need; evaluated the timeline for initial implementation; identified potential agencies/organizations that could serve as lead for strategy.

MEETING 9 — DEC 18

22 ATTENDEES

Education partners Focus Group meeting

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Figure 44. Art Collages by Kids

Figure 45. Encouraging various different types of interests

HOUSING WORK GROUP: DATES & ATTENDANCE

MEETING 1 — DEC 07 2016

10 ATTENDEES

Discussed the CNI program and initiated the process to select work group leadership

HOUSING WORK GROUP LEADERS:
Jessie Staudelbauer (Metro Public Works/Napier Resident) And Pastor Judy Quarles (Claiborne Family Of Faith)

HOUSING

MEETING 2 — FEB 09 2017

13 ATTENDEES

Completed Hope / Fear exercise.

MEETING 3 — APR 25 2017

16 ATTENDEES

Completed existing conditions assessment and visioning exercise

MEETING 4 — JUN 14 2017

35 TOTAL ATTENDEES

First combined meeting with the Neighborhood Work Group. Completed a work session on initial target housing site development options and alternatives.

MEETING 5 — JUL 18 2017

12 ATTENDEES

Reviewed the analysis data from the resident survey analyzed by Vanderbilt; discussed goals and strategies developed in previous Work Group Meeting to include in the final Transformation Plan

MEETING 6 — AUG 18 2017

37 TOTAL ATTENDEES

Combined with Neighborhood Work Group; reviewed and received input on housing typologies and amenities.

MEETING 7 — SEP 14 2017

11 TOTAL ATTENDEES

Joint meeting of all Work Group leaders to review progress and the path to finalize the Transformation Plan.

MEETING 8 — OCT 19 2017

13 TOTAL ATTENDEES

Combined with Neighborhood Work Group; reviewed the results of the Market Analysis.

MEETING 9 — NOV 11 2017

18 TOTAL ATTENDEES

Combined with Neighborhood Work Group; reviewed final site development plan and phasing.

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NEIGHBORHOOD WORK GROUP: DATES & ATTENDANCE

NEIGHBORHOOD WORK GROUP LEADERS:
Beverly Hall (local business owner) and Varnella Edmiston (Napier Resident)

MEETING 1 — DEC 08 2016

12 ATTENDEES

Completed review of CNI program and discussed roles and responsibilities of the work group.

MEETING 2 — FEB 16 2016

19 ATTENDEES

Solidified work group leadership and completed Hope/Fear exercise

MEETING 3 — APR 27 2016

21 ATTENDEES

Completed existing conditions assessment and visioning exercise

MEETING 4 — JUN 14 2017

35 TOTAL ATTENDEES

First combined meeting with the Housing Work Group. Completed a work session on initial target housing site development options and alternatives.

MEETING 5 — JUL 20 2016

17 ATTENDEES

Reviewed the analysis data from the resident survey analyzed by Vanderbilt; discuss goals and strategies developed in previous Work Group Meeting to include in the final Transformation Plan.

MEETING 6 — AUG 18 2017

37 TOTAL ATTENDEES

Combined with Housing Work Group; reviewed and received input on housing typologies and amenities.

MEETING 7 — SEP 14 2017

11 TOTAL ATTENDEES

Joint meeting of all Work Group leaders to review progress and the path to finalize the Transformation Plan.

MEETING 8 — OCT 19 2017

13 TOTAL ATTENDEES

Combined with Housing Work Group; reviewed the results of the Market Analysis.

MEETING 9 — NOV 16 2017

18 TOTAL ATTENDEES

Combined with Housing Work Group; reviewed final site development plan and phasing.

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COMMUNITY DESIGN CHARRETTES: DATES AND ATTENDANCE

MEETING 1

MAY 13 2017

700+ ATTENDEES

The goal of the Street Fest was to celebrate and engage residents and neighbors in the Envision Napier and Sudekum (ENS) Planning Process. The Architecture and Engineering (A&E) Team facilitated the resident input portion gathering feedback from the housing and amenities options gathered over the last few months during our ENS Work Group meetings. The Street Fest included giveaways, live entertainment (to include performances by MNPS Napier Elementary School, talent from neighborhood churches and community members), games and activities for all ages including bingo, face painting and a rock climbing wall. This event was successful in bringing community members together

MEETING 2

JUN 06 2017

83 ATTENDEES

A&E Team Facilitated Workshop with visuals illustrations of what they would like to see in the Napier and Sudekum community as it relates to housing options and amenities utilizing the dots system. The Team also presented the Neighborhood Framework and potential Charles E. Davis Boulevard cross section for input and discussion. The A&E Team tabulated the responses from selections

MEETING 3

SEP 14 2017

69 ATTENDEES

A&E Team Facilitated Workshop with visual illustrations of the preferred plan and latest housing typologiy design options. The A&E Team tabulated the responses from selections

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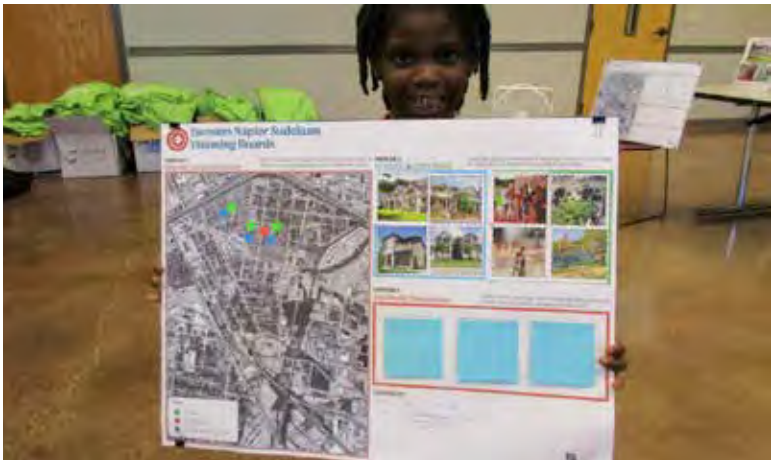

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COMPREHENSIVE NEEDS ASSESSMENT/RESIDENT SURVEY

In the spring of 2017 stakeholders from the Napier-Sudekum target area came together to create and implement a comprehensive Needs Assessment to inform the planning work of Envision Napier-Sudekum. These stakeholders include participants such as MDHA property residents, residents of the surrounding neighborhoods, local business owners, faith leaders, elected officials, educators and government agencies. Those stakeholders helped to generate a Needs Assessment Survey that included questions about income and employment, transportation, neighborhood resources, supportive services, safety; health, as well as children, youth, and education.

The process to design the Needs Assessment was conducted during February-April through meetings of the People and Education Work Groups, and was coordinated by co-grantee the Martha O'Bryan Center (MOBC). The design of the survey tool took place in three phases:

1. The Work Groups evaluated a Needs Assessment developed by MDHA and MOBC for use in a previous planning process called Envision Cayce, which was based on the Choice Neighborhoods model. The Work Groups decided to use that instrument as a starting point, edited and refined it to meet the planning needs for Envision Napier-Sudekum.

2. The revised survey was shared with subject matter expert partners such as Nashville Metro Public Health, Nashville Metro Art Commission and Vanderbilt University for review and edit. For example, Metro Public Health used the Health Equity Impact Tool to evaluate and suggest changes in the Needs Assessment (that tool's first use in Nashville).

3. The Work Groups made a final review of the revised survey so that all relevant questions were being asked and that they were asked in a way that would be most easily understood by community members as they completed the survey.

When it came time to administer the Needs Assessment throughout the community MOBC, in its role as co-grantee and Needs Assessment coordinator, hired sixteen (16) residents from both Napier and Sudekum to serve as survey proctors. Proctors completed three training sessions on facilitation, problem solving, planning talking points and the survey instrument itself. Beginning in late April and lasting throughout May, the survey proctors collected surveys in three ways:

- Survey collection was kicked off on April 28 with a large survey pop-up event throughout the neighborhood, with survey tents at six locations including Martha O'Bryan Southside Center, the Dollar General Store, the Nashville Public Library Pruitt Branch, the Napier Community Center and both the Sudekum and Napier management offices.
- During May, teams of survey proctors went door-to-door to every residence and business throughout the target area at least once to administer the survey. If no one was at home proctors left calling cards with information about the Planning Process and how to schedule a return visit to take the survey. Community members were also given the choice to complete a paper survey in their own time, which proctors returned to collect when complete.
- Finally, proctors were stationed at three major neighborhood events to complete the surveying process – the South Nashville Street Fest (sponsored by Choice Neighborhoods

In total, 383 surveys were completed. Of those, 18 respondents live in the greater Napier community, and 365 are residents of Napier or Sudekum. Upon the conclusion of the data collection process, survey proctors entered the data into a survey database and the raw data was provided to Vanderbilt University Department for Human and Organizational Behavior for analysis. Key findings from the Needs Assessment are outlined here in areas of health, education, and economic self-sufficiency. Additionally, this section summarizes resident responses related to services in the neighborhood including their satisfaction with those services, the accessibility of services, and desires for new and improved services in the future.

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Health

According to the American Community Survey 2015 5-year Census, the majority (89%) of Napier-Sudekum target area residents have health insurance. Based on the 2017 Needs Assessment, approximately two-thirds (69%) of residents report having a place of healthcare where they regularly go, other than an emergency room when they are sick or need advice about their health, and 12% indicate they use the Cayce Clinic, a Federally Qualified Health Center. 23% of households include someone with either a physical (17%) or mental (13%) disability. Respondents indicate that better transportation (11%), accessible housing units (8%), and mental health counseling (8%) are the most needed services to assist disabled persons to manage their daily activities.

Education

The Cayce Choice Neighborhood target area has a great need for quality schools and rigorous out-of-school-time resources, since local schools rank among the lowest performing in the city, dropout rates are high, college access rates are low, and college graduation rates are lower still. Zoned elementary and middle schools scored D's or F's in Reading, Math, Science, and Social Studies, according to Tennessee Comprehensive Assessment Program results (TN Department of Education, 2015). This trend continues at the neighborhood's zoned high school, where more than 39% of students demonstrated basic or below basic proficiency in Algebra I and 32% in English I. As a result, approximately 22% of McGavock students will drop out before graduation (TN Department of Education Report Card, 2015). Additionally, 30% of parents do not attend events such as performance, PTA meetings, etc. at their children's school. The most cited reason for that is a lack of transportation (25%).

Economic Self-Sufficiency

In Naper-Sudekum, half (50% American Community Survey 2015 5-year Census) of those in the workforce are employed with a median household income of $11,578; compared to the average income of $28,318 for the larger Choice Neighborhood target area (Census Tracts 148, 160). According to the Needs Assessment, 37% of target residents between the ages of 18-64 receive wage income. In the resident Needs Assessment, job training (29%) and computer training (10%) were listed as the two most needed services for the neighborhood. Adding to these barriers, only 47% of residents in Cayce have vehicles and 34% of respondents indicate insufficient public transit is an employment barrier.

Resident satisfaction and accessibility of services

A majority (76%) of respondents agree or strongly agree that they have good relationships with others in the community. The Envision Napier-Sudekum Needs Assessment indicates that the 80% of respondents have used at least one type of supportive service in the past year. The most common services were meal assistance (36%) and job training (8%). Of those households that access youth programs, 33% of residents are very satisfied by their quality, while 45% are not satisfied with these programs. 58% of residents are not satisfied with the quality and selection of the location they purchase the majority of their food. In terms of accessibility of services and barriers to access, knowledge of programs was the top barrier with 12% of respondents indicating that there were unaware of existing services. The other most identified barrier is lack of childcare (53%).

Resident preferences for improved and new services

Through the Needs Assessment, residents identified opportunities for new and improved services in two categories:

1. Commercial services
2. Social / Civic services.

For commercial services, respondents indicated that the following are very needed: grocery store (75%), and affordable childcare (53%).

For social/civic services, residents identified that the following are very needed: parks and play areas (42%), job training (29%), computer training (10%), expanded youth programs (11%), and college prep classes (8%). This need was consistent across all age groups.

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CAPACITY BUILDING (FOCUS GROUPS AND EVENTS)

Connected to but separate from the every other month Resident-Only meetings, resident-based Focus Groups were held to extract information on topics not yet covered and to fully initiate capacity building efforts. Focus Groups were primarily held at the Nashville Public Library –Pruitt Branch and included topics on needs and wants within the community, potential recreation options and green spaces, opportunities for public art and input for upcoming early action events. Residents were also engaged in field trips to local sites to assist in broadening their outlook on what was possible within the community. Field trips included visits to Harvest Hands Community Development Corporation to look at after school programming, neighborhood athletics and social entrepreneurship; Centennial Sportsplex to see the full potential of how recreation services could be expanded; and finally to the Napier Community Center to discuss both the positives of its on-going work with neighborhood families and the potential to expand its services through the implementation of a regional center.

Beyond planning based focus groups, resident leadership training was identified as a way to engage residents on reoccurring topics that came throughout the planning process. Utilizing a mix of professional speakers and representatives from other mixed-income projects, workshops are scheduled throughout spring 2018 that include sessions on Mixed-Income Transitions, Neighborhood Associations best practices and Resident-driven Crime Prevention through Neighborhood Watch. Opened up to both Napier Place and Sudekum apartments,as well as the larger Napier community, the intent is to provide opportunities for residents to see and learn from those that have already experienced this type of community development and empower them to address these opportunities for change within their own neighborhood. At the conclusion of the community workshops, individual Envision Leadership Academy will kick-off, providing opportunities for current and future community leaders to receive leadership training.

In addition to resident capacity building workshops, capacity building looked to incorporate art as a way to engage residents around the concepts of identity, culture and community naming. Recognizing the need to preserve the history and culture of the neighborhood while planning for its future, MDHA partnered with Nashville Metro Arts Commission to facilitate a community art studio. Designed as a way to engage residents of all ages throughout the great Napier area, two artists were identified through Metro Arts to facilitate workshops on individual identity culture in October 2017. Artist LeXander Bryant utilized photography as a way for youth to capture the community through their eyes, with pictures showing their residences, as well as community assets like the Pruitt Library.

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Artist Stephanie Pruitt engaged the community through both physical creation and poetry. Through individually-designed identity masks, poetry writing exercises and a designed 3D replica of an existing unit at Napier Place, over 60 residents were able to express their individual identity and community culture through this art residency project.

As we look to 2018, artists will again be used for community engagement and capacity building. Using the individual identity projects as a spring board, the artist residency program will look towards broader community identity and naming as a way to facilitate conversations around what the new community should be called – again preserving history while looking towards the future.

Capacity building throughout the planning structure was rounded out by three primary events initiated by the Envision Napier-Sudekum planning process – Bridging the Gap Resource Fair, South Nashville Street Fest Coming Together Day and National Take Back the Night.

FOCUS GROUPS: DATES AND ATTENDANCE

MEETING 1
JAN 19 2017

12 ATTENDEES

A community conversation about the Planning Process

MEETING 2
JAN 31 2017

09 ATTENDEES

Developed vision, goals and strategies and identified components of the Education portion of the Needs Assessment.

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- Bridging the Gap Resource Fair 11/19/2016; 600+ in attendance; provided several resource stations in both Sudekum and Napier giving food items for residents to prepare for their holiday meal. In addition, we prepared a one-page document to share information about the CNI Planning Process at Napier and Sudekum

- South Nashville Street Fest: "Coming Together Day" 5/13/2017; 700 + in attendance; the goal of the Street Fest was to celebrate and engage residents and neighbors in the Envision Napier and Sudekum (ENS) Planning Process. Those in attendance had the opportunity to provide input on the feedback gathered over the last few months during our ENS Work Group meetings. The Street Fest included giveaways, live entertainment (to include performances by MNPS Napier Elementary School, talent from neighborhood churches and community members), games and activities for all ages including bingo, face painting and a rock climbing wall. This event was successful in bringing community members together

- Night Out Against Crime (Day Out Against Crime) 8/1/2017; in attendance; the goal of Day Out Against Crime Event was to bring residents together from both Napier and Sudekum and the surrounding community as we seek to strengthen neighborhood spirit and strive to build stronger ties with our Metropolitan Nashville Police Department. Free food, over 25 service providers, live entertainment and a kids Fun Zone. Discussions began in the library about the Community Safety Plan

- Bridging the Gap Resource Fair 11/4/2017; 900+ in attendance; This was the second annual Bridging the Gap Resource Fair and the idea was to target specific resources that were identified as gaps in Work Group meetings ranging from employment, youth and elderly services, pharmacy and nutrition and health services. These resources were also identified in the Needs Assessment as gaps. In addition to providers sharing their services and/or goods, we provided families of both Napier and Sudekum and the surrounding community with a food giveaway with the holiday fixings to families based on household size

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4 OUR VISION

NEIGHBORHOOD PLAN

A. VISION

"To build upon the existing neighborhood assets to create a cohesive, connected, safe and diverse community of choice, and improve the quality of life for the community."

The neighborhood component of our Plan in collaboration with the work established through other city-wide planning efforts such as, NashvilleNext, nMotion, Let's Move Nashville, etc. Through the resident Needs Assessment Survey and multiple work sessions with the Neighborhood and Housing Work Groups, issues and opportunities were identified and overall goals were developed to address the community needs. The groups worked with the Design Team to identify strategies to implement the goals.

GOALS

Integrate Napier Sudekum with the overall neighborhood to create a cohesive community

Establish better connectivity and accessibility

Establish a network of functional green open spaces

Enhance neighborhood identity

Expand community facilities and retail services

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1 Strategy
Create a Neighborhood Framework

Based on the Existing Conditions Assessment and input received from the residents and community through Work Group sessions and Community Charrette, the Design Team created a Development Opportunities map which highlighted all the areas which had potential to develop or redevelop, based on being vacant or underutilized. It also acknowledged the major road connections, access points and gateway nodes. This formed the basis of the Neighborhood Framework Plan (Figure 47). To support the vision and goals of the Neighborhood Plan, a variety of urban planning and design strategies were identified. These strategies are aimed at developing a framework that will provide the foundation needed to move the Napier Sudekum target area closer to its expressed goal of establishing a mixed-income, mixed-use community that will welcome, support, and improve opportunities for new and existing residents. These strategies focus on the

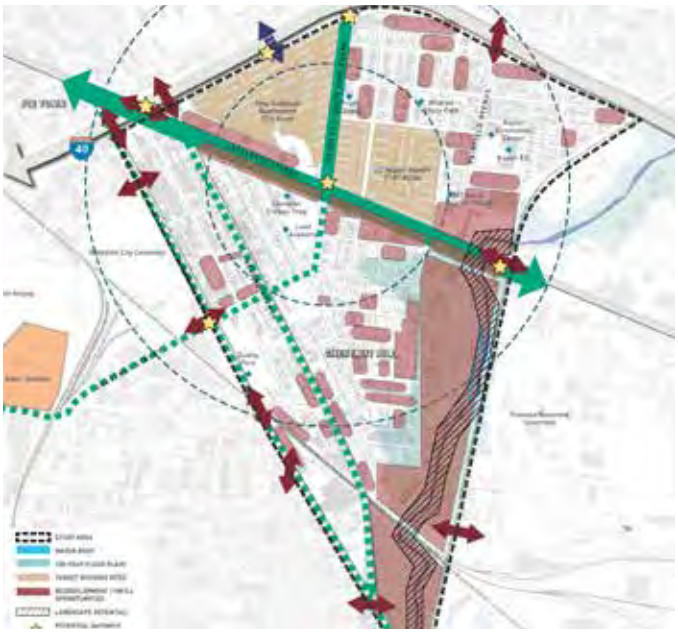

Figure 46. Development Opportunities

following realms:

- Street Network
- Open and Green Space Network
- Transit Improvements
- Community Services
- Mixed Land Uses
- Neighborhood Preservation
- Gateway Improvements and Enhancements

Street Network

The bones of Nashville's street grid network are apparent in the study area, but there are opportunities to provide better connectivity by adding street connections within larger contiguous parcels, such as the Napier and Sudekum properties and some of the Chestnut Hill properties adjacent to Second Avenue. These connections will provide options not only for vehicular traffic within the target neighborhood area, but also increase multi-modal functionality for the community.

The Framework identifies major corridors for streetscape improvements and pedestrian enhancements. It includes Lafayette Street, Fourth and Second Avenue as the primary corridors; Charles E. Davis Boulevard, Fairfield Avenue and Chestnut Street as secondary corridors and Cannon Street, First Avenue and Hart Street as important neighborhood streets. Cannon Street (existing and extended) connects multiple neighborhood resources such as the Public Library, Health Clinic, Napier Community Center, Napier Elementary School and pedestrian bridge. First Avenue connects multiple historic and institutional assets and Hart Street connects the southern residential neighborhood to the new road proposed along Trevecca Nazarene University and recreational open space to the east.

Enhancing the area's connectivity includes not only establishing new connections within the community, but also creating context-sensitive "Complete Streets" where possible. Complete Streets in the target area will feature a strong pedestrian realm and include wide sidewalks, planting strips, streetscape furnishings, bike facilities and other traffic calming elements. Specific Complete Streets elements are addressed in the Infrastructure Improvements section of the Housing Plan and include improvements to Charles E Davis Boulevard, Cannon and Lafayette Streets.

Open and Green Space Network

Open and Green spaces tend to be a community's most valued asset. These spaces provide community gathering and recreational opportunities that are essential to a neighborhood's identity and vitality. Ensuring that the Napier Sudekum community has a network of recreational and communal spaces is a highlight of the Envision Napier Sudekum Plan. To accomplish this, the Plan includes shared small and large scale green spaces for the community, which currently has limited green space, served only by Dudley Park and small pocket parks.

The land along Browns Creek is currently vacant and underutilized but creates a large opportunity to be developed as a linear park and recreational area that the residents have identified as one of their needs. The new road proposed on the western edge of Trevecca Nazarane University would front this linear park and make it safer for accessibility and visibility purposes. A potential greenway could follow along the creek and also connect to the southern and northern communities. This new opportunity also aligns with the Nashville Parks & Greenways Master Plan and its recommendations.

The cornerstone of the ENS Plan is the new Central Park, which will be the community's central green space. The amenities featured in the park were designed through community input. Residents used a priority planning technique to identify the recreational facilities they would most like to see in the new park. Based on this input, Central Park will feature a pavilion, a playground, a splash pad (near the hub) and basketball courts. The community also expressed a desire for a community garden area, but this priority will be addressed with Harvest Hands' proposed new urban farm, just north of the Napier Sudekum properties, so it is not included in the Central Park Plan.

Central Park will also serve to protect some of the large existing canopy trees in the Napier Sudekum neighborhood while also providing a buffer for the community from the adjacent interstate. The Park will mitigate traffic noise and also serve as an aesthetic buffer for residents. An

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additional landscaping buffer is proposed along the interstate for the potential housing that would be adjacent to it. There are opportunities for a greenway and walking trails through this linear park, along which public art installations can provide additional aesthetic community enhancements.

Sidewalks are another key component to the Central Park Plan, both within the park as walking paths, as well as via pedestrian-safe crossings connecting to The Hub. These pedestrian facilities, enhanced with special pavement treatments, will provide connectivity to a hardscape plaza between the new neighborhood health clinic and existing Napier library. Additional park facilities include hardscape plazas. In warmer months, the community will have access to a hardscape plaza in front of the proposed community center, which will feature an urban-style splash pad. During colder months, the splash pad will be turned off while providing space for performances, outdoor classroom activities or other community events.

In addition to Central Park, the Napier Sudekum sites will have opportunities for smaller-scale green spaces that provide a more intimate outdoor setting for residents. These courtyards will feature community-building amenities such as fire pits, grills, outdoor eating facilities, playground equipment and an open space that can serve to host movie watching and other programmed events. Near individual units, these green spaces will provide neighborhood children a place for regular play close to their home so that a trip to Central Park is not always needed for recreation.

Transit Improvements

Transit services are very important to Napier Sudekum residents to conduct everyday business, such as work, school, grocery shopping, etc. The ENS Plan prioritized multi-modal functionality within the neighborhood when envisioning the community's future to ensure adequate access to these services. In addition to the Complete Streets design features discussed in the Street Network section, the ENS Plan proposes the development of a major transit stop at the intersection of Lafayette Street and Charles E. Davis Boulevard, two of the neighborhood's most important corridors.

This transit stop will be supported by additional transit improvements along Lafayette Street, which in the near future include the deployment of Bus Rapid Transit (BRT) service and corresponding facilities. Long-term improvements include the conversion to light rail technology and corresponding amenities and enhancements. In addition to bus shelters, wayfinding and other necessary transit details, improving walkability throughout the target area with sidewalks, crosswalks and other pedestrian-oriented facilities will further enable transit travel in the Napier and Sudekum communities.

Community Services

There have been discussions for relocating the existing Napier Community Center closer to the Pruitt Public Library and creating a "HUB" of community services that cater to the larger neighborhood. The potential uses, in addition to the existing public library and health clinic could include a regional community center with a comprehensive fitness center, studio spaces, etc. Consolidating all these services along Charles E. Davis Boulevard, across from the Central Park, makes this area an important destination for the larger community and adds to the identity of the target area.

Mixed Land Uses

The Framework Plan also focuses on the land use recommendations to establish and guide development and redevelopment opportunities within the Choice Neighborhood area. The recommendations to encourage mixed land uses that are complimentary to each other, were based on the input received from the residents, community, and market study. It also aligns with the NashvilleNext recommendations.

The proposed transit improvements planned along Lafayette Street, Fourth and Second Avenue creates an opportunity to redevelop these corridors to denser mixed-use developments. The properties south of Lafayette Street need to be rehabilitated with improvements to enhance pedestrian experience. Given the constrained depth of those properties they could continue to function as retail/commercial areas.

The Framework Plan acknowledges the existing residential areas as the heart of the neighborhood and the vacant and underutilized properties as opportunities for

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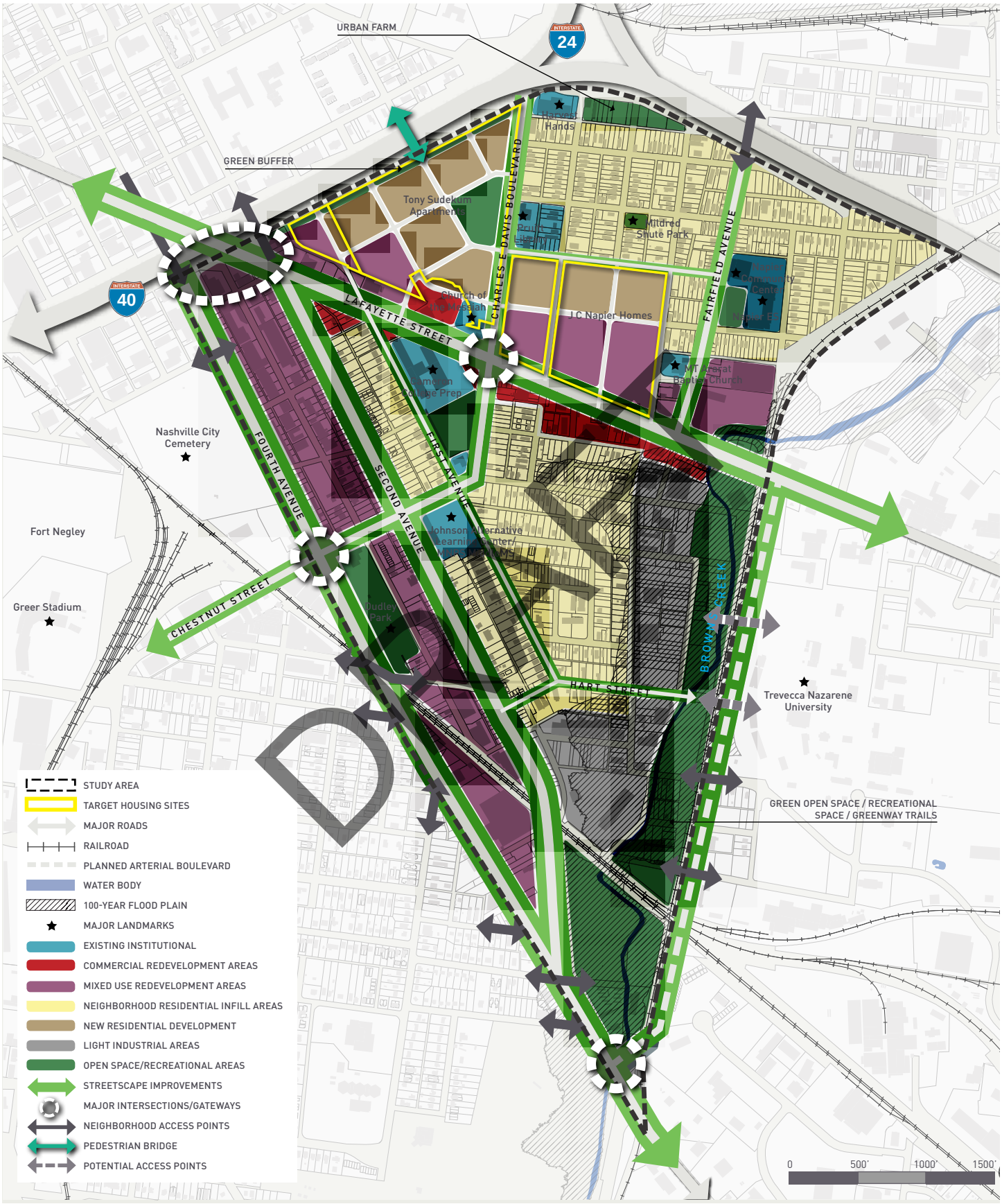

Figure 47. Neighborhood Framework Plan

residential infill development. The community has also expressed the need for code enforcement to ensure the upkeep of the existing buildings in the neighborhood.

The redevelopment of Napier and Sudekum apartments provides an opportunity to act as the catalyst for new multi-family development, adding more residents to the choice neighborhood area

The existing light industrial and institutional areas add diversity and are considered anchors within the neighborhood. These areas would need infrastructure and streetscape improvements for better connectivity and safer pedestrian experience.

Neighborhood Preservation

The community articulated a vision to preserve and enhance the existing residential neighborhoods surrounding Napier-Sudekum. Neighborhoods such as Chestnut Hill are already experiencing a hot single-family housing market with median home values approaching twice that of Metro Nashville's. The Greater Napier neighborhood is beginning to experience pricing pressure due to investor activity, which is expected to increase over time.

To address these concerns the community has crafted a strategy in alignment with NasvhilleNext's approach to housing market equity known as "Fund It, Build It, Preserve It, Retain It" (NashvilleNext, Volume II: Housing). This strategy utilizes existing programs to preserve existing housing that serves low- and moderate- income households, while incentivizing the creation of new affordable units on infill lots.

Preserve Existing Housing: Utilize MDHA's Homeowner and Rental Rehab Program, which helps to preserve existing affordable housing units for households with incomes at or below 80% area median income (AMI). The program addresses health and safety concerns, brings homes up to Code, and makes accessibility improvements. Partner with Metro Nashville's affordable housing fund (the Barnes Housing Trust Fund) and eligible developers to renovate existing housing units to provide homeownership and rental opportunities.

Incent Creation of New Units on Infill Lots: Work with Community Housing Development Organizations (CHDO) to use federal HOME dollars to create new affordable housing units for both rental and homeownership opportunities on infill lots in the areas identified for preservation. Partner with the Barnes Housing Trust Fund and eligible developers to build new housing for affordable homeownership and rental opportunities.

Gateway Improvements and Enhancements

The Neighborhood Framework identifies major intersections and gateways for improvements to enhance the identity of the neighborhood. The proposed Nashville Metropolitan Transit Authority and the Regional Transportation Authority of Middle Tennessee (MTA/RTA) Transit Plan "nMotion" identifies Murfreesboro Pike (Lafayette Street) and Nolensville Pike (Fourth Street) as potential transit corridors, making the junction of Second Avenue, Fourth Avenue and Lafayette Street, along I-40 critical to serve as a major transit hub and gateway to the neighborhood. Redeveloping this area would also help with accessibility to and from the interstate and connectivity issues, as identified by the community.

As mentioned earlier, the intersection of Lafayette Street and Charles E. Davis Boulevard would serve as an important gateway to the new development and the intersection of Chestnut Street and Fourth Avenue as a gateway to the proposed mixed-use development along Fourth and Second Avenue. The intersection of Fourth Avenue and the new proposed road on the western edge of Trevecca Nazarene University would also become a key node for accessing the University and proposed new recreation open space to the north and the redeveloped Fairgrounds to the south.

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2 Strategy
Incorporate Sustainable Development

The Leadership in Energy and Environmental Design – Neighborhood Development (LEED-ND) program sets prerequisites for a development program's ability to be constructed using sustainable materials and methods. It also places priority on a site's existing assets such as proximity to public transit, schools, parks and nearby goods and services. An initial pass at the LEED-ND Project Scorecard was completed for Napier and Sudekum Apartments. Given the two sites' proximity to one another, they are scored as one contiguous development site. The LEED ND Scorecard is comprised of the following five sections:

Smart Location and Linkages – the target sites received several points for being a previously developed site within an urban context, being close to jobs, and for not negatively impacting habitat. Additional points are possible for increasing connectivity, especially by the proposed transit opportunities within this neighborhood.

Neighborhood Pattern and Design - The compact nature and density of the project, the availability of mixed housing, access to neighborhood amenities and services, and continued outreach and involvement of the community helped achieve numerous points in this category. Multiple points appear in the "Maybe" category, such as tree-lined streets, specific parking requirements and traffic calming measures. The Site Plan is not far enough along yet to be sure that these "Maybe" credits will be earned.

Green Infrastructure and Buildings - The same holds true for this category as there are a great number of points in the "Maybe" category for the moment because the Site Plan is not far enough along yet to award points for the design and construction. Five points were awarded based on the assumption that the site will include certified green buildings and another point was awarded for the previously developed nature of the site.

Innovation and Design Process - This section remains to be determined as there are multiple credits which could be pursued for exemplary performance.

Regional Priority Credit – This set of potential credits is determined on a state and local basis given the areas that are the highest priority for them. One point will be awarded for community outreach and involvement as long as the project continues to interact as it has with the neighborhood.

