



Atlanta Housing Authority

April 14, 2010

Dominique Blom
Deputy Assistant Secretary
Office of Public Housing Investments
U.S. Department of Housing and Urban Development (HUD)
451 Seventh Street, S.W.
Room 4130
Washington, D.C. 20410-5000

SUBJECT: Atlanta Housing Authority's Submission of its Fiscal Year (FY) 2011 Moving to Work (MTW) Annual Plan

Dear Dominique:

I am pleased to provide Atlanta Housing Authority's FY 2011 MTW Annual Plan.

The enclosed FY 2011 MTW Plan is a comprehensive document serving as both AHA's annual MTW Plan and Business Plan (CATALYST Implementation Plan). This year's Plan is organized around seven major organizational priorities: (1) Revitalization Program, (2) Project Based Rental Assistance as a Development Tool, (3) Re-engineering the Housing Choice Voucher Program, (4) Asset Management (5) Human Development (6) Improving the Quality of Life of AHA-Owned Residential Properties; and (7) Business Transformation. The Plan also includes an update on our Quality of Life Initiative (QLI) and the use of American Recovery and Reinvestment Act (ARRA) formula Capital funds.

Please note that at the submission of this Plan, HUD had not yet provided AHA's final Calendar Year 2010 Public Housing Operating Fund or Capital Fund Program Awards. Both of these are integral components of AHA's FY 2011 Budget which runs from July 2010 to June 2011. AHA will seek Board Approval of its FY 2011 Budget prior to the start of FY 2011 based on the best information available at the time and will provide its Board-approved FY 2011 budget under separate cover to HUD. In the meantime, AHA is providing its Board-approved FY 2010 Comprehensive Operating and Capital Budget for the period ending June 30, 2010. AHA will provide the FY 2011 Budget in a similar format.

AHA continues to be proud of its progress under MTW. AHA has successfully relocated approximately 3,000 families from distressed, obsolete communities, into better, quality living environments under QLI and continues to make targeted investments in the success of

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assisted households through connection to mainstream training, educational and supportive services by its Service Provider Network partners, Human Services providers and on-staff Client Services Counselors. Families have made tremendous progress in obtaining and maintaining work and getting enrolled in educational and training programs, despite the downturn in the economy. Further, AHA continues to engage and maintain relationships with excellent private sector developers, owners and landlords in the provision of market quality, mixed-income communities for families, seniors and persons with disabilities. As AHA embarks on FY 2011, we will continue to examine opportunities to expand the affordable housing resource in Atlanta while enhancing our economic viability and sustainability.

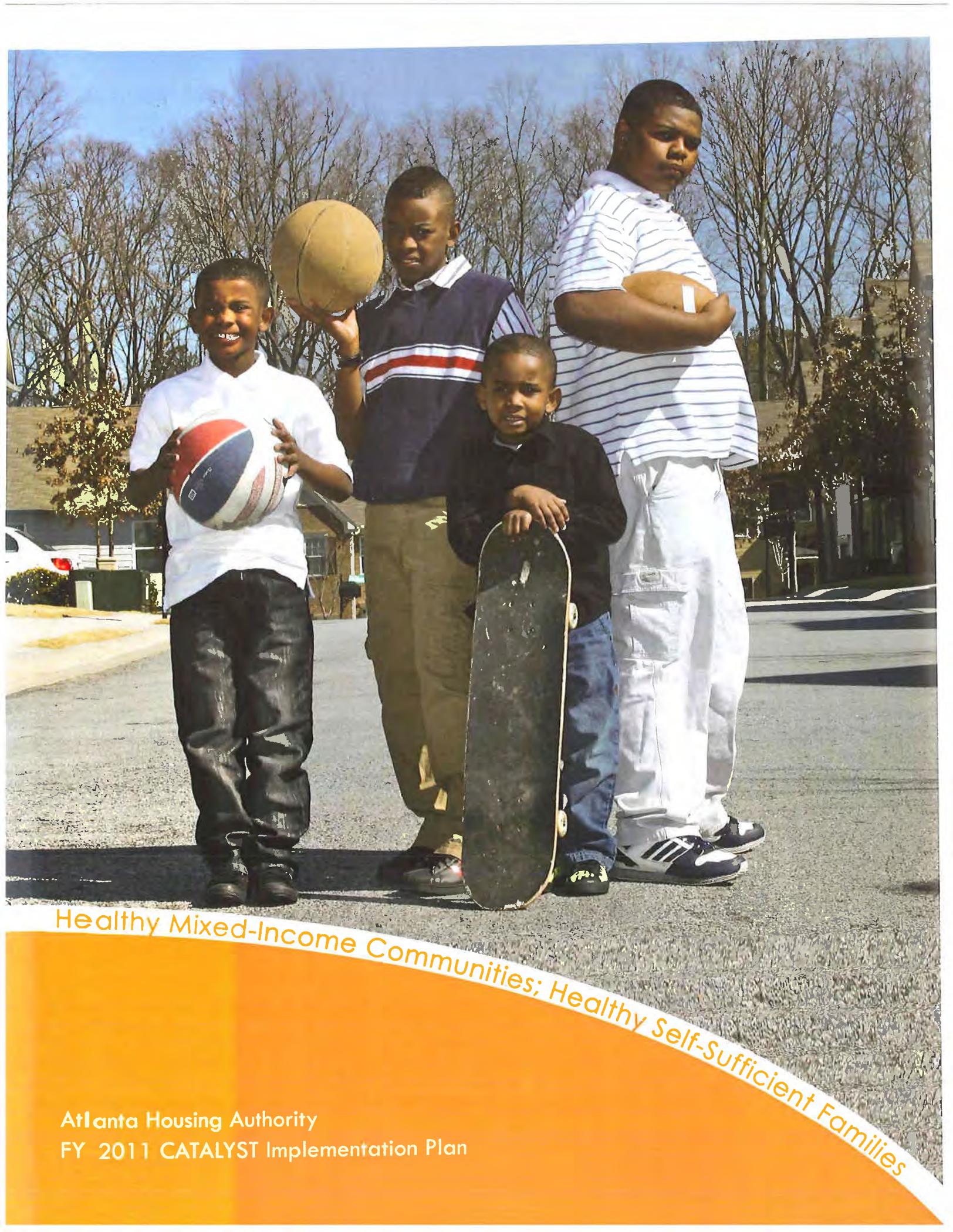
We appreciate the on-going relationship and support from HUD in realizing our goals under MTW as we continue our work here in Atlanta.

Sincerely,



Renée Lewis Glover
President and CEO

C: Ivan Pour (HUD, OPHI)
Gene Geritz (HUD, AHA's MTW Program Manager)
Mark Kemp
Adrienne Walker
Tarcha Blount
Ada Holloway (Local HUD)



Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

Atlanta Housing Authority
FY 2011 CATALYST Implementation Plan

FY 2011 CATALYST IMPLEMENTATION PLAN

MESSAGE FROM THE CHAIRMAN OF THE AHA BOARD OF COMMISSIONERS

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*Cecil Phillips
Chairman
AHA Board of Commissioners*

Board of Commissioners

Cecil Phillips - Chairman
Elder James Brown - Vice Chairman
Justine Boyd
Eva B. Davis
Carol Jackson
Margarette Paulyne Morgan White

Message from Chairman of the AHA Board of Commissioners

Strategically investing in the creation of amenity-rich mixed-use, mixed-income communities where low income families can thrive is a big part of what the Atlanta Housing Authority does. We take the long view of this investment so that these families can have access to great educational and economic opportunities so they can achieve their version of the American Dream.

Since AHA became a Moving to Work agency in 2003, we have continued to raise our standards to better serve residents. MTW provides the innovation and flexibility that allows AHA to continue creating healthy, mixed-income, mixed-use communities across this great city, replacing the outdated and failed public-housing projects of the past. We now serve more self-sufficient families than ever before and MTW has been one of the biggest building blocks in that process.

Serving on the board of commissioners over the years and seeing families escape the cycle of poverty is rewarding. Improving lives and neighborhoods is really what it's about. On behalf of the Board of Commissioners, we are pleased and honored to help make Atlanta a better place to live for all of Atlanta's citizens.

Cecil Phillips



(Pictured): On August 20, 2009, Renée Lewis Glover, Atlanta Housing Authority's President and CEO, and Henry Cisneros, former Secretary of HUD during the Clinton administration, signed copies of *"From Despair to Hope: Hope VI and the New Promise of Public Housing in America's Cities."* Glover authored a chapter titled, *"The Atlanta Blueprint: Transforming Public Housing Citywide."*

Message from the President and CEO

It was an honor to participate in a book signing event in Atlanta alongside Henry Cisneros (*featured photo*) on the release of a book he and Lora Engdahl co-edited entitled *"From Despair to Hope, HOPE VI and the New Promise of Public Housing in America's Cities."* From a number of perspectives, the book documents the evolution of the HOPE VI program, the transformational effect it had in a number of urban cities, and the many lessons learned from a real estate and human perspective that continue to shape national urban policy today. As one of several contributing writers, I had the privilege to communicate how HOPE VI was used in Atlanta, on a city-wide basis, to break away from the flawed social design of public housing and reverse the cycle of low expectations and poor outcomes.

Having received and successfully implemented a number of HOPE VI Revitalization grants, Atlanta Housing Authority (AHA) has taken the many lessons learned from this valuable program and has established a set of guiding principles to further develop its local housing model under Moving to Work (MTW). If you pair the HOPE VI and MTW programs together, there are several essential principles that have enabled the AHA to be innovative in the delivery of the affordable housing resource:

- **Local control and flexibility to set policy and design and deliver programs**
- **Flexibility to incent and support private sector partnerships, leverage public resources and maximize private investment**
- **Flexibility to establish expectations and standards, and make strategic investments that lead to empowerment and personal responsibility resulting in economic independence and self-sufficiency**

AHA's Fiscal Year 2011 MTW Plan describes a number of organizational priorities and supporting activities that further support the agency in realizing its vision of **"Healthy Mixed-Income Communities; Healthy Self-Sufficient Families."**

AHA believes the MTW Program is the right approach to thoughtful and responsible de-regulation. This flexibility, coupled with a thoughtful Business Plan, will yield great outcomes for families, neighborhoods and the nation.



Renée Lewis Glover

President and CEO, Atlanta Housing Authority

The Housing Authority of the City of Atlanta, Georgia (AHA), a public body corporate and politic created under the Housing Authorities Laws of the State of Georgia, is a diversified real estate company with a public mission and purpose. AHA achieves its mission by using various assets that provide affordable housing opportunities for low-income families in the City of Atlanta. AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing, invest and lend money, create for-profit and not-for-profit entities, administer Housing Choice vouchers, issue bonds and develop commercial, retail and market rate properties that benefit affordable housing. Many of AHA's programs are funded, in part, and regulated by the U.S. Department of Housing and Urban Development (HUD) under the provisions of the U.S. Housing Act of 1937, as amended, as modified by AHA's Moving to Work Agreement dated September 23, 2003, as amended and restated effective as of November 13, 2008 and further amended on January 16, 2009. The MTW Agreement, as amended and restated and further amended, is referred to herein as the "Restated MTW Agreement" or "MTW Agreement."

PLAN FORMAT

The format for the FY 2011 Plan is organized around seven major priorities: Revitalization Program; Project Based Rental Assistance as a Development Tool; Re-Engineering the Housing Choice Voucher Program; Asset Management; Human Development; Improving the Quality of Life at AHA Owned Residential Properties; and Business Transformation. The seven Priorities include a high-level discussion on strategic activities that will be implemented during FY 2011. With the exception of the Business Transformation, which is a new priority, the remaining six priorities are all on-going from FY 2008, 2009 and 2010 MTW Annual Plans.

The Plan also includes additional important sections as follows:

- Update on the successful completion of AHA's Quality of Life Initiative (QLI)
- Discussion of American Recovery and Reinvestment Act (ARRA) funds to improve the quality of life for AHA-assisted households who reside at AHA-owned Residential Properties
- AHA's plans to continue research and evaluation of AHA's MTW innovations for the balance of the terms of the Restated MTW Agreement.

- New Policy section which organizes and discusses the policy reforms AHA has adopted and implemented using its MTW authority. The Policy section also contains an overview of policies proposed to be adopted and implemented during FY 2011.

As a MTW agency, all activities and projects undertaken by AHA are MTW Activities. Under the requirements of AHA's MTW Agreement, in order to be eligible, these activities and projects must be set forth and described, on a cumulative basis, in AHA's base Business Plan and the subsequent Annual MTW Implementation Plans. These projects and activities are implemented by AHA as a single enterprise using a wide variety of funding sources including, but not limited to, MTW Funds; non-MTW Funds (e.g. HOPE VI Funds and ARRA Funds); Program Income; income earned by AHA from other activities; grants and funding from third parties (other than HUD); and private funding sources. AHA's MTW Agreement and MTW Single Fund approach have allowed AHA to operate as an integrated business organization. This approach has eliminated the redundancy and inefficiency that resulted from the disparate program requirements of the Low Income Operating Funds and Housing Choice Voucher Funds. Using this integrated approach, AHA is in a better position to identify the affordable housing needs in the Atlanta community, craft strategies and solutions to meet those needs and achieve superior desired outcomes for AHA's customers and the City of Atlanta.

Pioneering Efforts: AHA's Revitalization Program

Since the start of Renée Lewis Glover's leadership at AHA in September 1994, the agency has chartered a bold new course and an ambitious vision to transform the delivery of affordable housing by ending the practice of concentrating low income families in the traditional public housing model through its comprehensive and strategic Revitalization Program. Under AHA's Revitalization Program, public housing-assisted households have been relocated, primarily to private housing using Housing Choice vouchers to close the gap for the cost of housing and utilities. A small number of households choose to relocate to other AHA-owned public housing developments. The distressed and obsolete housing projects are being demolished, the sites are being remediated and prepared for market rate quality mixed-use, mixed-income community development through partnerships with excellent private sector developers. Consistent with AHA's vision of "**Healthy Mixed-Income Communities; Healthy Self-Sufficient Families**", AHA's Revitalization Program is designed to create communities where Atlanta's families, from every socio-economic status, can live, learn, work and play, as they pursue their

version of the American dream. AHA believes that every person has unlimited human potential and promise, but the quality of his or her living environment impacts the outcome.

AHA's Revitalization Program is governed by **five guiding principles**:

1. End the practice of concentrating low income families in distressed and isolated neighborhoods.
2. Create healthy mixed-use, mixed-income (children-centered) communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families, (especially children), with emphasis on excellent, high performing neighborhood schools and high quality of life amenities, including first-class retail and green space.
3. Create mixed-income communities with the goal of creating market rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. Support participants with adequate resources so they can achieve their life goals, focusing on self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.

Since 1994, AHA has been positioned to deconcentrate poverty through implementing its Revitalization Program. AHA has leveraged HOPE VI and other public housing development funds, its land, and its operating subsidies to facilitate, partnerships with private sector developers and owners the availability of quality affordable housing opportunities in mixed-use, mixed-income communities throughout Atlanta. As a result, once distressed public housing projects and their surrounding neighborhoods throughout the City of Atlanta have been transformed to healthy, economically integrated communities with great neighborhood schools and other wonderful quality of life amenities. The real estate and human development outcomes have been outstanding. Where distressed projects once stood are now healthier, economically integrated, amenity-rich communities, with increased real estate values, dramatically lower rates of crime, improved student and school performance and substantially

higher participation in the workforce by the assisted-households enjoying these new Atlanta communities.

Moving to Work Demonstration

Having moved from troubled agency status in 1994 to high performer status in 1999 and sustaining that status thereafter, AHA applied for and received its coveted Moving to Work (MTW) designation in 2001. MTW is a demonstration program established by Congress in 1996 and administered by HUD, giving participating public housing agencies the flexibility to design and test various approaches for facilitating and providing quality affordable housing opportunities in their localities. After protracted negotiations with HUD, AHA executed its MTW Agreement with HUD on September 23, 2003, the initial period of which was effective from July 1, 2003 through June 30, 2010. In response to HUD's decision to expand and extend the demonstration period until June 30, 2018, AHA and HUD negotiated and executed an Amended and Restated MTW Agreement, effective as of November 13, 2008, and further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009. The second amendment (a) reinstates AHA's ability to invest MTW Funds in certain types of real estate transactions, and (b) reaffirms that AHA's MTW Funds may be used for MTW Eligible Activities (as defined in the Restated MTW Agreement) and for low-income families beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended (1937 Act). AHA and HUD agreed that the Restated MTW Agreement may be automatically extended for additional ten-year periods, subject to HUD's approval and AHA meeting certain agreed upon conditions. Under the Restated MTW Agreement, AHA combines its low income operating funding, housing choice voucher funds and certain capital funds into a single fund (MTW Single Fund or MTW Funds) which may be expended on MTW Eligible Activities.

AHA's program design for implementing its Restated MTW Agreement leverages the guiding principles, the best practices and lessons learned from AHA's Revitalization Program. The Restated MTW Agreement continues to provide substantial statutory and regulatory relief under the 1937 Act, and reaffirms, extends and expands the statutory and regulatory relief provided under AHA's original MTW Agreement. The Restated MTW Agreement forms the statutory and regulatory framework for AHA to carry out its work during the term of the Restated MTW Agreement, as it may be extended, as set forth in AHA's Business Plan, and as amended from time to time.

AHA's Business Plan

In 2004, AHA submitted to HUD its first Business Plan, using this new statutory and regulatory framework (herein referred to as the “Business Plan” or “CATALYST Plan”). AHA’s Business Plan and its subsequent annual MTW implementation plans on a cumulative outline AHA’s priority projects, activities and initiatives to be done during each fiscal year.

Fiscal Year 2011 represents AHA’s eighth year of participation in the MTW Demonstration. The agency has made substantial strides in achieving its vision guided by the **three primary goals under the AHA Business Plan:**

1. **Quality Living Environments** – Provide quality affordable housing in healthy mixed-income communities with access to excellent quality of life amenities.
2. **Self-sufficiency** – (a) Facilitate opportunities for families and individuals to build wealth and reduce their dependency on subsidy, ultimately becoming financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable elderly and persons with disabilities to live independently with enhanced opportunities for aging well.
3. **Economic Viability** – Maximize AHA’s economic viability and sustainability.

AHA submits its annual CATALYST Implementation Plan to HUD after assessing the affordable housing needs within its jurisdiction; considering financial and other resources; and soliciting input from AHA-assisted households, local officials, community stakeholders and the general public with consultation through a public hearing process. After AHA submits the Plan to HUD, it is reviewed for consistency with AHA’s Restated MTW Agreement.

When HUD approves the annual CATALYST Implementation Plan, the approval is deemed to be cumulative and remains in effect for the duration of the Restated MTW Agreement period, as it may be extended from time to time.

AHA's Vision of **"Healthy Mixed-Income Communities; Healthy Self-Sufficient Families"** is the focus for the Fiscal Year (FY) 2011 CATALYST Implementation Plan (herein the "FY 2011 MTW Annual Plan" or the "FY 2011 Plan"). Guided by AHA's vision, guiding principles and Business Plan goals, the FY 2011 Plan provides an overview of the proposed strategic activities that AHA will implement during FY 2011 using the authority under its Restated MTW Agreement. Consistent with the MTW Statutory Goals, as stated below, AHA will continue to use the statutory and regulatory relief and flexibility afforded under the Restated MTW Agreement to advance its local affordable housing strategies and the following seven Business Plan Priorities: (1) Revitalization Program; (2) Project Based Rental Assistance as a Development Tool; (3) Re-Engineering the Housing Choice Voucher Program; (4) Asset Management; (5) Human Development; (6) Improving the Quality of Life at AHA-Owned Residential Properties; and (7) Business Transformation.

