

ANNUAL REPORT
2014

METROPOLITAN DEVELOPMENT AND HOUSING AGENCY

N A S H V I L L E | T E N N E S S E E



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The Metropolitan Development and Housing Agency is governed by a seven-member Board of Commissioners appointed by the Mayor and confirmed by the Metropolitan Council of Nashville-Davidson County. The Board meets monthly to establish policy, approve budgets and give staff guidance in carrying out the Agency's responsibilities within the framework of federal, state and local law.

The staff of MDHA would like to thank the Commissioners for their time, dedication and wisdom. We are grateful for your service and continued support of MDHA and its mission.

The mission of MDHA is to create quality affordable housing opportunities, support neighborhoods, strengthen communities and help build a greater Nashville.



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MESSAGE FROM THE EXECUTIVE DIRECTOR



MDHA's mission is to create quality affordable housing opportunities, support neighborhoods, strengthen communities and help build a greater Nashville. From housing to development, we continue to maintain a constant focus on our mission and the needs of our growing city.

In 2014, we completed renovation projects at three of our public housing properties, acquired 254 units of affordable housing and received 88 new vouchers for homeless veterans. Our biggest accomplishment was the submission of the Rental Assistance Demonstration (RAD) application. This federal program will allow us to recapitalize all of our public housing.

Our Community Development Department continues to create opportunities, particularly for those who are underserved. We used disaster recovery funds for the development of new greenways and to purchase and repair homes in flood-impacted areas. We provided funding to 29 summer programs, which benefited nearly 1,800 youth. And through our partnership with Metro Arts and the National Endowment for the Arts, we helped create Nashville's first arts park. We continue to invest in the development of our city. One of the recent projects was for historic preservation of a downtown building dating back to 1890. And we broke ground on a downtown parking garage.

As I look back at my first year at MDHA, I am humbled by what our agency has accomplished, and I'm excited about what's to come. We receive great support from our community partners, nonprofit organizations and government agencies. It's because of these partnerships that we are able to house more than 13,000 families, address Nashville's affordable housing needs, maximize the potential of our federal programs and support Nashville's development.

James E. Harbison

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Executive Director



ENVISION CAYCE

Master planning for the redevelopment of Nashville's largest public housing property concluded in July 2014 with a meeting with Cayce Place residents and community members. A mixed-income, mixed-use community, the Envision Cayce Master Plan calls for 2,390 units and ensures a one-for-one replacement of public housing units while adding both new affordable and market-rate housing. The Plan also calls for 11 acres of active green space and desired commercial amenities such as a new health center, pharmacy, grocery, library and retailers.



13,400+
families housed

5,524
units at our public
housing properties

348 units
through Shelter Plus Care
and the
Single Room Occupancy
Program

416
Veterans Affairs
Supportive Housing
(VASH) vouchers



CWA PLAZA APARTMENTS

MDHA acquired CWA Plaza Apartments, a community of project-based HUD-subsidized units, in December 2014 for \$9.6 million. The **254** apartments sit on 17.7 acres along Shelby Avenue and South Fifth Street adjacent to Cayce Place public housing development. The purchase of CWA Plaza Apartments is part of the Envision Cayce Master Plan.

6,516 families housed through the Tenant-Based Housing Choice Voucher program



EDMONDSON PARK

In August 2014, Nashville dedicated the revitalized Edmondson Park, a space that serves as the city's first arts park.

The park is named in memory of Nashville native and recognized sculptor William Edmondson, who in 1937 became the first African-American artist to have a solo exhibition at the Museum of Modern Art in New York City. To honor Edmondson's legacy, the park design includes new installations by internationally known, self-taught artists Thornton Dial and Lonnie Holley.

Sherri Warner Hunter created the other permanent installation, featured here. The Bell Buckle artist assembled the decorative stones in 2001 for the Oasis Center. It was relocated to Edmondson Park in 2014.





The park, located on Charlotte Avenue, is managed by MDHA and creates a front porch for J. Henry Hale Apartments, one of MDHA's contemporary properties. It includes a walking path and serves as a gathering spot for nearby residents.

