



February 2, 2015

Ms. Joy Fitzgerald  
Interim CEO and President  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

**RE: Choice Neighborhoods Implementation Application**

Dear Ms. Fitzgerald,

The Atlanta BeltLine, Inc. ("ABI") is pleased to partner with the Atlanta Housing Authority on the revitalization of University Homes and the surrounding neighborhood as part of the Choice Neighborhoods Transformation Plan ("CNTP"). ABI firmly supports the potential of the University Choice Neighborhood to become a safe, walkable intown neighborhood that attracts a diversity of households and businesses.

The Atlanta BeltLine is the most comprehensive transportation and economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment programs currently underway in the United States. The Atlanta BeltLine is a sustainable redevelopment project that will provide a network of public parks, multi-use trails and transit along a historic 22-mile railroad corridor circling downtown and connecting 45 intown neighborhoods directly to each other. With a projected economic investment of \$4.8 billion, the Atlanta Beltline will provide first and last mile connectivity for regional transportation initiatives and put Atlanta on a path to 21st century economic growth and sustainability.

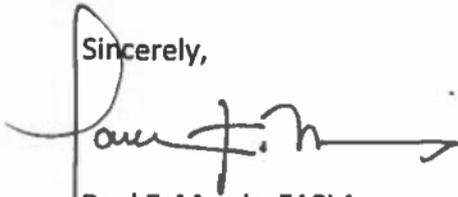
We have recently invested in and will continue to develop key projects and initiatives that support and catalyze further public and private investment in the University Choice Neighborhood. In September 2013, the City of Atlanta was awarded an \$18 million TIGER V grant from the U.S. Department of Transportation ("DOT") to develop the southwest corridor of the Atlanta BeltLine. This corridor includes a portion of the University Choice Neighborhood area known as Ashview Heights. The Westside Trail is a 2.56 mile multi-use path within this southwest corridor that will create more than 30 new acres of inviting and useable landscaping, and will connect area parks and two schools inside the Choice University Neighborhood including M. Agnes Jones Elementary and Washington High School (Refer to attached map).

The Westside Trail, 21.5% of which is in the University Choice Neighborhood area, is a key element in the CNTP goal to increase connectivity and access to greenspace for residents of the University Choice Neighborhood.

At least \$39.2M will be invested in the Westside Trail from a variety of different sources. This includes the Atlanta BeltLine TAD, the DOT TIGER V grant, Federal Highway Funds from the Atlanta Regional Commission TAP and STP Programs, and discounted land value provided by the Georgia Department of Transportation. The Choice Neighborhood area covers approximately 21.5% of the Westside Trail. Therefore, the value applicable to this Choice Neighborhoods application is \$8,400,000.

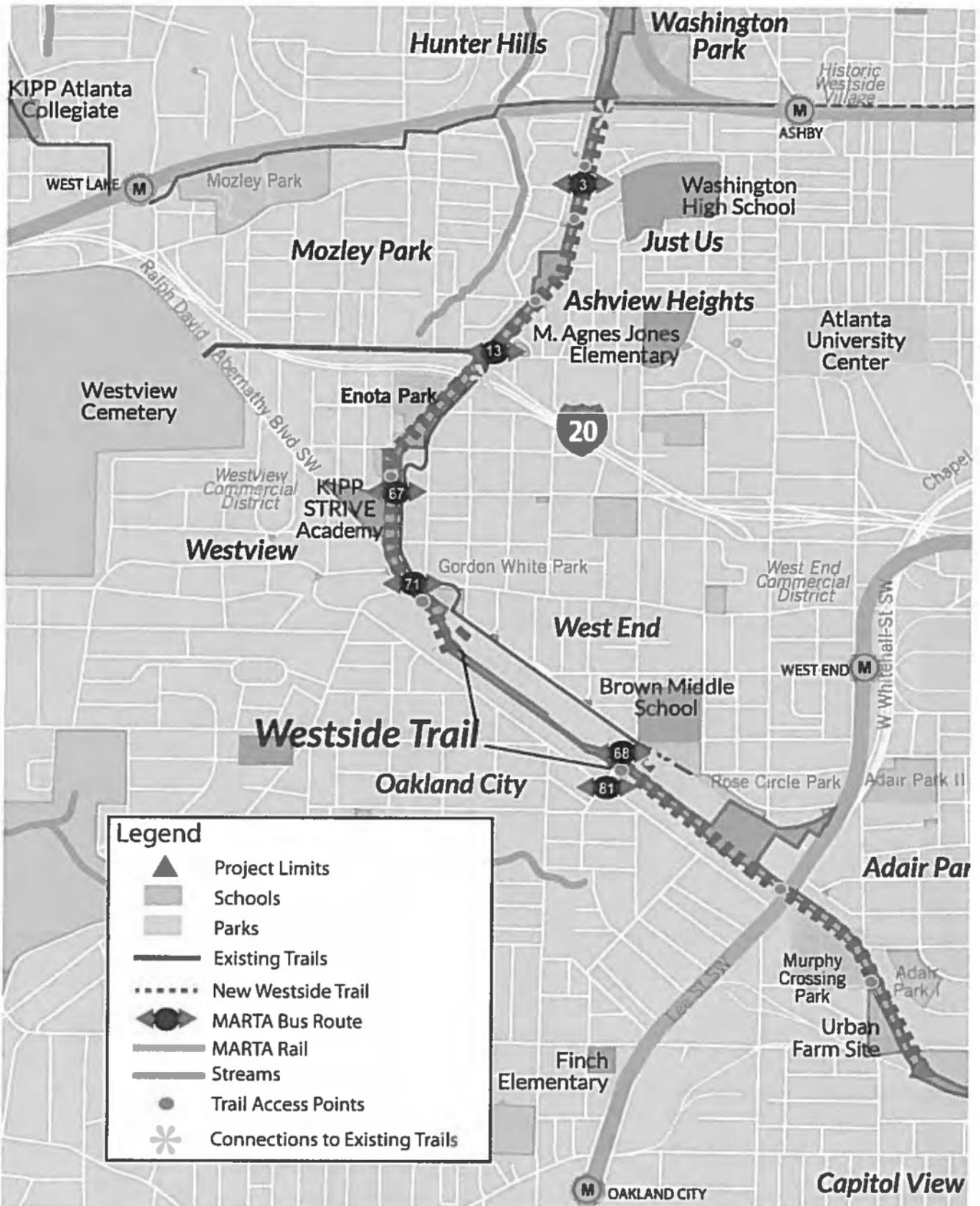
The Atlanta BeltLine, Inc. has committed these resources in the amount of \$8,400,000 that will support the implementation of activities within AHA's University Choice Neighborhood.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul F. Morris", with a long horizontal stroke extending to the right.

Paul F. Morris, FASLA  
President & CEO  
Atlanta BeltLine, Inc.

# Atlanta BeltLine, Inc. Southwest Corridor / Westside Trail





133 Peachtree Street, NE, Suite 2900  
Atlanta, GA 30303  
404.880.4100 Phone  
404.880.9333 Fax  
[www.investatlanta.com](http://www.investatlanta.com)  
Atlanta Development Authority  
Urban Residential Finance Authority  
Downtown Development Authority  
Atlanta Urban Redevelopment Agency

January 23, 2015

Joy Fitzgerald  
Interim CEO and President  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

**RE: FY2014 Choice Neighborhoods Implementation Application**

Dear Ms. Fitzgerald,

Invest Atlanta serves as the City's redevelopment agency pursuant to the Redevelopment Powers Law for the purposes of implementing redevelopment initiatives within the City's ten Tax Allocation Districts (TADs), which are areas in which tax increment financing is available.

**COMMITMENT FOR CN NEIGHBORHOOD INVESTMENT**

The Westside TAD, which overlaps with the University Choice Neighborhood in the Vine City neighborhood, is a mature TAD district wherein over \$60 million in tax increment has accumulated. Utilizing these funds, its bond financing capacity and other financial resources, Invest Atlanta has firmly committed \$18,548,383 for neighborhood improvements in Vine City and Ashview Heights neighborhoods. These investments were made no sooner than February 2012 and will be completed no later than September 2021. As a result of these firm commitments, Invest Atlanta has leveraged an additional \$15,102,515 for total project cost of \$33,650,898. Invest Atlanta's resources have funded land acquisition to reduce blight and create developable parcels, and gap financing in support of affordable housing development, retail development, and community facilities. The list of specific improvements funded with Invest Atlanta's resources is attached.

**COMMITMENT FOR CN CRITICAL COMMUNITY IMPROVEMENTS PLAN**

In addition to these funded projects, Invest Atlanta has firmly committed \$4,752,000 for Community Improvement Fund projects and \$891,000 for land assembly and redevelopment targeted for the Vine City neighborhood, part of the University Choice Neighborhood. These commitments are leverage for AHA's Critical Community Improvements Plan focusing on similar activities in the larger Choice Neighborhood. Collectively our resources will provide the scale necessary to turn the tide of disinvestment in this important intown community. Invest Atlanta will issue Request for Proposals for projects that focus on community and economic development, affordable housing, and green space enhancements. Other projects include a façade improvement grant program for property and business owners, a small business loan fund, acquisition and demolition of dilapidated properties in conjunction with City of Atlanta Code Enforcement, and streetscape improvements at key commercial nodes. Choice Neighborhood project proposals will be reviewed by a committee comprised of Invest Atlanta staff, presented to the Choice Neighborhoods Coordinating Council and approved by Invest Atlanta's Board of Directors.

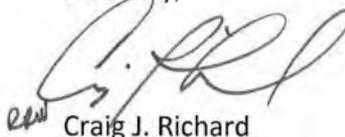
In addition, to specifically support improving the quality of existing housing and encourage new housing investment, Invest Atlanta commits the following:

- \$300,000 from the Vine City Renaissance Initiative to allow qualified buyers earning up to 140% AMI to receive down payment assistance to purchase or refinance homes in the Vine City neighborhood. The program provides a \$10,000 deferred loan in conjunction with traditional first mortgage programs.
- \$540,000 from the Owner Occupied Rehabilitation Program to fund up to \$50,000 for the substantial renovation of at least 11 homes in Vine City.
- \$17,010,000 from the Home Atlanta 4.0 program which provides 30-year, fixed-rate private mortgages to qualified borrowers in addition to a five percent (5) down payment assistance grant. These funds can be used for the 33 for-sale units at Scholars Landing and for 70 additional purchased properties anywhere in the University Choice Neighborhood. These funds are part of a \$60 million pool of private dollars raised by Raymond James/Morgan Keegan and are available to households earning up to 140% AMI.

The total amount committed to the University Choice Neighborhood Transformation Plan is \$18,548,383 for the Neighborhood Investment and \$23,493,000 for the Critical Community Improvements for a total investment of \$42,041,383 which will capitalize projects that will be completed no later than September 2021.

Invest Atlanta has a long and successful relationship assisting AHA in providing financing for its revitalization projects. Invest Atlanta supported the development of Capitol Gateway through the Eastside TAD, Collegetown at Harris Homes through its Tax Exempt Bonds and Housing Opportunity Fund financing and will fund ongoing West Highlands revitalization through the Perry Bolton TAD. This letter serves to reiterate our support for the University Choice Neighborhood application for implementation funding and we look forward to an ongoing collaboration with AHA on this important transformation effort.

Sincerely,



Craig J. Richard

President and Chief Executive Officer

**Invest Atlanta Neighborhood Investment in University Choice Neighborhood Area**

Project	Location	Developer	Invest Atlanta Funding	Leveraged Funding	Total Project Cost
<b>Westside (2008 Bond Issue)</b>					
Historic Westside Village	825 Martin Luther King Jr. Drive	Russell New Urban/Trammell Crow Co.	\$ 236,222	\$ 7,382,983	\$ 7,619,205
Westside TAD Demolition Clean & Close	Various Sites	City of Atlanta	\$ 300,000	\$ 132,528	\$ 432,528
Westside Village Public Improvement	835 Martin Luther King Jr. Drive	Atlanta Westside Village Retail Partners, LLC (Russell New Urban, LLC)	\$ 356,158	\$ -	\$ 356,158
<b>Westside (Special Fund)</b>					
Westside Works Capital Equipment	Joseph Lowery Blvd.	Arthur M. Blank Family Foundation	\$ 300,000	\$ -	\$ 300,000
Westside TAD Land Assembly			\$ -	\$ -	
Land Assembly	Vine City	IA/Blank Foundation/APD	\$ 810,000	\$ -	\$ 810,000
Implementation Agent	N/A	APD Urban Planning and Management	\$ 148,500	\$ -	\$ 148,500
<b>Community Improvement Fund</b>					
Quest Health Workforce Development Complex (I&I)	261-283 Joseph Lowery Boulevard	Quest (Leonard Adams)	\$ 3,468,162	\$ 1,550,000	\$ 5,018,162
West Block Retail	875 Martin Luther King Jr. Drive	Russell New Urban Development	\$ 600,000	\$ 4,655,633	\$ 5,255,633
Morris Brown Acquisition	Various Parcels on Morris Brown Campus	N/A	\$ 10,825,000	\$ -	\$ 10,825,000
Mims Park Property Donation	Boone Area 4.7 acres	CoA/various	\$ 458,386	\$ -	\$ 458,386
<b>Small Business Loans</b>					
Johnny's Pizza Bistro	902 Martin Luther King Jr. Dr.	Johnny's Pizza Bistro	\$ 235,020	\$ -	\$ 235,020
<b>Vine City Trust Fund</b>					
Mortgage Assistance	Various Sites	N/A	\$ 647,872	\$ 1,216,928	\$ 1,864,800
<b>Housing Opportunity Bond</b>					
CHDO Rehab Loan	1000 Beckwith	University Community Development Corp.	\$ 87,812	\$ 96,832	\$ 184,644
CHDO Rehab Loan	742 Peeples Street	University Community Development Corp.	\$ 75,251	\$ 67,611	\$ 142,862
<b>Total</b>			<b>\$ 18,548,383</b>	<b>\$ 15,102,515</b>	<b>\$ 33,650,898</b>

**January 29, 2015**

Mrs. Joy Fitzgerald  
Interim CEO & President  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

**Re: Neighborhood Commitment for the FY 2014/2015 University Choice Neighborhood Transformation Plan**

Dear Mrs. Fitzgerald:

On behalf of Brock Built Homes, I enthusiastically extend our support for the FY 2014/2015 University Choice Neighborhoods Implementation grant application to transform the University Homes public housing site and the greater University Choice Neighborhood.

Brock Built Homes has over 30 years of homebuilding experience and have won numerous Homebuilding awards such as the Obie Award, 2008 Homebuilder of the Year by the Greater Atlanta Home Builders Association, Excellence in Homebuilding and the 2009 Earth Craft Builder of the Year.

For years we have been an integral part of the community by effectively altering the landscape of Atlanta's west side. Our goal is to enrich the lives we touch by assisting our buyers in achieving their dreams through homeownership. Furthermore, our homes are built to the GreenSmart® standard which is a comprehensive program consisting of multiple components to preserve the environment and reduce cost of living for our homeowners effectively producing a much more efficient home saving our buyers hundreds of dollars in utility costs.

As you are aware, we have partnered with Atlanta Housing Authority in the revitalization of the 255 acre former Perry Homes now known as West Highlands. As your Single Family Development Partner, we have built and sold over 200 homes of the 784 planned and have installed all the supporting infrastructure, streetscapes and amenities on the site. We are also partnering with you and Columbia Residential to build 51 single family detached and townhomes as the homebuilder for the Mechanicsville Scattered Site project.

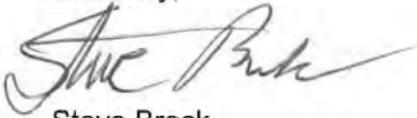
With the success of these projects, Brock Built Homes supports the Authority's University Area Transformation Plan. We commit a 19 unit townhome community known as The Commons in Historic Westside Village in the University Choice Neighborhood and just minutes from everything Atlanta has to offer including the Fox Theatre, World of Coke, Georgia Aquarium, the new Georgia Dome, Phillips Arena, Atlantic Station, Piedmont Park, Centennial Olympic Park and more. The gated community offers stylish luxury living spaces, open floor plans with 3 bedrooms, 3.5 baths, 2-car garages, hardwood floors in the kitchen and foyer, modern kitchens with stainless steel appliances, granite countertops, designer lighting and trim. The master bath will feature tiled floors

with soaking tubs and marble vanities. Out of the 19 townhomes recently constructed, 16 have been sold to date for a value to the Historic Westside community of approximately \$3,010,497.

The remaining 3 townhomes are projected to be sold this year and will add an additional \$585,000 in value to the community. In total, this important homeownership community in the University Choice Neighborhood represents an investment of \$3,595,497.

The FY201/2015 University Choice Neighborhoods Implementation application represents another wonderful opportunity to continue the transformation of this important west side community and significantly improve the quality of life for current and future residents in the area. We are pleased to be a part of the initiative and look forward to working with you again.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Brock", written in a cursive style.

Steve Brock  
President Brock Built Homes

# OPEN THE DOOR *to possibilities.*

January 8, 2015

Ms. Joy Fitzgerald  
President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, N.E.  
Atlanta, Georgia 30303-2429

**Re: Supportive Services Activities for the University Area Transformation Plan**

Dear Ms. Fitzgerald:

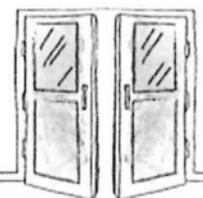
I am writing to express my support for the University Homes FY2014 Choice Neighborhoods Implementation grant application to transform the University Homes public housing site and the greater University Neighborhood.

For more than 75 years, Boys & Girls Clubs of Metro Atlanta (BGCMA) has delivered on our promise to provide at-risk metro area youth with the support needed to reach their full potential. BGCMA has a proven and effective approach: provide disadvantaged youth with a positive, accessible place to go; surround them with trained and supportive staff; and offer results-oriented programs that are educational, recreational and age-appropriate.

We operate 28 full-time Clubs in 10 metro counties, in addition to Camp Kiwanis, a year-round residence camp that provides a positive, challenging outdoor experience to the youth we serve. Historically, BGCMA has purposefully located Clubs in areas of high need in order to have the greatest impact on the lives of at-risk youth. Currently we serve over 3,500 children and teens each day, many of whom are minorities, economically disadvantaged and live in single-parent households.

In support of the Atlanta Housing Authority's University Area Transformation Plan, BGCMA is currently providing the following in-kind services for former residents of the University Homes housing development and current residents who reside in the Choice Neighborhood boundaries.

[bgcma.org/openthedoor](http://bgcma.org/openthedoor) | 1275 PEACHTREE STREET NE, SUITE 500, ATLANTA, GA 30309 | 404.527.7100



# OPEN THE DOOR *to possibilities.*

Currently, BGCMA is serving 122 youth annually at the Harland Boys & Girls Club who reside in the Choice Neighborhood boundaries including 40 AHA-assisted residents. As you may know, it costs BGCMA \$4,000 per youth to provide year-round quality programming, and no child is turned away for their inability to pay the \$50 membership fee. BGCMA is committed to continuing our service of providing \$488,000 per year in in-kind support through youth development services for the five year grant period for a total of \$2,440,000.

Through our programs, we enable our youth to reach their full potential as healthy, productive adults. Our programs are the heart of our promise for the future. They engage young people in activities with adults, peers and family members that enable them to learn powerful life skills and introduce them to new experiences. The programs implemented in our Clubs are based on the physical, emotional, cultural and social needs and interests of the youth served. BGCMA's core program areas are:

**Academic Success:** BGCMA's academic programs enhance student performance and encourage high school graduation, college attendance and career exploration. Each Club has a designated Learning Center and a Computer Lab. Learning Centers are always open during club hours, and staff and volunteers are on hand to guide educational activities. Academic programs focus on early literacy, homework assistance and tutoring, integrated learning strategies, basic computer skills development, and advanced digital arts programming.

**Character & Leadership Development:** BGCMA prepares young people for a successful future, empowering members to become global citizens who support and influence their peers and community. Youth are taught the value of leadership and volunteer work, and are exposed to community service clubs, and career-readiness workshops and workplace exchange programs that help them explore future careers.

**Healthy Lifestyles:** Clubs offer fitness and preventative health and wellness programs that promote healthy habits and combat the rising epidemic of childhood obesity. Prevention programs address problems such as drug and alcohol use and premature sexual activity, while gender-specific programs reinforce positive behavior and allow youth to learn from their peers in a safe environment. BGCMA also offers team-based sports programs for all genders and all ages.

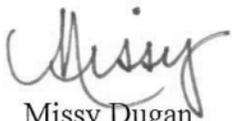
In addition to our current service to the community, BGCMA is building a new teen center and renovating the Harland Boys & Girls Club. The total construction cost for this project is \$1,786,480. The proposal to renovate the building has been approved by our board of directors, and we plan to break ground in 2015 and construction will be completed in 2016. As a result, BGCMA will serve 125 more youth annually at the Harland Club beginning in 2016. It is estimated that 50% of the additional youth will be former University Homes residents and 50% will be residents from the Choice Neighborhood community. These additional services in the new community are valued at a cost of \$4,000 per youth/year for a total of \$2,000,000 in in-kind support from 2016-2020.

OPEN  
THE DOOR  
*to possibilities.*

We are committed to continuing to provide the same level of services annually beyond the grant period to assist AHA in its sustainability efforts.

BGCMA is excited to support this Transformation Plan with a total leveraged value of \$4,440,000 over the next five years and the life of the Transformation Plan. We will work collaboratively with the Atlanta Housing Authority to ensure seamless coordination of service delivery as well as tracking and reporting of outcomes. We believe our support and commitment will directly impact the outcomes you seek for the People component and we look forward to working with you on this exciting endeavor.

Sincerely,



Missy Dugan  
President and CEO

February 2, 2015

Ms. Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Ave NE Atlanta, GA 30303

Dear Ms. Fitzgerald,

The Atlanta Regional Commission (ARC) is pleased to provide this commitment letter in support of the Atlanta Housing Authority (AHA) 2014 Choice Neighborhood Implementation Grant (CNIG) application. ARC has provided resources and in-kind support to the AHA Choice Neighborhood Planning Grant since 2011. ARC has received Preferred Sustainability Status (PSS) through the federal Sustainability Partnership program for ARC's PLAN 2040 regional plan.

ARC serves as the designated Metropolitan Planning Organization (MPO) under federal transportation rules. ARC also is the Regional Commission under State of Georgia law as well as the federal Area Agency on Aging (AAA) and staff to the North Georgia Water Planning District. ARC is very supportive of the AHA Choice Neighborhood Implementation Grant application and thereby will provide all necessary resources to ensure its success should the application be funded.

ARC strongly believes the Choice Neighborhood (CN) Plan completed for the University Choice Neighborhood is a model for metro Atlanta. The sophisticated and comprehensive nature of the planning process and the community engagement that has occurred will ensure a successful implementation and transformation of a distressed community into a thriving mixed-income, safe and age friendly community.

The University Choice Neighborhood is part of a larger strategy for the revitalization of the west side of Atlanta and contained within the City of Atlanta Promise Zone (PZ) boundaries (application pending). Over a five year period, ARC firmly commits to provide in-kind professional staff resources to serve as a data, evaluation and collection partner for CN and PZ (if designated) through the Neighborhood Nexus platform, an on-line community information system. The value of this support is \$20,000 over a five year period as documented below.

*ARC is committed to providing at least 16 hours of professional staff time per month to support CN data collection, analysis and evaluation of the residents' demographics and neighborhood information for the University Choice Neighborhood area week. The value of this service is equal to 4 hours a week of staff time for a 5 year period in total."*

ARC has reviewed the application Transformation Plan and specific site location issues to determine the committed resources and investments that will occur within the area. These investments are dedicated to the University Choice Neighborhood under ARC's authority for project selection as the federal MPO. ARC also has underway substantial planning support to the City of Atlanta for the Proctor Creek watershed area under a FHWA's eco-logical program. The ARC Livable Centers Initiative (LCI) program has undertaken previous planning studies for the greater Choice Neighborhood area which allow continued investments and planning funds under the LCI program.

Transportation projects currently planned or underway in the Choice Neighborhoods study area total \$15,706,775 of leveraged funds, with funding committed from Federal, State and local sources through 2017.



These projects encompass a range of strategies, including a segment of the Atlanta BeltLine multi-use trail, a complete streets project, and safety and mobility improvements. Excluding the funds already committed in the City and BeltLine Inc. support letters, ARC confirms that \$5,764,158, the balance of the resources not contained within other commitment letters, is committed in the Region's Transportation Improvement Program for the following transportation initiatives in the University Choice Neighborhood through 2017.

- Northside Drive (US41) Scoping and Engineering Analysis for comprehensive transportation improvements.
- Northside Drive (US41) Signal Upgrades, including improvements to pedestrian signals.
- Martin Luther King Jr Drive Complete Streets project, funded through ARC's Livable Centers Initiative, consisting of reducing the number of through travel lanes along the corridor and construction of sidewalks, pedestrian crossing upgrades, medians, ADA upgrades, on-street parking, and bike lanes. These measures will calm traffic moving through the area, better link the Atlanta University Center schools to the surrounding retail centers and MARTA stations, and enhance economic opportunities for businesses located on the corridor due to the anticipated increase in pedestrian activity. All of these enhancements provide opportunities for residents on economic, safety, and public health levels.
- Lowery Boulevard Corridor Study, funded through ARC's Livable Centers Initiative. The study will analyze the feasibility of, and development a concept for reducing the number of traffic lanes along Lowery Blvd, realigning an intersection, upgrading sidewalks and adding bike lanes and pedestrian crossings along the corridor. The purpose of the project is to improve vehicular and pedestrian safety, and providing better connectivity for residents, students and transit riders to the business district, the universities and MARTA.

Through the commitment of resources to improving access and mobility in the study area, both the ARC and local project sponsors show support for the AHA as they continue to make quality of life investments that directly benefit residents of the community.

ARC strongly believes that the AHA Choice Neighborhood Implementation Grant application will be transformational and ensure that a major area of the City of Atlanta which is among the worst in the nation with persistent poverty can become a model. ARC will seek to provide ongoing and regular support to AHA and the City of Atlanta to be successful with the Choice Neighborhood Implementation. Please contact me if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Douglas R. Hooker". The signature is written in a cursive, flowing style.

Douglas R. Hooker, P.E.  
Executive Director

January 28, 2015

Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

RE: Atlanta Housing Authority's (AHA) Choice Neighborhood Implementation Grant Initiative

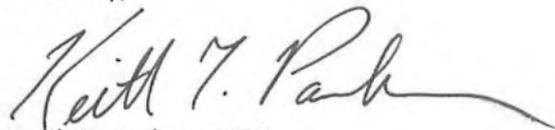
Dear Ms. Fitzgerald:

We are pleased to offer this commitment letter in support of AHA's FY2014 Choice Neighborhoods Implementation (CN) grant application to the U.S. Department of Housing and Urban Development. Your CN Transformation Plan to revitalize the former University Homes public housing site and surrounding University Choice Neighborhood will compliment improvements scheduled at the two MARTA rapid rail stations – Vine City and Ashby located in the CN area. MARTA has identified a total of over \$30 million in both committed and recently completed Capital Improvement Projects (within the past two years) that will support the activities in AHA's CN Transformation Plan. With the current and planned investments in the University Choice Neighborhood we anticipate increased use of our public transit system for both new and existing residents as well as business owners and shoppers. Our programmed station renovations will include accessibility and public safety improvements, enhanced signage and wayfinding, and upgrades to station and transit infrastructure.

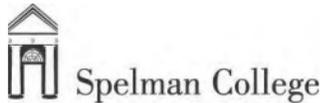
These improvements are intended to maintain and improve the existing rail network in the neighborhood and serve as the connection to and from the neighborhood for employment, retail, and cultural opportunities. We anticipate these activities to be completed by the end of FY 2018.

Our organization has committed these resources in the amount of \$31.4 million that will support the implementation of activities within AHA's University Choice Neighborhood.

Sincerely,



Keith T. Parker, AICP  
General Manager/CEO



OFFICE OF THE PRESIDENT  
Phone: 404-270-5001  
Fax: 404-270-5011

BEVERLY DANIEL TATUM, Ph.D.  
*President*

January 26, 2015

Ms. Joy Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303

Dear Joy:

As President, I am pleased to submit this letter documenting the fiscal and in-kind commitments Spelman College has generated in support of the implementation of the Atlanta Housing Authority's University Choice Neighborhood Transformation Plan, and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

Founded in 1881 as the Atlanta Baptist Female Seminary, we became Spelman College in 1924. Now a global leader in the education of women of African descent, Spelman College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. Our student body comprises more than 2,100 students from 41 states and 15 foreign countries. Spelman College empowers women to engage the many cultures of the world and inspires a commitment to positive social change through service. We are dedicated to academic excellence in the liberal arts and sciences and the intellectual, creative, ethical and leadership development of our students.

Our historic 32-acre campus is part of the vibrant scholarly community known as the Atlanta University Center Consortium (AUCC), composed of Spelman College, Morehouse College, Morehouse School of Medicine, and Clark Atlanta University. All four institutions sit in close proximity to neighborhoods that lack the resources to live up to their innate potential. We have a shared understanding that our institutions and our surrounding community must grow together. At Spelman College, we are committing our considerable human and intellectual resources to the development of a "greener," more livable and secure environment.

As part of our ongoing commitment to service and the community, below is a description of the College's various initiatives within the transformation area, along with our cash and in-kind investments in support of implementation:

#### **I. Public Safety Commitment**

In 2014, the four AUCC schools collectively pledged \$300,000 toward the purchase of 29 video surveillance cameras/license plate readers to be installed at strategic locations in the area surrounding the schools. Spelman will contribute \$75,000 toward the purchase of the cameras.

The cameras will be managed and monitored by Atlanta Police Department as part of a city-wide video surveillance/public safety initiative. The expected completion date is July, 2015.

## **II. Educational Commitment – New Commitment in the Transformation Area**

In January 2011 Spelman College launched Project Impact. This is a student-focused service initiative designed to connect Spelman students as Engaged Scholars in the neighborhoods around the campus. The purpose of Project Impact is to engage Spelman students in programs that will measurably improve the community in which it is located. The related projects focus on a range of community interests which have been identified in the Spelman College Strategic Plan, including education, environmental sustainability, health & wellness, and economic development. Through Project Impact, Spelman College students volunteer at several schools and youth development centers in the Choice Neighborhood Community including: Mary McLeod Bethune Elementary School, M. Agnes Jones Elementary School, KIPP Strive Academy and Raising Expectations, a youth mentoring and tutoring program.

## **III. Student Volunteers/Interns - Existing Commitment in the Transformation Area**

In addition to classroom tutoring, mentoring relationships and assisting teachers in preparing lesson materials and supporting small group instruction in the schools and programs named above, Spelman students have also designed and implemented academic enrichment programs in Choice Neighborhood schools to support student achievement in the areas of science and math:

**FunLab, Inc.** is designed to support the development of science excellence in students from M. Agnes Jones Elementary School and KIPP Strive Academy. The mission of FunLab is to teach basic scientific concepts through engaging laboratory experiments. Spelman students use their creativity to share the excitement of discovery through FunLab experiments that engage elementary school students in scientific exploration. FunLab is built on the belief that all young people should have enjoyable learning experiences with science.

**MASTERS** is an after-school math enrichment program designed to answer the question too many students ask about math – “when am I ever going to use this outside of school?” The MASTERS program gives elementary age students the opportunity to engage in experiential math lessons. Through the MASTERS program Spelman College students visit M. Agnes Jones Elementary School and KIPP Strive Academy weekly. During their visits they work with participants to complete engaging projects that incorporate basic math ‘beyond the book’. By working with the hands-on activities and interacting with their “big sisters” from Spelman College, the younger students learn why math matters outside of school and also that math can be fun.

Through Project Impact Spelman College students will support the development of a quality cradle-to-career educational pipeline in the Choice Neighborhood area. Over the next five years 60 Spelman students, all recipients of the Bonner Scholarship (awarded for leadership in community service), will collectively serve 8,000 hours during each academic year at the following Choice Neighborhood schools and youth development program sites: Mary McLeod Bethune Elementary School, M. Agnes Jones Elementary School, KIPP Strive Academy, and Raising Expectations. This is a commitment of 40,000 volunteer hours from Spelman students over five years. According to the most recently posted value of volunteer hours by Independent

Sector [https://www.independentsector.org/volunteer\\_time](https://www.independentsector.org/volunteer_time), this service to the Choice Neighborhood community has a dollar value of 22.25/hr. totaling \$890,000 over five years.

#### **IV. Capital Investments (on campus and in neighborhood)**

As part of the institution's master plan, Spelman has made a significant investment in campus facilities and new construction totaling \$90.6 million. Historic preservation, expanding green space and sustainable buildings have been the central focus of these efforts. In 2005, Spelman purchased adjacent land and property for \$5.7 million, making it possible for the College to develop the west side of its campus, which now houses a 350-bed LEED-certified (Silver) residence hall known as The Suites, and an adjacent campus amphitheater representing a \$43 million investment. This new building (opened in 2008) includes meeting rooms on the first floor level that are often used to convene community groups on campus. For example, the CommUniversity outreach programs of the Atlanta University Center Consortium are held on the campus of Spelman College.

The college now has under construction an \$18 million Wellness Center (Read Hall), environmentally designed to obtain LEED-certification at the Silver level or higher. Construction will be completed in June 2015. One of the exciting features of the Wellness Center will be a demonstration kitchen, in which we will provide educational programming open to the surrounding community on nutrition and healthy food preparation.

Award-winning historic renovations in the last decade include Sisters Chapel (\$8 million) and Packard Hall (\$8 million), Rockefeller Hall (\$10 million), Bessie Strong Hall (\$6 million) and Laura Spelman Rockefeller Hall (\$9.9 million), a LEED-certified (Gold) project, and \$25 million work for underground maintenance of our utility infrastructure. The Campus Master Plan details additional capital investments that will enrich the learning environment for students in the future, and will enhance the surrounding community through the development of additional adjacent land owned by the College. The total cost of these capital improvements is anticipated to be \$40 million over an estimated five- to seven-year period.

#### **V. Total Leveraged Commitment**

In total, the College will commit an investment of \$40 million in cash and close to \$1 million of in-kind support in the Choice Neighborhoods area over the next five years.

Thank you for the opportunity to be a part of a shared vision to create a vibrant and enriched transformation area through our collective efforts. This is truly an exciting time. Please don't hesitate to contact me at 404-270-5001 or my designee, Tomika DePriest, Assistant to the President for Strategic Initiatives at 404-260-5060 should you have questions or need additional assistance.

Sincerely,



Beverly Daniel Tatum, Ph.D.



# CLARK ATLANTA UNIVERSITY

OFFICE OF THE PRESIDENT

January 26, 2015

Ms. Joy Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303

**Re: Commitment of the Anchor Institutions to the Choice Neighborhoods Transformation Plan  
FY2015 Choice Neighborhoods Implementation Grant Application**

Dear Joy:

As President of Clark Atlanta University ("CAU"), I am pleased to submit this letter documenting the commitment of funds and in-kind services in support of the implementation of the Atlanta Housing Authority's University Choice Neighborhood Transformation Plan and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

Clark Atlanta University is a comprehensive, private, urban, coeducational institution of higher education with a predominantly African-American heritage. It offers undergraduate, graduate and professional degrees as well as certificate programs to students of diverse racial, ethnic, and socioeconomic backgrounds. The University was established in 1988 through the consolidation of its two parent institutions, Atlanta University (1865), the nation's first institution to award graduate degrees to African Americans, and Clark College (1869) the nation's first four-year liberal arts college to serve a primarily African-American student population.

Leveraging its distinctive history, Clark Atlanta University's urban research university transforms the lives of students and their communities by preparing citizen leaders to be problem-solvers through innovative learning programs; supportive interactions with faculty, staff, and students; exemplary scholarship; and purposeful service.