MTW Statutory Goal 1: Reduce Costs and Achieve Greater Cost Effectiveness in Federal Expenditures

- AHA will continue to leverage its funds and other assets to incent strong and strategic partnerships with private sector developers, investors and other stakeholders in long-term public/private real estate deals utilizing private sector business principles to create and support quality, sustainable and viable living environments.
 - ➔ **See Related Business Plan Priorities: Revitalization Program and Asset Management**
- To achieve better operating efficiency and effectiveness, AHA will strengthen its business processes, systems, policies and procedures; thereby supporting its continued transformation into a diversified real estate company with a public mission and purpose.
 - ➔ **See Related Business Plan Priority: Business Transformation**

MTW Statutory Goal 2: Give Incentives to families with children where the head of household is working, seeking work or is preparing for work by participating in job training, educational programs or programs that assist people to obtain employment and become economically self-sufficient

- AHA will continue making long-term careful and prudent investments in families, working in collaboration with excellent human service providers and community based organizations, to facilitate employment and building economic independence and self-sufficiency.
 - ➔ **See Related Business Plan Priorities: Human Development; Re-engineering the Housing Choice Program**

MTW Statutory Goal 3: Increase Housing Choices for Low-Income Families

- AHA, in partnership with private sector development partners and private owners, will expand the availability and quality of affordable housing seamlessly integrated in high quality, market competitive mixed-income communities and other desirable neighborhoods in and around the City of Atlanta for families, seniors and persons with disabilities.
 - ➔ **See Related Business Plan Priorities: Revitalization Program, Project Based Rental Assistance as a Development Tool, Re-Engineering the Housing Choice Program and Improving the Quality of Life at AHA-owned Residential Properties**
- AHA will improve the quality of the product and quality of life at AHA-owned residential properties with a focus on creating desirable, amenity-rich living spaces where seniors and persons with disabilities can live and age well.
 - ➔ **See Related Business Plan Priorities: Improving the Quality of Life at AHA-owned Residential Properties and Human Development**

MTW REFORMS & INNOVATIONS AT A GLANCE

The following “At a Glance” overview highlights key innovations or reforms AHA has implemented as a result of its participation in the MTW Demonstration. The key reform categories are:

- **Use of MTW Funds** – Describes the use of MTW Funds to support MTW Eligible Activities (as defined in the Restated MTW Agreement), including, but not limited to, providing gap financing to support the development or rehabilitation of mixed-income rental communities as a part of an AHA-sponsored revitalization plan or the development or modernization of mixed-income rental developments by other private owners and developers.
- **Housing Choice Voucher Program Reforms** - AHA has used its authority under the Restated MTW Agreement to implement local changes of policies, business processes, systems and operating procedures for the administration of AHA’s Housing Choice Voucher Program (HCVP). The goals of the HCVP transformation using private sector best practices, principles and operational discipline are to (i) attract quality landlords and properties to the Program; (ii) improve customer service; (iii) improve operating effectiveness and efficiency; and (iv) gain greater acceptance of the Program throughout the City of Atlanta. The local changes have focused on eliminating obstacles and solving

problems which have adversely affected the acceptance and use of vouchers in lesser impacted neighborhoods, e.g. AHA Submarket Payment Standards; Leasing Incentive Fees, higher expectations and standards for AHA-assisted households and the use of conventional real estate standards and requirements for landlords. AHA has also adopted changes in policies that have fixed the amount of the Total Tenant Payment to be no more than 30% of Adjusted Income in order to stabilize the amount a Housing Choice participant pays for rent and utilities.

- **Housing Policy Reforms** – Outlines a number of policies that AHA has instituted under its Restated MTW Agreement that promote household accountability and responsibility, self sufficiency and over time, reduces the level of subsidy needed to support the households.
- **Expanding Housing Opportunities** – This reform highlights innovations implemented to expand the availability of affordable housing seamlessly integrated in market quality mixed-income communities and neighborhoods using market principles and approaches in administering the subsidy and landlord/tenant relations.
- **Self-Sufficiency** – Highlights a number of initiatives and programs that further promote client self-sufficiency while improving operational efficiency and effectiveness by leveraging MTW Funds, grants and other public/private resources with strategic partners.
- **Corporate Support** – Provides an overview of organization-level operational enhancements that improve AHA’s financial and business operations.

Most of the reforms that follow, with the exception of the Local Asset Management Program, exercise the authorizations included in AHA’s Restated MTW Agreement Attachment D (Legacy and Community-Specific Authorizations). The Local Asset Management Program exercises the authority in the First Amendment to AHA’s Restated MTW Agreement. Within each reform category is a discussion of innovations or policies developed exercising the authority under AHA’s Restated MTW Agreement and highlights one or more of the three MTW Statutory goals.

The three MTW Statutory goals are:

- MTW Statutory Goal 1:** Increase housing choices for low-income families
- MTW Statutory Goal 2:** Reduce costs and achieve greater cost effectiveness in Federal Expenditures
- MTW Statutory Goal 3:** Give incentives to families with children where the head of household is working, seeking work or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient

Atlanta Housing Authority MTW Innovations at a Glance

Use of MTW Funds

MTW Agreement Provision: Attachment D, Section V.	– Single Fund Budget with Full Flexibility
Second Amendment, Section 2.	– Use of MTW Funds
Second Amendment, Section 3.	– Reinstatement of “Use of MTW Funds” Implementation Protocol

- **MTW Single Fund** AHA has been able to combine its low-income operating funds, MTW Housing Choice voucher funds and capital funds (including certain development funds) into a “single” block grant. When so combined, the funds lose their programmatic restrictions and may be used to fund MTW eligible activities (as defined in the Restated MTW Agreement and more particularly described in AHA’s MTW Base Business Plan – submitted in FY2005 as amended (on a cumulative basis) by the Annual MTW Implementation Plans). As authorized under the MTW Agreement, the universe of MTW eligible activities may go beyond Section 8 and Section 9 of the 1937 Act, as long as such activities facilitate housing for “low-income” households, (i.e. households earning 80 percent or below the metropolitan Atlanta area median income) and related community building activities. Meets Statutory Goals 1, 2 and 3.
(See Introduction section of Plan)
- **Gap Financing** allows the agency to support real estate financial closings challenged by the need for investors and/or funders necessary for the completion of development projects. Meets Statutory Goals 1 and 2.
(See Revitalization section of Plan)
- **Use of MTW Funds in Affordable Residential with Private Owners** uses MTW Funds to invest in residential properties owned by private entities to facilitate the creation of mixed-income communities by supporting the development or rehabilitation of housing units that are affordable to low-income families. Leverages public/private investment to expand quality affordable housing. Meets Statutory Goals 1 and 2.
(See Project Based Rental Assistance as a Development Tool section of Plan)

Atlanta Housing Authority MTW Innovations at a Glance

Housing Choice Voucher Program Reforms

MTW Agreement Provision: Attachment D, Section VII – Establishment of Housing Choice Voucher Program

- **30% of Adjusted Income** guarantees that all HCVP participants' total tenant payments are only 30% of adjusted income. This innovation ensures uniformity of tenant payments regardless of the source of the AHA subsidy. This innovation also ensures the continued affordability of the HCVP. Meets Statutory Goals 1 and 3.
(See [Re-engineering the Housing Choice Program section of the Plan](#))
- **Atlanta Submarket Payment Standards** were created using a market study conducted by a third-party real estate market analyst. These payment standards are used instead of HUD Fair Market Rents. Because the submarket payment standards are developed using comparable rents in the subject submarkets, such payment standards do not skew the rents paid in that submarket. This innovation has eliminated many financial barriers families often encounter during a housing search and gives participants additional financial leverage in leasing quality affordable housing. Meets Statutory Goals 1 and 2.
(See [Re-engineering the Housing Choice Program section of the Plan](#))
- **Rent Reasonableness Determinations** are being conducted by the Asset Management Group using independent market analysis to establish the market equivalent rent for each residential unit in AHA's HCVP. AHA will achieve added value in all rent reasonableness determinations resulting in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources. Meets Statutory Goal 2. (See [Re-engineering the Housing Choice Program section of the Plan](#))
- **Leasing Incentive Fee** was established to attract landlords and private owners in making housing available to low-income families in healthy mixed-income communities. In private markets, owners of Class A real estate often require security deposits and application fees to defray the costs of processing an application for an apartment. In response, AHA designed the Leasing Incentive Fee in order to eliminate these requirements as obstacles. This fee gives families greater leverage in being competitive to secure quality housing in the private market. Meets Statutory Goal 1. (See [Re-engineering the Housing Choice Program section of the Plan](#))

Atlanta Housing Authority MTW Innovations at a Glance

Housing Choice Voucher Program Reforms

MTW Agreement Provision: Attachment D, Section VII – Establishment of Housing Choice Voucher Program

- **Enhanced Inspection Standards** establishes interim and annual inspection “checkpoints” for enforcing both the landlords and participants’ responsibility in property upkeep and for re-evaluating neighborhood quality. This supports the need for improved accountability and responsibility of the participant and the landlord and works to improve the image and acceptance of the Housing Choice Program in communities. Meets Statutory Goals 1, 2, and 3. **(See Re-engineering the Housing Choice Program section of the Plan)**
- **Section 8 Voucher for Homeownership** allows qualified participants in the Housing Choice tenant-based program to use their voucher for mortgage payment assistance. Facilitates participants’ upward movement from renting to homeownership. Statutory Goals 1 and 3 **(See Revitalization section of the Plan)**
- **Project-Based Rental Assistance (PBRA) Site Based Administration** operates as a distinct and separate program from the Housing Choice tenant-based program and moves from the PHA-managed model under the traditional Housing Choice Project-Based Voucher Program. Allows AHA to enter into long-term PBRA Agreements with owner entities of quality multifamily rental developments (which include developments for the elderly and persons with disabilities) whose professional management companies have the full responsibility of administering all aspects of PBRA eligibility, admissions and occupancy at the property level. Meets Statutory Goal 2. **(See Asset Management section of the Plan)**

Atlanta Housing Authority MTW Innovations at a Glance

Local Reform of Housing Policies

MTW Agreement Provision: Attachment D, Section I.O – General Conditions
Attachment D, Section III. – Occupancy Policies

- **Work Requirement Policy** dictates that one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment with a minimum of 30 hours per week as a condition of the housing subsidy. All other non-elderly, non-disabled adult household members must also maintain full-time employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as condition of the household's eligibility to receive subsidy assistance. This policy establishes an expectation and standard that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. Meets Statutory Goals 2 and 3.
(See MTW Enabled Policies section of the Plan)
- **\$125 Minimum Rent Policy** raises standards of responsibility for public housing residents and Housing Choice participants while increasing tenant contributions towards rent. This policy does not apply to households in which all members are either elderly and/or disabled whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. These exempted households are still responsible for paying rent based upon 30% of their monthly adjusted income for rent and utilities, or if the public housing assisted resident elects the Affordable Fixed Rent. Meets Statutory Goals 2 and 3.
(See MTW Enabled Policies section of the Plan)
- **Elderly Income Disregard Policy** allows an elderly person, as defined by AHA, to work without being penalized or having to calculate the employment income when determining rental assistance. The disregard is eligible only when the elderly person's sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plan income. This policy is applicable to all AHA housing assistance programs. This innovation encourages Aging Well and self-sufficiency. Meets Statutory Goal 3.
(See MTW Enabled Policies section of the Plan)

Atlanta Housing Authority MTW Innovations at a Glance

Local Reform of Housing Policies

MTW Agreement Provision: Attachment D, Section I.O – General Conditions
Attachment D, Section III. – Occupancy Policies

- **Non-Elderly Disabled Income Disregard Policy** allows a non-elderly person with a disability, as defined by AHA, whose sole source of income is Social Security, SSI, and/or other fixed annuity pension and retirement plan income to work without being penalized or having to calculate the employment income when determining rental assistance. This policy is applicable to all AHA housing assistance programs and encourages self-sufficiency. Meets Statutory Goal 3.
(See MTW Enabled Policies section of the Plan)
- **Elderly Admissions Preference Policy** is applicable to public housing-assisted units in communities for elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled and allows the admission of four elderly or almost elderly applicants from the waiting list before admitting a non-elderly disabled applicant. By creating an optimal mix of elderly, almost elderly and non-elderly disabled residents in a community, this policy addresses the complex social issues associated with mixing the populations. Meets Statutory Goals 1 and 2.
(See MTW Enabled Policies section of the Plan)
- **Rent Simplification Policy** AHA developed AHA Standard Deductions that are higher than HUD's standard deductions for determining adjusted annual income. The significance of this reform is that AHA's Standard Deductions are more generous and equitable because all AHA-assisted families benefit from the policy. This reform also eliminates the need to consider other deductions as a standard procedure but does make provisions for catastrophic hardships. Operationally, the intent of this policy is to reduce errors and the administrative burden associated with the verification of other deductions and dealing with potential fraud. Meets Statutory Goals 2 and 3.
(See MTW Enabled Policies section of the Plan)
- **Housing Choice Voucher Homeownership Policy** gives AHA the flexibility to establish its own procedures and requirements for eligible families to participate in the Housing Choice Homeownership or Homeownership Self-Sufficiency Program. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership. Meets Statutory Goals 1 and 3.
(See MTW Enabled Policies section of the Plan)

Atlanta Housing Authority MTW Innovations at a Glance

Expanding Housing Opportunities

MTW Agreement Provision:	Attachment D, Section V.	– Single Fund Budget with Full Flexibility
	Attachment D, Section VII.	– Establishment of Housing Choice Voucher Program
	Attachment D, Section VII, B.	– Simplification of the Process to Project-Base Section 8 Vouchers
	Attachment D, Section VIII, C.	– Simplification of the Development and Redevelopment Process

- **Revitalization Program** further facilitates AHA’s development and redevelopment activities with private sector development partners and leverage public and private resources. AHA is able to develop and adopt its own policies and procedures to determine and control major development decisions, to include replacing HUD’s Total Development Cost (TDC) limits. This streamlined and simplified process allows AHA to be more nimble and responsive in a dynamic real estate market in the creation or rehabilitation of mixed-income communities. Meets Statutory Goals 1 and 2.

[\(See Revitalization section of the Plan\)](#)

- **Development of Alternative & Supportive Housing Resources** uses AHA’s single fund to support the development of, or facilitate through private sector developers, service enriched housing for seniors and persons with disabilities. This addresses the lack of affordable, supportive housing to allow these populations to age in place. Meets Statutory Goals 1 and 2.

[\(See Revitalization section of the Plan\)](#)

- **Quality of Life Initiative** enables AHA to relocate families from 12 large, isolated, distressed and obsolete public housing developments to better quality housing in lesser impacted neighborhoods with better amenities. Residents have the opportunity to select living environments that are equipped with desired amenities and neighborhood resources. Meets Statutory Goals 1, 2, and 3.

[\(See Quality of Life Initiative Status section of the Plan\)](#)

Atlanta Housing Authority MTW Innovations at a Glance

Expanding Housing Opportunities

MTW Agreement Provision:	Attachment D, Section V.	– Single Fund Budget with Full Flexibility
	Attachment D, Section VII.	– Establishment of Housing Choice Voucher Program
	Attachment D, Section VII, B.	– Simplification of the Process to Project-Base Section 8 Vouchers
	Attachment D, Section VIII, C.	– Simplification of the Development and Redevelopment Process

- **Project-Based Rental Assistance as a Development Tool** is where AHA uses PBRA as a financial incentive and financing tool by providing a renewable rental subsidy to private sector developers and owners to commit a percentage of units as affordable in quality market-rate multifamily developments. PBRA also enhances developers and owners' competitive applications for the State's Low Income Housing Tax Credits Program for the provision of affordable rental housing. Enables AHA to leverage Federal funds with other public and private investment to expand the affordable housing resource. Meets Statutory Goals 1 and 2. **(See Project Based Rental Assistance as a Development Tool section of the Plan)**
- **Housing Choice Voucher Program Reforms continues** the transformation of AHA's Housing Choice Voucher Program into a world class operation focused on identifying quality affordable housing opportunities in healthy neighborhoods; streamlining its internal business processes, systems, operations and service delivery practices utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program; while creating incentives for families to achieve and maintain economic independence, improving quality of life and self-sufficiency with a goal of developing greater acceptance of the program in Atlanta communities and neighborhoods. Meets Statutory Goals 1 and 2. **(See Re-engineering the Housing Choice Voucher Program section of the Plan)**

Atlanta Housing Authority MTW Innovations at a Glance

Self Sufficiency

MTW Agreement Provision: Attachment D, Section IV. – Self-sufficiency/supportive services
Attachment D, Section V. – Single Fund Budget with Full Flexibility

- **Work Requirement Policy** dictates that one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment with a minimum of 30 hours per week as a condition of the housing subsidy. All other non-elderly, non-disabled adult household members must also maintain full-time employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as condition of the household's eligibility to receive subsidy assistance. This policy establishes an expectation and standard that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. Meets Statutory Goals 2 and 3.

(See Human Development section of the Plan)

- **Human Development & Support Services** are being provided by social service professionals through individualized coaching and counseling to families impacted by the AHA revitalizations, QLI relocation activities, and to those clients who are non-compliant with the work requirement. By using MTW and HOPE VI funds to pay for these vital services to families in both the Public Housing and Housing Choice Programs, a variety of generational barriers to self-sufficiency are being minimized and/or removed; giving the families more support in achieving family goals. Meets Statutory Goal 3.

(See Human Development section of the Plan)

- **Good Neighbor Program** is an instructional program established by AHA in conjunction with Georgia State University that provides curriculum based training to AHA participants on the roles and responsibilities of being a good neighbor. The program components have been extremely beneficial to families relocating from public housing projects into lesser impacted, amenity enriched neighborhoods using the HCVP. This innovative program leverages MTW Funds with Georgia State University resources to support the implementation of this training. Meets Statutory Goals 2 and 3.

