

**Section I – Executive Summary**

Nashville, Tennessee is the “It” city and enjoying its time in the spot light; however, while some communities are experiencing intense economic growth and prosperity other communities remain in the shadow. According to the Nashville Chamber of Commerce, in the past year, more than 150 new business projects and expansions have been announced for the area, comprising \$2.7 billion in capital investment. Per capita income is on the rise, and the number of cranes and construction teams throughout the region illustrates its economic vitality. But beneath all the ribbon cuttings, groundbreaking and restaurant openings, significant problems remain. Among the most significant problems the Nashville Promise Zone (NPZ) residents face are low post-secondary education levels, road congestion and conditions of poverty that make upward mobility, affordable housing and employment more difficult to obtain. A Promise Zone designation would be a powerful catalyst to ensure that Nashville’s most vulnerable residents are not ignored during this period of economic prosperity.

NPZ is a collaboration comprised of the Metropolitan Development and Housing Agency (MDHA), Mayor Megan Barry’s Office, six implementation partners which include strong nonprofit organizations, and more than 87 supporting partners including a comprehensive group of leaders from including government, local institutions, nonprofits, and community organizations. NPZ’s mission is to foster intensive partnerships among Nashville’s organizations that serve high-poverty neighborhoods, improve the collective impact of their service, and address revitalization in a collaborative way. Based on this mission, the NPZ partners will address six primary goals: 1) increase access to quality affordable housing; 2) create jobs; 3) increase economic activity; 4) improve educational opportunities; 5) improve community infrastructure, and 6) reduce violent crime.

**Section II – Abstract Information**

I give HUD and USDA permission to share information included in this application survey with the public, including: point of contact information, zone geography and the mapping tool data sheet, any attached photography, and the entire Goals and Activities Template. (All other application attachments will not be shared.) Yes/No

**Name of the Promise Zone:** Nashville Promise Zone  
**City Included:** Nashville  
**County Included:** Davidson County  
**State Included:** Tennessee  
**Congressional Districts Included:** TN-05  
**Application Subcategory:** Large Metro CBSA/Small Metro CBSA

**Lead Applicant Organization Name:** Metropolitan Development and Housing Agency  
**Lead Applicant Organization Address:** 701 South Sixth Street  
**City, State, Zip Code:** Nashville, TN 37206

**Type of Lead Applicant:** Public Housing Authority in partnership with local government

**Lead Applicant Staff Point of Contact Information**

**Name:** Vanessa Melius  
**Title:** Grant Writer  
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**Phone Number:** (615) 780-7085

**UGLG Leadership Support**

Megan Barry serves as the Mayor of Metropolitan Nashville Davidson County which includes the geographic area within the proposed Promise Zone boundary.

**Mapping Tool Data Sheet**

**Population:** 121,470  
**Poverty/ELI Rate:** 37.61%  
**Employment Rate:** 85.92%

**Section III – Selection Criteria: Need**

Lead applicant Metropolitan Development and Housing Agency (MDHA) administers the Consolidated Plan for Housing and Community Development and performs an Analysis of Impediments to Fair Housing Choice (AI) on behalf of the Metropolitan Government of Nashville and Davidson County. One of the impediments identified in the most recent AI (2013) is the uneven distribution of community resources. Many high-poverty neighborhoods are not able to leverage resources or attract investment that is necessary to stabilize the area, improve quality of life, and create opportunities. To address this impediment, one of the priorities of the current Consolidate Plan (April 1, 2013 – March 31, 2018) is to develop and implement a placed-based strategy for community development.

Working with a U.S. Department of Housing and Urban Development (HUD)-approved technical assistance provider, MDHA developed a two-tiered place-based strategy. The purpose of the tiered approach is to provide funding to spur investment in census tracts where at least 65% of households are at or below 80% annual median income (AMI) (Tier 1) and to further concentrate Community Development Block Grant (CDBG) funding and programs in Priority

Neighborhoods (Tier 2) to make a significant impact. The entire Nashville Promise Zone (NPZ) is either a Tier 1 or 2 neighborhood.

Several of MDHA's public housing developments located within the NPZ have more than half of households report zero income and therefore residents pay the minimum of \$50 per month in rent. MDHA recently received the U.S. Department of Housing and Urban Development's (HUD) Jobs Plus Pilot Grant for the Napier and Sudekum developments to create a culture of employment where now more than half of residents report zero income.

In addition to high poverty, the NPZ also has high crime. While overall crime is down in the city, a disproportionate amount of crime and disorder continues to be concentrated in a few specific blocks located on MDHA's adjacent public housing developments at J.C. Napier and Tony Sudekum Homes (Subzone 1). MDHA receives weekly, sometimes daily calls with complains of robberies, fights, shots fired, and drug dealing. Residents report that they slept on the floor the previous night in fear of a stray bullet coming through their window and others report bullet holes in their cars from the previous night. MDHA also has residents who report that their porches have been taken over by drug dealers and that they are afraid to go outside.

MDHA strictly enforces eviction policies and evicts any residents violating their leases through criminal activity. MDHA, in collaboration with the Metropolitan Nashville Police Department (MNPd), has installed 70 security cameras on these two properties in an effort to improve safety on site. These cameras have recorded shootings, robberies, and drug activity, which have assisted MNPd in successful prosecutions in State and Federal court.

MDHA dedicates significant resources and effort to combat crime and drug related activities in the area. These efforts include funding a Task Force of six MNPd officer who are permanently assigned to MDHA. The task force is presently focused on this crime hotspot.

MNPD provides Flex Teams, Crime Suppression Units, and a specialized Gang Unit, in addition to their regular patrol officers in the area. Due to the resources constraints and other needs, Nashville MNPD can only focus these assets on a periodic basis. MDHA also pays overtime to MNPD officers to continue key investigations, and cooperates fully with inquires and investigations.

The Nashville Promise Zone (NPZ) is an area comprised of 46-square miles (9.67% of Metropolitan Nashville, Davidson County). While the NPZ represents only 9.67% of Davidson County, it also represents a quarter of its overall violent crimes including nearly half of its homicides and a third of its robberies. MNPD provided the data highlighted in the following chart which includes the four Part 1 violent crimes per the police reporting areas located within the NPZ for 2014 and 2015. The official data report for Davidson County 2015 has not yet be published.

<b>UCR Part 1 Violent Crime Incidents In Davidson County As Compared to NPZ</b>			
<b>UCR Part 1 Violent Crimes</b>	<b>Davidson County 2014</b>	<b>NPZ 2014</b>	<b>NPZ 2015</b>
<b>Homicide</b>	41	18 (43.9%)	26
<b>Robbery</b>	1,541	487 (31.6%)	643
<b>Aggravated Assault</b>	5,288	1,165 (22.0%)	1,178
<b>Rape</b>	607	75 (12.4%)	78
<b>TOTAL</b>	<b>7,477</b>	<b>1,745 (23.2%)</b>	<b>1,925</b>

## **Section IV – Selection Criteria: Strategy**

### **Part A: Needs and Assets Assessment**

NPZ includes a contiguous area including the neighborhoods just South, East, and North of Nashville's central business district. MDHA has public housing developments throughout the NPZ. Because of the size of the NPZ, the area was divided into six Subzones. Each Subzone is represented by a strong nonprofit organization who serves as the "Subzone Captain" and shares resources among their partners in their respective Subzone. Each Subzone Captain identified their individual boundaries based on the neighborhoods with the highest need in their service areas. NPZ's boundaries were based on the communities with the highest concentrations of poverty and the zone map creates a strange horseshoe figure around downtown Nashville. Moving counter-clockwise from downtown Nashville the NPZ begins: 1) South (The Edgehill Coalition), 2) Southeast (Conexión Américas), 3) East (Woodbine Community Organization), 4) Northeast (The Martha O'Bryan Center), 5) North (The Urban League of Middle Tennessee) and 6) Northwest (St. Luke's Community House).

The greatest assets in the NPZ are the residents who are engaged and eager to be a part of Nashville's economic growth. Each Subzone has its unique assets as well, including fast development and investments in new homes. This buying and renovation of houses and stores in the deteriorated urban neighborhoods by upper- or middle-income families are improving property values but they also are displacing low-income families and small businesses. Subzones 1, 3, and 6 are benefiting from this revitalization and struggling with the tensions of gentrification. In particular, West Nashville (Subzone 6) is a hot bed for urban development with more than 1,000 units in development and another 200 planned.