As part of our ongoing commitment to service and the community, the following describes Clark Atlanta University's various initiatives within the transformation area, along with committed cash and in-kind support to support implementation:

**I. Public Safety Commitment**

In 2015, the four Atlanta University Center Schools will collectively provide \$300,000 toward the purchase of 29 video surveillance cameras/license plate readers to be installed at strategic locations in the area surrounding the schools. Clark Atlanta University will be contributing \$75,000 toward the

purchase of the cameras. The cameras will be managed and monitored by Atlanta Police Department as part of a city-wide video surveillance/public safety initiative.

## **II. Educational Commitment – New and Existing Commitment in the Transformation Area**

Clark Atlanta University will increasingly become a dynamic 21st century research university of choice for a diverse student body with enhanced student enrollment yields, success and global marketability. The University's collective intellectual capital, talent and resources through distinctive and innovative programs; cutting-edge research; meaningful service experiences; and a universally supportive environment, has made CAU an integral part of the Transformation Area since the 19<sup>th</sup> century.

We are well-suited to serve to help build the quality cradle-to-career educational pipeline for children envisioned in the Choice Neighborhoods Transformation Plan and the following represents the work we are committing to provide that furthers our APN work and supports the University Choice Neighborhood Transformation Plan:

### **New Commitments:**

- Under the Mt. Moriah Baptist Church Community Outreach Feeding Project, social work Pre-majors (freshman students) will assist the staff at Mt. Moriah Baptist Church located within in two blocks from the campus with preparing and serving the community outreach food project every 3<sup>rd</sup> Thursday. CAU will provide 10 students x \$17.95/hour x 20 hours x 5 = \$17,950 for a five year period in the Washington Cluster.
- Under the APS – Washington HS Cluster program, and with the partnership of the Boys and Girls Club and the Atlanta Community Food Bank, the pre-social work sophomore students will be trained by the Atlanta Community Food Bank team on their Food Literacy - Hunger 101 Curriculum and create workshops about hunger as a local, national and global problem for elementary and middle school students within the APS-Washington Cluster. CAU will provide 20 students x \$18.95/hour x 50 hours x 5 = \$94,750 over a five year period in the Washington Cluster.

### **Existing Commitments:**

- CAU's School of Education - Counselor Education Services provide targeted parent education seminars, test-taking strategies for students attending the P-12 within the Washington Cluster, conflict resolution training for parents and other community patrons, career enhancing work sessions, in addition to working in partnership with other community agencies and service providers. Over the past 10 years, CAU provided 15 faculty members x \$20/ hour x 150 hours = \$45,000 @ \$4,500/year; 20 students x \$7/hour x 200 hours = \$28,000, @ \$2,800/year, for a total of \$7,300 in annual value. CAU will provide the same level of services and support over a five year period in the Washington Cluster (\$7,300 x 5 years = \$36,500 total commitment).
- CAU's School of Education- Curriculum and Instruction places undergraduate and graduate students in the schools within the Washington Cluster to work with the local School Councils and to serve as academic tutors for students with special learning gaps.

In addition, university professors serve as content experts to work with academic teams and with individuals and groups of teachers as they make adjustments to changing curriculum standards and teaching processes, conduct workshops for parents to assist with their students' success in school. Over the past 10 years, CAU provided 10 faculty x \$20/hour x 500 hours = \$100,000 @ \$10,000/year; and 20 students x \$7/hour x 200 hours = \$28,000 @ \$2,800/year for a total annual value of \$12,800. CAU will provide the same level of services and support over a five year period in the Washington Cluster (\$12,800/year x 5 years = \$64,000 total commitment).

- CAU's School of Education Educational Leadership Program serves as special support agents to schools within the Washington Cluster and surrounding community as they work to build stronger partnerships between schools and the community; 2) Assist schools with understanding data and the effective use of data in support of effective teaching and learning; 3) works with school leaders to assist them in enhancing their expertise in inspiring, coaching, and empowering them to practice distributive leadership through effective teambuilding. Over the past 10 years, CAU provided 5 faculty members x \$20/ hour x 300 hours = \$30,000 @ \$3,000/year; and 60 students x \$7/hour x 400 hours = \$168,000 @ \$16,800/year for a total annual value of \$19,800. CAU will provide the same level of services and support over a five year period in the Washington Cluster (\$19,800 x 5 years = \$99,000 total commitment).

### **III. Student Volunteers/Interns –Existing Commitment in the Transformation Area**

Clark Atlanta University's effective educational methods and practices of shared teaching-learning experiences have enabled our students to engage in rewarding internships and volunteer opportunities that enhance the surrounding community. CAU's commitment to service, community awareness and civic engagement include the following programs and services:

- Under the APS-Washington Cluster, social work interns provide additional program support by identifying needed resources and services to the students and families in the APS-Washington Cluster. Over the past 9 years, CAU has invested \$1,696,950 in the implementation of this program. CAU is fully vested in the surrounding community and will continue to provide 10 students x \$22.95/hour x 900 hours = \$206,550 annual value x 5 years = a total commitment of \$1,032,750.
- Under the Washington HS Cluster-Educational Talent Search program, social work interns provide additional program support by identifying needed resources and services to improve the graduation rate among students in the APS-Washington Cluster. Over the past 9 years, CAU has invested \$1,696,950 in the implementation of this program. CAU is fully vested in the surrounding community and will continue to provide 10 students x \$22.95/hour x 900 hours = \$206,550 annual value x 5 years = a total commitment of \$1,032,750.
- Under the APS-Lowery Institute for Justice & Human Rights program, social work interns added additional program support by providing needed resources and services to address and reduce

issues of violence and bullying among elementary and middle school students in the APS-Washington Cluster. Over the past 2 years, CAU has invested \$217,880 in the implementation of this program. CAU is fully vested in the surrounding community and will continue to provide 4 students x \$22.95/hour x 1300 hours = \$119,340 annual value x 5 years = a total commitment of \$596,700.

- CAU's Center for Cancer Research and Therapeutic Development (CCRTD) has an established Community Outreach Component which addresses health disparities and disseminates educational information regarding the awareness of prostate cancer within African-American communities.

Examples of CCRTD programs include: 1) the "Harvest of Health" Wellness Fair – An event hosted annually in partnership with the English Avenue and Vine City Ministerial Alliance. It is free and provides information, education, and prostate cancer screening among other health screenings to empower people in the areas of health and wellness to address disparities in our community; 2) Prostate Cancer Seminars – CCRTD offers free educational seminars to provide the general population with information about prostate cancer. Sessions are conducted utilizing various venues, i.e., universities, churches, libraries, and community organizations and provide African-American men with information on the anatomy and physiology of the male genitourinary system, incidence and mortality of prostate cancer among African-American men, disease stages and treatment options, and concerns about screening and side effects of cancer treatment; and 3) CCRTD "Life Notes" – A monthly 30 minute program brings medical professionals, experts, and community advocates together to inform viewers of the most recent and up to date preventative cancer health care issues facing the African-American and minority communities. Copies of this program are available on compact disc for distribution to the general public.

CCRTD is committed to and will continue to maintain health fairs and seminars, along with media coverage on the awareness of prostate cancer and other health disparities which disproportionately impact our local communities. These activities are funded by CCRTD utilizing 44 volunteers (4 of which are faculty members) @ an annual value of \$65,000 for a total commitment of \$325,000 over a five year period.

- Clark Atlanta University's Jazz 91.9 WCLK program reaches more than 175,000 listeners each week and disseminates messages of importance to the community, through its diverse programming. Radio programming includes: 1) *Your Health Connection*, in partnership with The Center for Cancer Research and Therapeutic Development at Clark Atlanta University. The show targets the Center's ground breaking research in prostate cancer, which disproportionately affects African American males. With over 75 percent of WCLK's audience made up of African American males, they are able to receive pertinent information on prostate cancer, treatment and prevention. The program also addresses other health disparities and fosters a progressive interest in the overall health of the medically underserved; 2) *The Call to True Beauty*. Jazz 91.9 WCLK/Clark Atlanta University in partnership with Verizon Wireless and the Partnership against Domestic Violence (PADV) produces and airs a radio show that is designed to educate listeners in the prevention of dating and domestic violence. Listeners receive timely information from

counselors, law officials and relationship experts on various topics such as date rape and other forms of abuses. Listeners are able to call a special hotline number during the show and get immediate assistance; and 3) Jazz 91.9 WCLK airs over 5,000 public service messages annually that impact the quality of life for citizens within the Transformation Area, and the metropolitan Atlanta area, as a whole. Public service messages inform citizens of services ranging from health care, elderly assistance, fire safety and a range of social, cultural and art events.

#### **IV. Capital Investments (on campus and in neighborhood)**

As part of Clark's Capital Improvement Plan we have been making investments in the campus to upgrade aging facilities and create new ones, create a walkable campus and enhance the sustainability of facilities and the surrounding environment to the betterment of our students and the surrounding neighborhood. The total investment of these capital improvements for the prior 10 years has been \$69,462,306 and includes the development of three fully renovated residence halls; renovations to seven academic buildings- 2 of which are LEED Silver certified; and the renovation of the University's Admissions and Registrar Offices.

In addition, we will continue to make capital investments over the next five years to advance enrichment of the learning environment for existing and new students, as well as the surrounding community, with the proposed development of a new CAU Cancer Research Center, Performing and Fine Arts Complex and additional improvements to remaining academic and support services facilities.

The total cost of these capital improvements is anticipated to be \$115M.

#### **V. Total Leveraged Commitment**

Not including the capital investments noted above, we project a combined commitment of a total of \$75,000 of cash and \$3,299,400 of in-kind investment in the Choice Neighborhoods area for the next five years, of which \$112,700 is new commitment. This is a very exciting time to be a part of a shared vision to create a vibrant and enriched transformation area through our collective efforts. We wish you success on your grant and please contact me at 404.880.8566 or Bonita Dukes at 404.880.8491, if you have questions or need additional assistance.

Sincerely,



Dr. Carlton Brown  
President



January 29, 2015

Joy Fitzgerald  
Interim CEO and President  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgian 30303

RE: FY2014 Choice Neighborhoods Implementation Application

Dear Ms. Fitzgerald,

Friendship Baptist Church is pleased to partner with the Atlanta Housing Authority to revitalize the University Choice Neighborhood. As Atlanta's first independent and longest continuously operating African American faith-based institution, organized in 1862, Friendship has enjoyed a celebrated history of providing spiritual leadership to its members, as well as broad community outreach ministries. We have played an integral role in fostering higher education. Our history includes providing the first classrooms for Atlanta University, serving as the first Atlanta home of Morehouse College and the founding of Spelman College. The institution's deep roots and rich history have more than earned our reputation as the "Mother Church" among Atlanta Baptists. We have an extensive housing program and numerous partnerships that have helped shape the texture and leadership of Atlanta.

We are now taking an exciting next logical step in our history and welcome the opportunity to partner with the Atlanta Housing Authority on a number of initiatives. As you know, in support of the new \$1.2 billion Falcons' Stadium, Friendship sold its sanctuary and land to the City of Atlanta and the Atlanta Falcons organization. We've renewed our long standing commitment to the area neighborhoods by staying in the community and building our new over \$10 million sanctuary three blocks from our old site. We along with our development partners and with AHA's significant capacity in its non-profit and redevelopment affiliates, plan to re-position the church's housing and community outreach ministries through the development of new mixed-income, mixed-use market product. We will also provide pioneering human capital programs that will further contribute to impactful economic outcomes for your University Choice Neighborhood.

To realize our ambitious yet attainable vision, Friendship Baptist has selected McCormack Baron Salazar to implement its "Downtown West Revitalization" project. This plan, which focuses on development along Martin Luther King Jr. Drive in the University Choice Neighborhood, is in alignment with the

***Care ~ Connect ~ Create***

Transformation Plan which was developed with substantial community and stakeholder collaboration. We have developed a phased master plan, based on thoughtful development practices that employ innovative financing techniques and forward-thinking community building models with sustainability concepts. More than a generation in the making, the "Downtown West" plan will use the redevelopment of the Friendship Baptist sanctuary and the housing/community campus to reinforce the legacy of Martin Luther King Jr. Drive and serve as a catalyst for additional investments in the University Choice and Westside TAD neighborhoods.

With our nationally known and skilled development partner – McCormack Baron Salazar – and key partners such as the Atlanta Housing Authority, Invest Atlanta and the Blank Foundation, we plan to undertake a three-phase revitalization strategy detailed below and illustrated on the attached master plan.

#### **Phase 1 – Relocation of the William V. Guy Tower**

The 119-unit Section 8 senior high rise known as Guy Tower will be relocated to a new facility in Vine city. AHA and Friendship's development team are in discussions regarding the development of this facility on land owned by AHA in the neighborhood. The new development will be constructed on a 3 acre site that will consist of 119 mixed-income rental units designated for senior residents in a 4-story elevator, mixed-use building (to include approximately 6,000 SF of ground level commercial/retail space and approximately 4,000 SF of management/community space), with an option for another comparable multifamily building and adjoining commercial/retail space. The building will feature Universal Design and 100% accessibility. Construction is anticipated to commence during the second (2nd) quarter of 2016, with lease-up activities completed in mid 2017. The total development cost for Phase 1 is estimated at \$23.9 million.

#### **Phase 2 – Community/Family Life Center**

Phase 2 of "Downtown West" will be a newly constructed 60,000 square foot Community/Family Life Center that will include community support services, health and wellness as well as workforce training and educational programs and amenities. This phase will be constructed on a portion of the former Morris Brown College site recently acquired by Friendship Baptist, LLC. It is also planned in lockstep with the City of Atlanta, Invest Atlanta and AHA's focused efforts to revitalize the evolving neighborhood at the northern edge of the Atlanta University Center neighborhood. The "Downtown West" partnership acquired and assembled these area property holdings in order to address the community's needs for nonresidential uses to retain the interests of the large youth and young resident culture attracted to Downtown West's great location, walkable green/communal spaces, and burgeoning entertainment district.

The new flagship Family Life Center created by the "Downtown West" development partnership and human capital partner Urban Strategies, LLC is envisioned as a hub of support services, fitness/wellness amenities including a natatorium, engagement space, social entrepreneurship resources and human capital empowerment that shapes and extends the Friendship Baptist Church ministries to the heart of the Downtown West community. The facility is slated to employ at least 200 full and part-time employees/workers during construction. Other employment sources will draw from Metro Atlanta "YMCA" as partner/operator of the facility, including administration, programming, job training partnerships, repair and maintenance of the grounds, buildings and structures.

Construction of the Family Life Center is anticipated to begin in 1Q 2016 with construction completion to occur in 2Q 2017. The total development costs for Phase 2 are estimated at \$26.4

million. Invest Atlanta and MBS Urban Initiatives CDE have each allocated \$10 million in New Markets Tax Credits for the Family Life Center, for a total of \$20 million. Based on these allocations, US Bancorp CDE has made a NMTC equity commitment of \$6.5 million. Other key potential funders include the Chick-fil-A Foundation, and other philanthropic and long-standing non-profit community stakeholders as well as a \$1 million contribution from Friendship Baptist, LLC. As part of its Critical Community Improvements, AHA is committing \$1 million of Choice Neighborhoods funds to expand the early learning facilities and business development facilities to accommodate children and small businesses from the targeted neighborhoods. We are pleased to have AHA as a partner in this important resource for individuals, families and youth and see this facility as providing for the long-term sustainability of our collective investments in this neighborhood.

### **Phase 3 – Mixed-Use/Mixed-Income Multifamily Development**

Phase 3 of “Downtown West” will be a mixed-use, mixed-income multifamily development to consist of a combination of universally designed mixed-use buildings, townhomes and garden apartments with 232 residential homes and 35,000 SF of commercial/retail space. The new multifamily development will serve a range of households with diverse incomes. The development partners will work with federal, state, and local funders to ensure affordable housing options are available in this development. Construction commencement is anticipated for 1Q 2017, with lease-up activities completed by 2Q 2018 and stabilized occupancy by 4Q 2018. The total development costs for Phase 3 are estimated at \$32.7 million.

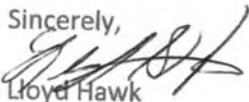
### **“Downtown West” Total Master Plan**

Within the next five years, the “Downtown West” partners will develop the three phases of the revitalization strategy that will result in 350 new housing units along with 80,000 SF of commercial, retail and nonresidential spaces and over \$83 million in total development costs (Phase 1 – Relocation of the William V. Guy Tower - \$23.9 million; Phase 2 – Community/Family Life Center \$26.4 million; Phase 3 – Mixed-Use/Mixed-Income Multifamily Development \$32.7 million) delivered in the University Choice Neighborhood. Financing for the physical and human capital development plan will involve a combination of resources from the private sector, the City of Atlanta, Invest Atlanta, the Atlanta Housing Authority, federal and state Low Income Housing Tax Credits (LIHTC), HOME and CDBG funds, the Arthur M. Blank Family Foundation, and Urban Strategies among other community and philanthropic partners. Downtown West will also incorporate a number of advanced energy and resource conserving features into the social services and human capital enhancements planned for the reimagined community.

The Friendship Baptist Church, a member of the Westside community for over 152 years, firmly believes that the recent alignment of key public, private, non-profit and philanthropic organizations focused on the strategic revitalization of the Westside neighborhoods including Ashview Heights, Vine City, and the AUC neighborhood ensures that the holistic transformation of this historic community is imminent and of a scale necessary to turn the tide of disinvestment that has plagued it for decades.

**We look forward to partnering with AHA in this important and game changing revitalization effort.**

Sincerely,

  
Lloyd Hawk

*Care ~ Connect ~ Create*

# Downtown West // Friendship Baptist Church LLC

Downtown West and CNI Boundary in the city of Atlanta

## ORDER OF MAGNITUDE

1. SENIOR MIXED-USE
2. COMMUNITY/FAMILY LIFE CENTER
3. MULTIFAMILY MIXED-USE

## Legend

-  FBC : Friendship Baptist Church Site
-  Downtown West Boundary
-  CNI Boundary
-  CNI : Choice Neighborhood Initiative
-  Proposed Location for Senior Housing Friendship Baptist Church
-  Westside Tax Allocation District
-  I-75/I-85
-  I-20







January 29, 2015

Ms. Joy W. Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

Ref: Quest Community Complex I and II  
261-283 Joseph E. Lowery Boulevard  
Atlanta, Georgia 30314

Dear Ms. Fitzgerald:

Quest Communities is pleased to support Atlanta Housing Authority's application for a FY2014 Choice Neighborhoods Implementation grant. We believe that the comprehensive revitalization activities planned will have a tremendous impact on the Ashview Heights, Atlanta University Center and Vine City neighborhoods.

In Vine City, Quest Communities is developing Quest Community Complex I and II, a catalytic project that will have a substantial impact and create successful outcomes in both Vine City and the adjacent Communities, including the University Choice Neighborhood. This multipurpose community facility is the future home of Westside Works. The facility will address a number of needs that have been identified by the community, including workforce development, career skills training and job opportunities, educational options (low literacy, GED and secondary), primary health and behavioral health, financial management courses, social enterprise/entrepreneurship, and access to affordable housing.

Quest Community Complexes will be a \$5.7 million project. We have received commitments from Invest Atlanta for Westside Tax Allocation District (TAD) funds of \$3.5 million, \$500,000 from the Arthur Blank Foundation, \$200,000 owner's investment and conventional debt from PNC Bank of \$1 million. PNC Bank is especially excited about our project as they plan to locate a new bank branch in the Vine City neighborhood. AHA's investment of Choice Neighborhood funds of \$500,000 will help to address a remaining funding gap and allow construction of the project to be completed successfully.



Construction of Quest Community Complexes will commence later this year and is scheduled for completion in 2016. This project will complement our existing adjacent Quest Village III, a \$3.5 million facility for twenty-seven homeless veterans completed in 2013, which includes ten units receiving Section 8 Project Based Rental Assistance (PBRA) from Atlanta Housing Authority

We wish Atlanta Housing Authority success on its application for the Choice Neighborhood implementation grant and look forward to working with you on a successful implementation. Please call me at 404-705-5318 extension 155 if you have any questions.

Sincerely,

*Leonard Adams, MBA*

*President & CEO*

**Attachment 52:  
CCI Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAAtt52CCI.pdf**

**Attachment 52: Neighborhood Resources - Critical Community Improvements**

OMB Approval No. 2577-0269  
(exp. 1/31/2015)

List all funds that will be used for Neighborhood Development - Critical Community Improvements only. For each resource you list, you must provide a commitment document behind this Attachment that meets the standards described in the match and leveraging section of the NOFA. The amounts listed on this form must be consistent with the amounts listed on the Sources & Uses Attachment and the amounts in each resource commitment document.

Source of CCI Resource	Dollar Value of Resource	Page # of Commitment Document	HUD Use Only Amount Approved
<u>Quest (\$5.7m - \$0.5m from AHA)</u>	<u>\$ 5,200,000.00</u>	<u>2</u>	<u>\$</u>
<u>Friendship Baptist LLC/MBS</u>	<u></u>	<u>4</u>	<u></u>
<u>Atlanta Emerging Markets, Inc. (NMTC)</u>	<u></u>	<u>9</u>	<u></u>
<u>MBS Urban Initiatives CDE (NMTC)</u>	<u></u>	<u>10</u>	<u></u>
<u>U.S. Bancorp (equity)</u>	<u>6,500,000.00</u>	<u>11</u>	<u></u>
<u>Invest Atlanta (Neighborhood Dev)</u>	<u>4,752,000.00</u>	<u>12</u>	<u></u>
<u>Invest Atlanta (Land Assembly)</u>	<u>891,000.00</u>	<u>12</u>	<u></u>
<u>Invest Atlanta (Rehab Program)</u>	<u>540,000.00</u>	<u>12</u>	<u></u>
<u>Invest Atlanta (Home Atlanta 4.0)</u>	<u>17,010,000.00</u>	<u>12</u>	<u></u>
<u>Invest Atlanta VCRI downpayment)</u>	<u>300,000.00</u>	<u>12</u>	<u></u>
<u>Clark Atlanta University (cameras)</u>	<u>75,000.00</u>	<u>15</u>	<u></u>
<u>Morehouse College (cameras)</u>	<u>75,000.00</u>	<u>20</u>	<u></u>
<u>Morehouse School of Medicine (cameras)</u>	<u>75,000.00</u>	<u>22</u>	<u></u>
<u>Spelman College (cameras)</u>	<u>75,000.00</u>	<u>25</u>	<u></u>
<b>Page Total</b>	<b>\$ 35,493,000.00</b>		<b>\$</b>

Page \_\_\_\_ of \_\_\_\_



January 29, 2015

Ms. Joy W. Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

Ref: Quest Community Complex I and II  
261-283 Joseph E. Lowery Boulevard  
Atlanta, Georgia 30314

Dear Ms. Fitzgerald:

Quest Communities is pleased to support Atlanta Housing Authority's application for a FY2014 Choice Neighborhoods Implementation grant. We believe that the comprehensive revitalization activities planned will have a tremendous impact on the Ashview Heights, Atlanta University Center and Vine City neighborhoods.

In Vine City, Quest Communities is developing Quest Community Complex I and II, a catalytic project that will have a substantial impact and create successful outcomes in both Vine City and the adjacent Communities, including the University Choice Neighborhood. This multipurpose community facility is the future home of Westside Works. The facility will address a number of needs that have been identified by the community, including workforce development, career skills training and job opportunities, educational options (low literacy, GED and secondary), primary health and behavioral health, financial management courses, social enterprise/entrepreneurship, and access to affordable housing.

Quest Community Complexes will be a \$5.7 million project. We have received commitments from Invest Atlanta for Westside Tax Allocation District (TAD) funds of \$3.5 million, \$500,000 from the Arthur Blank Foundation, \$200,000 owner's investment and conventional debt from PNC Bank of \$1 million. PNC Bank is especially excited about our project as they plan to locate a new bank branch in the Vine City neighborhood. AHA's investment of Choice Neighborhood funds of \$500,000 will help to address a remaining funding gap and allow construction of the project to be completed successfully.

AFFORDABLE DEVELOPMENT | SUPPORTIVE HOUSING | ACCREDITED SOCIAL SERVICES | PROPERTY MANAGEMENT | FINANCIAL  
MANAGEMENT SERVICES

A 501c3 NONPROFIT ORGANIZATION

Quest Community Development Organization | 878 Rock Street NW - Atlanta, GA 30314 | O:678-705-5318 | F:678-705-5564



Construction of Quest Community Complexes will commence later this year and is scheduled for completion in 2016. This project will complement our existing adjacent Quest Village III, a \$3.5 million facility for twenty-seven homeless veterans completed in 2013, which includes ten units receiving Section 8 Project Based Rental Assistance (PBRA) from Atlanta Housing Authority

We wish Atlanta Housing Authority success on its application for the Choice Neighborhood implementation grant and look forward to working with you on a successful implementation. Please call me at 404-705-5318 extension 155 if you have any questions.

Sincerely,

*Leonard Adams, MBA*

*President & CEO*



January 29, 2015

Joy Fitzgerald  
Interim CEO and President  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

RE: FY2014 Choice Neighborhoods Implementation Application

Dear Ms. Fitzgerald,

Friendship Baptist Church is pleased to partner with the Atlanta Housing Authority to revitalize the University Choice Neighborhood. As Atlanta's first independent and longest continuously operating African American faith-based institution, organized in 1862, Friendship has enjoyed a celebrated history of providing spiritual leadership to its members, as well as broad community outreach ministries. We have played an integral role in fostering higher education. Our history includes providing the first classrooms for Atlanta University, serving as the first Atlanta home of Morehouse College and the founding of Spelman College. The institution's deep roots and rich history have more than earned our reputation as the "Mother Church" among Atlanta Baptists. We have an extensive housing program and numerous partnerships that have helped shape the texture and leadership of Atlanta.

We are now taking an exciting next logical step in our history and welcome the opportunity to partner with the Atlanta Housing Authority on a number of initiatives. As you know, in support of the new \$1.2 billion Falcons' Stadium, Friendship sold its sanctuary and land to the City of Atlanta and the Atlanta Falcons organization. We've renewed our long standing commitment to the area neighborhoods by staying in the community and building our new over \$10 million sanctuary three blocks from our old site. We along with our development partners and with AHA's significant capacity in its non-profit and redevelopment affiliates, plan to re-position the church's housing and community outreach ministries through the development of new mixed-income, mixed-use market product. We will also provide pioneering human capital programs that will further contribute to impactful economic outcomes for your University Choice Neighborhood.

To realize our ambitious yet attainable vision, Friendship Baptist has selected McCormack Baron Salazar to implement its "Downtown West Revitalization" project. This plan, which focuses on development along Martin Luther King Jr. Drive in the University Choice Neighborhood, is in alignment with the

***Care ~ Connect ~ Create***

Transformation Plan which was developed with substantial community and stakeholder collaboration. We have developed a phased master plan, based on thoughtful development practices that employ innovative financing techniques and forward-thinking community building models with sustainability concepts. More than a generation in the making, the "Downtown West" plan will use the redevelopment of the Friendship Baptist sanctuary and the housing/community campus to reinforce the legacy of Martin Luther King Jr. Drive and serve as a catalyst for additional investments in the University Choice and Westside TAD neighborhoods.

With our nationally known and skilled development partner – McCormack Baron Salazar – and key partners such as the Atlanta Housing Authority, Invest Atlanta and the Blank Foundation, we plan to undertake a three-phase revitalization strategy detailed below and illustrated on the attached master plan.

#### **Phase 1 – Relocation of the William V. Guy Tower**

The 119-unit Section 8 senior high rise known as Guy Tower will be relocated to a new facility in Vine city. AHA and Friendship's development team are in discussions regarding the development of this facility on land owned by AHA in the neighborhood. The new development will be constructed on a 3 acre site that will consist of 119 mixed-income rental units designated for senior residents in a 4-story elevator, mixed-use building (to include approximately 6,000 SF of ground level commercial/retail space and approximately 4,000 SF of management/community space), with an option for another comparable multifamily building and adjoining commercial/retail space. The building will feature Universal Design and 100% accessibility. Construction is anticipated to commence during the second (2nd) quarter of 2016, with lease-up activities completed in mid 2017. The total development cost for Phase 1 is estimated at \$23.9 million.

#### **Phase 2 – Community/Family Life Center**

Phase 2 of "Downtown West" will be a newly constructed 60,000 square foot Community/Family Life Center that will include community support services, health and wellness as well as workforce training and educational programs and amenities. This phase will be constructed on a portion of the former Morris Brown College site recently acquired by Friendship Baptist, LLC. It is also planned in lockstep with the City of Atlanta, Invest Atlanta and AHA's focused efforts to revitalize the evolving neighborhood at the northern edge of the Atlanta University Center neighborhood. The "Downtown West" partnership acquired and assembled these area property holdings in order to address the community's needs for nonresidential uses to retain the interests of the large youth and young resident culture attracted to Downtown West's great location, walkable green/communal spaces, and burgeoning entertainment district.

The new flagship Family Life Center created by the "Downtown West" development partnership and human capital partner Urban Strategies, LLC is envisioned as a hub of support services, fitness/wellness amenities including a natatorium, engagement space, social entrepreneurship resources and human capital empowerment that shapes and extends the Friendship Baptist Church ministries to the heart of the Downtown West community. The facility is slated to employ at least 200 full and part-time employees/workers during construction. Other employment sources will draw from Metro Atlanta "YMCA" as partner/operator of the facility, including administration, programming, job training partnerships, repair and maintenance of the grounds, buildings and structures.

Construction of the Family Life Center is anticipated to begin in 1Q 2016 with construction completion to occur in 2Q 2017. The total development costs for Phase 2 are estimated at \$26.4

*Care ~ Connect ~ Create*

million. Invest Atlanta and MBS Urban Initiatives CDE have each allocated \$10 million in New Markets Tax Credits for the Family Life Center, for a total of \$20 million. Based on these allocations, US Bancorp CDE has made a NMTC equity commitment of \$6.5 million. Other key potential funders include the Chick-fil-A Foundation, and other philanthropic and long-standing non-profit community stakeholders as well as a \$1 million contribution from Friendship Baptist, LLC. As part of its Critical Community Improvements, AHA is committing \$1 million of Choice Neighborhoods funds to expand the early learning facilities and business development facilities to accommodate children and small businesses from the targeted neighborhoods. We are pleased to have AHA as a partner in this important resource for individuals, families and youth and see this facility as providing for the long-term sustainability of our collective investments in this neighborhood.

### **Phase 3 – Mixed-Use/Mixed-Income Multifamily Development**

Phase 3 of “Downtown West” will be a mixed-use, mixed-income multifamily development to consist of a combination of universally designed mixed-use buildings, townhomes and garden apartments with 232 residential homes and 35,000 SF of commercial/retail space. The new multifamily development will serve a range of households with diverse incomes. The development partners will work with federal, state, and local funders to ensure affordable housing options are available in this development. Construction commencement is anticipated for 1Q 2017, with lease-up activities completed by 2Q 2018 and stabilized occupancy by 4Q 2018. The total development costs for Phase 3 are estimated at \$32.7 million.

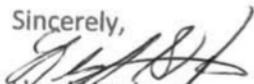
### **“Downtown West” Total Master Plan**

Within the next five years, the “Downtown West” partners will develop the three phases of the revitalization strategy that will result in 350 new housing units along with 80,000 SF of commercial, retail and nonresidential spaces and over \$83 million in total development costs (Phase 1 – Relocation of the William V. Guy Tower - \$23.9 million; Phase 2 – Community/Family Life Center \$26.4 million; Phase 3 – Mixed-Use/Mixed-Income Multifamily Development \$32.7 million) delivered in the University Choice Neighborhood. Financing for the physical and human capital development plan will involve a combination of resources from the private sector, the City of Atlanta, Invest Atlanta, the Atlanta Housing Authority, federal and state Low Income Housing Tax Credits (LIHTC), HOME and CDBG funds, the Arthur M. Blank Family Foundation, and Urban Strategies among other community and philanthropic partners. Downtown West will also incorporate a number of advanced energy and resource conserving features into the social services and human capital enhancements planned for the reimagined community.

The Friendship Baptist Church, a member of the Westside community for over 152 years, firmly believes that the recent alignment of key public, private, non-profit and philanthropic organizations focused on the strategic revitalization of the Westside neighborhoods including Ashview Heights, Vine City, and the AUC neighborhood ensures that the holistic transformation of this historic community is imminent and of a scale necessary to turn the tide of disinvestment that has plagued it for decades.

**We look forward to partnering with AHA in this important and game changing revitalization effort.**

Sincerely,



Lloyd Hawk

**Care ~ Connect ~ Create**

# Downtown West // Friendship Baptist Church LLC

Downtown West and CNI Boundary in the city of Atlanta

## ORDER OF MAGNITUDE

1. SENIOR MIXED-USE
2. COMMUNITY/FAMILY LIFE CENTER
3. MULTIFAMILY MIXED-USE

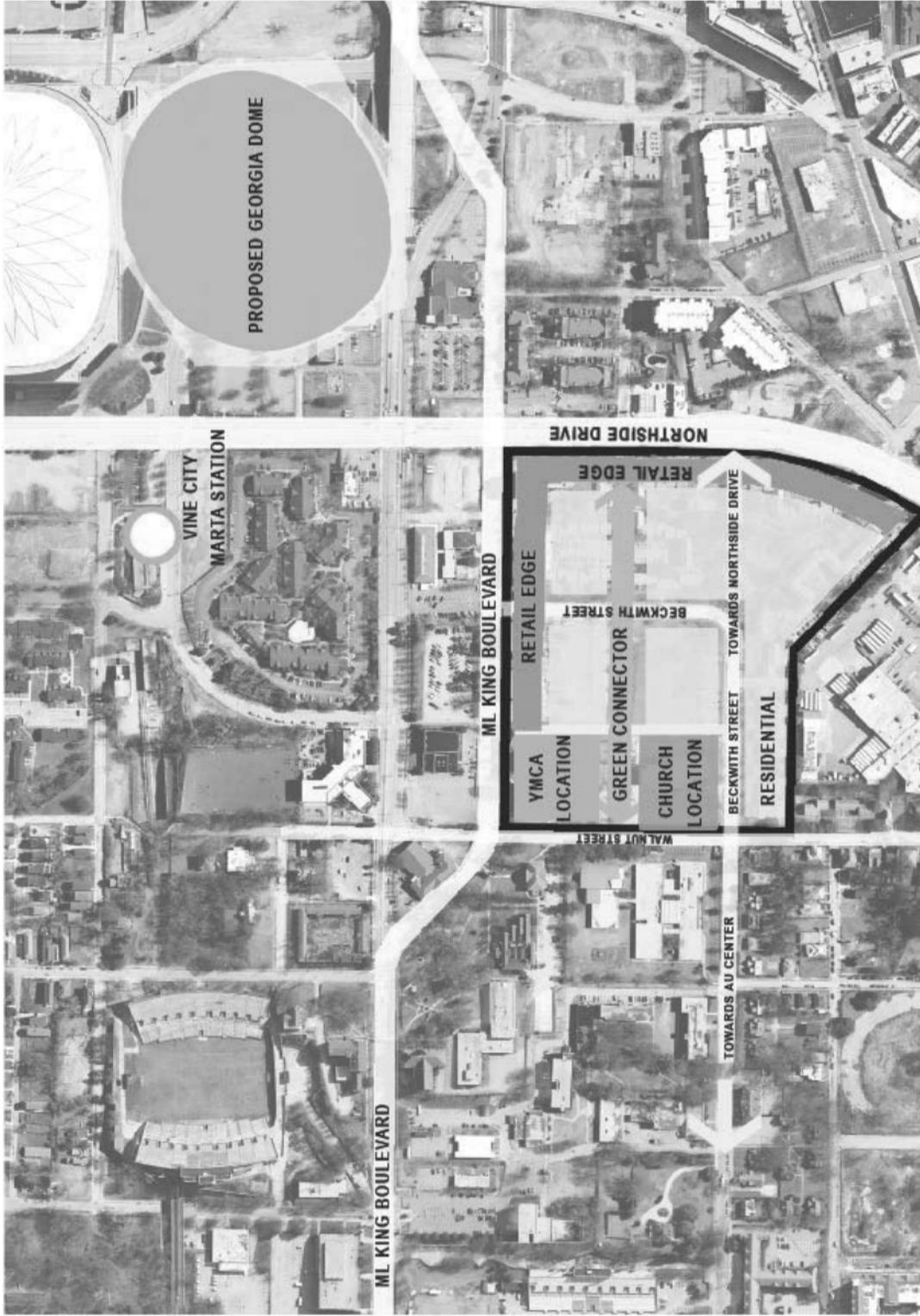
## Legend

-  FBC : Friendship Baptist Church Site
-  Downtown West Boundary
-  CNI Boundary
-  CNI : Choice Neighborhood Initiative
-  Proposed Location for Senior Housing Friendship Baptist Church
-  Westside Tax Allocation District
-  I-75/I-85
-  I-20



**Downtown West // Friendship Baptist Church LLC**  
Proposed Masterplan

FRIENDSHIP BAPTIST CHURCH  
±1.22 ACRES



Friendship Baptist Church  
Friendship Baptist Church, LLC  
E. W. Bowen & Company

COOPER CARRY

MCCORMACK  
BARON  
SALAZAR

52-8

KAI  
REAL ESTATE



January 26, 2015

Mrs. Joy Fitzgerald, Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Ave.  
Atlanta, GA 30303

RE: Commitment of New Markets Tax Credit (NMTC) Allocation - Downtown West YMCA Life Center, Atlanta, GA

Dear Mrs. Fitzgerald:

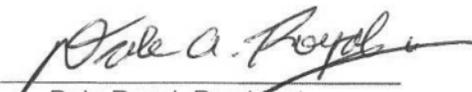
Atlanta Emerging Markets, Inc. (AEMI), a Community Development Entity (CDE) controlled by Invest Atlanta, the City's official economic development authority, understands that Friendship Baptist, LLC (FBLC) and McCormack Baron Salazar (MBS) (collectively the Downtown West Partnership) are development entities working in partnership with the Atlanta Housing Authority (AHA) and other partners on a Transformation Plan for the Atlanta University Center Neighborhoods of Atlanta, Georgia. This NMTC allocation commitment letter is written in conjunction with the Choice Neighborhoods Implementation Grant (Choice Grant) being submitted by AHA in February 2015 to the U.S. Department of Housing and Urban Development, and this commitment is contingent on an award of the Choice Grant and the other terms and conditions of this letter.