(See Human Development section of the Plan)

Atlanta Housing Authority MTW Innovations at a Glance

Self Sufficiency

MTW Agreement Provision: Attachment D, Section IV. – Self-sufficiency/supportive services
Attachment D, Section V. – Single Fund Budget with Full Flexibility

- **Service Provider Network** is a group of social service agencies formed by AHA to support family and individual self-sufficiency. Leveraging MTW Funds with the resources from these established organizations, AHA has been able to provide employment options and opportunity, job training, GED programming, post secondary education opportunities, dental, physical and mental health referrals, and other connections that have supported family success. Meets Statutory Goals 2 and 3.
(See Human Development section of the Plan)
- **Rapid Response Foreclosure Team** proactively responds to Housing Choice participants adversely impacted by private property owner foreclosures and other emergencies, natural disaster or property abatement. Using MTW Funds to establish the team, AHA has been able to provide a continuum of support leading to the resettlement of impacted families into new living environments while creating operational efficiencies by establishing processes, procedures and protocols to improve response times in handling these time-sensitive moves. Meets Statutory Goal 2.
(See Human Development section of the Plan)
- **Place-Based Supportive Services Strategy Pilot** was created in collaboration with the Atlanta Regional Commission and other partners, leveraging grant funds, MTW Funds and other resources to create a service-enriched living environment for seniors and persons with disabilities in targeted high-rise communities using the NORC (Naturally Occurring Retirement Community) model. Based on the best practices derived from the pilot, AHA will implement the innovative NORC model in other senior high-rise communities. Meets Statutory Goal 2.
(See Human Development section of the Plan)
- **Comprehensive Homeownership** is being established at AHA using its own policies, procedures, eligibility and participation requirements, including changes to the HUD Family Self-Sufficiency Program requirements. This new program approach and design will support and sustain a more successful home ownership program at AHA. Meets Statutory Goals 2 and 3. **(See Revitalization section of the Plan)**

Atlanta Housing Authority MTW Innovations at a Glance

Corporate Support

MTW Agreement Provision: Attachment D, Section V. – Single Fund Budget with Full Flexibility
Attachment D, Section VII., C. – Demonstration Program on Project-Based Financing
First Amendment, Section 6 – Local Asset Management Within MTW

- **Maximizing the Power of Technology** allows AHA will use its MTW Funds to link its information technology, financial, procurement, data and its business system infrastructure into an integrated data-centric environment. This overarching strategy will improve AHA’s ability to use data as intelligence to inform and improve its business decisions. AHA will create a comprehensive, integrated and relational database that will empower the organization to be more strategically focused on business systems integration and the corresponding linkages that will make AHA a 21st Century real estate business enterprise. Meets Statutory Goal 2. **(See AHA Business Transformation section of the Plan)**
- **Reformulating the Subsidy Arrangement in AHA-sponsored Mixed-Income, Mixed-Finance Communities** is where AHA is exploring strategies for reformulating the subsidy arrangement for AHA-sponsored mixed-finance, mixed-income communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness. Meets Statutory Goal 2. **(See Asset Management section of the Plan)**
- **Local Asset Management Program** defines how AHA has designed its Local Asset Management Program, including project-based property management, budgeting, accounting and financial management of AHA-owned public housing assisted properties and public housing assisted units in mixed-income communities, and the other aspects of its business operations, based on AHA’s Business Plan. AHA’s Local Asset Management Program is more comprehensive in scope than HUD’s asset management requirements. Meets Statutory Goal 2. **(Submitted and HUD approved in AHA’s FY 2010 MTW Plan)**

Atlanta Housing Authority President and CEO First to Close the Chapter on Atlanta’s Public Housing

As the first building in Bowen comes down, Renée Lewis Glover, President and CEO of Atlanta Housing Authority, describes her vision for Atlanta communities and healthy, self-sufficient families.

On June 3, 2009, the Atlanta Housing Authority made history as it began demolition of Bowen Homes, one of Atlanta’s oldest and most notorious public housing communities.

Bowen Homes was built in 1964, at a time when public housing was standard transitional housing for people seeking to move out of poverty. Eventually, public housing became warehouses of concentrated poverty, and Bowen Homes was one of the worst; filled with crime, violence, school failure, and record unemployment.

During FY 2007, AHA embarked on an initiative to relocate families from deteriorating and obsolete public housing developments to better quality housing in mixed-income communities. This “Quality of Life Initiative” or QLI, targeted approximately 2,700 households in 12 distressed public housing developments (10 large family developments and two senior high-rise developments as listed below). By February 2010, AHA had successfully completed the relocation of the families.

The implementation of QLI revealed several meaningful lessons for AHA:

Lesson 1: The families desired to move! Overwhelmingly, impacted families embraced the Quality of Life Initiative and were eager to move into safer, better quality living environments. Findings from a survey of families during pre-relocation meetings and during the relocation process underscored their eagerness to relocate which enabled AHA to complete Phase I and Phase II on or ahead of schedule.

Lesson 2: The need for human development and support services is critical. The effect on families living in concentrated poverty is detrimental and erodes self-worth. The services and resources provided through AHA's Human Development and Support Service Providers and the Service Provider Network is a necessary bridge for families transitioning into the mainstream who require intensive and on-going support to adjust to their new neighborhoods, connect with new schools and develop and implement their families' plans for success. This includes the need for affordable child-care, health services, financial assistance programs and transportation assistance. Human Development is certainly a concept and a need that requires more local and national attention, particularly since public housing agencies do not receive funding for these important needs. It has only been as a result of the MTW Single Fund that has allowed AHA to leverage its financial resources with other organizations to support this activity under QLI. On the local level, AHA will continue working in concert with Atlanta leaders, service providers and partners to examine ways to further leverage resources to continue facilitating linkages for families.

Lesson 3: Using its authority under the Restated MTW Agreement, AHA has improved its financial position as a result of changing the composition and mix of its portfolio, especially by demolishing AHA-owned distressed and obsolete public housing developments, thereby substantially reducing the operating and capital costs associated with managing these troubled projects. Additionally, AHA has applied for and received Housing Choice vouchers to support the relocation of affected households and to replace a portion of the demolished housing units that are otherwise not funded and replaced through the development of mixed-income communities.

QLI Highlights:

QLI occurred in two phases as outlined in the following two charts.

- Phase I relocations involved approximately 702 households from five family communities:

Phase I Relocation				
Property	Affected Households	Start Date	End Date	Status
Englewood Manor	311	7/31/2007	2/29/2008	Completed
Jonesboro North	98	7/31/2007	1/31/2008	Completed
Jonesboro South	146	8/6/2007	1/31/2008	Completed
Leila Valley	117	4/18/2007	11/30/2007	Completed
U-Rescue Villa	71	7/31/2007	1/31/2008	Completed
TOTAL	743*			

*702 households relocated successfully. 42 households were either evicted, deceased, or skip moved without notifying AHA.

- Phase II involved the relocation of over 2,000 households from five family developments and two senior highrises:

Phase II Relocation				
Property	Affected Households	Start Date	Scheduled End Date	Status
Bowen Homes	539	7/1/2008	8/31/2009	Completed 5/31/09
Bankhead Courts	337	8/1/2008	7/31/2009	Completed 6/30/09
Thomasville Heights	329	8/1/2008	7/31/2009	Completed 6/30/09
Herndon Homes	250	1/1/2009	12/31/2009	Completed 10/30/09
Hollywood Courts	187	1/1/2009	12/31/2009	Completed 8/31/09
Roosevelt House Highrise	228	5/1/2009	2/28/2010	Completed 1/15/10
Palmer House Highrise	220	5/1/2009	2/28/2010	Completed 12/31/09
TOTAL	2,090*			

*1919 households relocated successfully. 171 households were either evicted, deceased, or skip moved without notifying AHA.

Assistance Families Received to Help Them Through the Relocation Process

- All relocated families are being provided a minimum of 27 months of coaching and counseling through Human Development & Support Service Providers. Each family was assigned a Family Support Coordinator who worked with the family prior to, during, and

after the relocation process to ensure that the entire household was connected to needed services to achieve family success. Examples of service connections included childcare, job training, educational enhancement and job placement assistance. Families were also coached through the process of crisis management and resolving difficult family situations which also aided in the relocation process and the family's adjustment to their new living environments.

- **AHA engaged QLI-impacted families in the “Connecting the Dots for a Successful Relocation” seminar series.** The series was designed to equip families with knowledge and information to ensure a seamless relocation process. Families attended the following courses prior to their relocation:
 - Understanding How the Housing Choice Voucher Works
 - Understanding Relocation and Moving Benefits
 - Understanding the Housing Choice Home Inspection Process
 - Moving Made Easy: Ensuring a Successful Move
 - Adjusting to a New Living Arrangement: Managing Utilities
 - Adjusting to a New Living Arrangement: Community Expectations
 - Adjusting to a New Living Arrangement: Housekeeping
 - Maintaining a Good Relationship with my Landlord

- **Prior to their relocation, QLI-impacted families were also required to participate in the Good Neighbor Training Program conducted in partnership with Georgia State University (GSU).** The Good Neighbor Training Program curriculum and training provides a variety of learning opportunities that equip families to understand their role and responsibility in being a good neighbor and to further promote a successful transition into either single or multifamily communities. The program included intensive full-day training on the following topics: *“Sustaining Neighborhoods through Community Expectations”*, *“Conflict Resolution & Problem Solving”*, and *“The Value of Life-Long Learning”*.

Ongoing Support for QLI Impacted Families

- AHA is committed to ensuring that families who need it have a continuum of support after the 27 months of coaching and counseling. Families with hardships will have continued access to Human Development & Support Service providers.
- AHA is also implementing the **Empowering Your S.E.L.F. through the Good Neighbor Outreach Initiative** to further promote lifelong learning and families' connection to the mainstream. This initiative is designed to provide constant and consistent informational and training opportunities to Housing Choice participants to include seminars such as “Understanding and Maintaining Community Expectations”, “Financial Literacy for Personal

and Family Success”, “Living Healthy Lifestyles”, and “Developing and Maintaining Healthy Relationships”. AHA will partner with members of the Service Provider Network and other established community based service providers to ensure a dynamic and rigorous curriculum for participants.

Where did the families move?

The following charts illustrate the disbursement of QLI impacted households. The first chart shows by property the number of families that chose other affordable housing opportunities within the City of Atlanta versus outside of the City. The chart also shows the number of families that are no longer on the program for the reasons identified, and instances where households elected to split and each receive a Housing Choice Voucher to move to a location of their choice.

Property Name	In Atlanta	Outside Atlanta	Not Relocated**	Split Households***	Totals
Phase I					
Englewood Manor	214	72	19	6	311
Jonesboro North	67	21	7	3	98
Jonesboro South	99	34	7	6	146
Leila Valley	88	19	8	2	117
U-Rescue Villa	43	24	1	3	71
Phase I Total	511	170	42	20	743
Percentages	69%	23%	6%	3%	
Phase II					
Bowen Homes	467	47	21	4	539
Thomasville Heights	262	36	26	5	329
Bankhead Courts	272	26	39	0	337
Herndon Homes	203	18	27	2	250
Hollywood Court	145	11	31	0	187
Palmer House	173	27	20	0	220
Roosevelt House	195	26	7	0	228
Phase II Total	1717	191	171	11	2090
Percentages	82%	9%	8%	1%	

** Instances where heads of households were deceased, evicted or skip moved (i.e. moved without notifying AHA).

*** Households that received two vouchers allowing families within the household to separate at their election.

The charts that follow shows the disbursement of relocated families by zip code within the City of Atlanta, other areas in Georgia and for those who relocated out of state. As noted in these charts, the majority of the families remained within the City of Atlanta. Additionally, the numbers in these charts will not coincide with the chart on the preceding page, since the following charts include Split Households that moved during the QLI relocation.

Location of Relocated QLI Phase I & II Residents as of February 28, 2010

INSIDE ATLANTA

Total Number of Residents: 2251

INSIDE ATLANTA	
Zip Code	Households
30303	8
30305	10
30307	11
30308	59
30309	23
30310	329
30317	34
30318	322
30319	4
30324	38
30326	1
30327	21

INSIDE ATLANTA	
Zip Code	Households
30311	290
30312	129
30313	20
30314	125
30315	365
30316	55
30328	1
30331	259
30334	1
30336	1
30354	113
30363	32

Location of Relocated QLI Phase I & II Residents as of February 28, 2010

METRO ATLANTA/GEORGIA

METRO ATLANTA/GEORGIA		
Zip Code	City, State	Households
30008	Marietta	1
30016	Covington	1
30021	Clarkston	10
30030	Decatur	4
30032	Decatur	38
30033	Decatur	2
30034	Decatur	27
30035	Decatur	12
30038	Lithonia	2
30045	Lawrenceville	1
30058	Lithonia	4
30060	Marietta	1
30062	Marietta	1
30067	Marietta	1
30076	Roswell	2
30079	Scottsdale	1
30080	Smyrna	2
30083	Stone Mt.	7
30084	Tucker	1
30088	Stone Mt.	5
30093	Norcross	1
30096	Duluth	1
30106	Austell	2
30122	Lithia Springs	1
30126	Mableton	2
30127	Powder Springs	2
30135	Douglasville	2

METRO ATLANTA/GEORGIA		
Zip Code	City, State	Households
30152	Kennesaw	1
30168	Austell	8
30180	Villa Rica	1
30213	Fairburn	3
30220	Grantville	1
30228	Hampton	1
30236	Jonesboro	2
30238	Jonesboro	1
30248	Locust Grove	1
30252	McDonough	1
30260	Morrow	2
30268	Palmetto	1
30273	Rex	2
30274	Riverdale	2
30281	Stockbridge	2
30288	Conley	1
30291	Union City	22
30294	Ellenwood	5
30296	Riverdale	7
30297	Forest Park	4
30337	Atlanta	18
30344	East Point	58
30349	College Park Fulton/Clayton	61
30525	Clayton	1
30701	Calhoun	1
31087	Sparta	1
31415	Savannah	2
Total		344

Location of Relocated QLI Phase I & II Residents as of February 28, 2010

OUT OF STATE

OUT OF STATE		
Zip Code	City, State	Households
01757	Milford, MA	1
10705	Yonkers, NY	1
11429	Jamaica Queens, NY	1
22901	Charlottesville, VA	1
23704	Portsmouth, VA	1
29609	Greenville, S.C.	1
32310	Tallahassee	1
33056	Miami Garden, FL	1
33142	Miami, FL	1
33181	Miami, FL	2
35904	Gadsden, AL	1
36863	Lanett, AL	1

OUT OF STATE		
Zip Code	City, State	Households
39074	Forest, MS	1
40258	Louisville, KY	1
43110	Canal Winchester, OH	1
44105	Garfield Heights, OH	1
44110	Cleveland, OH	1
55075	South Saint Paul, MN	1
60619	Chicago, IL	1
70115	New Orleans, LA	1
89119	Las Vegas, NV	1
92411	San Bernadino, CA	1
98467	University Pl, WA	1
98501	Olympia, WA	1
TOTAL		25

Ongoing Discussion of QLI in AHA's MTW Plans

As a key priority activity since FY 2007, the success of the Quality of Life Initiative (QLI) has enabled AHA to further realize its vision of *Healthy Mixed-Income Communities; Healthy Self-Sufficient Families*. AHA's on-going discussion of QLI in its MTW Annual Plans will be covered under QLI Redevelopment in the Revitalization Program section. The on-going Human Development of all AHA- assisted households (which includes those impacted by QLI) is discussed in the Human Development section of the MTW Plan.

AHA will continue to focus on repositioning its conventional public housing developments into market-rate quality, mixed-use, mixed-income communities. For the last 15 years, AHA and its private sector development partners have continued to evolve AHA’s mixed-income, mixed-finance development model used to create market-rate communities with a seamlessly integrated affordable residential component. Such communities are owned by public/private partnerships.

The two critical elements of the Revitalization Program are the real estate component and the human development component. The goal of the real estate component is for AHA, in partnership with excellent private sector developers, to create healthy and economically sustainable market-rate quality mixed-use, mixed-income communities. The goal of the human development component is to promote, through partnerships with excellent human development firms, economically independent families, educated youth, and healthy, self-sufficient elderly and persons with disabilities. This section of the Plan relates to the real estate development component; while the Human Development section of this Plan covers those activities that support successful outcomes for families.

The core of the real estate development program involves repositioning AHA’s public housing developments employing any one or a combination of the following strategies to create quality mixed-income multifamily and for-sale housing: (1) major revitalization using HOPE VI and other public housing development funds as seed capital and AHA-owned land, as equity, to attract private sector developer participation and private investment; (2) major revitalization using Project Based Rental Assistance and the value of AHA-owned land as equity to attract private sector developer participation and private investment; (3) sale of AHA-owned land (including land swaps); (4) land banking; and/or (5) acquisitions.

During FY 2011, subject to financial and real estate market conditions and the availability of funding, AHA and its partners will continue to advance phases under the various Master Plans for the ongoing revitalization developments already underway, and pursue new mixed-income arrangements utilizing Project Based Rental Assistance as a development tool. Subject to conditions in the financial and real estate markets and other real estate and business activity in the surrounding neighborhoods, AHA will identify which of the 12 Quality of Life Initiative properties are ready for revitalization and will take the necessary and supporting steps to advance the process, including, but not limited to, issuing Request for Proposals to the private sector developer and investment communities, submitting disposition applications to HUD, and applying for HOPE VI, and/or Choice Neighborhoods or other federal grants as appropriate.

AHA will, if necessary and feasible, acquire improved or unimproved real estate in its jurisdiction in order to facilitate its revitalization program, support the creation of additional mixed-use, mixed-income communities, and support local revitalization initiatives to stabilize local neighborhoods. A listing of properties acquired by AHA is included in **Appendix F**.

Recognizing the dynamic Atlanta real estate market, AHA will consider and pursue, when appropriate, any attractive opportunity that furthers AHA's strategies, goals and objectives. Because AHA's Revitalization Program is focused on "community building," the scope of the Program is beyond housing. Each of the properties undergoing revitalization has a comprehensive master plan (Master Plan) which includes residential (both rental and for-sale), education (pre-k to high school), recreation, greenspace and parks, and retail and commercial uses. The mixed-use, mixed-income communities are child-centered developments; therefore, AHA and its development partners and stakeholders are working with the Atlanta Public Schools to support the creation of high performing neighborhood public schools and world class early childhood development centers.

Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on hold, with an exception at West Highlands. AHA is advancing its goal to support homeownership through its Builders/Owners Agreement Initiative. Under this Initiative, AHA (through its various private sector development partners) has entered into agreements with single family home builders throughout the City of Atlanta to provide down payment assistance in the form of a subordinated mortgage loan to households who earn up to 80% or 115% (depending on the funding source) of the metropolitan Atlanta area median income (AMI). These loans are forgivable over time if certain conditions are met. The Builders/Owners Agreement Initiative has facilitated great opportunities for families in a soft market and has aided in the absorption of Atlanta's "excess" single family home inventory.

The Real Estate Development and Acquisitions (REDA) Department will implement the Revitalization Program as outlined in this Plan, working collaboratively with the Finance, Acquisition and Management Services, Legal, Asset Management, Intergovernmental Relations, Relocation, Human Development Services and Real Estate Management Departments. Under the Program, REDA will (a) facilitate the repositioning of AHA's distressed public housing communities to mixed-use, mixed-income communities in partnership with private sector developers; (b) manage AHA's revitalization and development grants and contract

administration responsibilities; (c) interface with public and quasi-public bodies such as City of Atlanta, Atlanta Development Authority, Atlanta Public Schools and Georgia Department of Community Affairs as it relates to redevelopment activities; (d) facilitate the financing mechanisms for the development deals with private sector developers and tax credit equity partners; and (e) manage the front-end development relationship with private developers and owners utilizing AHA's Project Based Rental Assistance Program.

Significance of MTW

The work under the Revitalization Program supports the MTW Statutory goal to expand housing opportunities for low-income families while further supporting AHA's vision of "Healthy Mixed-Income Communities; Healthy Self-Sufficient Families". Through its Revitalization Program, AHA is addressing the City of Atlanta's need for additional high quality affordable housing in sustainable and economically integrated environments.

