

MDHA Strategic Planning

Aug. 12, 2019



Strategic Review and Planning

- Where MDHA is now – cover all mission areas and business activities
- Confirm long term vision and intermediate goals
 - MDHA in transition from a HUD Public and Indian Housing (PIH) Agency to a Best Practice Social Enterprise Business (2 years to stabilization; Full PBRA conversion Jan 1, 2020)
 - Organizational Structural analysis and reorganization
 - Invest in our talent
- Expand Public Private Partnerships
 - Development partnerships through industry Request for Information model
 - Curb Victory Hall and Sanderling Dialysis Clinic experience
 - Angel Investors and fund raising
 - Envision recapitalization of 6 sites
 - Factors and Limitations: Land, Support from local Authorities Having Jurisdiction (AHJ), Financing, Relocation, Project Management, Equity Cash to close financing for Development
 - Grow the MDHA inventory through mixed use, mixed income redevelopment and remediation of concentrated poverty sites without disadvantaging the residents living there
- Grow MDHA Business
 - Recognized National Subject Matter Experts in mixed income RAD conversion, mixed income financing, development and property management
 - Consulting
- Reinforce and expand Public Partners and Stakeholders
 - HUD, THDA, Davidson County and Nashville
 - Brand Identity

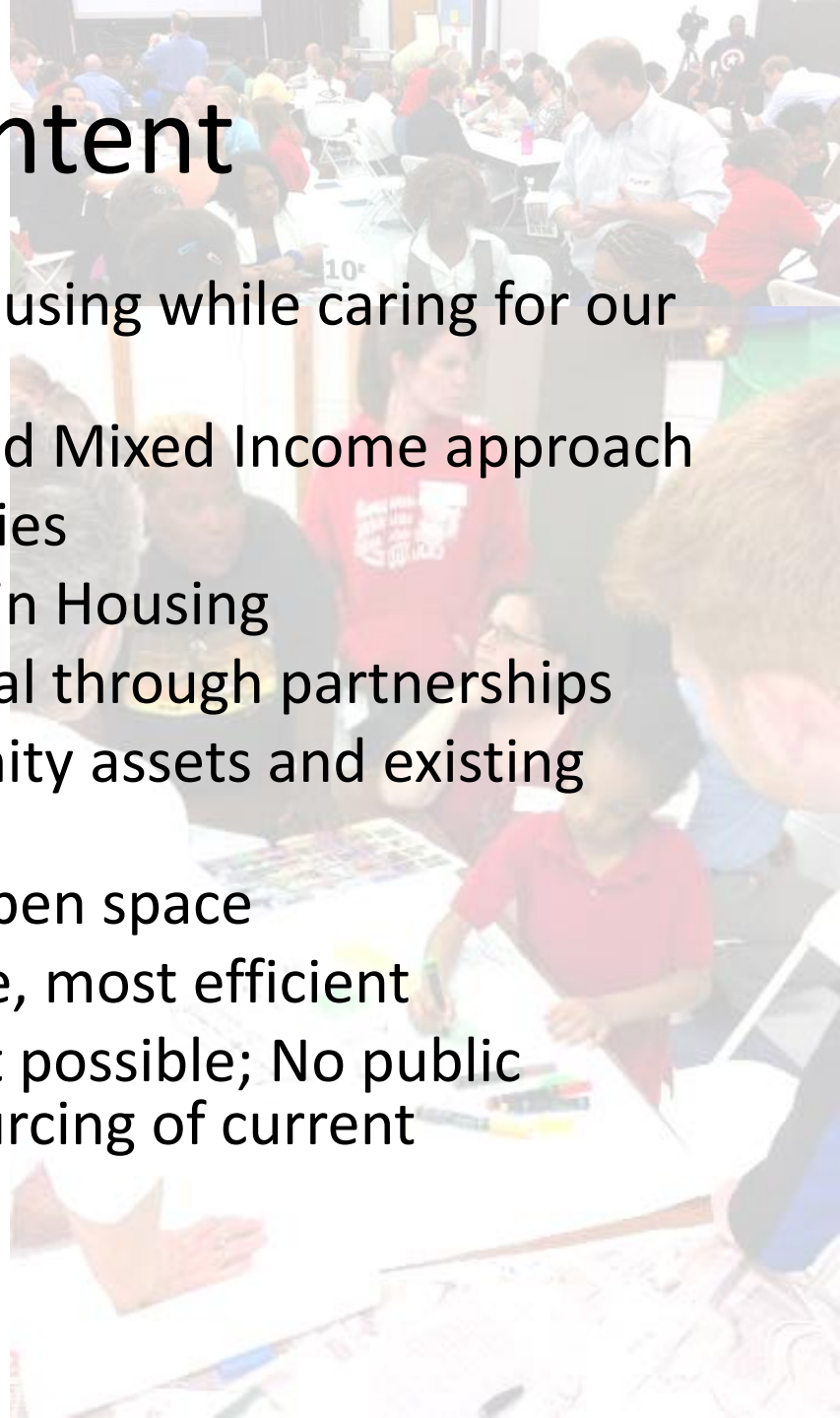


MDHA MISSION

To create quality affordable housing opportunities, support neighborhoods, strengthen communities and help build a greater Nashville.

