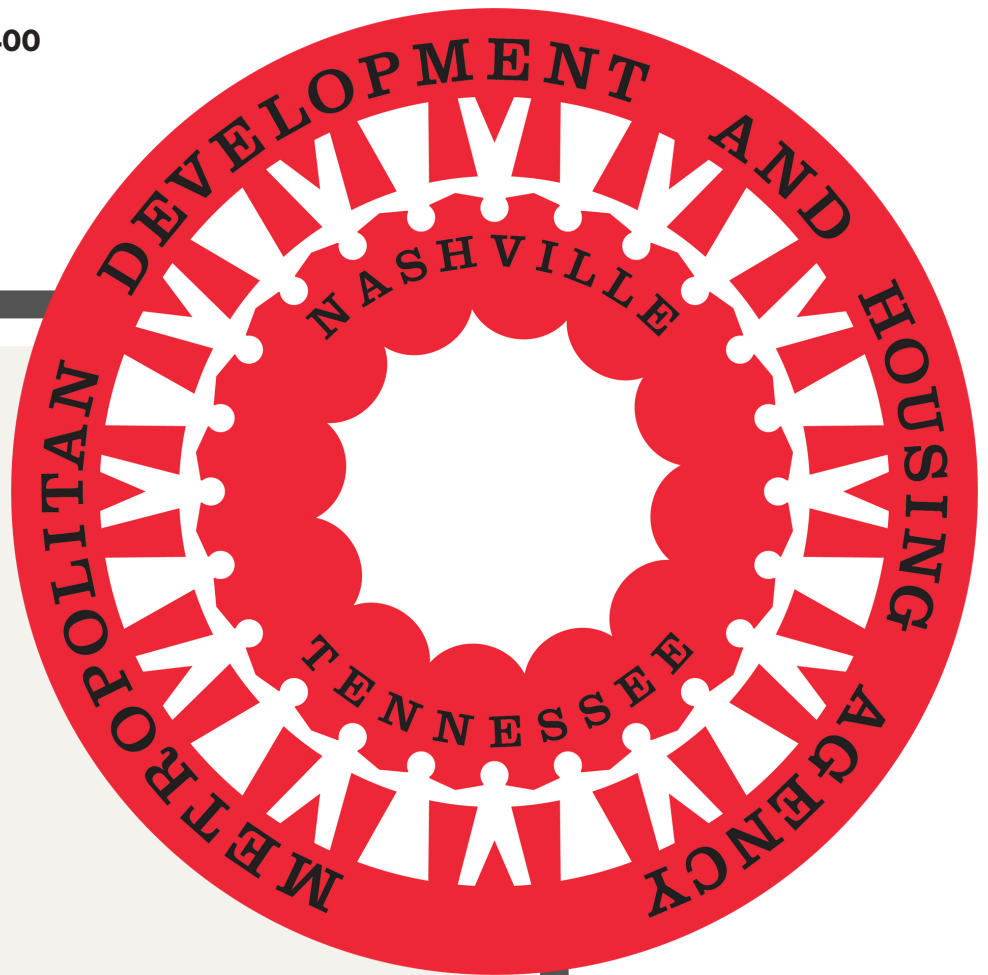


**METROPOLITAN DEVELOPMENT
AND HOUSING AGENCY**

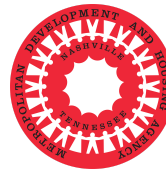
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**FIVE-YEAR
STRATEGIC
PLAN**
MAY 2022-APRIL 2027

UPDATED
OCTOBER
2023

ABOUT MDHA



As the housing and development agency of Nashville and Davidson County, MDHA's mission is to create affordable housing opportunities, support neighborhoods, strengthen communities and help build a greater Nashville. The Agency owns and/or manages more than 6,500 apartments at nearly 40 properties/developments and administers nearly 8,000 vouchers, providing stable housing to approximately 30,000 people. The Agency also facilitates several programs that ensure affordable apartments are created and preserved.

Established in 1938, MDHA is a government agency predominately funded by the federal government and chartered by the state to serve Davidson County. It is governed by a seven-member Board of Commissioners appointed by the Mayor and confirmed by Metro Council.

The Agency employs approximately 350 people. Its annual budget exceeds \$160 million with capital spending budgets approaching \$50 million on a recurring basis. The operating and capital budgets are self-funded through operations, development fees, grant programs and philanthropy.

As the largest owner and operator of affordable housing in Nashville, MDHA seeks every opportunity to be a leading voice in developing solutions to Nashville's housing affordability crisis.