The Restated MTW Agreement has enabled AHA, in partnership with its private sector development partners, to be more responsive and nimble in taking advantage of the dynamic real estate market in metropolitan Atlanta. Using such authorizations, AHA has been able to invest MTW Funds in development deals (which include acquisition, new construction, rehabilitation, demolition, site improvement and the development of commercial facilities), has established its own PBRA program; and has established a streamlined development process. The Restated MTW Agreement also allows AHA to use its MTW Funds to provide gap funding that supports the financial closings of mixed-income rental communities that serve eligible persons (i.e. households earning less than 80 percent of metropolitan area median income). Further, AHA has contractually passed on the least restrictive statutory and regulatory requirements as set forth in its Restated MTW Agreement to its private sector development partners, Owner Entities, strategic partners and providers.

Supporting Activities

Revitalization Activities - During FY 2011, in partnership with private sector developers, AHA will continue transforming conventional public housing developments into economically sustainable, market-rate quality, mixed-use, mixed-income communities. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great

recreational facilities and greenspace; (3) providing upscale retail and commercial activities; and (4) creating high performing neighborhood schools.

There are six major HOPE VI revitalization projects underway in various stages of development: Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes. In addition to the HOPE VI revitalization projects, AHA engages in redevelopment of neighborhoods adjacent to AHA-sponsored mixed-income communities. AHA has continued to acquire a number of properties within the immediate area of Magnolia Park (the revitalized John Eagan Homes) in order to stabilize the surrounding neighborhood, with the intent to redevelop the land as market conditions warrant.

The revitalization activities that will occur at these sites during FY 2011 are described below.

- 1. Auburn Pointe (Grady Homes Revitalization, which includes the revitalization of Antoine Graves and Graves Annex senior highrises and University Homes).** In FY 2011, there will be a number of construction activities on the Grady site. All on-site public improvements and environmental remediation activities will be completed. Construction is underway on Ashley I (multifamily rental with 54 public housing assisted/LIHTC, 8 PBRA/LIHTC, 31 LIHTC, and 61 market-rate units with PBRA), with an anticipated completion date in the fourth quarter of FY 2011. Construction will commence at Veranda II (senior rental with 88 PBRA/LIHTC and 10 market-rate units) with completion anticipated in the fourth quarter of FY 2011. Construction will commence at Veranda III (senior rental with 91 PBRA/LIHTC and 11 market-rate units) with completion anticipated in the fourth quarter of FY 2011. AHA and its development partner will work in partnership with the City of Atlanta Department of Parks and Recreation on the revitalization of the adjacent Butler Park. AHA will close the acquisition of the 1.34 acre of land owned by Salvation Army adjacent to Grady Homes to expand the on-site homeownership Phase V (48 units), to be developed as market conditions warrant. Eighteen (18) of 21 off-site homeownership units have been completed in Phase I, utilizing a Builder/Owner Agreement with Habitat for Humanity. As market conditions warrant, the remaining three (3) units will be completed via Builder/Owner Agreements.

University Revitalization (part of the Grady Revitalization Program). AHA and its private sector development partner and the members of the Atlanta University Center Consortium of schools, which includes Clark/Atlanta University, Morehouse College, *ATLANTA HOUSING AUTHORITY / FY 2011 CATALYST IMPLEMENTATION PLAN*

Morehouse School of Medicine, and Spelman College, are collaborating to develop a comprehensive and larger integrated master plan for the Atlanta University Center neighborhood. As a part of that plan, AHA and Clark/Atlanta University are in negotiations regarding a potential land swap. As market and financial conditions warrant, pre-development work will commence with AHA's development partner related to the senior rental Phase VIII, which may include but not be limited to the submission of a LIHTC application to the Georgia Housing Finance Agency (submission of an Elderly-Only Designation application to HUD) and disposition application for the University Homes property consistent with the Master Plan. On-site homeownership development (Phase IX) is on hold until market conditions warrant.

2. **Capitol Gateway (Capitol Homes Revitalization).** In FY 2011, construction will commence on the streetscape improvements for the Memorial Drive corridor in partnership with funding from the City of Atlanta and Atlanta Regional Commission. On-site homeownership development (Phases V, VI and VIII) with 370 units is on hold until market conditions warrant. In support of the off-site homeownership activities for Phase I (81 homeownership units), AHA has provided down payment assistance to 79 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Capitol Gateway. This program leverages the availability of excess, quality existing inventory that has become more affordable, while helping to reduce the excess inventory of single family homes, thereby helping to stabilize the real estate market in Atlanta. Due to the success of this program, AHA will submit a revised Revitalization Plan to HUD to increase the number of homes for which down payment assistance will be provided in this Phase. AHA and the State of Georgia are in negotiations to swap State-owned land to the west of Capitol Gateway for AHA-owned land to the north of the site. AHA intends to use the balance of HOPE VI grant funds for strategic acquisitions. The HOPE VI Grant is scheduled to close-out on December 31, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

3. **CollegeTown at West End (Harris Homes Revitalization, which includes the revitalization of John O. Chiles main building and John O. Chiles Annex).** In FY 2011, there will be a number of construction activities on the Harris site. All on-site public improvements and environmental remediation activities will be completed. Construction is underway on Ashley CollegeTown II (multifamily rental with 70 public housing assisted/LIHTC, 9 PBRA/LIHTC, 28 LIHTC, and 70 market-rate units), with an anticipated completion date in the fourth quarter of FY 2011. On-site homeownership

development (Phases IV, VIII, IX and X) with 333 units is on hold until market conditions warrant. Like the Capitol off-site homeownership program noted above, in Phase VII (CollegeTown off-site homeownership activities), AHA will provide down payment assistance to 50 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of CollegeTown. AHA and the Boys and Girls Club of Metro Atlanta are in negotiations for a land swap that will facilitate single family development and an improved location for the Boys and Girls Club in the neighborhood. The HOPE VI Grant is scheduled to close-out on December 31, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

4. **Mechanicsville (McDaniel Glenn Revitalization, which includes the revitalization of McDaniel Glenn Annex buildings and Martin Luther King, Jr. senior highrise).** In FY 2011, pre-development work will commence with AHA's development partner related to the multifamily rental Phase VI (156 units) in the Further Leverage phase of development. As part of a strategy to remove blight in the surrounding neighborhood, AHA will initiate the acquisition of deteriorated properties located within the master plan area as a defensive strategy, including land identified as "Block 85" (Phase VIII). These properties are incorporated into the master plan and will be redeveloped as market conditions warrant. On-site homeownership development (Phase I) with 174 units is on hold until market conditions warrant. A total of 110 homes are planned for various phases of off-site homeownership development. Off-site homeownership activities (Phase IXa and IXb) are underway in partnership with one of the members of AHA's private sector development partner for Mechanicsville. AHA is providing down payment assistance to qualified buyers. Sixteen of the homes in Phase IXa are completed and Phase IXb which is in **Further Leverage** is anticipated to close-out in FY 2011. As market conditions warrant, off-site homeownership development activities in Phase VII (30 units) and Phase VIII (61 units) will be completed by AHA's development partner or via Builder/Owner Agreements. AHA will either demolish or dispose of the McDaniel Street warehouse property, depending on the feasibility of the various options. The HOPE VI Grant is scheduled to close-out by September 30, 2010. AHA is in the process of submitting the final close-out package to HUD.

5. **The Villages at Carver (Carver Homes Revitalization).** In FY 2011, AHA and its development partner will continue to advance the Pryor Road corridor retail development and will acquire additional land parcels to support the development. Land for the development of 251 homes in Phase IV has been sold to a third party home

builder for the on-site homeownership development. Pre-development and infrastructure work has taken place; however housing development is on hold until market conditions improve. If the real estate and financial market conditions do not improve, AHA may need to repurchase the land from the third party home builder in order to protect the investments made to date in this corridor. Additional on-site homeownership development (Phase VII) with 100 loft/townhouse units will take place as market conditions warrant. The HOPE VI Grant is scheduled to close-out on December 30, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

6. **West Highlands at Heman E. Perry Boulevard (Perry Homes Revitalization).** In FY 2011, AHA and its development partner will continue homeownership development activities with the completion of the Phase III public improvements that supports the future development of approximately 100 single family for-sale homes. The developer will construct homes consistent with market demand and will maintain an appropriate inventory of model homes. Construction will commence on the Phase II public improvements to support the future on-site homeownership development of approximately 406 units. AHA will negotiate with the City of Atlanta related to potential land swaps to facilitate the development of the West Side Park. The HOPE VI Grant is scheduled to close-out on December 30, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

Acquisitions - As shown under **Appendix F**, AHA has acquired a number of properties to further its various Revitalization Plan activities. AHA will continue such acquisition activity during FY 2011.

Proposed Land Swaps - In addition to property acquisitions, AHA is negotiating land swap transactions with a number of entities to further support its revitalization efforts. During FY 2011 negotiations/discussions are on-going for the following land swaps:

1. **Capitol Gateway (Capitol Homes Revitalization).** AHA and the State of Georgia are in negotiations to swap State owned land to the west of Capitol Gateway for AHA owned land to the north of the site. The land swap will provide AHA with a contiguous parcel to support the ongoing Capitol Homes revitalization.

2. **University Homes Revitalization.** As AHA and its private sector development partner move forward with the development of revitalization plans for the former University Homes site, AHA and Clark/Atlanta University are in negotiations regarding a potential land swap.
3. **Roosevelt and Palmer Highrises.** The redevelopment of Palmer and/or Roosevelt highrises may include land swaps to facilitate the development of Senior housing in that corridor.
4. **West Highlands (Perry Homes Revitalization).** AHA and the City of Atlanta are in negotiations related to land swaps to facilitate the development of the West Side Park and a portion of homeownership for West Highlands.
5. **CollegeTown (Harris Homes Revitalization).** AHA and the Boys and Girls Club of Metro Atlanta are in negotiations for a land swap to facilitate the future development of single family homes and the relocation of the John H. Harland Boys and Girls Club.

HOPE VI Revitalization Grant Close-outs. AHA intends to submit documentation to HUD to close-out the following HOPE VI revitalization grants in FY 2011: Carver Homes, Perry Homes, McDaniel Glenn, Harris Homes and Capitol Homes. Grant close-out documentation may include but is not limited to the following: Termination of Disbursements Letter, HOPE VI Status Narrative, Financial Status Narrative, Cost Certification, Revised Revitalization Plans for future development activities (Further Leverage phases), Memorandum of Agreement with HUD to provide a framework for completion of the Further Leverage revitalization phases, approval from the Special Applications Center (SAC) to dispose of undeveloped footprint parcels within the master plan, and documents supporting the disposition.

Designated Housing

1. **Elderly Designated Housing** - AHA, in partnership with private sector developers, will continue to develop alternative service-enriched housing opportunities for seniors. A principal goal is to facilitate the development of housing in which the elderly can age in place and continue to live independently. As part of any such development, AHA will submit an application to HUD to designate any public housing assisted units in the development only for elderly persons (62 and older).

2. **Special Needs Designated Housing for Persons with Disabilities** - AHA, in partnership with private sector developers, will continue developing alternative service-enriched housing opportunities for persons with a variety of special needs. A principal goal is to facilitate the development of housing in which those individuals can live independently. As part of any such development, AHA will submit an application to HUD to designate any public housing assisted units at the development only for persons with special needs.

Developing Alternative & Supportive Housing Resources - In FY 2011, AHA will continue planning and possibly implementing alternative and supportive housing resources for income eligible families. The proposed initiatives are as follows:

1. **Supportive Housing** - AHA, in partnership with private sector developers, will continue to develop alternative service-enriched housing opportunities for seniors and persons with mental and developmental disabilities. A principal goal is to facilitate the development of housing in which the elderly and persons with disabilities can live independently.
2. **Proposal for an Affordable Assisted Living Demonstration Project:** AHA and Northwest Georgia Housing Authority (NWGHA) plan to jointly propose a demonstration project to the State of Georgia Department of Human Resources (DHR) that would allow elderly residents to age in place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures through a continuum of care. At AHA, this demonstration project would involve two levels of service:
 - At CollegeTown, AHA and its development partner rehabilitated the John O. Chiles Annex building (The Gardens at CollegeTown) using a combination of Low Income Housing Tax Credit equity and HOPE VI funds to create 26 units that are designated for persons with mental and developmental disabilities. As part of the programming for this community, the Owner Entity provides service coordination and delivery of homemaker services to allow these residents to live independently and provide access to needed services. This would require the following DHR approvals:
 - Establishment of a demonstration project for 15 years;
 - 26 earmarked personal support services Medicaid waivers; and

- a single home health provider for the 26 residents utilizing Medicaid waivers.
- AHA and its development partner would provide alternative living services in a licensed personal care home in a newly constructed mid-rise building financed using LIHTC. This would require the following DHR approvals:
 - Establishment of a demonstration project for 15 years;
 - 100 earmarked alternative living services Medicaid waivers at an enhanced rate of \$50/resident/day based on the cost of providing these services in private units located in a higher-cost urban area;
 - Exception for the owner of the cap of 24 Medicaid waivers and 12 months of operational history for the personal care home;
 - An expedited certificate of need application.

QLI Redevelopment – All families residing in QLI properties have been successfully relocated and the properties have either been demolished or are in the process of demolition. During FY 2011, AHA will establish the development and financial goals and objectives and a prioritization schedule for all the QLI-impacted properties. AHA will also conduct a competitive procurement process to solicit proposals from private sector developers and other investors to develop mixed-use, mixed-income communities on one or more of the vacated sites. If AHA determines to sell all or a portion of the vacated sites, the sale proceeds will be used to further AHA’s mission and vision. The timing of the request for proposals will be driven by the conditions in the Atlanta real estate and financial markets and other real estate and business activity in the surrounding neighborhoods.

AHA will also explore both short-term and long-term strategies to earn income from the QLI sites. If a strategic opportunity arises to sell a property which is in the best interest of AHA and provides significant public benefit, AHA will submit a disposition application to dispose all or a portion of such property. Substantial private and public sector interest has already been exhibited for Bankhead, Bowen and Herndon Homes. Any income or sales proceeds will be utilized in furtherance of AHA’s mission.

Funding in Support of New Initiatives in FY 2011

AHA will seek various sources of funding throughout FY 2011 in support of their revitalization activities. These sources may include but are not limited to the following activities.

- **HOPE VI Revitalization Application to Support the Revitalization of Englewood.** In FY 2011, AHA intends to submit a HOPE VI grant application for the revitalization of Englewood Manor. Englewood Manor, built in 1971 and demolished as part of AHA's Quality of Life Initiative in 2009, was formerly the location of 324 dilapidated public housing units. The now vacant 21.9 acre site is located just south of Grant Park/Zoo Atlanta near downtown Atlanta.



A HOPE VI grant award will allow AHA to complement one of the City of Atlanta's most ambitious and creative planned redevelopment efforts to date. The site is part of the City of Atlanta's BeltLine planning area and Tax Allocation District (TAD), which uses existing and abandoned railroad lines and right-of-ways to create a circular transportation network to connect Atlanta's in-town neighborhoods. The Englewood site is within close proximity to one of the planned stations for the transportation network. The City of Atlanta is also investing in a new 21 acre BeltLine park called Boulevard Crossing Park, located directly across the street from the site.

The Englewood Manor site was also included in one of five study areas for LifeLong Communities, as part of a study sponsored by the Atlanta Regional Commission. The study, conducted by the nationally acclaimed planning firm, DPZ under the leadership of Andres Duany, focused on improving the inadequacies of the built environment in Atlanta for both young and old. A concept master plan was produced from the study, which includes the Englewood site and other surrounding properties. The master plan envisions the development of mixed-use, mixed-income which includes rental and for-sale housing for families and seniors in a walkable, pedestrian oriented environment with greenspace and other amenities.

- **Other Funding Opportunities**

AHA is exploring with the Atlanta Public Schools (APS), our development partners, and various stakeholders, the feasibility of applying for funding to support the on-going revitalization efforts, which may include a "Choice Neighborhoods Grant" through the Department of Housing and Urban Development and a "Promise Neighborhoods Grant"

through the Department of Education.

- **Building a Model to Create World-Class Early Childhood Learning Centers**

AHA is working with various educators, foundations and other stakeholders to create a model for a world class early childhood learning center. Depending on funding opportunities, AHA, its development partners and other stakeholders would expect to implement this model in a number of revitalized communities.

Comprehensive Homeownership Program – AHA will continue implementing a Comprehensive Homeownership Program which facilitates low to moderate income families becoming successful homeowners and develops affordable homeownership opportunities in healthy, mixed-income communities utilizing different approaches.

1. **HOPE VI Revitalization Homeownership Program.** Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on hold, except for West Highlands. AHA is advancing its goal to support homeownership through its Builders/Owners Agreement Initiative. Under this Initiative, AHA (through its various private sector development partners), has entered into agreements with single family home builders throughout the City of Atlanta to provide downpayment assistance in the form of a subordinated mortgage loan to households who earn up to 80% or 115% (depending on the funding source) of the metropolitan Atlanta area median income (AMI). These loans are forgivable over time if certain conditions are met. The Builders/Owners Agreement Initiative has facilitated great opportunities for families in a soft market and has aided in the absorption of Atlanta’s “excess” single family home inventory. This off-site homeownership development strategy will be used to further revitalization of Capitol, Harris and McDaniel.

- At West Highlands (Perry Homes Revitalization), on-site and off-site housing development by our development partner will continue in FY 2011 due to the success of the on-going homeownership program. Phase III public improvements will continue to support the future development of approximately 100 single family for-sale homes. The developer will construct homes consistent with market demand, and will maintain an appropriate inventory of model homes.

- At the Villages at Carver (Carver Homes Revitalization), for on-site homeownership, land for the development of 251 homes in Phase IV has been sold to a third party home builder. Pre-development and infrastructure work has taken place; however housing development is on hold until market conditions improve. If the real estate and financial market conditions do not improve, AHA may need to repurchase the land from the third party home builder in order to protect the investments made to date in this corridor. Working with AHA's development partner, additional on-site homeownership (Phase VII) with 100 loft/townhouse units will take place as market conditions warrant. There is no off-site homeownership planned.
- At Capitol Gateway (Capitol Homes Revitalization), on-site homeownership development (Phases V, VI and VIII) with 370 units is on hold until market conditions warrant. Related to off-site homeownership activities for Phase I (81 homeownership units), AHA has provided downpayment assistance to 79 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Capitol Gateway. This program leverages the availability of excess, inventory of high quality single family homes that has become affordable, while helping to reduce the excess inventory and stabilizing the real estate market in Atlanta. Due to the success of this program, AHA will submit a revised Revitalization Plan to HUD to increase the number of homes for which downpayment assistance will be provided in this Phase.
- At CollegeTown (Harris Homes Revitalization), on-site homeownership development (Phases IV, VIII, IX and X) with 333 units is on hold until market conditions warrant. With respect to CollegeTown off-site homeownership activities for Phase VII, AHA will provide downpayment assistance to 50 qualified families, utilizing Builder/Owner Agreements for homes already constructed within three miles of CollegeTown.
- At Mechanicsville (former McDaniel Glenn), on-site homeownership development (Phase I) with 174 units is on hold until market conditions warrant. A total of 110 homes are planned for various phases of off-site homeownership development. Off-site homeownership activities (Phase IXa and IXb) are underway in partnership with a member of the procured development partnership, to provide downpayment assistance to qualified buyers. Sixteen (16) of the homes in Phase IXa are completed and Phase IXb, which is in Further Leverage, is anticipated to close-out in FY 2011.