In addition to proximity to downtown Nashville, Subzone 5 in North Nashville is home to three of the Nation's best Historically Black Colleges and Universities: 1) Fisk University, 2) Meharry Medical College, and 3) Tennessee State University. While the residents in Subzone 5 are predominantly Black, the residents in Subzone 3 are predominately Hispanic. Nashville's demographics are changing rapidly. Over the next 25 years, the Middle Tennessee region will gain an additional one million people; Nashville's share of that growth is anticipated to be 185,000 new residents. By this time, demographic of the city will have shifted from predominately White residents to about a third each of White, Black, and Hispanic residents.

Subzone 1 includes some of the oldest and largest public housing developments in MDHA's portfolio. The Napier and Sudekum developments have the worst crime in city. This Subzone also includes consistently low performing elementary schools and is a USDA federally designated food desert. Three of the public housing developments in Subzone 1 are being converted to under HUD's Rental Assistance Demonstration (RAD) and have begun the Envisioning process, where MDHA is seeking comprehensive resident and community feedback to transform these neighborhoods: Cayce is in Year 3 of 15, has developed a Master Plan, and Phase 1 construction on 70 new housing units began summer 2015. The Envision Napier and Sudekum project will begin in the Fall of 2016.

Subzone 1 also has recently benefited from significant federal investment, including the U.S. Department of Education's Promise Neighborhoods (James A. Cayce Homes public housing development), HUD's Choice Neighborhoods (pending - to serve the Napier/Sudekum developments), the U.S. Department of Justice's (DOJ) Byrne Criminal Justice area (Cayce), and the HUD Jobs Plus Pilot Grant program (Napier and Sudekum). It also includes RAD conversion

for redevelopment (Cayce, Napier, and Sudekum) and is a ConnectHome city. MDHA and Google Fiber are investing in digital includes at five MDHA properties including Cayce.

**Part B: Promise Zone Plans**

In initial NPZ conversations, all Subzone Captains indicated that crime was their number one priority; however, without addressing the five other goals, no significant progress can be made. Through further discussions, the priorities flipped and crime, while a priority, was listed as number six. These six priorities also match those of Mayor Megan Barry's campaign. Mayor Barry's election campaign priorities included education, affordable housing, and infrastructure.

Nashville is building momentum through current federal investments. For example, MDHA has completed Hope VI renovation projects at four properties: J. Henry Hale Apartments, Levy Place, Historic Preston Taylor Apartments and Vine Hill Apartments in Subzones X and Y. The Martha O'Bryan Center (MOBC), Subzone Captain 1, has successfully administered both the Promise Neighborhood and Byrne Criminal Justice Grants. In collaboration, MDHA and MOBC are launching the Jobs Plus Pilot Program in Subzone 1; the ConnectHome initiative will be piloted at 5 MDHA properties in Subzones 1 and 5. The Nashville Technology Council successfully administered the Tech Hire grant in Subzone 1. MDHA has pending grant applications for Choice Neighborhoods and U.S. Health and Human Services Health Resources and Services Administration's Nursing Diversity Grant both targeting Subzone 1. In 2013, The U.S. Department of Transportation announced a \$10 million grant to help MTA improve service on Murfreesboro Pike, the second-busiest route, with close to 900,000 trips that year (Subzone 3).

There are many plans in Nashville to address these issues. Another early priority for the Subzone Captains is to continue assessing community plans in Nashville. Nashville is

developing so quickly that there is no single resource for listing community assessments and plans to help ensure synergy and collaboration. NPZ will serve as a resource for these initiatives and central place to synthesize plans. For example, leaders of the Nashville Area Chamber of Commerce's Partnership 2020 economic development initiative recently unveiled the next phase of P2020's five-year strategy for increasing the economic vibrancy of the Nashville. The new P2020 plan has identified additional metrics related to traffic congestion and educational attainment, in addition to its traditional measurements of job growth, wage growth, increases in population and gross metropolitan product. The NPZ website will include a link to this plan and serve as a resource to others seeking this information and work toward similar goals. NPZ also will be a resource for upcoming federal, state, and local funding opportunities and discussions about collaboration and the how to submit the best case for support.

Using the MDHA-MOBC model of a strong partnership and collaboration to best serve residents in Subzone 1, MDHA is expanding its collaboration with other organization that serve its residents throughout the NPZ. To ensure that this expanded collaboration is effective and successful, the NPZ Subzone Captains are continuing discussions for creating a clear system for accountability and measurements. MDHA is leading monthly meetings with the Subzone Captains to finalize processes necessary to access, manage, and share data for execution, evaluation and continuous improvement. Once early topic is in the creation of a funding package to local funders to support a Collective Impact assessment of current collaborations for redeveloping Napier and Sudekum (Jobs Plus Pilot Program and Choice Neighborhoods – pending). This assessment will acknowledge the complex and stubborn nature of social problems associated with poverty, while at the same time offering a structure and strategy for targeting potential levers of change by building on existing assets in the community. This process is



emergent and relies on building shared goals. Dr. Kimberly Bess from Vanderbilt has proposed to lead longitudinal social network analysis to measure changes in collaborative capacity by studying and documenting collaboration patterns over time.

MDHA is seeking \$80,000 per year in local funding to support Dr. Bess's work, including hiring a full-time (20 hours per week) doctoral student for nine months, buying part of Dr. Bess's time, and hiring additional students for data collection. Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization. No single organization is responsible for any major social problem, nor can any single organization cure it. Dr. Bess's evaluation in Collective Impact will illustrate how all organizations within the NPZ are collaborating and improving the effectiveness of their mission delivery.

### **Part C: Promise Zone Sustainability and Financial Feasibility**

Nashville is at a crossroads. It is developing at such a fast rate that it needs to be intentional to ensure that its most vulnerable are not left behind. Community planning while slow and deliberate, is essential to ensure that residents needs are heard, addressed, and that there is sufficient buy-in from all key stakeholders to support the implementation of the myriad of projects. While community planning takes time, it also requires early action projects to help convince skeptical participants that positive change is possible. In the first five years of the NPZ plan, the NPZ will raise \$375 million (\$75 million per year).

Early action activities are expensive and the projects identified for each NPZ priority could easily spend \$2 million in early action activities alone [ $\$2 \text{ million} \times 6 \text{ NPZ goals} = \$12$

million each year]. Nashville has the access to some of the best academic researchers for evaluation. Their research can easily cost \$100,000 each year per project [ $\$100,000 \times 6$  NPZ goals = \$600,000 per year]. And finally, implementation of Master Plans could easily cost \$10 million per goal [ $\$10$  million  $\times 6$  NPZ goals = \$60 million each year].

Financing for large collaborative projects can be complex. For example, in a community revitalization plan occurring in Subzone 1 called Envision Cayce, the implementation of the entire transformation plan will cost \$602 million over 15 years. The following outlines 12 types of funding sources that may be pursued in support of this project: 1) Tax Credit Equity: Low-Income Housing Tax Credit equity is expected to be a primary source of funding for all residential development phases; 2) MDHA Funds - Public Housing Capital and Replacement Housing Factor Funds MDHA expects to commit approximately \$7 million of its public housing funds to developing the Cayce Place replacement units; 3) Choice Neighborhoods Initiative Funds: Based on the 2013 CNI NOFA, a successful CNI Implementation Grant application would provide up to \$30 million (maximum award) toward implementation of the Plan; 4) Conventional Debt: All phases of the Plan, with the exception of Phase 1, will be capable of supporting debt, including conventional debt and FHA mortgage; 5) Tax Increment Financing is expected to be an important source of financing for the Master Plan; 6) Federal Home Loan Bank 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; 7) New Markets Tax Credits: may be used for the retail developments in the Master Plan; 8) Reinvested Developer Fee: MDHA has elected to act as its own developer for this project and will receive developer fees for planned residential and non-residential development projects; 9) CDBG Grants and HOME Funding MDHA may be able to use Nashville/Davidson allocation of CDBG and HOME

funds to support the Master Plan; 10) Capital Improvement Program (CIP) 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 Program (CIP) budget. Funding for the Plan can be incorporated over multiple years in the CIP; 11) Community Investment Tax Credit Banks may obtain a credit against the sum total of taxes imposed by the Franchise and Excise Tax Laws when qualified loans, qualified investments, grants or contributions are extended to eligible housing entities for engaging in eligible low-income housing activities; and 12) 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 funding programs. It is also assumed that MDHA will explore potential partnerships with local or national foundations in support of the Master Plan.