Development of Edmondson Park was supported in part by U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) funds administered by MDHA, an ArtWorks grant from the National Endowment for the Arts and the Metro Arts One-Percent-for-Art Public Art Program.

349
families housed at
7 MDHA owned income
restricted properties including
Nance Place and Ryman Lofts

MARSHALL 'SETS EXAMPLE' FOR HER RESIDENTS

Some public housing residents and property staff have more in common than living and working in the same location.

"I lived in public housing. And like so many of our residents, I am a single parent too," said Alishia Marshall, property manager at J. Henry Hale Apartments.

Marshall moved into Vine Hill Apartments with her infant son in 2000. At the time, she was working full-time as a Kroger accountant and studying criminal justice, psychology and accounting at Tennessee State University.

"I was a go getter," she said.

Marshall enrolled in Christian Community Services Inc.'s Mentoring Towards Independence program. Housed in the Vine Hill Community Center, CCSI empowers low-income families to reduce their dependence on government subsidies through weekly financial courses on asset management and budgeting, a \$2 to \$1 match savings program of up to \$5,000 and one-on-one mentorships. While parents study, CCSI staff provides their children with homework tutoring, career exploration workshops and a course on basic money management as well as feed them dinner.

As she balanced her family, studies and job, Marshall was unable to keep up with the program's demands and was released from it for missing too many classes.



"Defeat was not an option for Alishia," said Social Services Coordinator Katie Yancey, who counsels residents and connects them to supportive services. "During our conversations I could see her find the motivation to overcome obstacles. She was determined and driven."

Social services team
members assisted **13**
public housing
residents in
becoming first-time
homeowners, **21**
residents in enrolling in
post-secondary education,
and **71** in finding
new jobs



Re-enrolling in CCSI, Marshall began contributing to the match savings program and considering mortgage interest rates. She completed the Mentoring Towards Independence program, earned two bachelor's degrees and purchased a home in 2006 in Smyrna, Tennessee.

Not forgetting the people who aided her journey toward self-sufficiency, Marshall returned to Vine Hill to serve on CCSI's board of directors and its finance committee for six years.

"Because of her experience in the Mentoring Towards Independence Program, Alishia was able to bring a unique perspective to our board meetings to assist us in how we connect with new students through ways they can relate," said CCSI Executive Director Belita Howard. "Over the years, she has continued to send MDHA residents to our office for mentoring

and budgeting help. It is rewarding to see her success and have her continuous support."

Marshall also returned to the Metropolitan Development and Housing Agency in 2007 as Cumberland View's property manager. While at the North Nashville property, she hosted parent-teacher meetings in the community room beside her office and was often asked to visit schools to talk to problem children. Today she manages 188 public housing units, 40 market rate units and a community garden at J. Henry Hale.

"When Alishia came to Vine Hill as a resident, she was a young lady who was driven, focused, goal oriented, and we developed a plan for her to become self-sufficient. The result is what we see today," said Historic Preston Taylor Apartments Senior Leasing Assistance Delores Hockett, who worked as a social service coordinator when Marshall moved into Vine Hill.

"She left MDHA when she became a homeowner, but she came back to us to help other residents. I am happy for Alishia and enjoy working with her."

Marshall's transition from a public housing resident to a property manager is not only inspiring but also can be duplicated, MDHA staff said.

"She is a good example of how MDHA and its partner organizations work to better residents. When residents work closely with social services staff and management, we help them achieve their goals," Hockett said.

Marshall's advice to her residents is simple as she offers them a helping hand.

"Set a goal, and don't let anything stop you. Whatever you want to do, the sky is the limit," she said.

FLOOD RECOVERY FUNDS

After the historic May 2010 flood caused extensive damage throughout the city, Nashville received \$33 million in Community Development Block Grant Disaster Recovery (CDBG-DR) funds to assist Nashville with housing, infrastructure and recovery related to the effects of the flood. These federal funds supported the development of new greenways in 2014. A new paved path over Richland Creek and beneath Interstate 40 connects Charlotte Pike to England Park. Flooded property acquired near Mill Creek made room for a greenway, pedestrian bridge, playground and parking lot.