Pending market conditions, off-site development activities in Phase VII (30 units) and Phase VIII (61 units) will be completed by AHA's development partner or via Builder/Owner Agreements.

- At Auburn Pointe (former Grady Homes), AHA will close the acquisition of the 1.34 acre of land owned by Salvation Army adjacent to Grady Homes to expand the on-site homeownership development Phase V (48 units), to be developed as market conditions warrant. Eighteen (18) of 21 off-site homeownership units have been completed in Phase I, utilizing a Builder/Owner Agreement with Habitat for Humanity. As market conditions warrant, the remaining three (3) units will be completed via Builder/Owner Agreements.

2. **The Housing Choice Voucher Homeownership Program.** The Housing Choice Voucher (HCV) Homeownership Program began in 2002 with the first loan closing in 2003. Since the inception of the program, AHA has provided mortgage payment assistance to 110 Housing Choice clients. Eighty-seven (87) of these households remain active HCV homeowners. AHA has re-structured its policies and procedures and is preparing to implement the revised HCV Homeownership Program. The program has been re-engineered to include new eligibility benchmark criteria established for participants, new underwriting criteria, and the establishment of an internal Mortgage Payment Assistance Review Committee which will evaluate and assess new participants' financial ability to become a homeowner. AHA has also taken care to carefully modify some of the HCV Homeownership policies to raise its standards and to provide pre- and post-purchase homeownership counseling and foreclosure prevention to improve long-term success. Implementation of the re-structured program will be fully launched in FY 2010 and will continue in FY 2011.

During FY 2011, AHA will continue its Project Based Rental Assistance (PBRA) initiative to expand the availability of quality, affordable housing in healthy mixed-income communities in metro-Atlanta. The goals for this initiative are to facilitate (a) housing opportunities for families in healthy mixed-income communities; (b) development of housing for the elderly; (c) development of supportive services housing for disabled persons and other transitional housing; and (d) the expansion of housing opportunities in lesser impacted neighborhoods. PBRA helps to achieve these goals through a long-term contractual arrangement with private sector owners by agreeing to provide for up to ten years a rental subsidy to an agreed percentage of units in upscale multifamily rental developments. Rental subsidy makes those rental units affordable to income eligible households, including families, elderly persons and persons with disabilities. Unlike the Housing Choice tenant-based voucher program where the rental subsidy follows the voucher holder in the event they should move, PBRA stays with the property ensuring the affordability of rental units and fostering the sustainability of the multifamily development over the term of the PBRA Agreement.

Using a competitive process to assess the quality of PBRA projects, the track record of the developers/owner entities and other factors, AHA issues a Request for Proposals (RFP) for experienced developers/owners of multi-family rental developments. For those proposals chosen in accordance with the PBRA selection criteria, AHA issues a conditional PBRA commitment to the developer/owner. Upon delivery of the project in accordance with the approved proposal and the terms and conditions of the PBRA commitment, AHA and the developer/owner enter into a long-term (for a period up to 10 years as stipulated by AHA in the RFP) PBRA Agreement. The PBRA Agreement may be renewed by AHA if certain conditions are met.

The PBRA program is managed by AHA's Real Estate Development and Acquisitions Department (REDA) during solicitation and development phases. Among other things, REDA manages all aspects of the prospective developer/owner relationship leading up to the execution of the PBRA Agreement. This includes the PBRA solicitation and evaluation process; monitoring of any development or rehabilitation activities at the proposed property; reviews of the financing structure that supports the development to include subsidy layering reviews; and issuance of a commitment letter for PBRA assistance once AHA's Board approves the project. The commitment letter evidences AHA's intent to provide rental assistance to the property once agreed upon conditions have been met.

The Asset Management Division manages the relationship (contractual and other) after construction completion and the PBRA Agreement is executed and the subject property enters the operating phase (See Asset Management).

Significance of MTW

Using its Restated MTW Agreement authorizations, AHA has designed its own comprehensive PBRA program, with the goal of making the program attractive to local Atlanta real estate development professionals. Leveraging its MTW authority, AHA has been able to use PBRA as a financial incentive for the development of quality affordable housing in mixed-income communities as stated in the goals above; establish contract rents based on third party market rent studies approved by AHA removing fixed payment standards as a consideration; develop its own site and neighborhood standards; exceed the limitation on the percentage of Housing Choice Voucher funding that can be utilized for PBRA; and decentralize the administration of the program through site-based administration of PBRA by the owners, through their private management company professionals at the property.

AHA will continue to use its Restated MTW Agreement authority during FY 2011 to further develop and enhance its PBRA program and will implement activities and develop processes and procedures consistent with this authority and as changes in the local housing market, and financial conditions, developer/property owner participation dictates.

Supporting Activities

During FY 2011, AHA will be continuing the following activities as part of the implementation of this major initiative.

Project Based Rental Assistance inside of Mixed-Income Communities - Through a competitive process, AHA will solicit private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years through AHA's PBRA program. Commitments for PBRA may be extended after the 10-year term after meeting agreed upon conditions.



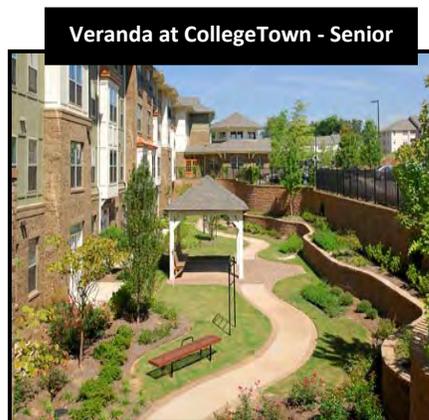
AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities.

Regional Project Based Rental Assistance - As AHA receives and approves proposals from developers for multi-family rental properties outside of AHA’s jurisdiction, AHA will continue to negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metropolitan area, subject to the provisions of State law, to permit site-based administration of AHA’s PBRA Program in those jurisdictions. AHA administers PBRA within the City of Atlanta limits (AHA’s jurisdiction) and may provide PBRA assistance to properties in adjacent jurisdictions, provided an Intergovernmental Agreement is entered thereby authorizing AHA to administer PBRA within that jurisdiction.

Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration Program - In support of the Regional Commission on Homelessness’ goal to end homelessness in the City of Atlanta, AHA has established a Homeless Demonstration Program in collaboration with United Way of Metropolitan Atlanta, Inc., that utilizes PBRA to facilitate the development of supportive services housing for homeless persons by private sector developers. Under this demonstration, in FY 2011, AHA may solicit proposals from owners for PBRA who can ensure the delivery of supportive services to the homeless residing in their properties. PBRA commitments with developers/owners are made for a term consistent with the period that funding for supportive services are in place.

In FY 2011, AHA may solicit proposals from developers/owners of multifamily developments that provide housing to persons with mental health disabilities or persons with special needs if evidence of a supportive services agreement with a United Way-approved or Georgia Department of Community Affairs approved service provider is included within the proposal.

Public Housing Replacement Using PBRA Units – AHA and HUD may designate certain units in a mixed-income, mixed-finance residential development under a PBRA Agreement as public housing replacement units or AHA, with HUD’s approval, may dispose of the Section 9 Annual Contributions Contract (ACC) subsidy and substitute Section 8 subsidy under a PBRA Agreement in AHA sponsored mixed-income rental communities. Under either such arrangement, the leasing of the



units subject to the PBRA Agreement would be restricted to tenants whose incomes do not exceed 80 percent (or 60 percent where applicable), of the metropolitan area median. In order to preserve the long-term affordability of the assisted units, AHA intends to enter into PBRA Agreements with terms of at least 15 years, with options for additional periods which would be co-terminus with the required period of affordability. The options would be automatically extended, subject to meeting certain agreed-upon conditions and upon approval by the AHA.

During FY 2011, AHA will continue the transformation of its Housing Choice Voucher Program into a world class operation focused on identifying quality affordable housing opportunities in healthy neighborhoods; streamlining its internal business processes, systems, operations and service delivery practices utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program; while creating incentives for families to achieve and maintain economic independence, improving quality of life and self-sufficiency with a goal of developing greater acceptance of the program in Atlanta communities and neighborhoods. AHA is also working to expand its relationship with the private market through creative outreach to landlords, with the goals of improving the quality of the product for AHA clients, improving customer relations and increasing accountability with participants and landlord/property owners. The goals of the Housing Choice Program transformation using private sector best practices, principles and operational discipline are to (i) attract quality landlords and properties to the Program; (ii) improve customer service; (iii) improve operating effectiveness and efficiency; and (iv) gain greater acceptance of the Program throughout the City of Atlanta.

Significance of MTW

With the authority under its MTW Agreement, AHA has designed and implemented innovative practices to reform its Housing Choice Voucher Program (HCVP) so that income eligible families can use Housing Choice vouchers to live in lesser impacted, opportunity-enriched neighborhoods, while continuing to pay no more than 30% of their adjusted income for rent and utilities. These innovations are listed in the Executive Summary and discussed in greater detail in this section.

Under its Restated MTW Agreement, AHA is able to establish the standards, policies, practices, business processes and operating procedures for its HCVP in the City of Atlanta using innovation to determine program components such as reasonable contract rents and increases, lease length and reissuance policies, inspections standards, waiting list procedures, rent reasonableness and adjustments to the housing assistance payment. AHA can also revise its programs, services and terms available to landlords and other housing authorities to insure availability of affordable, high quality units for its participants. AHA's MTW Single Fund allows Housing Choice to further advance its work in terms of improved resource allocation for departmental operations, enhanced technology-based solutions that improve internal processes and service delivery to clients and expanded marketing capabilities, incentives and resources to attract and retain relationships with highly experienced landlords. AHA is also able

to enforce higher accountability and responsibility in the participation by assisted families in work and self-sufficiency programs and allocate funding for the provision of self-sufficiency programs and activities that further educate and empower participants. In addition to implementing innovative policies which promote family self-sufficiency and improved quality of life, AHA is also implementing the following initiatives in transforming its HCVP in order to address issues in the local Atlanta market:

Preserving Affordability: 30% of Adjusted Income Policy - To avert the affordability crisis that results from families newly admitted into the Housing Choice program and those who are moving to new units paying up to 40% of their adjusted income for rent and utilities for the initial lease term and an even higher percentage of adjusted income upon renewal, AHA created the 30% of Adjusted Income Policy using its authority under its MTW Agreement to stabilize total tenant payments in recognition of the financially fragile situation of low-income families. In order to preserve housing affordability for participants of the HCVP, the total tenant payment of participants, unless subject to AHA's minimum rent, will be no more than 30% of the household's monthly adjusted income for rent and utilities. Especially important is the fact that this initiative ensures that the financial arrangement of former public housing families who relocated using the Housing Choice program will be no different than the financial arrangement they had as public housing residents. This initiative also provides stability for all Housing Choice participants by setting the total tenant payment in line with family expectations and affords participants with further opportunities to progress to better neighborhoods of their choice.

AHA Submarket Payment Standards – AHA identified the limitations that HUD's Fair Market Rents placed on AHA's ability to maximize the use of the HCVP to support strategies that promote the deconcentration of poverty, expand and broaden affordable rental housing opportunities, enhance opportunities for the development of affordable rental housing and provide better access to alternative housing that supports the needs of the elderly and persons with disabilities. Using its authority under its MTW Agreement, AHA conducted an analysis of the submarkets in the City of Atlanta and the equivalent market rents in those submarkets in order to implement the AHA Submarket Payment Standards for each submarket. During FY 2011, AHA's Asset Management Division will develop and implement a new methodology for establishing AHA Submarket Payment Standards for use in the HCVP. The methodology will examine and analyze residential rental market data based on local economic factors in 30 or more discrete geographical areas. This approach will facilitate a further calibration of

submarkets and related submarket rents as the changing factors and circumstances influence them.

The AHA Submarket Payment Standards replace the HUD Fair Market Rents thereby eliminating the financial barriers families have in conducting their housing search. This initiative combined with the 30% of Adjusted Income policy provide Housing Choice participants with additional financial leverage to broaden their ability to lease affordable, quality housing of their choice in great neighborhoods.

Rent Reasonableness – AHA initiated the operating process for Rent Reasonableness determinations in which the Asset Management Division conducts an independent market analysis for Housing Choice Operations in establishing the market equivalent rent for each residential rental unit in the HCVP. During FY 2011, the Asset Management Division will work with Housing Choice Operations to implement a multifamily rental property assessment process. AHA will achieve added value in all rent reasonableness determinations resulting in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.

Leasing Incentive Fee (LIF) – AHA established the Leasing Incentive Fee to streamline the leasing process and provide an incentive to landlords and private owners to offer quality, rental housing in great neighborhoods to low-income families. Used primarily in the past as a relocation strategy, during FY 2011, AHA will further explore the use of the LIF to provide additional support to Housing Choice participants in their choices to move to healthier, amenity-rich neighborhoods.

Rent Simplification / AHA Standard Deductions – During FY 2008, AHA adopted a policy permitting AHA to utilize standard deductions for determining adjusted annual incomes in order to calculate an assisted household's portion of the contract rent. The intent of the policy is to facilitate greater operating efficiency and improve customer service and relationship management by eliminating the costly and labor-intensive burden of collecting and verifying receipts for unreimbursed expenses for allowable deductions. This policy was adopted across all AHA housing and rental assistance programs. AHA will continue the implementation of this policy during FY 2011. The MTW Policies section of this Plan has more information on this policy.

Enhanced Inspection Standards – AHA is continuing to re-engineer its Housing Choice Inspections Standards to create an “engine” that will further ensure that Housing Choice

Participants have the opportunity to reside in quality living environments including quality housing units and quality neighborhoods. Initially, AHA established higher inspection standards than HUD's Housing Quality Standards with a focus on improving the quality of the units on the HCVP. AHA will use MTW innovation to create Housing Choice site and neighborhood standards that consider such quality of life factors as neighborhood amenities, poverty level, school performance, crime level, revitalization activities and access to public transportation and employment opportunities. AHA anticipates that higher inspection standards combined with higher eligibility criteria for Landlords participating on the Housing Choice program will help ensure more stability and higher quality living environments for low-income families.

A number of the key policies will also continue to be implemented in AHA's HCVP, such as Work/Program Participation Requirement, \$125 Minimum Rent and Elderly Income Disregard which are further described in various sections of this Plan.

The supporting activities that follow further illustrate how AHA has used and will use its MTW flexibility in developing innovative solutions to local problems.

AHA's Housing Choice Operations Department (Housing Choice Operations) provides leadership for this priority. The department provides subsidy so that eligible households can lease qualified rental housing units in a quality neighborhood at a rent determined to be reasonable given its location, quality, amenities and rent comparables. Some rental housing units include utilities; some do not. AHA provides a utility allowance so that the utilities are affordable to the assisted household. AHA currently serves over 10,000 families through its HCVP.

AHA reorganized the core functional areas of Housing Choice Operations into four primary areas: (1) Housing Choice Customer Service (previously Landlord Services); (2) Voucher Administration (previously Participant Services); (3) Housing Assistance Payments Contracting; and (4) Financial and Business Operations. By utilizing this approach, Housing Choice Operations will foster improved service delivery and cross functional collaboration both within the department and with other AHA departments. During FY 2011, AHA will implement four key departmental priorities within Housing Choice Operations which are summarized below.

Supporting Activities

During FY 2011, AHA will continue exercising its MTW flexibility to re-engineer the HCVP focusing on three key concepts: simplify, streamline and stabilize. AHA will utilize its full MTW

flexibility to create a program that is user-friendly for all stakeholders. AHA will use these key concepts in modifying policies, procedures and operational design and implementation.

- 1. Program Re-design** – During FY 2011, AHA will engage in a comprehensive process to completely overhaul and re-design the HCVP to make it more transparent, operationally effective and efficient, customer-friendly and more mainstreamed and aligned with private sector business best practices. This approach will include a rethinking of the following key program elements: (1) review of eligibility requirements, admissions to the HCVP and revamping of ongoing HCVP participation requirements for families (i.e. Family Obligations); (2) refine to AHA's robust rent reasonableness system; (3) align and integrate the annual participant recertification, annual inspection and annual rent review into a smooth-operating annual contract review process; (4) align HAP Contract business terms with private sector business practices with a particular emphasis on business terms that directly address existing program issues such as continuing to pay HAP to facilitate a smooth transition of families from one unit to another; and (5) further development of a seamless connection of families with human development services that advance their self-sufficiency.

AHA will explore and implement various technology solutions to make it easier and more efficient for participants and landlords to conduct business transactions with the AHAHCVP. AHA will use web-based technology to conduct annual re-certifications online allowing landlords and participants to submit documents and information such as requests for tenancy approval, property owner applications and personal documents such as copies of birth certificates, social security cards necessary to validate eligibility, and mortgage statements. These self-service solutions will significantly reduce administrative burden and costs associated with numerous office visits and handling mounds of paperwork and data input. AHA will utilize technology to increase the frequency of communications with participants and landlords, including technologies such as the web, email, text messaging and voice messaging. AHA will also establish an on-line neighborhood information resource to educate participants on the attributes of Atlanta neighborhoods as well as for its use in implementing enhanced site and neighborhood standards.

This re-design work will culminate with identification and development of enhancements to AHA's Housing Choice Operating System established in Oracle or otherwise.

- 2. Portability Re-engineering** – During FY 2011, AHA will continue to build its collaborative relationships with metropolitan Atlanta public housing authorities (PHAs). Through this collaboration, AHA and the metropolitan PHAs will continue to explore strategies for creating seamless mobility administration arrangements and agreed upon procedures and business terms that would be implemented through intergovernmental agreements. AHA will explore strategies for contractually passing on its MTW flexibility through these intergovernmental agreements to metropolitan Atlanta PHAs similar to the agreements it has established with its development partners.

The mutual goal of AHA and the metropolitan Atlanta PHAs is to create a seamless arrangement that will address the top three administrative burdens relating to portability administration: (1) inconsistencies across PHA jurisdictions in effectively carrying out the responsibilities associated with portability administration primary among these are the PHA jurisdictions' inability to conduct timely re-certifications, submit timely billings (52665's), Family Information (50058's), PIC updates and information on interim income and other household changes, terminations and program moves; (2) managing the administrative complexities associated with differences in payment standards, program policies and requirements such as voucher size and bedroom size determinations and briefing schedules and voucher issuance; and (3) receiving timely payments from receiving PHA jurisdictions.

During FY 2010, AHA made a business decision to discontinue absorbing families who decided to port into AHA's jurisdiction by issuing them AHA vouchers and began administering vouchers porting into Atlanta from other jurisdictions. AHA found that absorbing families limits the agency's ability to address the needs of eligible low-income families on AHA's HCVP waiting list and manage limited funding resources strained by the increasing number of porting families impacting AHA in its pursuit of other housing initiatives that support its mission and goals. During FY 2011, AHA will administer vouchers porting into AHA's jurisdiction.