**Part D: Resident Engagement Strategy**

Throughout the past few years, Nashville residents have participated in community needs assessments in all six NPZ priority areas. For example, launched in 2015, nMotion is the Nashville Metropolitan Transit Authority and Regional Transportation Authority's (MTA/RTA) Strategic Plan, a 25-year comprehensive plan designed to meet the Nashville area's vision for transit. nMotion is looking at how the transit system works today and is identifying opportunities to enhance the transit system, improve service, attract and retain new riders and meet the growing needs of the Nashville region. Throughout the project, the public will engage in developing the blueprint of actions to make the best opportunities a reality.

Widespread public involvement is vital to Nashville nMotion's success. The public process began on April 7, 2015 with community meetings, and many other events are taking

place each month. Public workshops and web-based tools offer other ways for the public to give input. Apart from participating at public workshops and web-based tools, Nashville nMotion needs people to help spread the word to their friends, family, neighbors and coworkers. The nMotion website includes a location to submit a request for a “Transit Talk,” and opportunity for MTA staff to speak to local business or organization about the nMotion process and gather feedback. These Transit Talks visit local community groups including current residents and New Americans that may include immigrants and refugees.

In addition to residents, Nashville nMotion is a collaborative effort by a range of public and private stakeholders. The Advisory Committee provides guidance and oversight to the team of MTA/RTA staff and professional consultants that is taking the lead on day-to-day planning tasks. The committee includes representatives from Nashville MTA/RTA, the Nashville Area MPO, the Nashville Planning Department, and other stakeholders. The Advisory Committee is involved in meetings throughout the project to review and provide feedback on the process.

There are over 40 committee members including transit leaders from across the region; representatives from local colleges and universities; government officials and several Metro departments like Planning, Public Works, Social Services, and MNPS; the Civic Design Center, Chamber of Commerce and Greater Nashville Hospitality Association; as well as local churches and social service organizations like Conexión Américas (NPZ Subzone 4 Captain), Jefferson Street United Partnership, Oasis Center, AARP and the Council on Aging, and the United Way.

Finally, various stakeholder groups convene throughout the process to obtain targeted input to inform specific aspects of the plan. Such groups include business leaders, neighborhood associations, real estate professionals and developers, utility providers, education professionals, students, and young professionals, among others. The NPZ plan includes feedback from nMotion

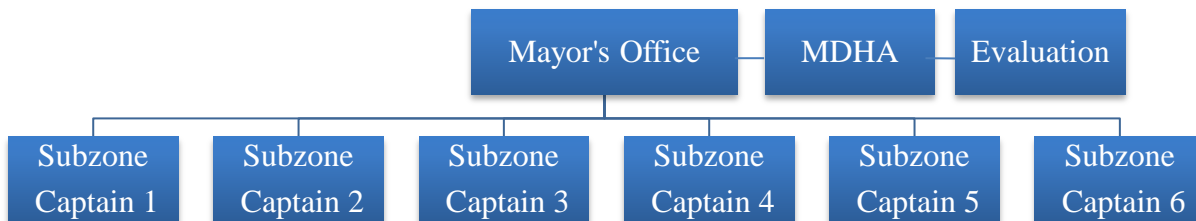
planning and involves many similar residents, leaders, key stakeholders, and advisory group members. The community has been involved and will continue to be involved throughout the duration of each of the projects.

All MDHA marketing materials (e.g., meeting promotional materials, resident newsletters) comply with HUD Affirmative Fair Housing Marketing standards. MDHA has and will continue to apply these standards to promoting resident engagement for the NPZ. For example, marketing efforts are designed to attract a broad cross-section of the eligible population without bias to race, color, religion, sex, disability, familial status, or national origin, and in an affirmative manner. Special requirements include targeting marketing and outreach activities to attract applicants in the primary market area who are the least likely to apply. The Subzone Captains will distribute marketing materials to the organizations within their respective Subzones to help residents and New Americans that may include immigrants and refugees throughout the NPZ feel comfortable and encouraged to participate.

**Section V – Part A: Capacity and Local Commitment**

**Part A: Partnership Structure and Commitment**

MDHA is the lead applicant and will facilitate the evaluation of NPZ as well as collaborate with the Mayor’s Office to lead NPZ with a core group of six Subzone Captains. The following organization chart clarifies the NPZ partnership governance structure.



Each NPZ Subzone Captain will prepare success story narratives and monthly operations updates based on progress toward NPZ goals and submit them to MDHA for ongoing evaluation. MDHA will prepare quarterly reporting using HUD's templates and update the NPZ strategic priorities dashboard, as well as prepare annual reports using HUD's templates. The Mayor's Office will review the reports to ensure effective partnerships, including oversight processes and contractual measures and remedies for non-performance. The Mayor's Office will coordinate work and investments to achieve outcomes within the NPZ.

The Mayor's Office of Neighborhoods and Community Engagement (NCE) will lead monthly and quarterly NPZ meetings. The NCE Office will serve as a liaison between the Mayor and the NPZ Subzone Captains and lead the execution of the NPZ plan. In the planning phases for NPZ, the NCE Office identified the Subzone Captains and facilitated a NPZ Convening to discuss the NPZ mission and prioritize its primary goals. Each Subzone Captain then identified key stakeholders in their respective Subzones to share and create support for the NPZ mission. The Subzone Captains also included their plans as outlined in the NPZ Goals and Activities template.

More than 60 NPZ key stakeholders have signed the MOU indicating their support of the NPZ mission. These stakeholders include residents and neighboring community associations, the city of Nashville, several council members, as well as several Metropolitan departments like MNPS, Metro Public Health Department, Metropolitan Transportation Authority, and the Metropolitan Public Health. All the partners including local business owners, nonprofit organizations, and private developers are all eager to see the neighborhoods in the NPZ thrive. Ultimately, decision making to guide the revitalization and transformation will prioritize actions

that will be the least disruptive to public housing residents and the most cost-effective for the city of Nashville.

Nashville's Mayor Megan Barry strongly supports NPZ and has pledged to work with all constituencies, Metro Council, Metro Departments and MDHA to ensure there is sufficient public support. The Vice Mayor and more than a dozen Council Members also have signed the MOU in support of NPZ. In addition, representatives from the Mayor's Office of Economic Opportunity and Empowerment as well as the NCE Office made significant contributions to the NPZ application preparation and are committed to participating throughout the entire NPZ project.

The Mayor's Office will supervise the AmeriCorps VISTA members should they be available to support NPZ. AmeriCorps VISTA members will be assigned to Subzone Captains as needed to improve capacity to implement NPZ plans. For example, they might assist the Subzone Captain in facilitating resident engagement activities, organizing community outreach, or preparing success stories and reports for ongoing evaluation.

In addition, Dr. Kimberly Bess from Vanderbilt University's Department of Human and Organizational Development whose primary focus is Community, Organizational, and Social Psychology has been a part of developing the evaluation of NPZ. MDHA will seek local support to fund her team's ongoing work evaluating the collective impact of the NPZ partners.

As funding opportunities arise, partnerships will evolve. For example MDHA is planning to apply for HUD's Choice Neighborhood Planning Grant program to support the revitalization of its public housing development at Edgehill, MDHA will seek intense collaboration with the Captain of Subzone 2, The Edgehill Coalition neighborhood associations, who represent the neighborhood beyond the footprint of the public housing development, as well as the key

community stakeholders who serve this neighborhood. The Captain will help facilitate resident and community engagement, participate in ongoing community meetings and provide input for the transformation plan.

### **Part B: Capacity of the Lead Applicant**

In December 2014, MDHA received a \$2.7 million Jobs Plus Pilot Initiative grant which is a community collaboration of job-driven approaches to increase earnings and advance employment outcomes for public housing residents. This collaboration included MDHA, Subzone 1 Captain MOBC, Mayor's Office of Financial Empowerment, the Workforce Investment Board Nashville Career Advancement Center. These agencies are addressing poverty among public housing residents and leveraging their collective experiences to build a culture of work through the Jobs Plus Program model.