MDHA is supporting the creation of affordable housing and preservation of neighborhoods impacted by the 2010 Flood through a \$5.8 million partnership between MDHA, The Housing Fund and Habitat for Humanity for Greater Nashville. Through this partnership, Habitat will utilize CDBG-DR funds to purchase and repair at least 30 homes located in flood-impacted areas and to sell them to low- and moderate-income buyers. During calendar year 2014, 11 of those homes were dedicated to new homeowners and \$1.1 million was expended.



Repaired **76** homes
through the homeowner
rehab program

AFFORDABLE HOUSING FUNDS

For more than 20 years, the HOME Investment Partnerships Program has played a critical role in creating and preserving affordable housing in Nashville.

A 54-unit apartment complex near Five Points in East Nashville, received HOME funding. The property, known as 715 Woodland, opened its doors in September 2014. The units must be leased to families with incomes at or below 60 percent of the Area Median Income (AMI).

New Level Community Development Corporation (CDC) held a ribbon cutting in November 2014 for eight new homes along Second Avenue South. MDHA supported construction through HOME funding. The project provides permanent affordable housing for chronically homeless individuals receiving supportive services through various partner agencies.

The primary objective of HOME is to expand the supply of decent, safe and affordable housing. Eligible activities include rental and homeowner rehabilitation, new construction and down payment assistance. HOME funds also leverage other funds, including the Barnes Fund for Affordable Housing.



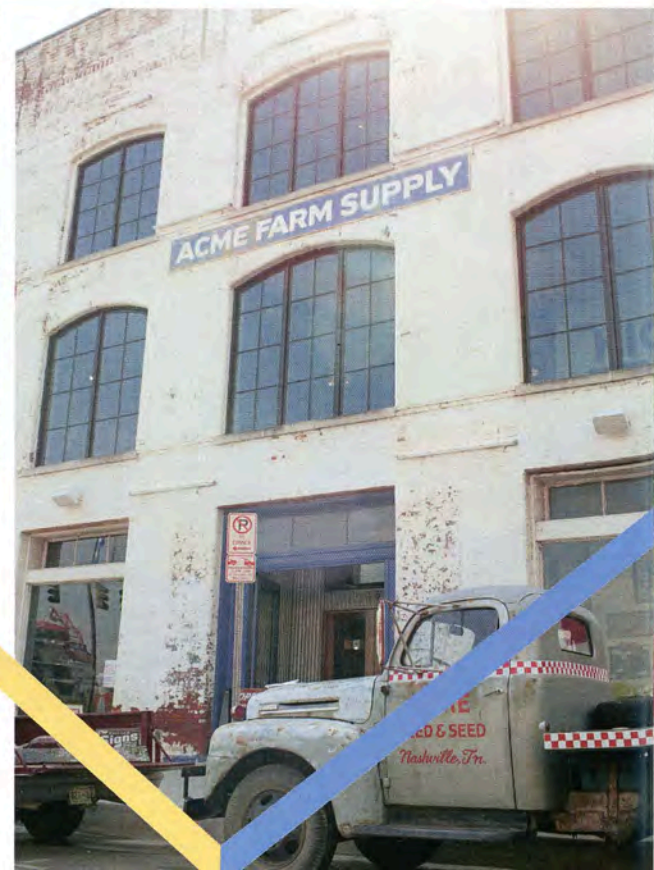
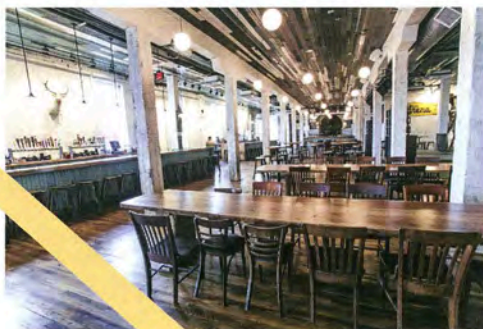
Assisted **159**
families through
the HVAC program