- 3. Real Estate Centric Business Approach** – As AHA continues to transform into a diversified real estate company with a public mission and purpose, it's HCVP will also transform to align with private sector best business practices and successful approaches already established in how AHA manages its business relationships and transactions as

part of AHA-sponsored mixed-income rental communities, including those with PBRA. This new approach will be customized to manage the differences among multifamily properties and single family properties. Housing Choice Operations will continue its work in developing and maintaining up-to-date property assessments on all multifamily properties participating in the program. These assessments will include information on ownership, financial and physical condition, property ratings and neighborhood condition as it relates to crime, poverty, amenities and school performance, rent schedules, inspections results, HCVP participant survey information and AHA financial investment. AHA will use this information as business intelligence for screening properties and landlords and for determining contract rents.

- 4. Policy Changes** – AHA will continue to explore and set new policy standards and incentives to promote family self-sufficiency and success. AHA will establish an income disregard policy for the disabled similar to its Elderly Income Disregard policy that will allow the agency to disregard employment income for adults with disabilities on fixed incomes who earn employment income as described in the MTW Policies section of this Plan. AHA will also re-examine all practices and procedures relating to the HCVP consistent with existing Housing Policies aligning them with private sector best practices and standards and revising them where appropriate to reduce or eliminate administrative burdens associated with implementing these practices and procedures.

The Asset Management Division provides strategic oversight and financial management of AHA's assets, real estate, financial and other investments and facilitates and manages certain strategic and external business relationships. Working in collaboration with other divisions, the Asset Management Division will contribute to AHA's business transformation objective to develop and evolve AHA's systems, processes, procedures and staff capacity to create a comprehensive, collaborative and integrated asset management resource for the entire organization with an emphasis on internal and external business relationship management and technology oriented solutions.

The Asset Management Division, comprised of Asset Management, Portfolio Management, Asset Valuation, Compliance and Policy Research and Development, facilitates and manages all aspects of the on-going business relationships with owner entities in AHA-sponsored mixed-income communities and private sector developers and owners through the execution of Project Based Rental Assistance (PBRA) Agreements. Additional oversight functions include compliance monitoring activities and fee-based contract administration for federally-assisted properties; policy development and advisement; and oversight of program evaluations in coordination with local universities and contracted organizations which include AHA's HOPE VI evaluations, MTW Benchmarking Study and other research activities.

Significance of MTW

A professional asset management group is a fundamental component of any diversified real estate company that endeavors to achieve its goals and demonstrates that it can effectively deliver excellent outcomes. AHA's Asset Management Division fulfills this role and is at the forefront of designing and implementing a number of innovations under AHA's Restated MTW Agreement in order to enhance operational efficiencies, process improvements, accountability, integrity and excellence. As part of its relationship and portfolio management approach, the Asset Management Division works with AHA's strategic partners, which include owner entities of mixed-income residential rental communities and their professional management companies, private developers and investors, communicating the policies and innovative processes allowed under AHA's MTW authorizations with the intent and expectation that AHA's strategic partners will benefit from MTW innovation in successfully sustaining the assets that support AHA's public purpose and mission pursuant to its charter.

Working collaboratively and in coordination with other AHA divisions and AHA's strategic partners, the Asset Management Division will continue to provide support to AHA's repositioning, revitalization and investment strategies to enhance and improve the long-term viability and market competitiveness of AHA's portfolio of real estate partnerships and holdings.

Supporting Activities

During FY 2011, AHA will continue to be an innovative organization in accordance with its authorizations under the Restated MTW Agreement and, in the spirit of innovation, will continue to develop and implement processes, procedures, policies, technology solutions and the expansion of its asset management capacity. The Asset Management Division reorganized its organizational structure and introduced a private sector inspired portfolio management and asset valuation approach to managing AHA's assets.

Under the Portfolio Management component of this approach, professionals skilled in real estate lending and/or investment banking are assigned a range of diverse assets consisting of mixed-income, mixed-finance residential rental (including those with Project Based Rental Assistance) in which AHA is a de minimis partner in the limited partnership structure, lender, ground lessor, subsidy provider and/or co-developer. Portfolio Management involves monitoring the health and sustainability of the assets through the various legal and financial

Auburn Glenn – Family Apts.



agreements that govern them and the indicators such as occupancy, revenue, subsidy levels and financial statements that measure them. Managing partnership relationships on behalf of AHA and its strategic partners is crucial. Periodic business process reviews and physical inspections are arranged by the portfolio management staff in coordination with the Asset Management Division's compliance team.

Asset Valuation, the other component of this approach, is staffed by real estate professionals who oversee AHA real estate owned in coordination with other AHA departments, prepare market rent analyses, research market data and participate in the valuation of AHA development loans and other assets. AHA will further develop capacity in portfolio management and asset valuation as AHA realizes its full potential

as a diversified real estate company with a public mission and purpose consistent with its charter.

Reformulating the Subsidy Arrangement in AHA-sponsored Mixed-Income, Mixed-Finance Communities (formerly “Sustaining Mixed-Income Communities”)

AHA is still exploring the strategy of reformulating the subsidy arrangement for AHA-sponsored mixed-finance, mixed-income communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness.

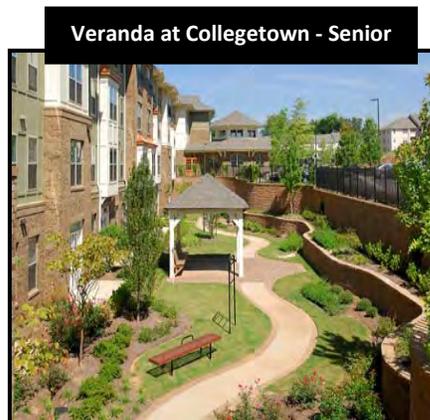
AHA’s exploration of the strategy would include further analysis with respect to the appropriate HUD regulatory procedure that would be more appropriate – disposition of the public housing operating subsidy including the issuance of HCVP Funds to fund PBRA, or conversion of the public housing assisted units to PBRA-assisted units utilizing HCVP Funds. Whichever strategy AHA pursues will require consultation with HUD and the decisions surrounding the approval of an appropriate implementation protocol will be critical considerations for HUD approval. Although this will be a total AHA effort, the Asset Management Division will be managing the implementation of the activity.

Project Based Rental Assistance Site Based Administration – Consistent with AHA’s MTW authorizations, AHA provides PBRA to private developers and owners selected through a competitive procurement process to assist with the financing and development of affordable units in healthy residential rental mixed-income communities. The Asset Management Division administers PBRA upon completion of the development phase of each new mixed-income rental community with PBRA and provides oversight and guidance as a portfolio management strategy with respect to the site-based administration of PBRA-assisted units. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AHA inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to the PBRA-assisted units, including advertising the opening and closing of site-based waiting lists; managing waiting lists and transfer lists including those lists maintained for reasonable accommodation requests and for PBRA-assisted rental units designated for persons with mobility impairments; interviewing and certifying eligibility and

suitability of applicants for admission; determining and verifying ongoing eligibility and continued qualification for residency on an annual basis; verifying compliance of applicants and residents with AHA's work/program participation requirement; invoicing AHA for rental assistance utilizing AHA's form of payment application; and complying with the terms and conditions of the PBRA Agreement, applicable HUD rules and regulations and other applicable federal regulations, except as modified by AHA's Restated MTW Agreement and related PBRA policies and procedures.

To enhance AHA's asset and portfolio management functions with respect to mixed-income rental communities and those with PBRA, AHA will be developing and implementing the Management Partner.net Application Project during FY 2011. The design of this project will focus on streamlining data operations, enhancing reporting capabilities and improving the interface between the Asset Management Division and the professional management agents ultimately with the goal of having a robust web-based application.

Public Housing Replacement Using PBRA Units – AHA and HUD may designate certain units in a mixed-income, mixed-finance residential development under a PBRA Agreement as public housing replacement units or AHA, with HUD's approval, may dispose of the Section 9 ACC subsidy and substitute Section 8 subsidy under a PBRA Agreement in AHA sponsored mixed-income rental communities. Under either such arrangement, the leasing of the units subject to the PBRA Agreement would be restricted to tenants whose incomes do not exceed 80 percent (or 60 percent where applicable), of the metropolitan area median. In order to preserve the long-term affordability of the assisted units, AHA intends to enter into PBRA Agreements with terms of at least 15 years, with options for additional periods which would be co-terminus with the required period of affordability. The options would be automatically extended, subject to meeting certain agreed-upon conditions and upon approval by the AHA.



Private Sector Innovation – The public/private partnerships formed to own AHA-sponsored mixed-income multifamily rental apartment communities (Owner Entities) have been authorized by AHA, through various agreements, to leverage the authority under its Restated MTW Agreement to use innovative private sector approaches to eliminate redundancy or

unnecessary activity tied to the Section 9 or Section 8 operating subsidy. AHA's asset management function has been organized with respect to the mixed-income rental communities and those with PBRA to take a unified approach focused on items such as subsidy considerations, leasing and occupancy reporting, financial reporting, site-based waiting list management, policy-related matters and compliance and oversight guidance with the goal of long-term success and sustainability of these properties. During FY 2011, AHA will finalize a policy document to promote private sector innovation in these communities.

Streamlining Property-Level Operations – The central focus of this activity is to streamline operating procedures at the property level by examining the various regulatory requirements that are attached to financing and funding development activities and looking for ways to reduce duplication of effort and obsolete systems in meeting requirements in reporting back to HUD and other funding and equity sources while, at the same time, fulfilling its fiduciary responsibilities. With the growth of the PBRA program, AHA will examine the various regulatory, subsidy and financing arrangements in its portfolio during FY 2011 in order to identify and develop PBRA models that have characteristics that are categorically similar yet, at the same time, unique in their structure and approach in providing sustainable affordable housing. Such diversely unique categories may include Single Room Occupancy housing, assisted living for the elderly and housing for other special needs populations.

Rent Reasonableness Determinations – AHA developed and initiated the ongoing operating process for Rent Reasonableness determinations in which the Asset Management Division conducts an independent market analysis for Housing Choice Operations in establishing the market equivalent rent for each residential rental unit in the HCVP. During FY 2011, the Asset Management Division will be working with Housing Choice Operations to further streamline processes and reduce costs by developing standard rent schedules for multifamily rental properties in the Housing Choice tenant-based portfolio. By accessing market-based intelligence through state of the art database systems, market analysts will be preparing comprehensive reports for multifamily properties and determine consistent rents in each multifamily rental community based on substantially similar comparables as part of a larger multifamily rental property assessment process.

AHA Sub-Market Payment Standards Methodology – During FY 2011, AHA's Asset Management Division will develop and implement a new methodology for establishing AHA Payment Standards for use in the HCVP. The methodology will examine and analyze residential

rental market data based on local economic factors in 30 or more discrete geographical areas. This approach will facilitate a further calibration of submarkets and related submarket rents as the changing factors and circumstances influence them. AHA will engage external expertise to assist AHA in designing a market analysis database that will allow market analysts in the Asset Management Division to review, monitor and update dynamic market data in the submarkets in order to ensure that subsidy levels are consistent with submarkets. The current schedule of AHA Payment Standards established for each of the seven Atlanta submarkets will remain in effect until the new methodology is implemented. The new methodology and submarket development process will produce results beyond the administration of AHA Payment Standards by improving the identification of richer data sets for Rent Reasonableness determinations.

Fee-Based Contract Administration – AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide performance based contract administration (PBCA) services to HUD. AHA compliance staff in the Asset Management Division conducts management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. AHA earns unrestricted administrative and incentive fees as a subcontractor to GA HAP for conducting these reviews and, as a member of the consortium, shares in financial distributions of unrestricted revenue in excess of expenses for those states GA HAP provides PBCA services, currently Georgia and Illinois. This arrangement may be changing in the upcoming fiscal year. During calendar year 2010 and into AHA's FY 2011, AHA has been informed that HUD will be rebidding all PBCA contracts on a nationwide basis. GA HAP intends to submit a proposal for opportunities in Georgia and Illinois in an effort to continue servicing contracts in those states. GA HAP also intends to pursue additional states in order to offer and expand its proven excellence in providing PBCA services to HUD.

With Human Development being a major priority, AHA will continue to facilitate, through targeted investments and strategic linkages, connections to human services providers for AHA assisted households to ensure healthy outcomes with the goals of achieving (a) economically independent families; (b) educated children; and (c) enhanced opportunities to “age well” resulting in independent and self-sufficient elderly and persons with disabilities. AHA believes as a direct result of repositioning its properties and investing in the families, in time, the social and behavioral costs resulting from isolating families in concentrated poverty can be eliminated. To ensure that families are successful, AHA has adopted three guiding philosophies that direct its Human Development activities:

1. All families must be served and benefited by Human Development and Support Services Programs, especially as they transition from environments of concentrated poverty and during community revitalization;
2. All families who have lived in concentrated poverty must have comprehensive, hands-on support that connects them to mainstream society and new opportunities; and
3. All Human Development and Support Services Programs must be outcome driven with the expectation of success for families.

The Human Development Services and Community Partnerships Departments manage the supporting activities under this priority. Staff in this division serve as AHA’s interface between the clients, strategic partners, service providers and community stakeholders on matters relative to client success and community relations. It is also the core organizational unit working collaboratively with other AHA departments and with community-based partners in designing, facilitating and managing client self-sufficiency programs and supportive services.

Significance of MTW

AHA has raised its expectations and standards for assisted households grounded in the belief that all human beings have unlimited potential. AHA believes that repositioning its family communities into mixed-use, mixed-income communities is vital to the long-term success of families and neighborhoods and by using its MTW authority, AHA has implemented important policy changes and requirements to inspire and facilitate families in achieving their life goals. Two such policy changes that serve to mainstream families into a culture of education, work and building economic independence and self-reliance are highlighted below:

\$125 Minimum Rent – On October 1, 2004, AHA raised its minimum rent from \$25 to \$125 under its Public Housing and Housing Choice Voucher Programs. Households on fixed incomes, where all members are either elderly or disabled, are exempt from the minimum rent increase and their total tenant payment continues to be based on 30 percent of their adjusted gross incomes. Since implementing this requirement, AHA has seen a steady increase in households paying at or above the minimum rent.

Work/Program Participation Requirement – Since October 1, 2004, AHA’s work/program participation policy requires that (a) one non-elderly, non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week); and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.

CATALYST Compliance Meanings	
Full-time Worker	<ul style="list-style-type: none"> • Employed for 30 or more hours per week
Participation in an approved program	<ul style="list-style-type: none"> • attending an accredited school as a "full-time" student • participating in an approved "full-time" training program • attending an accredited school as a "part-time" student, AND successfully participating in an approved "part-time" training program
Part-time Job and Part-time Program Participant	<ul style="list-style-type: none"> • Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program • Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a "part-time" student

Self-Sufficiency and Support Services – Consistent with the Restated MTW Agreement authorizations, AHA has taken advantage of the opportunity to design and develop its own self-sufficiency programs and activities that utilize its MTW Single Fund authority to support the ongoing implementation of these programs. The ability to use the MTW Single Fund across programs has been germane to the overall success of AHA’s self-sufficiency efforts. It affords AHA the ability to implement programs and activities and make targeted investments consistently and uniformly across its Public Housing and Housing Choice programs which could not be done prior to executing its MTW Agreement with HUD. Some examples of self-sufficiency and support services AHA has instituted that are discussed under this priority include:

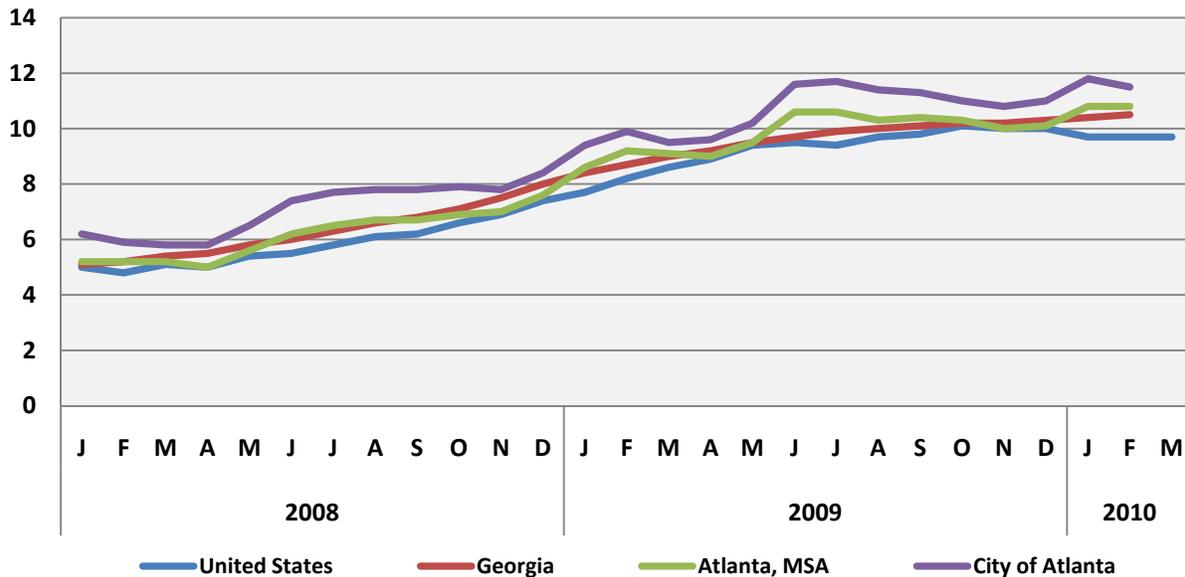
- Human Development and Support Services
- Service Provider Network
- Good Neighbor Program II
- CATALYST Resource Guide
- Rapid Response Foreclosure Team
- Empowering S.E.L.F. through the Good Neighbor Outreach Initiative

Supporting Activities

During FY 2011, AHA will make substantial investments that support self-sufficiency, client needs, and reduce dependency on subsidy. Using its MTW authority, AHA will also explore, design and implement targeted self-sufficiency activities and policies for assisted households as changes in the economy, client and local needs dictate.

Work/Program Participation Requirement – During FY 2011, AHA will continue to use its in-house professionally trained Client Services Counselors and Human Development and Support Services’ Providers outlined below to assess, assist, and connect those households that are not compliant with the Work/Program Participation requirement to community-based services, programs and employment opportunities. As of February 2010, the unemployment rate for the State of Georgia was 10.5 percent, metropolitan Atlanta was at 10.8 percent and the City of Atlanta was at 11.5 percent. These all exceed the national average of 9.7 percent during the same period as illustrated below.

2008 -2010 National, State & Local Unemployment Rates



¹ US, Georgia and Atlanta, MSA data source: Georgia Department of Labor Statistics; City of Atlanta data source: Bureau of Labor Statistics

AHA understands the impact that the rising unemployment rate may have on its clients’ ability to obtain and maintain employment. Therefore, during FY 2011, AHA and its Human Service partners will work with participants to recalibrate and focus even greater attention in helping participants acquire the skills necessary to be more competitive in the job market and future

job searches especially as the job market begins to improve. By working with members of the Service Provider Network, AHA will increase its efforts to educate and market job training and educational opportunities to its participants needing such services.