The 4-year Jobs Plus program expands locally based, job-driven services such as work readiness training, employer linkages, job placement, educational advancement, technology skills, computer literacy, community leadership, and financial literacy and delivers them to the target public housing residents. MDHA will report on progress to outcomes in monthly and quarterly HUD reports. MDHA also will share progress to outcomes with the Jobs Plus Cooperative, a group of the four core partners, as well as the Operational Advisory Group which consists of the Jobs Plus Cooperative as well as external partner agencies, local employer association groups, and participating employers. Members of these groups meet regularly to share ideas on how the program can be improved, exchange information about new resources and service delivery options, and discuss feedback about advancing residents' progress toward their individual goals.



MDHA also is the lead applicant on the \$2 million Choice Neighborhoods grant (pending) in collaboration with co-applicant MOBC. MDHA has experience effectively leading and coordinating sophisticated and comprehensive planning process and action activities. For example, in 2013 MDHA led the Envision Cayce, a 15-year neighborhood revitalization project which included broad civic engagement with residents and key community stakeholders to seek feedback and support for a Master Plan to transform the James A. Cayce Homes public housing development in East Nashville (Subzone 1).

Today, MDHA is in year three of the 15-year Master Plan. The Master Plan replaces the existing deeply subsidized public housing and Section 8 units on a one-for-one basis, while simultaneously introducing additional affordable housing and market rate opportunities. The Plan calls for 2,390 new homes and apartments, nearly tripling the number of currently available units. About 42% of these units will be affordable to low-income families, 15% to moderate-income families and another 43% for households able to afford market rates. Original residents will be offered an exclusive right of first opportunity to new housing created under the Plan. The Plan introduces new educational opportunities including potentially a new early learning facility and library. It is assumed that the new educational opportunities, coupled with a repositioning of the existing Kirkpatrick Elementary School, one the state's persistently lowest-achieving schools, along with a range of supportive services including health and wellness and employment, will serve as a focal point of the new community, providing high quality education and supportive services to residents in the community. The Plan also seeks to create more than 200,000 square feet of commercial and institutional space, including a new health center. New office and retail amenities, including a new grocery store and pharmacy, and other community-

serving retail will provide access to healthy foods while also creating new employment opportunities.

MDHA also has the experience to facilitate the scale, scope, and complexity of the NPZ. MDHA's Community Development Department administers four HUD-funded Community Planning and Development (CPD) programs on behalf of Metro Nashville: CDBG, HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA). These funds are awarded annually using a formula based on population, income levels, and other factors. Priorities for the use of these funds are listed in the 2013-2018 Consolidated Plan, and projects to be undertaken during a program year and their respective budgets are identified in an Annual Update to the Plan. These programs are intended to benefit low- and moderate-income persons and areas. Concurrently with the preparation of the 2013-2018 Consolidated Plan, staff conducted an Analysis of Impediments to Fair Housing Choice.

In addition, the Department administers the Community Development Block Grant for Disaster Recovery (CDBG-DR) and the Weatherization Assistance Program (WAP). CDBG-DR is a one-time award made to Metro Nashville following the May 2010 Flood. The purpose of the grant is to assist housing, infrastructure, and recovery efforts specifically related to the effects of the flood. Through the Department of Energy's WAP, funding is available to assist with the weatherization of homes occupied by low-income households. Priority is given to households that include young children, elderly, or disabled members. Examples of common weatherization measures are weather-stripping, caulking, and installing insulation to attics, walls, and floors.

MDHA also serves as the Continuum of Care (CoC) Lead Agency for Nashville-Davidson County, and as the Collaborative Applicant, coordinates the submission of over 25

local project applications each year. In addition, MDHA administers three CoC grants for planning, administering the Homeless Management Information System (HMIS), and the Shelter Plus Care program.

MDHA is financially stable and does not foresee any issues that could affect its ability to play the lead organizational role in the NPZ. There are no past performance issues under any federal grants.

### **Part C: Capacity of Implementation Partner Organizations**

Subzone 1 Captain MOBC has an extensive history of neighborhood planning processes. For example, in 2011, MOBC was one of 15 organizations in the nation to receive a \$500,000 U.S. Department of Education Promise Neighborhood (PN) planning grant. MOBC led a network of more than 20 partnerships, sharing planning, data, capacity, and service. This work brought its service delivery model to a new level of engagement and sophistication, breaking silos to amplify impact, sharing resources to improve efficiency, and ultimately creating a system of integrated services that spans East Nashville. Promise Neighborhood planning, spurring increased collaboration, collective impact work, and community need analysis (including thorough outreach to Cayce Place residents.

As a result of this, MOBC focused on combatting interpersonal violence in the neighborhood and in 2013, began our Force for Good project, funded via a successful three-year DOJ Byrne Criminal Justice Innovation \$1 million grant, to partner with Metropolitan Nashville Police Department (MNPd) on a place-based strategy to address interpersonal and domestic violence in Cayce Place. This grant was an outgrowth of our work as lead agency of the Promise Neighborhood. The Byrne grant built on health supports and developed a place-based strategy to address interpersonal and domestic violence in Cayce. This project is aligned with the Nashville

Mayor's citywide domestic violence initiative and brings together MOBC and the MNPD as key partners, also to conduct a needs assessment for the Cayce neighborhood around interpersonal violence and create a trauma-informed care service model. PN work also has led MOBC to strengthen its work partnering with national organizations and alliances helping MOBC influence policy and programs in this context, as well.

MOBC's Financial Management Team administers nearly \$1 million in Federal grants each year. MOBC has managed AmeriCorps grant funds since 2008, beginning with nine AmeriCorps service members in our youth development program. MOBC consistently grew and sustained this program over the next four years, and in 2012 it became one of two agencies in Tennessee to receive a Federal award, which brought their total number of service members to 26. This grant has been renewed for Fiscal Year 2016.

Also in 2013, the Nashville Career Advancement Center (NCAC) awarded MOBC's Chapter Two Youth Employment program a five-year, \$1.5 million grant (renewable in 12 month cycles). MOBC's Financial Management Team also administers a number of substantial local and state government grants as well, including funds from Metropolitan Nashville Community Enhancement Fund, Nashville Public Library (NAZA), and Tennessee Department of Education (21st CCLC and LEAPS). This program helps at-risk adults attain and retain employment through a curriculum that covered topics including how to research and find available employment, how to interview, and how to maximize their strengths to a potential employer.

This initiative, called Chapter Two, began services in April 2014. Originally funded as an in and out-of-school youth employment program, Chapter Two now exclusively recruits and serves out-of-school youth living in the Cayce Place and Napier/Sudekum communities. These

youth are showing high levels of commitment and retention, but it is important to underscore that Chapter Two's work process requires high levels of engagement, follow-up, and case management. Throughout that process, MOBC also connects youth to innumerable agency and partner resources to build their resiliency and wraparound support.

Pursuant to our work in bolstering social-emotional health, we also received a brain science grant from the Alliance for Strong Families and Communities and the Robert Wood Johnson Foundation in May 2015. MOBC is one of 15 designated Brain Science Cohort sites (10 in the U.S. and 5 in Alberta) that shares best practices and research throughout the year. Much of this work focuses on identifying and addressing ACEs (Adverse Childhood Experiences) in vulnerable populations, which in turn helps inform and improve work across our cradle-to-career continuum.

Another example of MOBC's capacity is based its receipt of 5000 square feet of space at Stratford STEM Magnet in 2011. MOBC's Academic Student Unions (grades 9-12) provide academic case management services (one-on-one/small groups), and college preparation services, to cultivate success, graduation and post-secondary attainment among our city's most at-risk high school students. Now located onsite at Stratford and Maplewood high schools, the ASUs stand as model of how we support students and their families, while drawing on full collaboration with schools and providers.

In addition, in 2014-15, MOBC Academic Student Unions (ASU) served 845 students at both sites, 51.9% of the total student populations. Last year, 98.8% of MOBC's senior participants graduated on time. Since 2010, Stratford and Maplewood's graduation rates have increased by 11.9% and 20.5% respectively, compared to the 3.1% average increase across the district. This past year, MOBC received private funding to replicate the onsite ASU model for

7th and 8th grade students. MOBC's pilot for this project will take place at Stratford STEM Middle Prep (the new Bailey STEM), begin in Fall 2016 and include specific age-appropriate programming for students making that important transition to high school. This includes academics, college preparation, social-emotional support, community service, and extracurriculars. MOBC will focus on helping middle school students seamlessly transition from 8th to 9th grade and ensure that they immediately start on the proper path for graduation) and three or four academic and enrichment tutors. MOBC also is in the process of securing funding to replicate our high school ASU at a third site in Nashville.