TAX INCREMENT FINANCING FOR HISTORIC PRESERVATION

For years, Tax Increment Financing (TIF) has been used as a major tool in historic preservation. One of the most recent projects to receive TIF is the Acme Feed & Seed restaurant, which opened its doors in July 2014. The three-story building at the corner of First Avenue South and Broadway has been a staple in downtown Nashville since 1890. The Acme Feed and Hatchery, later named Acme Farm Supply, became the tenant in 1943. When Acme went out of business in 1999, the building sat vacant for 15 years. MDHA provided TIF to help preserve the historic integrity of the building.

Oversaw **10**
redevelopment districts



The Design Review
Committee
approved **73** projects



MDHA PROPERTIES RECEIVE MAKEOVER

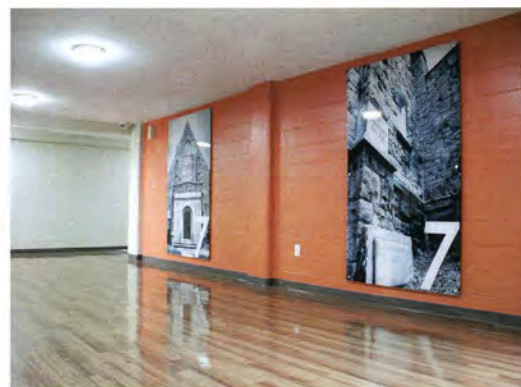
There are **20**
public housing properties

8 Family

5 Contemporary

3 Elderly Only

4 Elderly & Disabled



In 2014, MDHA's Construction Department completed renovation projects at three public housing properties. In addition to upgrades to the 210 units, Madison Towers' community lobby and corridors were updated with historic photos of Madison, and a plaza with new signage was created on the front lawn. All 72 cottages at Gernert Studio Apartments received connections for clothes washers and dryers, and 12 of the units are now Americans with Disabilities Act (ADA) accessible. Neighborhood Housing is undergoing renovations. By the close of 2014, the Construction Department had completed 46 units. Many properties received new siding, a new roof line and a front porch with decorative columns.

All units at the three properties now have a more open floor plan and feature vinyl plank flooring. Kitchens were upgraded with new cabinets, solid surface countertops, a ceramic tile backsplash and energy-star appliances. Bathrooms received new ceramic tile floors and showers. New secure doors with electronic locks were also installed. The units also feature energy-efficient windows and lighting, energy efficient water heaters and low-water-use plumbing fixtures.

A LOOK AHEAD

City officials and contractors broke ground at the corner of Fifth Avenue North and Church Street in November 2014 on MDHA's downtown parking garage. The design for the 12-story building currently calls for approximately 1,000 parking spaces and nearly 8,000 square feet of retail space. It is scheduled to open in early 2017.