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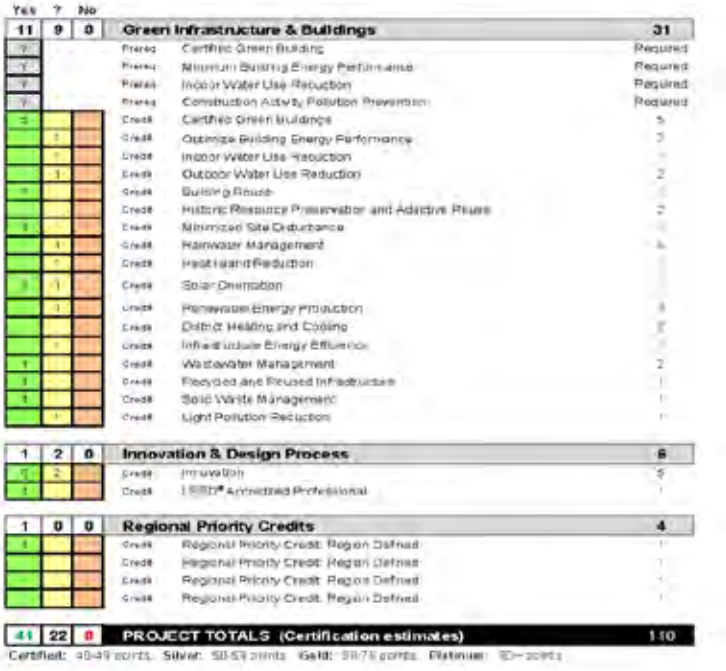
Yes	?	No		
11	4	0	**Smart Location & Linkage**	28
Y			Prereq Smart Location	Required
Y			Prereq Imperiled Species and Ecological Communities	Required
Y			Prereq Wetland and Water Body Conservation	Required
Y			Prereq Agricultural Land Conservation	Required
Y			Prereq Floodplain Avoidance	Required
0	1		Credit Preferred Locations	10
			Credit Brownfield Remediation	2
2			Credit Access to Quality Transit	7
1			Credit Bicycle Facilities	1
1			Credit Housing and Jobs Proximity	3
	1		Credit Steep Slope Protection	1
1			Credit Site Design for Habitat or Wetland and Water Body Conservation	1
	1		Credit Restoration of Habitat or Wetlands and Water Bodies	1
	1		Credit Long Term Conservation Management of Habitat or Wetlands and Water Bodies	1
17	7	0	**Neighborhood Pattern & Design**	41
Y			Prereq Walkable Streets	Required
Y			Prereq Compact Development	Required
Y			Prereq Connected and Open Community	Required
3	3		Credit Walkable Streets	9
1			Credit Compact Development	6
2			Credit Mixed-Use Neighborhoods	4
1			Credit Housing Types and Affordability	7
1			Credit Reduced Parking Footprint	1
1			Credit Connected and Open Community	1
1			Credit Transit Facilities	1
1			Credit Transportation Demand Management	2
1			Credit Access to Civic & Public Spaces	1
1			Credit Access to Recreation Facilities	1
	1		Credit Visitability and Universal Design	1
2			Credit Community Outreach and Involvement	2
	1		Credit Local Food Production	1
	2		Credit Tree-Lined and Shaded Streets/Trails	1
1			Credit Neighborhood Schools	1



Yes	?	No		
11	9	0	**Green Infrastructure & Buildings**	31
?			Prereq Certified Green Building	Required
Y			Prereq Minimum Building Energy Performance	Required
Y			Prereq Indoor Water Use Reduction	Required
Y			Prereq Construction Activity Pollution Prevention	Required
?			Credit Certified Green Buildings	5
	1		Credit Optimize Building Energy Performance	7
	1		Credit Indoor Water Use Reduction	1
	1		Credit Outdoor Water Use Reduction	2
1			Credit Building Reuse	1
	1		Credit Historic Resource Preservation and Adaptive Reuse	2
1			Credit Minimized Site Disturbance	1
	1		Credit Rainwater Management	4
	1		Credit Heat Island Reduction	1
1			Credit Solar Orientation	1
	1		Credit Renewable Energy Production	3
	1		Credit District Heating and Cooling	2
	1		Credit Infrastructure Energy Efficiency	1
1			Credit Wastewater Management	2
1			Credit Recycled and Reused Infrastructure	1
1			Credit Solid Waste Management	1
1			Credit Light Pollution Reduction	1
1	2	0	**Innovation & Design Process**	6
0	2		Credit Innovation	5
1			Credit LEED® Accredited Professional	1
1	0	0	**Regional Priority Credits**	4
1			Credit Regional Priority Credit: Region Defined	1
1			Credit Regional Priority Credit: Region Defined	1
1			Credit Regional Priority Credit: Region Defined	1
1			Credit Regional Priority Credit: Region Defined	1
41	22	0	**PROJECT TOTALS (Certification estimates)**	110

Certified: 40-49 points Silver: 50-59 points Gold: 60-79 points Platinum: 80+ points

B. VISION

"To ensure a safe and quality built environment for the current and future residents that creates a stronger sense of pride and offers diverse housing choices."

The redevelopment of the Napier and Sudekum public housing sites into a mixed-income and mixed-use walkable community has been identified as the key catalyst for creating a vibrant neighborhood that will transform not only the target public housing units, but the surrounding neighborhood. Several discussions and work sessions were conducted with the Neighborhood and Housing Work Groups and the overall community to ensure the Design Team developed a plan which addressed the needs of the residents and community. This was implemented with multiple community charrettes held throughout the planning process. Based on the input received during Needs Assessment Survey and Housing Market Study, goals and objectives were identified and strategies worked out to implement the desired outcomes.

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GOALS

Transform Napier and Sudekum from distressed public housing to a safe and secure mixed-income and mixed-use walkable community.

Create high-quality and energy efficient housing that meets resident and community needs for affordability and a healthy living environment.

Integrate a mix of housing options for choice

Establish the new redevelopment as a catalyst to promote further improvements in the greater community.

Conform to Housing and Urban Development (HUD) regulations for one to one replacement and right-of-return of displaced residents through a relocation and re-occupancy plan.

1 Strategy
Create a sustainable Site Plan for the new redevelopment

The Design Team coordinated with the Work Groups and the community to develop Site Development Framework Alternatives based on the following critical elements:

- Walkable blocks
- Street layout and connectivity
- Mix of uses
- Mix of housing choices
- Density compatible to the surrounding neighborhood and aligning with the overall Choice Neighborhood Framework Plan and NashvilleNext recommendations
- Community amenities and open spaces
- Complete streetscapes encouraging multi-modal transportation

Conceptual Site Development Framework

Option 1

This option focused on the MDHA-owned properties only. The street grid matches the block size of the surrounding neighborhood and reconnects to the existing grid wherever possible. Charles E. Davis Boulevard and Cannon Street were identified as the main connecting streets for streetscape improvements and enhancing the pedestrian environment. Multiple open spaces are scattered within the study area. The approximate housing count for this option is 1,300 – 1,600 units. Mixed-use mid-density buildings are located in the Napier side along Lafayette Street, with the low density housing forming a buffer to the surrounding neighborhoods. Mid-density housing is located in Sudekum along the interstate. A senior facility is located along Charles E. Davis Boulevard, just across from the Public Library.

Figure 48. Conceptual Site Development Framework Option 1

Option 2

This option includes the Lafayette Street frontage left of the existing Martha O'Bryan Center. The street grid was extended to divide the existing superblocks and match the block size of the surrounding neighborhood. Charles E. Davis Boulevard and Cannon Street were identified as the main connecting streets for streetscape improvements and enhancing the pedestrian environment. One of the open spaces is located in front of the existing pedestrian bridge and the second one is located along Lafayette Street. The approximate housing count for this option is 1,450 – 1,750 units. Mixed-use high-density buildings are located along Lafayette Street, with the density gradually reducing as you move towards the single family neighborhood. A senior facility is located next to one of the open spaces and closer to the other commercial amenities.

Figure 49. Conceptual Site Development Framework Option 2

Option 3

This was the high-density option and includes the Lafayette Street frontage, including the Martha O'Bryan Center and Dollar Tree General. The street grid was extended to divide the existing superblocks and match the block size of the surrounding neighborhood. Charles E. Davis Boulevard and Cannon Street were identified as the main connecting streets for streetscape improvements and enhancing the pedestrian environment. A large open space is located across from the Public Library. There is

Figure 50. Conceptual Site Development Framework Option 3

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an additional open space in between the blocks on the Napier side and a green buffer along the interstate. The approximate housing count for this option is 1,850 – 2,150 units. Mixed-use high-density buildings are located along Lafayette Street, with the density gradually reducing as you move towards the single family neighborhood. The senior facility is located north of the central park closer to the residential neighborhood.

Housing and Retail Market Analysis

A housing market analysis was conducted to forecast the potential for various types of housing at the Napier/ Sudekum Site. Existing housing market conditions and trends throughout the area and within South Nashville were analyzed and ultimately, a mix of housing products by tenure and type, number of units, and price range was recommended based on the site potentials.

The South Nashville area has about 7800 total housing units 42.8% of which are single family detached homes. The Napier and Sudekum properties have several thousand units of multi-family housing. The overall trend of housing units in South Nashville has decreased by 3.3% since 2000. Current housing tenure by age cohort was also analyzed for South Nashville. As in most markets, younger people more likely to rent and as people age, they are more likely to engage in homeownership.

According to rental data supplied, rental apartments, home value and list prices have all increased rapidly over the last few years. This shift can be detrimental to existing rental tenants, unable to compensate for the increased rent or homeowners, unable to manage the increased property taxes

Demand for housing at the Napier/Sudekum site will be generated by households within the Primary Housing Market Area (PHMA) and was forecasted for rental housing (4,190 units) and "For-sale" housing (2,940 units).

It was determined that the Napier/Sudekum Site could capture demand for 630 to 1,080 rental housing units within the next five to seven years. This capture includes about 140 to 280 "job-induced" units, demand for which would depend on Nashville's continued job growth and the competitiveness of downtown to attract certain jobs. The Site Potentials would include 420 market rate units, with rents likely in the $800 to $1,500+ range. There are certain pre-conditions that would need to be met in order to maximize market-rate demand. Such requirements are discussed later in this report. The potentials also include 380 to 440 subsidized units, with rents generally below $700 per month. This potential is summarized in Table 1.

The Napier/Sudekum Site could capture demand for 200 to 350 for-sale housing within the next five to seven years. Demand for about 80 to 140 of these units would be "induced" through downtown-area employment growth. Potentials include demand for about 100 to 205 market-rate units, priced in the $250,000 to $500,000+ range. As noted previously, certain pre-conditions would need to be met in order for the site to maximize this market-rate potential. These requirements are discussed later in this report. The Site could also capture demand for at least 95 to 145 subsidized for-sale units priced below $300,000, including 50 to 60 for those earning more than 30% of AMI and another 45 to 85 workforce units.

There would be a correlation between price and demand, such that the more affordably-priced the units, the higher the demand volumes that could be captured on site.

RENTAL HOUSING POTENTIALS, NAPIER & SUDEKUM, 2017-2022

Rent Range	Area Capture Moderate	Area Capture High	Market Rate
$ 300	187	233	-
$ 500	84	91	-
$ 600	73	118	
$ 700	53	95	
$ 800	52	99	75
$ 1,100	24	49	36
$ 1,200	21	52	37
$ 1,500	18	59	39
Sub-Total	**492**	**796**	**187**
ELI	*251*	*325*	
Workforce	*126*	*213*	
Job Induced	**141**	**281**	**231**
TOTAL	**632**	**1,077**	**417**

Sources: U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.

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FOR-SALE HOUSING POTENTIALS, NAPIER & SUDEKUM, 2017-2022			
		Area Capture	Market
Price Point	Moderate	High	Rate
$ 106,250	49	61	-
$ 156,250	22	31	-
$ 218,750	21	53	-
$ 247,500	15	30	22
$ 288,750	10	20	15
$ 367,500	8	19	14
Sub-Total	**125**	**215**	**51**
ELI	*49*	*61*	
Job-Induced	**82**	**136**	**122**
TOTAL	**207**	**351**	**174**
Sources:	U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.		

There are ways to expand access to housing for lower-income households through down payment assistance, credit clearance, and other homeownership development programs that are often sponsored by local governments but are not available as yet in Nashville.

A retail market analysis was conducted to determine the potential for retail and mixed-use development at the Napier/Sudekum Site. The existing community has expressed a desire for more diverse and appropriate retail to serve their needs, and a key question is the potential for retail that would serve those needs while also appealing to potential new housing residents. The potential for retail uses in the corridor was forecasted within the competitive market, and a prospective business mix was recommended based on those market findings.

Two scenarios were created to test the potential for retail/commercial and mixed-use development at the Napier/Sudekum Site and adjoining portions of Lafayette Street.

In the "Lafayette Destination District" scenario, the SoBro portion of Lafayette Street would see upgraded infrastructure and streetscaping investment. Pro-active master planning and facilitation with property owners would brand and orient the area towards development of a walk-able and attractive regional destination shopping district. In this scenario, the Site could capture potential demand for 150,000 to 220,000 square feet by 2022. The recommended tenant mix would be:

- Expanded grocery
- Pharmacy / health care
- Specialty food store
- Hobby / toy / games
- Sporting goods
- Restaurants
- Personal services
- Coffee shop / entertainment
- Apparel & accessories
- Office supply, stationary
- Home furnishings

A "Local Demand" scenario modeled the potential for retail in the absence of such as destination marketing and development strategy for Lafayette Street. In this local demand scenario, there would be no pro-actively marketed district for attracting destination shoppers. In this scenario there would be new potential for about 20,000 to 50,000 square feet of retail/commercial use and the recommended tenant mix would be the following:

- Health care
- Sports/apparel
- Personal services
- Coffee / limited service (e.g., TOD)

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Preferred Site Plan

The residents and community were asked to compare and rank the different alternatives and their elements and help develop the Preferred Plan. Figure 51 illustrates the Preferred Plan for Napier and Sudekum and assumes the acquisition of the Lafayette Street frontage. The acquisition was critical to create a cohesive vision for the neighborhood and enhance the visibility and marketability of the new development. Market Study findings indicated that without redevelopment of the Lafayette frontage, market numbers may not fully support the private market-rate housing to as great of an extent. This is due to limited commercial amenity value, poor marketing image and unchanged frontage and limited visibility into the site. The Plan proposes 1800 -2000 units and would be a mix of affordable, market rate and workforce housing. An alternative plan focusing on only the MDHA properties was also created to compare and serve as Plan B if there were any issues with acquisition. This On-Site Option has been attached in Appendix for reference.

i. Housing Mix

The preferred Expanded Site Option explores a mix of uses and housing typologies, with denser mixed-use blocks located along Lafayette Street and transitioning to townhomes and less dense housing typologies to be compatible with the surrounding residential neighborhood. This Plan also assumes there is an opportunity to acquire and develop some of the vacant sites within the overall target neighborhood as single family infill residential development. The housing mix also consists of garden apartments and urban apartment buildings with enclosed corridors. The community preferred to integrate senior housing units within the rest of the mix, so a dedicated facility wasn't illustrated.

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Figure 51. Conceptual Site Development Plan

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GREEN STREET
CHARLES E. DAVIS BOULEVARD
CLAIBORNE STREET
FAIN STREET
MAURY STREET
FAIRFIELD AVENUE
Public Library
The Hub
Mildred Shute Minipark
CANNON STREET
LEWIS STREET
Napier Recreation Center
Napier Park
ROBERTSON STREET
Church of the Messiah
Gateway Plaza
PERKINS STREET
0
200'
400'
600'
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ii. Infrastructure Improvements

A variety of infrastructure, transportation and utility based improvements are needed to support the housing developments. The ENS Plan proposes the integration of a street grid throughout the Napier and Sudekum communities to provide pedestrian and vehicular travel to and through the community. Incorporation of sidewalks and crosswalks are also critical to provide a safe pedestrian environment. Specific Complete Streets improvements for Charles E. Davis Boulevard, Cannon Street and Lafayette Street are listed below:

Charles E Davis Boulevard will serve as the main spine of the Napier Sudekum communities, running north and south through the neighborhood. This thoroughfare will feature typical boulevard amenities, such as plantings to increase aesthetics, slower traffic and a defined sense of place achieved by streetscape details. To enhance pedestrian safety along this corridor, Charles E Davis Boulevard will provide pedestrian crossings at intersections with visible crosswalk areas. A special pavement treatment will be implemented at the existing Napier Library block, which will become home to the new "HUB" for the community. This "HUB" will be a compound of public services and facilities, such as a new Community Center, plaza space and Clinic.

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Figure 52. Potential Street Improvements for Charles E. Davis Blvd

Figure 53. Conceptual Street Section for Charles E. Davis Blvd

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Cannon Street becomes the east and west connector through the new ENS development. Leveraging the existing pedestrian bridge over the interstate, Cannon Street provides access to the new green open space and Napier Elementary School. Cannon Street is considered the main pedestrian connection through Napier Sudekum, providing east/west pedestrian access in the community and for the community to travel via non-vehicular means outside of the neighborhood. To provide for a safe realm for students and other residents, Cannon Street enhancements feature a greenway to provide a park-like setting for bicycle travel.

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Figure 54. Potential Street Improvements for Cannon Street

Figure 55. Cannon Street Before

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Lafayette Street is designated as a future major transit corridor for Nashville. To implement this, additional right-of-way is needed to enable the development of future light rail stations. In the interim, the Nashville Metro Transit Authority will begin using bus rapid transit (BRT) along Lafayette Street. A successful BRT corridor along Lafayette Street will rely on the development of Complete Streets amenities, which will include bike lanes, widened sidewalks, street trees, transit facilities and other important streetscape furnishings. These details will provide a more inviting walkable environment along Lafayette Street and improve multi-modal access within the community.

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Figure 56. Potential Street Improvements for Lafayette Street

Figure 57. Conceptual Street Section for Lafayette Street

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iii. Utilities

To account for future increased density development and the subsequent increased residential base envisioned in the Napier Sudekum community, more and upgraded utility services are needed in the target area. The existing waterlines are aging and nearing their end of service life, rendering them obsolete for future use. As major rehabilitation or reconstruction projects, such as those proposed in the ENS Plan, occur in the study area, existing service lines should be replaced and/or upgraded.

A major utility replacement needs to be addressed for the community's combined sewer system. This network needs to be separated into dedicated stormwater and sanitary sewer pipe systems. To attenuate the flows into the sanitary system, without increased overflows into the Cumberland River, detention facilities (which may take up a lot of space) or a conveyance system may be required.

iv. Stormwater Quality

To satisfy Metro Nashville's Low Impact Design (LID) requirements for water quality treatment in new developments, the ENS Plan recommends implementing decentralized LID strategies in the target areas. These strategies will be designed on a case-by-case basis to appropriately address water quality issues and requirements. For master planning level purposes, approximately 1,100 square feet per acre of impervious area in the Napier Sudekum developments should be reserved for bioretention areas to provide for appropriate stormwater quality management.

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Figure 58. New Central Park.

v. Green and Open Spaces

Providing ample green space and tree canopy are vital to the quality of life in any community and Napier Sudekum is no exception. The ENS Plan strives to maintain existing trees when possible, while expanding the community's green space opportunities. The Plan proposes a large community park, "Central Park", that provides easy access for residents throughout the target area. In addition to the active and passive park elements proposed in the Plan, Central Park will also provide pedestrian connections to the community's new Hub, which will feature a neighborhood community center, health clinic and public library.

For smaller-scale green spaces near residents homes, the ENS Plan recognizes that front yards and porches are important to the area's residents (especially for the townhome housing typology) —providing buffer from the street to front doors—and encourages the incorporation of front yards into future plans. These spaces also provide residents with their own, individual recreational site within the greater urban context.

vi. Community Spaces

In between buildings and units, courtyard areas will serve to provide residents with smaller, shared community spaces and may feature fire pits, grills and other community-building facilities. These areas function as both gathering and recreational spaces, making them important outdoor amenity spaces for market-rate units as well.

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Figure 59. New community green space: Courtyard Concept

Strategy

2 Incorporate well designed, energy efficient units and reflect the recommendations from residents and stakeholders

HOUSING DESIGN

Housing in the Proposed Plan is diverse to accommodate the need for affordable, workforce and market rate housing. Housing choices range from one-bedroom to five-bedroom units, and include a 1:1 replacement of the 821 existing affordable apartments in Napier and Sudekum. The remaining units are workforce housing and market-rate apartments. The mix of apartment types are scattered throughout the four typologies, insuring a wide variety of choices and compliance with dispersion requirements of the Fair Housing Act.

Aesthetically, the residents did not prefer a particular architectural style, but instead value was placed on windows, balconies, color and texture in the façade. Proposed housing should incorporate a connection to the outdoors and to the residents themselves, by means of windows and balconies, as well as architectural interest on the façade through color and varied textures. This is much different than the repetitive nature of the homes that comprise Napier and Sudekum today.

Residents expressed concern with security, specifically in the larger apartment buildings, with the interior corridors and perceived notion that there is only one way in and out of each apartment. These buildings should be designed to incorporate security measures, for example, keycard access at doors.

During the envisioning process, residents considered various amenities, both inside and outside the units. Existing apartments on the two properties are outdated in terms of size, natural light and basic amenities. The apartment interior design should include ample storage, easily cleanable materials, washer and dryer connections and central heat and air. Natural sunlight should be emphasized and the concern for sound transmission between apartments needs to be addressed in the design.

The exterior of the Proposed Plan is designed for ample parking and semi-private outdoor space, such as balconies, stoops and patios should be included as part of the building design. While all units have access to the

Envision Napier Sudekum- Proposed Unit Counts

Conceptual Expanded Site Development Plan

Typology	Proposed Unit Counts	1:1 Replacement Numbers	Number Available for Workforce & Market Rate
1 Bedroom			
Townhomes/ Flats	42		
Garden Apartments	108		
2/3/4 Story Apartments	241		
Mixed-Use	92		
Total 1 Bedroom Units	**483**	**120**	**363**
2 Bedroom			
Townhomes/ Flats	36		
Garden Apartments	108		
2/3/4 Story Apartments	714		
Mixed-Use	222		
Total 2 Bedroom Units	**1080**	**428**	**652**
3 Bedroom			
Townhomes/ Flats	78		
Garden Apartments	30		
2/3/4 Story Apartments	140		
Mixed-Use	46		
Total 3 Bedroom Units	**294**	**211**	**83**
4 Bedroom			
Townhomes/ Flats	0		
Garden Apartments	6		
2/3/4 Story Apartments	9		
Mixed-Use	37		
Total 4 Bedroom Units	**52**	**52**	**0**
5 Bedroom			
Townhomes/ Flats	6		
Garden Apartments	4		
2/3/4 Story Apartments	0		
Mixed-Use	0		
Total 5 Bedroom Units	*10*	*10*	*0*
Total Units	**1919**	**821**	**1098**

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Central Park, the large apartment buildings and mixed use buildings are planned to have pocket parks, consisting of community patios and play areas. The existing porches on the Napier property are important to the residents, as a place for informal "porch meetings". To foster that sense of community, these pocket parks adjacent to the apartments include places to gather for meetings and play areas for children, where parents can comfortably watch.

SUSTAINABLE BUILDING DESIGN PRINCIPLES

The following sustainable design principles can be incorporated into the design of the homes:

Exterior:

- Cool roofing products to reduce the heat island effect found in urban climates
- Rapidly renewable insulation in the exterior wall cavity
- Flashcoat of spray-foam insulation at the backside of the exterior sheathing, which reduces the amount of air infiltration from the exterior
- Thermally insulated, double paned windows with a low solar heat gain coefficient
- Durable exterior material selections, which may include masonry, cement-fiber siding, and metal panels
- Sunshades and canopies to appropriately respond to the buildings' solar orientation

Interior:

- Energy-efficient HVAC systems
- ENERGY STAR rated appliances and lighting
- Low-flow plumbing fixtures
- Formaldehyde-free insulation
- Low-VOC paint and interior finishes
- Interior walk-off mats reduce the amount of contaminants tracked into the living space
- Rapidly renewable flooring tile
- Tile flooring, carpet and drywall to have high recycled content

Figure 61. Community patios are an important amenity to the residents.

- Mold resistant drywall in wet areas
- Tile flooring adjacent to exterior doors
- Durable structural systems, such as concrete and steel framing, in lieu of wood construction
- Sealants to control fire, sound, and provide an air tight barrier between each dwelling unit

Additionally, education for all parties involved is paramount to a sustainable design project. Suggested educational opportunities, borrowed from the LEED for Homes Rating System, are as follows:

- Sustainable Design Charrette - All stakeholders in the project design participate in the Charrette. A sustainable design expert facilitates the discussion, which includes the design of the principles noted above.
- Trades Training Day, in which a sustainable design expert conducts a learning session with the contractor and their subcontractors. The intent is to review the best-practice sustainable building principles that have been incorporated into the design of the building.
- Building Manager and Tenant Manuals, specifically catered to sustainable design education. These manuals provide helpful information to both the facility managers and tenants, particularly explaining best practices for operating systems in each apartment.

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Figure 62. 2-3 Story Townhomes and Flats Potential Exterior Elevation

Figure 63. 2-3 Story Townhomes and Flats

Figure 64. 3 Story Garden Apartments Potential Exterior Elevation

Figure 65. 3 Story Garden Apartments

Figure 66. 3 - 4 Story Apartments Potential Exterior Elevation

Figure 67. 3 - 4 Story Apartments

Figure 68. 4-5 Story Mixed-Use Potential Exterior Elevation

Figure 69. 4-5 Story Mixed-Use Apartments

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PROPOSED HOUSING TYPOLOGIES

2-3 Story Townhomes and Flats

The townhome is a multilevel residence having access to each unit through an exterior private entrance. Typically, the living spaces are on the first level, with bedrooms on the upper levels. The flat is a private residence that is contained to a single, private floor. In the proposed plan, 3-bedroom townhomes are two stories and the 5-bedroom model is a full three stories. Some of the 3 story buildings contain a 1-bedroom flat at the bottom and a townhome above. Parking is behind the buildings and accessed by an alley. Each unit has either a ground level patio or second floor balcony. Shared amenities, such as a community room, gym and fitness center will be provided in the nearby Hub.

3 Story Garden Apartments

The garden style apartment is three levels with units contained to a single and private floor. Access to each apartment is through an interior or exterior common stairwell that bisects the building. In the proposed Plan, a parking lot is located between the buildings and accessed from the street. Shared amenities, such as a community room, gym and fitness center will be provided in the nearby Hub.

3-4 Story Apartments

The four story apartment building has multiple levels. Access to each apartment is through a corridor connected to a central location containing a lobby, elevator and stairs. Each apartment is a single and private floor. In the proposed Plan, parking is in either a surface parking lot or parking garage behind each building. These apartment buildings are planned for 5,000 SF of shared amenity space.

4-5 Story Mixed-Use

The mixed-use apartment building is multiple levels, with the first level used primarily as retail space. Each apartment is a single and private floor. In the proposed Plan, access to the apartments in the building is through a central location, with an elevator and stairs, adjacent to parking. These apartment buildings are planned for 5,000 SF of shared amenity space.

Strategy
3 Incorporate best practices to create a safer community

Safety was one of the prime concerns of the residents so Crime Prevention Through Environmental Design (CPTED) principles were incorporated to the Site Plan and housing design:

- Natural surveillance has been integrated into the site and housing design by creating "eyes" on the front of the building with windows, porches and balconies facing the street. Avoiding defensible areas. All open spaces are located along main streets, with buildings facing it, enhancing its visibility and making it safer.
- Clear delineation of public (sidewalks, open spaces, etc.) and private (driveways, porches, etc.) areas by using different materials reinforces the difference in the spaces and guide people and vehicles to and from the proper entrances.
- Including adequate streetscaping and lighting along all the streets and public spaces.
- Proper maintenance of landscaping, lighting and other features is vital to ensuring that CPTED elements serve their intended purpose.

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5 UPLIFTING PEOPLE

VISION

"To ensure a comprehensive, welcoming South Nashville neighborhood in which every individual within the community has the ability and undeterred access to economic prosperity and preparedness; a safe and welcoming environment; a healthy living and lifestyle; and opportunities for continued education and development."

The people component of our plan models and attempts to address many of the pressing issues identified through the community driven NashvilleNext process. The main issues being, preserving neighborhoods while creating affordable housing opportunities near jobs and transit and creating pedestrian friendly centers that provide access to jobs, housing and services.

A People Work Group, made up of service providers, residents and community members, was established to evaluate the needs and wants of the community within the areas of crime, employment, healthcare and social/supportive services. Unlike many other Choice Neighborhoods planning processes, it was determined at the beginning of planning that a separate and distinct Education Work Group, made of service providers, public school representatives, residents and community members should be formed in order to more intentionally evaluate the cradle to grave educational needs of the community.

Through the resident Needs Assessment, which surveyed residents through Napier Place and Tony Sudekum Apartments (Napier and Sudekum) as well as community members in the adjacent Napier neighborhood, both Work Groups were able to establish baseline metrics and identify gaps and needs in services across their respective focus areas. As planning continued following the completion of the resident Needs Assessment, Work Groups evolved into task forces focused on topic-based goals and strategies, further identifying potential gaps as well as working to consolidate areas of overlap between the two Work Groups. As implementation goals and strategies were finalized, the Work Group format gave way to targeted meetings led by community identified implementation partners. The strategies and implementation projects created within the People component of Envision Napier-Sudekum are organized under the topic-specific categories of Economic Self-Sufficiency, Crime and Community Safety, Community Health and Wellness and Educational Development and Training.

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SECTION 1: ECONOMIC SELF-SUFFICIENCY

Substantial barriers exist for residents within the target area that hinder families' ability to achieve self-sufficiency and progress towards sustainable prosperity. Barriers include lack of necessary training to obtain and maintain living wage employment and limited supportive service programs that ensure holistic self-sufficiency; such as assistance with transportation, childcare, health and nutrition and job training. MDHA does facilitate both the ROSS social services grant, JobsPlus Nashville, and the TALF grant (taking a leap forward program) within Napier and Sudekum as ways to address self-sufficiency. Resident engagement indicated that these programs were not as widely used as they needed to be to effect change and that there were not enough known or widely utilized service providers within the community to make a substantial impact.

According to the 2015 5-year census, census track 148, which encompasses Napier and Sudekum as well as the greater Napier neighborhood, indicated 80.5% of residents currently live below the poverty threshold, compared to the rate of 18.6% found in Metro Nashville. Furthermore, the census report found that the target area carried a median household income of only $11,548, despite an average of 2.8 persons reported per household, compared to the median household income of $47,621 throughout Metro Nashville.

Acknowledging the need to address barriers to employment while working to increase the median household income within the target area, the resident Needs Assessment was used to identify the types of training they felt would be most beneficial. Respondents indicated other (29.08%), job training (28.76%) and computer training (9.80%) being areas of most need, with youth programs (10.78%) and credit repair (10.13%) also strongly identified.

MDHA residents were definitive in their recognition that job training was necessary. While 64% of respondents from the resident Needs Assessment acknowledged that job training opportunities were available, only 44% of respondents indicated that they took advantage of such opportunities. Residents of Napier and Sudekum have access to the JobPlus Nashville program, a HUD-funded grant program that includes job training, digital literacy and career coaching. While over 300 residents to date have participated in at least portions of the program through the Martha O'Bryan Southside Enterprise, opportunities persist in expanding awareness to existing programs and expanding programming to other providers.

With many employment and other self-sufficiency programs providing online access to resources and tools, the need for computer access and literacy is obvious. On average, only 47% of respondents indicated they owned a computer or computing device outside their cell phone, with only 45% indicating they had home internet access other than through their cell phone. From job training programs to job applications and online employment, accessing these resources are greatly hindered by cell-phone only internet access. MDHA, in partnership with Comcast and Google Fiber, offers the ConnectHome program, providing digital literacy training along with access to free-to-discounted home internet and a laptop. In addition, Metro Nashville Public Library –Pruitt Branch offers free access to their computer lab and free public wifi, both of which though are limited to operational hours of the library.

Finally, transportation was consistently reported as the biggest barrier to economic self-sufficiency. On average 34% of residents indicated within the Needs Assessment that transportation was the biggest barrier to finding and keeping employment. While 41% responded that they own a car, the large majority indicated resulting to public transportation (34%), walking (10%), or paying friends and family (6%) as their method of transportation. While the Lafayette corridor is a main artery into downtown Nashville, the public transportation bus network does not currently provide route times to accommodate later shifts, and due to its spoke network, creates undue burdens for individuals seeking transportation to training or employment outside the city core.

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Desired Outcomes/Goals:

Households are stable and self-sufficient

Individuals have access to jobs with living wages

Self-sufficiency programs are available to residents despite transportation or affordability barriers

Individuals, regardless of potential barriers to employment, have access to employment opportunities

Section1 Strategy

1 Establish a one-stop shop in order to facilitate a pathway to success for education, development and employment

Throughout community meetings and highlighted within the Resident Needs Assessment, several barriers to employment were identified, which centered on the areas of access, awareness and preparedness. While many employment related providers service the community – such as Project Return, Martha O'Bryan Center, American Job Center, and Maximus - most are located outside the target area or are limited to the scope, mission and capacity of their current facility. It was determined that resources like a database of second-chance employment opportunities or career counseling services are available to residents through specific providers. However community meetings found that such resources were either not effectively marketed, thus resulting in lower awareness of services, or not shared amongst providers to broaden its potential impact. In order to better centralize these resources and broaden their awareness and accessibility, the desired outcomes of this strategic initiative would be greatly enhanced through the creation of a one-stop shop dedicated specifically to employment and economic self-sufficiency. To be located within the proposed Envision Center, the facility would need to be incorporated as a component of the proposed regional community center. The following implementation strategies outline the central functions of the proposed one-stop shop and the long-term objectives of achieving economic self-sufficiency through the physical presence of an organization dedicated towards supportive services.

Metric: Average Household income within the target area

- Current: $11,548
- 5-Year Goal: $15,012 (30% increase)

Metric: Percent of MDHA residents taking advantage of job training opportunities

- Current: 44%
- 5-Year Gal: 60% (25% increase)

Metric: Percent of residents in target neighborhood employed

- Current: 45%
- 5-Year Goal: 60% (25% increase)

Implementation Strategies

1.1 Establish an Employment and Economic Self-Sufficiency One-Stop Shop

A one stop-shop specifically programmed towards employment access, awareness and preparedness would be located at the proposed Envision Center and would provide service coordination, case management and career counseling, job placement and training. Partnering with established providers within the industry, the space would serve initially as a part-time satellite office and have long-term aspirations to become a full service location. The model would provide a structure for resident intake and evaluation and then pair with a specific counselor for further training, counseling and placement. Partner organizations in the community, such as Project Return and Jobs Plus Nashville, would provide coordinated, supplementary workshops and services would be available for all residents, including multi-generational and those seeking second chance employments. In addition to direct service, the one-stop shop, in partnership and collaboration with other support services provided by MDHA Social Services staff, would serve as an information hub. This hub will connect residents with training, employment opportunities and self-sufficiency services (e.g. TALF, SNAP, Financial Empowerment) provided by partner organizations, whether in or outside of the target area.

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Implementation Leads:
MDHA and American Job Center

Implementation Partners:
Martha O'Bryan Center, Jobs Plus Nashville, Project Return

Leverage Resources:
Capitalize on services offered through implementation partners to create a network of resources. Using the facility a hub of services, provide a venue for rotating workshops focused on employment, with American Job Center serving as central lead for coordination of services. Partner with American Job Center to locate a satellite office within the community, with long-term goal of expanded hours and services.

Needed Resources:
Funding for short-term facility space with American Job Center and secured capital funding for the one-stop shop to be housed in the proposed Envision Center.

1.2 Establish a database of employers willing to work with second chance employees.

While 20% of respondents in the resident Needs Assessment stated they had no barriers to employment, resident engagement events and the people Work Group found that in many cases individuals were hindered in finding permanent employment due to various second chance related factors (e.g. credit repair, expungement services, criminal record). Even once such barriers were resolved, residents experienced difficulty in locating resources that could identify potential employers open to hiring second chance employees. Through partner meetings, a database for potential employers was identified, however, it was confirmed that such database is not widely available to all employment related service providers nor consistently updated to reflect open employment opportunities. To administered through the one-stop shop and made available for access to all employment related providers, a database would be established to provide a centralized network of employers, with targeted focus on employers who willingly work with second-chance employees.

Implementation Leads:
American Job Center and Project Return

Implementation Partners:
Martha O'Bryan Center, MDHA, T and T

Leverage Resources:
Utilize the existing database as a starting point to establishing a centralized, open resource for employment listings for all residents, regardless of potential barriers to employment.

Needed Resources:
Establish a process, funding and infrastructure to house the database.

1.3 Partner with local employment-related service providers to establish a comprehensive, replicable job training curriculum.

This project is designed to establish a comprehensive job training curriculum that could be administered through the one-stop shop but also available as a best practice guide that can be replicated across the job training industry. Several community providers offer varying forms of job training. Jobs Plus Nashville offers a month long job training course with emphasis on soft skills and digital literacy. Project Return, in partnership with Metro Nashville Public Library, offers a 2.5 day soft skill training with basic computer training. The Financial Empowerment Center provides free financial literacy training. With that said, opportunities were identified to expand these offerings and for all providers to incorporate trauma-informed conflict resolution training (for employees and employers) as well as digital literacy within their base level training. In order to assist residents in preparedness for obtaining and maintaining employment, the curriculum would at minimum include the following general topics in addition to trade or employment specific training:

- Customer Service
- Professionalism
- Financial Literacy
- Conflict Resolution
- Digital Literacy

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Implementation Leads:
American Job Center and Project Return

Implementation Partners:
Financial Empowerment Center, Martha O'Bryan Center, Project Return, Hylton Elite Marketing Agency, VOC Rehab, Nashville Public Library

Needed Resources:
Ability of each partner to dedicate time and resources to evaluate current programming curriculum and create new curriculum.