We understand that a critical component of the Transformation Plan is expanding recreational, health and wellness offerings for children and families in the Atlanta University Center Neighborhoods, while simultaneously spurring economic development and job opportunities for the community. To achieve that goal, the Downtown West Partnership is partnering with YMCA of Metro Atlanta and the Chick-fil-A Foundation, a not-for-profit stakeholder, to spearhead development of a new YMCA "Life Center" with focus on social support services for young families, notable emphasis on early childhood development, educational programming, social entrepreneurship and robust job creation opportunities. The proposed new facility includes the construction of 60,000 square feet of much needed health and wellness. As part of your financing proposal you have included approximately \$10,000,000 in NMTC allocation for this phase of the project based on a \$26,000,000 total development cost.

AEMI has received \$148 million of New Markets Tax Credit Allocations from the U.S. Treasury, including a total of \$68 million in the two most recent competitive rounds, announced in 2013 and 2014. AEMI is currently focused on deploying these resources in support of highly impactful community-based development projects located within the City of Atlanta. Based on the materials you have provided regarding the Downtown West YMCA Life Center, the broader Transformation Plan, the strength of the Downtown West Partnership team, and the project's qualification and overall merit as a NMTC-enhanced investment opportunity, AEMI is making a commitment of \$10,000,000 in NMTC allocation to this project subject to the receipt of the Choice Grant and the other terms and conditions of this letter.

This commitment of allocation from AEMI is contingent upon, among other things, completion of due diligence review (including but not limited to industry standard underwriting, compliance, structuring/leverage and other due diligence materials acceptable to AEMI), the negotiation and execution of definitive agreements (including but not limited to standard completion, QALICB, and payment guaranties from the relevant parties acceptable to AEMI), award of the Choice Grant and the receipt of the Second CDE Commitment. This transaction must close within ninety (90) days of the Choice Grant agreement execution date or this letter will become null and void. Additionally, this letter will become null and void without further notice in the event that the Choice Grant is denied.

We look forward to working on this project with you. Please keep us apprised of your progress.

By:   
Dale Royal, President

January 28, 2015

Mr. Kevin McCormack  
McCormack Baron Salazar  
720 Olive Street, Suite 2500  
St. Louis, MO 63101

RE: Downtown West YMCA Life Center, Atlanta, GA  
Commitment for New Markets Tax Credit (NMTC) Allocation

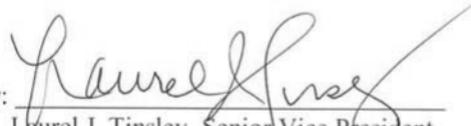
Dear Mr. McCormack:

We understand that Friendship Baptist, LLC (FBLC) and McCormack Baron Salazar (MBS) (collectively the Downtown West Partnership) are development partners working in partnership with the Atlanta Housing Authority (AHA), the City of Atlanta, Invest Atlanta, and other partners on a Transformation Plan for the Atlanta University Center/Vine City/Ashview Heights neighborhoods of Atlanta, Georgia. This NMTC allocation commitment letter is written in conjunction with the Choice Neighborhoods Implementation Grant being submitted by AHA to the U.S. Department of Housing and Urban Development for the Atlanta University Center/Vine City/Ashview Heights neighborhoods, and this commitment is contingent on award of that grant.

We understand that a critical component of the Transformation Plan includes expanding recreational and health and wellness opportunities in the Atlanta University Center/Vine City/Ashview Heights neighborhoods that will provide opportunities for children and families living in the neighborhood and bring economic development and job opportunities to the community. To achieve that goal, the Downtown West Partnership is partnering with YMCA of Metro Atlanta, and the Chick-fil-A Foundation, a not-for-profit stakeholder, to spearhead development of a new YMCA "Life Center" with focus on social support services for young families, notable emphasis on early childhood development, educational programming, social entrepreneurship and robust job creation opportunities. The proposed new facility includes the new construction of 60,000 square feet of much needed health and wellness space including a natatorium, entrepreneur/maker's space, as well as classroom and social services amenities. As part of your financing proposal you have included approximately \$20,000,000 in NMTCs for this phase of the project based on a \$26,000,000 total development cost.

MBS Urban Initiatives CDE ("Allocatee") has received and fully deployed \$220 million of New Markets Tax Credit Allocations from the U.S. Treasury since 2006, and is applying for an additional allocation of 2014 Round IX credits. Based on the materials you have provided regarding the Downtown West YMCA Life Center, the broader Transformation Plan for the Atlanta University Center/Vine City/Ashview Heights neighborhoods, the strength of MBS and Downtown West Partnership team, and the project's qualification and overall merit as a NMTC-enhanced investment opportunity, our Allocatee is making a commitment of \$10,000,000 in NMTC allocation to this project from MBS Urban Initiatives and our partners' current or Round IX allocations of NMTCs. In addition, we have worked with Atlanta Emerging Markets, Inc. (CDE) to secure a commitment from them of \$10,000,000 in current NMTC allocation. We have extensive experience attracting other CDE Allocatees and will also work with you to bring additional resources to this development. Other important aspects to this firm commitment are standard completion and QALICB guaranties from the relevant parties, as required by the NMTC Investor, and subject to industry standard underwriting and due diligence requirements.

We look forward to working on this project with you. Please keep us apprised of your progress. If this letter is not renewed with the consent of both parties, it will expire one year from the date first written above.

By:   
Laurel J. Tinsley, Senior Vice President

Community Development Corporation  
1307 Washington Ave; Suite 300  
St. Louis, MO 63103

Mr. Kevin McCormack  
President  
McCormack Baron Salazar  
720 Olive Street, Suite 2500  
St. Louis, MO 63101

RE: Downtown West YMCA Life Center  
*New Market Tax Credits Investment – Atlanta, Georgia*

Dear Mr. McCormack:

We understand that Friendship Baptist, LLC (FBLC) and McCormack Baron Salazar (MBS) are working in partnership with the Atlanta Housing Authority (AHA), the City of Atlanta, Invest Atlanta, and other stakeholders on a Transformation Plan for the Atlanta University Center/Vine City/Ashview Heights neighborhoods. Further, it is our understanding this investment commitment is in concert with the Choice Neighborhoods Implementation Grant being submitted by AHA to the U.S. Department of Housing and Urban.

Based on financial and other information provided, I understand you anticipated to generate a \$20 million Qualified Equity Investment (QEI). The NMTC equity commitment is calculated based on: the QEI \* 39% amount invested per NMTC requirements \* NMTC pricing of \$0.84, for a **total equity investment of \$6.5 million**.

Please let this letter evidence US Bancorp Community Development Corporation's (USBCDC) commitment for a New Market Tax Credits (NMTC) investment to facilitate the development of one of the critical components of the Transformation Plan. This commitment is contingent upon receipt of the Choice Neighborhood Implementation Grant award, the completion of standard due diligence, and meeting standard underwriting criteria including receipt of allocation and documentation of leveraged sources.

USBCDC is the most active investor in the NMTC industry, with an extensive portfolio of over 800 NMTC transactions providing nearly \$12 billion in Qualified Equity Investments for projects. We look forward to working with MBS and the local partners on this impactful project that will provide opportunities for families living in the neighborhood and bring economic development and job opportunities to the community.

Thank you for the opportunity to support this project. Please keep me informed as this undertaking moves forward, and do not hesitate to call with any questions at (314) 335-2662.

Sincerely,



Thomas R. Oldenburg  
Vice President  
US Bancorp Community Development Corporation

cc: Laura Vowell, Director of Business Development  
US Bancorp Community Development Corporation



133 Peachtree Street, NE, Suite 2900  
Atlanta, GA 30303  
404.880.4100 Phone  
404.880.9333 Fax  
[www.investatlanta.com](http://www.investatlanta.com)  
Atlanta Development Authority  
Urban Residential Finance Authority  
Downtown Development Authority  
Atlanta Urban Redevelopment Agency

January 23, 2015

Joy Fitzgerald  
Interim CEO and President  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

**RE: FY2014 Choice Neighborhoods Implementation Application**

Dear Ms. Fitzgerald,

Invest Atlanta serves as the City's redevelopment agency pursuant to the Redevelopment Powers Law for the purposes of implementing redevelopment initiatives within the City's ten Tax Allocation Districts (TADs), which are areas in which tax increment financing is available.

**COMMITMENT FOR CN NEIGHBORHOOD INVESTMENT**

The Westside TAD, which overlaps with the University Choice Neighborhood in the Vine City neighborhood, is a mature TAD district wherein over \$60 million in tax increment has accumulated. Utilizing these funds, its bond financing capacity and other financial resources, Invest Atlanta has firmly committed \$18,548,383 for neighborhood improvements in Vine City and Ashview Heights neighborhoods. These investments were made no sooner than February 2012 and will be completed no later than September 2021. As a result of these firm commitments, Invest Atlanta has leveraged an additional \$15,102,515 for total project cost of \$33,650,898. Invest Atlanta's resources have funded land acquisition to reduce blight and create developable parcels, and gap financing in support of affordable housing development, retail development, and community facilities. The list of specific improvements funded with Invest Atlanta's resources is attached.

**COMMITMENT FOR CN CRITICAL COMMUNITY IMPROVEMENTS PLAN**

In addition to these funded projects, Invest Atlanta has firmly committed \$4,752,000 for Community Improvement Fund projects and \$891,000 for land assembly and redevelopment targeted for the Vine City neighborhood, part of the University Choice Neighborhood. These commitments are leverage for AHA's Critical Community Improvements Plan focusing on similar activities in the larger Choice Neighborhood. Collectively our resources will provide the scale necessary to turn the tide of disinvestment in this important intown community. Invest Atlanta will issue Request for Proposals for projects that focus on community and economic development, affordable housing, and green space enhancements. Other projects include a façade improvement grant program for property and business owners, a small business loan fund, acquisition and demolition of dilapidated properties in conjunction with City of Atlanta Code Enforcement, and streetscape improvements at key commercial nodes. Choice Neighborhood project proposals will be reviewed by a committee comprised of Invest Atlanta staff, presented to the Choice Neighborhoods Coordinating Council and approved by Invest Atlanta's Board of Directors.

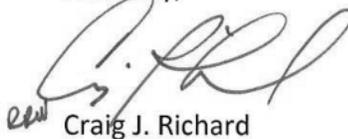
In addition, to specifically support improving the quality of existing housing and encourage new housing investment, Invest Atlanta commits the following:

- \$300,000 from the Vine City Renaissance Initiative to allow qualified buyers earning up to 140% AMI to receive down payment assistance to purchase or refinance homes in the Vine City neighborhood. The program provides a \$10,000 deferred loan in conjunction with traditional first mortgage programs.
- \$540,000 from the Owner Occupied Rehabilitation Program to fund up to \$50,000 for the substantial renovation of at least 11 homes in Vine City.
- \$17,010,000 from the Home Atlanta 4.0 program which provides 30-year, fixed-rate private mortgages to qualified borrowers in addition to a five percent (5) down payment assistance grant. These funds can be used for the 33 for-sale units at Scholars Landing and for 70 additional purchased properties anywhere in the University Choice Neighborhood. These funds are part of a \$60 million pool of private dollars raised by Raymond James/Morgan Keegan and are available to households earning up to 140% AMI.

The total amount committed to the University Choice Neighborhood Transformation Plan is \$18,548,383 for the Neighborhood Investment and \$23,493,000 for the Critical Community Improvements for a total investment of \$42,041,383 which will capitalize projects that will be completed no later than September 2021.

Invest Atlanta has a long and successful relationship assisting AHA in providing financing for its revitalization projects. Invest Atlanta supported the development of Capitol Gateway through the Eastside TAD, Collegetown at Harris Homes through its Tax Exempt Bonds and Housing Opportunity Fund financing and will fund ongoing West Highlands revitalization through the Perry Bolton TAD. This letter serves to reiterate our support for the University Choice Neighborhood application for implementation funding and we look forward to an ongoing collaboration with AHA on this important transformation effort.

Sincerely,

A handwritten signature in black ink, appearing to read "C. J. Richard", is written over a faint, larger version of the same signature.

Craig J. Richard  
President and Chief Executive Officer

**Invest Atlanta Neighborhood Investment in University Choice Neighborhood Area**

Project	Location	Developer	Invest Atlanta Funding	Leveraged Funding	Total Project Cost
<b>Westside (2008 Bond Issue)</b>					
Historic Westside Village	825 Martin Luther King Jr. Drive	Russell New Urban/Trammell Crow Co.	\$ 236,222	\$ 7,382,983	\$ 7,619,205
Westside TAD Demolition Clean & Close	Various Sites	City of Atlanta	\$ 300,000	\$ 132,528	\$ 432,528
Westside Village Public Improvement	835 Martin Luther King Jr. Drive	Atlanta Westside Village Retail Partners, LLC (Russell New Urban, LLC)	\$ 356,158	\$ -	\$ 356,158
<b>Westside (Special Fund)</b>					
Westside Works Capital Equipment	Joseph Lowery Blvd.	Arthur M. Blank Family Foundation	\$ 300,000	\$ -	\$ 300,000
Westside TAD Land Assembly			\$ -	\$ -	\$ -
Land Assembly	Vine City	IA/Blank Foundation/APD	\$ 810,000	\$ -	\$ 810,000
Implementation Agent	N/A	APD Urban Planning and Management	\$ 148,500	\$ -	\$ 148,500
<b>Community Improvement Fund</b>					
Quest Health Workforce Development Complex I&II	261-283 Joseph Lowery Boulevard	Quest (Leonard Adams)	\$ 3,468,162	\$ 1,550,000	\$ 5,018,162
West Block Retail	875 Martin Luther King Jr. Drive	Russell New Urban Development	\$ 600,000	\$ 4,655,633	\$ 5,255,633
Morris Brown Acquisition	Various Parcels on Morris Brown Campus	N/A	\$ 10,825,000	\$ -	\$ 10,825,000
Mims Park Property Donation	Boone Area 4.7 acres	CoA/Various	\$ 458,386	\$ -	\$ 458,386
<b>Small Business Loans</b>					
Johnny's Pizza Bistro	902 Martin Luther King Jr. Dr.	Johnny's Pizza Bistro	\$ 235,020	\$ -	\$ 235,020
<b>Vine City Trust Fund</b>					
Mortgage Assistance	Various Sites	N/A	\$ 647,872	\$ 1,216,928	\$ 1,864,800
<b>Housing Opportunity Bond</b>					
CHDO Rehab Loan	1000 Beckwith	University Community Development Corp.	\$ 87,812	\$ 96,832	\$ 184,644
CHDO Rehab Loan	742 Peoples Street	University Community Development Corp.	\$ 75,251	\$ 67,611	\$ 142,862
<b>Total</b>			<b>\$ 18,548,383</b>	<b>\$ 15,102,515</b>	<b>\$ 33,650,898</b>



# CLARK ATLANTA UNIVERSITY

OFFICE OF THE PRESIDENT

January 26, 2015

Ms. Joy Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303

**Re: Commitment of the Anchor Institutions to the Choice Neighborhoods Transformation Plan  
FY2015 Choice Neighborhoods Implementation Grant Application**

Dear Joy:

As President of Clark Atlanta University ("CAU"), I am pleased to submit this letter documenting the commitment of funds and in-kind services in support of the implementation of the Atlanta Housing Authority's University Choice Neighborhood Transformation Plan and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

Clark Atlanta University is a comprehensive, private, urban, coeducational institution of higher education with a predominantly African-American heritage. It offers undergraduate, graduate and professional degrees as well as certificate programs to students of diverse racial, ethnic, and socioeconomic backgrounds. The University was established in 1988 through the consolidation of its two parent institutions, Atlanta University (1865), the nation's first institution to award graduate degrees to African Americans, and Clark College (1869) the nation's first four-year liberal arts college to serve a primarily African-American student population.

Leveraging its distinctive history, Clark Atlanta University's urban research university transforms the lives of students and their communities by preparing citizen leaders to be problem-solvers through innovative learning programs; supportive interactions with faculty, staff, and students; exemplary scholarship; and purposeful service.

As part of our ongoing commitment to service and the community, the following describes Clark Atlanta University's various initiatives within the transformation area, along with committed cash and in-kind support to support implementation:

**I. Public Safety Commitment**

In 2015, the four Atlanta University Center Schools will collectively provide \$300,000 toward the purchase of 29 video surveillance cameras/license plate readers to be installed at strategic locations in the area surrounding the schools. Clark Atlanta University will be contributing \$75,000 toward the

purchase of the cameras. The cameras will be managed and monitored by Atlanta Police Department as part of a city-wide video surveillance/public safety initiative.

## **II. Educational Commitment – New and Existing Commitment in the Transformation Area**

Clark Atlanta University will increasingly become a dynamic 21st century research university of choice for a diverse student body with enhanced student enrollment yields, success and global marketability. The University's collective intellectual capital, talent and resources through distinctive and innovative programs; cutting-edge research; meaningful service experiences; and a universally supportive environment, has made CAU an integral part of the Transformation Area since the 19<sup>th</sup> century.

We are well-suited to serve to help build the quality cradle-to-career educational pipeline for children envisioned in the Choice Neighborhoods Transformation Plan and the following represents the work we are committing to provide that furthers our APN work and supports the University Choice Neighborhood Transformation Plan:

### **New Commitments:**

- Under the Mt. Moriah Baptist Church Community Outreach Feeding Project, social work Pre-majors (freshman students) will assist the staff at Mt. Moriah Baptist Church located within in two blocks from the campus with preparing and serving the community outreach food project every 3<sup>rd</sup> Thursday. CAU will provide 10 students x \$17.95/hour x 20 hours x 5 = \$17,950 for a five year period in the Washington Cluster.
- Under the APS – Washington HS Cluster program, and with the partnership of the Boys and Girls Club and the Atlanta Community Food Bank, the pre-social work sophomore students will be trained by the Atlanta Community Food Bank team on their Food Literacy - Hunger 101 Curriculum and create workshops about hunger as a local, national and global problem for elementary and middle school students within the APS-Washington Cluster. CAU will provide 20 students x \$18.95/hour x 50 hours x 5 = \$94,750 over a five year period in the Washington Cluster.

### **Existing Commitments:**

- CAU's School of Education - Counselor Education Services provide targeted parent education seminars, test-taking strategies for students attending the P-12 within the Washington Cluster, conflict resolution training for parents and other community patrons, career enhancing work sessions, in addition to working in partnership with other community agencies and service providers. Over the past 10 years, CAU provided 15 faculty members x \$20/ hour x 150 hours = \$45,000 @ \$4,500/year; 20 students x \$7/hour x 200 hours = \$28,000, @ \$2,800/year, for a total of \$7,300 in annual value. CAU will provide the same level of services and support over a five year period in the Washington Cluster (\$7,300 x 5 years = \$36,500 total commitment).
- CAU's School of Education- Curriculum and Instruction places undergraduate and graduate students in the schools within the Washington Cluster to work with the local School Councils and to serve as academic tutors for students with special learning gaps.

In addition, university professors serve as content experts to work with academic teams and with individuals and groups of teachers as they make adjustments to changing curriculum standards and teaching processes, conduct workshops for parents to assist with their students' success in school. Over the past 10 years, CAU provided 10 faculty x \$20/hour x 500 hours = \$100,000 @ \$10,000/year; and 20 students x \$7/hour x 200 hours = \$28,000 @ \$2,800/year for a total annual value of \$12,800. CAU will provide the same level of services and support over a five year period in the Washington Cluster (\$12,800/year x 5 years = \$64,000 total commitment).

- CAU's School of Education Educational Leadership Program serves as special support agents to schools within the Washington Cluster and surrounding community as they work to build stronger partnerships between schools and the community; 2) Assist schools with understanding data and the effective use of data in support of effective teaching and learning; 3) works with school leaders to assist them in enhancing their expertise in inspiring, coaching, and empowering them to practice distributive leadership through effective teambuilding. Over the past 10 years, CAU provided 5 faculty members x \$20/ hour x 300 hours = \$30,000 @ \$3,000/year; and 60 students x \$7/hour x 400 hours = \$168,000 @ \$16,800/year for a total annual value of \$19,800. CAU will provide the same level of services and support over a five year period in the Washington Cluster (\$19,800 x 5 years = \$99,000 total commitment).

### **III. Student Volunteers/Interns –Existing Commitment in the Transformation Area**

Clark Atlanta University's effective educational methods and practices of shared teaching-learning experiences have enabled our students to engage in rewarding internships and volunteer opportunities that enhance the surrounding community. CAU's commitment to service, community awareness and civic engagement include the following programs and services:

- Under the APS-Washington Cluster, social work interns provide additional program support by identifying needed resources and services to the students and families in the APS-Washington Cluster. Over the past 9 years, CAU has invested \$1,696,950 in the implementation of this program. CAU is fully vested in the surrounding community and will continue to provide 10 students x \$22.95/hour x 900 hours = \$206,550 annual value x 5 years = a total commitment of \$1,032,750.
- Under the Washington HS Cluster-Educational Talent Search program, social work interns provide additional program support by identifying needed resources and services to improve the graduation rate among students in the APS-Washington Cluster. Over the past 9 years, CAU has invested \$1,696,950 in the implementation of this program. CAU is fully vested in the surrounding community and will continue to provide 10 students x \$22.95/hour x 900 hours = \$206,550 annual value x 5 years = a total commitment of \$1,032,750.
- Under the APS-Lowery Institute for Justice & Human Rights program, social work interns added additional program support by providing needed resources and services to address and reduce

issues of violence and bullying among elementary and middle school students in the APS-Washington Cluster. Over the past 2 years, CAU has invested \$217,880 in the implementation of this program. CAU is fully vested in the surrounding community and will continue to provide 4 students x \$22.95/hour x 1300 hours = \$119,340 annual value x 5 years = a total commitment of \$596,700.

- CAU's Center for Cancer Research and Therapeutic Development (CCRTD) has an established Community Outreach Component which addresses health disparities and disseminates educational information regarding the awareness of prostate cancer within African-American communities.

Examples of CCRTD programs include: 1) the "Harvest of Health" Wellness Fair – An event hosted annually in partnership with the English Avenue and Vine City Ministerial Alliance. It is free and provides information, education, and prostate cancer screening among other health screenings to empower people in the areas of health and wellness to address disparities in our community; 2) Prostate Cancer Seminars – CCRTD offers free educational seminars to provide the general population with information about prostate cancer. Sessions are conducted utilizing various venues, i.e., universities, churches, libraries, and community organizations and provide African-American men with information on the anatomy and physiology of the male genitourinary system, incidence and mortality of prostate cancer among African-American men, disease stages and treatment options, and concerns about screening and side effects of cancer treatment; and 3) CCRTD "Life Notes" – A monthly 30 minute program brings medical professionals, experts, and community advocates together to inform viewers of the most recent and up to date preventative cancer health care issues facing the African-American and minority communities. Copies of this program are available on compact disc for distribution to the general public.

CCRTD is committed to and will continue to maintain health fairs and seminars, along with media coverage on the awareness of prostate cancer and other health disparities which disproportionately impact our local communities. These activities are funded by CCRTD utilizing 44 volunteers (4 of which are faculty members) @ an annual value of \$65,000 for a total commitment of \$325,000 over a five year period.

- Clark Atlanta University's Jazz 91.9 WCLK program reaches more than 175,000 listeners each week and disseminates messages of importance to the community, through its diverse programming. Radio programming includes: 1) *Your Health Connection*, in partnership with The Center for Cancer Research and Therapeutic Development at Clark Atlanta University. The show targets the Center's ground breaking research in prostate cancer, which disproportionately affects African American males. With over 75 percent of WCLK's audience made up of African American males, they are able to receive pertinent information on prostate cancer, treatment and prevention. The program also addresses other health disparities and fosters a progressive interest in the overall health of the medically underserved; 2) *The Call to True Beauty*. Jazz 91.9 WCLK/Clark Atlanta University in partnership with Verizon Wireless and the Partnership against Domestic Violence (PADV) produces and airs a radio show that is designed to educate listeners in the prevention of dating and domestic violence. Listeners receive timely information from

counselors, law officials and relationship experts on various topics such as date rape and other forms of abuses. Listeners are able to call a special hotline number during the show and get immediate assistance; and 3) Jazz 91.9 WCLK airs over 5,000 public service messages annually that impact the quality of life for citizens within the Transformation Area, and the metropolitan Atlanta area, as a whole. Public service messages inform citizens of services ranging from health care, elderly assistance, fire safety and a range of social, cultural and art events.

#### **IV. Capital Investments (on campus and in neighborhood)**

As part of Clark's Capital Improvement Plan we have been making investments in the campus to upgrade aging facilities and create new ones, create a walkable campus and enhance the sustainability of facilities and the surrounding environment to the betterment of our students and the surrounding neighborhood. The total investment of these capital improvements for the prior 10 years has been \$69,462,306 and includes the development of three fully renovated residence halls; renovations to seven academic buildings- 2 of which are LEED Silver certified; and the renovation of the University's Admissions and Registrar Offices.

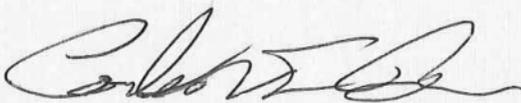
In addition, we will continue to make capital investments over the next five years to advance enrichment of the learning environment for existing and new students, as well as the surrounding community, with the proposed development of a new CAU Cancer Research Center, Performing and Fine Arts Complex and additional improvements to remaining academic and support services facilities.

The total cost of these capital improvements is anticipated to be \$115M.

#### **V. Total Leveraged Commitment**

Not including the capital investments noted above, we project a combined commitment of a total of \$75,000 of cash and \$3,299,400 of in-kind investment in the Choice Neighborhoods area for the next five years, of which \$112,700 is new commitment. This is a very exciting time to be a part of a shared vision to create a vibrant and enriched transformation area through our collective efforts. We wish you success on your grant and please contact me at 404.880.8566 or Bonita Dukes at 404.880.8491, if you have questions or need additional assistance.

Sincerely,



Dr. Carlton Brown  
President



**John Silvanus Wilson Jr.**  
*President*

TEL. (404) 215-2645  
FAX. (404) 659-6536  
www.morehouse.edu

February 3, 2015

Joy W. Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303-2421

**Re: Commitment of the Anchor Institutions to the Choice Neighborhoods Transformation Plan FY2014  
Choice Neighborhoods Implementation Grant Application**

Dear Joy:

As President of Morehouse College, I am pleased to submit this letter confirming Morehouse's contribution of financial and other resources in support of the implementation of the Atlanta Housing Authority's University Choice Neighborhood Transformation Plan and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

Morehouse College has a rich and distinguished history of community service and civic engagement. For the past three years, Morehouse College has been selected as a member of the President's Higher Education Community Service Honor Roll that recognizes higher education institutions for their exemplary community service and meaningful achievement in the community. We have a significant number of students who self-select and volunteer in the surrounding community. For example, we currently have twelve (12) Bonner Scholars who are mentors and tutors at M. Agnes Jones and Bethune elementary schools. Each Bonner Scholar completes 280 hours of community service each academic year. In addition, several of our service-learning faculty has students volunteer at schools in Washington Cluster schools.

**Public Safety Commitment**

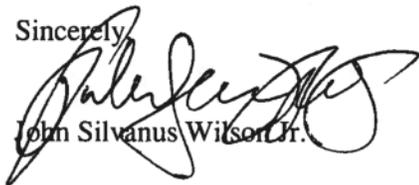
In 2015, the four Atlanta University Center Schools will collectively provide \$300,000 toward the purchase of 29 video surveillance cameras/license plate readers to be installed at strategic locations in the area surrounding the schools. Morehouse will be contributing \$75,000 toward the purchase of the cameras. The cameras will be managed and monitored by Atlanta Police Department as part of a city-wide video surveillance/public safety initiative.

In addition to this example, Morehouse is embarking on a comprehensive master planning effort that will undoubtedly expand beyond our campus to the broader 30314 zip code. We are committed to leveraging the synergies between the foundational principles of Morehouse and the broader community to create a robust educational residential and commercial community. We are in the beginning phases of developing our campus master plan and are connecting with our neighbor institutions, the Atlanta Housing Authority, Integral and other constituencies in the 30314 zip code to leverage our collective resources.

This is a very exciting time to be a part of a shared vision to create a vibrant and enriched transformation area through our collective efforts. We look forward to collaborating with the Atlanta University Center Schools,

Atlanta Public Schools, United Way of Greater Atlanta and other Choice Neighborhood Partners in achieving successful outcomes for neighborhood residents. Should you have questions or need additional assistance, please contact me at 404-215-2645 or via e-mail at [john.wilson@morehouse.edu](mailto:john.wilson@morehouse.edu). We wish you much success with your grant proposal.

Sincerely,



John Silvanus Wilson Jr.



Office of the President and Dean

January 28, 2015

Ms. Joy Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303

**Re: Commitment of the Anchor Institutions to the Choice Neighborhoods Transformation Plan  
FY2014 Choice Neighborhoods Implementation Grant Application**

Dear Joy:

As President of Morehouse School of Medicine (MSM), I am pleased to submit this letter documenting the commitment of funds and in-kind services in support of the implementation of the Atlanta Housing Authority's University Choice Neighborhood Transformation Plan and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

Morehouse School of Medicine (MSM) was founded in 1975 as part of Morehouse College and became an independent medical school in 1981. It is located in the Atlanta University Center neighborhood, which is the heart of the Transformation area and neighbors the targeted University Homes site, now known as Scholars Landing. For more than three decades, MSM has become one of the country's leading primary care-oriented medical schools, and we are a major anchor institution in the University Choice Neighborhood. Consistent with our mission, MSM is dedicated to improving the health and well-being of individuals and communities and to addressing primary health care needs through programs in education, research, and community service. In 2012, the *Annals of Internal Medicine* ranked MSM number one among the country's 125 medical schools in its contributions to the social mission of medical education. The award evaluated schools on three dimensions: 1) production of primary care physicians; 2) the number of underrepresented minority graduates; and 3) the number of graduates practicing in medically underserved areas.

As part of our ongoing commitment to service and the community, the following describes MSM's various initiatives within the transformation area, along with committed cash and in-kind support to support implementation:

**I. Public Safety Commitment**

In 2015, the four Atlanta University Center Schools will collectively provide \$300,000 toward the purchase of 29 video surveillance cameras/license plate readers to be installed at strategic locations in the area surrounding the schools. MSM will contribute \$75,000 toward the purchase of the cameras. The cameras will be managed and monitored by Atlanta Police Department as part of a city-wide video surveillance/public safety initiative.

720 Westview Drive SW  
Atlanta, GA 30310-1495

Telephone: 404-752-1740  
Fax: 404-756-8974  
www.msm.edu  
52-22

## **II. Educational Commitment – New Commitment in the Transformation Area**

As co-applicant with the United Way of Greater Atlanta on an awarded 2010 Promise Neighborhoods Planning Grant, we have been involved in the ongoing development of the infrastructure of the Atlanta Promise Neighborhood (APN) to implement the Promise Neighborhoods philosophy. We are committed to addressing the social determinants of health which are related to barriers that negatively impact a child's health and that negatively impact a child's ability to be successful in school. Our efforts are focused on Atlanta Public Schools' Booker T. Washington High School cluster, which includes two elementary schools, a middle school, and high school that serve children in the University Choice Neighborhood. This work is being done through the collaboration with historical Promise Neighborhood partners which include the United Way of Greater Atlanta, Atlanta Community Food Bank, Arthur M. Blank Family Foundation, Fulton County Department of Health and Wellness, Atlanta Public Schools, and of course, AHA.

We are well-suited to serve as a health relationship and resource broker in the transformation area and the following represents the work we are committing to provide in order to further our APN work and support the University Choice Neighborhood Transformation Plan:

### **1. Medical Home - MSM and Fulton County Department of Health and Wellness Neighborhood Union Health Center**

This is a new comprehensive community health and wellness program at Neighborhood Union Health Center (located in the Univ. Choice Neighborhood) to facilitate and strengthen families' access to medical services. MSM will provide a variety of healthcare services ranging from pediatrics to geriatric care in conjunction with the cohort of allied health professionals at the Neighborhood Union site. Every participating household will be assigned a health program manager (case manager) to conduct a comprehensive health needs assessment and to connect families to the appropriate health resource. This will include connecting families to the Oak Hill Child, Adolescent, and Family Center, a newly renovated, state-of-the-art, behavioral health facility for services and by providing transportation assistance to minimize barriers in receiving assistance. This initiative will further compliment the health services currently offered at Neighborhood Union and the primary care services performed by Family Health Centers of Georgia to create a full-service health center. The value of this service is \$3,000 per enrollee per year, and using a conservative estimate, we anticipate serving approximately 100 unduplicated University Choice Neighborhood residents annually. Over the five-year grant period, the value of this in-kind resource is \$1.5 million.

### **2. In- school Health Resources**

As part of MSM's health focus in the Washington Cluster schools, MSM will conduct community outreach and assist students and family members experiencing health needs/crises to an appropriate health resource. Identifying students and families in need will primarily be conducted in coordination with the school principal and counselors; however, coordination will occur with AHA's human development services staff. The estimated value of this service is \$500 per person assisted, and we anticipate serving approximately 200 unduplicated University Choice Neighborhood residents annually. Over the five-year grant period, the value of this in-kind resource is \$500,000.