276 employees
as of January 1, 2015

31 new employees in 2014

average staff tenure was **13.7** years

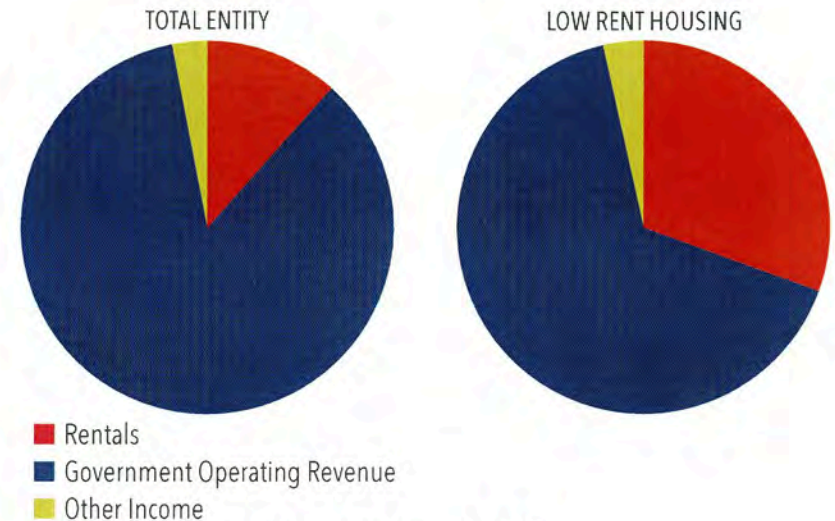


METROPOLITAN DEVELOPMENT AND HOUSING AGENCY

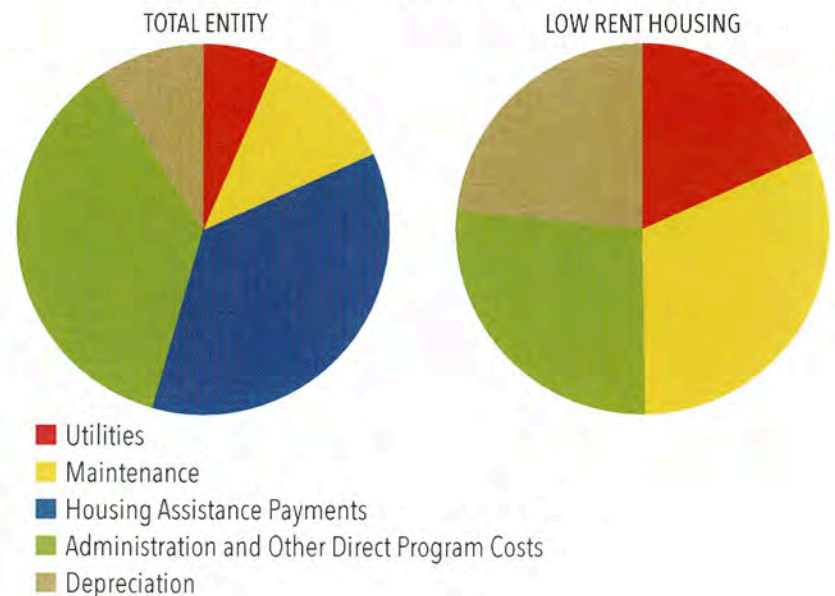
STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS FOR THE YEAR ENDED SEPTEMBER 30, 2014

	TOTAL ENTITY	LOW RENT HOUSING
OPERATING REVENUES		
Rentals	\$12,960,009	\$10,843,802
Governmental Operating Revenue	95,664,448	23,419,835
Other income	3,465,818	1,263,866
TOTAL OPERATING REVENUES	112,090,275	35,527,503
OPERATING EXPENSES		
Cost of Services:		
Utilities	7,905,453	7,712,276
Maintenance	14,230,255	13,221,468
Housing Assistance Payments	43,834,784	0
Administration and Other Direct Program Costs	44,127,565	11,316,623
Depreciation	11,211,414	9,870,647
TOTAL OPERATING EXPENSES	121,309,471	42,121,014
OPERATING INCOME	(9,219,196)	(6,593,511)
NONOPERATING REVENUES (EXPENSES) AND TRANSFERS	5,621,123	6,942,663
INCOME (LOSS)	(3,598,073)	349,152
CHANGE IN NET ASSETS		
NET ASSETS - BEGINNING OF YEAR	339,760,198	236,615,319
NET ASSETS - END OF YEAR	\$336,162,125	\$236,964,471

OPERATING REVENUES



OPERATING EXPENSES





2014 MDHA BY THE NUMBERS

1,107 landlords accept Housing Choice Vouchers (HCV)

114 new landlords in 2014

56 new Veterans Affairs Supportive Housing (VASH) vouchers

32 new Project-Based VASH Vouchers

100% Section 8 Management Assessment Program (SEMAP) score

9,125 services rendered to our elderly and disabled residents

29 summer programs funded to benefit 1,786 youth

263 people assisted through Healthy Food Initiatives

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