1.4 Establish a comprehensive mentor program to assist with job readiness, training/shadowing and placement services

Administered through the one-stop as the next step following initial intake and training, this project looks to match residents with professionals in the community. Serving as mentors, the project would allow residents to experience various professions and professional environments while expanding their networking and receiving real-time employment coaching.

Implementation Leads:
American Job Center and Project Return

Implementation Partner:
Jobs Plus Nashville, Martha O'Bryan Center

Leveraged Resources:
Utilize the case management structure and business network at both Jobs Plus Nashville and American Job Center to create a working list of potential mentors.

Needed Resources:
Volunteers within various professional settings will be recruited to serve as mentors. A structure will need to be created to provide mentor training, tracking and accountability measures.

1.5 Establish a centralized career mapping tool

This project will serve as the foundation of the intake and case management processes within the one-stop shop. Providing a path for a resident to identify interests and potential barriers, explore various professional opportunities, get directed towards necessary training, receive help with placement and maintain connections with on-going mentoring, this career mapping tool will serve as a mutual resource between the resident and provider to create an individualize plan towards employment and self-sufficiency.

Implementation Leads:
American Job Center and Jobs Plus Nashville

Leveraged Resources:
Partner with Jobs Plus Nashville to mimic the checklist already in place and determine what partners are needed to expand accessibility to that resource.

Needed Resources:
To be determined.

Strategy 1 Section 2
Establish a Community Coalition of services to provide outreach and awareness for currently established providers in the community.

Economic Self-Sufficiency extends beyond the need to obtain and maintain employment. In many cases, the need of supportive services can be the biggest barriers to self-sufficiency. Whether transportation, health, educational or nutrition, services exist throughout the community that are designed to support the entire family, and without these services, the ability to achieve self-sufficiency would not be possible. Based on the resident Needs Assessment, respondents indicated that food bank/SNAP services, job training, computer training, adult education and rental assistance were the areas of supportive services most utilized. However, respondents also stated that job training, computer training, college prep and youth programs were areas of most need related to support services. Identified through community meetings and resident engagement, it was found that while many services existed that address these areas of need, gaps were evident in awareness of programs and variety of programs available. In order to be more in tune to the evolving needs of the community, the people Work Group determining a coalition of partners should be established to 1) better determine what services exist within the community, and 2) provide a centralized venue to evaluate what gaps in services within the community

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and determine how those gaps can be addressed – whether through existing providers or recruiting new providers. Implementation strategies provided here provide a structure to create this coalition as well as initial work functions of the coalition from initial creation as an ad hoc community group meeting monthly to a formally established non-profit entity within the community.

Metric: Percent of residents in target neighborhood utilizing supportive services

- Current: 37%
- 5-Year Goal: 45% (20% goal)

Implementation Strategies

2.1 Develop and distribute a survey to all community agencies/non-profit providers to catalog available services

This project would be the foundation of the coalition's creation as well as an annual assessment tool. Anecdotally, one of the biggest barriers to services is simply providing enough awareness to the community that such services exist and are available. This survey, completed annually, would serve dual purpose in being able to catalog existing services, while also serving as an annual recruiting tool to bring new services into the coalition. Additionally, based on the data received in the survey, the coalition would determine areas of missed opportunity or gaps in services. For initial launch, MDHA would facilitate the survey in order to then establish the coalition. After the first year, the assessment tool would be a product of the coalition's work.

Implementation Leads:
MDHA

Implementation Partners:
Martha O'Bryan Center, Napier Family Resource Center

Leveraged Resources:
The partner network already in place at Napier and Sudekum through MDHA Social Services.

Needed Resources:
Resources associated with staff and infrastructure for initial surveying and data analysis

2.2 Establish comprehensive communication strategy to advertise available services throughout the community

This project establishes the mission of the coalition, to identify and market services throughout the community. While not in itself a direct service organization, the coalition would serve as the facilitator to connect residents to available services. With an established, consistent communication strategy in place, once established, the coalition would shift its efforts within the first year from internal formation to community outreach.

Implementation Lead:
MDHA

Needed Resources:
To be determined.

2.3 Establish a centralized hub to serve as the destination location for information on available resources and services

This project represents a long-term goal of this strategy, to create physical space within the community to better produce and market the work of the coalition. To be eventually housed in the proposed Envision center in the community center, the Nashville Public Library-Pruitt branch would serve as the initial hub in interim, providing space to house resource flyers, contact information and informational workshops on available services.

Implementation Lead:
MDHA and Councilmember Freddie O'Connell

Implementation Partner:
Pruitt Library

Leverage Resources:
Partnering with Pruitt library to continue serving as the central location of the community for information and resources.

Needed Resources:
Resources to assist with physical build out of the office to be located in conjunction with the economic one –stop shop.

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2.4 Create and fund a staffing plan dedicated to the administration of the coalition and serving as point of contact within the community for residents and partners

This project outlines the end goal of the coalition, to build programming and resources to a point whereas the coalition evolves into its own formal organization, with appropriate staff. Though a long-term goal, the people Work Group determined that in order to ensure the longevity of this strategy, a focus on formality and staffing would be needed.

Implementation Lead:
MDHA

Implementation Partner:
To be determined

Leverage Resources:
To be determined

Needed Resources:
To be determined

Figure 70. Resident Outreach

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SECTION 2: CRIME AND COMMUNITY SAFETY

Public safety is the biggest barrier to area transformation. As indicated, the target area represents one of the most dangerous areas of Metro Nashville. Carrying a Uniform Crime Reporting Part I Violent Crimes rate of 44.06 from 2014-2016, the area experiences crime at 2-3 times the rate of the rest of the metropolitan area. Expounding upon that data, relations between residents and law enforcement have been strained over 2017. While incidents occurred outside the target area, police involved shootings have impacted the overall perception of law enforcement within this area.

According to the resident Needs Assessment, only 54% of respondents indicated they felt safe within their homes. Outside of the home, only 15% of respondents indicated feeling safe within the neighborhood at night, with less than half (38%) feeling safe within the neighborhood during the day. Adding the residents' perception of safety, only 22% of respondents felt police responded to emergency calls immediately. Furthermore, on average only 26% of residents felt they had positive interactions with police outside of emergency situations.

With violence (91%), gang activity (86%), bullying (82%) and substance abuse (84%) all reported as problems within the neighborhood from the resident Needs Assessment, a multi-faceted approach to community safety is needed. MDHA maintains a strong partnership with Metropolitan Nashville Police Department (MNPD) to provide coverage specifically for MDHA properties, and has looked to expand that partnership through on-site security cameras. With that said, residents reported desires to see increased security systems (39%), and anti-gang initiatives (19%) as the public safety strategies they would like to see in the neighborhood that could promote safety.

Taking a comprehensive approach to community safety, the following strategies look to address crime through prevention, enforcement and partnerships.

Desired Outcomes/Goals:

Residents feel safe within their neighborhood

Residents create and maintain positive partnerships with local law enforcement

Public safety is a community-focused, resident-led collaborative effort

Section 2 Strategy

1 Establish a comprehensive Community Safety Initiative

As evident throughout the resident Needs Assessment and consistently in every community meeting and resident engagement event, crime and community safety is a critical element that must addressed if true transformation is to occur within this target area. Through the work of the People Work Group, as well as in separate planning meetings with Metro Nashville Police Department and various community organizations, it was evident that a comprehensive approach that incorporated education, prevention, enforcement and community-wide participation would be necessary in order to evoke change. While substantial resources are already, such as MDHA's effort to fund additional police presence throughout the neighborhood through its Task Force as well as community efforts with St. Luke Primitive Baptist Church's monthly meeting with MNPD, the resident Needs Assessment identified gaps that should be addressed, including the desire for more community policing, an opportunity to engage merchants, and the need for greater engagement and advocacy on behalf of resident and community associations. Implementation strategies here attempt to address all angles of community safety, from prevention and enforcement to improved defensible designs and increased partnerships between the community and MNPD.

Metrics: Three-year average UCR Part I Violent Crimes Rate

- Current: 44.09
- 5-Year Goal: 40 (10% decrease)

Metrics: Percent of residents who report positive relationships with police outside emergency situations

- Current: 26%
- 5-Year Goal: 40%

Implementation Strategies

1.1 Establish a Neighborhood Watch Program

This project presents perhaps one of the more difficult strategies to implement, but potentially one of the more impactful prevention strategies that could be implemented. As previously outlined within this transformation plan, the target area represents four distinct areas or communities – Napier Place, Sudekum Apartments, the Napier community and the Chestnut Hill community, with Napier Place, Sudekum Apartments and the Napier community generally being co-located within the same area. Under this strategy, a singular neighborhood watch would be formed to support and address Napier Place, Sudekum Apartments and the Napier community – areas as noted within the crime map as areas of most reoccurring crime. Supported by Metro Nashville Police Department-Hermitage Precinct and expanding on the work already being done through St Luke Primitive Baptist Church, this project would require residents from each community to assemble, establish a formalized structure, and most importantly, commit to following the best practices provided by MNPD. Consistent crime reporting and cooperation are current gaps in community safety. With an established neighborhood watch in place, all residents would have a clear venue to report crimes and evoke resident-led, peer influenced expectations of cooperation with local law enforcement to ensure crime subsides.

Implementation Leads:
MDHA and MNPD

Implementation Partners:
St. Luke's, Napier Community Center/Metro Parks, Napier Elementary

Leverage Resources:
Partnering with the work already being done with St. Luke's and MNPD and utilizing the resident networks available through the community center and neighborhood elementary school

Needed Resources:
To be determined

1.2 Establish intentional community policing opportunities

Documented in the resident Needs Assessment, only 26% of respondents felt they had positive interactions with police within the community outside of emergency issues. Furthermore, 39% of respondents felt increased security and community policing were areas of desired improvements needed for the community address crime.

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While MDHA has partnered with MNPD to increase police presence in the community through the MDHA Task Force, specialized gang units and increased security cameras throughout the two properties, intentional community policing has been identified through resident engagement and the people Work Group as an area of real need. This project calls for MDHA and MNPD to identify opportunities to incorporate community-policing tactics in addition to the enforcement measures already in place in order to strengthen community-police trust and allow for more open communications surrounding criminal concerns, issues and reporting.

Implementation Leads:
MDHA and MNPD

Leverage Resources:
Expanding the partnership already in place between MDHA and MNPD

Early Action Activities:

- In 2017, MDHA and MNPD-Hermitage Precinct signed a one-year MOU where MDHA would fund up to $100,000.00 in dedicated police overtime work focused specifically on community policing measures – such as bike patrols throughout the neighborhood, and attending community events. Pending year one results, partnership will continue on annual basis.
- Starting in 2017, MDHA obligated up to $250,000.00 to install over 200 cameras throughout Napier and Sudekum, in partnership with MNPD.
- In 2017, Metro Nashville Mayor Megan Barry approved 77 new officers, with 22 officers dedicated to community policing efforts throughout the city.

1.3 Incorporate Defensible Design Principles within community design guidelines

This project underlines the focus of the design process for the target-housing site, to ensure all elements of the plan from resident and commercial space to proposed parks and street connects all ensure safety. Crime prevention through environmental design (CPTED) is an approach to community design that promotes crime prevention through strategies such as orienting buildings in a way that promotes eyes on the streets as well as orienting landscaping in ways that promote, not restrict, sight lines. The orientation of current buildings with Napier Place and Sudekum Apartments are oriented in a way that in fact promote crime by providing pockets of isolation, limited lighting and disconnecting street grids. According to MNPD, the majority of crime that takes place within the target area is a result of individuals who do not live within the target housing site; either committing crime within the target area or attempting to flee law enforcement through the target area due to the limited eyes on the street and pockets of isolation. This project, while a long-term goal for full completion due to the phasing structure of the development, will look to fully incorporate CPTED throughout the entire target housing site.

Implementation Leads:
MDHA

Implementation Partners:
Selected A&E firms hired via RFP for each phase of implementation

Needed Resources:
To be determined

1.4 Establish an area Merchants Association

As a slightly different approach to crime prevention, this project calls for a formalized, established partnership between merchants within the target area, with specific focus along the Lafayette corridor. Being a major traffic corridor already, and with the potential of enhanced transportation infrastructure in the future, the Lafayette corridor represents a main artery into downtown Nashville that runs directly through the center of the target area and affronts the target housing site. While a variety of industries are present along the corridor, particularly as you head further outside the downtown core, the sections that affronts the target housing site presents a larger concentration of convenience related stores. With such, while not directly attributed to the businesses or their actions themselves, criminal activity has been found to occur along this corridor. According to resident engagement meetings, such activity has included both

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drug-related activity as well as gang related activity. With the formation of a merchants association as it relates to crime prevention, the people Work Group identified an opportunity for businesses along the corridor to come together and 1) establish expectations of acceptable business activity along the corridor, as well as 2) assist in partnering with law enforcement and the proposed area neighborhood watch program to assist in reporting criminal activity.

Implementation Leads:
MDHA, MNPD and Ms. Beverly Hall (community business owner)

Implementation Partners:
Dickerson Road Merchants Association

Leveraged Resources:
Partner with Dickerson Road Merchants Association to replicate structure and processes in formation of Lafayette corridor association.

Needed Resources:
To be determined

1.5 Partner with neighborhood and resident associations to establish elements of advocacy and enforcement within lease agreements and association by-laws

This project represents a resident-led crime prevention strategy. Through the People Work Group and resident engagement efforts, it was identified that many residents identified the need for increased advocacy and enforcement as it relates to resident behavior and signed lease agreements. Through resident association training and capacity building, this project presents opportunities for the associations to take more formal roles in communicating resident expectations with new residents via new resident orientations, establishing a formal accountability structure to assist in reporting and enforcing lease violations, and creating a formalized process to advocate on behalf of residents with property management in the event lease terms need to be adjusted in order to more effectively address real or perceived lease violations and/or criminal activity.

Implementation Leads:
MDHA and Napier and Sudekum Resident Associations

Leveraged Resources:
Partner with resident association leadership to identify opportunities for increased capacity building

Needed Resources:
To be determined

Figure 71. Day Out Against Crime Event

COMMUNITY SPOTLIGHT

[Resident Photo Name]

[Placeholder for Our envision heroes and resident success stories..... etc. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision

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SECTION 3: COMMUNITY HEALTH AND WELLNESS

Health and wellness is an area that presents some of the most pressing needs within the community. On many fronts, the target area serves as a microcosm of the issues faced by many cities across the state of the Tennessee, and potentially in other states, as well, from unhealthy eating habits and activity levels to increasingly high rates of obesity, smoking and substance abuse. Designated by the USDA as a food desert, and by Metro Nashville Office of Public Health as a pharmacy desert, the target also represents many cases in which the resources needed to address these societal ailments are not be found within the bounds of the community.

While the resident Needs Assessment indicated that on average 79% of respondents felt their health was good or very good, overwhelming respondents indicated that obesity (68%), smoking (80%), and substance abuse (84%) were problems within the neighborhood. Many if these issues are compounded by the lack of quality fresh fruits and vegetables within the community. Currently, only one full-service grocery store exists within a ten-minute walk radius of the target area, with residents reporting in community meetings and resident engagement activities that it doesn't consistently provide the best quality or variety of food. In addition, according to the 2017 Napier-Sudekum Market Study, the commercial presence within the community primarily consists of limited convenience retail, offering typically less healthy food options and greater access to cigarettes and alcohol. According to the resident Needs Assessment, 35% of respondents on average indicated the local Dollar General as the location in which they currently obtain food. However, 75% of respondents indicated a desire to obtain food from a grocery store if such were available.

In addition to combating these ailments through nutrition, increased activity levels were also identified as an opportunity to improve community wellness. While a community center exists within the neighborhood, services do not include opportunities for physical fitness outside of basketball and swimming (dependent on the seasonable availability). With such, on average only 23% of respondents stated children had 30-60 minutes of physical activity. Providing expanded services or new programming to assist individuals of all ages would be impactful within this community.

Finally, the ability to treat physical and mental health concerns is limited. United Neighborhood Health Clinic is the only medical facility within the ten-minute walk radius of the target area. While the clinic does offer general care, dental care and behavioral counseling services, specialist services like pediatrics, after-hour services and pharmacy services are not currently available – limiting the ability to serve residents who may work or are in need of care after hours that may not necessitate the emergency room. According to the resident Needs Assessment, on average on 49% respondents indicated to having a primary care physician, with 25% of respondents utilizing the emergency room when in need of care. Outside of no barriers to healthcare, 31% of respondents indicated cost and transportation as the biggest barriers to affordable healthcare; anecdotally due to the need of having to outside the target area to receive needed medical services. In addition to the expressed need for pharmacy services, respondents indicated that vision care (21%), dental care (17%) and domestic violence services (14%) were the biggest needs within the community.

Seeking to address the physical and mental aspect of healthcare, the following strategies look to address community health and wellness through healthcare, nutrition, physical activity and education.

Desired Outcomes/Goals:

All individuals, regardless of age, are physically and mentally healthy

Residents have unencumbered access to health food options

Residents have access to comprehensive medical care within the community

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Section 3 Strategy

1 Seek public - private partnerships and development opportunities to address community health and wellness

A comprehensive approach to community health and wellness is needed to ensure the holistic transformation of this community. This multi-faceted strategy looks to address health across areas of nutrition, fitness and healthcare. With only one comprehensive clinic located within the target area, an aging, limited community center, severely underrepresented opportunities for fruits and vegetables, and limited health-related educational services, opportunities exist to address all areas of community health. Implementation projects within this strategy will center on establishing and promoting partnerships among existing providers, as well as seeking development opportunities for new providers to establish services within the community.

Metric: Percent of residents who describe their health as "good or very good."

- Current: 79%
- 5-Year Goal: 90%

Metric: Percent of residents who describe neighborhood healthcare as "very good."

- Current: 26%
- 5-Year Goal: 35%

Metric: Percent of residents with a primary care physician

- Current: 49%
- 5-Year Goal: 59%

Metric: Percent of residents who describe quality and variety of fresh fruits and vegetables within the community as "good or very good"

- Current: 36%
- 5-Year Goal: 45%

Metric: Percent of residents who describe parks and recreation facilities within the neighborhood as "good or very good"

- Current: 29%
- 5-Year Goal: 40%

Implementation Strategies

1.1 Partner with existing healthcare providers to expand capacity of clinic to incorporate new specialties

The resident Needs Assessment indicated resident desires to have general pediatric and dental services offered within the neighborhood. United Neighborhood Health Clinic, a Federally Supported Health Center, currently provides medical and dental services, however, through resident engagement, it was identified that additional capacity and/or hours would be beneficial to better serve the community. Furthermore, no pediatric care exists within the target area outside of temporary, rotating medical services offered by Vanderbilt Medical School and Meharry Medical School. This project looks to partner with United Neighborhood Health to evaluate the potential for increased capacity and specialties in order to expand to address community need through an existing neighborhood provider. Furthermore, this project calls for increased satellite clinic options from Vanderbilt and Meharry to assist with annual healthcare needs, like physicals, inoculations, cessation services and dental care.

Implementation Lead:
United Neighborhood Health Clinic

Implementation Partners:
Vanderbilt Medical and Meharry Medical

Leveraged Resources:
Partnering amongst providers to maximize services offered

Needed Resources:
Funds necessary to bring on new providers

Early Action Activity

- Starting in spring 2018, United Neighborhood Health Clinic will offer pediatric services through the Napier clinic location

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1.2 Establish comprehensive pharmacy services within the target community.

Identified by Metro Nashville Office of Public Health as a "pharmacy desert," this project calls for a pharmacy to be located within the community. Currently, no pharmacy exists within the 10 minute walking radius of the community. With transportation being the biggest barrier to healthcare, as identified within the resident Needs Assessment, locating a pharmacy within the community will provide direct access to the necessary medications needed by current residents to sustain and improve their well-being.

Implementation Leads: MDHA and United Neighborhood Health

Implementation Partner: Pruitt Discount Pharmacy

Leveraged Resources: Leverage Neighborhood Health's experience operating a pharmacy through their downtown location while partnering with a new provider, Pruitt Discount Pharmacy, to co-locate within the Napier clinic location

Needed Resources: In the short-term, funds must be obtained to retrofit portions of the United Neighborhood Health Clinic to accommodate a general access pharmacy dispensary. In the long-term, an expanded location for the pharmacy will be needed in order to offer comprehensive services.

Early Action Activity

- Starting in Spring 2018, in a partnership between United Neighborhood Health Clinic and Pruitt Discount Pharmacy, Pruitt's will co-locate within the Napier clinic location and offer dispensary services.

1.3 Establish a community-based urban garden/ farmer's market

As an USDA labeled food dessert, fresh fruit and vegetables are limited within the target area. With only one existing, but limited, grocery option, this project calls for a community-based urban garden to assist in provided access to fresh food. Partnering with Harvest Hands Community Development Corporation's social entrepreneurship program and Trevecca Nazarene University's urban garden program, the project calls for land within the target area to be designed for gardening with opportunities for residents to participate in growing, maintenance and upkeep.

Implementation Leads: Harvest Hands CDC and Trevecca Nazarene University

Implementation Partners: MDHA and Midtown Fellowship

Leveraged Resources: Trevecca Nazarene University's experience operating their urban farm, providing structure and advisory resources

Needed Resources: Funds for land acquisition and garden start-up

1.4 Establish a full-service grocery store within the community

Over 75% of respondents from the resident Needs Assessment expressed that a grocery store was the preferred place in which they would like to obtain food. With only one full service grocery within the neighborhood, and a few limited grocery-type convenience stores, access to fresh food and groceries of one of the largest gaps in services within the community, and a desire expressed at every community meeting and resident engagement event. This project, while potentially long-term in scope, calls for a full-service grocery store to be located within the community.

Implementation Leads: MDHA

Needed Resources: To be determined

1.5 Establish a comprehensive health and recreation facility within the community

With less than 30% of respondents from the resident Needs Assessment describing current recreation facilities within the neighborhood as good or very good, the people work identified the need for a new community

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center to be located within the target area. The current Napier Community Center was built in the 1970's. While it continues to serve as an asset of the community through its presence as a food bank location, implementation of summer youth programming and general outlet for recreation and community programs, it does present required capital updates to its physical plant. Furthermore, with no fitness facility and limited class/ studio space, it presents restrictions to achieving its full potential as a comprehensive health resource. This project calls for a new health and recreation facility that would provide fitness, health education and youth and adult programming. Furthermore, this project calls for the new center to be located within proposed civic space along with the public library and Neighborhood Health clinic.

Implementation Leads: MDHA and Metro Parks

Leveraged Resources: To be determined

Needed Resources: land acquisition for new center, along with funds for development of new center

1.6 Establish a healthy living educational campaign targeting youth and adults

Knowing health goes beyond physical fitness and healthcare, this project calls for the creation of a healthy living campaign that can bring education and training to residents on the following topics:

- Healthy eating habits
- Substance abuse and counseling
- Cessation services
- Active living coaching
- Mental health

I**mplementation Leads:** MDHA and United Neighborhood Health Clinic

Implementation Partners: Vanderbilt Medical and Meharry Medical

Needed Resources: To be determined

1.7 Incorporate design elements within the development plan that will promote healthy and safety living

This project utilizes the design process to promote health living. Establishing environments that promote active living, the project will look to incorporate design guidelines that can better ensure pedestrian safety while providing additional opportunities for activity for all residents regardless of age or ability. Elements of this project will include, but are not limited to, expanded street design to incorporate walking and biking, safe sidewalk designs, comprehensive play grounds and designated pathways to and from residential and commercial/civic buildings.

Implementation Lead: MDHA

Implementation Partners: Walk/Bike Nashville and Metro Parks

Needed Resources: To be determined

COMMUNITY SPOTLIGHT

[Resident Photo Name]

[Placeholder for Our envision heroes and resident success stories.

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SECTION 4: EDUCATION DEVELOPMENT AND TRAINING

Establishing a cradle to grave education plan was one of the more challenging components of the planning process. Students within the target area attend over 62 different schools that spread through Metro Nashville. While the largest amount of students does attend the neighborhood elementary school, Napier Elementary Enhanced Option, the zoned middle and high school for the target area are located outside the target area completely. At the onset of the planning process, test scores were heavily evaluated to determine focus areas for the education Work Group. According to the 2015 Tennessee Comprehensive Assessment Program (most recent data available), the zoned elementary and middle schools scored D's or F's in several subject areas, including reading, math and science. Furthermore, the resident Needs Assessment found that only 55% of respondents described the quality of education received by their children as good. The neighborhood elementary school has experienced dramatic progress over the past year with the appointment of a new principal, Dr. Lawless. While new test scores are not yet available, Dr. Lawless has energized the faculty, stressed parental and community involved and incorporated new STEM curriculum. Dr. Lawless has energized the faculty, stressed parental and community involvement and incorporated new after-school and enrichment opportunities. Instituting the "Leader in Me" program, Napier has increased student emotional and social support through the implementation of restorative conflict resolution process, access to counseling and social services, and a comprehensive programming to address culture, academics and life skills. Knowing community change is also driven by reputation, identity and branding, Dr. Lawless is also seeking approval from the school district to rename and rebrand the school as well as institute new dress codes to further energize both the student base as well as the community. According to Dr. Lawless, these efforts have already sparked progress within test scores since 2016, with a 30% increase in overall literacy skills with on average 50% of students reading at or above grade level. With a need to improve students' achievements while overcoming the issue of proximity to schools, the education Work Group took a broader scope, working with Metro Nashville Public Schools and education service providers to evaluate the ability to improve student scores through expanded early education, after-school/summer programming and parental engagement.

Looking towards adult learning, the education Work Group identified technology as the biggest barrier to life-long development. With no community college or adult specific learning center within the target area, residents are limited in their abilities to obtain education outside of the job training services offered by providers in the community. Through expanding digital literacy and STEM programming, the education Work Group felt that more adults could obtain access to necessary training, as well as seek self-sufficiency and employment resources.

Seeking to address quantity, access and quality, these strategies look to address cradle to grave educational needs through early education, after-school/summer programming, parental engagement and digital literacy.

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Desired Outcomes/Goals:

All children ages 0-5 have access to comprehensive early learning

All children 5-18 have access to enrichment programming

All residents are computer literate and have affordable internet access

Section 4 Strategy

1 Increase quality and access of early education programming

Providing holistic early learning opportunities are critical for the on-going development of children ages 0-5. Within the target area, though, only two early learning providers current operate – Dudley Head Start and Wayne Reed Child Care, with Napier Elementary and Wayne Reed also offering combined five Pre-K classes. With combined capacities of on average 200 children, substantial gaps remain in serving the existing community, with over 400 children in residence below the age of 6, not to mention the inability to provide care for the projected increases in population through the redevelopment of Napier and Sudekum. According the resident Needs Assessment,

only 19% of respondents felt the community provided adequate childcare, and of those, only on average 33% felt the childcare that is provided could be described as good or very good. Other, non-traditional providers have been established in both Napier Place and Sudekum Apartments through at-home childcare services. In response, Jobs Plus Nashville has established training for these individuals to ensure they meet and adhere to state requirements. Furthermore, local religious anchor, the Church of the Messiah, has recently initiated plans to renovate portions of their current building to accommodate after hours childcare, as well as summer youth programming. With that said, needs persist for additional child care centers. Implementation strategies outlined here will provide a variety of tactics targeted towards increasing access to childcare, including incorporation of childcare within existing facilities, increased capacity at existing providers and the development of new childcare centers.

Metric: Percent of residents who feel there is adequate childcare in the community

- *Current: 19%*
- *5-Year Goal: 40%*

Metric: Percent of residents who describe quality of childcare as good or very good.

- *Current: 34%*
- *5-Year Goal: 50%*

Implementation Strategies

1.1 Utilize an annual survey to gauge current and projected capacity of existing childcare providers

This project serves as the foundational base of this strategy. Within the first year, the project would provide a clear baseline as to how many children are currently being served as well as any projected vacancies or additions to the capacity of existing providers. Moving forward, as new providers begin to serve the community, the survey would provide an annual resource to determine potential gaps in services or location, as well as begin to address any curriculum changes found with kindergarten readiness.

Implementation Leads:
MNPS and Family Resource Center

Implementation Partners:
Wayne Reed and Dudley Head Start

Leverage Resources:
To be determined

Needed Resources:
Human capital and data collection infrastructure will be needed from an implementation lead to facilitate the surveying process and maintain data over time.

1.2 Partner with local institutions (e.g., churches, community center and library) to incorporate early education within their programming services at existing facilities

This project is positioned as a short-term objective to expand childcare capacity without necessarily accruing the major expenses needed to build new facilities. From area churches like the Church of the Messiah, Seay Hubbard Methodist Church and Mt Ararat Baptist Church, to civic spaces like Napier Community Center, Pruitt Library and Napier Elementary School, under-utilized facilities exist within the community that could support the addition of childcare within existing programming. While some expense may be necessary to ensure all code requirements are met, this project would provide interim measures until such time more expansive facilities could be built.

Implementation Leads:
Wayne Reed Childcare Center and Youth Encourage Services

Implementation Partners:
Church of the Messiah, MNPS and Family Resource Center

Needed Resources:
Structure and costs associated with childcare codes requirements to refit existing facilities

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Early Action Activity

- Starting in fall 2017, the Church of the Messiah launched a capital campaign to funds the expenses needed to retrofit portions of their existing building to accommodate childcare, with focus on providing after hours childcare services. Planning is on-going, with a goal to initiate services in 2018.

1.3 Establish an in-home childcare training program

As expressed in several community meetings and resident engagement activities, many residents have found their only option for childcare is through friends or neighborhoods that provide in-home childcare services out of their apartments or home. While these services greatly assist families in obtaining childcare, in many cases, the education Work Group found that these in-home services were not properly trained or accredited; presenting potentially missed opportunities for resources and accountability for the provider. In response to such, Jobs Plus Nashville in 2017 rolled out an in-home provider training. While still new, the education Work Group determined that training like this should be expanded and formalized; ensuring in-home services can continue to be a resource for families while providing childcare providers with the training and resources needed to ensure effectiveness.

Implementation Leads:
Martha O'Bryan Center and Jobs Plus Nashville

Implementation Partners:
MDHA

Leverage Resources:
Partnering with the programming already created by Jobs Plus

Needed Resources:
Ability to expand programming to reach residents outside of Jobs Plus' coverage areas as well as identify lead to take over training at end of Jobs Plus Nashville's grant term (year 2020)

1.4 Build a new, comprehensive Early Learning Center

While a long-term objective, the community determined that a new early learning center would be necessary in order to serve the number of children within the community. While other short-term strategies address capacity through existing providers or facilities, this project calls for a new early learning center within the community, with community preference for land to be earmarked for such within the new development.

Implementation Lead:
MDHA

Implementation Partners:
To be determined

Needed Resources: To be determined

Section 4 Strategy
2 Expand after school and summer programming

With the zoned public middle and high schools that service the target area being outside the ten-minute walking radius (Two Rivers Middle School and McGavock High School at 8 miles away), the ability for community youth to engage in meaningful after-school programming is greatly hindered. On average, approximately 60% of respondents from the resident Needs Assessment felt the community did not provide enough after school programming for children ages 5-18. Of the providers that do exist within the neighborhood, many already operate at capacity. Youth Encouragement Services provides after school programming, including homework assistance, with transportation services, but is limited to approximately 70 children. Harvest Hands CDC provides expansive after-school programming, including enrichment and homework assistance for younger children and social entrepreneurship opportunities for high school students. Trevecca Nazarene Community Church provides their Kid Power and Youth Power programming for elementary and middle school students, reaching capacity at approximately 70 children. Napier Elementary' s LEAD after school program, funded by 21st

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century funding, services 60 children from Napier and the community. Children participate in enrichment activities such as band, cheerleading, chess, African drumming, drama and a STEAM (science, technology, engineering, arts and math) club. Once summer arrives, opportunities for programming remain limited. For instance, the Napier Community Center operates a summer program for kids, but reaches facility capacity at approximately 120 children. Napier Elementary offers a Read to Be Ready program through grant funding. Starting in 2018, the program will service 20 rising first through third grade students needing intentional reading support. Furthermore, in partnership with William Morris, a valued Napier partner, the school will host a school-wide summer camp for Napier Elementary students over three weekends in July. Knowing quality after school and summer programming can increase a child's affinity towards academic pursuits as well as address chronic issues like truancy and drop-out rates, the education Work Group determined that focusing on opportunities outside the classroom would be most impactful. With over 700 children below the age of 18 within the target area, there is substantial need to expand existing programming and create new programming in order to provide meaningful enrichment experiences after school and during the summer months. The following implementation strategies look to address this need through transportation partnerships, expanded capacity options, and new providers.

Metric: Percent of residents who feel the community offers adequate after-school programming

- *Current: 17%*
- *5-Year Goal: 40%*

Metric: Percent of zoned high schools who drop out prior to graduation

- *Current: 22%*
- *5-Year Goal: 15%*

Implementation Strategies

2.1 Partner with Metro Nashville Transit Authority, Metro Nashville Public Schools and local service providers to establish new transportation routes and schedules to enhance access to resources outside of the target area

This project looks to address the transportation barriers experienced by middle and high school students. With much after-school and extracurricular programming offered at the schools themselves, providing dedicated transit options for students would allow them to take advantage of these opportunities. Furthermore, this project calls for collaboration between MTA, MNPS and service providers to determine if additional stops were feasible that could transport students from school directly to and/or near after-school providers.

Implementation Leads:
MTA, MNPS

Implementation Partners:
MDHA, Youth Encouragement Services

Needed Resources:
To be determined

2.2 Partner with local institutions (e.g., churches, community center and library) and existing youth development providers to incorporate and/or expand early education within their programming services at existing facilities

This project presents a path that could increase the capacity of after-school and summer programming through partnering with existing community resources. Facilities like the Pruitt Library and Napier Community Center already provide de-facto after-school and summer programming to youth due to their location and operational hours within the community. In partnering with these institutions, as well as local churches, more formalized programming could be incorporated into these facilities and operated either by these institutions themselves or by other, youth-focused agencies in need of facilities. Furthermore, this project calls on existing youth-focused providers, like Harvest Hands CDC,

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Trevecca Nazarene Church, Napier Community Center and Youth Encouragement Services to evaluate their potential to expand capacity and service additional youth above and beyond the amount currently served.

Implementation Leads:
Youth Encouragement Services

Implementation Partners:
Public Library, Family Resource Center

Needed Resources:
To be determined

Early Action Activity

- In 2018, Napier Elementary will offer the Read to be Ready Program, offering intentional reading support to 20 rising first through third graders.
- Starting in summer 2018, in partnership with William Morris, Napier Elementary will offer a school-wide summer camp for Napier students over three weekends in July.

2.3 Attract new youth development providers to the community that complement and enhance existing providers

While exhausted the potential to maximize the potential and capacity of existing providers, attracting new providers will be necessary to ensure all students can have opportunities to participate in after school and summer programming. Partnering with the Community Achieves Program and the Napier Family Resource Center, this project looks to leverage the existing partner network within the community to solicit and attract new providers to service the community. The education Work Group found that once identified, the new development should earmark land or space within the mixed use or civic developments to incorporate after-school and summer programming.