Participants in an AHA-approved job training or educational program are eligible for consideration to receive a temporary deferment from the work requirement. Placement on “deferment” status is based upon review of individual household circumstances and this status delays or suspends the household’s work/program participation requirement for a specified period of time, as approved by AHA or its representatives, to alleviate possible subsidy termination or eviction. During FY 2009, out of 7,151 targeted participants, only 27 were terminated or evicted from the housing subsidy programs for not meeting the expectations of the work requirement. Those few who were terminated refused to participate in an approved job training program recommended by AHA counselors to support the participant’s self-sufficiency and/or gain a deferment from the work requirement. Deferments from the work requirement are always granted to participants who can demonstrate and/or document their personal efforts in seeking employment or to those participants engaged in an AHA approved education or job training program. Because AHA views education as the great equalizer, participants enrolled full-time in a regionally accredited or State approved educational program (GED or post-secondary) are also eligible for deferment considerations.

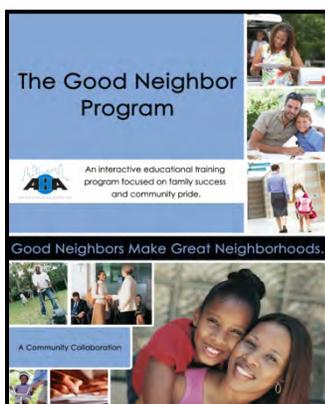
The Atlanta Workforce Development Agency (AWDA), a bureau of the City of Atlanta, has been a stalwart partner of AHA; it administers employment and training programs as mandated under the Workforce Investment Act of 1998. Because of AHA’s unique relationship with AWDA and the city’s two-year colleges, AHA participants have a variety of educational options and job training opportunities to support self-sufficiency and meet the AHA work requirement. These partners have provided unprecedented workforce solutions that have aided AHA participants with job leads, writing resumes, practice with interviewing skills, and job fairs designed and hosted especially for AHA participants. With the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, better known as Welfare Reform, AHA believes that its work requirement is consistent with other Federal subsidized programs (i.e. food stamp benefits and Temporary Assistance for Needy Families) that require able-bodied adults to be employed or participating in a job training program as a subsidy requirement.

Human Development and Support Services – During FY 2011, AHA will continue to underwrite the cost of professional Human Development and Support Services to provide intensive coaching and counseling and connections to quality resources and services to families affected

by revitalization activities (see Revitalization Program Priority for description of revitalization activities) and Quality of Life Initiative (QLI) (see QLI Status section of Plan). In support of the revitalization activities, AHA is committed to ensuring that residents affected by revitalization would have a continuum of support during pre- and post-relocation. For QLI affected households, human development and support services are provided to clients for a minimum of 27 months to assist families as they transition into their new neighborhoods. AHA and its Human Development and Support Services providers will continue working with families who experience hardships beyond the 27-month period to ensure connectivity to the most appropriate services to address their needs.

Additionally, AHA will continue utilizing its on-staff Client Services Counselors to provide coaching and counseling services for participants in AHA’s Housing Choice Program and to residents not impacted by QLI or revitalization activities. AHA will also hire an Aging Well Resources Program Manager, trained in Gerontology, to work with the property management staff at its senior highrises to connect the frail elderly and persons with disabilities to appropriate services and resources so they can “age in place” or, if necessary, be placed in more appropriate supportive housing.

Service Provider Network and Connections – The Service Provider Network (SPN) is a focused group of established Atlanta-based service providers that supports AHA’s mission and are committed to serve as a resource for AHA-assisted families’ connection to employment, training, educational and other mainstream opportunities. During FY 2011, AHA will continue managing the relationships with the SPN and expand its base, which is now at 54 providers. Because of the current state of the economy, AHA will focus on building additional relationships with organizations that will support sustainable employment. AHA will continue to utilize its referral system that connects AHA-assisted families with the services provided through the Service Provider Network (SPN).



Good Neighbor Program II – AHA’s Good Neighbor Program (GNP) is an instructional program established by AHA to provide guidance to AHA-assisted families on values, roles and responsibilities associated with being a good neighbor. The Alonzo A. Crim Center for Urban Educational Excellence at Georgia State University (GSU), in collaboration with AHA, designed the curriculum and training modules that provide the intensive instruction to participants of the program.

Since starting the program in 2004, both AHA and GSU continue to update and revise the curriculum based upon lessons learned and feedback from instructors, participants, and the greater Atlanta community. During FY 2010, AHA and GSU began offering the first of three required modules to AHA participants. Participants have completed Module 1 of the training entitled ***“Sustaining Neighborhood Through Community Expectations”***. During FY 2011, participants will focus on Module 2 entitled ***“Conflict Resolution & Problem Solving”***. Depending upon the progress of the participants with the training process, the 3rd module, ***“The Value of Life-Long Learning”*** may also be offered during FY 2011.

Customer and Community Relations Center – AHA will continue to operate and maintain its Customer and Community Relations Center including access to a 24 hour dedicated phone line (1-888-AHA-4YOU) for the community to voice neighborhood and/or client compliments or concerns to AHA. During FY 2011, AHA will increase its Customer and Community Relations Center staff with the desired goal to be more responsive to the increased number of AHA-assisted clients relocating into the broader community. This staff augmentation will assist with weekend and after hour responses.



Rapid Response Assistance Team – During FY 2008, AHA established a Rapid Response Assistance Team to assist Housing Choice participants impacted by property owner foreclosures. The Rapid Response Assistance team offers an expeditious continuum of support leading to the resettlement of impacted families into a new living environment. Since the inception of the Rapid Response Team, AHA has seen an increased need for similar services for families impacted by other emergency situations such as natural disasters or property abatements. During FY 2011, the team will work with Housing Choice staff and inspectors to strengthen the “emergency move” referral process.

Empowering S.E.L.F. through the Good Neighbor Outreach Initiative – To complement the Good Neighbor Program and support life-long learning, during FY 2011, AHA will implement the Empowering S.E.L.F. through the Good Neighbor Initiative. The acronym S.E.L.F. is relevant and critical to the goal of healthy human transformation and reconnecting families to mainstream society by helping the participants focus on the following goals:

- ***Self-sufficient*** individuals and families focused on building generational wealth

- **Education** to improve the quality of life for heads of households and their children
- **Living Environment** building on self-pride, program compliance and becoming productive citizens
- **Focus** on life-long learning and continuous self-improvement

The Empowering S.E.L.F. through the Good Neighbor Outreach Initiative will provide constant and consistent educational awareness opportunities to all Housing Choice participants with instructions and seminars focused on **Understanding and Maintaining Community Expectations, Financial Literacy for Personal and Family Success, Living Healthy Lifestyles, and Developing and Maintaining Healthy Relationships**. AHA will partner with established community based service providers to ensure a dynamic and rigorous curriculum that empowers participants with knowledge and skills necessary to strengthen their families and the communities in which they live.

Atlanta Community Scholars Awards (ACSA) – Launched in 2003, the Atlanta Community Scholars Awards (ACSA) is an AHA initiative that provides post secondary scholarships to eligible AHA residents to attend the college, university or technical school of their choice. Partnering with the United Negro College Fund (UNCF), one of the nation’s oldest and most successful education assistance organizations, UNCF provides fiscal oversight for grants and gifts received for ACSA and scholarship disbursements to awardees. Funding for the scholarships in the program are financial gifts from AHA employees and other community benefactors who support AHA’s vision. AHA will continue offering ACSA to eligible AHA-assisted families during FY 2011.

Place-Based Supportive Services Strategy Pilot – In FY 2007, AHA in collaboration with a number of partners implemented a place-based pilot named the NORC (Naturally Occurring Retirement Community) at Marian Road, Piedmont Road, and Cheshire Bridge Road highrises. The NORC is a national program model focused on enabling adults to “age in place” and builds the community capacity to support the process. The NORC places a strong emphasis on resident involvement with priorities set by residents and new initiatives capitalize on the economy of scale created by the concentration of individuals with similar needs. Led by the Atlanta Regional Commission’s (ARC) Division on Aging, the primary partners in this pilot include AHA, Visiting Nurse Health System, Piedmont Hospital, Jewish Family and Career



Services and the Jewish Federation of Greater Atlanta. During FY 2011, the three year term of the NORC grant will end.

Aging Well Program – From lessons learned during the NORC pilot program, AHA has developed and will introduce its “Aging Well” program which will be enhanced by the “new” environments that will be created at the AHA highrise communities using American Recovery and Reinvestment Act (ARRA) Capital funds. When completed, these “new” vibrant, healthy environments will promote the use of technology to improve resident connections to family, friends, and community. Additionally, the “Aging Well” Program will greatly enhance socialization, lifelong learning through the offering of a variety of wellness opportunities to seniors and persons with disabilities residing in these highrise communities. Knowing that lifestyle and wellness activities are important to maintain health and function, the Aging Well program will focus on reinvigorating the highrise communities through wellness programs that will strengthen the residents’ emotional, intellectual, physical, social, and spiritual wellbeing. AHA’s Human Development Services, Real Estate Management Departments and the Atlanta Regional Commission will work collaboratively to implement the success of the Aging Well program. The implementation of the collaborative strategy will ensure that capital upgrades and human services at the highrises are working in concert to provide residents with the best environments possible for healthy aging in place.

Resource Development to Support Family Success – AHA also understands the many needs of the families it serves and importance of collaborating with established community-based organizations to ensure that all families have access to services and resources necessary for healthy human transformation. During FY 2011, AHA will work with appropriate community-based organizations to research and apply for grant opportunities. Efforts will focus on funding opportunities offered by various foundations as well as Federal, state, and local governments. Funds from successful grant applications will be used to further leverage AHA’s and its partners’ financial resources to support existing service capacity needs and to implement programmatic strategies developed during FY 2011.

As of December 31, 2009, and upon completion of the successful relocation of the public housing assisted households from the twelve QLI impacted properties, AHA owns and operates 11 highrise communities for elderly persons and persons with disabilities and two small family communities. Collectively, these communities are called AHA-owned Residential Properties.

During FY 2011, AHA will continue to implement renovations at its AHA-owned Residential Properties that support the transformation of these communities from institutional multi-family residences to quality living environments whose physical attributes support delivery of vibrant programs for AHA residents. Professional Private Management Companies (PMCOs) will continue comprehensive management of these properties in accordance with AHA's goals, objectives, and financial resources. AHA is also using approximately \$18.5 million of its \$26.5 million allocation of American Recovery and Reinvestment Act (ARRA) formula Capital Funds and supplemental MTW funds for the initial phases of rehabilitation of its AHA-owned Residential Properties to address priorities for critical building viability upgrades, energy conservation measures, exterior and site improvements, and renovation of main floor(s) common areas and furniture, fixtures, and equipment. Additionally, at the highrise properties, these improvements will be targeted toward improving the physical environment so that they can appropriately support programming to improve opportunities for socialization, lifelong learning, wellness, recreation, and broadband access. A listing of the AHA-owned Residential Properties is located in **Appendix F** and further details on ARRA capital improvements work is described in the ARRA section of the Plan.

Supporting Activities

Since 2004, AHA has implemented numerous policy and/or procedural changes, utilizing our MTW authority that have clearly demonstrated positive outcomes at our communities and are now part of our standard operating procedures. These changes include the following:

- 4-to-1 Elderly Admissions Policy at AHA's highrise Communities
- Elderly Income Disregard
- \$125 Minimum Rent
- Work/Program Participation
- Enhanced Real Estate Inspection Systems
- Enhanced Accessibility Initiative
- Violence Against Women Act (VAWA)

- Place-Based Supportive Services Strategy Pilot
- Rent Simplification
- Resident Survey

For more detail on each of the above, please refer to AHA's ongoing activities/projects/initiatives section of the Plan.

Policy Changes

AHA will continue to set new policy standards and incentives to promote family self-sufficiency and success. AHA will establish an income disregard policy for the disabled similar to its Elderly Income Disregard policy that will allow AHA to disregard employment income for disabled adults on fixed incomes who earn employment income. AHA will also continue to re-examine policies, align them with private sector standards and revise them where appropriate to eliminate any administrative burden associated with implementing these policies.

Energy Management Initiative

During the past decade, AHA has initiated a number of energy conservation initiatives at AHA-owned and assisted properties. In FY 2011, AHA will continue to expand its focus and refine objectives and strategies in the areas of energy conservation and efficiency, sustainability, and education of stakeholders. The energy management initiative that began in FY 2010 and continues in FY 2011 takes a holistic and comprehensive approach to energy management as a component of AHA's asset management strategy for its owned properties. AHA has allocated a portion of the ARRA formula Capital Funds to make energy conservation improvements a part of its common areas renovations. Additionally, AHA has directed that, at a minimum, Energy Star and WaterSense standards be followed for future equipment purchases and maintenance programs and that it actively support staff/stakeholder training to improve knowledge of energy and sustainability practices and tactics. Moreover, AHA intends to initiate and implement a second energy performance contract to provide access to an additional estimated \$8 to 12 million in third-party funds that can be used to further implement energy conservation and efficiency solutions at AHA-owned Residential Properties. These capital improvements will complement and supplement the ARRA renovations and accelerate AHA's ability to continue the physical changes that will transform these properties into quality living environments whose physical attributes support delivery of vibrant aging well programs for its residents. AHA plans to work proactively with HUD during the planning and implementation of the water and energy conservation measures and initiatives described including stabilizing the frozen rolling

consumption base. In addition, AHA will pursue supplemental funding/grant opportunities for green initiatives to further enhance the quality of the physical environment at the AHA-owned Residential Properties.

Aging Well Program

During the last decade, AHA has made a number of improvements in the physical quality of the AHA-owned Residential Properties. Concurrently, the occupancy of these communities has evolved to where there is a higher percentage of older adults. AHA desires to assist residents in maintaining independent living in their homes for as long as possible and avoid premature institutionalization. AHA plans to accomplish this by providing residents access to programs and services that enable them to age with dignity and maintain their quality of life. During FY 2011, AHA intends to design an Aging Well Program focused on four goals, and will seek federal, state, local, non-profit, foundation and/or private sector funding to support such goals:

- Enhance socialization, learning, and wellness opportunities
- Make the physical spaces vibrant and active with programming
- Incorporate technology to make spaces alive and improve resident connections to family and friends
- Enhance connectivity to the broader external community

For additional information on AHA's Aging Well Program, see the Human Development section of the Plan.

As part of the American Recovery and Reinvestment Act (ARRA) formula Capital funding to public housing authorities across the country, AHA received approximately \$26.5 million in ARRA funds that are being used for rehabilitation of 13 AHA-owned Residential Properties and for demolition of four obsolete and distressed properties that were in Phase Two of AHA's Quality of Life Initiative.

AHA-Owned Residential Properties

Properties Undergoing Renovation – \$18.5 m

Barge Road Highrise
 Cheshire Bridge Road Highrise
 Cosby Spear Highrise
 East Lake Highrise
 Marietta Road Highrise
 Peachtree Road Highrise
 Piedmont Road Highrise
 Martin Street Plaza
 Westminster
 Georgia Avenue Highrise
 Hightower Manor Highrise
 Juniper and Tenth Highrise
 Marian Road Highrise

Undergoing Demolition—\$8 m

Herndon Homes
 Hollywood Courts
 Palmer House
 Roosevelt House

ARRA funded renovations of the AHA-owned Residential Properties include capital improvement work in the following categories:

- **Dwelling Structures/Major Systems** – Improvements to building envelop, major systems and dwelling units to included energy efficiency improvements
- **Site Improvements-** Parking lot, sidewalk and street repairs as well as erosion control, landscaping and exterior recreation space enhancements
- **Common Areas-** Lobby, common area and specialty function room renovations
- **Non-Dwelling Equipment** – Computers, common area equipment, laundry facility washers and dryers and furniture fixtures and equipment
- **Fees and Costs** – design and construction management fees

AHA's business model for the AHA-owned properties utilizes third party professional property management firms (PMCOs) to handle site-based management, including the day-to-day property operations, maintenance, and capital improvements. Under this approach, the PMCOs provide comprehensive construction management services, including administration of design and construction contracts for property renovations. AHA has had long-term success with this approach, which is facilitating AHA's ability to promptly and prudently administer ARRA funds. As of February 28, 2010, AHA had obligated 100% of the ARRA funding obligation and expended over 7% of its ARRA funding allocation.

For additional information, the Capital Planning section of the Plan (**Appendix L**) provides AHA's updated plan for capital projects using both ARRA and MTW Funds. **Appendix R** includes AHA's HUD approved Capital Fund Annual Statement Parts I & II (Rev #2). However this statement will be revised around May/June 2010 and subsequently submitted to HUD upon receipt of hard construction bids for the ARRA projects.

During FY 2010, AHA entered into a contract with a qualified firm to provide comprehensive business transformation consulting services. AHA's objective is to realize its full potential as a diversified real estate company with a public mission and purpose. The business transformation consulting services will be a critical component in achieving this objective by utilizing a three-phase strategy that (i) assesses and evaluates AHA's current business systems and practices; (ii) develops and recommends an efficient and effective business model patterned after the best practices of successful private-sector real estate companies and the state-of-the-art information systems that support such companies; and (iii) develops and launches a business transformation implementation plan.

Significance of MTW

AHA expects the implementation of the business transformation will yield significant returns over time, including substantially improved operational efficiency and effectiveness, improved reporting and a higher level of professionalism and accountability. These outcomes are consistent with the MTW Statutory goal to reduce costs and improve cost effectiveness in federal expenditures.

Supporting Activities

Just as AHA has completely transformed its delivery of the affordable housing resource in the City of Atlanta, AHA has a vested interest in setting its future course by transforming the business enterprise to include its organizational structure, business processes, personnel, operations and delivery systems. Another major component will be the transformation of AHA's information technology and data management systems to a single-sourced, comprehensive, integrated and relational database and reporting system that will enhance enterprise decision-making, promote and foster information-centered collaboration across and between all AHA departments and lead to successful mission-driven outcomes. AHA will adopt the best practices used by diversified real estate companies in the private sector to design and implement comprehensive project-based budgeting, management, accounting and reporting. Beginning in FY 2010 and into FY 2011, AHA intends to carry-out phases I and II and begin the implementation of III of the three-phase strategy described above. AHA leadership and staff will also work with the business consultant to devise a mechanism for data collection, monitoring and measuring the effectiveness of this initiative against the stated MTW Statutory goal.

This section provides a high-level overview of MTW policies that AHA developed and implemented in pursuing innovative strategies as an MTW agency and, additionally, those policies AHA is proposing for implementation under its FY 2011 MTW Plan. The Policy Research and Development group in the Asset Management Division has the primary responsibility of advising other AHA departments in matters relating to their respective policy development needs including interpretation of policy requirements. MTW policies and other AHA policies are effective only after approval and adoption by the AHA Board of Commissioners who, in doing so, authorize the President and Chief Executive Officer to execute and provide administrative direction in the implementation of those policies.

Key Policy Documents

MTW policies in effect for AHA-sponsored mixed-income residential rental communities, AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program are captured in two key policy documents:

- *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)*- Revision 4 of this policy document was adopted by the AHA Board of Commissioners on April 30, 2008. AHA will make additional policy changes as described below and will submit Revision 5 of the Statement of Corporate Policies as part of the submission of this Plan in **Appendix N**.
- *Statement of Policies Governing the Housing Choice Tenant-Based Program (Statement of Housing Choice Policies)* Revision 7 was adopted by the AHA Board of Commissioners on September 3, 2008. AHA will make additional policy changes as described below and will submit Revision 8 of the Statement of Housing Choice Policies as part of the submission of this Plan in **Appendix O**.