This service will be facilitated through the partnership and relationships with school nurses, social workers, parent liaisons and community-based gate keepers. One of the biggest opportunities for making all of these activities produce results lies in the motivation of caregivers and other adult role models in the community.

### **Fitness Activity**

Using results of the state-mandated Georgia Shape Act Fitness Gram (FG), MSM will implement prescriptive physical fitness activities that address the most at-risk students identified by the FG assessment who attend the Washington cluster elementary schools. This will ensure that each child has the opportunity to "PLAY 60" and be engaged in physical movement of one type or another. "Brain Breaks" research has demonstrated that when school leaders are trained to take advantage of dead spots during the school day by engaging the youth in fun/fitness activities student academic performance improves.

As part of our ongoing APN work, we currently convene a bi-monthly APN Health and Wellness Work Group with various health and education partners and community stakeholders; this activity will continue. Furthermore, we will continue with our collaborative Results-based Accountability Model with AHA and other APN partners to develop a collective framework for tracking and reporting activities and outcomes from the participating partners.

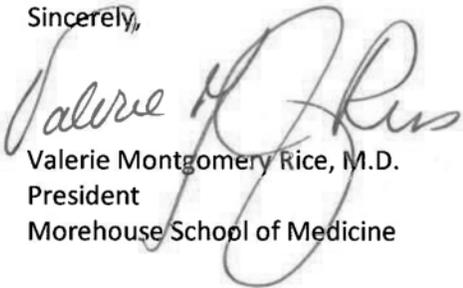
### **III. Student /Resident Physicians - Existing Commitment in the Transformation Area**

MSM has several community-based/educational programs where it deploys its students and resident physicians to engage school-age students with an interest in science, medicine, and healthcare, to heighten recruitment within Georgia, and to collaborate with community members in the development, implementation, and evaluation of health education/health promotion programs. The following represents programs occurring in the Transformation Area that will continue during the next five (5) years.

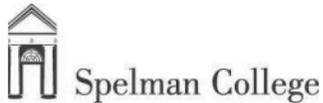
The Medical Education Program, the Master of Public Health Program, the Master of Science in Medical Sciences Program, and the Public Health and Preventive Medicine Residency Program all leverage the community involvements of its trainees to maximize the scope and impact of the AUC Choice Neighborhood Transformation Plan. There are approximately 112 trainees that each spends an average of 60-120 hours every year for an average of approximately 9,000 hours annually (If we use \$12.50/hour as the student stipend rate, then these activities would total approximately \$112,500.00/year and \$562,500 over five years).

This is a very exciting time to be a part of a shared vision to create a vibrant and enriched transformation area through our collective efforts. We wish you success on your grant. Please contact me at (404) 752-1740 or David Hefner, Chief of Staff at (404) 752-1743 should you have questions or need additional assistance.

Sincerely,



Valerie Montgomery Rice, M.D.  
President  
Morehouse School of Medicine



OFFICE OF THE PRESIDENT  
Phone: 404-270-5001  
Fax: 404-270-5011

BEVERLY DANIEL TATUM, Ph.D.  
*President*

January 26, 2015

Ms. Joy Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303

Dear Joy:

As President, I am pleased to submit this letter documenting the fiscal and in-kind commitments Spelman College has generated in support of the implementation of the Atlanta Housing Authority's University Choice Neighborhood Transformation Plan, and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

Founded in 1881 as the Atlanta Baptist Female Seminary, we became Spelman College in 1924. Now a global leader in the education of women of African descent, Spelman College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. Our student body comprises more than 2,100 students from 41 states and 15 foreign countries. Spelman College empowers women to engage the many cultures of the world and inspires a commitment to positive social change through service. We are dedicated to academic excellence in the liberal arts and sciences and the intellectual, creative, ethical and leadership development of our students.

Our historic 32-acre campus is part of the vibrant scholarly community known as the Atlanta University Center Consortium (AUCC), composed of Spelman College, Morehouse College, Morehouse School of Medicine, and Clark Atlanta University. All four institutions sit in close proximity to neighborhoods that lack the resources to live up to their innate potential. We have a shared understanding that our institutions and our surrounding community must grow together. At Spelman College, we are committing our considerable human and intellectual resources to the development of a "greener," more livable and secure environment.

As part of our ongoing commitment to service and the community, below is a description of the College's various initiatives within the transformation area, along with our cash and in-kind investments in support of implementation:

### **I. Public Safety Commitment**

In 2014, the four AUCC schools collectively pledged \$300,000 toward the purchase of 29 video surveillance cameras/license plate readers to be installed at strategic locations in the area surrounding the schools. Spelman will contribute \$75,000 toward the purchase of the cameras.

The cameras will be managed and monitored by Atlanta Police Department as part of a city-wide video surveillance/public safety initiative. The expected completion date is July, 2015.

## **II. Educational Commitment – New Commitment in the Transformation Area**

In January 2011 Spelman College launched Project Impact. This is a student-focused service initiative designed to connect Spelman students as Engaged Scholars in the neighborhoods around the campus. The purpose of Project Impact is to engage Spelman students in programs that will measurably improve the community in which it is located. The related projects focus on a range of community interests which have been identified in the Spelman College Strategic Plan, including education, environmental sustainability, health & wellness, and economic development. Through Project Impact, Spelman College students volunteer at several schools and youth development centers in the Choice Neighborhood Community including: Mary McLeod Bethune Elementary School, M. Agnes Jones Elementary School, KIPP Strive Academy and Raising Expectations, a youth mentoring and tutoring program.

## **III. Student Volunteers/Interns - Existing Commitment in the Transformation Area**

In addition to classroom tutoring, mentoring relationships and assisting teachers in preparing lesson materials and supporting small group instruction in the schools and programs named above, Spelman students have also designed and implemented academic enrichment programs in Choice Neighborhood schools to support student achievement in the areas of science and math:

**FunLab, Inc.** is designed to support the development of science excellence in students from M. Agnes Jones Elementary School and KIPP Strive Academy. The mission of FunLab is to teach basic scientific concepts through engaging laboratory experiments. Spelman students use their creativity to share the excitement of discovery through FunLab experiments that engage elementary school students in scientific exploration. FunLab is built on the belief that all young people should have enjoyable learning experiences with science.

**MASTERS** is an after-school math enrichment program designed to answer the question too many students ask about math – “when am I ever going to use this outside of school?” The MASTERS program gives elementary age students the opportunity to engage in experiential math lessons. Through the MASTERS program Spelman College students visit M. Agnes Jones Elementary School and KIPP Strive Academy weekly. During their visits they work with participants to complete engaging projects that incorporate basic math ‘beyond the book’. By working with the hands-on activities and interacting with their “big sisters” from Spelman College, the younger students learn why math matters outside of school and also that math can be fun.

Through Project Impact Spelman College students will support the development of a quality cradle-to-career educational pipeline in the Choice Neighborhood area. Over the next five years 60 Spelman students, all recipients of the Bonner Scholarship (awarded for leadership in community service), will collectively serve 8,000 hours during each academic year at the following Choice Neighborhood schools and youth development program sites: Mary McLeod Bethune Elementary School, M. Agnes Jones Elementary School, KIPP Strive Academy, and Raising Expectations. This is a commitment of 40,000 volunteer hours from Spelman students over five years. According to the most recently posted value of volunteer hours by Independent

Sector [https://www.independentsector.org/volunteer\\_time](https://www.independentsector.org/volunteer_time), this service to the Choice Neighborhood community has a dollar value of 22.25/hr. totaling \$890,000 over five years.

#### **IV. Capital Investments (on campus and in neighborhood)**

As part of the institution's master plan, Spelman has made a significant investment in campus facilities and new construction totaling \$90.6 million. Historic preservation, expanding green space and sustainable buildings have been the central focus of these efforts. In 2005, Spelman purchased adjacent land and property for \$5.7 million, making it possible for the College to develop the west side of its campus, which now houses a 350-bed LEED-certified (Silver) residence hall known as The Suites, and an adjacent campus amphitheater representing a \$43 million investment. This new building (opened in 2008) includes meeting rooms on the first floor level that are often used to convene community groups on campus. For example, the CommUniversity outreach programs of the Atlanta University Center Consortium are held on the campus of Spelman College.

The college now has under construction an \$18 million Wellness Center (Read Hall), environmentally designed to obtain LEED-certification at the Silver level or higher. Construction will be completed in June 2015. One of the exciting features of the Wellness Center will be a demonstration kitchen, in which we will provide educational programming open to the surrounding community on nutrition and healthy food preparation.

Award-winning historic renovations in the last decade include Sisters Chapel (\$8 million) and Packard Hall (\$8 million), Rockefeller Hall (\$10 million), Bessie Strong Hall (\$6 million) and Laura Spelman Rockefeller Hall (\$9.9 million), a LEED-certified (Gold) project, and \$25 million work for underground maintenance of our utility infrastructure. The Campus Master Plan details additional capital investments that will enrich the learning environment for students in the future, and will enhance the surrounding community through the development of additional adjacent land owned by the College. The total cost of these capital improvements is anticipated to be \$40 million over an estimated five- to seven-year period.

#### **V. Total Leveraged Commitment**

In total, the College will commit an investment of \$40 million in cash and close to \$1 million of in-kind support in the Choice Neighborhoods area over the next five years.

Thank you for the opportunity to be a part of a shared vision to create a vibrant and enriched transformation area through our collective efforts. This is truly an exciting time. Please don't hesitate to contact me at 404-270-5001 or my designee, Tomika DePriest, Assistant to the President for Strategic Initiatives at 404-260-5060 should you have questions or need additional assistance.

Sincerely,



Beverly Daniel Tatum, Ph.D.

**Attachment 51:  
Community Development Block Grant  
Leverage Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt51CDBG.pdf**



## CITY OF ATLANTA

55 TRINITY AVE, S.W.  
ATLANTA, GEORGIA 30335-0300

TEL (404) 330-6100

KASIM REED  
MAYOR

February 1, 2015

Ms. Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue  
Atlanta, Georgia 30303

Re: FY2014 Choice Neighborhoods Implementation Grant Application

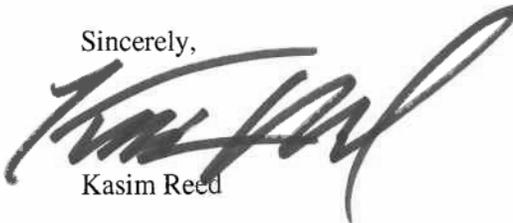
Dear Ms. Fitzgerald:

The City of Atlanta is pleased to support the Atlanta Housing Authority's application for a FY2014 Choice Neighborhoods Implementation Grant for the University Choice Neighborhood.

I understand that the Neighborhood component of the University Choice Neighborhood Transformation Plan includes strategies to acquire and demolish vacant and dilapidated properties, support strategic residential infill development, implement measures to improve public safety, and seed the development of much-needed community facilities. These strategies are in direct alignment with the city's and Invest Atlanta's neighborhood investments and are a necessary catalyst for the transformation of the key Westside neighborhoods of Vine City, Ashview Heights, and the Atlanta University Center neighborhood.

The City commits to providing a total of \$1,000,000 of its Community Development Block Grant (CDBG) funds in annual allocations over a five year period from 2016 through 2020, in accordance with the annual project allocation process. These funds will be used for demolition of targeted dilapidated properties within the University Choice Neighborhood and other activities in support of the Transformation Plan's strategies.

Sincerely,



Kasim Reed

**Attachment 50:  
Evidence-based Decision Making**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt50EviDecMak.pdf**

Evidence Based Practice	Key Findings
<i>Children, youth, and adults are physically and mentally healthy</i>	
<b>1. Mobile Health Clinic</b> (Family Health Centers of Georgia)	<ul style="list-style-type: none"> <li>A mobile health clinic serving the medically disenfranchised was found to have a return on investment of \$36 for every \$1 invested in the program. <a href="http://www.biomedcentral.com/1741-7015/7/27">http://www.biomedcentral.com/1741-7015/7/27</a></li> <li>An asthma-oriented mobile van intervention providing free services to underserved children demonstrated an overall improvement in symptom-free days, resulting in cost-savings of \$79.43 per day gained for children ages 5-11 in terms of reduced ER visits and hospitalizations. <a href="http://www.ncbi.nlm.nih.gov/pubmed/20934626">http://www.ncbi.nlm.nih.gov/pubmed/20934626</a></li> <li>A study of elderly hospital discharges showed that at the very least mobile health utilization does not result in higher rates of readmission compared to traditional clinics. <a href="http://www.ncbi.nlm.nih.gov/pubmed/21834119">http://www.ncbi.nlm.nih.gov/pubmed/21834119</a></li> </ul>
<b>2. Healthy housing design</b> (Housing strategies)	<ul style="list-style-type: none"> <li>Literature review shows sufficient evidence (highest category) for effectiveness of Integrated Pest Management (IPM) in reducing allergens and IPM and smoking bans for reducing pesticides/toxins. file:///C:/Users/HP%20USER/OneDrive%20-%20EJP%20Consulting%20Group/Boston/Housing%20Interventions%20and%20Health.pdf</li> <li>A number of studies in non-residential settings have demonstrated the effectiveness of smoking bans in improving health and reducing exposure to Environmental Tobacco Smoke (ETS). Research has shown that children living in multifamily housing have greater exposure to ETS, regardless of whether or not there is a smoker in the immediate household. <a href="http://www.healthyhousingolutions.com/Portals/0/HUD_Guidance_Manual_July_2012.pdf">http://www.healthyhousingolutions.com/Portals/0/HUD_Guidance_Manual_July_2012.pdf</a></li> </ul>
<b>3. Expanding health insurance coverage</b> (Morehouse School of Medicine)	<ul style="list-style-type: none"> <li>Community-based case managers who provide health insurance information and application support likely increase enrollment of children in health insurance schemes. There is moderate quality evidence that people who are offered health insurance information and application support are more likely to enroll their children into health insurance programs and more likely to continue insuring their children. <a href="http://summaries.cochrane.org/CD008194/EPOC_strategies-for-expanding-health-insurance-coverage-in-vulnerable-populations#sthash.hec0ECis.dpuf">http://summaries.cochrane.org/CD008194/EPOC_strategies-for-expanding-health-insurance-coverage-in-vulnerable-populations#sthash.hec0ECis.dpuf</a></li> </ul>
<i>Children demonstrate age-appropriate functioning across multiple domains of early learning</i>	
<b>4. Early childhood education in general</b> (United Way)	<ul style="list-style-type: none"> <li>Robust evidence suggests that a year or two of center-based Early Childhood Education (ECE) for three- and four-year-olds, provided in a developmentally appropriate program, will improve children's early language, literacy, and mathematics skills when measured at the end of the program or soon after. These data include both the well-known small demonstration programs such as Perry Preschool, which produced quite large effects, as well as evaluations of large preschool programs like Head Start, which are characterized both by lower cost but also more modest effects. <a href="http://fcd-us.org/sites/default/files/Evidence%20Base%20on%20Preschool%20Education%20FINAL.pdf">http://fcd-us.org/sites/default/files/Evidence%20Base%20on%20Preschool%20Education%20FINAL.pdf</a></li> <li>Recent evidence suggests that high-quality preschool positively contributes to the language, literacy, and mathematics skills growth of both low- and middle-income children, but has the greatest impact on children living in or near poverty. <a href="http://fcd-us.org/sites/default/files/Evidence%20Base%20on%20Preschool%20Education%20FINAL.pdf">http://fcd-us.org/sites/default/files/Evidence%20Base%20on%20Preschool%20Education%20FINAL.pdf</a></li> </ul>
<i>Students perform at or above grade level; graduate from high school</i>	
<b>5. Communities in Schools</b>	<ul style="list-style-type: none"> <li>Found to have strong evidence of effectiveness: positive effects on graduation and promotion rates, 8th grade math and reading proficiency, and 4th grade math demonstrated through school-level quasi-experimental study using propensity score matching. Student-level experimental studies demonstrate statistically significant and substantively important effects on high school dropout, credit completion, attendance, and Grade Point Average (GPA) and middle school grade retention and reading. <a href="http://www.dropoutprevention.org/modelprograms/show_program.php?pid=345">http://www.dropoutprevention.org/modelprograms/show_program.php?pid=345</a></li> </ul>
<b>6. STEM</b> (National CARES Mentoring Movement)	<ul style="list-style-type: none"> <li>The Coalition for Evidence Based Policy found 10 scientifically-rigorous evaluations that have produced at least preliminary findings about intervention effectiveness at increasing graduation rates and improving student achievement, . <a href="http://coalition4evidence.org/wp-content/uploads/2013/08/Coalition-report-to-Academic-Competitiveness-Council-review-of-STEM-evalns-10-2006.pdf">http://coalition4evidence.org/wp-content/uploads/2013/08/Coalition-report-to-Academic-Competitiveness-Council-review-of-STEM-evalns-10-2006.pdf</a></li> </ul>
<b>7. Boys &amp; Girls Club</b>	<ul style="list-style-type: none"> <li>Ranked a model program with strong evidence of effectiveness by the National Dropout Prevention Network <a href="http://www.dropoutprevention.org/modelprograms/show_program.php?pid=43">http://www.dropoutprevention.org/modelprograms/show_program.php?pid=43</a></li> </ul>

Evidence Based Practice	Key Findings
<b>8. Parents as Teachers (PAT)</b> (United Way)	<ul style="list-style-type: none"> <li>Meets the Home Visiting Evidence of Effectiveness Review (HomVEE) criteria of an evidence-based program because at least one high- or moderate-quality impact study of the model found favorable statistically significant impacts in two or more domains. Studies that compared the outcomes of families that were randomly assigned to PAT intervention groups and those that did not receive PAT found favorable impacts in child development, school readiness, and positive parenting practices. <a href="http://homvee.acf.hhs.gov/HomVEE_Executive_Summary.pdf">http://homvee.acf.hhs.gov/HomVEE_Executive_Summary.pdf</a></li> <li>The Promising Practices Network (PPN) review of programs done in 2008 found that PAT improves the lives of children and families ranks PAT as a promising practice. PPN's review of 10 evaluations found that although not all studies found positive outcomes, many of studies found some group differences between children and families that did and did not participate in PAT. There was some evidence of cognitive and language improvements, social development, reduced welfare dependence, and enrollment in remedial special education. Several studies found greater effects with children from low-income households. <a href="http://www.smartbeginnings.org/Portals/5/PDFs/EvidenceBasedDirectory.pdf">http://www.smartbeginnings.org/Portals/5/PDFs/EvidenceBasedDirectory.pdf</a></li> </ul>
<b>9. Parent Education</b> (University for Parents - National CARES, Smart and Secure Children - Morehouse School of Medicine)	<ul style="list-style-type: none"> <li>A meta-analysis examined 77 studies of programs in which parents actively acquire parenting skills through mechanisms such as homework, modeling, or practicing skills found that several program components (e.g., teaching parents emotional communication skills, to interact with their children in non-disciplinary situations, and to engage in child-selected and child-directed play activities) were related to better parent outcomes. <a href="http://www.buildinitiative.org/Portals/0/Uploads/Documents/SmartStartResourceGuide.pdf">http://www.buildinitiative.org/Portals/0/Uploads/Documents/SmartStartResourceGuide.pdf</a></li> <li>A second meta-analysis examining the results of 142 randomized controlled trials that focused on promoting effective parenting in the transition to parenthood found that parenting-focused interventions are effective with expectant and new parents. On average, interventions had relatively small significant effects on parenting; parental stress; child abuse; health-promoting behavior of parents; cognitive, social, and motor development of the child; child mental health; parental mental health; and couple adjustment. <a href="http://www.buildinitiative.org/Portals/0/Uploads/Documents/SmartStartResourceGuide.pdf">http://www.buildinitiative.org/Portals/0/Uploads/Documents/SmartStartResourceGuide.pdf</a></li> <li>15 years of independent evaluations of the Parent Services Project (PSP) indicate positive outcomes of programs such as reduction of family isolation, stress and illness; improved relationships between parents and school/program staff; feelings of empowerment to overcome challenges; increased use of family and community resources; and increased leadership and decision-making skills. <a href="http://www.parentservices.org/evaluation.php">http://www.parentservices.org/evaluation.php</a></li> </ul>
<i>Working-age adults are working; Increased average earned income</i>	
<b>10. Contextualized literacy</b> (Blank Foundation's Westside Works /Literacy Action)	<ul style="list-style-type: none"> <li>Sectoral education and training programs that take a regional, industry-focused and occupation specific approach to building skills may be effective in increasing employment and the receipt of credentials. One recent random assignment evaluation of sectoral training programs that provided integrated job readiness, basic skills, technical training, case management, supportive services, and job placement assistance found that, over the 24-month study period, participants in some programs earned 18 percent more, were more likely to be employed, and worked significantly more hours than members of the control group. <a href="http://www.dol.gov/asp/evaluation/jdt/jdt.pdf">http://www.dol.gov/asp/evaluation/jdt/jdt.pdf</a></li> </ul>
<b>11. Re-entry Programs –</b> (Training 2 Work – Urban League)	<ul style="list-style-type: none"> <li>Studies have found that education and training for incarcerated and formerly incarcerated adults reduces recidivism and increases their rates of post-release employment. A recent meta-analysis by the RAND Corporation of studies on correctional education conducted between 1980 and 2011 found that inmates who received education pre-release had post-release employment rates 13 percent higher than those who did not. <a href="http://www.dol.gov/asp/evaluation/jdt/jdt.pdf">http://www.dol.gov/asp/evaluation/jdt/jdt.pdf</a></li> </ul>
<b>12. Individual Training Account</b> (Atlanta Workforce Development Agency)	<ul style="list-style-type: none"> <li>Evidence from several evaluations suggests that having labor market information improves workers' ability to make informed decisions about training and employment. For example, a major Randomized Controlled Trial (RCT) evaluation of individual training accounts (ITAs) available through the workforce investment system, which allow workers to choose their training and training provider, resulted in more positive outcomes when workers received structured guidance and information compared to workers who received the ITA and selected training options on their own. <a href="http://www.dol.gov/asp/evaluation/jdt/jdt.pdf">http://www.dol.gov/asp/evaluation/jdt/jdt.pdf</a></li> </ul>

Evidence Based Practice	Key Findings
<i>Reduction in violent crime</i>	
<b>13. Mentoring</b> (National CARES Mentoring Movement, Georgia Pacific, Spelman College, Clark Atlanta University)	<ul style="list-style-type: none"> <li>Studies on mentoring programs in general found small reductions in delinquency, moderate reductions in aggression, small improvements (not statistically significant) in academic achievement, small reductions in drug use. <a href="http://www.crimesolutions.gov/PracticeDetails.aspx?ID=15&amp;outcome=192#192">http://www.crimesolutions.gov/PracticeDetails.aspx?ID=15&amp;outcome=192#192</a></li> <li>Results indicate that community-based mentoring provided by Big Brothers Big Sister produces a range of positive quantifiable outcomes. Study results are particularly strong for the indicators: youth not using alcohol, tobacco, or illegal drugs; juveniles not engaging in violent behavior or displaying serious conduct problems; and students performing at grade level or meeting state curriculum standards. <a href="http://www.crimesolutions.gov/ProgramDetails.aspx?ID=112">http://www.crimesolutions.gov/ProgramDetails.aspx?ID=112</a></li> </ul>
<b>14. Neighborhood Crime Watch</b> (Atlanta Police Department See Something Say Something program, Next Door phone app, and Citizen Policy Academy)	<ul style="list-style-type: none"> <li>An assessment of 15 samples across 10 studies concluded that overall there was a statistically significant positive impact on crime due to neighborhood watch programs. Crime increased by 19 percent in the control area compared with the experimental area with Watch program. <a href="http://www.crimesolutions.gov/PracticeDetails.aspx?ID=13">http://www.crimesolutions.gov/PracticeDetails.aspx?ID=13</a></li> <li>A meta-analysis of 18 studies shows that overall Neighborhood Watch was associated with a significant reduction in crime. While, the results of evaluations are mixed, there is evidence that some programs work well. <a href="file:///C:/Users/HP%20USER/Downloads/1049_R.pdf">file:///C:/Users/HP%20USER/Downloads/1049_R.pdf</a></li> </ul>
<b>15. Crime Prevention Through Environmental Design (CPTED)</b> (Neighborhood Housing Strategies)	<ul style="list-style-type: none"> <li>Studies of CPTED provide preliminary evidence that implementing CPTED strategies does impact crime. Findings relevant to specific CPTED features, include: <a href="https://www.bja.gov/evaluation/program-crime-prevention/cpted2.htm">https://www.bja.gov/evaluation/program-crime-prevention/cpted2.htm</a></li> <li>Among studies focusing specifically on CPTED's impact on robberies, primary studies of multiple-component CPTED programs showed a reduction in robberies. <a href="http://www.researchgate.net/publication/12524660_Effectiveness_of_crime_prevention_through_environmental_design_(CPTED)_in_reducing_robberies">http://www.researchgate.net/publication/12524660_Effectiveness_of_crime_prevention_through_environmental_design_(CPTED)_in_reducing_robberies</a></li> <li>A study of the impact of upgraded street lighting found that the prevalence of crime decreased by 26 percent in the experimental area; incidence of crime decreased by 43 percent in the experimental area, especially personal crime and vehicle crime. <a href="http://www.crimesolutions.gov/ProgramDetails.aspx?ID=83">http://www.crimesolutions.gov/ProgramDetails.aspx?ID=83</a></li> </ul>
<b>16. Postsecondary Correctional Education (PSCE)</b> (Training 2 Work – Urban League)	<ul style="list-style-type: none"> <li>Three meta-analyses found significant reductions in recidivism (including reoffending, rearrest, reconviction, reincarceration, and technical parole violation) for inmates who participated in PSCE compared with inmates who did not participate. <a href="http://www.crimesolutions.gov/PracticeDetails.aspx?ID=23">http://www.crimesolutions.gov/PracticeDetails.aspx?ID=23</a></li> <li>Studies have found that education and training for incarcerated adults reduces recidivism. A recent meta-analysis by the RAND Corporation of studies on correctional education conducted between 1980 and 2011 found that the odds of recidivating among inmates who participated in correctional education were 43 percent lower than the odds of recidivating among inmates who did not participate in correctional education. <a href="http://www.dol.gov/asp/evaluation/jdt/jdt.pdf">http://www.dol.gov/asp/evaluation/jdt/jdt.pdf</a></li> </ul>

**Attachment 49:  
Program Schedule**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt49Schedule.pdf**

**CNI Transformation Plan Schedule**

Lead Applicant: Atlanta Housing Authority  
 Development: University Homes

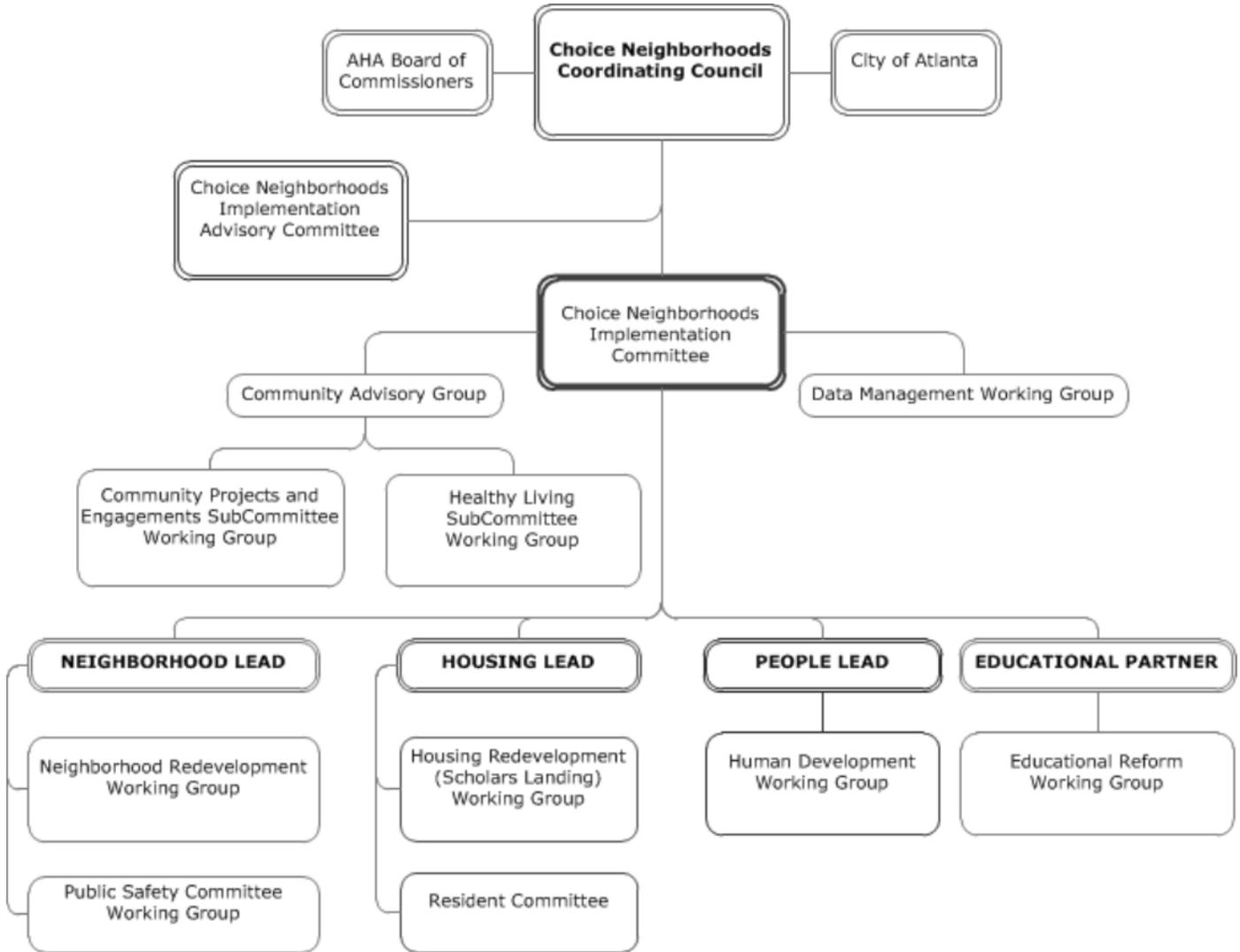
Revitalization Activity	Completion Date	HUD Timelines Requirement/Status
<b>Administrative</b>		
Submit CNI Application	2/9/2015	
CNI Grant Award/Project Start	10/5/2015	Per NOFA
Hire/Train CNI Implementation Staff	10/31/2015	
Execute Sub-Grant Agreements	12/5/2015	People, Education, Health, Neighborhood
Governance Meetings	Monthly	Housing, Neighborhood, People
Data Summit	Annually	
Project Completion	9/30/2021	Per NOFA; Final CNI expenditure date
<b>Neighborhood/CCI</b>		
Quest III/Westside Works - closing	12/15/2015	
Friendship Baptist Family Life Center - closing	3/30/2016	
Start acquisition of targeted properties	3/30/2016	
Owner-occupied Rehab Program	10/1/2016	
Issue RFPs for housing development	6/30/2017	
Design and implement Safe Route initiative	6/30/2017	
Mortgage and downpayment assistance program	11/1/2017	
Public Safety Working Group; community crime watch	Monthly	
<b>People</b>		
ETO CNI Module	11/31/15	
Case Management Offices	11/31/15	Temporary location
Hire 3 Case Managers	11/15/2015	
Begin Case Management/Outreach	12/5/2015	Due within 60 days of grant award
Complete 50% Intake/Assessment	6/30/2016	Former University Homes Households
Complete 100% Intake/Assessment	12/31/2016	Former University Homes Households
Education and Human Dev. Working Group Mtgs.	Monthly	
Updated People Plan	Annually	
Sustainability Plan	3/31/2017	
<b>Housing</b>		
<u>Phase I - Veranda at Scholars Landing (100 PBRA Units, Independent Living Senior)</u>		
Completed and Occupied	5/15/2013	Fully Occupied
<u>Phase II - Oasis at Scholars Landing (60 PBRA/TC units, Senior Assisted Living)</u>		
Closing	12/30/2013	Complete
Construction Start	1/15/2014	Complete
Construction Completion	6/30/2015	
Occupancy	12/30/2015	
<u>Phase III - Ashley Scholars Landing I (66 PBRA/TC units, 100 MR units, Multifamily)</u>		
Closing	11/30/2016	Due within 18 months of grant award date
Construction Start	12/15/2016	Due within 21 months of grant award date
Construction Completion	2/30/2018	
Occupancy	8/30/2018	
<u>Phase IV - Ashley Scholars Landing II (103 PBRA/TC, 28 TC, 76 MR units, Multifamily/Roosevelt Hall)</u>		
Closing	11/30/2018	
Construction Start	12/15/2018	
Construction Completion	2/30/2020	
Occupancy	8/30/2020	
<u>Phase V (33 Homeownership Units)</u>		
Closing	11/30/2019	
Construction Start	12/15/2019	
Construction Completion	12/30/2020	
Sales and Occupancy	6/30/2021	

**Attachment 48:  
Organizational Chart**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt48OrgChart.pdf**

# Choice Neighborhoods Implementation Grant Governance Framework



# Choice Neighborhoods Implementation Grant Governance Proposed Membership

## **Choice Neighborhoods Coordinating Council**

- Joy Fitzgerald, Interim President & CEO, Atlanta Housing Authority
- Ernestine Garey, Chief Operating Officer, Invest Atlanta
- Terri M. Lee, Deputy Commissioner, City of Atlanta Housing and Planning

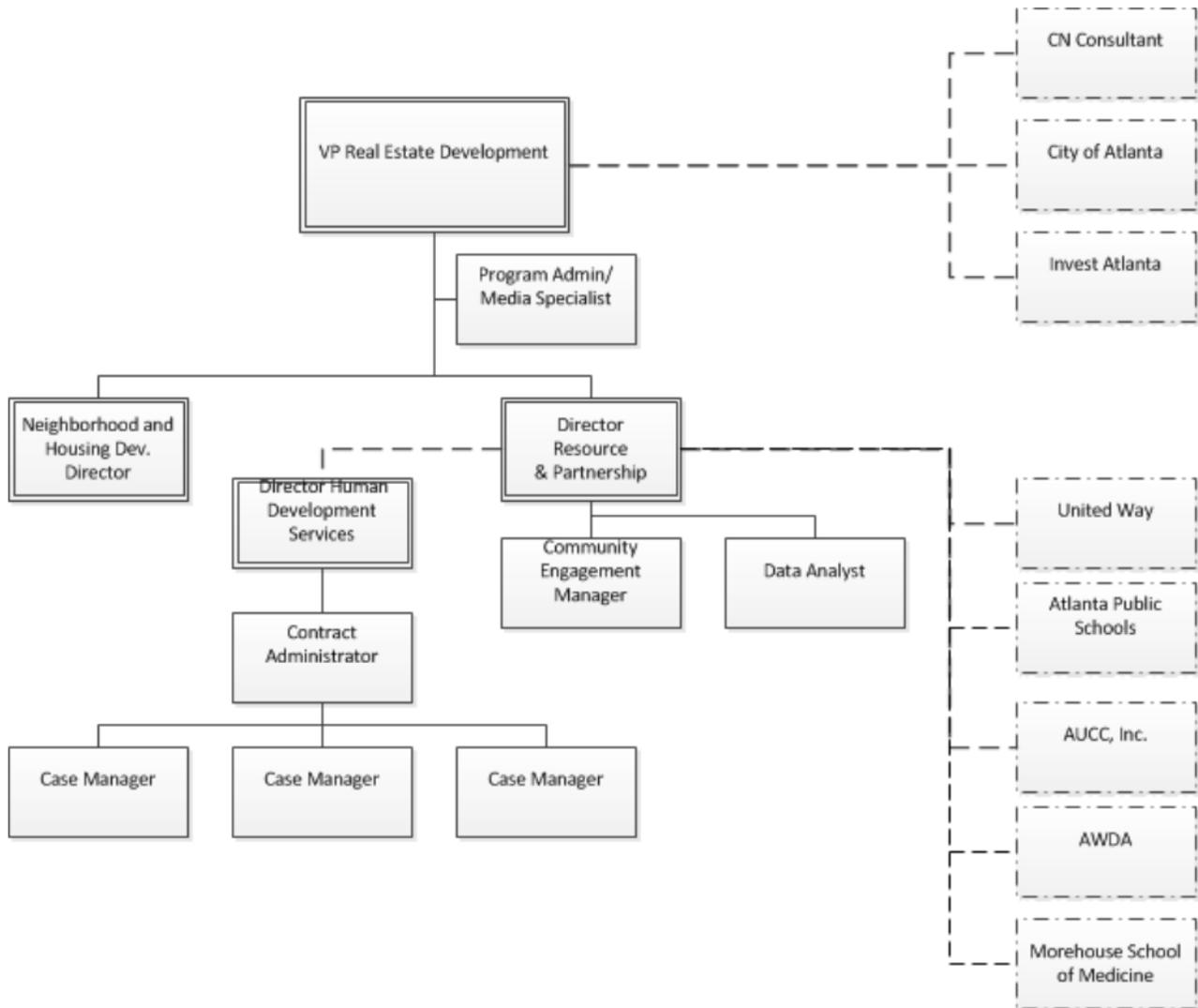
## **Choice Neighborhoods Implementation Grant Advisory Committee**

- Joy Fitzgerald, Interim President & CEO, Atlanta Housing Authority
- Terri M. Lee, Deputy Commissioner, City of Atlanta Housing and Planning
- Craig J. Richard, President and CEO, Invest Atlanta
- Egbert Perry, The Integral Group, and Kevin McCormack, MBS (MBS-Integral UCNI, LLC)
- Ivory Lee Young, Representative - District 3, City Council – City of Atlanta
- Cleta Winslow, Representative - District 4, City Council – City of Atlanta
- Yvonne Jones, Chair, Neighborhood Planning Unit-L
- Nia Knowles, Chair, Neighborhood Planning Unit-T
- Penelope McPhee, President and Trustee, The Arthur M. Blank Family Foundation
- Dr. Jacqueline Royster, Dean, Ivan Allen College of Liberal Arts, Georgia Technology Institute
- Milton Little, President, United Way of Metro Atlanta
- Dr. Meria Carstarphen, Ed.D., Superintendent, Atlanta Public Schools
- Lloyd Hawk, Chief Executive Officer, Friendship Baptist, LLC
- Dr. Beverly Tatum, President, Spelman College and President, Atlanta University Center Consortium Council of Presidents
- TBD, Westside Future Fund

## **Choice Neighborhoods Implementation Committee**

- Trish O’Connell, Vice President, Real Estate Development & Acquisitions Atlanta Housing Authority
- Terri M. Lee, Deputy Commissioner, City of Atlanta Housing and Planning
- Courtney Knight, Managing Director - Redevelopment Invest Atlanta
- Dawn Luke, Managing Director - Housing Finance , Invest Atlanta
- Frank Fernandez, VP of Community Development, The Arthur M. Blank Family Foundation
- Dr. Sherry Turner, President, Atlanta University Center Consortium, Inc.