Implementation Leads:
Community Achieves and Family Resource Center

Implementation Partner:
MDHA

Needed Resources:
To be determined

3 Section 4 Strategy
Increase parent and community engagement

Research has shown that the lack of parental engagement in a child's education can critically impact their achievement levels (U.S. Department of Education, 1994). With lower test scores, as of the available 2015 data, and drop-out rates for the zoned public high school averaging 22%, anecdotally, one could derive that increased parental engagement levels are needed throughout the target area. Currently, according to the resident Needs Assessment, on average only 63% of parents stated they communicated with teachers on at least a monthly basis. Furthermore, only 49% of respondents stated they attended events at their children's school, with only 25% stating they volunteered at such schools. Substantial barriers are in place that hinders parental involvement. On average 46% of respondents stated that both work and transportation prevented their involved with schools. Furthermore, on average only 46% of respondents reported having access to at least one drivable car. With, at times, limited public transportation options and having the zoned public middle and high schools for the target area being over 8 miles away, creative parental engagement strategies are necessary to address this gap in supporting student achievement. Napier Elementary School has established a commitment to enhancing family engagement. Implementing a plan to transition families from involvement to engagement and eventually advocacy, Napier Elementary School has initiated a three-pronged plan that includes two-way parent/school communication, regular parent interactions through weekly meetings and monthly suppers, and supporting the entire family through the Family Resource Center and Community Achieves program – both located at the school. While Napier Elementary demonstrates school based parental engagement, gaps remain in how to engage parents with students who attend other schools, particularly those attending the zoned middle and high schools. Communication with parents can often prove to be difficult due to changing phone numbers and higher mobility rates. According to Community Achieves, parents express a desire to participate but sometimes are not aware of events or opportunities due to these barriers. The implementation strategies listed here provide comprehensive parental engagement strategy that incorporates communication tools, adapted engagement opportunities and expanded transportation options.

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Metric: High School drop-out rate

- Current: 22%
- 5-Year Goal: 18%

Metric: Percent of parents engaged with child/ children's school

- Current: 49%
- 5-Year Goal: 60%

Implementation Strategies

3.1 Establish partnerships between MTA and MNPS to expand transportation services

This project looks to identify ways to address the transportation barrier that prevents many parents from attending events, meetings and engagement opportunities held at schools. Seeking partnerships with MTA and MNPS, the objective would be to identify ways in which bus services could be extended on certain days to allow for targeted transportation for parents and students to and from schools in order to attend events, such as parent/teacher conferences, extracurricular activities, tutoring and homework assistance and school events.

Implementation Lead:
MNPS

Implementation Partners:
MTA and MDHA

Needed Resources:
Dedicated funds to cover additional expenses necessary for after-hours transportation services

3.2 Establish a comprehensive communication strategy

Since many parents are unable to attend school events and face barriers with consistent communication with teachers, this project looks to establish a communication strategy that will identify several methods to connect schools and parents. Currently, Napier Elementary operates Possip, a text-message based system used to communicate updates and reminders to parents. However, it only housed at Napier Elementary, preventing the ability to expand to parents of children who attend other schools. Establishing a comprehensive strategy to communicate with parents across the district would be impactful. Options to be considered within this communication strategy include a consistent newsletter, evaluating the potential of enhanced online communications through apps and social media and seeking partnerships within the community to post school-related information in areas that more accessible to residents.

Implementation Lead:
MNPS

Implementation Partner:
Family Resource Center and Community Achieves

Leveraged Resources:
Maximizing the abilities and impact of the Community Liaison Coordinators already in place through MNPS, as well as expanding the Possip program outside of Napier Elementary

Needed Resources:
Support and resources for communication systems through the district

Figure 72. Envision Heroes

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3.3 Expand and establish school and community based parent clubs

Creating opportunities to engage parents outside the academic environment allows schools to support the whole family while also increasing parental engagement and participation. Napier Elementary has established a parents' club that provides resources and support to parents whose children attend the school. While again restricted to Napier, this provides a structure to replicate for other schools. This implementation structure looks to leverage the structure in place at Napier while looking to either establish school-based parents clubs at other neighborhood schools – like Cameron Prep and Lead Academy charter schools or the zoned middle and high schools – or consider a community wide parent club that each school can feed into and support.

Implementation Leads:
Napier Elementary and MNPS

Implementation Partner:
Family Resource Center and MDHA

Leverage Resources:
Structure currently used for Napier parents' club

Needed Resources:
Support and incentives to assist in establishing other school-based clubs or a community-based club

3.4 Establish satellite meeting location and information hubs

With students within the target area attending 62 different schools, and the zoned middle and high schools being located outside the target area, parents already face obstacles in attending meetings and events due to proximity, without taking into account further barriers faced with transportation. Acknowledging these obstacles, the education Work Group identified the need to partner with MNPS to establish satellite meetings. Working with the MNPS Community Liaison Coordinator, this project looks to bring those critical school meetings to the residents, as opposed to attempting to get residents to the schools. Utilizing neighborhood institutions, like the public library and neighborhood community center, as hubs of information for students and parents, the liaison would work to host quarterly meetings for the zoned public schools as well as utilize these locations to post flyers and provide critical updates and reminders that may be missed if only hosted and/or posted at the school.

Implementation Lead:
MNPS

Implementation Partners:
Pruitt Library, Napier Community Center and Family Resource Center

Needed Resources: To be determined

4 Section 4 Strategy
Promote technology access and digital literacy training for all ages

Technology access and digital literacy are critical skills needed in today's society, regardless of age. From completing homework assignments to engaging in adult learning and job training programs to apply for jobs, the ability to access the internet and the knowledge of how to operate computer systems are prerequisites for success across all ages. While most schools have incorporated digital access and STEM programming, computer access is not wide spread throughout the community. According the residents Needs Assessment, only 47% of respondents stated they had access to a computer, with only 45% of residents having access to the internet outside of a cell phone. MDHA, in partnership with Jobs Plus Nashville, offers digital literacy programming for adults. In addition, the ConnectHome initiative provides digital literacy training and access to computing devices. Through partnerships with local internet service providers, ConnectHome Nashville is able to offer free or $9.95 home Internet service, access to a free refurbished laptop and digital literacy training. In addition, institutional spaces in the community, like Pruitt Library, offer a computer lab and public Wi-Fi access. With that said, gaps remain in providing comprehensive digital literacy training to residents of all ages, and facilitating access to computers and affordable internet. This strategy provides multi-generational projects to assist in addressing these gaps, partnering such with self-sufficiency goals listed in a previous section.

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Metric: Percent of residents with a computing device other than a cell phone

- Current: 47%
- 5-Year Goal: 60%

Metric: Percent of residents with access to affordable internet, other than through a cell phone

- Current: 45%
- 5-Year Goal: 60%

Implementation Strategies

4.1 Incorporate digital literacy training within youth development and job training curriculum

This project calls for a partnership amongst community providers to incorporate digital literacy training with their current programming. From youth development providers, to job training and self-sufficiency, opportunities for digital literacy and computer access can be found across all spectrums. Through a partnership with the proposed coalition of providers, this topic would be evaluated for potential inclusion within all curriculum provided within the community.

Implementation Lead:
MDHA

Implementation Partner:
Martha O'Bryan Center, Pruitt Library, ConnectHome Nashville

Needed Resources:
To be determined

4.2 Partner with internet providers to expand access to affordable internet access

This project looks to establish partnerships with internet providers to expand access and marketing of affordable internet packages to residents within the target area. Many providers are moving towards offering affordable internet packages, though awareness is limited. This project would look to partner these services with community providers to broaden awareness and access.

Implementation Lead: MDHA

Implementation Partner: Martha O'Bryan Center

Needed Resources: To be determined

Early Action Activity

- In November 2017, the ConnectHome Initiative, in partnership with Jobs Plus Nashville and Comcast, established an initiative to remove barriers to accessing internet. Hosting a community event, the initiative provided an venue for residents to request forgiveness of debt older than 12 months, clear collections/charge offs with the Credit Bureau, set up new accounts, set up installation appointments and receive 3 months of free internet service.

COMMUNITY SPOTLIGHT

[Placeholder for Our envision heroes and resident success stories..... etc. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. Text about envision hero success story. success story.]

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6 IMPLEMENTATION PLAN

The Transformation Plan process promoted an inclusive and collaborative approach by involving various community stakeholders and including their input to develop a vision for the Napier Sudekum neighborhood and to commit to action strategies that will advance the implementation of the plan. Various early action projects are already underway as a result of these partnerships. Successful implementation of a plan this comprehensive is expected to take 15 to 20 years of continued investment by public and private partners. Therefore, it is critical to build a governance structure of key partners who are deeply engaged, represent the range of the Plan's contents and can ensure accountability and success. This chapter states the organizational structure for implementation, summarizes phasing plan and the early action projects, highlights financing strategies, and includes performance measures which could be used for tracking the success of the Transformation Plan.

ORGANIZATIONAL STRUCTURE FOR IMPLEMENTATION

As identified on the organization chart below, MDHA led by the Executive Director Mr. James Harbison, will lead all efforts in the coordination and implementation of Envision Napier-Sudekum. The Co-lead in our efforts will be Metro Nashville led by Mayor Megan Barry. For the purposes of the organizational chart, Metro Nashville includes the Metro departments as they pertain to the transformation of the Cayce Neighborhood to include Public Schools, Nashville Electric Services, Water, Planning, and Public Works.

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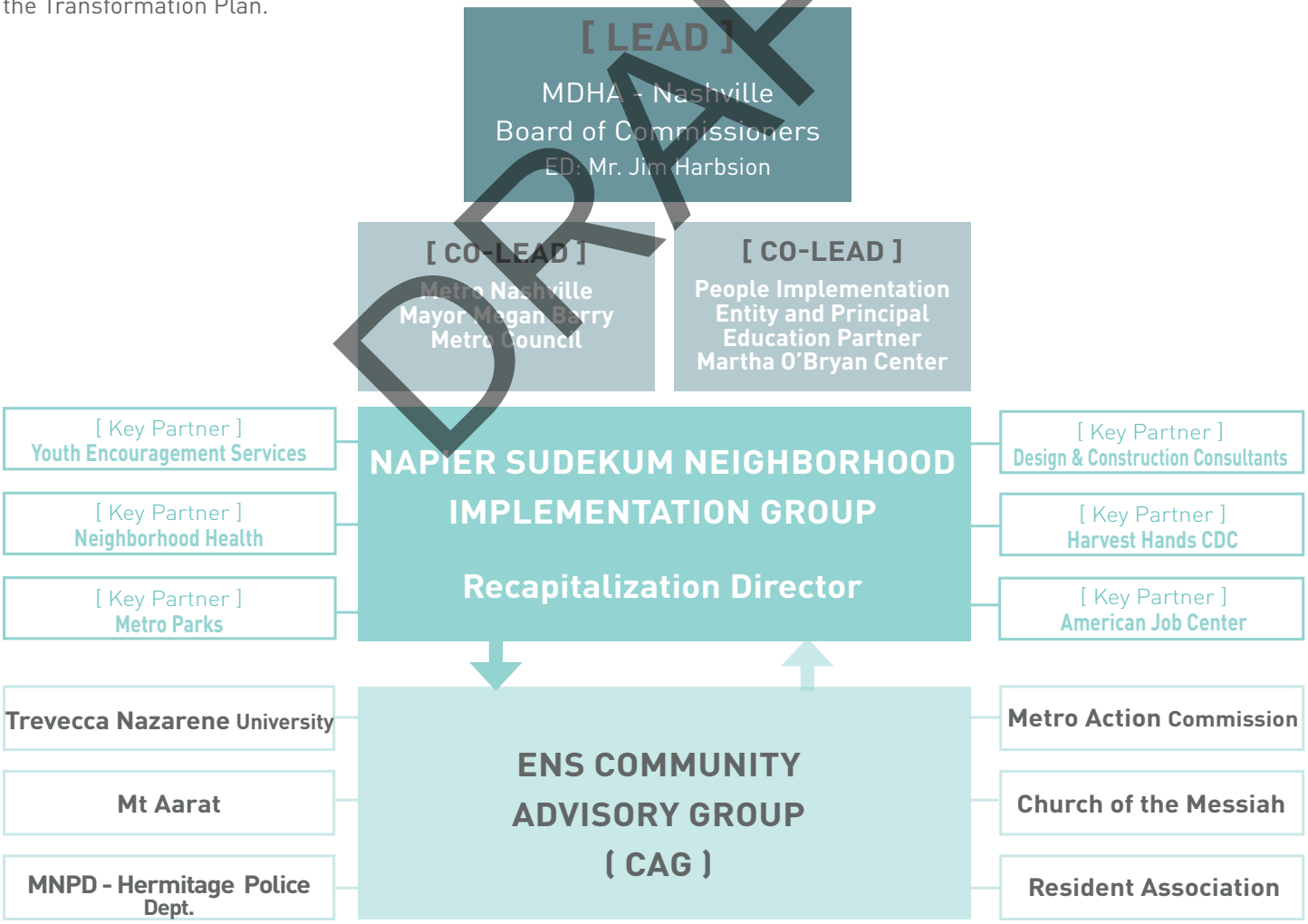

Figure 73. Napier - Sudekum Choice Neighborhood Organizational Framework for Implementation

MDHA has created a dedicated Recapitalization Team to execute the redevelopment of Napier and Sudekum. The Team consists of: 1) a Director of Recapitalization who manages and oversees all facets of the planning and execution of the community revitalization projects; 2) Construction Project Managers who oversee only the Napier-Sudekum Transformation Plan and all its strategies; and 3) two Project Managers (PM) and; 4) a Community Engagement Manager who handles public relations with an emphasis on community engagement and resident notification. Upon the initiation of implementation, a team will be assembled or contracted to coordinate on-site relocation of residents and their pursuit of life self-sufficiency goals. This proposed Case Management staff will consist of one supervisor and up to three case managers (who will also perform as housing search counselors). The Case Managers will provide comprehensive community and supportive services to Napier and Sudekum residents through in-house case management and coordination with community social service providers. The community and supportive services strategy focuses on strengthening connections between residents and existing community services, thereby creating a sustainable service delivery and referral system. Specific services include: childcare, relocation counseling, homeownership and financial counseling as well as others. MOBC, serving as the People Plan lead, will assist with case management, working as the point of contact to the Director of Recapitalization.

MDHA's Director of Recapitalization will be fully dedicated to the oversight and execution of the CNI grant and any subsequent recapitalization efforts. This will include oversight related to design, finance, procurement, construction, and public and tenant relations, as well as supervision of MDHA staff and coordination of contracted professionals to ensure that all phases of the Napier-Sudekum Transformation Plan are executed and completed in the most effective and timely manner possible. The Senior Project Manager will facilitate the Napier-Sudekum Neighborhood Implementation Group (CNIG) and will be responsible for effective collaboration between partners. The Director will assist Senior MDHA leadership in holding partners accountable with their

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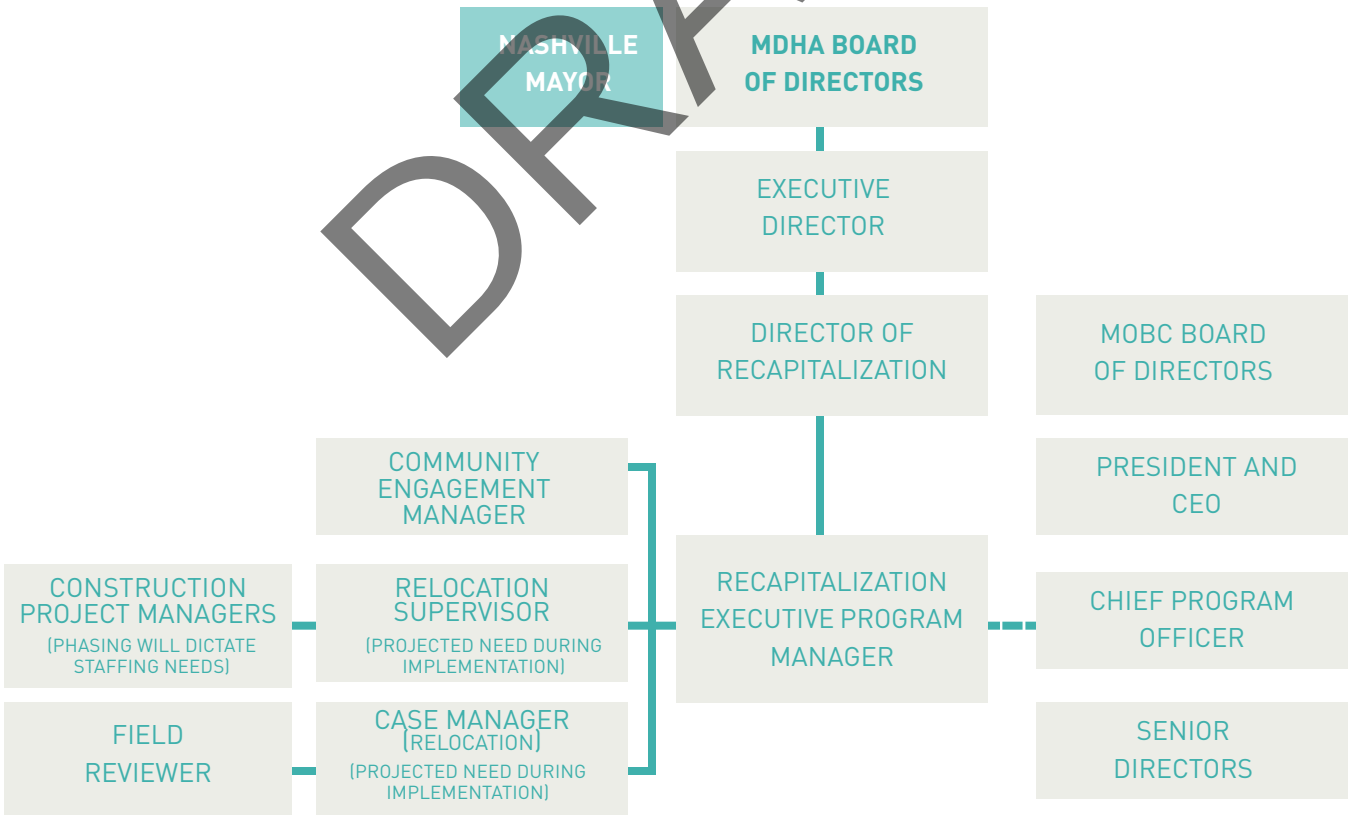

Figure 74. Staffing Organization Chart for the Napier - Sudekum Transformation Plan

MOUs and commitments. In cases, where significant long-term and critical tasks must be completed to include the exchange of resources, a MOU has been developed between key partners and MDHA. In the case of implementation with organizations that do not have a current MOU with MDHA, tracking and enforcement of task completion is managed by the Recapitalization Executive Program Manager. The MDHA Executive Director and Mayor (with key staff) meet bi-weekly to discuss and track MDHA-Metro Nashville cooperation to include the Napier-Sudekum Neighborhood Transformation Plan.

The Napier-Sudekum Community Advisory Group (CAG) provides resident and community feedback to the CNIG and executive leadership in their implementation of the Transformation Plan. This organized and active group meets quarterly with MDHA and monitors progress, provides input for decisions and ensures prior commitments are achieved.

MDHA commits to working with the City and all Key Partners within the proposed governance structure to ensure successful implementation of the Transformation Plan. MDHA recognizes that not everyone will always agree. Ultimately, MDHA will prioritize actions that will be the least disruptive to public housing residents, supports its commitments to the residents, and the most cost-effective for MDHA and the city of Nashville.

PHASING PLAN

The proposed new development will be built in multiple phases over the course of several years. The Phasing Plan would evolve with the availability of funds, off-site relocation opportunities and on-site improvements. Figure 75 illustrates a Phasing Strategy that highlights the potential phases by blocks.

Strategic Recommendations to Implement the Physical Plan:

- Lafayette Street frontage acquisition or work with the property owners for possible partnerships.
- Rezone the properties to Specific Plan District (SP) working with Metro Planning. Per the Metro Nashville Zoning Code, "a "Specific Plan District," generally known as "SP" zoning, refers to a new type of base zoning district, not an overlay, which is not subject to traditional zoning districts' development standards. Under SP zoning, design standards established for that specific development are written into the zone change ordinance." To achieve an SP zoning, MDHA must apply for a Preliminary SP and provide documentation related to boundary, density, height and allowable uses. Other requirements can be provided or can be referenced through "fall-back"

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Figure 75. Phasing Strategy

zoning categories. This process will entail community meetings and public hearings at both Planning Commission and City Council before the Plan would be adopted and deemed effective.

- Establish a redevelopment district for this area and develop Design Guidelines within this district. These design guidelines would have much more detail than the SP on items such as building materials, screening, massing, and other more aesthetic architectural and site related items.
- Conduct an Infrastructure Feasibility Study. The existing utility infrastructure in this area is aging and also has environmental issues associated with it due to the combination sewer system. It is recommended that MDHA contract with an engineering firm to evaluate the infrastructure needs in this area on a more detailed level to determine the best solution to achieve full build out of this master plan. This study should consist of stormwater quantity, stormwater quality, sanitary sewer, water, electrical and franchise utilities, and also transportation. This will help to make more informed decisions on phasing and funding as we move into implementation for this project.
- Finalizing the phasing sequence.
- Prepare Relocation and Re-occupancy Plan

Relocation and Re-occupancy Plan

Building off the relocation process established during Envision Cayce, MDHA's first comprehensive mixed-income master planning process , and adhering to the requirements set within the Rental Assistance Demonstration (RAD) conversion that has already taken place, the Housing Plan calls for a strict one-for-one replacement of the 821 apartments located in both Napier Place and Sudekum Apartments. In order to minimize displacement of residents, demolition and construction will occur in multiple phases to allow for onsite, temporary relocation. As outlined within the Phasing Plan, phases that contain more open land or that will result in a substantially greater number of new units, as compared to existing units will be targeted first. The development can then minimize the disruptive impacts of relocation by requiring fewer moves. While a single move from an existing unit within Napier-Sudekum to a new unit within Napier-Sudekum will be the preferred goal, residents could see up to two moves within the current property depending on when phases occur and what unit types will be required to accommodate each phase. In this instance, MDHA property management staff will work with residents to relocate them on the property and vacate units that won't be directly impacted by the next phase of implementation. By ensuring temporary relocations on-site, the Relocation Plan will avoid having to utilize the Housing Choice Voucher Program, which in the Nashville market, has on average carried only a 50% placement rate. Prior to the start of redevelopment and at least six months prior to actual relocation, a complete URA-compliant Relocation Plan will be developed by MDHA in conjunction with community engagement. In summary, the Relocation Plan will include the following:

- Development will be completed in phases, minimizing disruption of current residents
- Projects will be prioritized in order to build first on open spaces, either acquired or owned, on the edge of the property and relocate residents from the core of the property to mixed income new construction
- Residents will be relocated within the current Napier-Sudekum property, either directly from an existing unit to a newly built unit (preferred course) or temporarily from an existing unit to another existing unit. The Plan could result in multiple moves within the property based on phasing; with the preferred goal being one move per household

As new units are built, priority will be given to current Napier-Sudekum residents that are in good standing with their current lease agreements. Furthermore, residents that reside within the next phase of development will be prioritized for relocation into new units. If units remain available after that, they will then be available to any residents within existing units at Napier-Sudekum and with priority given based on seniority. Residents will be given at least a ninety (90) day notice of relocation and a meeting with a relocation counselor during that time to prepare for their respective move. As development occurs, meetings with the Community Advisory Group (CAG), Resident Only and Public Town Hall will continue to ensure information is properly conveyed and resident concerns are properly addressed.

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Marketing and leasing efforts will be initiated for each phase at least six months prior to construction completion for the workforce and market rate units of the mixed income development.

PROJECT BUDGET

Housing development will proceed in multiple phases. It is anticipated that the projects will be closed over the next 15-20 years, but the time frame may be shortened or expanded depending upon availability of funds. Housing Development budget includes demolition of the existing units, parking structures and areas and new construction. Parking costs have been integrated within the "Housing" component costs below.

The Park Design and Roadway Infrastructure budget includes the Central Park area, the Hub Plaza, twelve courtyards within the proposed buildings, and a multi-use trail. The estimate includes a wide range of site amenities and applications but does not include site-prep work, utilities, and a few other optional site components. An estimate for road infrastructure is also included, and this entails pavement surface, curb, and construction materials for all roadways within the study area.

FINANCING STRATEGIES

A project of this scale and complexity will require a variety of funding sources to be feasible. MDHA has and will continue to work with local, state and federal agencies, nonprofit partners, philanthropic organizations, businesses, and other community stakeholders to assemble and leverage the resources required to realize Envision Napier-Sudekum.

At the core of MDHA's ability to implement Envision Napier-Sudekum is the conversion of those properties under the HUD program known as Rental Assistance Demonstration (RAD). Authorized by Congress under the FY12 HUD appropriations act, RAD permits public housing agencies such as MDHA to convert units from their original HUD Section 9 Public Housing funding to project-based Section 8 contracts. The key benefit of RAD is that properties converted under this program are allowed to take on debt and equity from private sources, which is prohibited for traditionally funded public housing developments. The conversion also enables the redeveloped site to contain mixed-income and mixed-use tenants. Their rent payments joined with the Section 8 contract payments will support the debt required for implementation.

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PROJECT ESTIMATED BUDGET SUMMARY			
PROGRAM COMPONENTS		UNITS	BUDGET
Housing	1,919	DU	$ 470,050,000
Institutional	40,000	SF	$ 12,000,000
Retail	110,000	SF	$ 42,050,000
Collector and Local Roadways			$ 8,000,000
Sidewalks and Multi-Use Path			$ 3,500,000
Infrastructure			TBD*
Parks and Open Space			$ 3,000,000
Building Demolition			$ 3,000,000
TOTAL			**$ 541,600,000**
* Infrastructure study/pricing is underway			

Figure 76. Estimated Project Budget

In Accordance with HUD guidelines the important things to know about RAD include:

- In RAD, units move to a Section 8 platform with a long-term contract that, by law, must be renewed. This ensures that the units remain permanently affordable to low-income households.
- Residents continue to pay 30% of their income towards the rent and they maintain the same basic rights that they possess in the public housing program.
- RAD maintains the public stewardship of the converted property through clear rules for ongoing ownership and use.
- The RAD program is cost-neutral and does not increase HUD's budget. This program simply shifts units from the Public Housing program to the Section 8 program so that providers may leverage the private capital markets to make capital improvements.

These factors combine to demonstrate RAD was specifically designed to create long-term stability for converted properties, which in turn creates certainty for potential lenders and investors. MDHA applied for RAD designation in December 2013 and the conversion of Napier and Sudekum was completed in May 2017. This conversion will serve as the foundation that allows a variety of funding sources to be used in the implementation of Envision Napier-Sudekum.

The following outlines typical funding sources that may be pursued in support of this project. Many of these sources, with the exception of MDHA-owned funds, are competitive and not guaranteed.

1. Tax Credit Equity

Low-Income Housing Tax Credit (LIHTC) equity is expected to be a primary source of funding for all residential development phases. It is anticipated that 50% of the funding for 9% LIHTC projects will be tax credit equity and at least 25% of 4% LIHTC projects will be equity. Maximizing the number of developments produced with 9% credits would reduce the need for other funding sources and subsidies to fully implement the Plan. The greater equity provided by 9% credits imply that the implementation team must aggressively pursue the competitive credits. Nine percent credits are competitive and require application to the Tennessee Housing Development Agency (THDA).

2. Conventional Debt

All phases of the Plan have been designed to be capable of supporting debt. It is anticipated that taxable and tax-exempt debt will be the second most important source of financing for the rental housing developments after tax credit equity. Types of debt could include HUD and FHA financing products such as 221(d)(4) loans, private bank loans, bond financing, etc.

3. TIF (Tax Increment Financing)

TIF is expected to be an important source of financing for the Plan. The State permits the creation of redevelopment districts with design guidelines and TIF capacity to support redevelopment activities. The TIF associated with redevelopment districts typically have a term of up to 30 years (longer terms must be pre-approved by the State).

4. Federal Home Loan Bank (FHLB) Affordable Housing Program (AHP)

Each of the 12 regional Federal Home Loan Banks administer an AHP program funded with 10% of their annual net income. Applicants must submit an application to one of the regional banks via a member financial institution. Though FHLBs focus on their own region, they are allowed to provide AHP funding for projects submitted by a member institution outside their jurisdiction. The amount of funding available per project varies substantially by FHLB. For example, in 2016, Cincinnati FHLB (which covers Tennessee) limited grants to $50,000 per rental unit with a limit of the lesser of $1,000,000 per project or 75% of total development costs.

5. New Markets Tax Credits (NMTC)

It is anticipated that NMTC may be used for the retail developments in the Plan. The federal NMTC program provides capital markets funding (equity and/or debt a below market terms) for economic development projects in low-income communities. NMTC funding can be used for commercial projects and for rental housing (though

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operating incomes from housing in a MNTC transaction cannot exceed 80%). NMTC cannot be combined with LIHTC, though these financing structures can be side-by-side as separate condominiums in a development. The NMTC program is currently authorized until December 2019 but, as in the past, it may be extended by Congress in future appropriations. For 2017, the commercial and residential developments proposed in this Transformation Plan are in NMTC-eligible census tracts.

6. Reinvested Developer Fee

MDHA has elected to act as its own developer for this project. As developer, MDHA will receive developer fees for planned residential and non-residential development projects. The Plan assumes that MDHA will re-invest developer fees received to finance future phases. In addition, it may be necessary to defer some developer fees to post-construction completion so that such a fee is paid from operating cash flow.

7. CDBG Grants and HOME Funding

MDHA may be able to use Nashville/Davidson allocation of CDBG and HOME fund to support the Envision Napier-Sudekum Plan, depending on fund availability and the approval of Plan activities as part of the city's Consolidated Plan. CDBG funds are for activities that benefit low- and moderate-income persons, prevention of elimination of slums or blight, or address community needs for which other funding is not available. HOME funds can be used to provide home purchase or rehabilitation financing assistance to eligible homeowners and new homebuyers; build or rehabilitate housing or rent or homeownership; or for "other reasonable and necessary expenses related to the development of non-luxury housing," including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development and payment of relocation expenses.

8. CIB (Capital Improvement Budget)

The City of Nashville may be able to include funding for all or some of the proposed improvements to parks and infrastructure in its Capital Improvement Budget (CIB). Funding for the Plan could be incorporated over multiple years in the CIB.

9. Community Investment Tax Credit (CITC)

Banks may obtain a credit against the sum total of taxes imposed by the Tennessee Franchise and Excise Tax when qualified loans, qualified investments, grants or contributions are extended to eligible housing entities for engaging in eligible low income housing activities. The amount of the credit is applied one time and based on the total amount of the loan, investment, grant, or contribution; or the credit may be applied annually for qualified loans and qualified low rate loans and based on the unpaid principal balance of the loan. The amount of the credit is as follows:

- Five percent (5%) of a qualified loan or qualified long-term investment; OR three percent (3%) annually of the unpaid principal balance of a qualified loan as of December 31 of each year for the life of the loan, OR fifteen (15) years, whichever is earlier
- Ten percent (10%) of a qualified low rate loan, grant, or contribution; OR five percent (5%) annually of the unpaid principal balance of a qualified low rate loan as of December 31 of each year for the life of the loan, OR fifteen (15) years, whichever is earlier.

10. Other Funding Sources

Other funding sources may become available over the course of implementation of the Plan and the implementation team should aggressively pursue opportunities that arise. These may include federal grant or tax credit programs, energy conservation-related funding, private grants and state or local government funding programs. It is also anticipated that MDHA will explore partnerships with local or national foundations in support of the Plan.

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ENS STRATEGIC RECOMMENDATIONS AND NEXT STEPS

The following table outlines key steps and critical path items that MDHA will need to complete within the next two years to start the implementation of the Plan. Build out of the entire plan will take approximately 15-20 years, depending on market absorption and financing. Key steps and critical path items are listed in order of priority or required sequencing, with notations (*) included for items that include a cost for completion.

2018-2020

- Receive HUD approval on Transformation Plan
- Initiate land acquisition strategy or establish private-public-partnerships for key parcels along Lafayette frontage and identified for the HUB*
- Complete Infrastructure Study*
- Initiate Community Plan amendment process
- Initiate Re-zoning (Specific Plan-SP)*
- Develop Design Guidelines*
- Identify and establish either a Transit Oriented Development District or Redevelopment District, based on which works best for community
- Finalize MOU with Metro Parks for new community center and management of new park
- Finalize MOUs with People Plan Implementation Partners
- Work with the Mayor and Metro Government to secure infrastructure funding
- Refine Financing Plan, engaging experienced mixed-finance counsel*
- Refine Phasing Plan based on infrastructure study and other relevant site surveys
- Prepare Relocation Plan
- Refine Phase I project and initiate construction

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IMPLEMENTATION MATRIX

	NEIGHBORHOOD	HOUSING	PEOPLE
LEAD	**MDHA, Mayor's Office, Metro Planning**	**MDHA, Potential Private Partnerships and Property Owners**	**MDHA, Martha O'Bryan Center**
EARLY ACTION	• Initiate Land Acquisition Strategy or establish private-public partnerships • Complete Infrastructure Study • Establish either a Transit Oriented Development District or Redevelopment District, based on which works best for community • Finalize MOU with Metro Parks for new community center and management of new park	• Initiate Re-zoning (Specific Plan-SP) • Develop Design Guidelines • Refine Financing Plan • Refine Phasing Plan	• Finalize MOUs with People Plan Implementation Partners
LONG TERM			

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Figure 77. Implementation Matrix

	NEIGHBORHOOD	HOUSING	PEOPLE

METRICS	• Number of vacant parcels and unoccupied properties (source: field survey)
	• Number of boarded up units (source: field survey)
	• Total number of housing units (source US Census)
	• Housing occupancy rate (source US Census)
	• Assessed housing value (source US Census)
	• Percentage of owner occupied housing units (source:US Census)
	• Percentage of renter occupied housing units (source: US Census)
		• Number of replacement public housing units
		• New Construction/ Acquisition Rental Units
		  • On-site
		  • Off-site
		• Number of non-public housing, subsidized units
		• New Construction/ Acquisition Rental Units
		  • On-site
		  • Off-site
		• Affordable Homeownership Units
			• Average Household income within the target area
			• Percent of MDHA residents taking advantage of job training opportunities
			• Percent of residents in target neighborhood employed
			• Percent of residents in target neighborhood utilizing supportive services.
			• Three-year average UCR Part I Violent Crimes Rate.
			• Percent of residents who report positive relationships with police outside emergency situations.
			• Percent of residents who describe their health as "good or very good."
			• Percent of residents who describe neighborhood healthcare as "very good."
			• Percent of residents with a primary care physician.
			• :Percent of residents who describe quality and variety of fresh fruits and vegetables within the community as "good or very good."
			• Percent of residents who describe parks and recreation facilities within the neighborhood as "good or very good."
			• Percent of residents who feel there is adequate childcare in the community.
			• Percent of residents who describe quality of childcare as good or very good.
			• Percent of residents who feel the community offers adequate after-school programming.
			• Percent of zoned high schools who drop out prior to graduation.
			• High School drop-out rate.
			• Percent of parents engaged with child/ children's school.
			• Percent of residents with a computing device other than a cell phone.
			• Percent of residents with access to affordable internet, other than through a cell phone.

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7 APPENDIX

- **Existing Condition Assessment Maps**
- **Resident and Community Needs Assessment Survey Analysis**
- **Market Study**
- **On-Site Development Plan Option**

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APPENDIX B:
METROPOLITAN NASHVILLE-DAVIDSON COUNTY 2018-2023 CONSOLIDATED PLAN AND FIRST YEAR 2018 ACTION PLAN
(to be included)

APPENDIX C:
ENVISION NAPIER SUDEKUM MARKET STUDY REPORT

Market Analysis
ENVISION NAPIER & SUDEKUM

Prepared for the Nashville Metropolitan Development & Housing Agency
October 30, 2017 / Revised December 20, 2017
By Randall Gross / Development Economics

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INTRODUCTION

This report provides findings from both a Housing Market Analysis and Retail Market Analysis for the Napier/Sudekum Site. The market analyses forecasted the potential for the development of housing and retail uses at the Site, and form the basis for strategic recommendations for development and marketing concepts. The housing market analysis tested not only the potential for market-rate housing but also the opportunity for affordable and workforce housing at the site, *above and beyond* the replacement of existing MDHA units on site. The market analyses also help inform and confirm the master planned concepts for development of the site.