#### **Part D: Data and Evaluation Capacity**

MOBC and Vanderbilt's Dr. Kimberly Bess collaborated on the Promise Neighborhood grant program. An outcome of this collaboration was a staff team at MOBC dedicated to research and evaluation. This team also reviews data and evaluation for the MDHA Jobs Plus program. They generate reports, analyze trends, make program improvements, and meet weekly to share findings. MOBC also employs a full time director of research and evaluation and an Efforts to Outcomes (ETO) Administrator using Social Solutions ETO software to ensure continuous improvement. MOBC will collect data daily and enter it into ETO data management software. Based on this experience, Dr. Bess has been a contributing stakeholder with the Subzone Captains in clarifying the data and evaluation needed for the NPZ.

Dr. Bess will measure the Collective Impact on the NPZ. She will model her evaluation based on the Collective Impact research of John Kania and Mark Kramer. Dr. Bess has shared that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results.

The first condition is a common agenda; collective impact requires all participants to have a shared vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions.

The second condition is the development of a shared measurement system which is essential to collective impact. NPZ will base its reports on the HUD templates and complement these reports with additional key performance indicators based on individual NPZ goals and activities. Dr. Bess stresses that agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

The third condition is mutually reinforcing activities. Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

The fourth condition is continuous communication. The development of trust among nonprofits, corporations, and government agencies is a monumental challenge. Participants need several years of regular meetings to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. They use this time to experience that their own interests are treated fairly, and that decisions are made on the basis of objective evidence and the best possible solution to the problem, not to favor the priorities of one organization over another.

Finally, the fifth condition is that creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails. Kania and Kramer caution that evaluating collective impact requires a significant financial investment: the time participating organizations must dedicate to the work, the development and monitoring of shared measurement systems, and the staff of the backbone organization needed to lead and support the initiative's ongoing work. This is why MDHA will seek financial support from local foundations to support an evaluation team to lead ongoing evaluation of collective impact throughout the duration of the NPZ.

#### **Part E: Resident Engagement Capacity**

MDHA has extensive experience facilitating resident engagement. The NPZ resident engagement plan is based on the resident engagement plan for the Envision Cayce, which is currently in year 3 of 15 of implementing the Master Plan and also is the basis for the Choice Neighborhoods grant (pending) to support Envision Napier and Sudekum.

For example, in planning for MDHA's Choice Neighborhoods grant application (pending) with co-applicant MOBC, residents were briefed and offered input on how they would like to participate in the process. MDHA strives to make giving input convenient. Later this fall, MDHA staff plan to give presentations and solicit resident input for the Master Plan at 16 regularly scheduled Resident Association meetings over the next two years. Resident also will be welcome at and encouraged to attend meetings for the general public. To overcome possible barriers to participation, MDHA will offer no-cost transportation, especially for the elderly and disabled, as well as no-cost childcare. To keep the community at large engaged, the MDHA



website include a page dedicated to the project with links to resources, meeting advisories, presentations, and meeting minutes. In addition, an Advisory Council will be a key component of the planning process. The Council will have approximately 20 members who are key stakeholders in the targeted neighborhood, and public housing residents will account for no less than 25% of the Council. In addition to being a key resource in assuring all voices are heard, the Council will be charged with sharing information from the planning process with the stakeholders they represent. The project also will dedicate five months to recruiting, hiring, and training residents to serve as proctors for the door-to-door resident needs assessment survey of the property's 821 public housing units in this target community. MDHA will continue offering outreach to targeted housing residents through: regular dialogue with property staff and Resident Association officers; updates through MDHA's quarterly Resident Connection newsletter; personally served letters and flyers; as well as a project Hotline monitored business days to field questions and comments from residents without Internet access. Finally, the key stakeholders will substantially inform the Master Plan and will be meaningfully engaged in the planning process and early action activities. In total, there will be seven Town Hall meetings for these stakeholders, the general public, as well as Metro Government staff and elected officials. MDHA anticipates an average of 120 attendees at each public meeting.

MDHA and co-applicant MOBC (Subzone 1 Captain) expect that not all residents and stakeholders will share opinions. To help arbitrate different opinions among various community partners, the opening of each meeting will include a description of the expectations for respect among all participants. Respected residents and leaders in the community have agreed to participate in meetings and will help enforce this expectation as needed. In the unlikely event

that additional enforcement is needed, the MDHA Task Force, which includes six MNPD officers assigned to MDHA, also will be assigned to neighborhood surveillance.

**Part F: Strength and Extent of Local Government Commitment**

Nashville's 2016 Operating Budget is \$1.858 billion and includes revenue growth of \$75 million, largely driven by \$35.6 million in additional local sales tax revenue. Sales tax revenue has grown 36%, nearly \$100 million since the FY 2009 budget, propelled by a growing population and an increase in visitors. Metro Schools continues to receive the largest portion of the budget at 41% and public safety receives the second largest portion at 21%. Metro Schools will receive \$810 million for operations, which is \$36 million more than the 2015 fiscal year, allowing them to make recommended improvements.

In preparing for the 2017 budget, Mayor Barry has asked departments and agencies in Nashville to submit budgets for how they will meet the needs of Nashvillians in six key areas: education; public safety; transportation and transit; economic development; affordable housing; and a better quality of life. And this year, the Mayor is asking for departments to think strategically of how they can find efficient and effective ways to deliver services. In addition, the Mayor has not simply asked for a budget for next 12 months but rather the next three years to support a more long-term strategic approach to provide services and solve our problems.

Mayor Barry also has asked each department to collaborate with other departments to create teams from across the government to develop pilot initiatives that will address community needs such as jobs to help steer young people away from violence; mental health, animal welfare, and community beautification. The Mayor also wants departments and agencies to be creative and thinking of other ways that they can work together to solve Nashville's common problems. This is a new collaborative approach to encourage innovation and inspire solutions

that will make Nashville better. The Mayor's budget will continue to fund the programs that are essential to the city while compensating its employees, the City's most important asset, will be a critical priority. After years of growth, Nashville's economy is strong. We are lucky to live in a dynamic, vibrant city. Our budget gives us an opportunity to invest in a way that benefits all of our citizens.

## **GOALS AND ACTIVITIES TEMPLATE**

### **GOAL 1: Create jobs.**

**Description:** Support NPZ residents as they learn new skills to find and keep jobs, not simply minimum wage rather living wage jobs.

#### **ACTIVITY**

**Activity 1A:** Expand operational capacity at Mesa Komal, the kitchen at Conexión Americas, the culinary incubator which supports entrepreneurs who own or want start a food business.

**Activity 1B:** Further develop entrepreneurship plans, including opportunities embedded in Chapter Two partnerships and onsite at MOBC (culinary kitchen, employer panels).

#### **POLICY AREA**

Workforce Development; Family Asset Building; Adult Education; Re-entry; Transportation;

#### **RATIONALE/EVIDENCE**

**Action 1A:** Mesa Komal is at capacity. Doubling the size of the space will double the number of students and participants. More about the name: Mesa: Spanish for "table." Komal: Kurdish for "community." Comal: Spanish for "griddle." Offers job training and workforce skills. More than 1/3 of Davidson County residents pay more than 30% of their household income for housing related expenses, the maximum recommended by HUD.

**Action 1B:** Chapter Two youth are showing high levels of commitment and retention. Throughout that process, we also connect youth to innumerable agency and partner resources to build their resiliency and wraparound support. Nashville middle-skills jobs are projected to grown to a third of all jobs by 2020. Middle-skill jobs require GED and appropriate certification, like computer technology, nursing, advanced manufacturing.

#### **IMPLEMENTATION PARTNERS**

**Action 1A:** Glenncliff High School, Conexión Américas, NCAC, local employers

**Action 1B:** Local employers, local community colleges; Small Business Forum; Nashville Minority Small Business Forum; Chamber of Commerce, the Entrepreneur Center; NCAC.