- MDHA is committed to transforming its aging family properties into mixed-income communities. The process ensures a one-for-one replacement of the existing federally subsidized units at each site and deconcentrates poverty by adding new affordable, workforce and market-rate housing. The Agency's first transformation at Cayce Place has been demonstrating promising returns through community engagement, safety outcomes, and new modern apartment buildings.
- MDHA's Payment in Lieu of Taxes (PILOT) program was first approved by Metro Council in 2016. In the first seven years, the program has assisted in creating and preserving more than 8,000 affordable apartments. The PILOT program provides financial incentives for Low-Income Housing Tax Credit (LIHTC) developments that encourage new construction and substantial rehabilitation of affordable multi-family housing.
- MDHA has also converted nearly 1,100 of its Tenant-Based Vouchers to project-based vouchers, ensuring units remain affordable for 15 to 20 years. This move has allowed MDHA to assist with creating nearly 900 new apartments and preserving more than 200 affordable apartments.

MDHA administers four Community Planning and Development (CPD) programs on behalf of the city of Nashville: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). These funds are awarded by the U.S. Department of Housing and Urban Development (HUD).

The Agency also oversees 11 Redevelopment Districts, manages Metro's Tax Increment Financing (TIF) program and serves as a developer for the city. One of its current projects is the rebuild of historic Second Avenue.

MDHA's strategic plan focuses on four primary goals:

- Preserve and expand affordable housing in Nashville;
- Provide sustainable and healthy communities;
- Cultivate, enhance and evaluate strategic partnerships;
- Continuously improve MDHA's operations.

With MDHA at the helm, and multiple partners from the public and private sectors working together, we can expand and preserve affordable housing in Nashville.





EXECUTIVE OVERVIEW



Goal 1: Preserve and expand affordable housing in Metropolitan Nashville and Davidson County

Housing is the cornerstone of MDHA's mission, and it is more important than ever because of the challenges many families face due to Nashville's population growth and soaring rents. MDHA will continue to serve as the thought leader in housing and prioritize strategies, leverage resources and strengthen partnerships that will result in stable housing options for all.

Annual Goals:

- Begin construction on 200 new affordable units per year; assist in the creation and/or preservation of 1,200 affordable units per year through various programs administered by MDHA. Increase total number by 10% each year



Goal 2: Provide sustainable and healthy communities

MDHA is committed to investing in its communities by providing sustainable housing and access to opportunity and community resources. The Agency will strengthen communities by adding human services that increase economic security and financial well-being for residents.

Annual Goal:

- Finalize the staffing of the newly created Resident Services Department





EXECUTIVE OVERVIEW

Goal 3: Cultivate, enhance and evaluate strategic partnerships to better serve residents

Building strong partnerships is key to ensure residents are connected to needed community services. MDHA is committed to developing relationships with new and existing partners to extend services beyond our core housing programs to uplift families.

Annual Goal:

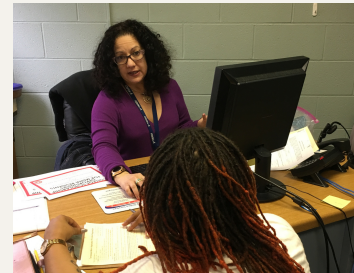
- Expand formal partnerships, measured via written executed memorandums of understanding with at least two nonprofits/service providers to expand services and upward mobility programming to MDHA residents annually.

Goal 4: Continuously improve MDHA's operations

MDHA executes its operations and uses its resources in a cost-effective manner that results in good stewardship of its portfolio. The Agency is committed to recruiting and retaining a well-equipped workforce whose talents and passion form the foundation of its mission.

Annual Goals:

- Create and implement a customer service model for the Agency





GOAL 1: PRESERVE AND EXPAND AFFORDABLE HOUSING IN METROPOLITAN NASHVILLE AND DAVIDSON COUNTY

Housing is the cornerstone of MDHA's mission, and it is more important than ever because of the challenges many families face due to Nashville's population growth and soaring rents. MDHA will continue to serve as the thought leader in housing and prioritize strategies, leverage resources and strengthen partnerships that will result in stable housing options for all.

In addition to self-development, MDHA will work with nonprofits and partners from the private and public sectors to preserve and expand affordable housing by using the following tools/programs: Low-Income Housing Tax Credit (LIHTC) program, Payment in Lieu of Taxes (PILOT), HOME Investment Partnerships Program (HOME), Community Development Block Grant (CDBG) Program and Tax Increment Financing (TIF).

Objective: Champion public policies that increase the production, availability, and accessibility of housing for families in need.