Section 1 of this report provides the findings from a Site Analysis and Existing Conditions Assessment, which reviewed the Site's location, access, historical context, surrounding neighborhoods, perceptions, and physical conditions in terms of how they impact on the overall marketability of the Site for housing, retail and mixed use development. Section 2 provides the output from the Housing Market Analysis, including findings on the demand for affordable housing units at the Site. The findings of the Retail Market Analysis are presented in Section 3 of this report, including initial input on recommended tenanting strategies. Section 4 provides recommendations for the overall development program and presents several initial marketing concepts for the Site.

Section 1. SITE ANALYSIS & EXISTING CONDITIONS

This section provides a summary of findings from a Site Analysis and assessment of existing conditions within the area immediately surrounding the Envision Napier and Sudekum (ENS) Site. The Site Analysis reviewed the site's location, transportation access and exposure, physical conditions, surrounding uses (including the existing housing mix), perceptions, historical context and other factors impacting on its overall marketability for housing and commercial mixed-use redevelopment. Key findings are also presented in terms of the primary marketing strengths and weaknesses for the site.

Site Historical Context & Physical Conditions

The Envision Napier/Sudekum Site is located north/east of Lafayette Street near Downtown Nashville. Lafayette Street is named after Marie-Joseph Paul Yves Roch Gilbert du Motier (better known as the Marquis de Lafayette), U.S. Revolutionary War hero and friend of George Washington who visited Nashville and was entertained by President Andrew Jackson on May 4-5, 1825. In the 1920s, Lafayette Street became part of federal Highway 41 and the old "Dixie Highway" that extended south from Wisconsin to Florida.

As a result of the U.S. Housing Act, Nashville embarked on construction of affordable rental housing, including the J.C. Napier Homes, named after James Carroll Napier, a black businessman and civic leader born to slaves who became the Register of the U.S. Treasury. Tony Sudekum, descendent of German immigrants, was a respected Nashville businessman who founded Crescent Amusements, one of the city's premier cinema companies. The Tony Sudekum Apartments are named after this local businessman. The two public housing complexes served different populations who nevertheless lived side by side.

Physical Conditions

The overall L-shaped site is generally bound by Lafayette Street (south), Lewis Street and Charles E Davis Boulevard (east), Cannon Street (north), and 1st Avenue South / Carroll Street alongside I-40 (west). Charles E. Davis Boulevard generally divides J.C. Napier Homes on the east from the Tony Sudekum Apartments on the west. Charles E Davis Boulevard provides a "spine" through the site as well as through the Napier neighborhood, lined with key institutions including the library, MDHA offices, and the Church of the Messiah. The site is generally flat, with only limited topographical features. This contrasts with the Cayce Homes site, which is situated on hill tops, some of which have commanding views of the downtown skyline.

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The MDHA site diverges from Lafayette Street east of 1st Avenue and the blocks along Lafayette between I-40 and 1st Avenue are populated by relatively low-grade commercial uses. At present, this commercial frontage provides the "face" of the site, so marketing impressions generated by these commercial uses reflect on the overall aesthetic value of the site. Furthermore, the "wall" of commercial frontage, along with I-40, leave the impression that the MDHA site is sequestered and less penetrable than it otherwise may be. Perceptions of crime are easier to perpetuate where there is a lack of exposure and visibility.

Location and Access

The J. C. Napier Homes and Tony Sudekum Apartments are located adjacent to one another on the north/east side of Lafayette Street, just across Interstate 65 from Downtown Nashville. The Envision Napier/Sudekum Site therefore has both pedestrian and vehicular access to downtown and surrounding neighborhoods of South Nashville.

In Nashville, Lafayette is a major arterial route that becomes Murfreesboro Pike and extends as a regional commercial corridor for more than 30 miles through southeast Nashville past Nashville International Airport, and through Antioch, Lavergne, Smyrna and Murfreesboro. This street is among the few wide avenues in downtown Nashville, offering greater exposure than some of the narrower downtown streets. It is the only diagonal street emanating from Downtown Nashville that becomes one of the regional transportation "spokes" of the city's proverbial transportation wheel.

According to the Tennessee Department of Transportation (2016), Lafayette carries average daily traffic (ADT) of about 13,800 vehicles near Ewing (between 5th and 6th Avenues) and 17,500 near Lewis (just past the site). The road continues to pick up traffic as it moves further from downtown, with counts of 27,500 near Thompson Lane, 30,500 near the airport, and nearly 40,000 in Una (near Harding Place).

Traffic along I-40, adjacent to the northern edge of the property, exceeds 132,000 vehicles per day, offering tremendous exposure to the site. However, the somewhat convoluted egress from I-40 bypasses Lafayette Street, restricting the benefits from access to this major highway corridor. I-40 forms part of the "Inner Loop" interstate highway around downtown and connects to all six branches of the Nashville's interstate systems (I-40 E/W, I-24 E/W, and I-65 N/S). I-40 therefore affords the site potential access to the broadest possible regional market.

Surrounding Uses & Neighborhoods

As noted above, Lafayette Street is a major regional commercial corridor that carries traffic from downtown Nashville out past Nashville International

Airport and suburban areas to the south and east of the city. Commercial uses line much of Lagfayette Street adjacent to the site. A detailed description of retail/commercial uses in the area is provided in Section 3 of this report. Aside from retail, there are few non-commercial uses nearby on Lafayette Street, including educational uses like Cameron College Prep and Lead Academy., as well as industrial facilities like Purity Dairies. Interstate 40 presents as a major physical barrier to the west of the site.

To the north of the site is the historic neighborhood of Napier, also named after James Caroll Napier. This modest neighborhood of less than 200 homes has been physically isolated by the confluence of interstates to its west (I-40) and north (I-24/40) and by industrial areas to the east. Aside from a mix of smaller cottages and houses, the tree-lined streets of the neighborhood also house at least four churches, Napier Elementary School, Napier Park & Recreation Center, Mildred Shute Mini-park, Pruitt Branch of the Metro Nashville Public Library, several auto repair shops, and a small commercial node.

East of the site along Lafayette Street / Murfreesboro Pike are primarily commercial, automotive, and industrial uses like Purity Dairies. Trevecca Nazarene University, with enrollment of more than 2,300 students, is an important anchor use. Further out are older motels like the Drake and the Lee, holdovers from Murfreesboro Pike's past as a major tourist link along the Dixie Highway. The site is located just about 12 minutes (5 miles) from Nashville International Airport, although GPS directs airport traffic east along I-40 rather than on Murfreesboro Pike.

South of the site is the neighborhood of Chestnut Hill, a transitional community that incorporates historic housing similar to that of Napier, as well as rapidly-developing infill housing. Older industrial and service commercial uses also populate the neighborhood. The neighborhood is changing rapidly with an influx of new investment and likely gentrification, reflected in rising housing prices and new construction. Still, much of the older commercial use on the northern edge of Chestnut Hill along Lafayette remains of a low standard.

Crime and Perceptions of Safety

Perceptions of safety can impact on the overall marketability of a site, although experience suggests that *wholesale, visible, and rapid redevelopment* can help overcome negative perceptions and enhance marketability. Small, incremental or hidden steps toward redevelopment may not have the same overriding effect.

The Napier/Sudekum site is today acknowledged for its high crime rate and especially, for youth violence. Nearly 50% of households in this area are run by single mothers, and there is a correlation between higher crime rates and the share of children living in single-parent households. A high percentage of area

households have incomes below poverty level, another factor highly correlated with crime. There is also a likelihood of dramatic change as a result of Nashville's rapidly-rising housing costs and specifically the Envision Napier-Sudekum planning process. The specter of uncertainty and change can also correlate with a sudden uptick in criminal behavior. The timing of these changes is coupled with an overall increased recidivism and associated rising crime rates throughout Nashville and in many urban areas nationwide, after decades on the decline.

Strengths & Weaknesses

Based on an analysis of existing conditions, a list of strengths and weaknesses has been developed to summarize key factors impacting on the marketability of the site for housing and commercial development.

Strengths and Opportunities

- Walking distance into Downtown Nashville
  - Jobs
  - Culture
  - Shopping/Entertainment
- Location on major thoroughfare with potential high exposure
- Surrounded by historic neighborhoods
- Increasing investment in surrounding area housing
- Trevecca University
- Community assets & institutions
- Community master-planning process
- Mayor's Transit Plan for Lafayette/Murfreesboro Pike

Weaknesses and Challenges

- Suburban highway development patterns
  - Underutilized land, large parking lots
- Few public amenities
  - Streetscape (yikes!)
  - Parks / open space
  - Interstate highway barriers/poor connections
- Rapid escalation in neighborhood housing prices
  - Negative impacts on affordability
  - Rise of absentee investors
  - Replacement of industry/jobs

Section 2. HOUSING MARKET ANALYSIS

A housing market analysis was conducted to forecast the potential for various types of housing at the Napier/Sudekum Site. As an inherent part of this analysis, the need for affordable housing that could be captured at this site was quantified. Existing housing market conditions and trends throughout the area and within South Nashville were analyzed. The primary housing market area was defined, and demographics assessed for niches in specific geographic source markets. Market area housing demand was forecasted based in part on these demographic assessments. The competitive framework for housing was then analyzed, and the site's capture of overall market-area demand was determined. Ultimately, a mix of housing products by tenure and type, number of units, and price range is recommended based on the site potentials.

Housing Market Conditions and Trends

Strong employment growth in the Nashville region has helped drive demand for housing. Employment has been increasing at the clipped rate of 3.6% per year, among the fastest in the country. Area unemployment has fallen from 6.9% to 3.8% since 2012. Nashville, especially the downtown area, was woefully under-supplied for rental and for-sale housing as the region began to experience rapid job growth. Downtown zoning prohibited new housing until the late 1990s. Apartment developers, in particular, has been playing "catch up" to supply the market, with about 13,400 units under construction and another 13,100 proposed at present in areas like SoBro, The Gulch, and Germantown. Nearly 30% of these new units will be constructed in the downtown area. Putting addition pressure on the market has been an increase in construction costs for both experienced labor (now in short supply) and materials. Investors also saw an opportunity to maximize profits as new jobs brought higher-wage workers into the area.

The result of these various factors has been a rapid escalation in housing prices. For-sale housing prices are up by 48% since 2012 (9% per year). Rents are up by 41% since 2012 (8.3% per year). Downtown has the highest prices, at an average $1,700 per month (as well as the highest vacancy – 22.8% - due to the large number of new units in the lease-up phase). Such increases are driving more households of modest means to seek housing further away from the downtown area, where prices have increased fastest. The growing distance between places of work (e.g., downtown hotels and restaurants) from affordable housing for those service workers may be adding to the region's traffic and transportation concerns.

South Nashville Housing Market Conditions

The South Nashville area, which includes the site and surrounding neighborhoods, has a total of about 7,800 housing units. The largest share (42.8%) is in single-family detached housing, but there are also several thousand units of multi-family housing, primarily at Napier and Sudekum. Overall, the number of housing units has fallen by about 270 (3.3%) since 2000, with the demolition of several multi-family and single-family buildings. The overall trend in housing is shown below.

Table 1. HOUSING SUPPLY TRENDS, SOUTH NASHVILLE, 2000-2015

Units in Building	2000	2015	2000-2015 Change Number	Percent
1-Detach	3,499	3,340	(159)	-4.5%
1-Attach	414	601	187	45.2%
2-4	761	925	164	21.6%
5-9	435	510	75	17.2%
10-19	908	1,192	284	31.3%
20+	1,839	1,082	(757)	-41.2%
Mobile/Other	172	112	(60)	-34.9%
TOTAL	**8,028**	**7,762**	**(266)**	**-3.3%**

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

Current housing tenure by age cohort was also analyzed for South Nashville. As in most markets, younger people more likely to rent and as people age, they are more likely to engage in homeownership. Younger people tend to have less resources and assets, are more mobile and have fewer familial commitments (i.e., children), and are generally less interested in homeownership than older people who are more "settled" (with respect to career and families).

As shown below, 95% of householders aged 15 to 24 in South Nashville are renters. For those age 25 to 34, the share of renters drops to 77% and keeps falling to a low of 43% for those aged 75 to 84. There is a significant uptick in the share that rent among householders age 85 and above, when health issues force many into multi-family and senior living facilities.

Table 2. HOUSING TENURE BY AGE COHORT, SOUTH NASHVILLE, 2015				
Age Cohort	Renters	Owners	TOTAL	Share Rent
15-24	550	30	580	95%
25-34	1,208	354	1,562	77%
35-44	878	268	1,146	77%
45-54	886	575	1,461	61%
55-64	624	458	1,082	58%
65-74	233	278	511	46%
75-84	154	208	362	43%
85+	112	77	189	59%
TOTAL	**4,645**	**2,248**	**6,893**	**67%**
Sources:	U.S. Bureau of the Census and Randall Gross / Development Economics.			

Home Values, Pricing, and Rents. According to rental apartment data supplied by Real Data, the East Sub-Market (which includes the Site and surrounding areas of South Nashville), has seen rapid escalation in rents. Private market rents are up by 45% on average since 2012, to $1,100 per month (or $1,445 per month on average within the immediate South Nashville area).

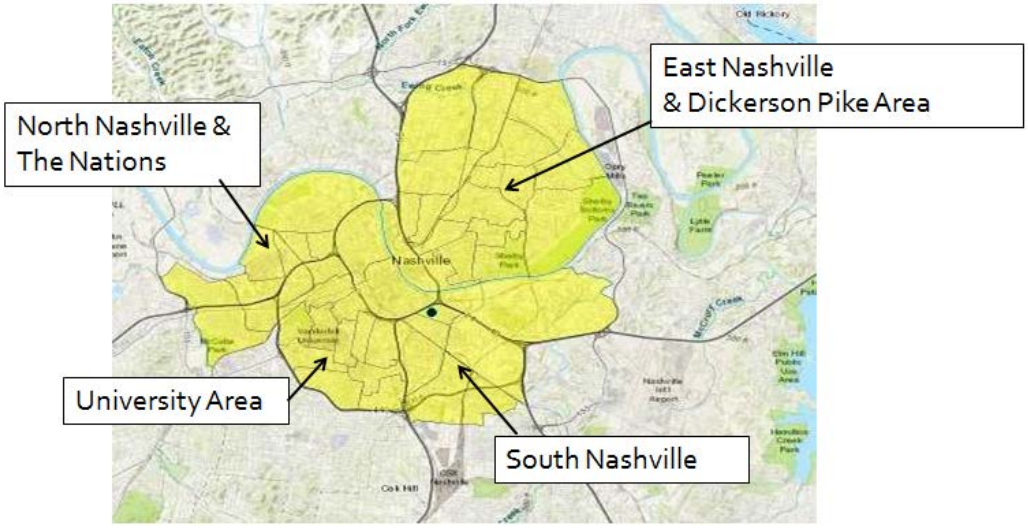
The average home value within Zip Code 37210 (which includes the Site) has risen even faster, according to data supplied by Trulia and Redfin. Median home values were as low as $94,400 as recently as 2012, but have risen to a current high of $185,000 (a 96% increase in less than five years) and condos are up to a median value of $197,000. Home sale prices are driving up values, with the median list price approaching $350,000 and exceeding $200 per square foot. List prices are up by nearly 180% since 2014. Some of the new housing development within neighborhoods like Chestnut Hill surrounding the site is typically geared for even higher price points (e.g., $500,000+).

Such a rapid shift in housing market conditions can have a detrimental impact on existing residents (i.e., gentrification). Some existing residents are either renters forced to move by landlords able to garner much higher rents or value for their property, or are long-time homeowners burdened with higher property taxes resulting from the increased values assigned to their property. There are also potential non-economic impacts on tightly-knit neighborhoods where residents share similar cultural heritage and norms, socio-economic conditions, and networks.

J.C. Napier Homes and Tony Sudekum Apartments. According to MDHA, "Napier and Sudekum make up the largest and some of the oldest public housing in MDHA's portfolio." Sudekum has 440 units, of which 409 were occupied (92%) with 1,380 residents in September 2017. The median resident income at Sudekum was $6,890 per year, with 64% of residents being female and 93% black. Napier has 378 residential units of which 371 were occupied (98%) with 758 residents in September 2017. Median resident income was $8,053 at Napier, where 67% of residents were female and 91% black.

Primary Housing Market Area

A significant share of demand for housing at the Napier/Sudekum site will be generated by households within the Primary Housing Market Area (PHMA). The PHMA includes central-city neighborhoods including much of South Nashville, East Nashville, the Dickerson Pike area, North Nashville, The Nations, and Midtown/University Area.



Certain target niches within this household base include young professionals, singles, DINKs (dual-income households with no kids), recently divorced or widowed, recent transplants, and (perhaps most importantly), those working in the downtown area.

Demographic Trends and Forecasts

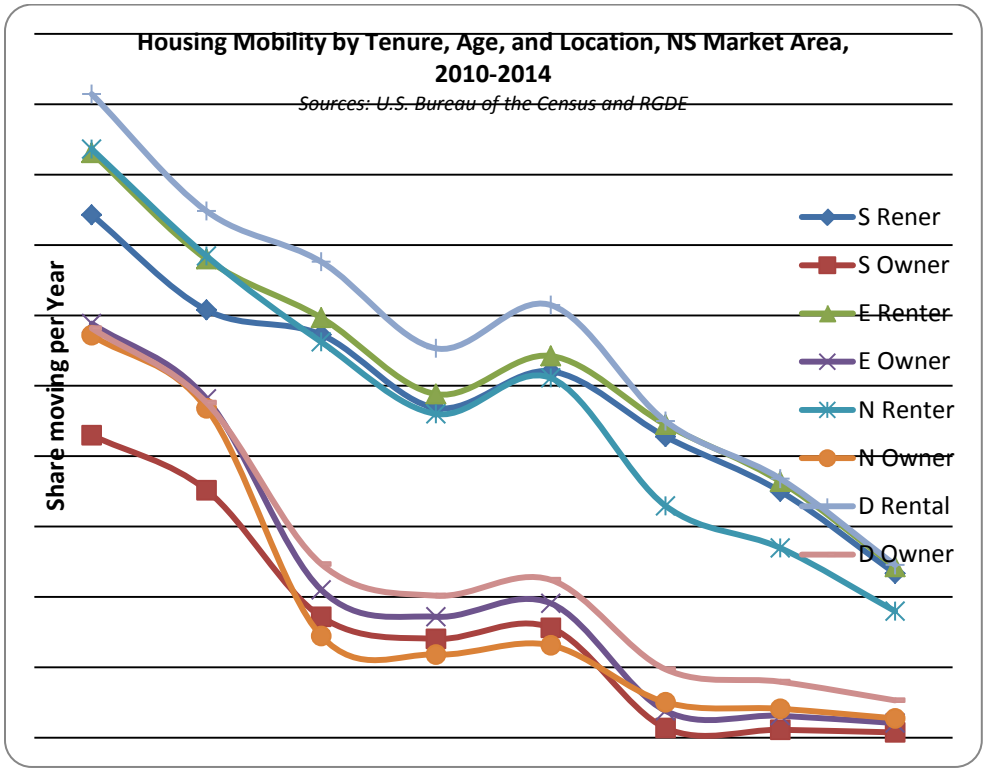
Various household demographic trends and forecasts were examined for each of the geographic sub-markets within the Napier/Sudekum PHMA. These sub-markets included South Nashville, East Nashville, North Nashville, and CBD/Midtown, among others. Household income, age, mobility, place of employment, and various other factors were examined. Several sample findings

are discussed below to provide an indication of the overall past trends and projected changes.

Mobility

Mobility is an important indicator of housing demand, since those most likely to move are more likely to consider housing at a new location. Mobility was examined against tenure, location, age cohort, and other factors. As illustrated below, mobility is naturally much higher among renters (blue/green shades) than among homeowners (red/orange/purple shades).

Chart 1



Mobility within the Napier/Sudekum PHMA is also closely correlated with age. As indicated previously, younger householders are more likely to rent and also to move at least once within any five-year period (here, the 2010-2014 trend is examined). Thus, more than 90% of downtown renters aged 15 to 24 moved at least once between 2010 and 2014. At the other end of the spectrum, nearly 0% of the homeowners aged 85 or over in South Nashville moved during that same period. In terms of location, Downtown/Midtown and East Nashville tend to have higher mobility rates than North Nashville and South Nashville. Thus, it is less likely that an older homeowner in South Nashville will move into new housing at the Site than a young renter from East Nashville. Of course, having attractive, affordable housing available can help spur people to move where they may not have otherwise changed their residence.

Household Base

The Napier/Sudekum PHMA has a total household base of about 67,200, an increase of 7,700 households or 12.9% since 2000. This growth has not been evenly distributed in time or place, with some areas only regaining households recently after many years of decline.

Table 3. HOUSEHOLD TRENDS, SELECTED SUB-MARKETS, NAPIER/SUDEKUM PHMA, 2000-2017

Area	2000	2017	2000-2017 Change Number	Percent
S Nashville	7,443	7,416	(27)	-0.4%
E Nashville	25,269	26,373	1,104	4.4%
N Nash/Ntns	13,226	15,296	2,070	15.7%
CBD/Midtown	13,617	18,150	4,533	33.3%
TOTAL	**59,555**	**67,235**	**7,680**	**12.9%**

Sources: U.S. Bureau of the Census, Nielsen, and Randall Gross / Development Economics.

South Nashville, for example, has roughly the same household base today that it had 17 years earlier in 2000. However, the area has been regaining households in recent years. East Nashville is the largest of these sub-markets, with about 26,400 households. But despite the apparent boom in real estate re-investment in East Nashville, the area's household base has only increased at an average annual rate of 0.26%, adding about 1,100 households over the 17-year period. North Nashville and The Nations has about 15,300 households but added more than 2,000 since 2000, yielding annual growth of about 0.92%. The downtown and midtown areas have grown much more rapidly, adding about 4,500 to the household base for a total of 18,200 (one-third larger than in 2000), yielding growth of about 2% per year since then.

The household base is expected to grow significantly throughout the Napier/Sudekum PHMA over the next five to seven years. During that time, South Nashville alone will add about 330 households (without any intervention), including about 140 likely renters and 190 likely homeowners. Thus, South Nashville is expected to grow by 4.4%, reversing the long-term decline. East Nashville is expected to add at least 1,400 households, North Nashville 900, and CBD/Midtown: 1,500 households (by far the largest number). Most of this growth will be concentrated in certain age cohorts, especially among Millennials (some of whom will be ages 35 to 44) and Baby Boomers (ages 66 to 74). There will be

a sharp decrease in the numbers aged 25 to 34, a prime market for downtown and central-city housing.

Table 4. HOUSEHOLD FORECASTS BY AGE & TENURE, S NASHVILLE, 2017-2022			
Age Cohort	**Renters**	**Owners**	**Total**
15-24	(6)	(0)	(6)
25-34	(159)	(46)	(205)
35-44	131	40	171
45-54	10	6	16
55-64	18	13	31
65-74	103	123	226
75-84	42	56	98
85+	(1)	(0)	(1)
TOTAL	**139**	**191**	**330**
Sources:	U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.		

Household Incomes

Income growth has been uneven within the Napier/Sudekum PHMA. In East Nashville, for example, household incomes increased by only about $100 (0.3%) between 2000 and 2017, although this sub-market retains the second-highest incomes in the market area. Meanwhile, incomes in the CBD / Midtown area increased by more than $26,000 or 87% over the same period.

Table 5. HOUSEHOLD INCOME TRENDS AND FORECASTS, MARKET AREA, 2000-2021			
Area	**2000**	**2017**	**2022**
S Nashville	$ 24,204	$ 30,006	$ 32,740
East Nash	$ 41,301	$ 41,409	$ 45,649
North Nash	$ 22,837	$ 33,980	$ 37,558
CBD/Midtn	$ 30,077	$ 56,248	$ 62,952
Sources:	U.S. Bureau of the Census; Nielsen; and Randall Gross / Development Economics.		

Household incomes in South Nashville are now the lowest of the four key sub-markets, at about $30,000. Even so, this amount represents growth of about 24% or $5,600 since 2000. Incomes in North Nashville & The Nations increased by about $11,100 or 49% since 2000.

Income growth is expected to continue throughout the market area over the next five to seven years. This growth does not necessarily increase the growth in any particular household's income; but rather, the impact of new, more affluent households moving into these existing neighborhoods. Incomes in South Nashville are expected to increase by more than 9.1% by 2022. Those in East Nashville will increase by 10.2%, North Nashville by 10.5% and CBD/Midtown by about 12%.

Household incomes were also forecasted by cohorts for each of the sub-markets. Within East Nashville, the largest numbers of households will be added in the $50,000 to $75,000 income range by 2022, while there will likely be fewer households having incomes of less than $15,000 (partly due to the effects of inflation).

Table 6.	**HOUSEHOLD FORECASTS BY INCOME COHORT, S NASHVILLE, 2017-2022**		
Income Cohort	**2017**	**2022**	**Change**
<$15,000	2,127	2,034	(93)
$15-$25,000	1,223	1,266	43
$25-$35,000	904	900	(4)
$35-$50,000	1,111	1,113	2
$50-$75,000	1,017	1,128	111
$75-$100,000	445	524	79
$100-$125,000	247	314	67
$125-$150,000	104	154	50
$150-$200,000	96	121	25
$200,000+	142	192	50
TOTAL	**7,416**	**7,746**	**330**
Sources:	U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.		

Employment Forecasts

As noted earlier, proximity to downtown-area jobs is a key indicator of demand for housing at the Napier/Sudekum Site. Many workers want to live close to their jobs, especially if they can avoid long commutes. So, if the downtown-area jobs base expands in the future, then so will demand for housing nearby.

The existing downtown employment base is estimated at 43,200. More than 50% of those jobs are in local, state, and federal government agencies. Therefore, the decisions of government agencies, with respect to employment growth, will continue to have a major impact on housing demand near downtown Nashville.

Table 7.	**DOWNTOWN AREA JOB GROWTH PROJECTIONS, 2017-2022**			
			2017-2011 Change	
Industry Sector	**2017**	**2022**	**Number**	**Percent**
Construction	219	228	9	4.3%
Manufacturing	172	124	(48)	-28.2%
Wholesale Trade	724	774	51	7.0%
Retail Trade	510	490	(20)	-4.0%
Transport & Warehousing	89	102	13	14.9%
Information Services	1,479	1,510	32	2.1%
Finance & Insurance	2,078	2,182	104	5.0%
Real Estate	608	598	(11)	-1.8%
Prof, Sci, Tech Services	4,886	5,774	888	18.2%
Management	433	509	76	17.6%
Admin Support, Waste	3,127	3,636	509	16.3%
Education	319	305	(15)	-4.6%
Health & Social Services	1,022	1,147	125	12.2%
Arts, Enter, Rec	366	404	37	10.2%
Accomm & Foodservice	3,185	3,674	490	15.4%
Other Services	1,342	1,407	65	4.8%
Public Admin	22,687	22,579	(108)	-0.5%
TOTAL	**43,244**	**45,440**	**2,196**	**5.1%**
Sources:	U.S. Bureau of the Census; TN Department of Labor and Employment Security; and Randall Gross / Development Economics.			

Aside from government, many downtown-area jobs are in professional & technical services, accommodation & foodservice (e.g., hotels and restaurants), administrative services, and finance & insurance. Based on data supplied by the U.S. Bureau of the Census as well as the Tennessee Department of Employment and Labor Security, it is forecasted that the downtown area will add about 2,200 jobs over the next five years. This growth is forecasted despite a conservatively-estimated decrease in overall government employment over that period (mainly due to a continued draw-down in Tennessee State Government employment).

Most of the growth will be in those same sectors that generate the largest number of private-sector jobs today. For example, professional and technical services is expected to add about 900 jobs, administrative services 500, hotels & restaurants 500, health care 125, and finance & insurance 100. The fastest percentage growth will be in professional & technical services, followed by management services (e.g., corporate headquarters). Some of these forecasts are conservative.

For example, there are about 4,400 hotel rooms under construction or proposed in the downtown area. If all of those rooms were to be built in the next five years, they could yield total employment estimated at about 3,410 or significantly more than the 500 forecasted (for both accommodation *and* foodservice) based on federal and state projections. Either way, growth in the downtown hospitality industries will clearly generate significant downtown job growth and that growth is likely to yield demand for affordable housing for service workers. The growth in hospitality industries can become a source of employment for many urban neighborhood residents, such as those currently residing at Napier/Sudekum and in surrounding neighborhoods. As is typical of booming tourism centers, hospitality service workers are the ones most commonly pushed to seek housing further from the city center as prices escalate downtown.

Market Area Housing Demand

Based on demographic and employment forecasts within key target niches within primary and secondary sub-markets, as well as on data relating to housing replacement and occupancy, overall housing demand was forecasted within the Napier/Sudekum Primary Housing Market Area (PHMA). Demand is disaggregated below for rental versus for-sale housing.

Rental Housing

Overall rental housing demand within the PHMA is forecasted at 4,190 net new units within the next five to seven years. This number includes demand for approximately 690+ units generated by householders moving “up” or “down” within the market (such as people graduating from college and renting their first apartment or those engaged in life cycle events (e.g., divorce) that are moving

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from houses to rental units). Demand for another 2,020 units would be generated by new households that will have formed within the market area. Finally, demand for about 1,480 units will be "induced" by new employment opportunities generated within the downtown area over the next five to seven years. Demand for the latter is generated by those who would specifically prefer to live close to where they work.

For-Sale Housing

Demand for for-sale housing was also forecasted for the Napier/Sudekum Primary Housing Market Area. Total net demand for 2,940 units was forecasted over the next five to seven years. This number includes demand for about 1,360 units for move-ups and move-downs (such as empty nesters moving from a larger home with a big yard down to a smaller home or condominium). Another 860 units would be generated by new households and 720 units "induced" by downtown-area employment growth. This total does not include an estimated 980 to 1,000 investors who might purchase properties to hold or as rentals.

Competitive Housing Framework

There is significant and growing competition, especially for rental housing, within the market including parts of South Nashville. Approximately 13,000 rental apartments are currently under construction in the Nashville area and another 13,000+ units are proposed. Of those under construction, 3,500 are located within the Inner Loop (downtown) and 200 are located in the East Sub-Market (which includes the Napier/Sudekum Site). Of the proposed rental apartments, 3,400 are located in the Inner Loop and 600 are located in the East Sub-Market.

New housing under construction in neighboring Chestnut Hill.

Sample rental apartment projects include the following (among many under development or proposed in the region):

- Monterra (Valley Brook) 250 units
- Olmstead SoBro 328 units
- LC SoBro 500 units
- LC Germantown 400 units
- 6th South 297 units
- Elmington Capital E Nashville 270 units
- River House, Rolling Mill Hill 245 units
- Elmington Capital Old Hickory 210 units
- Outpost Nashville 360 units
- Bells Bluff 402 units
- Wedgewood Lofts 150 units

There is a smaller number of townhouse and condominium developments under construction or proposed in the downtown area or central core neighborhoods. Financing constraints for condominiums, in particular, have limited development in comparison to the 2004-2006 "condo boom" the built (and later auctioned off) portions of The Gulch. Townhouse development has been constrained in part by the lack of large, available sites and a rapid escalation in land prices that have made some areas less profitable as townhouse sites. Even so, Nashville has lagged behind comparable cities in townhouse development overall. Townhouses are typically offered as a more affordable for-sale housing product that can be built at mid-densities in urban areas. Among the competitive new or proposed for-sale housing developments relevant to this Site include the following (among others):

- Core Development Fairgrounds (180 units)
- City Lights (71)
- Southview on 2nd (11)
- 1240 2nd Avenue South
- 604 2nd Avenue South
- 1260 Martin Street

A significant amount of housing rehabilitation as well as property sub-divisions, ("tall & skinny" houses), help increase competition for the for-sale market.

Napier/Sudekum Site
Housing Potentials

Rental housing potentials for the Napier/Sudekum Site were forecasted based on the Site's capture of demand within the market and a certain amount of market "inflow" from other areas. Potentials are disaggregated by housing tenure below.

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Rental Housing Needs and Potential

It was determined that the Napier/Sudekum Site could capture demand for 630 to 1,080 rental housing units within the next five to seven years. This capture includes about 140 to 280 "job-induced" units, demand for which would depend on Nashville's continued job growth and the competitiveness of downtown to attract certain jobs.

The Site Potentials would include 420 market rate units, with rents likely in the $800 to $1,500+ range. There are certain pre-conditions that would need to be met in order to maximize market-rate demand. Such requirements are discussed later in this report. The potentials also include 380 to 440 subsidized units (not counting the existing +/-780 on-site replacement units), with rents generally below $700 per month. Of this number, about 250 to 325 would be offered to those with 30% of Area Median Income or higher and 130 to 215 "workforce" units for those with higher incomes. This potential is summarized below.

Table 8. RENTAL HOUSING POTENTIALS, NAPIER & SUDEKUM, 2017-2022

Rent Range	Area Capture Moderate	Area Capture High	Market Rate
$ 300	187	233	-
$ 500	64	91	-
$ 600	73	118	
$ 700	53	95	
$ 800	52	99	75
$ 1,100	24	49	36
$ 1,200	21	52	37
$ 1,500	18	59	39
Sub-Total	**492**	**796**	**187**
ELI	*251*	*325*	
Workforce	*126*	*213*	
Job Induced	**141**	**281**	**231**
TOTAL	**632**	**1,077**	**417**

Sources: U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.

Pro Forma Apartment Size and Rents

A more detailed pro forma analysis yields market-rate apartment rents in the average range of $1,240 to $2,748 for studios through one bedroom units. Absorption of unit at the upper end of this range would be much slower than those priced below $1,600. Workforce apartment rents are shown below based on Local (South Nashville Area) Median Incomes (LMI), as indicated in the previous analysis. These incomes would support average rents in the $550 to $850 range.

Table 9. PRO FORMA APARTMENT RENTS BY INCOME COHORT AND SIZE, NAPIER & SUDEKUM

Cohort and # Bedrooms	Rent	Square Ft	Rent/SF
Workforce			
Studio	$ 550	544	$ 1.01
1 Bedroom	$ 650	629	$ 1.03
2 Bedroom	$ 750	997	$ 0.75
3 Bedroom	$ 850	1,679	$ 0.51
Market-Rate			
Studio	$ 1,240	586	$ 2.11
1 Bedroom	$ 1,630	709	$ 2.30
2 Bedroom	$ 2,231	1,214	$ 1.84
3 Bedroom	$ 2,748	1,994	$ 1.38
Note:	Workforce Rents based on local MI and not AMI.		
Sources:	Comparable and competitive apartments, Claritas Inc., and Randall Gross / Dev. Economics.		

Because these numbers represent average rents, the range would extend below and above these figures, depending on the depth of the market. Market-rate units would offer slightly larger units (590-1,990 square feet) as compared with the workforce units (540-1,680 square feet), which provides a cushion in the pro forma for subsidizing the rents. Rent per square foot would range from $1.38 to $2.11 for market-rate units and from $0.51 to $1.01 for workforce units.

If, due to grant or policy restrictions, MDHA is bound to income requirements set by the U.S. Department of Housing and Urban Development (HUD), then workforce apartment rents would need to be based on Area Median Income (AMI). Because incomes in the Nashville MSA are much higher than those in South Nashville, the definition of workforce housing changes dramatically. As shown below. Workforce rents using AMI would be closer to $1,125 to $2,270 per month, or $1.22 to $2.07 per square foot. Thus, rents would be slightly lower than market but higher on a square-foot basis (unless the sizes of workforce units were to be shifted upward or equivalent to market-rate units).

Table 10.	PRO FORMA APARTMENT RENTS BY INCOME COHORT AND SIZE, NAPIER & SUDEKUM		
Cohort and # Bedrooms	**Ave. Rent**	**Ave Sq Ft**	**Rent/SF**
Workforce			
Studio	$ 1,125	544	$ 2.07
1 Bedroom	$ 1,428	629	$ 2.27
2 Bedroom	$ 1,999	1,108	$ 1.80
3 Bedroom	$ 2,270	1,866	$ 1.22
Market-Rate			
Studio	$ 1,240	586	$ 2.11
1 Bedroom	$ 1,630	709	$ 2.30
2 Bedroom	$ 2,231	1,214	$ 1.84
3 Bedroom	$ 2,748	1,994	$ 1.38
Sources:	Comparable and competitive apartments, Claritas Inc., and Randall Gross / Dev. Economics.		