The Statement of Corporate Policies and the Statement of Housing Choice Policies also provide policy guidance for internal procedures and site-based administration requirements for Project Based Rental Assistance. During FY 2011, AHA will finalize a consolidated policy document for mixed-income rental communities with Project Based Rental Assistance.

Summary of Key MTW Policies

The following summarizes key MTW policies which are in effect and applied uniformly for AHA-sponsored mixed-income residential rental communities (including those with Project Based Rental Assistance), AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program, except as otherwise noted.

- **\$125 Minimum Rent**

AHA increased the minimum rent tied to the total tenant payment from \$25 to \$125 for assisted households exempting households in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such households will still be responsible for paying rent based on 30% of their monthly adjusted income for rent and utilities. The intent of the policy is to promote economic independence and responsibility among assisted families. AHA conducts an annual analysis to monitor the impact of this policy on assisted households. The results of the annual analysis continue to indicate that the \$125 minimum rent does not have a negative impact on assisted households.

- **Work/Program Participation Requirement**

Work/Program Participation requires that (a) one non-elderly (18 to 61 years old), non-disabled adult household member maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members maintain work or participate in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance. This policy fosters and promotes AHA-assisted households to pursue and accomplish economic independence and self-sufficiency.

- **Rent Simplification**

AHA established the AHA Standard Deductions for use in determining the adjusted annual income of assisted households instead of HUD's verification-intensive system of deductions and allowances. The AHA Standard Deductions policy increases the standard amount deducted from income for dependent and elderly/disabled family deductions resulting in a level, equitable benefit for all AHA-assisted households. Although the policy eliminates the expense verification approach to calculating unreimbursed expenses for childcare, medical and disability-related expenses, these expenses are offset by higher deductions and a provision to use the expense verification approach for genuine catastrophic hardships.

Operationally, Rent Simplification is designed to streamline the rent calculation process and improve operating efficiency and effectiveness and intended to avert calculation errors and potential fraudulent reporting and reduce the administrative burden associated with the expense verification approach which often wastes staff time reviewing and making determinations on vague and incomplete documentation.

- **Elderly Income Disregard**

AHA, in determining annual household income, will disregard the employment income of an Elderly Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the discontinuance of the Elderly Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

- **Elderly Admissions Preference**

This admissions policy, applicable to public housing-assisted mixed-population communities with elderly/almost elderly (62 years or older and 55 to 61 years old, respectively and together referred to here as "Elderly") and Non-Elderly Disabled residents, authorizes the admission of four Elderly applicants from the waiting list before admitting one Non-Elderly Disabled applicant. This creates a manageable and substantially improved mix of Elderly and Non-Elderly Disabled residents to better address the complex quality of life, security, management and social issues associated with mixing these two populations.

- **Preserving Affordability – 30% of Adjusted Income Policy**

In order to preserve housing affordability for participants of the Housing Choice Voucher Program, the total tenant payment (TTP) of participants, unless subject to AHA's minimum rent, will be no more than 30% of the household's monthly adjusted income for rent and utilities. This policy differs from current HUD rules and regulations that allow Housing Choice assisted households to lease rental housing with a TTP as high as 40% of adjusted income for the initial term of the lease and over 40% upon renewal. This policy is especially important because it preserves affordability and fosters economic stability of assisted households. Of strategic significance to AHA, the policy ensures that the financial arrangement of assisted households who relocated from distressed and obsolete public

housing projects using Housing Choice vouchers would be no different than the financial arrangement they had as public housing residents.

- **Housing Choice Homeownership Policy**

This policy allows AHA the flexibility to establish reasonable underwriting procedures and eligibility and participation requirements for the Housing Choice Homeownership Program. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership.

- **Individual Development Account (IDA) Initiative**

Having eliminated the federal earned income disallowance for Residents paying an Income Adjusted Rent, Atlanta Housing Authority, in its discretion, may implement an IDA initiative which would promote and encourage personal economic independence among Residents through a monetary incentive program.

Proposed FY 2011 MTW Policies

The following summary outlines proposed FY 2011 MTW policies which will be effective July 1, 2010 and applied uniformly for AHA-sponsored mixed-income residential rental communities (including those with Project Based Rental Assistance), AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program, except as otherwise noted.

- **Non-Elderly Disabled Income Disregard**

AHA, in determining annual household income, will disregard the employment income of a Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the discontinuance of the Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

- **Housing Choice Voucher Program HAP Abatement Policy**

AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit

assisted under the HCVP fails to comply with the AHA's Inspection Standards. The procedures and practices established under this policy will be set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.

- **Administration of Housing Choice Voucher Program Waiting List**

Policies regarding the administration of the Housing Choice Voucher Program waiting list are covered under Part II (Admission to Program) of the Statement of Housing Choice Policies. These policies are being clarified with respect to the ranking of applicants on the waiting list and the processes for organizing, updating and maintaining applicant records. Additional language will state that AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the waiting list must notify AHA of their interest within a specified period of time in order to remain on the waiting list. The purpose of this policy clarification is to authorize reasonable procedures that allow AHA to manage the waiting list and issuance of vouchers in a nimble, effective and equitable manner while improving communication with respect to an applicant's waiting list status and placing the responsibility and accountability of notification of continued interest upon applicants.

- **Standard Income Deductions and the Treatment of Assets**

Policies regarding standard income deductions and the treatment of assets are covered under Part III (Resident Benefits and Opportunities) of the Statement of Corporate Policies and Part IV (Rent) of the Statement of Housing Choice Policies. These policies are being restated by adding language that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets prior to implementation and that the AHA Board of Commissioners shall approve the annual analysis of the impact of rent-related policies on assisted households prior to submission to HUD. Current policy language states that the AHA Board of Commissioners shall approve standard income deductions and any changes to the treatment of assets. Since these are administrative matters covered under the authorizations given by the AHA Board of Commissioners to the President and Chief Executive Officer and the Restated MTW Agreement requires the AHA Board of Commissioners to approve rent-impact analyses, the restated policy is appropriate.

AHA engaged Dr. Thomas D. Boston of EuQuant to conduct an independent, longitudinal study of AHA's MTW Program to evaluate AHA's performance in achieving its goals as an MTW agency. EuQuant's Baseline Report was included in AHA's FY 2006 MTW Annual Report and its Interim Report was included in AHA's FY 2008 MTW Annual Report. EuQuant's comprehensive research results measuring AHA's success from the baseline date of June 30, 2004 through June 30, 2010 will be presented in the FY 2010 MTW Annual Report.

The following summary highlights the major research findings of the first two installments of the MTW Benchmarking Study.

1. In 1995, 47% of assisted households lived in public housing developments, 33% used Housing Choice vouchers and 20% lived in properties primarily serving the elderly. By 2007, only 15% of households lived in public housing developments while 57% used Housing Choice vouchers, 9% lived in new mixed-income rental communities, 18% lived in properties primarily serving the elderly, and 2% lived in privately-owned mixed-income rental communities with Project Based Rental Assistance for an agreed percentage of the units.
2. To measure neighborhood quality, EuQuant developed and used a proprietary Community Attribute Index (CAI). The CAI is a multi-dimensional metric that contains 15 variables that best describe the characteristics of neighborhoods. The variables were grouped under the following categories: economic opportunity, poverty status, educational attainment, housing and population characteristics, family stability and crime. The CAI analysis found that the large scale relocation of families from public housing developments to mainstream market rate housing (using the Housing Choice Voucher Program), to mixed-income rental communities (including those with Project Based Rental Assistance) allowed families to live in better neighborhoods. In those neighborhoods, AHA-assisted families received higher quality housing services and gained access to opportunities that enhanced their upward mobility. As a result, voucher recipients and residents of mixed-income rental communities displayed significant improvements in self-sufficiency. In contrast, families who relocated from one public housing development to another public housing development experienced the smallest improvement in neighborhood quality and attained the lowest increase in economic self-sufficiency.
3. AHA's Revitalization Program did not cause AHA-assisted families to lose housing assistance. To examine this, EuQuant employed a quasi-experimental research design in which it

established a control group (that consisted of AHA-assisted families who lived in six public housing developments that were not revitalized) and a treatment group (that consisted of AHA-assisted families who lived in six public housing developments that were revitalized into mixed-income communities). The groups had similar characteristics in 1995. EuQuant measured the difference in attrition rates over time in order to determine if they varied significantly between the groups. Families were tracked longitudinally and observations were recorded in 1995, 2001, 2004 and 2007. The research results showed that there was no statistically significant difference in attrition between the control group and the treatment group. Therefore, families affected by revitalization (the treatment group) did not experience a greater loss of housing assistance than did families who were not affected by revitalization.

4. EuQuant examined Atlanta Public School 3rd and 5th graders whose families received AHA housing assistance. Students whose families lived in market rate housing (with the assistance of voucher) and students whose families lived in mixed-income communities performed significantly better in school when compared to children who lived in public housing developments. A regression analysis revealed that school quality (as measured by the performance of all students in the school) explained 44.0% of the variation in how students performed on a national standardized test. The conclusion is the housing opportunities created by Housing Choice vouchers and the mixed-income communities gave students access to better performing schools. Once enrolled, the children in these two housing categories performed better in comparison to children whose families lived in public housing developments.
5. A Benefit-Cost analysis found that the net benefit to society of the initial 13 phases of mixed-income developments sponsored by AHA was \$1.6 billion. EuQuant's analysis considered the fixed costs of constructing each mixed-income development phase and the on-going operating costs and revenues. Other non-financial benefits and costs associated with mixed-income communities in comparison to public housing developments were monetized. These included the net benefit of living in better quality housing, reducing crime and improving school quality. The average net social benefit of each revitalized mixed-income community was \$123 million and the benefit-cost ratio was 1.58 to 1.
6. It is generally believed that AHA-assisted families who use tenant-based Housing Choice vouchers or those who live in mixed-income rental communities are more highly motivated toward self-improvement than are families who live in public housing developments.

EuQuant used an advanced statistical procedure to control for this selectivity bias. Having done so, EuQuant found that households in the Housing Choice Voucher Program had an average gain in household income that was \$1,427 greater than the household income of identical households who lived in public housing developments. Likewise, the average gain in household income of households who lived in mixed-income rental communities was \$2,915 greater than the household income of identical households who lived in public housing developments.

The 2010 MTW Benchmarking Study will evaluate the success of MTW implemented activities over the course of the demonstration from June 30, 2004 through June 30, 2010. The primary focus of the study will be to provide an assessment of the following MTW objectives.

1. A reduction in poverty concentration
2. The creation of healthy communities
3. An increase in resident self-sufficiency
4. The creation of mixed-income communities

In addition to monitoring, tracking and evaluating outcomes, the 2010 MTW Benchmarking Study will define and explain important relationships, changes, trends and conclusions. The evaluation is designed to provide a framework for demonstrating how AHA-assisted families and revitalized communities may have benefited from MTW activities – as opposed to other factors. The evaluation will also show how MTW policies have created opportunities for AHA-assisted families as opposed to negative outcomes and to demonstrate how certain contributing factors related to MTW activities that may have offset negative outcomes.

Independent Research and Evaluation of Innovations under AHA’s Restated MTW Agreement

Subsequent to the completion, by EuQant, of the FY 2010 MTW Benchmarking Study, AHA intends to undertake further research and evaluation of the innovations using AHA’s Restated MTW Agreement. To maintain the continuity and integrity of the research, during FY 2011 AHA intends to continue working with EuQuant to establish the metrics and benchmarks that will be used for the assessment of AHA’s MTW program during the balance of the term of the Restated MTW Agreement.

AHA LEADERSHIP

Renée Lewis Glover joined the Atlanta Housing Authority (AHA) as CEO in September 1994. Since that time, she has been widely acknowledged for her business leadership and strategic approach to community redevelopment. At AHA, Glover pioneered master-planned, mixed-finance, mixed-income residential development where families of all socio-economic profiles live next to each other in the same amenity-rich community.

Glover has been nationally recognized for her role in transforming U.S. urban policy. By introducing mixed-income communities into our cities, she has improved not only housing, but also public schools, transit access and employment opportunities. In fact, the model Glover created at AHA is now used as the redevelopment blueprint by the U. S. Department of Housing and Urban Development.

Renée Lewis Glover has received numerous recognitions over the years. In March 2010, Glover was named by *Georgia Trend* magazine as one of Georgia 2010 Power Women. In October 2009, she was inducted by *Affordable Housing Finance* magazine into the Affordable Housing Hall of Fame. She was presented with the 2009 Urban Innovator Award from the Manhattan Institute Center for Civic Innovation. She was honored with the Turner Broadcasting Downtown Community Service Award in March 2007. On December 17, 2005, the “Masked” Award was presented to Ms. Glover by the United Negro College Fund, Inc. and the African Heritage Foundation, in appreciation for her support of UNCF and the 22nd Anniversary Mayor’s Masked Ball. In July 2003, Renée Glover was chosen by the Atlanta History Center as one of Atlanta’s Defining Women. She was named Public Official of the Year 2002 by *Governing Magazine*. In June 2002, a collaboration among the Center for American Women and Politics, the Ford Foundation and the Council for Excellence in Government recognized Glover as one of the top ten American women in government. Glover has also been featured in *Atlanta Women Speak*, an anthology of speeches from Atlanta’s political and corporate leadership. She was also honored with the Dan Sweat Community Leadership Award from the Urban Land Institute in 1998.

Prior to joining the Atlanta Housing Authority, Glover was a corporate finance attorney in Atlanta and New York City. She received her Juris Doctorate from Boston University, her Master’s degree from Yale University and her Bachelor of Arts from Fisk University.

AHA LEADERSHIP – continued



Renée Lewis Glover, President and Chief Executive Officer

Renée Lewis Glover joined the Atlanta Housing Authority (AHA) as CEO in September 1994. Glover has been nationally recognized for her role in transforming U.S. urban policy. At AHA, Glover pioneered master-planned, mixed finance, mixed-income residential development, and reorganized AHA to become a diversified real estate company, with a public policy and service-oriented mission. Her efforts have rebuilt entire communities from the ground up, and in creating a replicable model for redevelopment, Glover has helped cities across the country transform their urban landscapes. Prior to joining AHA, Glover was a corporate finance attorney in Atlanta and New York City. She received her Juris Doctorate from Boston University, her Master's degree from Yale University and her Bachelor of Arts from Fisk University.

Joy Fitzgerald, Chief Operating Officer, Real Estate Development & Acquisitions

Joy Fitzgerald has more than 25 years of experience in affordable housing and mixed-income revitalization, having served for ten years as the Executive Director of the Houston Housing Authority and for four years as the Director of Affordable Housing for the Georgia Housing Finance Agency before joining AHA. Ms. Fitzgerald provides leadership to AHA's repositioning strategy and oversees the strategic planning and implementation for all AHA redevelopment and acquisition projects.

Gloria J. Green, General Counsel & Chief Legal Officer

Gloria J. Green's legal career includes serving as an Attorney with the Securities and Exchange Commission in the Office of General Counsel, Washington, D.C. and in the Division of Enforcement, Atlanta Regional Office, and Vice President, Deputy General Counsel and Director of Legal Services for the Federal Home Loan Bank of Atlanta where she directed the day-to-day activities of the Legal Department. Ms. Green is a graduate of Duke University in Durham, N.C. and holds a Juris Doctorate degree from Georgetown University Law Center, in Washington, DC. As an integral member of AHA's executive management team, Ms. Green manages the Legal Department which provides legal services to support the implementation of AHA's Business Plan.

Mark Kemp, Senior Vice President of Operations

Mark Kemp has over 20 years of strategically mastering progressive action programs and solution-driven projects using innovative approaches to various operational and corporate initiatives in housing and educational environments. As an objective and constructive resource, Mark focuses on balancing AHA's resources through practical application of measures in order to drive strategies, improve efficiencies, and contain costs. Within AHA, Mr. Kemp is currently leading the Administrative Operations division of the agency, which includes Information Technology, Acquisition Management Services, Human Resources, Strategic Planning, and others devoted to supporting the operating divisions of the organization.

AHA LEADERSHIP – continued

Edward (Mike) Proctor, Ph.D., Chief Operating Officer for Asset Management and Chief Policy Officer

Mike Proctor provides leadership in the areas of policy, asset management, research and evaluation, new business and investment opportunities and corporate planning. Dr. Proctor has over 33 years experience in housing programs, housing finance, and community development and revitalization. He received his doctorate with a specialty in public policy and administration from Georgia State University. As a Fannie Mae Foundation Fellow he focused on affordable housing issues at Harvard's Joint Center for Housing Studies. He is a graduate of Harvard's Senior Executives in State and Local Government Program at the John F. Kennedy School of Government. Dr. Proctor currently serves on the Community Coalition Board of the Morehouse School of Medicine Prevention Research Center and is a member of the National Prevention Research Center policy committee sponsored by the U.S. Centers for Disease Control and Prevention. In a recent issue of *Policy Studies Journal*, Dr. Proctor was recognized for his work as an active international policy scholar.

Suzi Reddekopp, Vice President, Finance

Suzi Reddekopp is an accomplished executive with over 25 years of strategic financial and operational leadership in the private sector. Ms. Reddekopp served as Chief Financial Officer and Chief Operating Officer of a national steel fabrication/construction company. As CFO, she was responsible for the company's finance function bringing financial accountability to each level of the operation, and as COO she served as the catalyst for transitioning a family owned business to a cohesive unit of a large publicly held corporation. She also served as COO and CFO for an award-winning commercial real estate development/construction firm. She joined the company as it was experiencing cash flow and operational challenges. She implemented an intense turnaround, consolidating 30 entities into a cohesive and profitable operation. Ms. Reddekopp brings enthusiastic leadership to AHA's Finance team as it continues to evolve in its mission to deliver strategic financial leadership through excellent financial intelligence and quality accounting services.

Barney Simms, Chief External Affairs Officer, Community, Governmental & External Affairs

Barney Simms is an innovative and outcomes driven leader well known for connecting to the hearts and spirits of people challenged by at-risk circumstances and situations. His brand of strategic leadership, coupled with his community involvement and compassion for people, has been paramount in AHA's work in changing lives. With more than 25 years of progressive leadership as a decision maker and an advocate for senior and children issues, Mr. Simms provides the guidance for the implementation of strategies that connect AHA participants to mainstream resources and support services that bolster healthy outcomes for children, independent families and self-sufficient elderly and persons with disabilities.

AHA LEADERSHIP – continued

Pat Jones, Executive Program Manager, Real Estate Management

Pat Jones is a Senior Vice President & Managing Principal for Draper & Associates, an Atlanta-based firm that specializes in formulating and implementing solutions to business challenges with corporate clients. Ms. Jones has 32 years of project and program management and is currently on assignment to AHA as Program Manager for Comprehensive Technical Program Management Services. She has a proven track record in managing public-private relationships. Her experience in construction and contract management enable her to maximize efficiency and quality through the use of strategic partnerships. Her project based approach to improving real estate operations is evident in the AHA's Real Estate Management division that is responsible for the agency's relationship with its private sector partners who operate AHA's Affordable Properties.

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