Tasks:

- Cherry Oak Apartments (Boscobel IV) to be 100% complete (Q1 2024)
- 5th & Summer to be 40% complete (Q4 2024)
- Park Point East to be 25% complete (Q4 2024)
- Get reauthorization of TIF (Q4 2024)
- Complete the design documents for Boscobel V and VI (Q3 2023)
- Identify and quantify the LIHTC properties in Davidson County at risk of losing affordability restrictions within the next five years (Q4 2023 - 2028)
- Integrate LEED Resilient Design Pilot Credits into financing strategy to ensure new MDHA development design prepares for impact of climate change (Q4 2024)
- Begin construction on 200 new affordable units per year; assist in the creation and/or preservation of 1,200 affordable units per year through various programs administered by MDHA. Increase total number by 10% each year



GOAL 1:
**PRESERVE AND EXPAND AFFORDABLE
HOUSING IN METROPOLITAN NASHVILLE
AND DAVIDSON COUNTY (CONTINUED)**

Objective: Assess viability of redeveloping MDHA’s legacy real estate portfolio utilizing existing and new resources to expand affordable housing options

Tasks:

- Ensure meaningful engagement of MDHA residents in preservation and expansion efforts through regular and reoccurring meetings and needs assessments (Q4 2024)
- Secure preliminary financing for first few phases of Napier Place and Sudekum Apartments (Q4 2024)
- Begin the transformation of Napier Place and Sudekum Apartments (Q4 2025)
- Secure financing for 80% of the transformation of Cayce Place (Q2 2027)
- Transformation at Cayce Place 70% complete (Q2 2027)

Objective: Create more affordable housing by prioritizing strategies and leveraging resources to enable increased rental assistance and housing units for more people in need

Tasks:

- Increase the number of landlords participating in the Housing Choice Voucher program each year
- Develop land use strategy for land owned by MDHA
- Design and finance an additional 600 Faircloth units (Q4 2025)



GOAL 2: PROVIDE SUSTAINABLE AND HEALTHY COMMUNITIES

MDHA is committed to investing in its communities by providing sustainable housing and access to opportunity and community resources. The Agency will strengthen communities by adding human services that increase economic security and financial well-being for residents.

Objective: Strengthen neighborhoods

Tasks:

- Participate in quarterly meetings with Resident Association (RA) presidents to discuss ongoing MDHA activities
- Survey RA officers annually (Q4 2024)
- Implement MDHA community standards for curb appeal of all sites by (Q4 2024)
- Implement the report for addressing 100% of MDHA property offices for functionality and safety (Q4 2024)
- Support MDHA communities utilizing a strategic security plan through internal and external partnership-based measures (Q4 2024)

Objective: Promote access to effective economic opportunities, education and health services for residents and participants

Tasks:

- Provide an economic opportunity program that will assist families in achieving upward mobility (Q4 2024)
- Implement centralized case-management system for resident services programming to streamline program evaluation and reporting and provide evidence-based data for pursuing public and private philanthropic support (Q2 2024)
- Increase the number of residents and voucher holders achieving homeownership by 10% (Q4 2024)



GOAL 3: CULTIVATE, ENHANCE AND EVALUATE STRATEGIC PARTNERSHIPS TO BETTER SERVE RESIDENTS

Building strong partnerships is key to ensure residents are connected to needed community services. MDHA is committed to developing relationships with new and existing partners to extend services beyond our core housing programs to uplift families.

Objective: Collaborate with key partners to proactively address community needs

Tasks:

- Expand two formal partnerships per year, measured via written executed memorandums with nonprofits/service providers to expand services and upward mobility programming to MDHA residents
- Continue marketing campaign centered on MDHA's success in serving residents and improving communities

Objective: Improve existing partnership with agencies already serving MDHA residents

Tasks:

- Develop new agency-wide process to track and benchmark existing partnerships (Q4 2024)



GOAL 4: CONTINUOUSLY IMPROVE MDHA'S OPERATIONS

MDHA executes its operations and uses its resources in a cost-effective manner that results in good stewardship of its portfolio. The Agency is committed to recruiting and retaining a well-equipped workforce whose talents and passion form the foundation of its mission.

Objective: Ensure strong operational and financial management

Tasks:

- Maintain HUD high-performer status on the annual SEMAP (Q1 2024)
- Revisit HR policies and procedures on an annual basis to comply with federal state and local law
- Improve Diversity Business Enterprise (DBE) contract value by 10% per year. Increase training and coaching of staff and vendors (Q4 2024)

Objective: Integrate strategic planning and reporting into operations and management

Tasks:

- Align Nashville's upcoming five-year Consolidated Plan with MDHA's strategic plan to better leverage federal resources (Q4 2024)

Objective: Benchmark customer service delivery and develop and maintain high-customer satisfaction

Tasks:

- Maintain updates to Agency website
- Create and implement a customer service model for the Agency (Q4 2024)



GOAL 4: CONTINUOUSLY IMPROVE MDHA'S OPERATIONS (CONTINUED)

Objective: Create a thriving corporate culture and work environment that aligns with the mission and vision of MDHA

Tasks:

- Maintain participation of the quarterly employee meetings
- Establish a new employee satisfaction rating (Q4 2024)
- Reduce employee turnover by 5% per year through training, mentoring and an equitable agency-wide reward system (Q4 2024)

Objective: Market, brand and message new MDHA vision and goals for the Agency

Tasks:

- Increase MDHA's social media followers by 5% per year
- Select staff to engage in community panels to discuss MDHA activities, 6 per year