Clearly, the use of AMI rather than LMI to define workforce rents will greatly diminish the ability of existing residents in South Nashville to afford living in the Napier/Sudekum redevelopment.

Pro Forma Townhouse Size and Rents

A pro forma analysis also provides an indication of rent structures for townhouses at the site. The market analysis did not assume a rental market for townhouses other than to account for investor purchase (with the result being the addition of rental apartments). Nevertheless, the following analysis provides some indication of prospective market and workforce rents for townhouses.

Table 11.	PRO FORMA TOWNHOUSE RENTS BY INCOME COHORT AND SIZE, NAPIER & SUDEKUM		
Cohort and # Bedrooms	**Rent**	**Square Ft**	**Rent/SF**
Workforce			
1 Bedroom	$ 1,200	850	$ 1.41
2 Bedroom	$ 1,500	1,100	$ 1.36
3 Bedroom	$ 2,100	1,850	$ 1.14
Market-Rate			
1 Bedroom	$ 1,400	950	$ 1.47
2 Bedroom	$ 1,676	1,221	$ 1.37
3 Bedroom	$ 2,425	2,077	$ 1.17
Sources:	Comparable and competitive townhouses, Claritas Inc., and Randall Gross / Dev. Economics.		

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Market-rate rents would range from $1,400 to $2,225, while workforce rents would range from $1,200 to $2,100 per month. Market-rate rents per square foot would range from $1.17 to $1.47 while workforce rents would range from $1.14 to $1.41 per square foot. Here again, workforce townhouse rents have been determined based on Area Median Income (AMI).

For-Sale Housing Needs & Potentials

The Napier/Sudekum Site could capture demand for 200 to 350 for-sale housing units over the next five to seven years. Demand for about 80 to 140 of these units would be "induced" through downtown-area employment growth. Potentials include demand for about 100 to 205 market-rate units, priced in the $250,000 to $500,000+ range. As noted previously, certain pre-conditions would need to be met in order for the site to maximize this market-rate potential. These requirements are discussed later in this report. The Site could also capture demand for at least 95 to 145 subsidized for-sale units priced below $300,000, including 50 to 60 for those earning more than 30% of AMI and another 45 to 85 workforce units.

Table 12.	**FOR-SALE HOUSING POTENTIALS, NAPIER & SUDEKUM, 2017-2022**		
		Area Capture	**Market**
Price Point	**Moderate**	**High**	**Rate**
$ 106,250	49	61	-
$ 156,250	22	31	-
$ 218,750	21	53	-
$ 247,500	15	30	22
$ 288,750	10	20	15
$ 367,500	8	19	14
Sub-Total	**125**	**215**	**51**
ELI	*49*	*61*	
Job-Induced	**82**	**136**	**122**
TOTAL	**207**	**351**	**174**
Sources:	U.S. Bureau of the Census; Claritas; and Randall Gross / Development Economics.		

There would be a correlation between price and demand, such that the more affordably-priced the units, the higher the demand volumes that could be captured on site. Given the dearth of for-sale housing available for the

burgeoning number of downtown service workers, demand will continue to outstrip supply in the near term. At the lower end of the income ranges, issues relating to credit history and asset base can severely stifle financing even if there is significant need and market demand. This analysis accounts for these existing constraints on the market. There are ways to expand access to housing for lower-income households through down payment assistance, credit clearance, and other homeownership development programs that are often sponsored by local governments but are not available as yet in Nashville.

Pro Forma Townhouse Size and Sale Prices

Prospective pro forma sale prices for townhouses at the Napier/Sudekum site were also determined. Average market rate 2 and 3-4 bedroom units would range in price from $385,000 to $507,200. Again, these are average prices, so there could be premium units sold at higher prices, although absorption would be slower. The units would range in size from 1,690 to 2,230 square feet, with average prices per square foot at around $230.

Table 13. PRO FORMA TOWNHOUSE PRICES BY INCOME COHORT AND SIZE, NAPIER & SUDEKUM

Cohort and # Bedrooms	Sale Price	Square Ft	Price/SF
Workforce			
2 Bedroom	$ 277,376	1,300	$ 213.37
3 Bedroom	$ 416,064	1,950	$ 213.37
Market-Rate			
2 Bedroom	$ 385,000	1,691	$ 227.68
3-4 Bedroom	$ 507,200	2,226	$ 227.87
Sources:	Comparable and competitive townhouses, Claritas Inc., and Randall Gross / Dev. Economics.		

Workforce townhouse prices were determined based on Area Median Income (AMI), to range from $277,400 (2 bedroom) to $416,000 (3-4 bedroom), with square footage of 1,300 to 1,950 and prices per square foot at around $213. It is important to note that move-up and homeownership opportunities for South Nashville residents (including those who live at Napier and Sudekum) are diminished when AMI (rather than LMI) is used to define workforce prices.

Section 3. RETAIL MARKET ANALYSIS

A retail market analysis was conducted to determine the potential for retail and mixed-use development at the Napier/Sudekum Site. The Site is located adjacent to the Lafayette Street corridor, which already has some commercial uses. The existing community has expressed a desire for more diverse and appropriate retail to serve their needs, and a key question is the potential for retail that would serve those needs while also appealing to potential new housing residents. Existing businesses and conditions were inventoried. The trade area for retail at the Site and along the adjoining Lafayette Street corridor was defined. Demographic trends and forecasts within this trade area were examined, and total household retail expenditure potential (demand) was projected. Area employee- and tourist-generated demand was also projected. Finally, the potential for retail uses in the corridor was forecasted within the competitive market, and a prospective business mix was recommended based on those market findings.

Existing Retail and Business Conditions

The Lafayette Corridor adjacent to the Site is dominated by gas stations & convenience stores (including several stores selling liquor and tobacco products). There are also four used car lots, beauty supply, and fast food restaurants. There is also about 10,000 square feet of existing vacant space (in non-retail buildings).

Much of the existing retail format conforms to the suburban highway model for strip commercial development, with large and under-utilized parking lots and billboard signage fronting onto much of the south/west side of Lafayette Street. Despite the fact that this commercial strip is located adjacent to large housing developments where many residents lack their own vehicles, that it is located within walking distance of downtown and the rapidly-developing SoBro area, and that it is just one mile or a 20-minute walk from Music City Center; this area is not pedestrian friendly. Lafayette Street lacks pedestrian accommodation and is not aesthetically pleasing. The monotony of commercial development along this stretch of Lafayette Street could be found along any of the Nashville area's

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commercial corridors even 30 miles further out of the city. Yet, this area is literally across the "street" from downtown Nashville.

Existing Business Mix

As noted above, the existing commercial mix is dominated by car lots and convenience uses. Eddie's CeeBee Food Store, located at 109 Lafayette Street, offers more than the typical urban convenience store; but at 13,400 square feet, it lacks much of the fresh produce, meat and variety of goods found in a true grocery store.

Overall, this area has a total of about 93,900 square feet of retail business space. Nearly 64% or about 60,000 square feet is in convenience stores, with 30,000 square feet in shopper's goods stores. Normally, the shopper's goods category includes a broad range of businesses including apparel & accessories, furniture and home furnishings, gifts, toys & games and other goods for which consumers will comparison shop. However, the shopper's goods businesses in this area mainly offer used cars, automotive supplies, cell phone supplies, and discount merchandise (i.e., Dollar General).

Table 14. RETAIL BUSINESS SPACE BY CATEGORY, LAFAYETTE CORRIDOR, 2017

Category	Number	Sq. Feet	Percent
Convenience	13	59,920	63.8%
Shoppers Goods	11	29,349	31.2%
Eating & Drinking	3	4,653	5.0%
Entertainment	-	-	0.0%
Personal Services	-	-	0.0%
Vacant	-	-	0.0%
TOTAL	**27**	**93,922**	**100.0%**

Sources: Metro Nashville Assessor, businesses, & Randall Gross / Development Economics.

Aside from these uses, there is also about 4,600 square feet of eating & drinking space, in fast food restaurants. There is no or limited entertainment or

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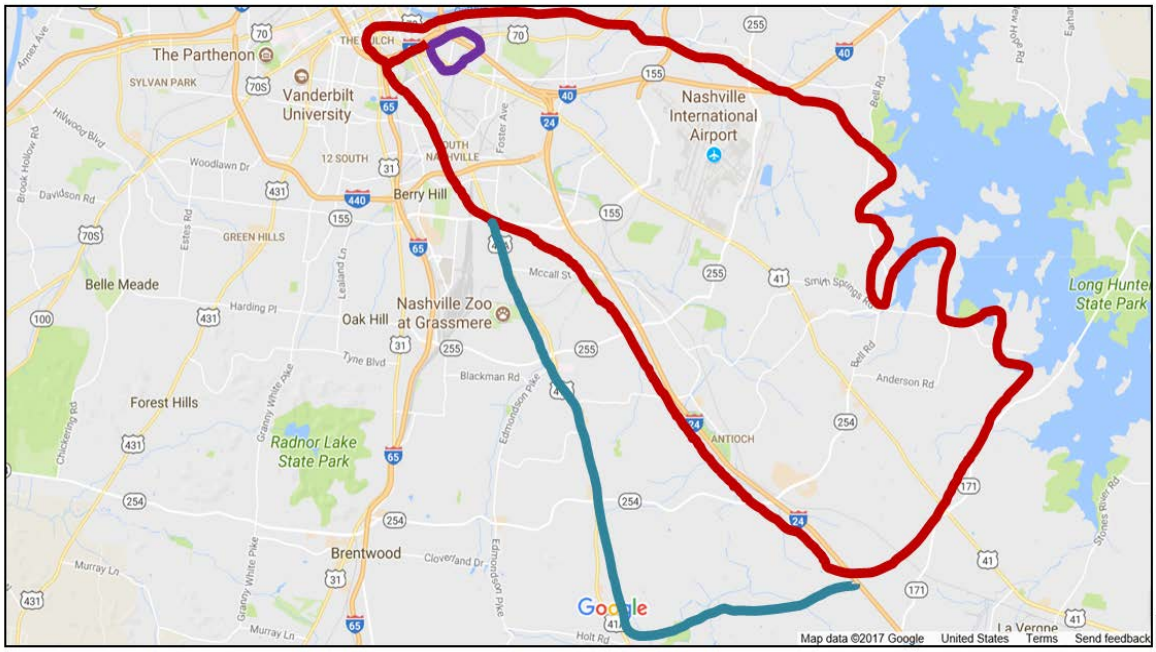
personal services use, although there are some small barber/hair salons located just off of Lafayette Street.

Retail Trade Areas

The natural household trade area for the Napier/Sudekum Site and adjoining portions of Lafayette Street includes several sub-markets. A "convenience" trade area (indicated in purple on the map below) includes primarily that area within a 10- to 15-minute walk from the site. Again, the area is not particularly pedestrian-friendly at present but offers the potential for an attractive, walkable environment.



A primary household trade area (in red) extends mainly south along Lafayette/Murfreesboro Pike towards the airport and Antioch. This area is also accessible via I-440, I-24, and I-40. But Murfreesboro Pike (U.S. 41) is the transportation "spine" for this trade area. A secondary extension of this area (in green) includes slightly more of Antioch to the west up to Nolensville Pike.

In addition to the household trade areas, the Site has potential to draw from an employment base located in surrounding industrial areas, Trevecca Nazarene University, and SoBro. In other words, area workers might visit the area, particularly on their lunch breaks, for restaurants, personal services, or shopping. Trevecca University students may also generate some opportunities for businesses in this area.

Finally, being located so close to Music City Center and SoBro's growing hotel base provides the Site with opportunities to capture some of the downtown-

area tourist trade. Having the interchanges of major interstate highways adjacent to the site, and Nashville's growing international airport located just eight minutes (six miles) away also generates potential opportunities for visitor inflow. Ironically, U.S. 41 ("Dixie Highway") served as a major tourist route into Nashville for many years before being replaced by Interstate highways, and remnants of this mid-20th Century tourism past still litter Murfreesboro Pike (Drake Motel, Lee Motel, Scottish Inn, Midway (Reed) Motel, Rodeway Motel, etc).

Trade Area Demographic Trends & Forecasts

Like much of the Nashville area, the Napier/Sudekum Retail Trade Area (RTA) has seen a growing population and household base in recent years. However, that growth has been uneven within the trade area. For example the number of households within the "convenience" trade area increased by just 30 or 2.8% since 2010, to a total of about 1,100. Meanwhile, areas of Antioch closer to Nolensville Pike have seen nearly a 15% increase in households since 2010, adding almost 4,300 households over seven years. Due in part to rapid "gentrification" in South Nashville, household incomes have risen dramatically within the convenience trade area (even after accounting for inflation). Within that seven-year period since 2010, household incomes in this area increased by $3,400 or nearly 31% in constant dollars, although they remain by far the lowest in the overall trade area. Household incomes near the Site are just 37% of those in the primary trade area (B).

Table 15. DEMOGRAPHIC TRENDS, RETAIL TRADE AREA, NAPIER-SUDEKUM, 2010-2017

Factor	2010	2017	2010-2017 Change Number	2010-2017 Change Percent
Trade Area A				
Population	2,900	2,986	86	3.0%
Households	1,069	1,099	30	2.8%
HH Income	$ 11,127	$ 14,533	$ 3,406	30.6%
Trade Area B				
Population	46,236	50,231	3,995	8.6%
Households	18,370	19,987	1,617	8.8%
HH Income	$ 38,768	$ 39,106	$ 339	0.9%
Trade Area C				
Population	77,427	90,333	12,906	16.7%
Households	29,181	33,462	4,281	14.7%
HH Income	$ 48,980	$ 48,766	$ (214)	-0.4%

Note: Income expressed in constant 2016 dollars.

Sources: Nielsen and Randall Gross / Development Economics.

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Not surprisingly, incomes did not increase as quickly in the primary market area, although they did increase slightly faster than the rate of inflation since 2010. Further out in trade area C, incomes fell in real dollar terms (after accounting for inflation). This may be a result of people moving from lower-income areas further out of the downtown area to take advantage of newer and more affordable housing opportunities in this area.

Population and household growth are expected to continue throughout the trade area over the next five to seven years. The fastest demographic growth will be in South Nashville, areas within walking distance or a short drive of the Site. The convenience trade area will see nearly a 30% increase in households over the next five to seven years. A number of new infill and other housing developments promise to add more than 300 households in the area.

Table 16. DEMOGRAPHIC FORECASTS, RETAIL TRADE AREA, NAPIER-SUDEKUM, 2017-2022

Factor	2017	2022	2017-2022 Change Number	2017-2022 Change Percent
Trade Area A				
Population	2,986	3,549	563	18.9%
Households	1,099	1,422	323	29.4%
HH Income	$ 14,533	$ 20,203	$ 5,670	39.0%
Trade Area B				
Population	50,231	53,000	2,769	5.5%
Households	19,987	21,095	1,108	5.5%
HH Income	$ 39,106	$ 39,473	$ 366	0.9%
Trade Area C				
Population	90,333	97,959	7,626	8.4%
Households	33,462	36,081	2,619	7.8%
HH Income	$ 48,766	$ 50,288	$ 1,522	3.1%

Note: Income expressed in constant 2016 dollars.

Sources: Nielsen & Randall Gross / Development Economics.

The other portions of the trade area will also continue to see demographic growth, with Trade Area B adding over 1,100 households and Trade Area C adding 2,600 households in coming years. Income growth will remain rapid within the immediate convenience trade area, with average household incomes expected to increase by 39%. Even then, average household incomes will only then exceed $20,000 per year, which is still extremely low for the city and the region.

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Retail Expenditure Potential

Based on the demographic forecasts, total personal income (TPI) should increase by 10% within the trade area over the next five to seven years. Trade Area TPI will total $2,675,800,000 by 2022, an increase of about $246.4 million in five years. However, TPI will grow by 80% ($12.8 million) within the convenience trade area and the South Nashville sub-market. This growth is attributable to the combination of rapid household growth, coupled with rapid income growth. Still, by 2022, the convenience trade area will only account for about 1.0% of total trade area income.

Table 17. TPI FORECASTS, RETAIL TRADE AREAS, NAPIER-SUDEKUM TRADE AREA, 2017-2022

Trade Area	TPI (000) 2017	TPI (000) 2022	2017-2022 Change Amount	2017-2022 Change Percent
A	$ 15,972	$ 28,736	$ 12,764	79.9%
B	$ 781,621	$ 832,678	$ 51,057	6.5%
C	$ 1,631,804	$ 1,814,426	$ 182,623	11.2%
Total	**$ 2,429,396**	**$ 2,675,841**	**$ 246,444**	**10.1%**

Notes: Total personal income (TPI) expressed in thousands of constant 2016 dollars.

Source: Randall Gross / Development Economics.

The amount of income spent on retail goods, or the "Retail Expenditure Potential" of the trade area will grow by $126.2 million or 10.3% by 2022. Total retail expenditure potential will be about $1.35 billion by 2022.

Competitive Retail Framework

There is a dearth of high-quality convenience (e.g., supermarket) businesses to compete directly with the Site for expenditures generated by the convenience market. However, there is significant competition for convenience, shopper's goods, personal services, and entertainment expenditures generated by households within the broader trade area (as well as for those generated by area employees and tourists).

Among the regional competitors of significance for this broad trade area are Opry Mills, 100 Oaks, and Global Mall at the Crossings. Community retail centers and nodes competing for this market include Hickory Plaza, Dover Pointe, Crossgate Village, Priest Lake Plaza, Tusculum Square, Elysian Plaza,

Elysian Fields Shopping Center, Bell Forge Square, Mill Creek Center, and others; as well as much of the commercial uses along Nolensville Pike, Lebanon Road, and Murfreesboro Pike. Downtown offers surprisingly few convenience, shopper's goods, and entertainment businesses that compete for local household expenditures in the trade area. There are new department stores (H&M) and other shopper's goods stores along with a supermarket (Whole Foods) and cinemas planned on Broadway that will draw people from the trade area for some of their destination shopping.

Napier/Sudekum Site Potentials

Two scenarios were created to test the potential for retail/commercial and mixed-use development at the Napier/Sudekum Site and adjoining portions of Lafayette Street. These two scenarios differ based to some extent based on whether there are destination marketing, recruitment, and branding strategies employed along Lafayette Street or not. In both scenarios, it is assumed that light rail transit would gradually carry passengers along Lafayette Street and that there would be a pro-active effort to recruit Transit-Oriented Development (TOD) around transit stations in the corridor.

In the "Lafayette Destination District" scenario, the SoBro portion of Lafayette Street would see upgraded infrastructure and streetscaping investment (such as through the TIF and extension of the redevelopment district). Pro-active master planning and facilitation with property owners would brand and orient the area towards development of a walk-able and attractive regional destination shopping district. As recommended in the Strategic Plan presented to MDHA for Downtown/SoBro in 2012, Lafayette Street represents the last remaining opportunity for downtown Nashville to accommodate a destination retail shopping district. Ground-floor retail anchors, dining, entertainment, and specialty shopping would become part of mixed-use development along Lafayette Street between the traffic circle and the interstate. Anchor retailers including department stores, cinemas, restaurants, and others would be attracted to the area as it develops. Housing and services for homeless populations as well as other affordable housing would be accommodated within the area as recommended in the 2012 report.

If this district were built out and marketed as a regional destination, it would generate significant destination inflow traffic. As a result, there could be a "spillover" effect on the Napier/Sudekum Site and adjoining portions of Lafayette Street, creating opportunities for commercial/mixed use that might not otherwise be supportable in the local market. The opportunities for spill-over would be maximized if it were possible to take full advantage of interstate highway access and exposure afforded by improved ingress and egress from Lafayette Street. Perhaps most importantly, having destination traffic in the area would help build a market to support retail desired by the community, such as a larger grocery store with a wider selection. It would also present more opportunities for job creation

and economic development that would benefit MDHA residents as well as other residents within the immediate South Nashville neighborhoods near the Site.

For comparison, a separate scenario modeled the potential for retail in the absence of such as destination marketing and development strategy for Lafayette Street. In this "local demand" scenario, there would be no pro-actively marketed district for attracting destination shoppers. The corridor would be much more dependent on traditional Lafayette/Murfreesboro Pike Primary Trade Area households and commuters. The opportunities are more likely to focus on meeting the growing need for convenience uses generated by growth in TPI in the immediate area. There is still the assumption in this model that Lafayette Street would be redesigned or otherwise improved as an urban thoroughfare with transit-oriented development (TOD) to better accommodate pedestrian access and walk-ability.

Employee and Tourist-Generated Demand

Based on an analysis and forecasts of SoBro and area employment, it is anticipated that area employees will generate demand for about 85,000 square feet of retail space at the Site or adjoining portions of Lafayette Street by 2022.

Table 18. AREA EMPLOYEE-GENERATED RETAIL DEMAND, SOBRO/LAFAYETTE, 2017 & 2022

	Employee Expenditures		Sq. Footage Demand	
Type of Good	**2017**	**2022**	**2017**	**2022**
Convenience	$ 6,789,487	$ 7,307,334	40,740	43,847
Shoppers Goods	$ 3,622,497	$ 3,898,792	21,653	23,304
Eating & Drinking	$ 2,611,756	$ 2,810,959	11,097	11,943
Entertainment	$ 225,058	$ 242,224	1,500	1,615
Personal Service	$ 260,097	$ 279,936	2,890	3,110
TOTAL	**$ 13,508,896**	**$ 14,539,244**	**77,880**	**83,820**

Source: Randall Gross / Development Economics.

There is already potential (mostly untapped) for 77,900 square feet, so the increase represents growth in demand for another 5-6,000 square feet. This demand is calculated based on total site-captured employee expenditures of about $14.5 million per year, primarily in convenience goods.

Tourism, under the destination shopping scenario, will initially generate potential for 20,000 to 30,000 additional square feet of retail space at the Site. This amount represents part of the "spillover effect" of marketing SoBro's Lafayette Street as a shopping destination. As Lafayette Street were built out and maximized as a destination, tourism spin-off could grow over time.

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Table 19.	TOURISM-GENERATED RETAIL POTENTIAL, SUDEKUM-NAPIER, 2022		
Category	**Factor**	**Capture**	
OT Shoppers		210,000	
Total Spend	$ 319.89	$ 67,177,557	
-			
Restaurants	$ 102.37	$ 21,496,818	
Retail Trade	$ 36.15	$ 7,591,064	
Entertainment	$ 34.55	$ 7,255,176	
CBD Capture			
Restaurants	15%	$ 3,224,523	$ 1,451,035
Retail Trade	8%	$ 607,285	$ 273,278
Entertainment	30%	$ 2,176,553	$ 979,449
Demand (Square Feet)			
Restaurants	$ 550	5,863	2,638
Retail Trade	$ 250	2,429	1,093
Entertainment	$ 180	12,092	5,441
TOTAL		**20,384**	9,173
Source:	**Randall Gross / Development Economics.**		

Retail Market Potentials: Lafayette Destination District / TOD Scenario

Under the destination district scenario, the Site could capture potential demand for 150,000 to 220,000 square feet by 2022 (where Lafayette Street is being pro-actively branded and marketed, but only beginning to develop as a regional shopping destination).

Table 20.	SUMMARY RETAIL POTENTIAL BY PRIMARY USE NAPIER-SUDEKUM LAFAYETTE DISTRICT, 2017-2022			
	Gross Demand (SF)		Existing	Warranted
Type of Good	**2017**	**2022**	**Uses**	**Demand**
Convenience	92,456	103,855	59,920	43,935
Shoppers Goods	64,422	74,679	29,349	45,330
Eating/Drinking	32,144	37,231	4,653	32,578
Limited Service	*13,808*	*15,318*	*4,653*	*10,664*
Full Service	*15,770*	*19,111*	-	*19,111*
Entertainment	17,836	24,365	-	24,365
Personal Services	6,952	7,563	-	7,563
TOTAL	**213,809**	**247,693**	**93,922**	**153,772**
Existing Vacant			-	
Net New Space				***153,772***
Source:	Randall Gross / Development Economics.			

As noted above, there would be net demand for about 44,000 square feet of convenience use, 45,000 square feet of shopper's goods, 33,000 square feet in eating & drinking, 24,000 square feet of entertainment, and about 8,000 square feet of personal services.

Recommended Tenant Mix. In this scenario, the recommended business mix would include the following to not only capture spin-off destination demand and employee/tourist expenditures, but also to help satisfy the needs of existing MDHA residents.

- Expanded grocery
- Pharmacy / health care
- Specialty food store
- Hobby / toy / games
- Sporting goods
- Restaurants
- Personal services
- Coffee shop / entertainment
- Apparel & accessories
- Office supply, stationary
- Home furnishings

Retail Market Potentials: Local, Non-Marketed Scenario

In the scenario where there is limited destination marketing or spin-off from SoBro development, the Site would capture net new potential for about 20,000 to 50,000 square feet of retail/commercial use. New retail would be attracted to mixed-use projects as part of Transit-Oriented Development in either scenario.

Table 21. SUMMARY RETAIL DEMAND BY USE SUDEKUM-NAPIER NON-MARKETED, 2017-2022

Type of Good	Gross Demand (SF) 2016	Gross Demand (SF) 2021	Existing Uses	Warranted Demand
Convenience	47,483	55,563	59,920	(4,357)
Shoppers Goods	41,641	49,989	29,349	20,640
Eating/Drinking	13,626	15,377	4,653	10,724
Limited Service	*6,438*	*7,080*	*4,653*	*2,427*
Full-Service	*6,116*	*7,047*	-	*7,047*
Entertainment	2,682	3,702	-	3,702
Personal Services	2,083	2,533	-	2,533
TOTAL	**107,513**	**127,163**	**93,922**	**33,241**
Existing Vacant			-	
Net New Space				***33,241***

Source: Randall Gross / Development Economics.

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As noted above, there would be net new potential for about 20,600 square feet of shopper's goods, 10,000 square feet of eating & drinking, and some limited personal services and entertainment.

Recommended Tenant Mix. There is an existing over-supply of convenience goods and automotive, but new or re-merchandised businesses could replace some of the existing uses as part of a larger redevelopment opportunity. Recommended additions to the retail mix would include the following:

- Health care
- Sports/apparel
- Personal services
- Coffee / limited service (e.g., TOD)

Section 4. OVERALL RECOMMENDED DEVELOPMENT PROGRAM AND MARKETING CONCEPTS

An overall development program is recommended for the Site, based on the findings of the housing and retail market analyses and cognizant of overall MDHA objectives. The recommended development program does not include the +/-780 MDHA units which would be replaced on site. Rather, the program focuses on the market-rate and affordable housing and commercial components above and beyond the MDHA units. Initial marketing concepts are also provided as an indication of how best to capture and maximize the market potentials forecasted herein.

Recommended Development Program

The recommended program assumes some combination of the two commercial scenarios, to take advantage of pent-up destination commercial potentials in the Lafayette Street corridor. It is not assumed that a full redevelopment program is implemented for a destination shopping district, but there is the assumption that some effort will be made to enhance the physical/pedestrian urban environment in Lafayette Street (both within the Inner Loop and adjoining the Site) and that there would also be an effort to brand and market Lafayette Street as a destination retail shopping district.

The program would focus on opportunities for transit-oriented development (TOD) around proposed transit stations on the proposed Murfreesboro Pike light rail line. It is assumed that funding for the development of light rail would be approved by voters in 2018, but even if it is not, every effort would be made to create TOD "light" opportunities around existing urban bus transit stops. Around these stations or stops would be developed mid-rise, mixed-use buildings with approximately 400 to 500 affordable and market-rate rental housing units (and perhaps integrating 380 MDHA units). These TOD developments would also include a total of about 140,000 square feet of retail/commercial use (including redevelopment).

Within the Site, there would be development recommended of 230 to 600 affordable and market-rate rental apartment units plus integration of 350 MDHA subsidized housing units. Also within the Site would be development of 240 affordable and market-rate townhouse units plus perhaps 40 subsidized MDHA townhouse units.

There is also demand for up to 130 for-sale detached housing units, and if these cannot be accommodated on site, then perhaps there are opportunities for infill and development in surrounding neighborhoods. There is relatively high demand among downtown-area workers for single-family and duplex housing near the downtown area, so accommodating more single-family and duplex

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housing is an opportunity for revitalization of surrounding neighborhoods like Napier and Chestnut Hill. The for-sale housing would include 65 single-family units (affordable and market-rate) and 65 duplex (or possibly condominium) units. There could also be MDHA programmatic efforts to encourage homeownership among existing residents, offering 5 to 10 units as move-up properties.

Finally, there is the recommendation for development of some 10,000 square feet of "neighborhood retail" in a community-oriented node within the Site. Without direct exposure, such a retail node will not survive, but there is a need to offer amenity value through small retail/commercial uses (e.g., coffee shop, cleaners) on Site. Perhaps the best location for such on-site retail would be in a node associated with the library and other civic uses along Charles E. David Boulevard. A summary of the recommended development program is provided below.

Summary

- **TOD**-Mid-Rise, Mixed-Use Buildings (Lafayette)
  - Rental units: 400-500 (Aff/MR) + 380 (MDHA)
  - Retail: 140,000 sq. ft. (includes redevelopment)
- Apartment Buildings
  - Rental units: 230-600 (Aff/MR) + 350 (MDHA)
- Townhouses
  - 240 (Aff/MR) + 40 (MDHA)
- Detached Houses: 130 units possibly could be accommodated in surrounding neighborhoods
  - Single-Family: 65 (Aff/MR)
  - Duplex: 65 (Aff/MR) + 5-10 (MDHA)
- Neighborhood Retail: 10,000 sq. ft.

Initial Marketing Concepts

Several initial marketing concepts are provided, based on the findings of the market analyses and recommended development program, as a guide for maximizing the Site's market potentials.

TOD/Civic Center

Clearly, the best opportunities for mixed-use development, branding and identity relate to the establishment of a Transit-Oriented Development (TOD) at a light rail station (or other transportation hub). One concept would cluster ixed-use development as indicated above around the station while establishing a community civic hub to help establish a unique identity for the Napier/Sudekum area. Creating a new, activated public space can bring people together from the community as well as destination visitors. A well-designed civic space can also

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"open" up the Site to ensure that interior blocks gain exposure and alleviate safety concerns from development of "walls" along Lafayette Street. Finally a public civic space would provide significant amenity value, including play areas for children, public art, outdoor dining spaces, and other public spaces.

Images of transit-oriented development in Columbia Heights, Washington, D.C. Surrounding uses include mixed-income rental housing, townhouses, retail, restaurants, Gala Hispanic Theatre

Other Development Concepts

Aside from a civic space, the other mixed-use opportunities along Lafayette Street would incorporate housing and ground-floor retail in a way that builds on the pedestrian environment. Apartment and/or condominium buildings would be developed along Lafayette Street with ground-floor retail that creates amenity value for existing and potential new residents. Much of this development would also be transit-oriented.

Townhouse style development would help sustain the densities necessary to support urban retail and create a sense of community. Townhouses are a product that can work as a "keystone" connecting higher-density mixed-use and commercial areas along Lafayette Street to lower-density single family in the Napier neighborhood. Images of both mixed-use and townhouse style developments that would be marketable in the Napier/Sudekum area are shown below.

Ultimately, the marketability of the Site is dependent in part on creating attractive, open, and accessible public spaces that add amenity value to the Site's prospective uses.

APPENDIX D:
PROMISE ZONE DESIGNATION AGREEMENT LETTER

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-0050

OFFICE OF FIELD POLICY
AND MANAGEMENT

JUL 25 2016

Rec'd
7-28-16

Mr. James E. Harbison
Executive Director, Metropolitan
Development and Housing Agency
701 S. 6th Street
Nashville, TN 37206

Reference: Promise Zone Designation Agreement

Dear Mr. Harbison,

Please find enclosed the signed 10-year Designation Agreement between the U.S. Department of Housing and Urban Development and the Metropolitan Development and Housing Agency as the Lead Organization for the Nashville Promise Zone. We greatly look forward to working with your Promise Zone over the coming years.

Sincerely,

Mary E. McBride
Assistant Deputy Secretary
Office of Field Policy and Management

Enclosed:
- Designation Agreement

APPENDIX H

HOME RESALE/RECAPTURE GUIDELINES

I. BACKGROUND

Section 215 of the HOME statute establishes specific requirements that all HOME-assisted homebuyer housing must meet in order to qualify as affordable housing. Specifically, all HOME-assisted homebuyer housing must have an initial purchase price that does not exceed 95 percent of the median purchase price for the area, be the principal residence of an owner whose family qualifies as low-income at the time of purchase, and be subject to either resale or recapture provisions. The HOME statute states that resale provisions must limit the subsequent purchase of the property to income- eligible families, provide the owner with a fair return on investment, including any capital improvements, and ensure that the housing will remain affordable to a reasonable range of low-income homebuyers. The HOME statute also specifies that recapture provisions must recapture the HOME investment from available net proceeds in order to assist other HOME-eligible families. Metro Nashville-Davidson County, as the Participating Jurisdiction (PJ), utilizes the resale/recapture methods for HOME homebuyer programs in accordance with 24 CFR 92.254(a)(5). The Metropolitan Development and Housing Agency (MDHA) is the entity designated by the PJ as the administrator of the HOME program and will be the entity responsible for enforcement of HOME Resale/Recapture provisions.

The HOME rule at §92.254(a)(5) establishes the resale and recapture requirements that must be used for all homebuyer activities. These provisions are imposed for the duration of the period of affordability on all HOME-assisted homebuyer projects through a written agreement with the homebuyer, and enforced via lien, deed restrictions, or covenants running with the land. The resale or recapture provisions are triggered by any transfer of title, either voluntary or involuntary, during the established HOME period of affordability.

When undertaking HOME-assisted homebuyer activities, including projects funded with HOME program income, the PJ must establish resale or recapture provisions that comply with HOME statutory and regulatory requirements and set forth the provisions in its Consolidated Plan. HUD must determine that the provisions are appropriate. The written resale/recapture provisions that the PJ submits in its Annual Action Plan must clearly describe the terms of the resale/recapture provisions, the specific circumstances under which these provisions will be used, and how MDHA will enforce the provisions.

II. DEFINITIONS

- Development Subsidy – a development subsidy is defined as financial assistance provided by MDHA as the HOME program administrator to offset the difference between the total cost of producing a housing unit and the fair market value of

the unit. When provided independently and absent any additional subsidy that could be classified a direct subsidy, development subsidy triggers resale.

- Direct Subsidy – a direct subsidy is defined as the amount of HOME assistance, including any program income that enables the homebuyer to buy the unit. The direct subsidy includes down payment, closing costs, interest subsidies, or other HOME assistance provided directly to the homebuyer. Direct subsidy also includes any assistance that reduces the purchase price from fair market value to an affordable price. If HOME funds are used for the cost of developing a property and the unit is sold below fair market value, the difference between the fair market value and the purchase price is considered to be directly attributable to the HOME subsidy. A direct subsidy triggers recapture.

- Net Proceeds – the sales price minus superior loan repayment (other than HOME funds) and any closing costs.

III. PERIOD OF AFFORDABILITY

The HOME rule at §92.254(a)(4) establishes the period of affordability for all homebuyer housing. How MDHA calculates the amount of HOME assistance in each unit and therefore the applicable period of affordability varies depending on whether the unit is under resale or recapture provisions.

a. Period of Affordability Under Resale Provisions

Under resale, §92.254(a)(5)(i) of the HOME rule states that the period of affordability is based on the total amount of HOME funds invested in the housing, regardless of whether or not the funds are reflected in buyer financing. In other words, the total HOME funds expended for the unit determines the applicable affordability period. Any HOME program income used to assist the project is included when determining the period of affordability under a resale provision.

b. Period of Affordability Under Recapture Provisions

Under the recapture option, the period of affordability is based upon the HOME-funded Direct Subsidy provided to the homebuyer that enabled the homebuyer to purchase the unit. Any HOME program income used to provide direct assistance to the homebuyer is included when determining the period of affordability.