MDHA's Intent

- Preserve and grow affordable housing while caring for our residents
- Develop through a Mixed Use and Mixed Income approach
- Offer Self-Sufficiency opportunities
- Provide Equity and Opportunity in Housing
- Maximize neighborhood potential through partnerships
- Retain and improve key community assets and existing affordable housing
- Retain and improve green and open space
- Best Practices, High Performance, most efficient
- Self Develop to the fullest extent possible; No public housing land disposal; no outsourcing of current capabilities



MDHA Goals & Tasks

- Increase and provide sustainable and affordable housing
 - Retain High Performer status
 - Implement RAD
 - Recapture unused Faircloth Amendment Section 9 Faircloth Amendment subsidized very low income housing units
 - Build new workforce housing
 - Implement Envision Cayce
 - Master plan other aging public housing requiring recapitalization
 - Prioritize affordable housing in Consolidated Plan and Federal Community Development Programs
- Improve self-sufficiency opportunities for our residents
 - Pursue all Federal grant opportunities
 - Continue resident intern program
 - Improve resident business opportunity and employment
 - Stabilize FSS program
 - Empower Resident Associations
 - Leverage Union Partners
 - Establish MDHA Foundation to support resident opportunity

MDHA Goals & Tasks

- Strengthen MDHA’s finances and organizational capacity
 - Move to social enterprise business; depart public housing management model
 - Grow revenue; control operational expenses
 - Improve staff communication, capacity and training
 - Establish bonus program for employees
 - Maintain competitive employee compensation
 - Create a Board controlled strategic reserve
- Strengthen relations with key constituencies
 - Grow Public – Private Partnerships
 - HUD, Tennessee State, Metro Mayor and Council, National Non-profits (PHADA...), Local affordable housing and development non-profits (VOICE, NAACP, ULI, TAHRA, SAHMA, Tennessee Affordable Housing Coalition...)
 - Restructure website, establish social media
 - Annual Council breakfast and presentation
 - Brand Identity
- Assist in the improvement and development of Nashville’s urban core and neighborhoods
 - Implement place based strategy for Federal grant program
 - Support redevelopment and redevelopment district program with concurrence and collaboration with Metro (Mayor, Council, planning commission)
 - Complete Rolling Mill Hill redevelopment
 - Rework Redevelopment policies and procedures

MDHA Vision

- Housing
 - Moving To Work (MTW) Conversion
 - RAD and Envision Recapitalization and Remediation of Concentrated Poverty (Under One Roof)
 - Housing portfolio growth from 6197 apartments to **12,500 apartments**
 - 9000 new mixed income apartments replacing 2702 legacy apartments
 - 3700 80% AMI & below; 2300 80% - 120% AMI; 3000 market
 - 1000 new affordable rental units for 80% AMI and below (Faircloth)
 - Expanded Public Private Partnerships: Donors, Business Partners, Metropolitan Nashville...
- Development: Support Housing Vision & meet program requirements of partners
- Re-visioning
 - Brand identity and Friend raising support
 - Affordable Housing PILOT on LIHTC PILOT model
 - Barnes Fund Financial Support
 - Redevelopment District expansion – economic and transit
 - Consolidated Plan

Next

- Pursue business opportunities
- MTW assessment
- Continue Envision Recapitalization through business and asset management
 - Generate equity through asset disposal: Rolling Mill Hill
 - Maximize business efficiency
 - Reorganize/restructure MDHA
 - **Outside vendor assessment RFQ**
 - **SEC Financial Advisor RFQ**
 - **Mixed Income Property Management LLC/RFQ**
 - **Strategic Communications Advisor RFQ**
 - **Personnel management & streamlining**
 - **OPS conversion**
 - **Improve staff education and talent retention**
- Leverage equity through Low Income Housing Tax Credits, New Market Tax Credits, Community Reinvestment Act...
 - **Pending Boscobel IV 9% LIHTC award**
- Build development Public – Private Partnerships
 - **RFI CWA I development**
- **Continue Envision Planning: Envision Cumberland View next**
 - **Envision original purpose was to have an off the shelf plan ready should conditions develop for resource availability**
 - **Dramatic improvement in quality of life at Cayce from Envision Cayce**
- Redevelopment Study
 - **Meet plan of action and milestones from TIF study**
 - **Study for possible refinance of TIF loans**
 - **Restructure increment process in Metro Finance to clarify fund availability**
 - **Preserve redevelopment tool for major redevelopment in areas needed in County**
 - **TIF is not being used or pursued in the urban core for last 3+ years**

MDHA Initiatives

Family Self-Sufficiency
Over 300 enrolled
25 New Homeowners

Connect Home
400+ Individuals have received computers; MNPS students in MDHA housing;
Digital Inclusion; ComCast; Community Foundation; Martha OBryan

Jobs Plus Grant
293 Enrolled
112 Began New Employment
\$2.5M HUD grant for Napier and Sudekum; Martha OBryan partnership

Dialysis Clinic and In Home Dialysis Clinic
Dedicated Resident Patient Care Technician job training and placement
* 3 Certified LPNs
* 7 In training

Summer Intern Program
12+ High School Residents from MDHA housing each year

Nursing Grant
4 Residents LPN Certification