# Choice Neighborhoods Implementation Grant AHA Organizational Chart



**Attachment 47:  
Anchor Institution Engagement**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAAtt47Anchor.pdf**



OFFICE OF THE PRESIDENT  
Phone: 404-270-5001  
Fax: 404-270-5001

BEVERLY DANIEL TATUM, Ph.D.  
*President*

January 28, 2015

Ms. Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs  
Avenue, NE Atlanta, Georgia  
30303

**Re: Commitment of the Anchor Institutions to the Choice Neighborhoods  
Transformation Plan  
FY 2014 Choice Neighborhoods Implementation Grant Application**

Dear Joy:

As the President of Spelman College and the current Chair of the Council of Presidents of the Atlanta University Center Consortium (AUCC), I am pleased to submit this letter documenting the collaborative efforts and commitment of funds in support of the implementation of the Atlanta Housing Authority's Choice Neighborhoods Transformation Plan and the submission of the Choice Neighborhoods Implementation Grant application to the U.S. Department of Housing and Urban Development.

As you are aware, the AUCC is the world's largest consortium of African American private institutions of higher education, located on the west side of Atlanta in the heart of the University Choice Neighborhood area. Members of the consortium include four highly regarded Historically Black Colleges and Universities (HBCUs): Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College. The AUCC Schools have served as the Anchor Institutions in the surrounding neighborhood since their founding.

With a deep commitment to the long-term health and well-being of our neighborhood, members of the AUCC and the Atlanta Housing Authority (AHA) have been working together to develop a shared vision for neighborhood transformation to create a vibrant and thriving college town community built on the historical relationship between the AUCC schools and the surrounding neighborhood, rooted in the unique history of the civil rights movement and its goal of social and economic equality.

This shared vision and a comprehensive strategic plan to accomplish such a vision are documented in the attached Collaboration Agreement signed by the Presidents of all four schools and AHA. This historic document sets forth the intent and aspirations of the AUCC schools and AHA to work together collaboratively to combine efforts and

investments to create a vibrant and economically sustainable neighborhood through the implementation of the Choice Neighborhoods Transformation Plan.

With four anchor institutions situated in the neighborhood, we are in a unique position to support neighborhood transformation as major economic drivers with the capacity to support job development, create local business opportunities, and contribute in significant ways to the development of human, social and cultural capital. We are the largest landholders in the neighborhood and the collective educators of more than 8,000 students.

Central to the mission of each AUCC school is the idea of social transformation through the civic engagement of faculty and students, achieved by academic research, service and leadership, and community engagement. The energy and passion of our collective students are reflected in their leadership, scholar-activism, advocacy and volunteerism. Our students complete well over 100,000 hours of community service yearly.

Through a number of collective initiatives, the AUCC schools work collaboratively to support the transformation of the surrounding neighborhoods through the work of its established non-profit, the Atlanta University Center Consortium, Inc., to coordinate these collective efforts.

1. The Atlanta Promise Neighborhood Initiative (APN) is a collaboration among Morehouse School of Medicine (on behalf of the AUCC), United Way of Metropolitan Atlanta and the Atlanta Housing Authority. This initiative was designed to ensure that all children and youth growing up in the targeted neighborhood will have access to great schools, a strong system of family and community support, and enjoy excellent health outcomes; all preparing them to attain an excellent education and successfully transition to college and/or a career. Originally funded in FY 2010 by the Department of Education through a Promise Neighborhood Planning Grant, the partners continue to implement the plan under the leadership of MSM, as documented in other commitment letters.
2. The AUCC Anchor Institution Network is a gathering of faculty and administrators from Clark Atlanta University, Morehouse College, Morehouse School of Medicine and Spelman College who engage in efforts to revitalize the surrounding community. Collectively, the members play a significant role in supporting development in West Atlanta through capacity building/resource development, housing and economic development, environmental sustainability, service learning, volunteerism and other strategies.
3. The AUCC Community Leadership Collaborative (CLC) provides guidance to the AUC Consortium Inc. Executive Director and Council of AUCC Presidents in defining the primary goals and key strategies in building a vibrant community within and around the AUCC schools. The CLC consists of a broad range of stakeholders representing faith-based institutions, neighborhood associations, community organizations, government entities such as Atlanta Housing Authority, Atlanta Public Schools and Atlanta Police Department, merchants associations and University Community Development Corporation.
4. AUCC CommUniversity promotes community engagement and community-focused lifelong learning. CommUniversity connects our neighboring community and our

university center through innovative programs that inform, educate, and inspire. CommUniversity is envisioned to be a center for community-oriented learning to foster collaborative approaches with the community to achieve the campuses' community revitalization goals and objectives. The schools of the AUC Consortium are committing resources to the development of CommUniversity as a key initiative in support of the CN Implementation Grant application. The details of this commitment are documented in a separate letter from Dr. Sherry Turner, the Executive Director of the Atlanta University Center Consortium Inc. which is to be included in AHA's CN Implementation Grant application as part of the leverage documentation for People.

5. Sponsored by the AUCC schools, Atlanta University Center Neighborhood Association (AUCNA) promotes historical preservation and works to improve and sustain a high quality of life for the AUC neighborhood. AUCNA provides leadership in representing the interests of residents, businesses, organizations and educational institutions to the City of Atlanta and the community at large.
6. The AUCC schools collectively fund the administrative activities of two non-profits, the Atlanta University Center Consortium Inc. and the University Community Development Corporation. The missions of both organizations support the revitalization of the surrounding neighborhoods.

In support of this Choice Neighborhoods Implementation Grant application, the AUCC schools will collectively commit \$7,360,400 in cash and in-kind support for the transformation of the University Choice Neighborhood for a five year period. This commitment is documented in separate letters from the President of each of the schools that are submitted with the Choice Neighborhoods Implementation Grant application.

We are very excited about the opportunity to enhance our collective work in transforming the University Choice Neighborhood area through the Choice Neighborhoods Implementation Grant funding. If there should be additional questions, please contact me at [btatum@spelman.edu](mailto:btatum@spelman.edu) or by phone at 404-270-5001.

Sincerely,



Beverly Daniel Tatum, Ph.D.

## ANCHOR INSTITUTION COLLABORATION AGREEMENT

This **COLLABORATION AGREEMENT** {"Agreement"} is made and entered into this 30th day of January, 2015 by and among **The Housing Authority of the City of Atlanta, Georgia** {"AHA"}, a public body, corporate and politic, organized under the Housing Authorities Law of the State of Georgia; Clark Atlanta University; Morehouse College; Morehouse School of Medicine and Spelman College (the four colleges collectively known as the Atlanta University Center Consortium, Inc. ["AUCC"] and referred to herein as the "AUCC Schools").

### RECITALS

**WHEREAS**, the AUCC Schools are located in an area of west Atlanta that has suffered from pockets of long-term disinvestment, high crime rates and general neglect over the past thirty years, which have created a negative image of the area, discouraging investment and adversely impacting enrollment in and competitiveness of such schools;

**WHEREAS**, the AUCC Schools are place-based entities known as Anchor Institutions that have regional significance and are permanently rooted, economic drivers in the neighborhood – generating jobs, creating local business opportunities and contributing in significant ways to support the development of human, social and cultural capital;

**WHEREAS**, AHA and the AUCC Schools constitute the largest land owners and/or investors in the area, and, as such, have determined that by developing a shared vision and a comprehensive, coordinated and collaborative strategic plan to accomplish such vision, they will substantially improve the prospect of achieving it;

**WHEREAS**, AHA and the AUCC Schools have also determined that by working together and supporting each other, they can combine all of our individual efforts and investments to a scale, that when taken together, will drive significant transformation of the area to create a vibrant and economically sustainable neighborhood of choice;

**WHEREAS**, these collaborative efforts will secure the vitality of the neighborhood, preserve the investments and serve as a national example for community revitalization;

**WHEREAS**, as part of a planning initiative known as Choice Neighborhoods funded by the U.S. Department of Housing and Urban Development, AHA, Integral, the AUCC Schools and the community stakeholders developed a shared vision and a neighborhood transformation plan ("Neighborhood Transformation Plan") to create a vibrant and thriving college town community, second to none (the "Transformation Area");

**WHEREAS**, this vibrant and thriving college town community will serve as a great center for civic engagement, intellectual discourse and a dynamic learning laboratory;

**WHEREAS**, Transformation Area will be built on the historical relationship between the AUCC Schools and surrounding neighborhoods, rooted in the unique history of the civil rights movement and its goal of social and economic equality;

**WHEREAS**, this Agreement serves to outline opportunities for collaboration and alignment by AHA and the AUCC Schools that will serve to create the shared vision and are essential to the implementation of the Neighborhood Transformation Plan;

**WHEREAS**, the parties to this Agreement are collectively known as the "Strategic Partners";

**WHEREAS**, the Strategic Partners agree that the boundaries for the Transformation Area include Northside Drive to the east, Interstate 20 to the south; the Atlanta Beltline and Joseph E. Lowery Boulevard to the west; and Simpson Road/Joseph E. Boone Road to the north;

**WHEREAS**, the Transformation Area contains three neighborhoods: Vine City, Atlanta University Center Neighborhood and Ashview Heights;

**WHEREAS**, the Strategic Partners have agreed to adopt and work collaboratively to achieve the following shared vision for the purpose of creating the Transformation Area;

**WHEREAS**, the Transformation Area will incorporate wonderful gateways to the AUCC schools; will offer first-class mixed-use, mixed-income housing, retail and green space, quality of life infrastructure and economic development, cultural and recreational amenities and a high-performing neighborhood for applied learning; and will foster the creation of a world-class educational pipeline from cradle-to-career within the community;

**WHEREAS**, the Transformation Area will also enhance, transform and celebrate the historic places in the Choice Neighborhoods boundaries; and

**WHEREAS**, as the vibrancy, safety and attractiveness of the neighborhoods in the Transformation Area are vitally important to the Strategic Partners, stakeholders and residents, the Strategic Partners recognize and agree that the areas within the defined boundaries must possess the following components and attributes:

- Presence of competitive, world-class cradle through college and career educational offerings;
- A variety of high quality mixed-income housing options for a diversity of residents;
- Easily accessible, quality neighborhood retail and commercial uses serving the students, faculty and staff of the AUCC Schools as well as the multi-generational families residing in the revitalized communities;
- Upscale hotel and conference center;
- An environment that is safe, walkable, green, pedestrian and family friendly and connected to the broader community with options for healthy living and locally sourced food and retail;
- Easy access to public transportation, major corridors and the interstates;
- Business incubators, employment opportunities and job centers, and centers of research and innovation, and;
- Availability of community services to support the needs of the various partners in the community.

#### **1. COLLABORATION COMMITMENT**

This Agreement sets forth the intent and aspiration of the Strategic Partners to work together collaboratively to create the Transformation Area and to implement the Collaboration Activities identified herein. This Agreement and the Collaboration Activities will serve as the basis for future agreements among the Strategic Partners.

#### **2. COLLABORATION ACTIVITIES**

The Strategic Partners agree to the following Collaboration Activities:

- a. Support the efforts of each of the Strategic Partners to seek public and private grants and funds, and if funded, to implement programs, including but not limited to the Choice Neighborhoods Program and Promise Neighborhood Program;
- b. Optimize the use of resources to enhance safety and security through the installation of shared camera surveillance system in partnership with the Atlanta Police Department ("APD") and support

shared services and collaborative policing between the AUCC Schools and APD as well as support a community ambassador and/or neighborhood watch program;

- c. Work collaboratively together to revitalize the Transformation Area into a diverse, mixed-use, mixed-income community;
- d. Work collaboratively to achieve the development of new single family homes within the neighborhood boundaries including development as part of College Town at West End and Scholars Landing with a robust homeownership marketing program and the establishment of a down-payment assistance and other employer-assisted housing programs to be determined by the AUCC Schools to encourage faculty and staff to reside in the Transformation Area;
- e. Engage in collaborative and joint planning efforts, where appropriate, with the goals of optimizing efforts, achieving mutually beneficial outcomes and impact and eliminating redundancy;
- f. Enhance the residential character and sustainability of the Transformation Area and the campuses of the AUCC Schools through the installation of gateways into the community, improved corridors and connectivity and enhanced access to green space and recreational amenities- supported by the development of a joint infrastructure project plan that will be utilized by the Strategic Partners to request funding from the City of Atlanta collectively;
- g. Expand and institutionalize the AUCC Schools' direct involvement with the education strategy, curriculum and outcomes at schools within the Washington Cluster feeder system of the Atlanta Public Schools through the development of a plan and a memorandum of understanding with the Atlanta Public Schools;
- h. Strengthen the AUCC Schools' reputations in the community and expand quality educational options by providing programs that offer access to exceptional college and/or career educational opportunities to neighborhood residents and stakeholders through the AUCC and CommUniversity, a community engagement and outreach program of the AUCC;
- i. Work together to achieve quality neighborhood retail and commercial establishments to support students, faculty and staff of the AUCC Schools, as well as the multi-generational families residing in the revitalized housing and the surrounding community through the implementation of a business model that supports the development/operation of activity centers with shared risk and reward;
- j. Work together to achieve the development of a shared business incubator that promotes the intellectual capital of the AUCC Schools and develops a pipeline of businesses that support economic development in the area; and
- k. Strengthen the economic health of the community by capitalizing on the role of the AUCC Schools to serve as prime economic anchors to the community, through a cohesive and coordinated approach to job training and job offering for local residents, supporting local businesses through procurement of goods and services, facilitating community service by students and faculty and fostering of community initiatives such as locally sourced food and urban agriculture.

3. **GENERAL**

This Agreement memorializes the intentions of the parties to collaborate to achieve shared goals. To the extent prior existing agreements have been executed between any of the parties hereto affecting the subject matter of this Agreement, such prior agreements shall control in the event of conflict between the provisions of such agreement(s) and this Agreement. Notices provided hereunder shall be provided in writing to the Chief Executive Officer of the party to whom the notice is intended with a copy to the party's General Counsel, if any. The parties may sign this Agreement in several counterparts, each of which will be deemed an original but all of which together will constitute one instrument.

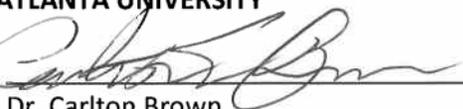
[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties agree to the foregoing by the signatures of their authorized representatives below.

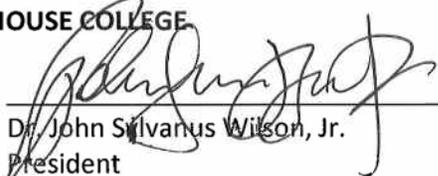
**THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA**

By:   
Joy Fitzgerald  
Interim President and Chief Executive Officer

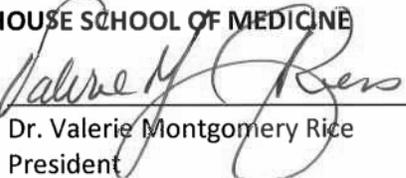
**CLARK ATLANTA UNIVERSITY**

By:   
Dr. Carlton Brown  
President

**MOREHOUSE COLLEGE**

By:   
Dr. John Silvanus Wilson, Jr.  
President

**MOREHOUSE SCHOOL OF MEDICINE**

By:   
Dr. Valerie Montgomery Rice  
President

**SPELMAN COLLEGE**

By:   
Dr. Beverly Darjel Tatum  
President



OFFICE OF THE EXECUTIVE DIRECTOR

SHERRY L. TURNER, PH.D.  
*Executive Director*

January 28, 2015

Ms. Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, GA 30303

**Re: Anchor Institution Commitment and Commitment to Provide Services**

Dear Joy:

I am pleased to provide this letter of commitment on behalf of the Atlanta University Center Consortium, Inc. ("AUCC Inc.") for the submission of the FY2014 Choice Neighborhoods (CN) Implementation Grant application. We have been an enthusiastic partner with AHA in the development of the Choice Neighborhoods Transformation Plan ("CNTP") and this letter details the commitment of the AUCC Inc. of \$308,500 over the five year period of the grant to support the implementation of the NTP.

The distinguished member schools of the AUC Consortium ("the Schools"), Clark Atlanta University, Morehouse College, Morehouse School of Medicine and Spelman College, have worked collaboratively to channel the collective intellectual resources of the Schools to the advancement of minority, economically disadvantaged and under-served communities. With social transformation central to the Schools' missions and strategies and, given the historical relationship between the Schools and the surrounding neighborhood, each school has singularly invested resources and implemented programs to support the development of a healthy community since their establishment. Recognizing the value of aligned strategies and pooled resources, the AUCC Inc. was established by the Schools in 1929 as a nonprofit organization to foster collaboration, manage center-wide initiatives, offer services that benefit our students and community, and leverage shared resources.

The CN Transformation Plan envisions that the Schools will serve a central role in the transformation of the University Choice Neighborhood as the neighborhood Anchor Institutions. In its role connecting the community with the Schools, the AUCC Inc. will establish its new base of *community operations*, relocating to the historic Roosevelt Administration Building located on the site of the former University Homes. This building is currently being redeveloped as a community center and is expected to be completed by Spring 2016. This location will provide direct access to the Choice Neighborhood stakeholder organizations, case managers, former University Homes residents and community residents.

AUCC Inc. will pay rent for this office space, valued at \$200,000 over a five-year period. This space will serve the entire neighborhood, including both students and non-students. The cost to rent the space is \$3,333.33 per month and we expect to occupy this space for the entire duration of the grant period of five years. The value of this administrative cost is  $3,333.33 \times 12 \text{ months} \times 5 \text{ years}$  (\$40,000 per year or \$200,000 over 5 years). We expect at least 50% of these costs (100,000) will be attributable to the use of the center by neighborhood families.

From this space in the heart of the neighborhood, we will operate several of the programs listed below for former University Homes and neighborhood families.

1. As each school develops resources and programs in support of the transformation initiative, the AUCC Inc. will specifically serve as a central clearing house for information between the Schools and the community, to identify, link and communicate neighborhood stakeholder needs with available resources from the Schools. This will include volunteer opportunities and internships to fulfill student service obligations, classroom study groups and academic research activities that will be paired with CN resident and stakeholder needs. Program development, resource placement and investments by the Schools will be tracked and recorded. Funds will be provided through the CN Initiative in support of this effort.
2. The AUCC CommUniversity program connects the neighboring community and the Schools through innovative programs that inform, educate and inspire. The mission of CommUniversity is to provide innovative learning opportunities that enrich the lives of individuals, strengthen the workforce, enhance the community, and facilitate the fulfillment of Atlanta Promise Neighborhood and Choice Neighborhoods goals. Our six major programmatic components include life skills education with residents, professional development for service providers, resources to support community and economic development, capacity and leadership development for neighborhood organizations and leaders, an information clearinghouse and resource center, and student volunteerism and service. The programs and services are designed for community residents and leaders, business owners and other stakeholders.

AUCC Inc. has received funding from Regions Bank in the amount of \$100,000 to support the implementation of CommUniversity. Since 2014, \$27,000 has been expended for program development, of which 29% (\$7,830) is attributable to Choice Neighborhood residents based on attendance rosters.

***Community Capacity Building and Development.*** AUCC will train 25 neighborhood residents bi-annually to be effective community leaders and advocates. Participants will learn strategies for working with local government and agencies, building effective teams and coalitions, managing conflict and accomplishing shared community goals. This training will be provided as a single training cohort twice per year. The value of the training is \$5,000 per training, which covers course materials and the instructor's time. This training will be provided each year for the entire grant period of five years. This value of this training is \$5,000 X 2 (\$10,000 annually) or \$50,000 for 5 years.

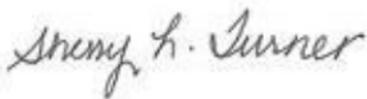
***Financial Literacy and Homebuyer Training.*** AUCC, Inc. will provide financial literacy to 100 neighborhood residents annually to increase the knowledge of credit, finances, and home-buying and to decrease reliance on predatory lenders. In addition, AUCC will provide 100 neighborhood residents per year with HUD-approved homebuyer training classes. By completing the classes, participants may qualify for homebuyer assistance programs. The value for this training is approximately \$450 x 26 sessions or \$58,500.

**Legal Clinic.** AUCC will operate a legal information clinic for neighborhood residents. Experienced attorneys will share practical tips on criminal record expungement, disability benefits, bankruptcy/debt collection, landlord-tenant issues and other topics. Each clinic will be one hour. We project that 100 neighborhood residents each year will participate in at least one clinic. The cost to operate the clinic is \$200/hour for one instructor. We value this total commitment at 20,000.

We are excited to make this commitment in support of the Choice Neighborhoods Transformation Plan. Our total net contribution in new leverage for a five-year period is \$308,500 and we further commit to participate as a member of the CN Working Group throughout the implementation period.

If you have questions or need additional regarding our commitment, please do not hesitate to contact me. I wish you success in your grant application and look forward to our continued partnership.

Sincerely,

A handwritten signature in cursive script that reads "Sherry L. Turner". The signature is written in dark ink on a light background.

Sherry L. Turner, Ph.D.  
Executive Director

## Attachment 47: Anchor Institution Engagement

In addition to the joint commitment of the Atlanta University Center Consortium included in this attachment, each of the four AUCC schools have evidenced their financial commitments and significant in-kind supports for the University Choice Neighborhood Transformation Plan in leverage letters found on the following pages of Attachment 52: CCI Documentation and Attachment 57: People Leverage Documentation.

- Clark Atlanta University: p. 57-27
- Morehouse College: p. 52-20
- Morehouse School of Medicine: p. 57-43
- Spelman: p. 57-52



**ATLANTA  
FALCONS**

4400 FALCON PARKWAY, FLOWERY BRANCH, GA 30542

January, 30, 2015

Ms. Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue NE  
Atlanta, GA 30303

**Re: Anchor Institution Commitment**

The Atlanta Falcons Football Club has a long history of supporting the communities surrounding our football stadium and we are excited to partner with the Atlanta Housing Authority (AHA) as it seeks to transform the University Choice neighborhood, directly adjacent to the future home of the Falcons. Our commitment to the area is evidenced not only by the amount of capital we are investing in the new \$1.4 billion stadium, but also by the Investments of The Arthur M. Blank Family Foundation in the surrounding neighborhoods.

Construction is underway and the new stadium will be completed in 2017, generating over 30,000 direct and indirect jobs for the area. The new stadium will act as a catalyst for the area, spearheading much needed revitalization and helping to attract new opportunities to the area.

The new Stadium Agreement provides for mitigation of the effects of the stadium construction on the surrounding area's traffic, properties and businesses, as well as the need to be focused and intentional about creating long-term change that benefits the residents of the nearby community. Attached to this letter is a summary of the estimated economic impact we believe the new stadium will have on the immediate area, as well as the City of Atlanta more broadly.

We are in this community for the long-term! We have a 30 year license and the right to exercise three additional 5-year renewal terms. While the City is contributing \$200 million in proceeds from an Invest Atlanta bond offering, we are contributing the remaining funds needed to construct the new facility. Further, we are investing \$15 million to the establishment of the Westside Neighborhood Prosperity Fund to make strategic, philanthropic investments in Vine City, English Avenue, Castleberry Hill and other contiguous neighborhoods, including the University Choice Neighborhood area.

Please refer to the Arthur M. Blank Family Foundation letter of commitment to confirm our specific leverage commitment and role. We look forward to working with AHA as an anchor partner to coordinate our mutual investments in this area.

Sincerely,

Penelope McPhee  
President, The Arthur M. Blank Family Foundation  
Vice President Government Affairs, Atlanta Falcons

attachment



# A NEW STADIUM

## An Economic Development Driver

The proposed new stadium will be located on the Georgia World Congress Center campus in downtown Atlanta. The Georgia World Congress Center welcomes millions of guests every year.

### ECONOMIC IMPACT

#### New Stadium Construction Economic Impact

During the three-year period of construction, the new stadium will be an important economic driver for our City and State, generating new jobs and enhancing economic output.

Benefits to City of Atlanta	
Increase in local GDP .....	\$155,062,063
Total personal income generated .....	\$71,737,504
Full-time equivalent jobs in Atlanta as a result of project .....	1,468

Benefits to State of Georgia	
Increase in State GDP.....	\$423,665,510
Total personal income generated .....	\$168,238,446
Full-time equivalent jobs in Georgia as a result of project .....	4,560

Source: Dr. Bruce Seaman, Associate Professor of Economics, Georgia State University

#### Community Impact

The Atlanta Falcons and The Arthur M. Blank Family Foundation have a long history of supporting the communities surrounding the Georgia Dome and proposed new stadium. They have also committed to using the new stadium as a catalyst for further sustainable enhancements to these communities.

The new stadium agreement provides for mitigation of the effects of the stadium construction on the surrounding area's traffic, properties and businesses. Beyond that, the Falcons and Blank Foundation recognize that stadiums, by themselves, do not result in community enhancements. They also recognize that much more work will need to be done in collaboration with others, as well as the need to be focused and intentional about creating long-term change that benefits the residents of the Vine City/English Avenue areas.

#### Event Economic Impact

**Current Events** – The new stadium allows the City and State to remain nationally competitive for these and other events which are currently held at the Georgia Dome:

	Annual Statewide Economic Impact
SEC Championship.....	\$33.1 – \$36.2 million
Chick-fil-A Bowl .....	\$28.1 – \$40.4 million
Chick-fil-A Kickoff.....	\$27.5 – \$39.6 million
Bank of America Classic .....	\$22.9 – \$32.9 million
<b>Total .....</b>	<b>\$111.6 - \$149.1 million</b>

**Potential Future Events** – The new stadium enhances the opportunity to attract marquee events to the City and State:

	Statewide Economic Impact
Super Bowl .....	\$187.5 – \$276 million
FIFA World Cup .....	\$150 – \$250 million
New BCS Championship .....	\$125 – \$201.7 million
Major League Soccer Franchise .....	\$15 – \$24 million

Source: Dr. Bruce Seaman, Associate Professor of Economics, Georgia State University



# STADIUM Project Update

## Business Terms Include:

**Completion Goal** - Prior to the start of the NFL 2017 season.

**License Term** - 30 years, with Atlanta Falcons Football Club (AFFC) having the right to exercise three 5-year renewal rights.

**Ownership** - Georgia World Congress Center Authority (GWCCA) will own the new stadium and will license rights of use to AFFC.

**Financing** - Construction of the new stadium will be funded in a public-private partnership. The public contribution will be funded from the \$200 million proceeds of an InvestAtlanta bond offering backed solely by revenue generated by the City's hotel-motel tax. The city of Atlanta has no risk or obligation to guarantee any bond payments.

Private funding, led by AFFC, will contribute to the remaining stadium development and construction costs, including any cost overruns.

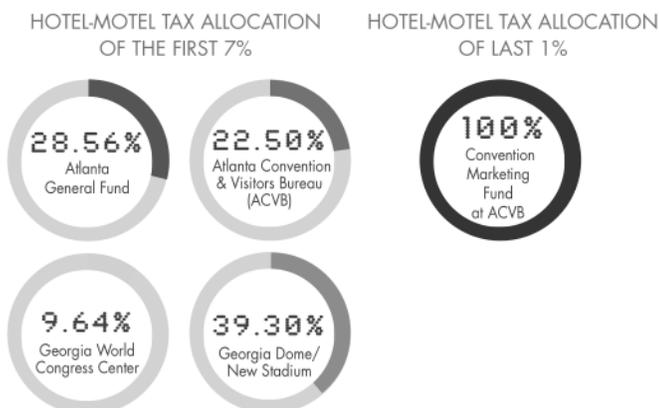
**Revenues/Expenses** - AFFC will retain revenue streams from the new stadium, including tickets, premium seating, food and beverage, sponsorships, naming rights and parking. AFFC will pay operating, maintenance and capital expenditures, eliminating any operating risk exposure for the City and State. Any excess of the apportioned hotel-motel tax proceeds will contribute to operating costs, maintenance and capital expenditures of the new stadium.

## What Is The Hotel-Motel Tax?

- This is a fee paid by guests of hotels and motels in the city of Atlanta and unincorporated Fulton County. Approximately 86% of these guests are from outside of Georgia.
- More than 200 cities or counties in Georgia have the ability to levy a hotel-motel tax. Of these, in 2010 there were at least 18 local governments that generated more than \$1 million hotel-motel taxes. All of them, including Atlanta, spend a majority of these proceeds on promoting tourism and/or constructing or maintaining convention facilities, performing arts facilities or coliseums/arenas.

## Allocation of Hotel-Motel Tax Proceeds

The hotel-motel tax is legislated through two different paragraphs of the state code. One allows for 7% and the other allows for an additional 1%.



In 2010, HB 903 authorized an extension of the hotel-motel tax through 2050, contingent upon a successor facility to the Georgia Dome being built on the GWCCA campus.

## Important Questions

### Why do we need a new stadium?

- A new stadium puts the City and State in a much better competitive position to retain prominent events currently held at the Dome, including the SEC Championship, Chick-fil-A Bowl, Chick-fil-A Kickoff Game and Bank of America Football Classic.
- A new stadium also provides the City and State additional economic impact opportunities through the potential to host new marquee events such as a Super Bowl, World Cup and BCS Football Playoff; or to house a Major League Soccer team.
- The Falcons' lease at the Georgia Dome expires in 2020 or when the bonds financing the Dome are paid off, which could be as early as 2017. A new stadium puts in place a long-term solution that will ensure the Falcons remain in downtown Atlanta.
- Costs to maintain the Georgia Dome will escalate with further age. A study commissioned by the GWCCA in 2011 determined that from 2011 to 2020 it would cost approximately \$44.5 million just to maintain the Dome to its current level, as well as an additional \$35-\$70 million in capital expenditures over the same time period.
- A study commissioned by the GWCCA in 2012 estimated that renovation costs to bring the Dome to current NFL standards and to continue to meet the needs of the Georgia World Congress Center would be \$859 million, which is not a compelling difference versus the cost of building a new facility.

### What are the public benefits of a new stadium?

- The stadium is an asset that will be owned by the State at a small fraction of its cost.
- Unlike the Georgia Dome, which was funded 100% with public funds, construction of the new stadium will be funded with approximately 20% of public funds.
- There are no new taxes or tax increases involved in the public funding piece of the project. The public funding comes from the hotel-motel tax which is largely paid by visitors from outside the state of Georgia.
- A new stadium provides the City and State with attractive economic development opportunities through the facility's construction, retention of legacy events, and the potential to host new marquee events.

### Why should any public money fund a new stadium for the Falcons?

The new stadium is not solely for the use of the Falcons. It will be a multi-purpose facility that will house other sports, entertainment and convention events currently held at the Georgia Dome, as well as potential new events that, given the new stadium competitive environment, the Georgia Dome may not be able to attract over time. All of these events, including Falcons games, contribute to the economic impact of the City and State.

### What happens if a final agreement on this project is not reached?

- The Falcons will continue to play in the Georgia Dome until their current license agreement expires or until the debt is retired.
- Upon meeting either of the two previous conditions, the hotel-motel tax collection would cease.
- Without the Falcons, the Georgia Dome would operate at a \$1.5 - \$2.5 million loss annually assuming all other non-Falcons events remain in the venue.
- The GWCCA would have no funds to support a capital improvement program and would be forced to ask the General Assembly for these funds on an annual basis.

**Attachment 11:  
Eligible Neighborhoods Documentation –  
Substandard Housing Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt11SubHsg.pdf**

**Not Applicable**

**Attachment 45:  
Federally Qualified Health Center**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt45FQHC.pdf**



January 23, 2015

Michael W. Brooks, MD, MBA  
President & Chief Executive Officer

Joy Fitzgerald  
Interim President and Chief Executive Officer  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, N.E.  
Atlanta, GA 30303-2421

**Re: Commitment of Federally Qualified Health Center for the University Choice Neighborhood Transformation Plan**

Dear Ms. Fitzgerald:

The Family Health Centers of Georgia, Inc. (FHCGA), formerly known as West End Medical Centers, is excited to partner with the Atlanta Housing Authority (AHA), in the capacity of the federally qualified health center (FQHC) on your FY 2014 Choice Neighborhoods (CN) Implementation grant application to transform the University Homes public housing site and the greater University Choice Neighborhood. We have had a long-standing partnership with AHA in providing healthcare services to assisted households from a number of your former public housing developments and connecting them to a medical home, so we view this as another opportunity to advance our collective goal in creating healthy households.