The following table outlines the required minimum affordability periods. Affordability periods for HOME-assisted units that also receive assistance through the Metro Housing Trust Fund (Barnes Fund) and/or the Community Land Trust (CLT) will be aligned with the affordability periods of those programs.

If the total HOME investment (resale) or Direct Subsidy (recapture) in the unit is:	The Period of Affordability is:
Under $15,000	5 years
Between $15,000 and $40,000	10 years
Over $40,000	15 years

IV. RESALE PROVISIONS

Resale Provisions shall ensure that, when a HOME-assisted homebuyer sells his or her property, either voluntarily or involuntarily, during the affordability period,

1. The property is sold to another low-income homebuyer who will use the property as his or her principal residence;
2. The original homebuyer receives a fair return on investment, (i.e., the homebuyer's down-payment, plus capital improvements made to the house); and
3. The property is sold at a price that is "affordable to a reasonable range of low-income buyers."

The resale provisions allow the original HOME-assisted homebuyer to sell the unit to an income eligible homebuyer. The resale provision does not require repayment of the HOME funds used to assist the original homebuyer, but rather preserves the affordability of the unit through the sale of the property to a subsequent lower income homebuyer. All HOME resale restrictions must apply to the original and any subsequent homebuyer throughout the period of affordability.

a. Applicability

MDHA has chosen to use Resale Provisions for all HOME-assisted homebuyer units in order to preserve the affordable housing stock. Thus any HOME assistance, development or direct subsidy to the homebuyer, will trigger the use of Resale provisions. This decision is predicated by the loss of 20% (18,000 units) of the affordable housing stock since the year 2000 based on the "House Nashville" housing report issued by the Mayor's office in May 2017 and the fact that home prices in Metro Nashville-Davidson County is continuing to escalate.

Additionally, Resale Provisions will apply to any Home-assisted homebuyer project that also receives assistance through the Metro Housing Trust Fund Commission (Barnes Fund) with the minimum affordability period of 20 years. The PJ is in the early stages of establishing a Community Land Trust (CLT) which will preserve the affordability of properties for perpetuity while enabling homeowners to build wealth through the use of a resale formula that will restrict the sales price for subsequent buyers (formula TBD). An advisory committee will ensure policies and procedures are established for the CLT including resale requirements. Any HOME funded CLT units will be subject to the resale provisions/formula and minimum affordability requirements established by the CLT.

b. Effect

The HOME rule at §92.254(a)(3) requires that all HOME-assisted homebuyer housing be acquired by an eligible low-income family, and the housing must be the principal residence of the family throughout the Period of Affordability. Under Resale Provisions, if the housing is transferred, voluntarily or otherwise, during the Period of Affordability, it must be made available for subsequent purchase only to a buyer whose household qualifies as low-income, and will use the property as its principal residence.

c. Fair Return on Investment

Resale Provisions shall ensure that, if the property is sold during the period of affordability, the price at resale provides the original HOME-assisted homebuyer a fair return on investment (including the original homebuyer's initial investment and any capital improvement). The value of capital improvements is defined as the actual, documented costs of permanent structural improvements to the property that enhance the property value. Capital improvements are generally non-recurring expenses, such as the cost of an addition, or a remodel. Repairs and regular maintenance are not capital improvements. To be considered by MDHA in determining fair return on investment, the actual costs of the capital improvements must be documented with receipts, cancelled checks, or other documents acceptable to MDHA. Additionally, the work must have been properly permitted and inspected and MDHA will visually inspect the property to verify that the capital improvements exist.

MDHA shall consider a fair return on investment achieved when the original homebuyer (now the seller) receives from the sale a percentage return on investment based on the percentage of change as calculated by the **Housing Price Index** Calculator of the Federal Housing Finance Agency. The HPI Calculator is currently located at https://www.fhfa.gov/DataTools/Tools/Pages/HPI-Calculator.aspx and forecasts what a given house purchased at a point in time would be worth today if it appreciated at the average appreciation rate of all homes in the area. The calculation shall be performed for the Nashville-Davidson—Murfreesboro—Franklin, TN Metropolitan Statistical Area.

Calculating Fair Return on Investment - EXAMPLE

1. *Down payment*: The original homeowner put down $1,000 earnest money at the signing of the sales contract.
2. *Cost of Capital Improvements*: The original homeowner had a permitted, inspected, fence installed at a cost of $1,500 and has receipts to document the cost and a visual inspection confirms the fence is there.
3. *Percentage of Change*: The original purchase price for the home was $125,000 and the amount of HOME subsidy invested in the unit was $25,000, additionally

the home received Barnes Funds requiring a 20-year affordability period.

For the purposes of using the Federal Housing Finance Agency's Housing Price Index (HPI) calculator, the home was purchased in the 3rd Quarter of 2014, and will be calculated using the most current quarter available, 4th Quarter of 2017. Using the HPI calculator, the house would be worth approximately $169,841.

Calculating the Fair Return to the Original Owner:

Downpayment:	$1,000
Capital Improvements	$1,500
Increase in value per HPI:	$44,841
	$47,341 Fair Return on Investment

In order to realize a fair return to the original homeowner, the sales price must be set at roughly $172,341 (i.e., $125,000 + $1,000 down payment + $1,500 capital improvements + $44,841 HPI increase = $172,341).

The seller must have the sales price approved by MDHA. Additionally, MDHA must verify that the new homebuyer is income eligible. If the resale price necessary to provide a fair return to the seller is not affordable to the subsequent lower income homebuyer, MDHA may provide additional HOME assistance, if available as an eligible activity in the Action Plan. If additional HOME assistance is provided, the affordability period will start over.

The fair return to the homeowner is paid out of proceeds from the sale of the home; if the value of the home declines and the home is sold at a loss and no proceeds are available, the homeowner shall not be entitled to any return. If proceeds are insufficient to provide the full amount of the calculated fair return, the homeowner shall receive a return only up to the amount of available proceeds.

d. Continued Affordability

In addition to ensuring that the HOME-assisted homebuyer receives a fair return on his or her investment, MDHA's Resale Provisions shall ensure that the housing under a Resale Provision will remain affordable to a reasonable range of low-income homebuyers. Accordingly, MDHA shall ensure that the sales price of a home resold under Resale Provisions is within the maximum mortgage capacity of a target population of potential buyers with incomes ranging from 65% to 80% of the Area Median Income (AMI) adjusted according to family size. Sales prices shall be set such that the amount of Principal, Interest, Taxes, and Insurance does not exceed 30% of the new homebuyer's annual income. More specifically, MDHA defines "affordable to a reasonable range of low-income homebuyers" as housing with a sales price not exceeding three times the low-income limit (80% AMI) for the Metropolitan Statistical Area for a 4-person household.

For example, if the low-income limit or (80% AMI) for a household of four in the PJ's jurisdiction is $54,950, the maximum resale price subject to Resale Provisions in the PJ's jurisdiction is $164,850, or three times the low-income limit.

e. Imposing Resale Provisions

A clear, detailed written agreement, executed before or at the time of sale, ensures that all parties are aware of the specific HOME requirements applicable to the unit (i.e., period or affordability, principal residency requirement, terms and conditions of the resale requirements). The HOME written agreement must be a separate legal document from any loan instrument and must, at a minimum, comply with the requirements at §92.504(c)(5) of the HOME rule. If MDHA provides HOME funds to a subrecipient or CHDO to develop and sell affordable housing, MDHA will prepare and execute the agreement with the buyer, or be a party to the agreement along with the entity it funded.

While mortgage and lien documents are used to secure repayment of the HOME subsidy, these documents are not sufficient to enforce the Resale Provisions. Separately recorded deed restrictions, covenants running with the land, or other similar mechanisms must be used to impose the Resale Provisions (§92.254(a)(5)(i)(A)) in HOME-assisted homebuyer projects under the resale option. The purpose of these enforcement mechanisms is to secure and retain the affordable re-use of the property, while providing a fair return to the seller.

f. Foreclosure

In HOME-assisted homebuyer projects, the affordability restrictions imposed by deed restrictions, covenants running with the land, or other similar mechanisms may terminate upon foreclosure, transfer in lieu of foreclosure or assignment of an FHA insured mortgage to HUD. In such cases, the termination of the affordability restrictions does not satisfy the requirement that the property remains qualified as affordable housing under §92.254 for the period of affordability.

Consequently, for HOME-assisted homebuyer housing under a Resale Provision, if the affordability is not preserved by a subsequent purchase at a reasonable price by a low-income homebuyer who will use the property as its principal residence, and who agrees to assume the remainder of the original affordability period, MDHA shall repay the full amount of the HOME investment.

V. RECAPTURE PROVISIONS

Unlike the resale approach, MDHA's Recapture Provisions permit the original homebuyer to sell the property to any willing buyer during the period of affordability while MDHA is able to recapture all or a portion of the HOME-assistance provided to the original homebuyer.

a. Applicability

Recapture Provisions are not deemed appropriate for securing HOME Program investments in the current escalating housing market of Metro Nashville-Davidson County, thus, Resale Provisions are generally applicable to all MDHA homebuyer activities, unless circumstances otherwise require Recapture to be used. Specifically, Recapture Provisions are always used in cases involving a Direct Subsidy to a homebuyer. Recapture provisions cannot be used when a project receives only a Development Subsidy and is sold at fair market value, because there is no direct HOME subsidy to recapture from the homebuyer. Instead, Resale Provisions must be used in this case.

b. Effect

If a homeowner chooses to sell or use the property for non-eligible HOME Program activities during the Period of Affordability, the full amount of the HOME Program Direct Subsidy (specifically excluding the amount of any Development Subsidy) shall be recaptured and repaid to MDHA provided that net proceeds are sufficient. MDHA may choose to forgive a portion of the HOME Program Direct Subsidy subject to recapture on a pro-rata basis over the affordability period. If net proceeds are insufficient to repay the total HOME investment due, only the actual net proceeds will be recaptured. In the event that net proceeds are zero (as is usually the case with foreclosure), the recapture provision still applies, but there are no funds to recapture. Recaptured funds shall be returned to the MDHA HOME Trust Fund to be reinvested in other affordable housing for low to moderate income persons.

c. Imposing Recapture Provisions

A clear, detailed written agreement, executed before or at the time of sale, ensures that all parties are aware of the specific HOME requirements applicable to the unit (i.e., period or affordability, principal residency requirement, terms and conditions of either the resale or recapture requirement). The HOME written agreement must be a separate legal document from any loan instrument and must, at a minimum, comply with the requirements at §92.504(c)(5) of the HOME rule. If MDHA PJ provides HOME funds to a subrecipient or CHDO to develop and sell affordable housing, MDHA must prepare and execute the agreement with the buyer, or be a party to the agreement along with the entity it funded.

The written agreement between the homebuyer and MDHA, as well as mortgage and lien documents are all used to impose the Recapture Provisions in HOME- assisted homebuyer projects under the recapture option. The purpose of these enforcement mechanisms is to ensure that MDHA recaptures the Direct Subsidy to the HOME-assisted homebuyer if the HOME-assisted property is transferred. Unlike the resale option, deed restrictions, covenants running with the land, or other similar mechanisms are not required by the HOME rule to be used in homebuyer projects under the recapture option.

d. Foreclosure

In HOME-assisted homebuyer projects, the affordability restrictions imposed by deed restrictions, covenants running with the land, or other similar mechanisms may terminate upon foreclosure, transfer in lieu of foreclosure or assignment of an FHA insured mortgage to HUD. In such cases, the termination of the affordability restrictions does not satisfy the requirement that the property remains qualified as affordable housing under §92.254 for the period of affordability.

Consequently, homebuyer housing with a Recapture Provision is not subject to the affordability requirements after MDHA has recaptured the HOME funds in accordance with its written agreement. If the ownership of the housing is conveyed pursuant to a foreclosure or other involuntary sale, MDHA shall attempt to recoup any net proceeds that may be available through the foreclosure sale. MDHA is subject to the limitation that when there are no net proceeds or net proceeds are insufficient to repay the HOME investment due, MDHA may only recapture the actual net proceeds, if any.

VI. REFINANCING POLICY

MDHA shall carefully review all requests for subordination on a case-by-case basis in order to protect its interests and the interests of the homebuyer. The conditions under which the MDHA will agree to subordinate to new debt are as follows:

1. The refinancing must be necessary to reduce the owner's overall housing costs, OR
2. The refinancing must otherwise make the housing more affordable, AND

MDHA will not subordinate to refinancing for the purpose of taking out equity.

Upon receipt of a subordination request from a lender or homebuyer, MDHA will review the terms of the refinancing to determine whether the above criteria are met. MDHA may require additional documentation from the homeowner or lender in order to make its determination. Once complete information is received, a subordination decision is made within 15 business days.

VII. MONITORING RESALE & RECAPTURE PROVISIONS

For HOME-assisted homebuyer projects, MDHA shall perform ongoing monitoring of the principal residency requirement during the period of affordability. Confirmation that the buyer is using the property as his or her principal residence may be accomplished by verifying that the buyer's name appears on utility company records or insurance company records for the home. In addition, postcard or letters mailed with "do not forward" instructions may demonstrate whether the buyer is receiving mail at the home.

Failure to comply with the resale or recapture requirements means that:

1. the original HOME-assisted homebuyer no longer occupies the unit as his or her principal residence (i.e., unit is rented or vacant), or
2. the home was sold during the period of affordability and the applicable resale or recapture provisions were not enforced.

In cases of noncompliance under either resale or recapture provisions, MDHA must repay to its HOME Investment Trust Fund in accordance with §92.503(b), any remaining HOME funds invested in the housing. The amount subject to repayment is the total amount of HOME funds invested in the housing (i.e., any HOME development subsidy to the developer plus any HOME down-payment or other assistance (e.g., closing costs) provided to the homebuyer) minus any HOME funds already repaid (i.e., payment of principal on a HOME loan). Any interest paid on the loan is considered program income and cannot be counted against the outstanding HOME investment amount.

VIII. APPROVAL OF CHDO & SUBRECIPIENT PROVISIONS

CHDOs and Subrecipients carrying out development and/or homebuyer activities on behalf of M D H A shall be contractually bound to apply and implement these same Resale and Recapture Provisions, verbatim. As such, review and approval of these Provisions shall constitute an effective review and approval of the provisions used by the CHDOs and subrecipients.

APPENDIX I

DATA TO ESTABLISH 95% OF THE MEDIAN AREA PURCHASE PRICE FOR SINGLE FAMILY HOUSING IN METROPOLITAN NASHVILLE-DAVIDSON COUNTY

Compilation of Single Family New Construction Real Estate Sales (defined as closed sales on units constructed in 2017 and 2018) for 3-Month Period January – March 2018

Month	Unit Type	Sales Volume	Median Price Based on 95%
January 2018	Single Family - New Construction	166	$350,550.00
February 2018	Single Family - New Construction	172	$356,155.00
March 2018	Single Family – New Construction	244	$361,950.00
	Total Sales Volume & Average Median Sales Price for Months reviewed	582	**$356,218.00**

Sales Volume for Single Family New Construction Units is less than 250 sales per month so 3 months' worth of sales data is required per HUD guidelines to establish a median sales price based on local data of **$356,218**.

HUD New Home Construction Single Family Limit effective April 1, 2018 - $247,000 – median prices listed above for each of 3 months reviewed exceed this limit.

Compilation of Single Family Existing Real Estate Sales for 3-Month Period – January – March 2018

Month	Unit Type	Sales Volume	Median Price Based on 95%
January 2018	Single Family – Existing	476	$244,150.00
February 2018	Single Family – Existing	482	$252,369.00
March 2018	Single Family – Existing	678	**$266,000.00**
	Average Monthly Sales Volume & Median Sales Price for Months reviewed	545	$254,173.00

Sales Volume for March 2018 exceeds the required 500 volume of sales per month, therefore March sales data was utilize to establish a median sales price per HUD guidelines based on local data of **$266,000.**

HUD Existing Home Single Family Limit effective March 1, 2017 - $219,000 – median prices listed above for each of 3 months reviewed exceed this limit.

Average Median Sales price for New Construction and Existing Construction is $305,195

**Source data provided via - Realtracs, the local Multiple Listing Service for Nashville-Davidson County - Due to the volume of data, please contact the Community Development Department by phone at 615-252-8505 or by email at consolidatedplan@nashville-mdha.org to request to view the source data.*

APPENDIX J

FAIR HOUSING PLAN

Excerpt from the 2017 Fair Housing Analysis

FAIR HOUSING GOALS & PRIORITIES

1. **For each fair housing issue as analyzed in the Fair Housing Analysis section, prioritize the identified contributing factors. Justify the prioritization of the contributing factors that will be addressed by the goals set below in Question 2. Give the highest priority to those factors that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance.**

The following matrix shows contributing factors for each of the areas analyzed. The fair housing goals and priorities presented in the next question are based on the contributing factors identified through the Fair Housing Analysis. Each of the following goals includes strategies, ranked by priority, for addressing fair housing issues. High priority is given to factors that limit or deny fair housing choice or access to opportunity, or negatively impact fair housing or civil rights compliance. Goals have a maximum timeframe of 5 years to align with the timeframes of the Consolidated Plan and PHA Plan. Goals will be revisited after 5 years.

Contributing Factor	Segregation	R/ECAPs	Disparities in Access to Opportunity	Disproportionate Housing Needs	Publicly Supported Housing	Disability & Access	Fair Housing Enforcement, Outreach Capacity & Resources
Access to financial services			X				
Access to publicly supported housing for persons with disabilities						X	
Access to transportation for persons with disabilities						X	
Admissions & occupancy policies & procedures, including preferences in publicly supported					X		

Contributing Factor	Segregation	R/ECAPs	Disparities in Access to Opportunity	Disproportionate Housing Needs	Publicly Supported Housing	Disability & Access	Fair Housing Enforcement, Outreach Capacity & Resources
housing							
Availability of affordable units in a range of sizes				X			
Availability, type, frequency & reliability of public transportation			X				
Community opposition	X	X			X		
Deteriorated & abandoned properties		X					
Displacement of and/or lack of housing support for victims of domestic violence, dating violence, sexual assault & stalking				X			
Displacement of residents due to economic pressures	X	X		X	X		
Impediments to mobility					X		
Inaccessible public or private infrastructure						X	
Lack of access to opportunity				X	X		

Contributing Factor	Segregation	R/ECAPs	Disparities in Access to Opportunity	Disproportionate Housing Needs	Publicly Supported Housing	Disability & Access	Fair Housing Enforcement, Outreach Capacity & Resources
due to high housing costs							
Lack of affordable housing in a range of unit sizes						X	
Lack of affordable in-home or community-based supportive services						X	
Lack of affordable, integrated housing for individuals who need supportive services						X	
Lack of assistance for housing accessibility modifications						X	
Lack of assistance for transitioning from institutional settings to integrated housing						X	
Lack of		X					

Contributing Factor	Segregation	R/ECAPs	Disparities in Access to Opportunity	Disproportionate Housing Needs	Publicly Supported Housing	Disability & Access	Fair Housing Enforcement, Outreach Capacity & Resources
community revitalization strategies							
Lack of local private fair housing outreach & enforcement							X
Lack of local public fair housing enforcement							X
Lack of meaningful language access for individuals with limited English proficiency					X		
Lack of private investment in specific neighborhoods	X	X	X		X		
Lack of public investment in specific neighborhoods, including services or amenities	X	X	X		X		
Lack of resources for fair housing agencies & organizations							X

Contributing Factor	Segregation	R/ECAPs	Disparities in Access to Opportunity	Disproportionate Housing Needs	Publicly Supported Housing	Disability & Access	Fair Housing Enforcement, Outreach Capacity & Resources
Land use & zoning laws	X	X		X		X	
Lending discrimination	X	X	X	X			
Location of environmental health hazards			X				
Location of proficient schools & school assignment policies			X				
Location & type of affordable housing	X	X	X				
Loss of affordable housing	X	X	X	X	X	X	
Occupancy codes & restrictions	X	X			X		
Private discrimination	X		X				
Quality of affordable housing information programs					X		
Siting selection policies practices & decisions for publicly supported					X		

Contributing Factor	Segregation	R/ECAPs	Disparities in Access to Opportunity	Disproportionate Housing Needs	Publicly Supported Housing	Disability & Access	Fair Housing Enforcement, Outreach Capacity & Resources
housing, including discretionary aspects of Qualified Allocation Plans & other programs							
Source of income discrimination	X	X	X	X	X		

2. For each fair housing issue with significant contributing factors identified in Question 1, set one or more goals. Using the table below, explain how each goal is designed to overcome the identified contributing factor and related fair housing issue(s). For goals designed to overcome more than one fair housing issue, explain how the goal will overcome each issue and the related contributing factors. For each goal, identify metrics and milestones for determining what fair housing results will be achieved, and indicate the timeframe for achievement.

*NOTE: When MDHA is listed as a Responsible Program Participant, it will be noted whether it is a public housing authority (PHA) responsibility or a Consolidated Plan (CP) responsibility, since MDHA is the designated Consolidated Plan administrator.

Strategy	Contributing Factor	Fair Housing Issues	Metrics, Milestones & Timeframe for Achievement	Responsible Program Participant	Priority
Goal: Increase the number of affordable housing units accessible to all protected classes.					
Promote property tax exemptions available to nonprofits pursuant to T.C.A. 67-5-207 for properties financed with certain HUD funding for permanent housing for low income persons with disabilities or low income elderly persons.	Lack of affordable, accessible housing in a range of unit sizes	Disproportionate Housing Needs	MDHA to publicize this program when making applicable HUD funding available & work with developers constructing eligible projects on ensuring appropriate documentation for the State • <1 yr	MDHA (CP)	High
Utilize MDHA & Metro property to create a range of affordable accessible housing options	Lack of affordable, accessible housing in a range of unit sizes	Disproportionate Housing Needs; Disparities in Access to Opportunity; Disproportionate Housing Needs	Develop or partner on creating new units in a range of unit sizes that maximize density • 2-5 yrs	MDHA (CP & PHA), City	High
Provide public incentives to create new housing in areas of opportunity and/or permanent supportive housing	Location and type of affordable housing; Lack of affordable, integrated housing for individuals who need supportive services; Lack of affordable, accessible housing in a range of	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Prioritize projects applying for public funds to be in high opportunity areas; set aside a portion of HOME funds for	MDHA (CP); City	High

	unit sizes		PSH • 1-5 yrs		
Incentivize creation of affordable housing on transit corridors	Location and type of affordable housing; Availability, type, frequency, and reliability of public transportation	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Create funding mechanisms to be available for eligible projects • 2-5 yrs	City, MDHA (CP & PHA)	High
Continue to fund the Barnes Fund	Location and type of affordable housing; Lack of affordable, accessible housing in a range of unit sizes	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Include at least $10M each year in Metro budget • 1-5 yrs	City	High
Goal: Preserve existing affordable housing units, especially for persons with Limited English Proficiency (LEP) and persons with disabilities (and the elderly).					
Dedicate public and/or other funding to making accessibility improvements for low income persons with disabilities	Loss of affordable housing; lack of assistance for housing accessibility modifications; displacement of residents due to economic pressure	Disproportionate Housing Needs	Allocate funding in the Consolidated Plan • 1-5 yrs	MDHA (CP), City	High
Continue to promote tax freeze program	Loss of affordable housing; lack of affordable, accessible housing in a range of unit sizes; displacement of residents due to economic pressure	Disproportionate Housing Needs	Expand outreach efforts • 1-5 yrs	City	High

Coordinate with Metro Codes on providing assistance to homes in need of repair	Loss of affordable housing; displacement of residents due to economic pressure	Disproportionate Housing Needs	Develop protocol with Metro Codes when homes are identified & target CDBG or other funds for repairs • 1-5 yrs	City, MDHA (CP)	High
Attempt to intervene when potential loss of affordable housing is identified	Loss of affordable housing; displacement of residents due to economic pressure	Disparities in Access to Opportunity; Disproportionate Housing Needs	Explore legal & financial options • 1-5 yrs	City, MDHA (CP & PHA)	High
Goal: Increase access to affordable housing opportunities, especially for persons with Limited English Proficiency (LEP) and persons with disabilities.					
Adopt a model to quickly connect persons who are homeless to housing	Disparities in Access to Opportunity; Disproportionate Housing Needs	Disproportionate Housing Needs; Disability & Access	Educate CoC members on Housing First; align programs & resources • 1 yr	Continuum of Care, MDHA (CP & PHA), City	High
Engage & incentivize landlords with housing in opportunity areas to accept vouchers	Location & type of affordable housing; Lack of affordable, accessible housing in a range of unit sizes; Community opposition; Impediments to mobility	Segregation; R/ECAP	Decrease HCVs in concentrated areas; Increase HCVs in other areas of the county • 1-5 yrs	MDHA (PHA & CP), City	High
Expand language access to leases, loan documents, etc.	Location & type of affordable housing; Lack of affordable, accessible housing in a range of unit sizes; Impediments to mobility; Lack of meaningful access for individuals with LEP	Segregation; R/ECAP	Train & provide resources to landlords; partner with industry associations • 1-5 yrs	City, MDHA (CP & PHA)	High

Require that all publicly-funded affordable housing projects meet universal design or visitability standards.	Lack of affordable, accessible housing in a range of unit sizes	Disproportionate Housing Needs	Include requirements in all funding awards to developers & all government constructed housing • 1-5 yrs	City, MDHA (CP & PHA)	Medium
Explore creative homeownership options	Location & type of affordable housing; Lack of affordable, accessible housing in a range of unit sizes; Impediments to mobility; Lack of meaningful access for individuals with LEP	Segregation; R/ECAP; Disproportionate Housing Needs	Work with lenders & developers to make home purchase financing available in a means accessible by persons who typically cannot access conventional methods • 1-5 years	City, MDHA (CP)	Medium
Review & make policy for considering criminal history available to public	Impediments to mobility; admissions & occupancy policies & procedures, including preferences in publicly supported housing	Segregation; R/ECAP	Review policy to determine if it meets HUD standards; post on website • 1-2 yrs	MDHA (PHA)	Medium
Create a countywide housing navigation system	Quality of affordable housing information programs; Impediments to mobility; Lack of meaningful access for individuals with LEP	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Align housing providers & programs to educate residents on housing options	City; MDHA (CP)	Medium

Goal: Create/expand programs to help tenants and homeowners retain housing					
Make process for requesting reasonable accommodation in MDHA-owned housing publicly available	Lack of assistance for housing accessibility modifications	Disproportionate Housing Needs	Post on website & make copies readily available in property offices • <1 yr	MDHA (PHA)	High
Align resources & improve strategies for homeless prevention	Location & type of affordable housing; Lack of affordable, integrated housing for individuals who need supportive services	Disproportionate Housing Needs	Utilize data to prioritize funding decisions • 1-5 yrs	MDHA (CP & PHA), City, Continuum of Care	High
Explore interventions to evictions for persons with mental impairments	Lack of affordable in-home or community-based supportive services; lack of affordable, integrated housing for individuals who need supportive services	Segregation; Disproportionate Housing Needs	Work with mental health providers, case managers, and landlords to develop protocol • 1-3 yrs	MDHA (PHA & CP), City, Continuum of Care	Medium
Goal: Create/expand programs to increase self-sufficiency					
Expand financial counseling program(s) into R/ECAPs, to youth, and post-secondary education	Source of income discrimination; lending discrimination; access to financial services	Segregation; R/ECAP; Disparities in Access to Opportunity	Secure funding for expanded FEC or other program & develop outreach plan • 1-5 yrs	City	High
Expand digital inclusion opportunities at MDHA properties	Source of income discrimination	Segregation; R/ECAP; Disparities in Access to Opportunity	Bring technology & training programs to all properties • 2-5 yrs	MDHA (PHA & CP)	Medium

Goal: Increase public investment in underserved neighborhoods					
Leverage resources to redevelop public housing properties in R/ECAPs to create mixed-use, mixed-income communities	Lack of community revitalization strategies, lack of public investment in specific neighborhoods, including services or amenities; lack of private investment in specific neighborhoods	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Redevelop traditional public housing sites, keeping commitment to 1-for 1 replacement of public housing • 1-5 yrs	MDHA (PHA & CP), City	High
Continue to target public funds for neighborhood programs & infrastructure projects in R/ECAPs	Lack of community revitalization strategies, lack of public investment in specific neighborhoods, including services or amenities; lack of private investment in specific neighborhoods	Segregation; R/ECAP; Disparities in Access to Opportunity	Allocate public funding capital improvements and other projects in R/ECAPs • 1-5 yrs	MDHA (CP); City	Medium
Goal: Incentivize private investment in underserved neighborhoods					
Offer incentives to attract private investment in R/ECAPs & areas with concentrations of publicly supported housing	Lack of community revitalization strategies; lack of private investment in specific neighborhoods	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Prioritize planning & development efforts in distressed areas to stimulate investment • 2-5 yrs	City, MDHA (PHA & CP)	High
Goal: Expand fair housing outreach, education, and enforcement activities					
Coordinate with neighborhood groups & community leaders to identify fair housing issues.	Private discrimination; Lending discrimination; Community Opposition	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs; Disability & Access	Launch a public awareness campaign • < 1 yr	City, MDHA (CP)	High

Continue to use CDBG funds to support fair housing outreach, education, and enforcement activities.	Private discrimination; Lending discrimination; Community Opposition	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Annually allocate CDBG public service dollars for fair housing activities • 1-5 yrs	MDHA (CP)	Medium
Consider creating a local mechanism to enforce Fair Housing complaints.	Private discrimination; Lending discrimination; Community Opposition; Lack of local public fair housing enforcement	Segregation; R/ECAP; Disparities in Access to Opportunity; Disproportionate Housing Needs	Review authority & available resources • 1-2 yrs	City	Medium

APPENDIX K

LOCAL LEGISLATIVE APPROVAL

To be added to the final document.

APPENDIX L

SF-424 AND CERTIFICATIONS

To be added to the final document.

EXHIBIT 1

CPD NOTICE 18-01

and

HUD Approval to Extend Deadline to Submit the Consolidated Plan

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-7000

OFFICE OF COMMUNITY PLANNING
AND DEVELOPMENT

Special Attention of:
All CPD Division Directors
HUD Field Offices
HUD Regional Offices
All CDBG Grantees
All HOME Participating Jurisdictions
All HTF Grantees
All ESG -Grantees
All HOPWA - Grantees

NOTICE: CPD-18-01

Issued: January 24, 2018
Expires: September 30, 2018

Cross Reference: 24 CFR Part 91

Subject: Guidance on Submitting Consolidated Plans and Annual Action Plans for Fiscal Year (FY) 2018

Purpose:

The purpose of this Notice is to instruct all Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Housing Trust Fund (HTF), Emergency Solutions Grants (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) grantees on the timing of submission of FY 2018 consolidated plans and action plans. This Notice provides instructions to grantees/participating jurisdictions under each of these programs regarding costs incurred prior to execution of a grant agreement. This Notice further informs Entitlement CDBG grantees and HOME participating jurisdictions of waivers being made available to certain grantees/participating jurisdictions to assist in the implementation of the pre-award costs instructions. These procedures apply equally to grantees' 3-5-year consolidated plans as well as to annual action plans (either as a stand-alone document or as a component of the overall consolidated plan submission).

Notes regarding applicability:

This Notice uses the term "grantee" generically, to also include HOME participating jurisdictions, except where the term appears in discussions explicitly limited to one of the other covered funding programs. Provisions of this Notice covering the Entitlement CDBG program also apply to Insular Areas grantees and CDBG nonentitlement county grantees in Hawaii, as the Entitlement CDBG program regulations also apply to their CDBG funds.

Background:

Pursuant to 24 CFR 91.15(a)(1), each jurisdiction should submit its consolidated plan to HUD at least 45 days before the start of its program year. The earliest date on which HUD will accept a consolidated plan or action plan submission is November 15, 2017; and the latest submission deadline is August 16, 2018. However, in most years, HUD does not receive its annual funding appropriation until several months into the federal fiscal year (rarely earlier than December,

and sometimes as late as April). Once a fiscal year's appropriation is enacted, HUD needs time to compute grantees' allocation amounts for the programs covered by the consolidated plan.

According to 24 CFR 91.500(a), a plan will be deemed approved 45 days after HUD receives the plan, unless HUD notifies the jurisdiction before that date that the plan is disapproved. In past years, HUD typically did not disapprove a plan solely because it was based on estimated allocation amounts. As a result, a plan submitted by a grantee before its allocation amounts are announced typically received automatic approval, even though the plan did not list the grantee's actual allocation amounts.

This practice resulted in significant additional work for both HUD and grantees. After the actual allocation amounts were announced, a grantee had to submit a revised, re-signed SF-424 form listing the actual allocation amounts for each of its grants. In many cases, the grantee had to make additional changes to amend its plan to reflect its actual allocation amounts. This may have constituted a substantial amendment under 24 CFR 91.505, which is subject to the grantee's citizen participation plan process. For FY 2018, HUD will not execute a grant agreement with a grantee until HUD has received a plan (or an amended plan) which incorporates the actual allocation amounts a grantee is to receive for FY 2018.

Revised Procedures for Submission of FY 2018 Consolidated Plans and Action Plans by Grantees with Early Program Year Start Dates:

HUD is issuing the following revised procedures to govern the submission and review of consolidated plans and action plans for FY 2018 funding prior to computation of FY 2018 allocation amounts. These procedures will apply to any grantee whose normal consolidated plan/action plan submission deadline (45 days before the start of the program year) falls either before, or less than 60 days after, the date HUD announces FY 2018 allocation amounts for CDBG, ESG, HOME and HOPWA funding. (See Section II. for a discussion of the timing of Housing Trust Fund allocations.)

Congress has not completed the appropriations process for HUD's FY2018 appropriation. At this time, HUD cannot predict when its FY 2018 appropriations bill will be enacted and when it will be able to announce FY 2018 allocation amounts. Thus, HUD cannot say how many grantees – or which program year start dates – will be subject to these revised procedures. Similarly, HUD cannot provide estimated FY 2018 allocation amounts for grantees to use for planning purposes in developing annual action plans.

Note: These procedures will not apply to grantees whose normal consolidated plan/action plan submission deadline is more than 60 days after HUD announcement of FY 2018 allocation amounts; those grantees should have sufficient time to revise their plans to match actual allocation amounts prior to the due date for their plan.

I. Revised Submission Dates for FY 2018 Action Plans for CDBG, ESG, HOME, HOPWA

Grantees are advised not to submit their consolidated plan/action plan until after the FY 2018 allocations have been announced. Grantees due to submit a new 3-5-year consolidated plan in FY 2018 should refrain from submitting the overall consolidated plan as well as the FY 2018 action plan contained within the overall document. HUD cannot complete its review of the overall consolidated plan components independent of the current year's action plan component. Once HUD informs grantees of their FY 2018 funding allocation amounts, each grantee should, prior to submission, ensure that the actual FY 2018 allocation amounts are reflected in the form SF-424, in the description of resources and objectives, and in the description of activities to be undertaken (or, for states, the method of distribution). It may be necessary for a grantee to revise its action plan before submission to HUD.

An affected grantee may delay submission of its consolidated plan or action plan to HUD until 60 days after the date allocations are announced, or until August 16, 2018 (whichever comes first). This delay will give a grantee time to revise its action plan to incorporate actual allocation amounts, and to conduct any additional citizen participation, if necessary.

For example, if HUD were to announce the FY 2018 allocation amounts to grantees on April 27, 2018:

- For grantees with January 1 – June 1 program year start dates, their normal plan submission date would have been before the date that HUD announced allocation amounts. These grantees would be able to postpone submission of their consolidated plan/action plan until June 26, 2018.

- For grantees with July 1 and August 1 program year start dates, their normal plan submission date would be less than 60 days after HUD's announcement of allocation amounts. These grantees would also be able to postpone submission of their consolidated plan/action plan until June 26, 2018.