#### **COMMITTED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please select source type:</b>	<b>Please Enter: Total Amount (\$), Source Name, Start and End Date, Any Other Details:</b>
Financial Commitment 1  For <b>Activity 1A</b>	Grant or Direct Allocation	Federal Government	800,000, Small Business Development grant from Department of Health and Human Services; 2012-2017, For Community Economic Development to support Mesa Komal
Financial Commitment 2  For <b>Activity 1B:</b>	Grant or Direct Allocation	Federal Government	\$2.7 million; HUD Jobs Plus Pilot Initiative; 2016-2019; Supports Jobs Plus at Napier and Sudekum

**NEEDED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please Enter: Total Amount (\$); Start and End Date, Any Other Details.</b>
Financial Need 1  For <b>Activity 1A:</b>	Grant or Direct Allocation	\$300,000; 2016-2020; for capital campaign to expand capacity  \$300,000; 2016-2020; for operating support for expansion
Financial Need 2  For <b>Activity 1B:</b>	Grant or Direct Allocation	\$417,197; annually for operating costs

**COMMITTED NON-FINANCIAL SUPPORT**

**Activity 1A:** Mentors

**Activity 1B:** MOBC administers Chapter Two at the Southside Enterprise Building onsite at Napier and Sudekum, a space they rent from MDHA at no cost.

**NON-FINANCIAL SUPPORT NEEDED**

**Activity 1A:** Mentors (ongoing)

**Activity 1B:** Volunteers and guest speakers, ongoing

**EXPECTED OUTCOMES AND MEASUREMENT**

**Activity 1A:** Entrepreneurial, expand capacity to serve a wider range of immigrant and migrant populations. Need money for training and technical assistance and operational expenses for co-

working space. Shared temporary office space for start-ups. Operating support for culinary incubator.

**Activity 1B:** Developing apprenticeship module for our workforce programs, via federal grant and private support. Number of participants who complete the program, number of participants who earn a wage, number of participants who increase their desired skills through either obtaining their GED or other certification program or degree. Foster and expand youth employment opportunities (both summer and year-round). And enhance the mechanisms to strengthen the workforce pipeline.

#### **DATA COLLECTION, TRACKING AND SHARING**

**Activity 1A and 1B:** Research, track, and compile data of the current workforce development programs in Nashville.

#### **TIMELINE/MILESTONES FOR IMPLEMENTATION**

**Activity 1A:** Expand the kitchen by 1,500 square feet (\$300,000 capital expense) and another \$300,000 for operating expenses. The culinary school is tied to Glenncliff High School and available to its culinary arts academy students. 25 students now and 25 are on the waiting list.

**Activity 1B:** Chapter Two is helping 400 people per year develop work readiness skills; 300 gain relevant work experience that translates into paid employment, and 100 people per year develop the hard skills to get jobs in Nashville's most popular industries.

#### **OPTIONAL Federal Regulatory and/or Statutory Barriers**

**OPTIONAL Technical Assistance:** Direct Technical Assistance for Specific Issues; Peer-to-Peer Learning and Networking

### **GOAL 2: Increase economic activity.**

**Description:** Increase economic activity in Nashville's Promise Zone by increasing pool of middle-skill workers.

#### **ACTIVITY**

**Activity 2A:** Increase adult educational attainment, aligned with high demand occupations in the county/region.

**Activity 2B:** Empowering poverty populations for greater economic mobility through education and training will become more critical, with 14% of the adult population below the poverty level. More than one third of the unemployed in the region are in poverty.

#### **POLICY AREA**

Workforce Development; Private Sector Investment; Entrepreneurship; Adult Education

#### **RATIONALE/EVIDENCE**

**Activity 2A:** Research suggests that nearly half of new job openings from 2010 through 2020 will be in middle-skill occupations, representing jobs requiring more than a high school diploma

but less than a bachelor’s degree and found in areas such as computer technology, nursing and advanced manufacturing.

**Activity 2B:** Individuals with associate degrees will earn 60% more than someone without a high school diploma. The countywide average is 43% of residents with an associate’s degree or higher.

**IMPLEMENTATION PARTNERS**

**Activity 2A and 2B:** MDHA, MOBC, NCAC, Nashville Financial Empowerment Center, Chamber of Commerce, Metro Government; Nashville Healthcare Council; Nashville Technology Council, Tennessee Department of Labor *(134 characters)*

**COMMITTED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please select source type:</b>	<b>Please Enter:</b>
Financial Commitment 1  <b>Activity 2A</b>	Grant or Direct Allocation;	Local, Regional, or Tribal Government;	Total Amount (\$), \$95,600  Source Name: Metro Allocation  Start and End Date: 2016  Any Other Details: to support NCAC
Financial Commitment 2  <b>Activity 2B</b>	Grant or Direct Allocation;	Local, Regional, or Tribal Government	Total Amount (\$): \$29,682,000  Source Name: Metro Government  Start and End Date: 2016 budget  Any Other Details:
Financial Commitment 3  <b>Activity 2B</b>	Grant or Direct Allocation;	State Government	Total Amount (\$): \$10.6 million  Source Name: State funding  Start and End Date: 2016  Any Other Details: Money for the program will come from a \$361.1 million endowment funded with lottery reserves.

**NEEDED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please Enter: Total Amount (\$); Start and End Date, Any Other Details.</b>
Financial Need 1  <b>Activity 2A and 2B</b>	Grant or Direct Allocation;	Tennessee Lottery funds to support Tennessee Promise (free community college to residents) and Tennessee Reconnect (supporting adults in going back to school to complete their degrees)

**COMMITTED NON-FINANCIAL SUPPORT**

**Activities 2A and 2B:** Guest Speakers and wraparound services to remove barriers to employment

**NON-FINANCIAL SUPPORT NEEDED**

**Activities 2A and 2B:** Guest Speakers and wrap around services to remove barriers to employment (ongoing)

**EXPECTED OUTCOMES AND MEASUREMENT**

**Activity 2A:** Must continue aggressive measures to ensure workers of 2016 to 2020 and beyond are skilled overall in ways that meet anticipated employer demand.

**Activity 2B:** In the current workforce, 26.1% of jobs have required an associate degree or higher; among jobs created in the next five years, 31.6% will require an associate degree or higher. Across the region’s postsecondary educational institutions an estimated 60% of graduating students remain in the region.

**DATA COLLECTION, TRACKING AND SHARING**

**Activity 2A:** Number of residents who complete their individual education goals.

**Activity 2B:** Number of residents who increase earnings and by what percent.

**TIMELINE/MILESTONES FOR IMPLEMENTATION**

**Activity 2A:** The number of the state's high school seniors to fill out the FAFSA. The Free Application for Federal Student Aid, which every Tennessee Promise student must complete, was one of the earliest indicators of the program's success. In 2015, 61% of the state’s high school seniors had filed out the FAFSA form. The completion rate was the highest in the nation.

**Activity 2B:** About 59 percent of first-time freshmen who enrolled last fall at a Tennessee community college needed some sort of remedial coursework.

**OPTIONAL Federal Regulatory and/or Statutory Barriers**

**OPTIONAL Technical Assistance:** Community Engagement/Outreach; Data Collection and Evaluation;

**GOAL 3: Improve educational opportunities.**

**Description:** Ensure that all children that live in the NPZ have access to high quality early childhood experiences and Increase college-readiness and college-going of students attending or living in NPZ.

**ACTIVITY**

**Activity 3A:** Deliver wide ranging parenting programs (nurturing parent, tied together, organized classes and activities) to families with children 0-2 (getting ready for pre-school), 3-6 (getting ready for school) and 7-18 (supporting social and mental health of children and families in school).

**Activity 3B:** Continue MOBC’s Byrne grant work offering wide ranging counseling programs to stop interpersonal and domestic violence.

**POLICY AREA**

Early Childhood; K-12; Adult Education Housing Development; Renter Assistance;

**RATIONALE/EVIDENCE:**

**Activity 3A:** There are currently 1,899 three- and four-year olds on the waitlist for MNPS pre-K for the first semester of the 2015-2016 school year.

**Activity 3B:** Increase college-readiness and college-going of students attending or living in NPZ. In the NPZ, only 5% of students are deemed college-ready by the ACT. The average college-going rate for the zone is 48%, falling below both the district (55.3%) and state (59.0%) averages.