FHCGA is a 501(c) (3), not-for-profit federally qualified community health center (FQHC) that has been providing primary health care services to medically underserved residents in the University Choice Neighborhood since 1976. FHCGA is a HRSA, federally funded, community health center 330(e) program and a federally funded public housing primary care 330(i) program. Our main facility is in the Historic West End neighborhood, adjacent to the University Choice Neighborhood, and we provide healthcare services at various satellite locations to include the Neighborhood Union Health Center located in the University Choice Neighborhood. For more than 20 years, FHCGA has served as a safety net for thousands of AHA-assisted participants by providing quality health services for the uninsured and underinsured. Satellite facilities are located adjacent and/or near AHA redevelopment communities, and throughout the AHA/FHCGA partnership, FHCGA has located primary care services on-site in several AHA properties.

FHCGA offers a comprehensive array of health care services that include adult medicine/family practice, disease management, behavioral health, dental, pediatrics, pharmacy, women's health and family planning, with a focus on providing affordable healthcare to underserved or at risk populations. We are confident that we can continue assisting AHA in making healthcare accessible, connecting families to a medical home and improving health outcomes for families and individuals of all ages.

As part of our commitment in serving as the federally qualified health center and helping you to achieve great health outcomes as part of your people strategies, FHCGA will provide direct primary care and mobile health services (pediatrics, adult medicine, OB/GYN, dental, health education) to residents at the revitalization site and in the neighborhood.



Corporate Office | 868 York Avenue, SW | Atlanta, GA 30310 | fhcga.org  
P: 404.756.8732 | mwbrooksmd@fhcga.org | mwbrooksmd@mindspring.com  
*formerly West End Medical Centers, Inc.*

The following represents new resource commitments by FHCGA, contingent on a CN Implementation Grant award to AHA, to serve former University Homes' residents and current University Neighborhood residents (which include other AHA-assisted households) during the five years of the grant.

**Mobile Health Services** - FHCGA will work with AHA and its community partners on a scheduled deployment of FHCGA's mobile unit to AHA's redevelopment site, target public schools, workforce development sites, strategic locations in the neighborhood, and at community events to make healthcare more accessible to neighborhood residents. The mobile unit has the capacity to provide pediatrics, adult medicine, OB/GYN, dental, occupational health screenings, and immunizations. We consider this a highly important resource to help meet residents where they are as too often lack of transportation, access, and convenience present barriers to low-income persons receiving quality health services. FHCGA will deploy the unit eight (8) times per month at prescribed intervals as determined by AHA and CN partners and we anticipate serving 250 former University Homes residents and 400 neighborhood residents annually valued at \$290 per resident served. Therefore, the total value of the commitment over five years will be \$942,500 (650 residents/year x \$290/person x 5 years).

**Access to a Medical Home and Related Services** - FHCGA will have our referral clerk work with your case management team for referrals to connect former University Homes/AHA-assisted residents and University neighborhood residents to a medical home and needed health and/or counseling services. This will include helping the relocated University residents connect to other health centers outside of the Transformation area closer to where they reside. Based on our experience, we project serving 250 former University Homes residents and 450 University neighborhood residents annually valued at \$2,143 per person served. Therefore, the total value over five years will be \$7,500,500 (700 residents/year x \$2,143 x 5 years.)

FHCGA is excited to support the Transformation Plan with a total leverage value of \$8,443,000 over the next five years and the life of the Transformation Plan. We will work with AHA to ensure seamless coordination of service delivery as well as tracking and reporting of outcomes. We believe our support and commitment will directly impact the outcomes you seek to achieve for the People component of the Plan. Please feel free to contact me at 404-756-8732 or Maggie Lloyd, Coordinator of Special Programs, at 404-756-6901, if you need further assistance from us. We wish you success on your application.

Sincerely,



Michael W. Brooks, MD, MBA  
President and CEO

**Attachment 44:  
Land Use Approvals**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt44LandUse.pdf**



# CITY OF ATLANTA

DEPARTMENT OF PLANNING AND COMMUNITY DEVELOPMENT  
55 TRINITY AVENUE, S.W. SUITE 1450 – ATLANTA, GEORGIA 30303  
404-330-6070 – FAX: 404-658-7638  
<http://www.atlantaga.gov/Government/Planning.aspx>

KASIM REED  
MAYOR

TERRI M. LEE  
DEPUTY COMMISSIONER

January 30, 2015

Ms. Joy W. Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority  
230 John Wesley Dobbs Avenue, NE  
Atlanta, Georgia 30303

**Subject: Land Use Approval/Verification**

Dear Ms. Fitzgerald:

The Department of Planning and Community Development’s Office of Planning has completed its review of the Scholars Landing Master Plan (the former University Homes site). This letter provides confirmation that all land use and zoning approvals, other than any required design review have been secured for parcels included in the plan. The land use, zoning, allowed uses and FAR for each of the parcels in the Scholars Landing Plan are listed below.

Parcel ID	Address	Land Use	Zoning	Phase	Permitted Uses	FAR
14 0109 LL0325	700 Parsons Street	High Density Residential	RG-4	1	Multi-family dwellings	1.49
14 0109 LL0333	668 Atlanta Student Movement Boulevard	Medium Density Residential	RG-3	3A	Multi-family dwellings	0.696
14 0109 LL0135	668 Atlanta Student Movement Boulevard (multi-part)	High Density Residential, Medium Density Residential, & accessory retail and office	RG-4 & RG-3	2, 3B, 4A, 4B, 4C, 4D, & 5A	Multi-family dwellings	1.49 & 0.696
14 010900050832	649 Atlanta Student Movement Boulevard	Office-Institutional	C-1	5B	Multi-family dwellings	0.696
14 010900050626	653 Atlanta Student Movement Boulevard	Office-Institutional	C-1	5B	Multi-family dwellings	0.696
14 010900050733	665 Atlanta Student Movement Boulevard	Office-Institutional	C-1	5B	Multi-family dwellings	0.696
14 010900050758	180 Elm Street	Office-Institutional	C-1	5B	Multi-family dwellings	0.696
14 010900050766	178 Elm Street	Office-Institutional	C-1	5B	Multi-family dwellings	0.696

Parcel ID	Address	Land Use	Zoning	Phase	Permitted Uses	FAR
14 010900050857	160 Elm Street	Office-Institutional	C-1	5B	Multi-family dwellings	0.696
14 008400050914	138 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050518	140 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050500	146 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050492	152 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050484	158 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050955	162 Vine Street (front)	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050963	162 Vine Street (rear)	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050468	168 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696
14 008400050443	172 Vine Street	Medium Density Residential	RG-3	3C	Multi-family dwellings	0.696

Thank you for your continued partnership and efforts. Please do not hesitate to contact me at (404) 330-6070 if there are any questions or comments.

Sincerely,



Terri M. Lee, Deputy Commissioner

**Attachment 43:  
Documentation for Green Development and  
Energy Efficiency Strategies**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt43GreenDev.pdf**

## **GREEN DEVELOPMENT and ENERGY EFFICIENCY STRATEGIES**

### *Scholars Landing*

Understanding the paramount importance of the utilization of sustainability design and construction principles, AHA and its development partners have developed an extensive track-record creating LEED certified, Energy Star, and EarthCraft certified buildings. In past developments we have employed a variety of energy efficient measures including photovoltaic solar panels and geothermal heating/cooling systems and have achieved LEED-Silver on several phases of development. Veranda at Scholars Landing, the first onsite phase at the former University Homes public housing site (known as Scholars Landing and is the targeted former public housing site of this Choice Neighborhoods Implementation Grant Application) is a LEED-certified 100-unit elderly-only rental development. This development phase received its LEED for Homes Silver certification in August 2013 . Note that construction was completed on the Veranda prior to submission of the FY2014 Choice Neighborhoods Implementation Grant application, and is therefore not included as part of the application. Additionally, the next onsite development phase at the former University Homes site, an affordable assisted living development, will be known as the Oasis at Scholars landing. The Oasis at Scholars Landing, which is currently under construction and is included in the Housing Development Plan in this application, has been registered in the EarthCraft certification program. Our commitment to continue the usage of these principles and the pursuit of “green” certifications will not change with the development of the future phases. **AHA certifies that each future phase at Scholars Landing will utilize, at a minimum, the EarthCraft certification program as the primary sustainability certification program.** Also, note that ENERGY STAR<sup>®</sup> certification is an inherent component of EarthCraft certification.

EarthCraft is a suite of certification programs that takes into account the specific regional issues that impact and are impacted by the built environment when setting its green building standards. The program seeks to address a broad range of issues that span from environmental impact, healthy indoor air quality, occupant/resident comfort, energy performance and water usage efficiency that affect affordability, and building durability. Successfully addressing each of those issues is achieved via utilization of an integrative project planning and designing approach. This is a methodology that has proven time and time again to be an extremely effective approach in real estate development.

The revitalized community is located directly on a transit service line. Every resident will be within two short blocks of bus service, which provides residents access to the local rapid transit line. The proximity to public transportation will serve to encourage residents to leave their car at home, thus reducing energy use as well as the carbon footprint.

AHA shall employ the LEED certification program as we move forward with the total rehabilitation of the historic Roosevelt Hall administration building. The building, named after President Franklin D. Roosevelt who visited the site, will be repurposed and ultimately serve as the epicenter of AHA's “healthy-living” initiative. Not only will we pursue a LEED certification for the building, but it is also our goal for Roosevelt Hall to be redeveloped and operate as a net-zero structure. The reduction of operating costs would allow AHA to distribute more money towards addressing the needs of our clients.

Finally, one has to look no farther than the State of Georgia Department of Community Affairs’ QAP. Sustainability is built into the QAP, and if one is to pursue an award of an allocation of Low Income Housing Tax Credits, green certification is a mandatory part of the development plan. Low Income Housing Tax Credits are a fundamental financing mechanism of all of our development phases.

**Attachment 42:  
LEED for Neighborhood Development  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt42LEEDND.pdf**

Kruger Sustainability Group  
1270 W Peachtree St NW, #17A  
Atlanta, GA 30309

January 26, 2015

Joy W. Fitzgerald  
Interim President and CEO  
The Housing Authority of the City of Atlanta, Georgia  
230 John Wesley Dobbs Avenue NE, 5th Floor  
Atlanta, GA 30303-2421

RE: Scholars Landing LEED ND Letter of Attestation

Dear Ms. Fitzgerald,

In 2013, Kruger Sustainability Group, Inc. performed a LEED Neighborhood Development (ND) feasibility analysis that includes a LEED ND Scorecard review on the most recent version of the Scholars Landing program. Analysis was based on the 2009 Rating System (document titled, LEED 2009 Rating\_ND 11-2011\_7a.pdf). Based on this analysis, Kruger Sustainability Group concluded it was reasonable to expect the Scholars Landing community to achieve LEED ND certification as currently designed.

Today, the architect confirms that while the proposed development footprint has changed, it still contains a LEED certified project and a commitment to move forward with the other provisions that were represented in the 2013 Choice Neighborhoods application. Based on this information, Kruger Sustainability Group believes it is still reasonable to expect the Scholars Landing community to achieve LEED ND certification as designed.

Feel free to contact me with any questions.

Thank you,

*Abraham J Kruger*

Abraham Kruger, CEM, LEED AP Homes + ND  
Email: [abe@krugersustainabilitygroup.com](mailto:abe@krugersustainabilitygroup.com)  
Mobile: 215/385-6891



# LEED 2009 for Neighborhood Development Project Scorecard

Project Name: Scholars Landing

Yes	?	No		27 Points Possible
13	4	10	<b>Smart Location and Linkage</b>	

Y	?	No		
Y			Prereq 1 <b>Smart Location</b>	Required
Y			Prereq 2 <b>Imperiled Species and Ecological Communities</b>	Required
Y			Prereq 3 <b>Wetland and Water Body Conservation</b>	Required
Y			Prereq 4 <b>Agricultural Land Conservation</b>	Required
Y			Prereq 5 <b>Floodplain Avoidance</b>	Required
8		2	Credit 1 <b>Preferred Locations</b>	10
		2	Credit 2 <b>Brownfield Redevelopment</b>	2
1		6	Credit 3 <b>Locations with Reduced Automobile Dependence</b>	7
	1		Credit 4 <b>Bicycle Network and Storage</b>	1
3			Credit 5 <b>Housing and Jobs Proximity</b>	3
			Credit 6 <b>Steep Slope Protection</b>	1
1			Credit 7 <b>Site Design for Habitat or Wetland and Water Body Conservation</b>	1
	1		Credit 8 <b>Restoration of Habitat or Wetlands and Water Bodies</b>	1
	1		Credit 9 <b>Long-Term Conservation Management of Habitat or Wetlands and Water Bodies</b>	1

Yes	?	No		44 Points Possible
17	15	12	<b>Neighborhood Pattern and Design</b>	

Y	?	No		
Y			Prereq 1 <b>Walkable Streets</b>	Required
Y			Prereq 2 <b>Compact Development</b>	Required
Y			Prereq 3 <b>Connected and Open Community</b>	Required
2	1	9	Credit 1 <b>Walkable Streets</b>	12
2	4		Credit 2 <b>Compact Development</b>	6
	4		Credit 3 <b>Mixed-Use Neighborhood Centers</b>	4
6	1		Credit 4 <b>Mixed-Income Diverse Communities</b>	7
		1	Credit 5 <b>Reduced Parking Footprint</b>	1
		1	Credit 6 <b>Street Network</b>	2
		1	Credit 7 <b>Transit Facilities</b>	1
	2		Credit 8 <b>Transportation Demand Management</b>	2
1			Credit 9 <b>Access to Civic and Public Spaces</b>	1
1			Credit 10 <b>Access to Recreation Facilities</b>	1
1			Credit 11 <b>Visitability and Universal Design</b>	1
2			Credit 12 <b>Community Outreach and Involvement</b>	2
			Credit 13 <b>Local Food Production</b>	1
1			Credit 14 <b>Tree-Lined and Shaded Streets</b>	2
1			Credit 15 <b>Neighborhood Schools</b>	1

Yes ? No

**10 10 9 Green Infrastructure and Buildings 29 Points Possible**

Y			Prereq 1	<b>Certified Green Building</b>	Required
Y			Prereq 2	<b>Minimum Building Energy Efficiency</b>	Required
Y			Prereq 3	<b>Minimum Building Water Efficiency</b>	Required
Y			Prereq 4	<b>Construction Activity Pollution Prevention</b>	Required
5			Credit 1	<b>Certified Green Buildings</b>	5
1	1		Credit 2	<b>Building Energy Efficiency</b>	2
1			Credit 3	<b>Building Water Efficiency</b>	1
			Credit 4	<b>Water-Efficient Landscaping</b>	1
		1	Credit 5	<b>Existing Building Use</b>	1
		1	Credit 6	<b>Historic Resource Preservation and Adaptive Reuse</b>	1
	1		Credit 7	<b>Minimized Site Disturbance in Design and Construction</b>	1
3			Credit 8	<b>Stormwater Management</b>	4
			Credit 9	<b>Heat Island Reduction</b>	1
		1	Credit 10	<b>Solar Orientation</b>	1
	1	2	Credit 11	<b>On-Site Renewable Energy Sources</b>	3
		2	Credit 12	<b>District Heating and Cooling</b>	2
	1		Credit 13	<b>Infrastructure Energy Efficiency</b>	1
		2	Credit 14	<b>Wastewater Management</b>	2
	1		Credit 15	<b>Recycled Content in Infrastructure</b>	1
			Credit 16	<b>Solid Waste Management Infrastructure</b>	1
	1		Credit 17	<b>Light Pollution Reduction</b>	1

Yes ? No

**1 5 Innovation and Design Process 6 Points**

			Credit 1.1	<b>Innovation and Exemplary Performance: Provide Specific Title</b>	1
			Credit 1.2	<b>Innovation and Exemplary Performance: Provide Specific Title</b>	1
			Credit 1.3	<b>Innovation and Exemplary Performance: Provide Specific Title</b>	1
	1		Credit 1.4	<b>Innovation and Exemplary Performance: Provide Specific Title</b>	1
	1		Credit 1.5	<b>Innovation and Exemplary Performance: Provide Specific Title</b>	1
1			Credit 2	<b>LEED® Accredited Professional</b>	1

Yes ? No

**3 1 Regional Priority Credit 4 Points**

1			Credit 1.1	SLLc9	1
1			Credit 1.2	NPDC4	1
1			Credit 1.3	GIBc8	1
	1		Credit 1.4	SLLc6	1

Yes ? No

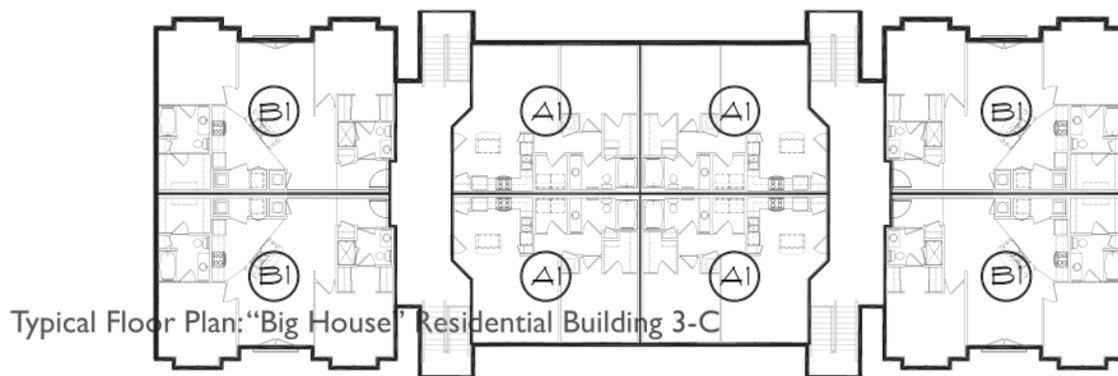
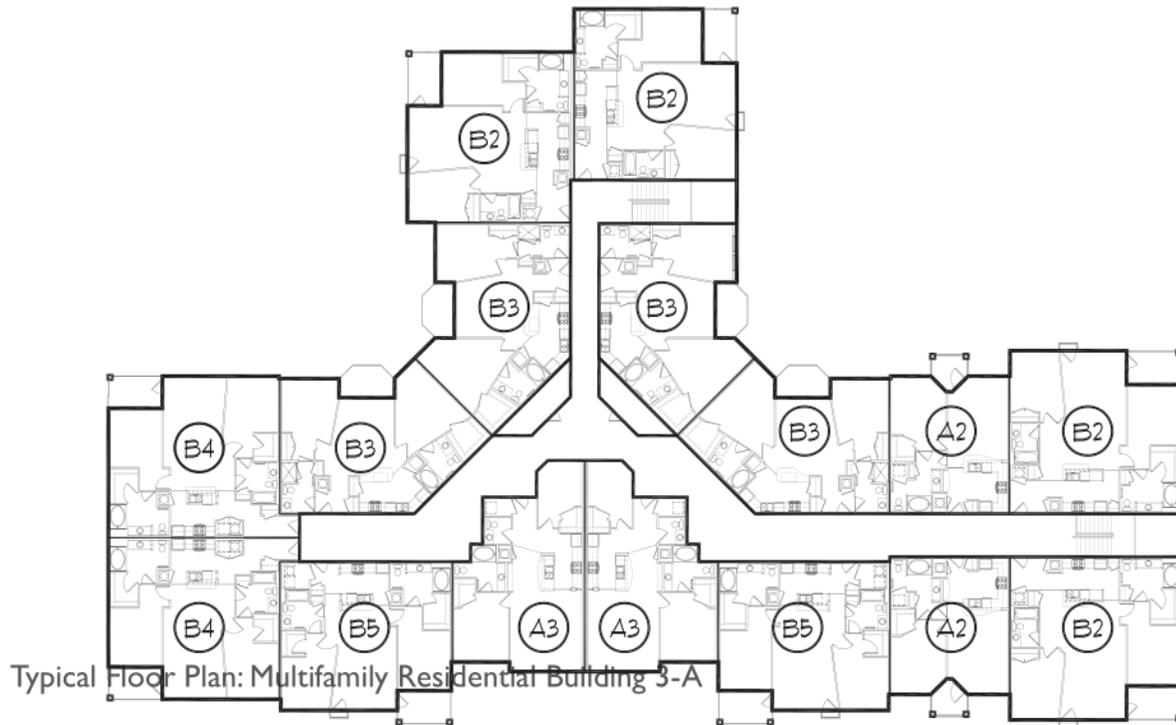
**44 35 31 Project Totals (Certification estimates) 110 Points**

**Certified:** 40-49 points, **Silver:** 50-59 points, **Gold:** 60-79 points, **Platinum:** 80+ points

**Attachment 41:  
Schematic Drawings**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt41Schematic.pdf**



0 16' 32'



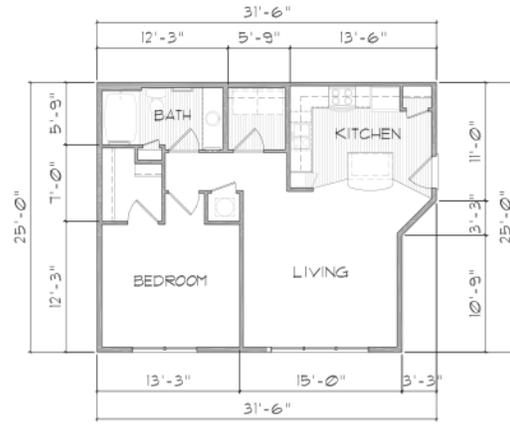
**Attachment 41**  
**Schematic Drawings: Multifamily**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority

DATE: January 30, 2015

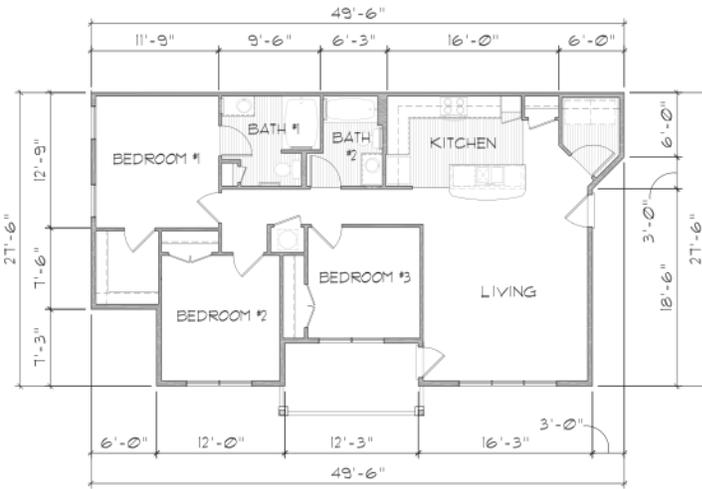




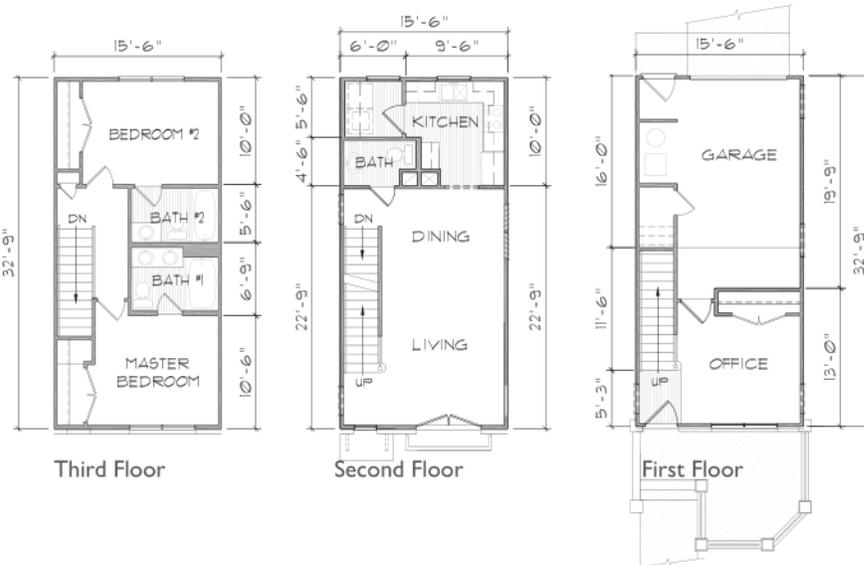
Floor Plan: Two Bedroom/Two Bath



One Bedroom/One Bath



Floor Plan: Three Bedroom/Two Bath



Floor Plan: Three Bedroom / Two & Half Bath

0 8' 16'



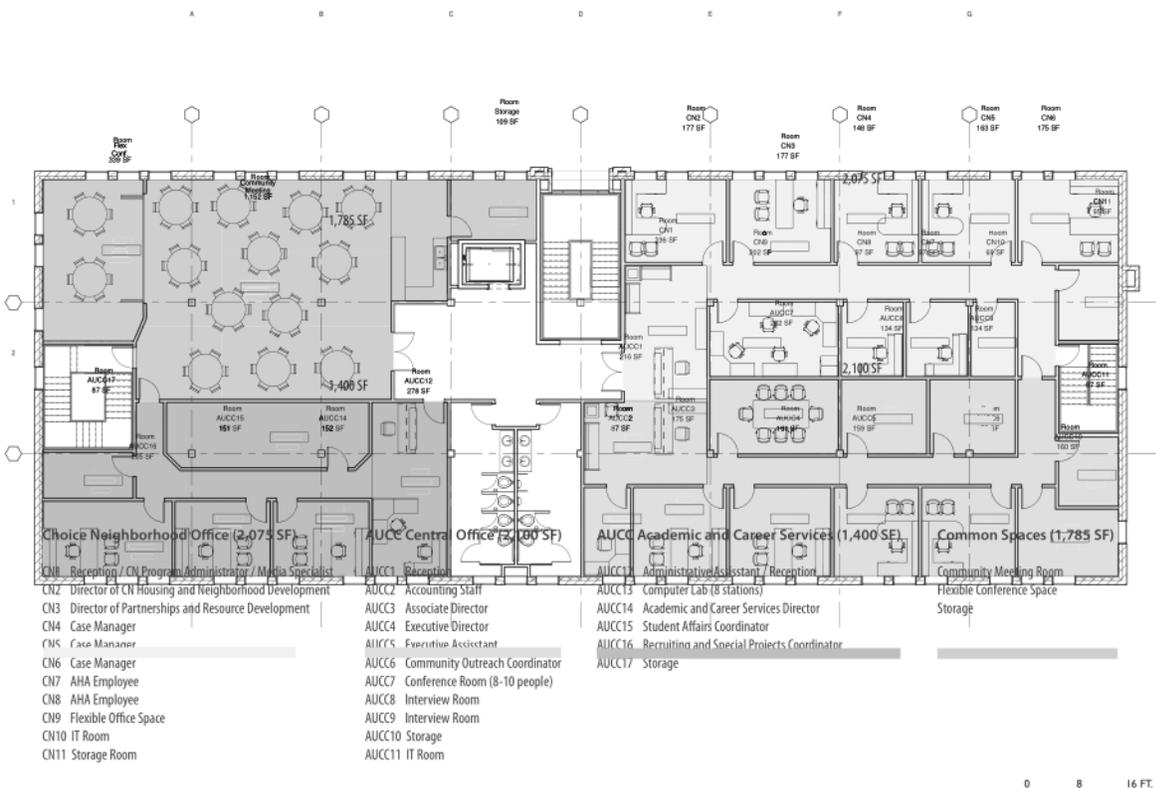
**Attachment 41**  
**Schematic Drawings: Townhouses**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority



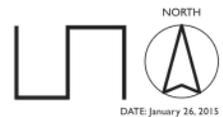
# First Floor Plan



# Second Floor Plan



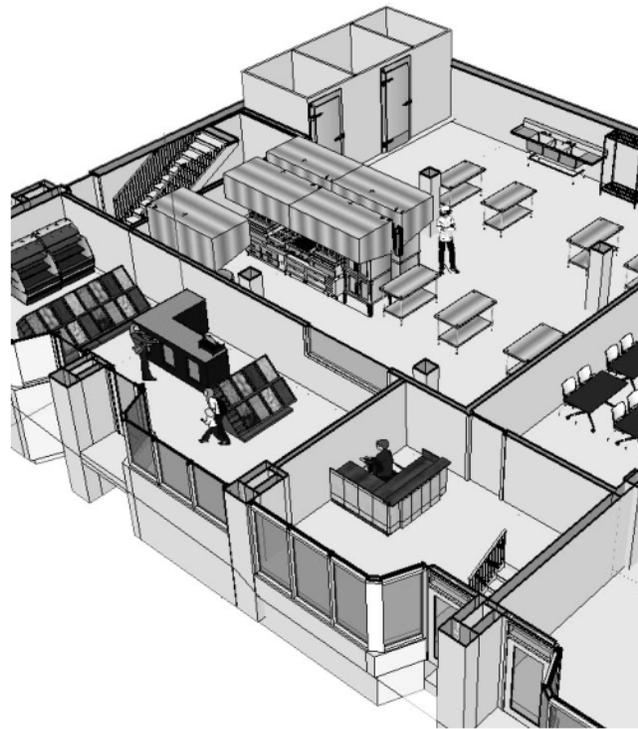
**Attachment 41**  
**Schematic Drawings: Roosevelt Hall**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority



Roosevelt Hall Site Plan



Conceptual Teaching Kitchen at Roosevelt Hall



Conceptual Rendering of Renovated Roosevelt Hall



**Attachment 40:  
Building Elevations**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt40BldgElev.pdf**



Elevation: Apartments



Elevation: Townhouses



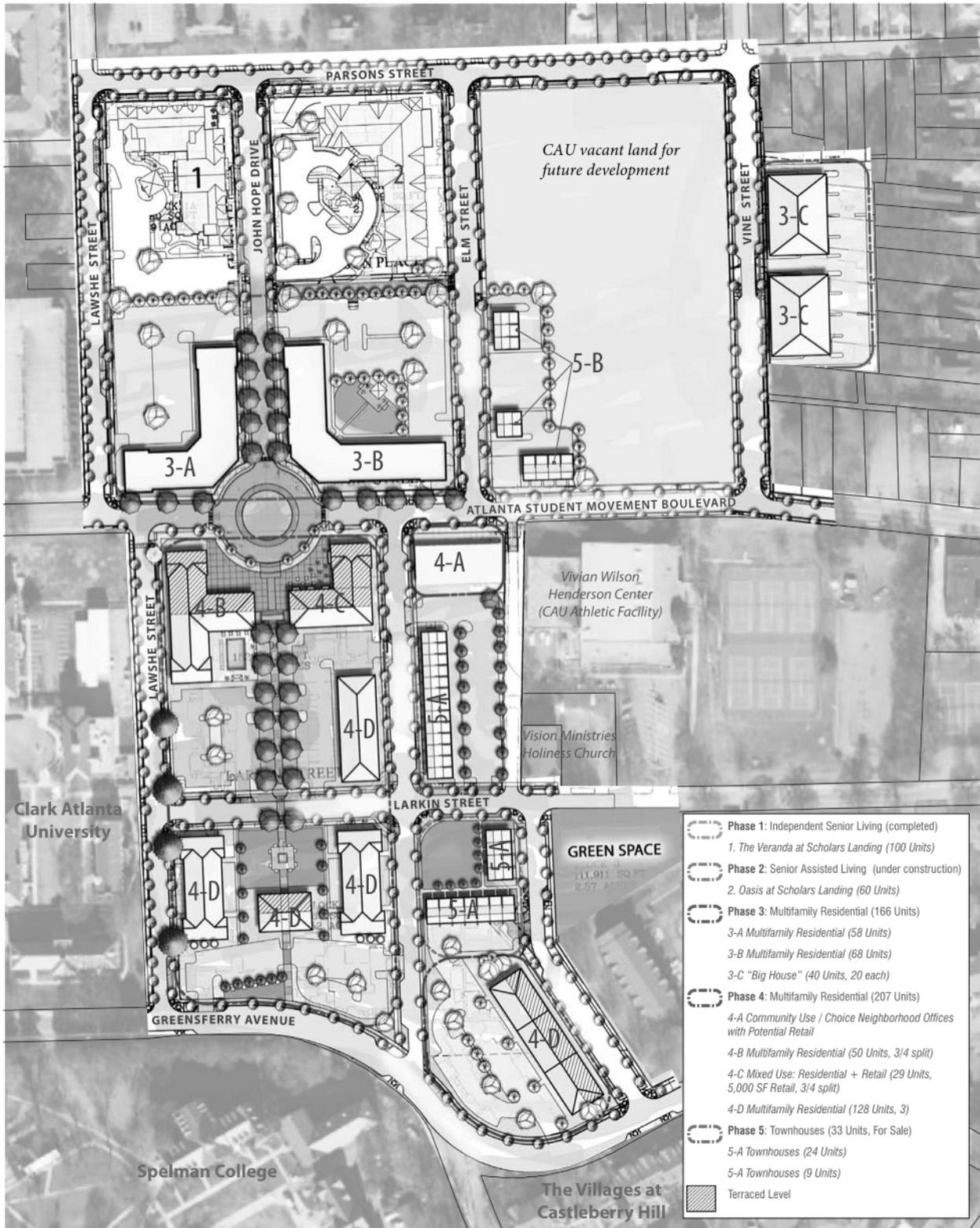
North Elevation: Rehabilitation of Roosevelt Hall



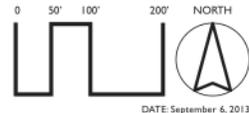
**Attachment 39:  
Conceptual Site Plan Design**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt39ConceptSitePlan.pdf**



**Attachment 39**  
**Conceptual Site Plan: Scholars Landing**  
CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
Atlanta Housing Authority

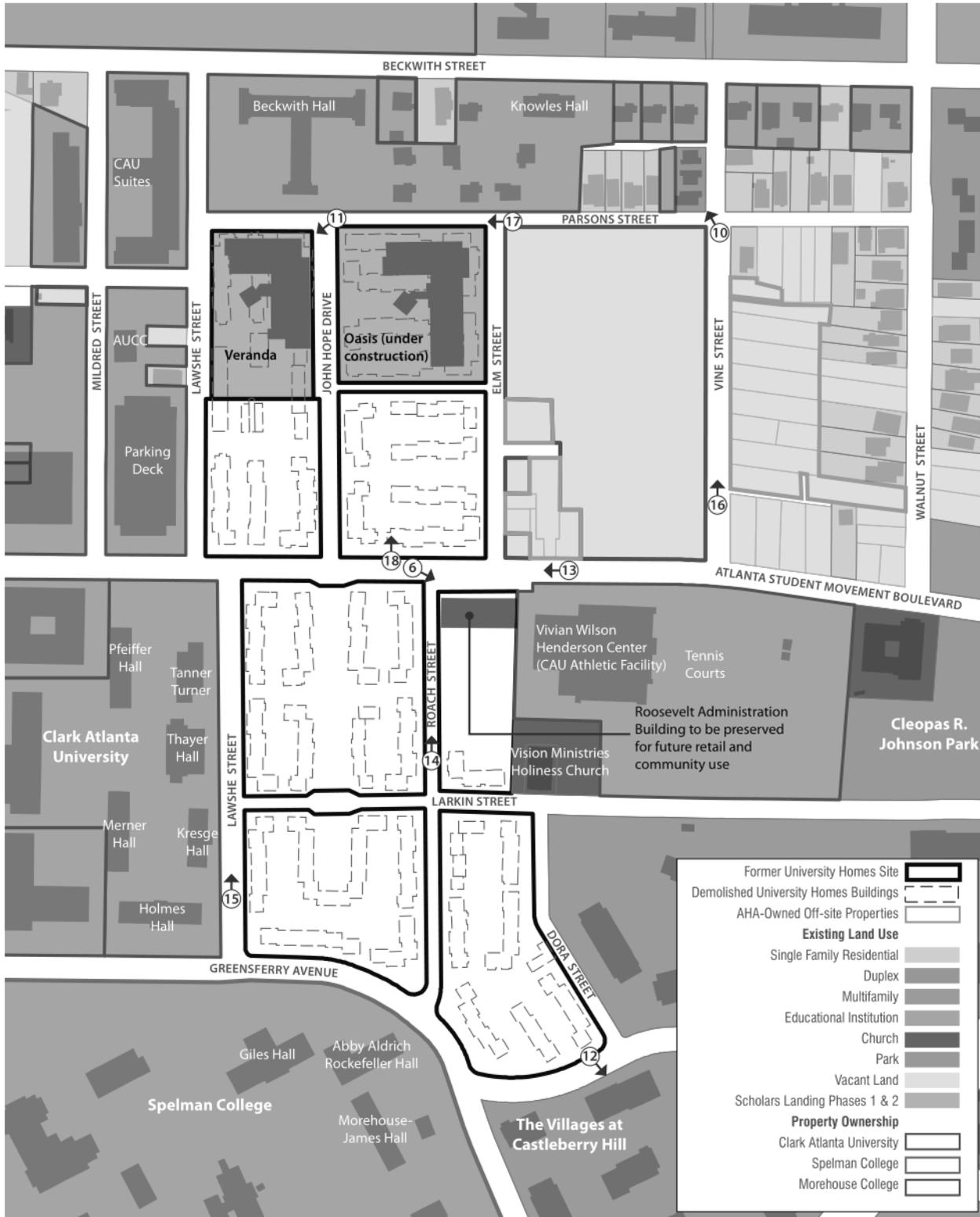


DATE September 6, 2013

**Attachment 38:  
Current Site Plan**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt38CurrSitePlan.pdf**



○ → See Attachment 22 for photos



### Attachment 38 Former University Homes Site

CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
Atlanta Housing Authority



**Attachment 37:  
Market Analysis**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt37Market.pdf**

## University Choice Neighborhood Market Analysis

AHA contracted with the Bleakly Advisory Group (BAG) to undertake a Residential Market Analysis in 2013 and to update it in January 2015. This information is also being utilized by APD Urban Planning and Management, the consultant preparing AHA's property acquisition strategy and development proformas for the re-purposing of the acquired land. A summary of the market findings follows.