- Grantees with September 1 and October 1 program year start dates would have more than 60 days between the date of announcement of allocations and the normal submission deadline for their consolidated plan/action plan. These grantees would be expected to submit their plan on time.

However, in no case may a consolidated plan/action plan be submitted to HUD later than August 16, 2018. Failure to submit an action plan for FY 2018 by August 16, 2018, will result in the automatic loss of FY 2018 CDBG funds to the grantee. This requirement is established by statute, and HUD cannot waive the August 16 submission deadline. Funding under other CPD formula programs are not subject to this deadline but, since virtually all CPD formula grantees receive CDBG funding, the CDBG submission requirement effectively establishes the deadline for submission of action plans.

The regulations, at 24 CFR 91.15(a)(1), state that "…each jurisdiction should submit its consolidated plan at least 45 days before the start of its program year." HUD has determined that it is not necessary to waive this provision in order to implement the procedures in this Notice for FY 2018 action plans. This provision does not prohibit a grantee from submitting a plan in the eCon Planning Suite after that time. It is not necessary for an affected grantee to request an exception to its normal action plan submission date under 24 CFR 91.15(a)(1), nor is it necessary for a field office to grant an exception to the action plan submission deadlines, under 24 CFR 91.20, in order to implement the procedures in this Notice.

II. Submission Process for the HTF Program

HTF is an affordable housing production program to increase and preserve the supply of decent, safe, and sanitary affordable housing for extremely low-income and very low-income families. HTF is a formula grant program for states.

The HTF regulation at 24 CFR 93.100 requires each state to include its HTF allocation plan in its annual action plan as described at 24 CFR 91.320(k)(5). The HTF allocation plan describes the method for the distribution of funds, and establishes the application requirements and criteria for selecting applications. The rule also requires a local jurisdiction that receives a subgrant of HTF funds from the state to include a HTF allocation plan (24 CFR 91.220(l)(5)) in its annual action plan, but due to the timing of the publication of HTF allocations, the local jurisdiction may need to amend its annual action plan to include HTF.

The timing of the HTF allocations is different from other CPD formula programs (CDBG, HOME, HOPWA, and ESG) because the source of funding is the mandatory assessments on Fannie Mae and Freddie Mac rather than Federal appropriations. The earliest HUD expects to publish the HTF allocations is April 2018. If HTF allocations are not published before a state submits its consolidated plan/action plan, a state may submit its consolidated plan/action plan for the other CPD formula programs, then submit its HTF allocation plan as a substantial amendment to its annual action plan, after the HTF allocations are published.

III. HUD Review of Action Plans

HUD will review a consolidated plan/action plan in accordance with 24 CFR 91.500(b). The 45-day review period will begin whenever the eCon Planning Suite submission or original executed SF-424, certifications and applicable assurances are received by the field office, whichever is later. HUD will disapprove as substantially incomplete any consolidated plan or action plan covering FY 2018 funding that does not reflect actual CDBG, HOME, ESG and HOPWA allocation amounts on the form SF-424(s), in the description of resources and objectives, and in the description of activities to be undertaken (or, for states, the method of distribution). The HTF allocation must be included if the HTF allocations are published before the state submits its consolidated plan or action plan. (See Section II.) A grantee whose action plan is disapproved for this reason is advised to not resubmit a revised plan until HUD has announced the actual FY 2018 allocation amounts, and until the grantee has incorporated the actual allocation amounts into its plan.

24 CFR 91.500(b) states HUD may disapprove a plan or a portion of a plan if it is inconsistent with the purpose of the Cranston-Gonzalez National Affordable Housing Act (42 U.S.C. 12703), if it is substantially incomplete, or, in the case of a CDBG certification under §91.225(a) and (b) or §91.325(a) and (b), if it is not satisfactory to the Secretary in accordance with §570.304, §570.429(g), or §570.485(c). The following are examples provided in §91.500(b) of substantially incomplete plans:

(1) A plan developed without the required citizen participation or the required consultation;

(2) A plan fails to satisfy all the required elements in 24 CFR Part 91, as reflected in the eCon Planning Suite. This includes when the grantee has not provided a final statement of community development objectives and the projected use of funds;

(3) A plan for which a certification is rejected by HUD as inaccurate, after HUD has inspected the evidence and provided due notice and opportunity for comment; and

(4) A plan without a description of the manner in which the unit of general local government or state will provide financial or other assistance to a public housing agency if the public housing agency is designated as "troubled" by HUD.

24 CFR 91.500(d) states that "(t)he jurisdiction may revise or resubmit a plan within 45 days after the first notification of disapproval." HUD has determined that it is not necessary to waive this provision in order to implement the procedures in this Notice for FY 2018 consolidated plans/action plans. This provision does not prohibit a grantee from re-submitting a plan after that time period.

24 CFR 91.105(c), 91.115(c) and 91.505 require a grantee to comply with citizen participation requirements when it undertakes a substantial amendment to an approved plan. A plan that has been disapproved by HUD is, by definition, not an approved plan. When a grantee's plan is disapproved by HUD, the consolidated plan regulations do not necessarily require a grantee to undertake further citizen participation on the changes the grantee makes before re-submitting it. (A major exception to this, however, would be if the reason for disapproval involved the grantee's failure to fulfill citizen participation requirements to begin with.) However, as noted in this Notice, there are circumstances in which a grantee may need to make major revisions to a disapproved plan, which could trigger further citizen participation efforts. A grantee with a disapproved plan should review its citizen participation plan and local policies to determine whether it will need to conduct further citizen participation as a result of the changes it makes to incorporate actual allocation amounts into its plan, prior to re-submission of the revised plan.

IV. Development of Proposed Action Plans and Citizen Participation During the Interim

A grantee has several options regarding fulfilling its citizen participation obligations while waiting for HUD to announce FY 2018 allocation amounts:

a. A grantee may conduct citizen participation on its draft plan (with estimated funding amounts) according to its normal timetable and citizen participation procedures. (Grantees are cautioned, though, that they should not submit their plan until allocation amounts are

known.) A grantee doing so should make clear that the funding levels shown are estimated amounts. In addition, the grantee should include "contingency provision" language in its action plan which explains how it will adjust its proposed plan to match its actual allocation amounts, once actual amounts become known. By including such contingency language, a grantee can avoid the need to make significant revisions to its plan (beyond incorporating the final allocation amounts into the plan and the SF-424 form). The grantee may also avoid the potential need to conduct additional citizen participation on a plan that has to be significantly revised in order to reflect actual allocation amounts.

Examples of contingency provisions include:

- A plan could state that all proposed activities' budgets will be proportionally increased or decreased from the estimated funding levels to match actual allocation amounts.

- A grantee could express its budget in terms of percentages of the allocation to be budgeted to each planned activity, along with the grantee's current estimate of how many dollars that equates to for each activity. [For example, regardless of what the final allocation amounts are, the United Interfaith Street Outreach Program will receive 22% (currently estimated to be approximately $38,000) of the grantee's total ESG allocation, and the Tenant-Based Rental Assistance activity will receive 10% (currently estimated to be about $68,750) of the HOME allocation.]

- A plan could state that any increase or decrease in funding to match actual allocation amounts will be applied to one or more specific activities (e.g., any increase or decrease relative to the grantee's estimated allocation amount will be applied to the single-family housing rehabilitation grant program).

- A plan could list its proposed activities in priority order and indicate that the East Side Sidewalk Replacement activity listed in the plan is a "backup" activity that will be funded only if sufficient CDBG funding exists; or conversely, if the grantee's actual allocation is less than estimated, the East Side Sidewalk Replacement activity will not be funded in FY 2018.

- A plan could state that, should the actual allocation amount exceed the grantee's estimate, the grantee will increase the Uptown Sewer Separation activity budget and will extend the service area block-by-block along the 600-900 blocks of Cherry Street, based on the amount of additional funding available.

A grantee may include these or other comparable provisions singly or in any combination to meet its needs. A grantee may adopt a different contingency approach for each of the programs covered by this Notice (CDBG, ESG, HOME, HOPWA and HTF).

b. Alternatively, a grantee may prepare a proposed action plan according to its normal timetable, but wait until actual allocation amounts are known before undertaking citizen participation actions. Once allocation amounts are announced by HUD, the grantee will need to update relevant sections of its plan (such as the listings of resources and

objectives, and the description of activities or the state's method of distribution) to reflect actual allocation amounts before conducting citizen participation. All grantees intending to incur pre-award costs under the programs covered by this Notice should be aware that this option will not be available to them, as citizen participation requirements must be met before pre-award costs are incurred. (See Section V. below.)

HUD has developed these procedures to minimize disruption to grantees and to minimize duplication of effort on grantees' part. A grantee that does not follow either option a. or b. above (i.e., the grantee undertakes citizen participation according to its normal timetable, based solely on estimated funding levels, and the plan does not contain any contingency language on how the final plan will be adjusted to match actual allocation amounts) runs the risk of increasing its own work obligations and costs. The grantee will still be required to update its plan to incorporate actual allocation amounts before submission to HUD. The grantee may need to undertake additional publication and citizen participation processes, depending on the difference between its actual allocation amounts and the estimated amounts in its proposed action plan, and how the grantee plans to adjust its proposed activities in order to match its actual allocation amounts. Local policies and procedures may also require the grantee to obtain re-approval of the revised plan from its legislative body or authorizing officials.

A plan that has not yet been submitted to HUD is also not an approved plan, and is not subject to the citizen participation requirements of a substantial amendment. However, a grantee that delays its plan submission should review its citizen participation plan and local policies to determine whether it will need to conduct further citizen participation as a result of the changes it makes to incorporate actual allocation amounts into its plan, prior to its submission.

V. Pre-Award Costs

A. General Provisions applicable to all Consolidated Plan programs

Special attention must be paid to situations in which a grantee wishes to incur costs prior to grant award. For example, under certain programs, a grantee may want to execute annual renewals of agreements with social service providers in order to prevent interruption of social services. The annual performance cycle of these agreements might normally begin after the grantee's official program year start date but, under this Notice the grantee cannot even submit its Action Plan until after the date that the agreements need to be executed. Thus, the timing instructions in this Notice may cause some program costs to be classified as pre-award costs where they would otherwise not have been.

The government-wide Uniform Administrative Requirements, Cost Principles and Audit Requirements regulation, at 2 CFR Part 200, contains language concerning agency approval of pre-award costs. The language at 2 CFR 200.458 applies to any program that does not have its own separate provisions concerning authorization of pre-award costs:

> **§ 200.458. Pre-award costs.** Pre-award costs are those incurred prior to the effective date of the Federal award directly pursuant to the negotiation and in anticipation of the Federal award where such costs are necessary for efficient and timely performance of the scope of work. Such costs are allowable only to the extent that they would have been allowable if incurred after the date of the Federal award and only with the written approval of the Federal awarding agency.

The ESG, HOPWA and HTF program regulations do not contain program-specific language establishing pre-award cost requirements for those programs; the CDBG and HOME program regulations do contain pre-award cost requirements unique to those programs. (However, the HOME requirements apply only to certain types of pre-award costs.) The following guidance applies to all five programs. Additionally, guidance unique to each separate program is provided below.

The Part 91 consolidated plan regulations make distinctions between a "proposed plan" and "a plan". Most notably, 24 CFR 91.105(b) and 91.115(b) describe the citizen participation requirements for a grantee's proposed plan. For purposes of this Notice regarding pre-award costs, HUD considers a grantee's plan to have moved from being "a proposed plan" to being "a plan" once a grantee has completed the publication, public hearing and public comment requirements at 24 CFR 91.105(b)(2), (3) and (4) or 91.115(b)(2), (3) and (4), and has developed its written summary of comments received pursuant to 24 CFR 91.105(b)(5) or 91.115(b)(5).

To minimize additional workload on grantees and HUD field offices, this Notice establishes the following procedures implementing the 2 CFR 200.458 requirements cited above. This Notice provides HUD approval to incur pre-award costs if and when the grantee completes the following documentation in its local files:

1. The grantee documents that the costs incurred prior to grant award are necessary for efficient and timely performance of the activity in question.

2. The grantee documents that the costs are for eligible activities under the regulations for the applicable funding program;

3. The grantee documents that the grantee has complied with all other requirements for pre-award costs under the regulations for the applicable funding program or as described below;

4. The activity for which costs will be incurred is included in a consolidated plan/action plan;

5. The grantee documents completion of its citizen participation process by including in its files a written, dated summary of citizen participation comments received on its plan, pursuant to 24 CFR 91.105(b)(5) or 91.115(b)(5) as applicable.

If the grantee's files contain all other necessary documentation supporting the costs (described below for each program), the date of HUD approval for pre-award costs is the date of the written summary of citizen participation comments, or the grantee's program year start date, whichever is later.

B. Additional Provisions: Entitlement CDBG Program

The Entitlement CDBG program regulations specify, at 24 CFR 570.200(h), the situations under which a grantee may incur costs prior to the effective date of its grant agreement. The provisions of this Notice will affect how grantees comply with the pre-award cost reimbursement requirements.

1. 24 CFR 570.200(h) defines the effective date of a grantee's agreement as the grantee's program year start date or the date that the consolidated plan/action plan is received by HUD (whichever is later). Under the provisions of this Notice, a grantee's action plan may not be submitted to (and thus received by) HUD until several months after the grantee's program year start date. This may negatively affect grantees' ability to incur pre-award costs.

2. Therefore, HUD has issued a waiver of 24 CFR 570.200(h) to the extent necessary to implement the following requirement: the effective date of a grantee's FY 2018 grant agreement will be considered to be the earlier of the grantee's program year start date or the date that the consolidated plan/action plan (with actual allocation amounts) is received by HUD. Attachment A contains the HUD memorandum authorizing this waiver. This waiver is applicable to any Entitlement CDBG grantee seeking to incur pre-award costs, whose action plan submission is delayed past the normal submission date because of delayed enactment of FY 2018 appropriations for the Department. An affected community applying this waiver shall document in writing the conditions giving rise to the need to use this waiver, and maintain the documentation for HUD's review. Grantees' authority to make use of this waiver is only in effect until August 16, 2018, as that is the last date that a grantee may submit its FY 2018 action plan.

3. 24 CFR 570.200(h)(1)(i) requires that the activity for which the costs are being incurred must be included in a consolidated plan/action plan prior to the costs being incurred; grantee compliance with steps 4 and 5 under the general pre-award cost provisions above will meet that requirement. However, grantees must also comply with §570.200(h)(1)(ii), which further specifies that the plan must advise citizens of the extent to which the pre-award costs will affect future grants. CDBG grantees intending to incur pre-award costs are cautioned that option b. described in Section IV above is not likely to be a feasible alternative for them. HUD advises any Entitlement CDBG grantee intending to incur pre-award costs to follow the process described in Section IV. a. above; in doing so, the grantee will need to ensure that it has met the citizen participation and notification requirements above.

4. Pursuant to § 570.200(h)(1)(iii) and § 570.604, the costs and corresponding activities must comply with the environmental review requirements at 24 CFR Part 58.

C. Additional Provisions: HOME Program

The HOME regulations specify situations under which a grantee may incur costs prior to the effective date of its grant agreement. The provisions of this Notice will affect how grantees comply with the pre-award cost reimbursement requirements.

1. 24 CFR 92.212(b) defines the effective date for incurring administrative and planning costs to be charged to the HOME allocation as the beginning of the participating jurisdiction's consolidated program year or the date that the consolidated plan is received by HUD (whichever is later). Under the provisions of this Notice, a participating jurisdiction's action plan may not be submitted to (and thus received by) HUD until several months after the PJ's program year start date. This may negatively affect a participating jurisdiction's ability to incur planning and administrative pre-award costs. Therefore, HUD has issued a waiver of 24 CFR 92.212(b) to the extent necessary to implement an alternative requirement: the effective date of a grantee's FY 2018 grant agreement will be considered to be the earlier of the participating jurisdiction's program year start date or the date that the consolidated plan/action plan (with actual allocation amounts) is received by HUD.

2. Attachment A contains the HUD memorandum authorizing this waiver. This waiver is applicable to any HOME participating jurisdiction seeking to incur pre-award administrative and planning costs, whose action plan submission is delayed past the normal submission date because of delayed enactment of FY 2018 appropriations for the Department. An affected participating jurisdiction applying this waiver shall document in writing the conditions giving rise to the need to use this waiver, and maintain the documentation for HUD's review. A participating jurisdiction's authority to make use of this waiver is only in effect until August 16, 2018, as that is the last date that a grantee may submit its FY 2018 action plan.

D. Additional Provisions: ESG Program

An ESG grantee is permitted to incur pre-award costs against its FY 2018 grant, provided that the grantee has met the general conditions described above, plus the following conditions:

1. The costs and corresponding activities must comply with the Emergency Solutions Grants (ESG) Program regulations at 24 CFR Part 576.

2. The costs and corresponding activities must comply with environmental review requirements. The "Moving Ahead for Progress in the 21st Century Act" (MAP-21), (Public Law 112-141) made several changes to HUD's homeless assistance programs, including authorization to permit recipients and other responsible entities to assume HUD environmental review responsibilities in accordance with 24 CFR Part 58. Initially, for FY 2012 ESG funds, ESG projects were subject to the environmental review procedures under 24 CFR Part 50, which assigns HUD all environmental review responsibilities due to the HEARTH Act's repeal of Section 443 of the McKinney-Vento Homeless Assistance Act. Now, recipients or other Responsible Entities assume environmental review responsibilities under 24 CFR Part 58.

E. Additional Provisions: HOPWA Program

A HOPWA grantee is permitted to incur pre-award costs against its FY 2018 grant, provided that the grantee has met the general conditions described above, plus the following conditions:

1. The costs are incurred for eligible activities undertaken in accordance with HOPWA program regulations at 24 CFR Part 574.

2. The costs and corresponding activities must comply with environmental review requirements at 24 CFR 574.510.

F. Additional Provisions: HTF Program

HUD is authorizing HTF grantees to incur pre-award costs permitted under 2 CFR 200.458 for planning activities and preparation of the HTF allocation plan. Eligible pre-award costs may include the cost of public hearings, consultations, and publication of public notices, as well as developing program guidelines. Pre-award costs may not exceed 5% of the minimum allocation amount of $3 million. This is one half of the grant amount that the state may use for administration and planning in accordance with 24 CFR 93.202, based on receiving a minimum grant amount. The costs and corresponding activities must comply with the environmental review requirements at 24 CFR 93.301(f).

VI. Applicability of This Notice to Future Years

This Notice only applies to consolidated plans/action plans submitted for FY 2018 funding on or before August 16, 2018, or 60 days after HUD announcement of the FY 2018 allocation amounts for CDBG, ESG, HOME, and HOPWA funding (whichever is earlier). HUD anticipates revising the Consolidated Plan regulations (and other related regulations) to explicitly include, as a basis for disapproval of a plan, that a plan does not contain and reflect a grantee's actual allocation amounts. For further information on potential rulemaking in this area, see HUD's June 3, 2015, Federal Register Notice (80 FR 31538). That document solicited public comments on possible amendments to the Consolidated Plan regulations and the CDBG Entitlement regulations to effect such a change. See in particular Sections II.B.1., II.B.2 and II.B.7 of the Notice, pages 31544 and 31546. (Please note, however, that the public comment period for that Federal Register Notice has closed.)

For further information:

Grantees with questions concerning this Notice should direct their inquiries to their local HUD Field Office Community Planning and Development Division. Field Offices should direct their questions to the following Headquarters program offices as applicable:

Office of Block Grant Assistance at (202) 708-1577 for the Entitlement CDBG program or (202) 708-1322 for the State CDBG program
Office of Affordable Housing Programs at (202) 708-2684
Office of Special Needs Assistance Programs at (202) 708-4300
Office of HIV/AIDS Housing at (202) 708-1934 or at hopwa@hud.gov

ATTACHMENT A

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-7000

ASSISTANT SECRETARY FOR
COMMUNITY PLANNING AND DEVELOPMENT

DEC 12 2017

MEMORANDUM FOR: All Community Planning and Development Field Office Division Directors

FROM: Neal Rackleff, Assistant Secretary, D

SUBJECT: Availability of Waivers of Community Planning and Development Grant Program Requirements to Facilitate the Ability to Incur Pre-Award Costs in FY 2018

PURPOSE:

This memorandum explains the availability of waivers of certain statutory and regulatory requirements associated with two Community Planning and Development (CPD) grant programs to facilitate the continuation of eligible activities and ongoing planning and administrative costs due to a delay by HUD in the receipt of annual appropriations for FY 2018. This memorandum covers the following CPD programs:

- Community Development Block Grant (CDBG), and
- HOME Investment Partnerships (HOME)

BACKGROUND:

HUD is issuing procedures to govern the submission and review of action plans for FY 2018 funding prior to the enactment of a FY 2018 appropriation bill. Grantees are advised to not submit a consolidated plan or action plan until the FY 2018 formula allocations have been announced. However, an action plan must be submitted to HUD no later than August 16, 2018.

The likelihood of delays in the receipt of annual appropriations by HUD and implementation of these procedures for FY 2018 may have negative consequences for CDBG and HOME grantees that intend to incur eligible costs prior to the award of FY 2018 funding. Some activities might otherwise be interrupted, and grantees might not otherwise be able to use CDBG or HOME funds for planning and administrative costs of administering their programs.

NOTIFICATION PROCESS:

This waiver will apply to any Entitlement, Insular or Hawaii nonentitlement CDBG grantee and to any HOME participating jurisdiction whose program year start date for FY 2018 funding occurs during the period starting October 1, 2017, and ending August 16, 2018 or 60 days after HUD announcement of FY 2018 allocation amounts for formula program funding (whichever comes first). This waiver is available for use by any applicable CDBG grantee or HOME participating jurisdiction whose action plan submission is delayed past the normal submission date because of delayed enactment of FY 2018 appropriations for the Department.

Any affected grantee taking advantage of this waiver shall document in writing the conditions giving rise to the need to use this waiver, and shall maintain such documentation for HUD's review. This waiver authority is only in effect until August 16, 2018.

WAIVER AUTHORITY:

Without this waiver, some activities might be interrupted while implementing these procedures. In addition, grantees might not otherwise be able to use CDBG and HOME funds for ongoing planning and administrative costs of administering their programs. To address communities' needs and to ensure that programs can continue without disturbance, I find that good cause exists pursuant to 24 CFR 5.110 to waive the CPD program regulatory requirements set forth below.

WAIVER AVAILABILITY:

1. Pre-award Costs

Requirement: The effective date of the grant agreement is the program year start date or the date that the consolidated plan is received by HUD. These dates determine when a grantee may incur pre-award costs.

Citations: 24 CFR 570.200(h) (Entitlement CDBG program, the Insular Areas CDBG program, and for grants to nonentitlement counties in Hawaii) and 24 CFR 92.212(b) (HOME participating jurisdictions)

Explanation: This waiver will allow a grantee or participating jurisdiction to treat the effective date of the grant agreement as the program year start date or the date that the consolidated plan/action plan (with actual allocation amounts) is received by HUD, whichever is *earlier*.

Justification: HUD recognizes that some activities may be interrupted, and grantees might not otherwise be able to use CDBG and HOME funds for ongoing planning and administrative costs.

Applicability: This authority is in effect until August 16, 2018.

U. S. Department of Housing and Urban Development

Knoxville Field Office, Region IV
John J. Duncan Federal Building
710 Locust Street, Suite 300
Knoxville, Tennessee 37902-2526

May 24, 2018

James Harbison, Executive Director
Metropolitan Development and Housing Agency
701 South Sixth Street
Nashville, Tennessee 37206

Dear Mr. Harbison:

SUBJECT: Consolidated Plan - Request to Extend Submittal Deadline of the Five-Year Consolidated Plan to July 28, 2018

This letter is in response to the May 22, 2018, letter regarding the above subject matter. In the letter, the Metropolitan Development and Housing Agency (MDHA), as the lead agency of Nashville - Davidson County's Consolidated Planning programs, is in the process of completing the Metropolitan Government's new Five Year Consolidated Plan. In accordance with Notice CPD-18-01, the Consolidated Plan and Annual Action Plan is due within 60 days of the Department of Housing and Urban Development's (HUD) Notice of Allocations for 2018, making the new due date July 1, 2018. The purpose of the extension is to allow sufficient time for the public comment period, MDHA's Board approval, Metropolitan Council's approval, and the Mayor's signature on the SF 424 and Certifications.

This Office has reviewed the justification provided to support the request and the request has been approved. We acknowledge, as noted in your letter, that the finalization of annual formula allocation amounts occurred late in the spring this year, which has adversely affected many grantees. You have elected to provide the public with real budget numbers rather than estimates and release the Plan for public comment after being notified of the 2018 allocations.

If you have any questions, please contact Lynn Holt, Senior Community Planning and Development Representative, at (865) 474-8222.

Very sincerely yours,

Mary C. Wilson

Mary C. Wilson, Director
Office of Community Planning
and Development

cc:
Honorable David Briley, Mayor
Metropolitan Government of Nashville – Davidson County
Angela Hubbard, Director of Community Development

EXHIBIT 2

NOTICE OF 2018 ALLOCATIONS

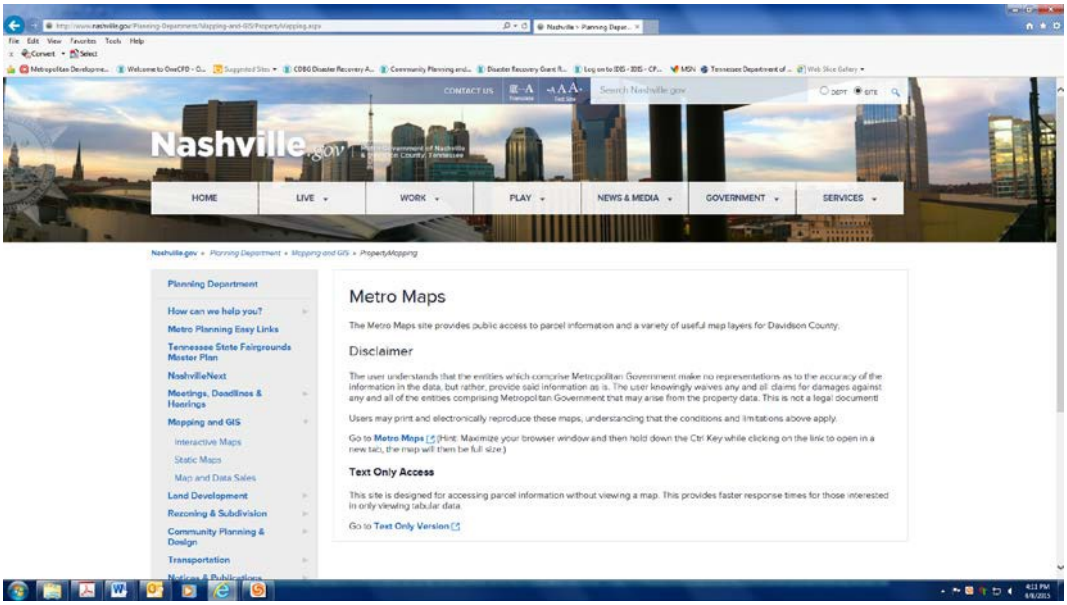
FY2018 Allocations - TN								
KEY	CNSRTKEY	NAME	STA	CDBG18	HOME18	ESG18	HOPWA18	HTF18
471368		Nashville-Davidson	TN	$5,095,429	$2,581,408	$417,516	$1,216,011	$0

EXHIBIT 3

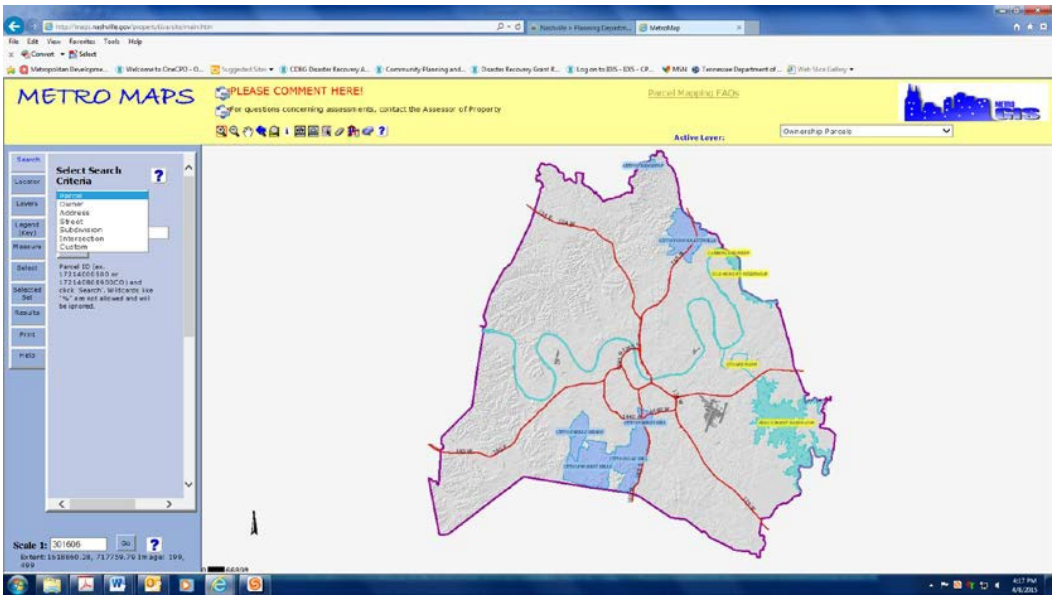
HOW TO DETERMINE YOUR CENSUS TRACT

1. Go to: http://www.nashville.gov/Planning-Department/Mapping-and-GIS/PropertyMapping.aspx.

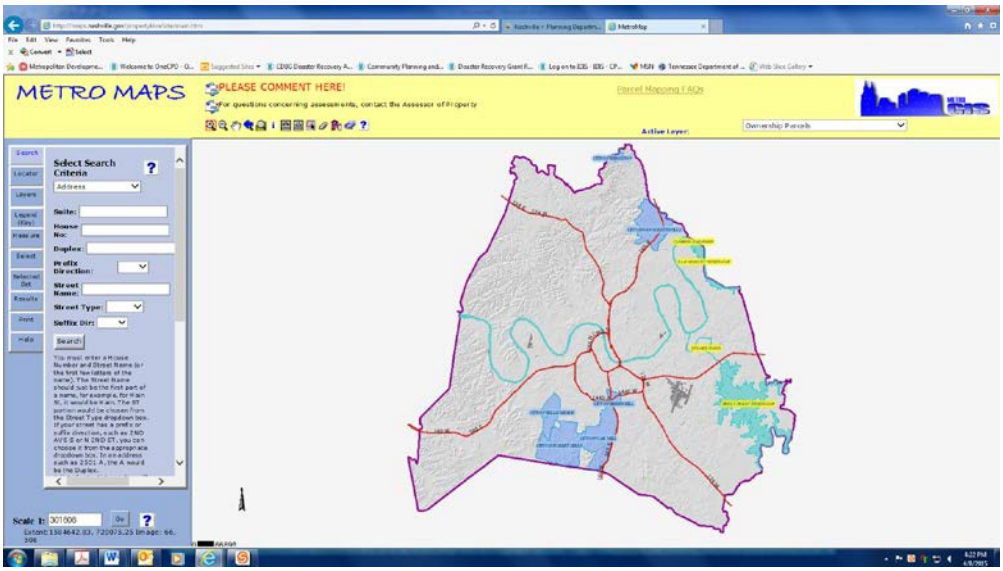
2. Click on: **Metro Maps** in the sentence that says, “Go to **Metro Maps**”.



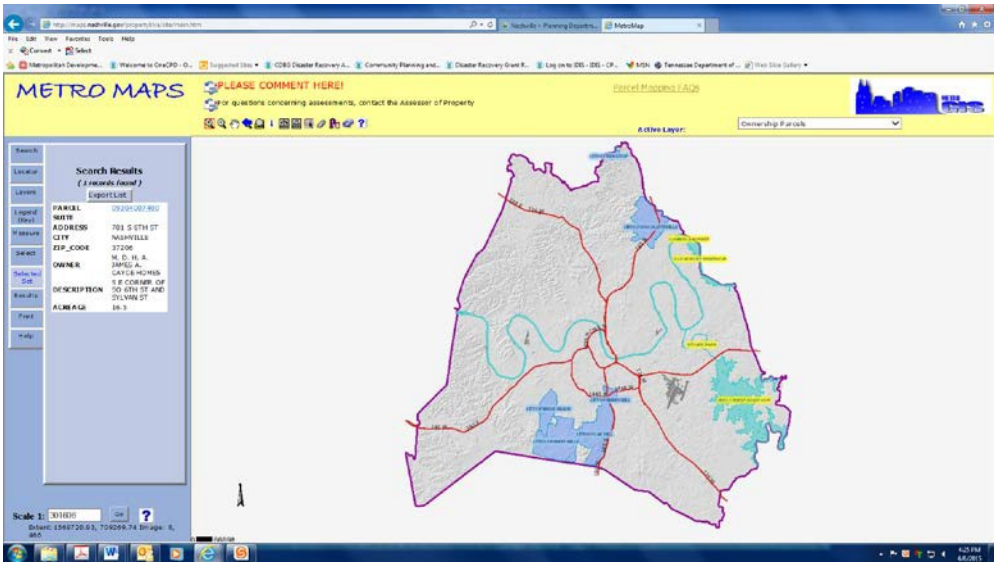
3. In the drop-down box under Select Search Criteria, select Address.



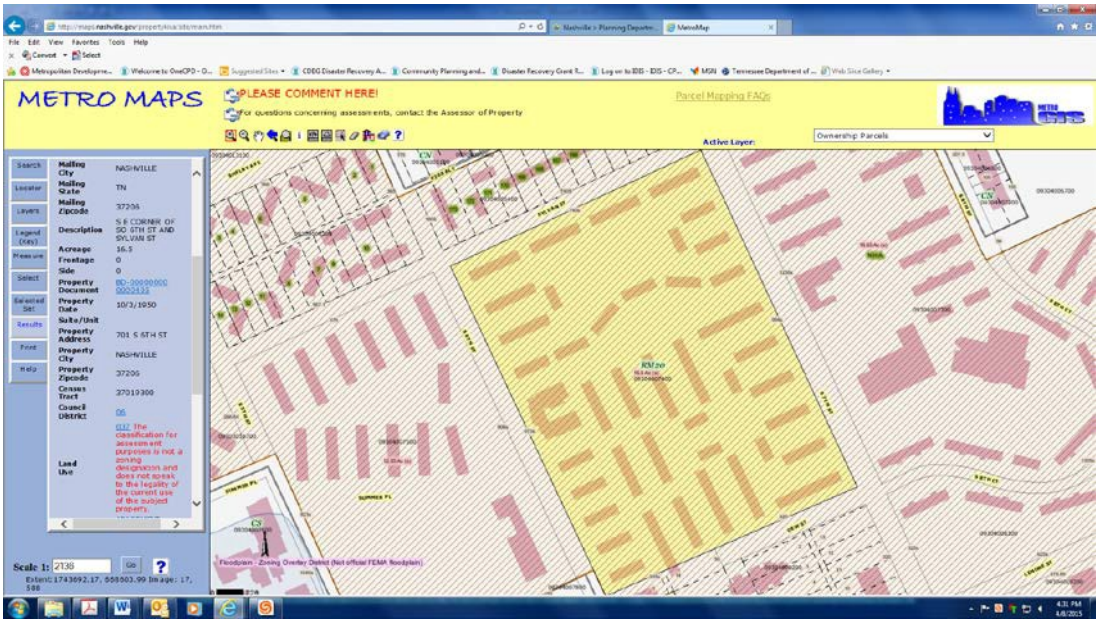
4. Enter your address, and then click on Search.



5. Under Search Results, click on the highlighted parcel number. *NOTE: The address for MDHA's central office is used as an example.*



6. Under View More Parcel Data, scroll down until you find the Census Tract. The **last six numbers** identify your Census Tract.



7. If you need assistance, contact the Community Development Department at 615-252-8505.