**IMPLEMENTATION PARTNERS**

**Activity 3A:** MNPS and united way resource centers like MOBC and St. Luke’s Community House

**Activity 3B:** Pre-K Development Grant – Expansion Advisory Council, Oasis Center, Tennessee College Access and Success Network; Nashville Area Chamber

**COMMITTED FINANCIAL SUPPORT:**

	<b>Please Select Financing Type:</b>	<b>Please select source type:</b>	<b>Please Enter:</b>
Financial Commitment 1  <b>Activity 3A</b>	Grant or Direct Allocation;	Local, Regional, or Tribal Government;	Total Amount (\$): \$675,000  Source Name: Metro budget  Start and End Date: 2016  Any Other Details:



			Afterschool programs
Financial Commitment 2  <b>Activity 3B</b>	Grant or Direct Allocation;	Federal Government;	Total Amount (\$): \$175,000  Source Name: Byrne  Start and End Date: 2017-2018  Any Other Details:

**NEEDED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please Enter: Total Amount (\$); Start and End Date, Any Other Details.</b>
Financial Need 1  <b>Activity 3A</b>  <b>Activity 3B</b>	Grant or Direct Allocation; Market Rate Loan; Below Market Loan; Guaranteed Loan or First Loss Position; Equity; Tax Credit Proceeds	\$1 million  ongoing programs

**COMMITTED NON-FINANCIAL SUPPORT**

**Activity 3A and 3B:** mentors/tutors

**NON-FINANCIAL SUPPORT NEEDED**

**Activity 3A and 3B:** mentors/tutors (ongoing)

**EXPECTED OUTCOMES AND MEASUREMENT**

**Activity 3A:** Expand outpatient mental health practice to 8 fulltime counselors to provide wraparound support to families of school aged children (in and out of schools and center based) to ensure appropriate developmental and social/emotional milestones are met to ensure academic success. This includes embedding social emotional support in MOBC’s charter schools and partners with in and out of school activities. (407 characters)

**Activity 3B:** Decrease in interpersonal and domestic violence incidences. Disseminate trauma-informed care trainings to partners and schools, continue extensive neighborhood outreach, and disseminate best practices and shared resources.

**DATA COLLECTION, TRACKING AND SHARING**

**Activity 3A:** Number of afterschool programs offered; number of participants

**Activity 3B:** Decrease in interpersonal and domestic violence incidences, increased community policy and trust

#### **TIMELINE/MILESTONES FOR IMPLEMENTATION**

**Activity 3A:** By 2020, develop MOBC's middle school ASU model (in process); add two more ASU high school sites; and expand post-secondary case management, adding staff and also co-locating at local colleges most attended by participants. (225 characters)

**Activity 3B:** Number of schools and partners who learn about trauma-informed care; numbers and types of continuing neighborhood outreach, and sharing of best practices and shared resources.

#### **OPTIONAL Federal Regulatory and/or Statutory Barriers:**

**OPTIONAL Technical Assistance:** Research and Best Practices/General Guidance;

#### **Goal 4: Reduce Violent Crime.**

**Description:** Decrease violent crime in NPZ Hotspot and remove barriers to employment.

#### **ACTIVITY**

**Activity 4A:** Identification of barriers that may be limiting the success of youth ages 19 to 25 who have either experienced violence or are ex-offenders attempting to start a new path in life.

**Activity 4B:** Break the cycle of violence and despair for youth ages 13 to 18.

#### **POLICY AREA**

Crime Prevention and Intervention; Community Policing and Trust; Public Safety Capacity Building; Re-entry

#### **RATIONALE/EVIDENCE**

**Activity 4A:** Nashville's crime hotspot is at MDHA's adjacent Napier and Sudekum public housing developments. Crime has decreased by 10% this past year as a result of 70 new high resolution surveillance cameras. However, incidents have risen in areas with no coverage.

**Activity 4B:** Early experiences of violence not only harm children but also can lead to later violence and delinquency. Effective intervention strategies can break that cycle of violence, a strengthened dependency courts system that works more closely with child protective services, and improved delivery of services through unified family courts, administrative reform, written protocols, and the use of court appointed special advocates.

#### **IMPLEMENTATION PARTNERS**

**Activity 4A:** law enforcement, mentors, educators at the high school and post-secondary level, career development agencies, parents and individuals in this age range who can discuss the challenges they face. MNPd, MDHA, Metro Government, local universities, residents

**Activity 4B:** Law enforcement, mentors, educators at the high school and post-secondary level, career development agencies, parents and individuals in this age range who can discuss the challenges they face. MNPD, MDHA, Metro Government, local universities, residents, parents, educators, youth serving agencies, faith leaders, and teenagers.

**COMMITTED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please select source type:</b>	<b>Please Enter:</b>
Financial Commitment 1	Grant or Direct Allocation;	Local, Regional, or Tribal Government;	Total Amount (\$): \$57,874,100 Source Name: Metro budget Start and End Date: 2016 Any Other Details: Law enforcement allocation

**NEEDED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please Enter: Total Amount (\$); Start and End Date, Any Other Details.</b>
Financial Need 1 <b>Activity 4A</b>	Grant or Direct Allocation;	\$175,000 2017-2018 Byrne Criminal Justice Innovation Planning Grant
Financial Need 2 <b>Activity 4A</b>	Grant or Direct Allocation;	\$175,000 2018-2020 Byrne Criminal Justice Innovation Implementation Grant
Financial Need 1 <b>Activity 4B</b>	Grant or Direct Allocation;	\$500,000 2018-2020 Reentry assistance grants

**COMMITTED NON-FINANCIAL SUPPORT**

N/A

**NON-FINANCIAL SUPPORT NEEDED**

N/A

### **EXPECTED OUTCOMES AND MEASUREMENT**

**Activity 4A:** NPZ crime hot spot is concentrated in a high poverty community with limited infrastructure of affordable housing and retail, lack strong schools, and suffer from a shortage of effective community-based organizations to provide needed human services. This hot spot also has high numbers of residents on community supervision from the courts or prison, at-risk youth, and people engaged with behavioral health and social services agencies. *(439 characters)*

**Activity 4B:** Increase in number of young adults who expunge records and find employment.

### **DATA COLLECTION, TRACKING AND SHARING**

**Activity 4A:** UCR Part 1 crimes in police reporting areas in target neighborhoods.

**Activity 4B:** Increase in number of young adults who expunge records, as well as number of young adults that get and keep jobs.

### **TIMELINE/MILESTONES FOR IMPLEMENTATION:**

**Activity 4A:** Submit Byrne Criminal Justice Innovation Planning grant application to focus on NPZ Crime Hot Spot.

**Activity 4B:** Submit HUD's Safety and Security grants to purchase more cameras on the property.

### **OPTIONAL Federal Regulatory and/or Statutory Barriers:**

**OPTIONAL Technical Assistance:**

### **Goal #5: Increase access to affordable housing.**

**Description:** Increase access to quality affordable housing. There are currently more than 7,000 names on the waiting list for affordable housing in Nashville.

### **ACTIVITIES**

**Activity 5A:** Ensure equitable development related to building, funding, preserving, and retaining affordable housing opportunities.

**Activity 5B:** Increase supply of middle housing, low-income housing, single-room occupancy, and multigenerational housing.

**Policy Areas:** Workforce Development; Family Asset Building Housing Development; Homeownership; Renter Assistance

### **RATIONALE EVIDENCE**

**Activity 5A:** In order to maintain the housing market necessary to meet the needs of our city's varied residents, we must match the supply of housing to the demands of current and future residents. Local governments intervene in the housing market to influence supply through

regulations and incentives. The largest of these is the zoning code, which permits or limits where and what kind of housing can be built.

**Activity 5B:** Recently supply is struggling to keep up with demand as preferences for housing type and location have shifted away from large lot development and congested transportation networks, back to smaller lot development in neighborhoods with quick and convenient access to jobs, services, and transit. By 2040, Nashville will need a total of 352,600 housing units. This would require building 113,000 new homes, or about 3,800 housing units per year.