### Neighborhood Profile

The CNI University Choice Neighborhood (Ashview Heights, Vine City and AUC neighborhood) has seen a great deal of housing transition over the 2000-2014 period, including the demolition of several older public housing projects, apartment buildings and homes, along with substantial construction of new replacement mixed-income communities and infill housing units. Despite this transition, the net number of housing units in the area over the decade remained nearly constant, with an estimated 4,663 total housing units, down slightly from 4,759 units in 2000.

Vacant homes, derelict homes and vacant lots are a significant threat to the stability of the neighborhood and the quality of life of its residents. US Census estimates indicate that 1,768 or 37% of the CNI Project Area's 4,759 housing units were vacant in 2013. This number is nearly double the city-wide rate of 20%, and nearly three times the CNI Project Area's 2000 vacancy rate of 13%.

This estimate of vacancy does not include the inventory of vacant residential lots where structures have been demolished, which represent an estimated 17% of parcels in the CNI Project Area. These vacant lots create additional challenges for the CNI Project Area as they contribute to the deterioration of many parts of the area.

The City of Atlanta's 2013 *Strategic Community Investment Report* assessed the condition of Atlanta's housing stock and neighborhoods on a lot-by-lot basis. The study identified the Atlanta University Center and Ashview Heights neighborhoods as "transitional" and the Vine City neighborhood as "declining" based on the condition of the housing stock, structures and the number of vacant lots. Collectively, in the three neighborhoods that constitute the University Choice Neighborhood, 90% of existing homes were graded as "Good" or "Fair" with 9% classified as "Poor" or "Deteriorated". At the time of the survey, an estimated 27% of residential structures were vacant and 17% of parcels had no structures on them. According to data from RealtyTrac.com, the CNI Project Area has 21 homes that are currently in foreclosure as of January, 2015. These properties are scattered throughout the CNI Project Area.

There are 36 apartment communities in the CNI Project Area, with a total of 3,384 apartment units. A significant portion – 53% – are in large multifamily apartments; the apartment inventory also consists of Senior Housing (15%) and student housing (28%). Market rents vary widely from \$750 - \$1,500 for two-bedroom apartments in newer large multifamily projects to 2 BR rents of \$550-\$850 in significantly older buildings.

Households in the neighborhood are small: 46% of residents live alone and another 25% are two-person households; households with children represent 24% of all homes.

### Housing Demand

Over the next ten years (2015-2025) the CNI Project Area could see demand for up to 2,024 new housing units, an average of 202 units per year over the ten year period. The likely distribution of housing demand by income range and tenure is shown on the following table.

Table 1: Summary of Demand Total 10-Year Housing Demand by Income Range

	Incomes		Owner Households			Renter Households			Total	
	From	To	New Owner HHs	% of Total	% of Owners	New Renter HHs	% of Total	% of Renters	New total HHs	% of Total
Up to 30%	\$ -	\$ 19,320	40	2%	7%	630	31%	43%	670	33%
30% to 60%	\$ 19,321	\$ 38,640	84	4%	15%	334	17%	23%	419	21%
60% to 80%	\$ 38,641	\$ 51,520	81	4%	15%	193	10%	13%	273	13%
80% to 120%	\$ 51,521	\$ 77,280	98	5%	18%	149	7%	10%	247	12%
120% and Over	\$ 77,281	and up	252	12%	45%	163	8%	11%	416	21%
			556	27%	100%	1,469	73%	100%	2,024	100%

Source: US Census American Housing Survey, 2013, US Census: B25118- Tenure by Income ACD-2013 -3 Year, Nielsen, Inc., ARC, BAG

- More than half of the forecast housing demand, 53% is expected to occur in the two lowest income categories, below 60% of AMI, which represents households that most likely could not secure market-rate housing, and thus would be seeking affordable housing options.
- Of 556 units of owner-housing demand, 351 units (or 68%) would be candidates for market-rate housing, earning 80% or more of AMI.
- Of 1,469 units of renter housing demand, 505 households (or 34% of demand) would be considered market-rate, earning 60% or more of AMI. The balance, 66%, would require some form of assisted or affordable housing.

Thus, in the CNI Project Area there will be demand for a strong mix of affordable/assisted and market rate units. The substantial majority of the rental demand is for family (94%) vs. senior (6%) units. The analysis indicates that there is potentially a significant amount of un-met housing demand, both owner and renter in the CNI Project Area that can be addressed by additional development in the area.

### Scholars Landing Demand & Pricing

Based on achievable market rents and absorption patterns in the two mile market area, BAG estimates the following pricing and absorption for housing at Scholars Landing:

- **Rental Housing:** Rental housing at Scholars Landing could achieve an average rent per unit of up to \$906 per month or an average rent of \$1.05 per SF, with an annual absorption of 110 units per year. This would translate into roughly a three year absorption period for the rental component of Scholars Landing.
- **Townhomes:** The townhouse component at Scholars Landing will be able to achieve a sales price of \$200,000 for the two bedroom unit. Three bedroom townhomes would sell for \$240,000, which is consistent with the most current market trends and a projected improvement in townhome sales prices over the coming 24 months. BAG estimates that townhomes at Scholars Landing could achieve a monthly sales pace of 1.5 units per month or 18 for-sale units per year.

BAG assumes the successful implementation of the CNI transformative initiatives and other neighborhood investments will begin to improve the study area’s quality of life and offer a broader range of housing opportunities, and will be able to capture a larger portion of household growth and turnover occurring in the Secondary Market Area. This scenario assumes that a significant portion of housing demand is related to the replacement of vacant, sub-standard and aging housing units with rehabilitated or new units. Additionally, with the provision of new, broader housing opportunities, it is conceivable that the CNI Project Area could begin to present a more compelling housing alternative for populations that already work nearby or have other reason to spend time in the area on a daily basis, such as Downtown Atlanta employees and Atlanta University Center students, faculty and staff.

**Attachment 10:  
Eligible Neighborhoods Documentation-  
Eligible Neighborhoods Data**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt10EligNeighData.pdf**

# MAPPING TOOL DATA FOR FY2014 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANTS

Version – 10/30/2014

## University Choice Neighborhood

Target Area ID: 7123779

Email of User: adrienne.walker@atlantahousing.org

Name of Lead Applicant: atlanta housing authority

Address of Lead Applicant: 230 john wesley dobbs avenue atlanta georgia 30303

Email of Lead Applicant: adrienne.walker@atlantahousing.org

Name of Target Geography: University Choice Neighborhood

Name(s) of target Development(s), as submitted by user to the mapping tool:

*Public Housing*

Development-1: University Homes

Development-2:

Development-3:

*Multifamily Assisted*

Development-1:

Development-2:

Development-3:

Estimated number of All Housing Units in Target Area (Census 2010): 4323

Is the Target Area County non-Metropolitan (OMB 2009): No

### **Eligible Neighborhood Threshold:**

Section III.A.3.a of the NOFA describes four criteria used to determine whether the target neighborhood meets the Eligible Neighborhood Threshold. This tool provides information on two of the four criteria: (1) and (2b). If you are relying on data on crime, substandard housing, or inadequate schools in order to demonstrate compliance with the Eligible Neighborhoods criteria, you must provide it in the attachments section of your application as instructed in section IV of the NOFA. Refer to the Threshold Requirements section of the NOFA for more information.

(1) *at least 20 percent of the households estimated to be in poverty or have extremely low incomes*

**Target Neighborhood Poverty/ELI Rate (the greater of both rates): 48.64**

(2b) *high vacancy or substandard homes; defined as where either the most current rate within the last year of long-term vacant or substandard homes is at least 1.5 times higher than that of the city or, where no city data is available, county/parish as a whole; or the rate is greater than 4 percent*

**Target Neighborhood Vacancy Rate: 14.22**

**Vacancy Rate In Surrounding County: 5.40**

### **Distress of the Target Neighborhood Rating Factors:**

This Mapping Tool provides the data used for 2 of the rating factors under this subheading. See NOFA for awarding of points. Data sources are described at the end of this document.

*Neighborhood Poverty:*

Concentration of Persons in Poverty in Target Area (ACS 2011) and Concentration of Extremely Low Income (ELI) Households in Target Area (CHAS 2010).

**Maximum of previous two criteria, poverty and ELI rate: 48.64**

Long-term Vacancy:

Long-term vacancy rate (greater of USPS 2013 / ACS 2011)

**In Target Area: 14.22**

**In Surrounding County/Parish: 5.40**

**Need for Affordable Housing in the Community Rating Factor:**

Estimated Shortage Ratio of Units Affordable to VLI Renter Households (CHAS 2010)

**Target Area County ratio: 1.70**

**National ratio: 1.70**

**Factors 1 & 2 of Eligibility to Use Tenant Based Vouchers as Replacement Housing:**

Refer to section III.C.3.b of the NOFA for information related to the one-for-one replacement of housing requirements.

(1) located in a county/parish with a loose rental market: Yes

(2) located in a Core Based Statistical Area (CBSA) or non-CBSA County where vouchers currently in use are primarily in lower poverty neighborhoods: Yes

**Eligible based on factors (1) & (2): Yes**

## **Data sources and methods:**

HUD's mapping tool overlays the locally defined neighborhood/community boundaries with data associated with that area and estimates the rates of certain indicators in that area using a proportional allocation methodology. For metropolitan areas, the tool uses Census block group (as defined for Census 2010) as the smallest statistical boundary for the available data. For non-metropolitan areas, the tool uses census tract data to account for less precision in low-population areas. If the locally defined neighborhood/community is partially within two different Census areas, the data for each factor or threshold criteria are calculated based on the portion of the 2010 housing units located in each Census area. The 2010 housing unit data are available to HUD at the block level and thus can be used as the underlying data to apportion each block group and tract's appropriate share of importance.

For example, based on a user defined geography, 80 percent of the housing units in the locally defined neighborhood/community are in a block group with a poverty rate of 40 percent and 20 percent of the units are in a block group with a poverty rate of 10 percent. The "neighborhood poverty rate" would be calculated as:  $(80\% \times 40\%) + (20\% \times 10\%) = 34\%$ .

## **DATA SOURCES:**

The data are from a variety of sources:

1. **ACS 2011** refers to the US Census American Community Survey 2007-2011 five-year estimates. These are the most recent nationally available data for small geographies at the same Census 2010 boundaries as the other data provided, using a statistical technique that combines five years of data to create reliable estimates for small areas.
2. **CHAS 2010** refers to the Comprehensive Housing Affordability Strategy (CHAS) special tabulations HUD receives of Census ACS data. The CHAS data used for this tool are based on ACS 2006-2010 five-year estimates see <http://www.huduser.org/portal/datasets/cp.html> for more information.
3. **Census 2010** refers to block-level 2010 decennial counts of housing units
4. **USPS 2013** refers to the United States Postal Service long-term vacancy data as of June 30, 2013.

## **ADDITIONAL NOTES ON SPECIFIC VARIABLES:**

**Concentration of People in Poverty** is calculated with data at the block group level from ACS 2011 for metropolitan areas and the tract level for non-metropolitan areas. This indicator represents the percent of people within the target geography who are below the poverty line. The estimated concentration of Extremely Low Income (ELI) households represents an approximation of the percent of households within the specified area whose household combined income is below 30% of the HUD defined Area Median Income (AMI). This ELI indicator is calculated with data from the block group level from CHAS 2010. The final number included in this report for "poverty rate" is the greater of these two indicators.

**Long-term vacancy rates** are calculated with data at the block group level with ACS 2011 and the USPS 2013, which ever source produces the greatest percentage.

For the USPS data, HUD calculates the percent of residential addresses (excluding "no-stat" addresses) that are vacant. In the USPS data, a "vacant" address is one that has not had mail picked up for 90 days or longer. The USPS Vacant addresses can also include vacation or migrant labor addresses so HUD uses ACS data to reduce vacancy counts in these cases.

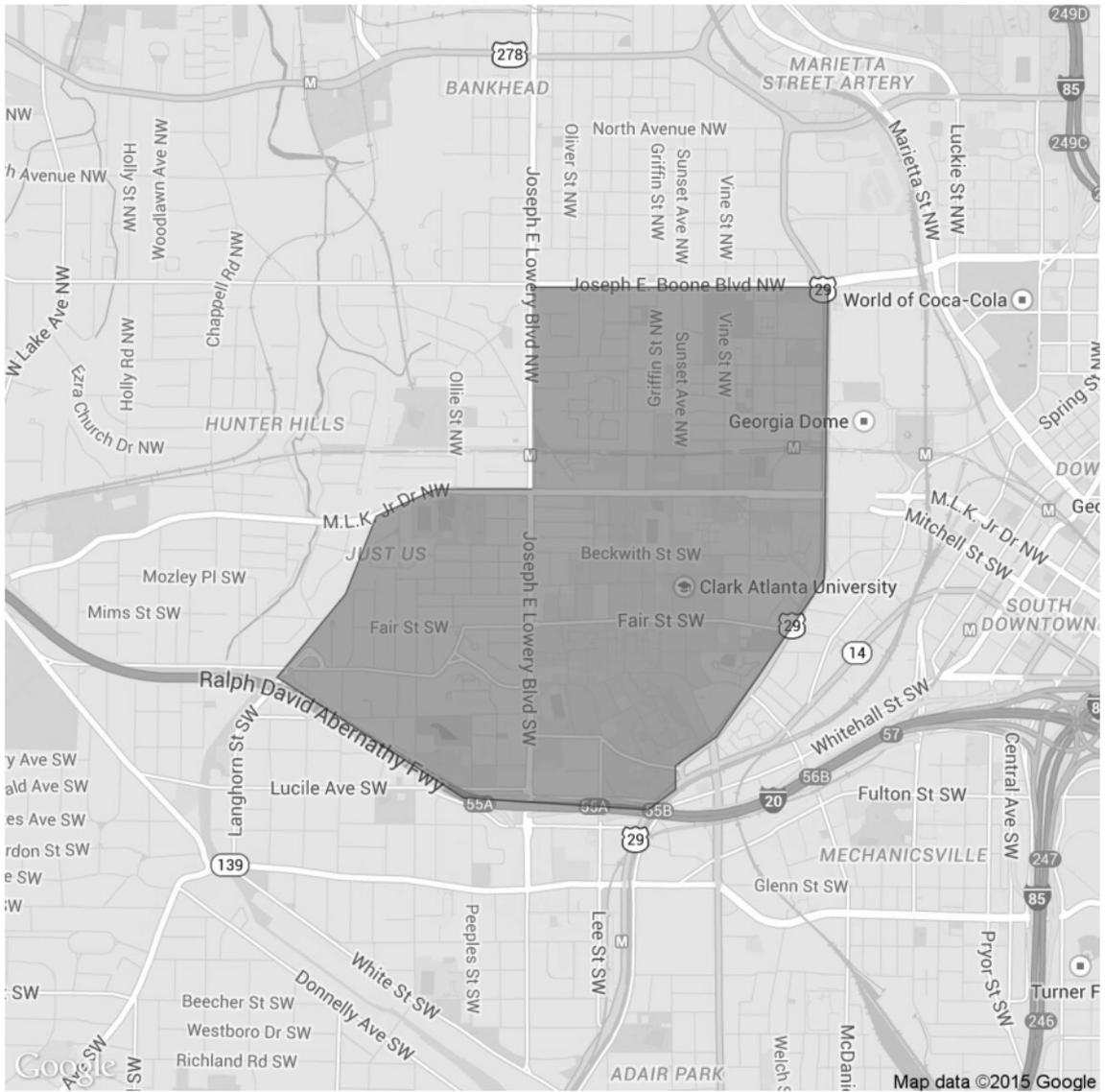
Using the ACS data, HUD calculates the vacancy rate as the percent of housing units that are "other" vacant. These are units not for sale, for rent or vacant for seasonal or migrant housing. This is considered another proxy for long-term vacant housing.

In theory the USPS data should be a stronger measure of distress than the ACS data because they are for 100 percent of the units (ACS is a sample), are more current (ACS aggregates data over a 5 year period), and are intended specifically to capture addresses 90 or more days vacant. However, USPS data are particularly poor at capturing vacancy in rural areas. As such, we use the ACS as a check on the USPS data so that every location gets a vacancy rate based on the greater of their USPS vacancy rate or their ACS 2007-2011 rate. For more information on HUD's USPS dataset, see:

<http://www.huduser.org/portal/datasets/usps.html>

**Shortage Ratio of Units Affordable to VLI Renter Households** is calculated with data from the CHAS 2010. This indicator is the ratio of very low-income (VLI) renter households (those with household incomes less than 50% of the Area Median Income calculated by HUD) to units affordable and available to these households in the surrounding county or parish. A unit is considered affordable if its rent is no greater than 30% of household incomes in this category, or in other words, 15% of the Area Median Income. A unit is considered available if it is vacant or occupied by a VLI renter household.

# Project Map Snapshot for 7123779



**Attachment 36:  
Need – Part 1 Violent Crimes  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt36Crime.pdf**



# CITY OF ATLANTA

Kasim Reed  
Mayor

226 Peachtree Street, SW  
Atlanta, Georgia 30303  
(404) 546-6900

Atlanta Police Department  
George N. Turner  
Chief of Police

February 2, 2015

Jemine A. Bryon  
Acting Assistant Secretary, Office of Public and Indian Housing  
U. S. Department of Housing and Urban Development  
451 7<sup>th</sup> Street S.W., Room 3156  
Washington, DC 20410-5000

Re: Certification for 2011 -2013 Part I Violent Crime Rate  
Atlanta Housing Authority's 2014 Choice Neighborhoods Implementation Grant

To Whom It May Concern:

This letter serves to certify that the following crime data was provided by the City of Atlanta Police Department's Crime Analysis Unit and reflects Part I Violent Crimes for Zone One (Precinct) Beats 101, 102, and 104 which approximately encompasses the Atlanta Housing Authority's targeted University Choice Neighborhood and the site of the former University Homes public housing development (target housing).

Table 1 below provides a break-out of Part I Violent Crimes in the targeted CNI neighborhood, as defined by the Department of Justice Bureau of Justice Statistics and the 2014 Choice Neighborhoods Notice of Funding Availability (murder, rape, robbery and aggravated assault) for calendar years 2011 through 2013. As reflected in the chart, **the three-year average for Part I Violent Crimes is 19.91 per 1,000 residents.**

**Table 1. University Choice Neighborhood (Beats 101, 102, and 104)**

Year	Area Crime Rate per 1,000 residents	Population	Total # Violent Crimes	# Homicides	# Rapes	# Robberies	# Aggravated Assault
2011	19.81	2010 Census population: 13,576	269	5	6	100	158
2012	20.55		279	1	5	137	136
2013	19.37		263	4	3	111	145
<b>2011 - 2013 Average</b>	<b>19.91</b>		270.33	3.33	4.67	116.00	146.33

Source: Atlanta Police record management system, ICIS; 2010 U.S. Census Georgia Block Group table

As a comparison, Table 2 shows the citywide Part I Violent Crime rate per 1,000 persons in Atlanta for calendar years 2011 through 2013. As reflected in the table, **the three-year citywide average for Part I Violent Crimes is 13.40 per 1,000 residents.**

**Table 2. City of Atlanta**

Year	Area Crime Rate per 1,000 residents	Population	Total # Violent Crimes	# Homicides	# Rapes	# Robberies	# Aggravated Assault
2011	14.33	425,533	6,097	88	148	2,343	3,518
2012	13.59	443,505	6,027	83	113	2,276	3,555
2013	12.32	447,841	5,517	84	105	2,363	2,965
<b>2011-13 Average</b>	13.40	438,960	5,880.33	85	122	2,327.33	3,346.00

Source: Atlanta Police record management system, ICIS; 2011-13 U.S. Census Bureau State and County QuickFacts data from American Community Survey population estimates

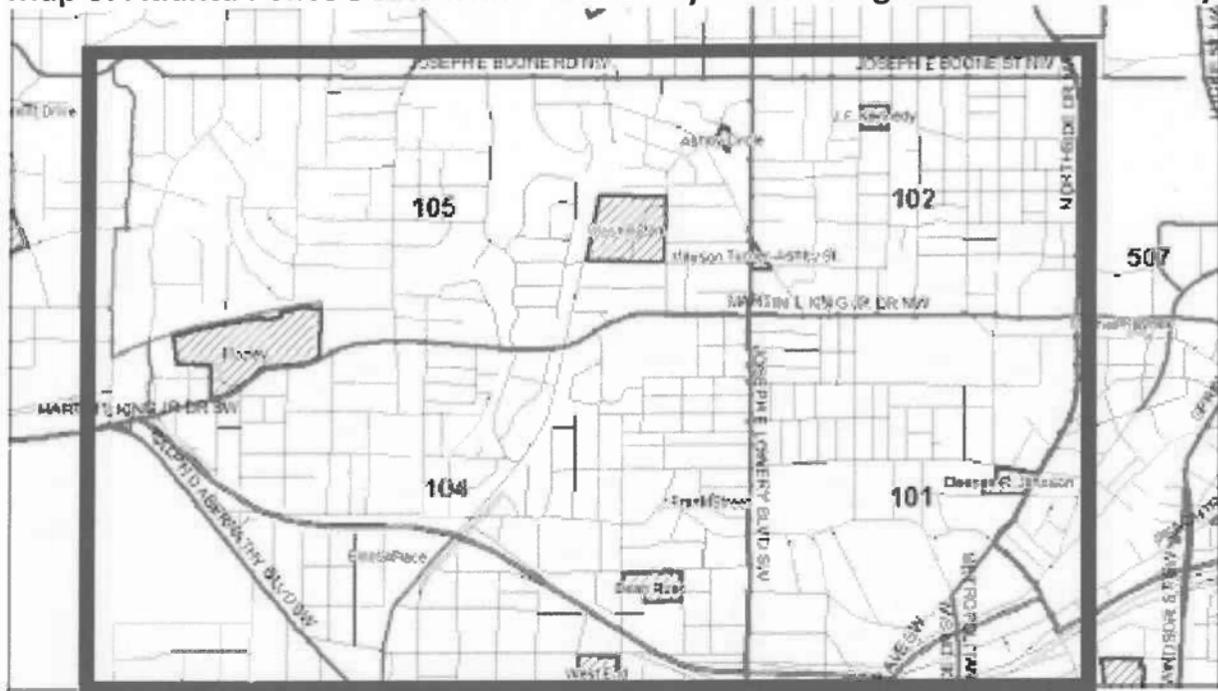
Should you need further assistance please do not hesitate to contact my office.

Sincerely,



George N. Turner  
Chief of Police

# Map of Atlanta Police Beats within University Choice Neighborhoods Boundary



**Attachment 35:  
Need - Design Deficiencies  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt35DesignDef.pdf**

(Top Left) The warehouse configuration coupled with the buildings' layout and orientation results in a lack of defensible space that contributed to high crime rates. At a density of 26 units per acre, the development's density is inconsistent with the residential character of the surrounding neighborhood.



(Top Right) With stairs leading to unit entrances and outdated unit designs, the development lacked full accessibility for persons with disabilities. Only 4% of the units met up to 75% of UFAS requirements; and 2% of the units met between 24-75% of UFAS requirements. Additionally, sidewalks do not comply with UFAS due to topography, thereby limiting mobility.



Inadequate room sizes – the units themselves are undersized in comparison to more modern units and do not meet the space needs of families today. The square footage of a typical 2-BR unit was 729 square feet; all units regardless of bedroom size have only one bathroom and insufficient closet and storage space; and kitchens lacked appropriate counter space and were in poor condition.

Excerpted from Application to demolish University Homes, approved by HUD on 10/16/2006



**Attachment 35:**  
**Design Deficiencies Documentation**  
CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
Atlanta Housing Authority

**Attachment 34:  
Need – Structural Deficiencies  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt34StrucDef.pdf**

Excerpt from HUD correspondence of Oct. 16, 2006



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Special Applications Center  
 77 W. Jackson Blvd., Room 2401  
 Chicago, Illinois 60604-3507  
 Phone: (312) 886-9754 Fax: (312) 886-6413

OFFICE OF PUBLIC HOUSING

OCT 16 2006

MEMORANDUM FOR: Boyce Norris, Jr., Director, Atlanta Regional Office of Public Housing, 4APH

FROM: Ainars Rodins, P.E., Director, Special Applications Center (SAC), PLA

SUBJECT: Approval for the Atlanta Housing Authority's (AHA) Request for the Demolition of 40 Buildings Containing of 500 Units at University Homes, GA006010 (PIC Application DDA0002086)

The SAC received this application on July 26, 2006. Supplemental information was received through September 14, 2006. The Environmental Assessment was completed by the HUD Atlanta Regional Office on September 13, 2006, in accordance with 24 CFR, Part 50.

The HUD Atlanta Regional Office provided a certification stating that the submission accurately describes the current physical condition of the project proposed for demolition, and that the reasons provided by the AHA to justify the proposed action are correct and factual.

Under Section 18(a)(3) of the United States Housing Act of 1937 (Act), in order for a demolition or disposition application to be approved after October 21, 1998, the effective date of this provision, a Public Housing Agency (PHA) must certify that it has "specifically authorized the demolition or disposition in the public housing agency plan, and has certified that the actions contemplated in the public housing agency plan comply with this section". On September 25, 2003, HUD Headquarters approved the AHA's MTW Agreement, which includes the subject action.

**Description of Development**

The AHA proposed the demolition of 40 buildings containing 500 units at University Homes, GA006010. Details of the proposed demolition are as follows:

University Homes, GA006010 DOFA: 7/1/1954						
Bedroom Size	0-BR	1-BR	2-BR	3-BR	4-BR	Total
Existing Units Family	24	92	303	75	6	500
Proposed Units	24	92	303	75	6	500
Number of Buildings Proposed						40

<b>TDC per PIH 2006-22 (HA), Type of Structure: Walk-up Area: Atlanta</b>			
<b>Bedroom Size</b>	<b>Number of Unit</b>	<b>TDC/Unit</b>	<b>Total Cost</b>
<b>0-BR</b>	<b>24</b>	<b>\$70,923.00</b>	<b>\$1,751,496.00</b>
<b>1-BR</b>	<b>92</b>	<b>\$98,560.00</b>	<b>\$9,067,520.00</b>
<b>2-BR</b>	<b>303</b>	<b>\$125,565.00</b>	<b>\$38,046,195.00</b>
<b>3-BR</b>	<b>75</b>	<b>\$166,845.00</b>	<b>\$12,513,375.00</b>
<b>4-BR</b>	<b>6</b>	<b>\$206,760.00</b>	<b>\$1,240,560.00</b>
<b>TOTAL</b>			<b>\$62,619,146.00</b>

The AHA provided the cost estimate for rehabilitation based on the existing conditions of the units. The rehabilitation cost was estimated to be \$59,404,990.00, which is 95 percent of the TDC limit. We concur with the AHA's determination that the development is obsolete as to physical condition, location, or other factors, making it unsuitable for housing purposes; and no reasonable program of modifications is cost-effective to return the public housing project or portion of the project to useful life.

#### **Demolition Cost**

The application states that it will cost approximately \$3,000,000.00 to demolish the subject units/buildings at University Homes, GA006010. The AHA plans to use development funds received in FY1996 and Replacement Housing Factor (RHF) funds received in FY2003 and FY2004, to cover the cost of demolition.

#### **Relocation**

When the application was developed and transmitted to the Department, 473 units proposed for demolition were occupied. Therefore, the application included a Relocation Plan. The AHA also has submitted certification regarding relocation as required by the PIH Notice 2005-32 (HA). The AHA estimated the relocation cost for the remaining residents to be \$1,333,387.00, which includes moving expenses and counseling/advisory services. The funds for relocation are allocated under the Capital Fund Program budget. The housing resources offered will be Section 8 and other public housing.

#### **Resident Consultation**

1. Projects Specific Resident Organizations: Jurisdiction Wide Council (JWC)
2. AHA-wide Resident Organization: Jurisdiction Wide Advisory Board (JWAB)
3. Resident Advisory Board (RAB) in accordance with 24 CFR, Section 903.13: JWAB

24 CFR, Section 970.4(a) requires that an application for demolition be developed in consultation with the tenants of the project involved, any tenant organization at the project involved and any AHA-wide organizations that will be affected by the activity.

**Attachment 33:  
Need- Rehabilitation Cost Estimate  
from PNA**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt33PNA.pdf**

Excerpt from HUD correspondence of Oct. 16, 2006



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Special Applications Center  
 77 W. Jackson Blvd., Room 2401  
 Chicago, Illinois 60604-3507  
 Phone: (312) 886-9754 Fax: (312) 886-6413

OFFICE OF PUBLIC HOUSING

OCT 16 2006

MEMORANDUM FOR: Boyce Norris, Jr., Director, Atlanta Regional Office of Public Housing, 4APH

FROM: Ainars Rodins, P.E., Director, Special Applications Center (SAC), PLIA

SUBJECT: Approval for the Atlanta Housing Authority's (AHA) Request for the Demolition of 40 Buildings Containing of 500 Units at University Homes, GA006010 (PIC Application DDA0002086)

The SAC received this application on July 26, 2006. Supplemental information was received through September 14, 2006. The Environmental Assessment was completed by the HUD Atlanta Regional Office on September 13, 2006, in accordance with 24 CFR, Part 50.

The HUD Atlanta Regional Office provided a certification stating that the submission accurately describes the current physical condition of the project proposed for demolition, and that the reasons provided by the AHA to justify the proposed action are correct and factual.

Under Section 18(a)(3) of the United States Housing Act of 1937 (Act), in order for a demolition or disposition application to be approved after October 21, 1998, the effective date of this provision, a Public Housing Agency (PHA) must certify that it has "specifically authorized the demolition or disposition in the public housing agency plan, and has certified that the actions contemplated in the public housing agency plan comply with this section". On September 25, 2003, HUD Headquarters approved the AHA's MTW Agreement, which includes the subject action.

**Description of Development**

The AHA proposed the demolition of 40 buildings containing 500 units at University Homes, GA006010. Details of the proposed demolition are as follows:

University Homes, GA006010 DOFA: 7/1/1954						
Bedroom Size	0-BR	1-BR	2-BR	3-BR	4-BR	Total
Existing Units Family	24	92	303	75	6	500
Proposed Units	24	92	303	75	6	500
Number of Buildings Proposed						40

<b>TDC per PIH 2006-22 (HA), Type of Structure: Walk-up Area: Atlanta</b>			
<b>Bedroom Size</b>	<b>Number of Unit</b>	<b>TDC/Unit</b>	<b>Total Cost</b>
0-BR	24	\$70,923.00	\$1,751,496.00
1-BR	92	\$98,560.00	\$9,067,520.00
2-BR	303	\$125,565.00	\$38,046,195.00
3-BR	75	\$166,845.00	\$12,513,375.00
4-BR	6	\$206,760.00	\$1,240,560.00
<b>TOTAL</b>			<b>\$62,619,146.00</b>

The AHA provided the cost estimate for rehabilitation based on the existing conditions of the units. The rehabilitation cost was estimated to be \$59,404,990.00, which is 95 percent of the TDC limit. We concur with the AHA's determination that the development is obsolete as to physical condition, location, or other factors, making it unsuitable for housing purposes; and no reasonable program of modifications is cost-effective to return the public housing project or portion of the project to useful life.

#### **Demolition Cost**

The application states that it will cost approximately \$3,000,000.00 to demolish the subject units/buildings at University Homes, GA006010. The AHA plans to use development funds received in FY1996 and Replacement Housing Factor (RHF) funds received in FY2003 and FY2004, to cover the cost of demolition.

#### **Relocation**

When the application was developed and transmitted to the Department, 473 units proposed for demolition were occupied. Therefore, the application included a Relocation Plan. The AHA also has submitted certification regarding relocation as required by the PIH Notice 2005-32 (HA). The AHA estimated the relocation cost for the remaining residents to be \$1,333,387.00, which includes moving expenses and counseling/advisory services. The funds for relocation are allocated under the Capital Fund Program budget. The housing resources offered will be Section 8 and other public housing.

#### **Resident Consultation**

1. Projects Specific Resident Organizations: Jurisdiction Wide Council (JWC)
2. AHA-wide Resident Organization: Jurisdiction Wide Advisory Board (JWAB)
3. Resident Advisory Board (RAB) in accordance with 24 CFR, Section 903.13: JWAB

24 CFR, Section 970.4(a) requires that an application for demolition be developed in consultation with the tenants of the project involved, any tenant organization at the project involved and any AHA-wide organizations that will be affected by the activity.