### **IMPLEMENTATION PARTNERS**

**Activity 5A:** Nashville/Davidson County Consolidated Plan; Metro government; Planning Department, Nashville Next; Civic Design Center; Five Points and East Bank Metropolitan Redevelopment Plans; East Nashville Community Plan; MTA; Riverfront Master Plan (Nashville Civic Design Center/Metro Parks/U.S. Army Corps of Engineers); and East Nashville R/UDAT

**Activity 5B:** Nashville/Davidson County Consolidated Plan; Metro government; Planning Department, Nashville Next; Civic Design Center; Five Points and East Bank Metropolitan Redevelopment Plans; East Nashville Community Plan; MTA; Riverfront Master Plan (Nashville Civic Design Center/Metro Parks/U.S. Army Corps of Engineers); and East Nashville R/UDAT

### **FINANCE COMMITTED**

**Activity 5A:** Community Investment Tax Credit Loan; Below Market Load; \$5,585,000; 2016-2017; Levy Place (subzone 1)

**Activity 5A:** HUD 221d4 Rehab Loans; amortized over 40 years; \$7,875,600; Spring 2017; new housing at 10<sup>th</sup> and Jefferson (subzone 5)

**Activity 5B:** Replacement Housing Factor Funds; \$9.5 million annually; 70 new units at Cayce (Phase 1 Envision Cayce, Subzone 1)

**Activity 5B:** THDA HTF; \$500,000; 2015-2016; 70 new units at Cayce (Phase 1 Envision Cayce, Subzone 1)

**Activity 5B:** Metro Infrastructure Capital Funds; \$4 million; 90 new units at Cayce (Subzone 1) 2015-2017

### **FINANCE NEEDED**

**Activity 5A:** Low Income Housing Tax Credit (LIHTC); \$10.5 million for rehabilitation of Randy Rogers (Subzone 1)

**Activity 5A:** Grant; \$10.5 million for rehabilitation of Parkway Terrace (Subzone 1)

**Activity 5B:** Infrastructure Funds, Sale proceeds of properties; HUD loans; \$20 million (phase 2 of Envision Cayce) (Subzone 1)

**Activity 5B:** HUD 221d4 Rehab Loans; \$600 million; 2018-2028; to complete Envision Cayce (Subzone 1)

**Activity 5B:** HUD 221d4 Rehab Loans; \$700 million; 2018-2028; to implement Envision Napier and Sudekum (Subzone 1)

**Activity 5B:** Choice Neighborhoods planning grant (pending) \$2 million to fund Envision Napier and Sudekum

### **COMMITTED NON-FINANCIAL SUPPORT**

**Activity 5A:** MOBC co-applicant for choice Neighborhood's grant (pending)

**Activity 5B:** MOBC co-applicant for choice Neighborhood's grant (pending)

### **NEEDED NON-FINANCIAL SUPPORT**

**Activity 5A:** Convenient meeting space for Napier and Sudekum residents and community stakeholder to participate in neighborhood revitalization planning.

**Activity 5B:** Convenient meeting space for Napier and Sudekum residents and community stakeholder to participate in neighborhood revitalization planning.

### **EXPECTED OUTCOMES AND MEASUREMENT**

**Activity 5A:** Provide a housing development toolkit that increases housing options throughout Davidson Count. Post Toolkit online at MDHA's website by December 31, 2018.

**Activity 5B:** Double the number of housing units in Cayce by 2026 from 716 to 1,432 (60% project completion) Complete planning phase and publish the Master Plan for revitalizing Envision Napier and Sudekum.

### **DATA COLLECTION AND TRACKING**

**Activity 5A:** MDHA post toolkit online and include an online survey about perceived value. Track number of new units rebuilt in Cayce. Track money raised to implement revitalization plans. Share information quarterly with NPZ.

**Activity 5B:** MDHA post toolkit online and include an online survey about perceived value. Track number of new units rebuilt in Cayce. Track money raised to implement revitalization plans. Share information quarterly with NPZ.

### **TIMELINE/MILESTONES FOR IMPLEMENTATION**

**Activity 5A:** Complete key stakeholder comment period on toolkit resources. Post toolkit. Conclude Envision process for Napier and Sudekum by December 2019. Conclude Envision process for Edgehill by December 2020.

**Activity 5B:** Complete key stakeholder comment period on toolkit resources. Post toolkit. Conclude Envision process for Napier and Sudekum by December 2019. Conclude Envision process for Edgehill by December 2020.

**GOAL 6: Improve community infrastructure.**

**DESCRIPTION:** Develop, coordinate, and administer transportation and growth policies for Nashville

**ACTIVITY**

**Activity 6A:** Implementation of NashvilleNext, the city’s 25-year General Plan which guides growth and development countywide, and nMotion, the MTA/RTA forthcoming strategic plan, which will recommend new transit projects and improved service standards.

**Activity 6B:** Conexión Américas is completing a planning phase to revitalize Nolensville Road, a comprehensive community plan for transforming the corridor. Early action items that are being discussed include cross walks, bike lanes, and traffic calming.

**POLICY AREA**

Commercial Corridors; Transportation; Community Infrastructure; Strategic Planning, Civic Engagement

**RATIONALE/EVIDENCE**

**Activity 6A:** By 2035, Davidson County is projected to grow by 14.2% – from 659,000 residents to over 750,000 residents. With a growing population and economy, the Nashville region depends on efficient, reliable, and affordable transportation choices. Improved transit service, especially during peak travel hours, helps maintain competitive commute times, retain and attract businesses, and support the efficient movement of freight. *(471 characters)*

**Activity 6B:** The Nolensville corridor is one of MTA’s busiest. Transit Emphasis Corridors are corridors that are served by high volumes of transit service where priority is given to transit and a high level of transit amenities are provided.

**IMPLEMENTATION PARTNERS**

**Activity 6A:** NashvilleNext, the Metropolitan Transit Authority and Regional Transportation Authority, Metro departments –including Public Works, Planning, Parks, MNPS, and MTA, Conexión Américas.

**Activity 6B:** NashvilleNext, the Metropolitan Transit Authority and Regional Transportation Authority, Metro departments –including Public Works, Planning, Parks, MNPS, and MTA, Conexión Américas.

**COMMITTED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please select source type:</b>	<b>Please Enter:</b>
Financial Commitment 1	Grant or Direct Allocation	Local, Regional, or Tribal	Total Amount (\$): \$68,861,300 Source Name: Metro Government

<b>Activity 6A</b>		Government	Start and End Date: 2016  Any Other Details: Administration of current projects
Financial Commitment 1  <b>Activity 6B</b>	Grant or Direct Allocation	Local, Regional, or Tribal Government	Total Amount (\$): \$600,000  Source Name: Metro Parks  Start and End Date: 2016  Any Other Details: Matching money to purchase an old parking lot for transformation into a beautiful green space/park and neighborhood asset.

**NEEDED FINANCIAL SUPPORT**

	<b>Please Select Financing Type:</b>	<b>Please Enter: Total Amount (\$); Start and End Date, Any Other Details.</b>
Financial Need 2  <b>Activity 6A</b>	Grant or Direct Allocation	\$8.5 billion  2015-2040  Regional elected and transportation officials adopted a 25-year transportation plan, Middle Tennessee Connected, that's expected to cost \$8.5 billion to cover infrastructure costs.
Financial Need 1  <b>Activity 6B</b>	Grant or Direct Allocation	\$2 million  2016-2020  Conexión Américas has already raised \$600,000 from Metro Parks

**COMMITTED NON-FINANCIAL SUPPORT**

**Activity 6A:** Convenient locations for Transit Talks

**Activity 6B:** Convenient locations for Transit Talks

**NON-FINANCIAL SUPPORT NEEDED**

**Activity 6A:** Convenient locations for Transit Talks (ongoing)

**Activity 6B:** Convenient locations for Transit Talks (ongoing)



## **EXPECTED OUTCOMES AND MEASUREMENT**

**Activity 6A:** The 25-year plan, as required by the federal government, must include road, transit, freight, technology, walking and biking projects. It includes 200 projects that can be implemented with \$8.5 billion from federal, state and local funds, according to the MPO.

**Activity 6B:** Completion of new green space/park; completion of early action items that are being discussed include cross walks, bike lanes, and traffic calming.

## **DATA COLLECTION, TRACKING AND SHARING**

**Activity 6A:** Progress toward outcomes.

**Activity 6B:** Progress toward outcomes.

## **TIMELINE/MILESTONES FOR IMPLEMENTATION**

**Activity 6A:** Update Nashville's strategic plan for sidewalks and bikeways in 2016.

**Activity 6B:** Development of a Master Plan and completion of early action items that are being discussed include cross walks, bike lanes, and traffic calming.

## **OPTIONAL Federal Regulatory and/or Statutory Barriers: OPTIONAL Technical Assistance**

### **ATTACHMENTS**

- Mapping Tool Data Sheet
- Letter of UGLG Commitment
- Narrative
- Additional Documentation
- Photographs (Optional)