**Attachment 32:  
Capacity- References**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt32CapRef.pdf**

Attachment 32. Capacity – References

	<b>Example #1</b>	<b>Example #2</b>
<b>Atlanta Housing Authority</b> Lead Applicant	<i>Centennial Place:</i> A.J. Robinson President Central Atlanta Progress 84 Walton Street NW, Suite 500 Atlanta, Georgia 30303 404-658-1980 <a href="mailto:aj@atlantadowntown.com">aj@atlantadowntown.com</a>	<i>Villages of East Lake:</i> Carol Redmond Naughton Senior Vice President Purpose Built Communities 3445 Peachtree Road, NE Suite 175 Atlanta, Georgia 30326 404.591.1400 office, 404.323.0635 cell <a href="mailto:cnaughton@purposebuiltcommunities.org">cnaughton@purposebuiltcommunities.org</a>
<b>Invest Atlanta</b> Neighborhood Implementation Entity	<i>Westside TAD:</i> Quincy Springs, IV. General Manager Historic Westside Village Wal Mart Martin Luther King Junior Drive Northwest Atlanta, GA 30314 404-279-0683 <a href="mailto:qsprings.s03775.us@wal-mart.com">qsprings.s03775.us@wal-mart.com</a>	<i>Perry Bolton Tax Allocation District (TAD) and Northwest Atlanta Redevelopment Plan</i> Noel Khalil Founder and Principal Columbia Residential 1718 Peachtree St. NW Suite 684 Atlanta, GA 30309 404-874-5000 <a href="mailto:nkhalil@columbiare.com">nkhalil@columbiare.com</a>
<b>MBS-Integral UNCI, LLC</b> Housing Implementation Entity	<i>Auburn Pointe (Integral):</i> David B. Pinson Vice President Evanston Financial an affiliate of Oppenheimer & Company, Inc. 1685 Homestead Avenue Atlanta, GA 30306 Phone: 404-877-9173 Mobile: 404-218-4317 <a href="mailto:dpinson@evanstonfinancial.com">dpinson@evanstonfinancial.com</a>	<i>Harmony Oaks (MBS):</i> Jocquelyn Marshall President Harmony Oaks Neighborhood Association 3101 Freret Street New Orleans, LA 70115 (504) 894-6626 <a href="mailto:Jocquelyn.Marshall@urbanstrategiesinc.org">Jocquelyn.Marshall@urbanstrategiesinc.org</a>
<b>Atlanta Housing Authority</b> People Implementation Entity	Dr. Michael J. Rich Principal Investigator Department of Political Science Emory University 102 Tarbutton Hall 1555 Dickey Drive Atlanta, GA 30322 (404) 727-7449 <a href="mailto:mrich@emory.edu">mrich@emory.edu</a>	N/A
<b>United Way of Greater Atlanta</b> Principal Education Partner	Brad Bryant REACH Georgia Executive Director Leadership Council Co-Chair Liaison Working Committee 2082 East Exchange Place Tucker, Georgia 30084 404-576-2848 <a href="mailto:BRADB@gsfc.org">BRADB@gsfc.org</a>	N/A

**Attachment 31:  
Capacity – Overall Community Involvement  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt31CapOver.pdf**

## Attachment 31: Capacity- Overall Community Involvement

### **Lead Applicant: Atlanta Housing Authority**

#### **Project Example #1: Centennial Place**

Monthly meetings between Techwood/Clark Howell Homes residents and AHA leadership to plan the revitalization of Centennial Place. With development partner (Integral) led two-tiered resident-engagement process: 1) 15-20 person resident task force convened on development issues, income mix, relocation and right of return policy, and identified community needs such as schools, recreation and employment; also engaged other community and local government public meetings (e.g., monthly Neighborhood Planning Unit (NPU), Atlanta City Council, zoning hearings and the AHA's 5-YR Plan Public Hearing); 2) task force members updated and solicited resident input via 150-200 meetings with over 200 residents attending each meeting to discuss the new development, hold workshops and conduct resident surveys. Atlanta Legal Aid supported the task forces in discussing relocation and right to return. The task force developed 4 priority community needs for the new community: jobs, childcare, recreation and education, and developed partnerships with the Atlanta Public Schools System (APS), the YMCA, the Salvation Army and Sheltering Arms to connect with programs to address those needs and led to investments in new charter school, YMCA, and Early Learning Center.

#### **Project Example #2: Villages of East Lake**

Entered into a Cooperative Agreement with the East Lake Meadows Resident Association to state the priorities of the East Lake Meadows' redevelopment and to ensure concurrence with terms and conditions between the residents and AHA. Facilitated community engagement process to temper resident distrust and bring together residents, the resident leader, and local business leaders. Facilitated monthly Resident Planning Committee meetings and several resident surveys to gather input on revitalization plans; the resident relocation and re-occupancy process; and resident participation in the Self Sufficiency Program. Other community and local government public meetings included monthly Neighborhood Planning Unit (NPU), Atlanta City Council, zoning hearings and the Authority's 5-YR Plan Public Hearing. Engaged residents in every phase of the redevelopment process – reviewing plans, voting for changing and filling leadership roles working with stakeholders including Atlanta Public Schools (APS), the YMCA, the adjacent Bobby Jones Golf Course, Tiger Wood Foundation, Sheltering Arms and others, resulting in the development of an amenity-rich environment.

### **Neighborhood Implementation Entity: Invest Atlanta**

#### **Example #1: Westside Tax Allocation District (TAD)**

Working with a professional strategic neighborhood planning firm, engaged the community to better understand the perspective of the community and other stakeholders who support redevelopment of the Westside TAD neighborhoods. Held 3 meetings, hosting more than 100 participants, with residents, civic leaders, developers, businesses owners and other key constituents to solicit input and identify project priorities. APDU synthesized the information gathered to provide a redevelopment framework from the recommendations and priorities identified by the community. When Atlanta Falcons announced the building of a new stadium directly to the southeast of Westside TAD area, Invest Atlanta served as a facilitator to create the Community Benefits Plan (CBP) to maximize the benefits of the new stadium. IA convened key community stakeholders from the affected areas adjacent to the new stadium and conducted over 13 community meetings to derive at priority community-based projects. Unanimously, the community desired a community workforce facility focused on training residents for constructions related jobs, youth programs and health related initiatives.

#### **Project Example #2: Perry Bolton Tax Allocation District (TAD)**

The Northwest Redevelopment Plan and the Perry Bolton Tax Allocation District document was completed in late 2002 after intense citizen engagement. Numerous public meetings were held to request input from residents and businesses within the communities (NPUs C, D, G, J) regarding the redevelopment plan vision and goals and proposed tax allocation district boundaries and key areas/activity nodes. The neighborhoods and businesses greatly supported the proposed economic development tool for development and redevelopment. Once the Perry Bolton TAD was created, the Atlanta Development Authority/Invest Atlanta **team** activated the Perry Bolton TAD Neighborhood Advisory Committee to advise the City and ADA/Invest Atlanta on redevelopment projects to be funded by proceeds of the Perry/Bolton TAD bonds and other redevelopment funds. Members included NPU representatives and government officials whose districts are within the TAD. Committee projects included: restoration of the urban fabric of the Perry Bolton TAD, expansion of housing opportunities, improvement of the public environment, and retail and commercial development. 4 meetings took place to either vote on the approval of projects or get project updates.

## Attachment 31: Capacity- Overall Community Involvement

### ***Housing Implementation Entity: MBS-Integral UNCI, LLC***

#### **Project Example #1: Auburn Pointe**

Grady Redevelopment, LLC (an affiliate of Integral) and Grady Homes residents formed the Grady Homes Planning Committee to engage in ongoing dialogue, conveyance of information, and resident involvement in strategic decisions about the physical form and program make-up of the newly revitalized Grady Homes. Held bi-monthly meetings, out of which participant input had a direct effect on design and amenity related issues. After HOPE VI award, held a HOPE VI resident training session and five public meetings for residents and the public to learn about HOPE VI and the revitalization plan for the Grady Homes site and surrounding Sweet Auburn neighborhood and to provide input into the master planning process. Held additional meetings with the Neighborhood Planning Unit (NPU M) to garner support for LIHTC applications for each onsite rental phase. Integral and AHA also engaged the community in the two-year planning process for the revitalization of the Selena S. Butler Park, located directly across the street from the targeted public housing site. Participated in design meetings with the 4<sup>th</sup> and S.A.N.D. Neighborhood Association, Auburn Pointe Residents, NPU M, and City Councilmembers. In 2011, the park received an award from the National Recreation and Parks Associations as a national model for community engagement, public-private partnership and design.

#### **Project Example #2: Harmony Oaks**

Working in New Orleans after Hurricane Katrina, MBS conducted a full scale outreach strategy to re-engage “lost” residents: skip tracing to find missing families, public meetings, public notices in newspapers around the country, social networking sites, billboards, phone calls made by hired residents, and a quarterly newsletter. MBS and Urban Strategies entered into a MOU with the Resident Council (RC) to establish guiding principles for ongoing community engagement that includes ongoing monthly meetings with residents and the surrounding Central City neighborhood.

### ***People Implementation Entity: Atlanta Housing Authority***

#### **Project Example: Mechanicsville HOPE VI Revitalization Project**

Responsible for Relocation Task Force comprised of community residents, place-based and other community service providers representing health, youth development, criminal justice, workforce development, foundations; Relocation surveys and move-preparation workshops; Resident Planning Committee; case management services; needs assessments; Family Service Plans; employment and training assessments; employment training and job placement services; ongoing community engagement and planning meetings; and Neighborhood Planning Unit V community engagement. Activities supported the 1) establishment of Center for Working Families by the Annie E. Casey Foundation to provide workforce development support the families in the Mechanicsville and adjacent Pittsburgh communities, 2) establishment of the state-of-the-art Sheltering Arms Early Childhood Development Center, 3) establishment of the Dunbar Community Center which houses several service components including the civic headquarters for the Annie E. Casey Foundation focused on developing quality education in the neighborhood, 4) installation of Rosa Burney Park’s community garden, youth & senior programming and other community programming; 5) full physical redevelopment of Dunbar Elementary School.

### ***Principal Education Partner: United Way of Metropolitan Atlanta***

#### **Project Example: Ready by 21**

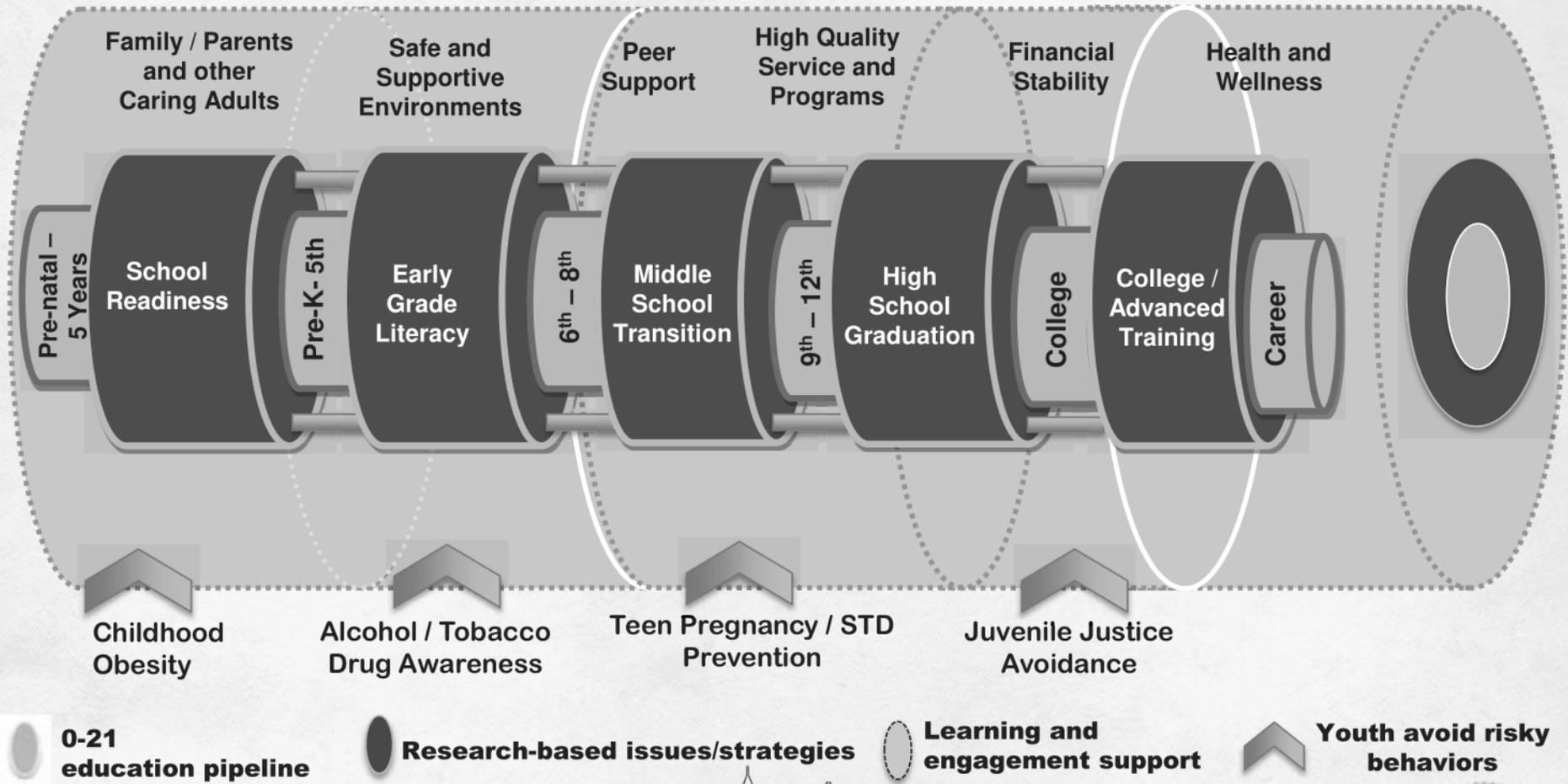
Formation of 100-member RB21 Collaborative Network to include experts in nonprofit, for-profit, faith-based, foundation and government agencies to review evidence-based strategies and best practices to decide how to strategically address the challenges facing metro Atlanta children and their families resulting in the RB21 2014 targets and 2030 aspirations being born out of these discussions; also conducted stakeholder engagement to solicit and gain input on targets, outcomes, strategies and performance metrics; conducted Birth to 3rd grade reading summits involving community stakeholder groups and organizations in five counties which engaged participants in dialogue about importance of Birth to 3rd grade education and laid robust foundation for continued strategic work at the county level; joined two leadership councils – “Academic” birth to works, Youth Avoid Risky behavior to support collaboration in the education work – to form a unified leadership for the United Way’s Ready by 21 Collaborative Network which will provide direction for the entire United Way birth to 21 continuum looking at the development of children, youth and families holistically.

**Attachment 30:  
Capacity- Principal Education  
Partner Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt30CapEd.pdf**

# Education Insulated Pipeline

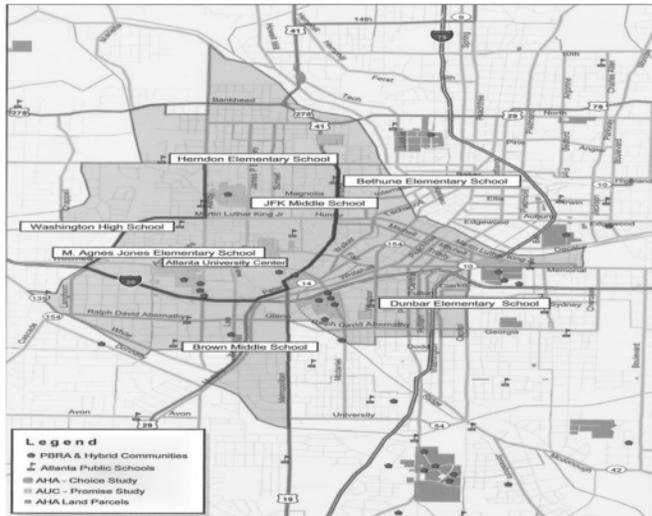


## ATLANTA PROMISE NEIGHBORHOOD (APN)

### OVERVIEW AND MISSION:

In 2010, The Atlanta Promise Neighborhood (APN) was established with support from the U.S. Department of Education. APN is a **long-term, collaborative, holistic community revitalization initiative** focused on providing a safe, nurturing environment to help change the educational, health, and social development outcomes for children and their families living in Southwest Atlanta through a continuum of solutions.

Our collective belief is that intergenerational poverty, educational failure, malnourishment, lack of opportunity for physical activity, substandard housing, crime, and mental/emotional health issues within the family context of school-aged children are the primary barriers to their ability to thrive academically and lead healthy, productive lives. Through unifying stakeholders under a common agenda and building upon community assets, APN is determined to shift cultural norms and empower community members to take action for the future of the community!



### THE APN CATCHMENT AREA:

The APN is an area of just over six square miles in the Southwest area of Atlanta, GA. The Atlanta University Center, a consortium of historically black colleges, is situated in the heart of the APN community.

A total of six public schools fall within the boundaries of the APN. As of 2010, students enrolled in these schools were predominantly African American (93-100%) and economically disadvantaged (71-100%).

There are approximately 28,153 residents living in the APN catchment area. Children comprise 29% of the populations and **nearly 60% of these children live in poverty**. Despite some incremental progress over the past 10 years, communities in the APN suffer with the poorest educational, social, and health outcomes in Atlanta.

### APN STRATEGY AND FOCUS AREAS:

APN employs a **child-centered, family focused, and school based approach** to improve student attendance, behavior, academic performance, and health. APN interventions specifically address the following areas:

- **Quality Health Care:** Establish a medical home for all families and children to receive quality comprehensive primary and preventive care.
- **Nutrition and Food Security:** Guarantee all children and families receive quality, nutrient-rich food at school and in the community.
- **Physical Activity Promotion:** Create an environment in which every child will obtain 60 minutes of physical activity every day.
- **Wellness Behavior Role-Modeling:** Engage and empower individuals who have influence over children (older peers, parents, teachers) to embrace wellness at home and in the school setting.



### ACHIEVING THE MISSION THROUGH COLLECTIVE IMPACT:

The APN is comprised of stakeholders across different sectors (business, housing, childcare, education, fitness, nutrition) who have lived and/or worked in the APN area for many years. The APN collaborative coalition is grounded in two principles: "collective impact", and "results-based accountability." The coalition works collaboratively to develop and sustain a common agenda; utilize shared measurement systems; leverage resources through mutually enforcing activities; maintain communication channels; and provide constant feedback and continuous quality improvement to ensure all APN activities are carried out with the highest degree of fidelity.

## ATLANTA PROMISE NEIGHBORHOOD (APN)

### Health Care Initiatives:

- **Project CATCH (Connecting Atlanta's Children to Healthcare)** is an outreach and enrollment initiative designed to identify and enroll Medicaid eligible children and families. Project CATCH is poised to identify and enroll 1800 eligible children in the APN community through tailored outreach, health education, and peer navigation strategies.
- Discussions are underway to develop a **School Based Health Center** at Brown Middle School to serve all children who attend APN cluster schools.

### Nutrition and Food Security Initiatives:

- **Healthy Snacks at Schools:** The Atlanta Community Food Bank provides on-site healthy snacks daily to elementary school students the APN catchment area. Plans are underway to extend the program to all early childcare centers (ECCs) in the area.
- **Mobile Pantry:** Atlanta Community Food Bank operates a network of mobile pantry food distribution sites where eligible families in the APN area may obtain up to 75 lbs. of high-quality food items and fresh produce per month.
- **School Learning Gardens:** The Captain Planet Foundation supports the maintenance of small learning gardens on each APN school with accompanying curriculum.

### Physical Activity Promotion Initiatives:

- **FitnessGRAM assessment:** The Arthur Blank Family Youth YMCA partners with Atlanta Public Schools to provide FitnessGRAM assessments to all K-5 elementary school students in the APN on a biannual basis. Data from the assessments are used to develop tailored prescriptions for each school's PE program.
- **Polar Watch project:** Students identified as "high-risk" by the FitnessGRAM are fitted with a Polar Active watch to monitor real-time physical activity levels.
- **"Brain Breaks:"** APN elementary school classrooms have been equipped with HOPSports interactive technology to support in-class fitness activities. Each teacher has been trained to implement brief bouts of physical activity or "Brain Breaks" throughout the school day.

### Wellness Role-Modeling Initiatives:

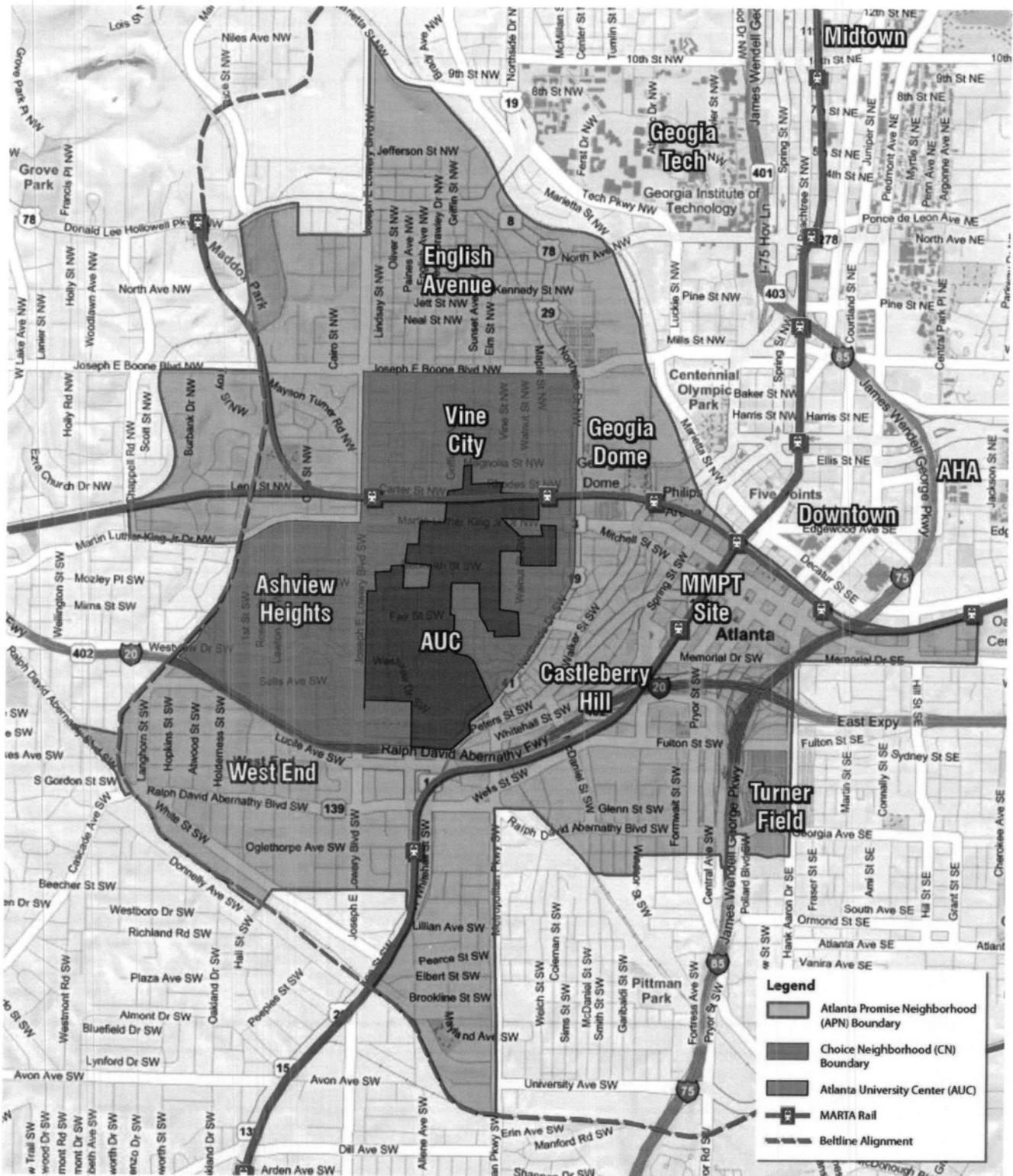
- **Training Scholarships:** United Way of Greater Atlanta provides training scholarships to Early Childcare Centers (ECC) who feed into elementary schools in the APN area. Staff are trained to incorporate physical activity, healthy eating, mental/emotional wellness into their curricula and learning/play activities.
- **APN Wellness Ambassadors Network:** The Atlanta Public Schools supports a wellness ambassadors program to amplify the concepts of fitness, wellness, healthy eating, and healthy lifestyle behaviors in each APN school. Students designated as wellness ambassadors are trained to deliver health education to peers and adults, and lead school community garden efforts at their respective schools.
- **APN REACH Project:** Morehouse School of Medicine was awarded a CDC-funded REACH "Healthy-By-Default" subcontract award to implement a physical activity and healthy eating promotion program in three APN elementary schools. Parent and faculty wellness ambassadors will be trained to assist MSM engage school personnel and parents in several healthy eating and physical activity experiential learning activities. These activities are designed to encourage parents and school staff and instigate "teachable moments" to role-model healthy behaviors for their students.

#### **Atlanta Promise Neighborhood Collaborative:**

Morehouse School of Medicine  
United Way of Greater Atlanta  
Arthur Blank Family Youth YMCA  
Atlanta Falcons Youth Foundation  
Atlanta Community Food Bank  
Captain Planet Foundation  
Atlanta Housing Authority  
Georgia Department of Human Services  
Atlanta Public Schools  
Fulton County Department of Health and Wellness

**For More Information:**  
**Donald Speaks, MPH**  
**Project Director, APN**  
**Morehouse School of Medicine**  
**(404) 756-8856 office**  
**(404) 295-8801 cell**  
**dspeaks@msm.edu**

# Choice/Promise Boundaries



**Attachment 29:  
Capacity – People Implementation Entity  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt29CapPeople.pdf**



## What is the Quality of Life Initiative?

The **Quality of Life Initiative** allowed affected families in AHA's remaining conventional public housing projects the opportunity to escape an environment of concentrated poverty, consistent with AHA's vision of providing eligible families with **access to affordable housing**, while **deconcentrating poverty** and **building healthy communities**.

### What happened to the families?

- AHA utilized **Responsible Relocation** in coordination with Atlanta Public Schools and other community stakeholders. Responsible Relocation ensured choice, support and **successful outcomes** for each family.
- Intensive human service case management goals were:
  - **Support the families** pre and post relocation
  - Promote **successful transition** of families to new communities
  - Increase **self-sufficiency**
  - Assist in **achieving personal goals**
- The Relocation Team provided the families with the tools to make informed choices about the **best housing opportunities**:
  - AHA high-rise communities (seniors and the disabled)
  - Private mixed-income rental communities with a limited percentage of project based rental assistance
  - Housing Choice tenant based vouchers

## Family Impact

### Families made informed choices about where they make their home

- More than 1,827 families who relocated from the old projects due to community revitalization initiatives used Housing Choice vouchers in making informed choices about affordable housing and the places where they chose to make their home.
- The vast majority (82%) of those families who used **Housing Choice vouchers** moved to housing within the city.
- The remaining 18% of the families using Housing Choice vouchers chose housing outside of the city.
- Through February 2007, 332 families who relocated from the old projects chose to return to one of the revitalized communities. These vibrant, mixed-income communities with a diverse resident population also include another 180 public housing residents and 44 Housing Choice voucher holders, none of whom relocated due to a community revitalization initiative.

### AHA worked closely with community stakeholders such as:

- Georgia State University to **prepare families** to be successful neighbors
- Human development **case management** services to help families transition into communities
- 1-888-AHA-4YOU – 24-hour **customer service hotline** for Atlanta's citizens

## Status of AHA's HDS Strategy Focused on Increasing Work Compliance for the Housing Choice Voucher Program (through January 1-November 10, 2014)

Households/Adults Served	Total
# of Non-Compliant Referred Households to HDS	981
# of Non-Compliant Referred Target Adults to HDS	1,094
Home Visits (Total for October 2014)	92
Office Visits (Total for October 2014)	247
Telephone Contacts (Total for October 2014)	438
# of HDS Assessments	1,055
# of Households Enrolled with HDS Case Management (Active)	901
# of Target Adult Service Plans Developed	696
# of Household Member Referrals to Service Providers (ALL Service Providers) <i>Individual can receive more than 1 resource referral</i>	2,435

# of Specialized Supportive Service Referrals (Paid Service Providers)	889
Boys and Girls Club - <i>September 1 – November 10, 2014</i>	57
Literacy Action, Inc. - <i>September 1 – November 10, 2014</i>	21
St. Joseph Mercy Care Services, Inc. - <i>September 1 – November 10, 2014</i>	36
<i>Health Services</i>	6
<i>Mental Health Counseling and Services ("Therapeutic Services")</i>	30
Meals on Wheels Atlanta – <i>July 1- November 10, 2014</i>	22
<i>Adult Day Health</i>	2
<i>Senior Services</i>	20
Center for Working Families – <i>September 1- November 10, 2014</i>	79
Urban League of Greater Atlanta - <i>September 1- November 10, 2014</i>	84
<i>Vocational Counseling Services</i>	10
<i>GED Preparation and Assistance</i>	13
<i>Job Placement Services for the Long-Term Unemployed</i>	57
<i>Expungement and Job Placement Services</i>	4
Atlanta Workforce Development Agency - <i>September 1- November 10, 2014</i>	590
<i>Employment Preparation Placement and Retention Services</i>	442
<i>GED Preparation and Assistance</i>	88
<i>Job and Occupational Skills Training</i>	60
# of Households Transitioned to Work Compliance – <i>January 1- November 10, 2014</i>	51

**Attachment 28:  
Capacity – Housing Implementation Entity  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt28CapHsg.pdf**

# HarmonyOaks

A P A R T M E N T S

New Orleans, Louisiana



EXHIBIT F-1  
SUMMARY BUDGET

	CJ Peete / Harmony Oaks
<b>A. Proposal: Development Sources</b>	
HUD/FED	\$ 53,143,000
Tax Credit Equity	\$ 56,324,823
Local/City/State	\$ 27,000,000
Philanthropic/Other	\$ -
First Mortgage	\$ 1,973,000
<b>Subtotal Development Sources</b>	<b>\$ 138,440,823</b>
<b>B. Additional Grant Agreement Sources</b>	
HUD/FED	\$ 29,929,000
Local/City/State	
Other	\$ 4,300,000
<b>Subtotal Part B Sources</b>	<b>\$ 34,229,000</b>
<b>TOTAL SOURCES (A &amp; B)</b>	<b>\$ 172,669,823</b>
<b>A. Uses of Funds for Development</b>	
Construction	\$ 92,198,888
A&E	\$ 4,889,583
Professional Fees & Reports	\$ 1,702,000
Fees/Insurance/Taxes	\$ 22,367,227
Marketing/FFE	\$ 2,244,000
Acquisition	\$ 15,039,125
<b>Subtotal Project Development Costs</b>	<b>\$ 138,440,823</b>
<b>B. Additional Grant Agreement Uses</b>	
CSS	\$ 7,250,000
Site Prep/demo/PI	\$ 25,612,686
Relo	\$ 448,862
Program Management	\$ 917,452
<b>Subtotal Part B Uses</b>	<b>\$ 34,229,000</b>
<b>TOTAL PROJECT USES (A &amp; B)</b>	<b>\$ 172,669,823</b>

## Integral Development LLC

In addition to socially responsible real estate projects, Integral's Community Development division undertakes people-centered community transformations - not simply transactions. This unique vision was first put on display in Atlanta through Integral's work as Manager of the Joint Venture that partnered with the Atlanta Housing Authority (AHA) to plan and implement the revitalization of the site of the nation's first public housing project. The result was a 60-acre comprehensive revitalization and the nation's first HOPE VI community revitalization, known today as Centennial Place.

At its core, Centennial Place involved the creation of a community, anchored by mixed-income housing, an early childhood development center, a Science, Technology, Engineering, Arts and Math (STEAM) School, human support services and a set of strategically integrated initiatives that reinforce the quality of life in the community, linking the community to the broader neighborhood.

Designated as HUD's National Model for Urban Revitalization, Centennial Place gave birth to the legal, regulatory and financial model that made the implementation of these mixed-income, mixed-financed, mixed-use revitalization projects possible. Today, the work and its core vision have been codified and copied broadly in Atlanta and across the country, and is the foundation of what is affectionately known today as "The Atlanta Model."

In essence, Integral's community development work includes:

- Physical development components - mixed-income, rental projects; for-sale mixed-income developments; senior independent living developments; senior assisted living developments; retail; and
- "Quality of Life Infrastructure" that includes early childhood development, K-12 education, recreation and wellness facilities and support services that help families achieve self-sufficiency.

In addition to the master planning of many community transformations, the company's community development operation has created several branded products that include:

- The Ashley brand - Mixed income, multi-family rental developments;
- The Veranda brand - Senior independent living developments; and
- The Oasis brand - Senior assisted living developments.

The team has successfully completed more than 50 mixed-income, mixed-financed projects in over 12 cities and 9 states, comprising over 8,000 housing units in community revitalizations with total development cost in excess of \$1.5 billion.



### Community Development Activating Community & Facilitating Social Transformation



Integral's Community Development has been revitalizing overlooked urban centers into vibrant communities for over 20 years, having completed more than 50 projects with a total development cost of almost \$1.5 billion, representing 8,000 total housing units in over 12 cities and 9 states. Experienced development professionals provide expertise in all facets of the community development process including managing public-private partnerships, master planning, construction, design and project administration, as well as the development and implementation of economic development programs. A unique expertise in the area of mixed income, mixed finance development, Integral has been able to effectively bridge the financial gap between public and private funding at an institutional level, using tax credit and public finance tools coupled with institutional equity from many of the industry's leading fund sponsors.

Integral's community development includes various components in its mixed income multi-family developments, types, which include:

- Mixed Income Multi-Family Housing
- Senior Housing
- Human Development Services

Integral truly understands the importance of working with residents, community groups and stakeholders as it develops team spirit, builds consensus and transforms an under-developed neighborhood into a revitalized community. In 2002, Integral established The Community Stabilization Program, a critical component that helps maintain balance in community development and urban revitalization projects. Through ongoing community interaction and evaluation, Integral and its Community Stabilization Specialists maximize project success by designing programs that reduce property destruction, prevent high resident turnover and other factors that contribute to asset devaluation. We understand that successful revitalization efforts are measured in how they ENRICH LIVES, REVITALIZE COMMUNITIES, AND BOOST ECONOMIES.

## Development SEIZING OPPORTUNITIES



Integral has over \$5 billion of development experience in urban master-planned communities, transit oriented development and urban mixed-use projects nationwide. Throughout the years, Integral has been master developer of numerous large-scaled projects throughout the United States. Often, in addition to its role as a master developer, Integral undertakes the development of several of the components in its master planned communities, thereby leveraging its intimate knowledge of various product types, which include:

- Urban Master Planned Communities
- Transit-oriented Development
- Residential High-Rise/Mixed Use
- Mixed Income Multi-Family Housing
- Senior Housing
- Student Housing

Integral delivers development and consulting services at all stages of a project from planning to implementation, to completion and operation. Its extensive reach affords the ability to work on a variety of projects from very complex to simple opportunities.

Integral prides itself on being a creator of progressive and enhanced urban communities. It firmly believes in transit oriented development as a key driver of investment economics and quality of life in an urban environment.

Integral is committed to creating and/or repositioning impactful real estate projects which result in environmental, social and economic sustainability.

Through high-level, long-standing relationships with key governmental agencies, Integral has worked closely with public sector organizations through public-private partnerships investing capital and creative resources in important infrastructure projects and master planned communities throughout the country.

Integral strives to do meaningful work which embodies cutting-edge urban planning principles, supports responsible and impactful economic growth and improves the quality of people's lives.

## Property Management GROWING BY CARING

Preserving assets and enhancing their value are the fundamental objectives of Integral's Property Management Division. A full-service property and asset management company, its leadership employs thoughtful, economically viable and responsible solutions to create and maintain communities that enhance the fabric of residents' lives, while providing a return on investment for owners and developers.

Integral provides a wide range of quality management services to public and private clients who own or administer multi-family residential, commercial and mixed-use projects. In its residential portfolio, Integral offers clients a combination of well-qualified associates with extensive expertise managing conventional, tax credit and other assisted housing, as follows:

1. Conventional Apartment Communities
2. Independent and Assisted Living Senior Communities
3. Mixed-Finance/Mixed-Use/Mixed-Income Rental Developments
4. Affordable Housing (Low Income Housing Tax Credits & Bond Financed)



## Services

Our resources cover a wide range of services and applications. Specifically, Integral can provide its clients with the following full service Property and Asset Management services:

1. Market Assessment, Lease-up & Stabilization Service
2. Due Diligence and Pre Acquisition Services
3. Resident Services & Green Living
4. Employment, Training & On-Site Services
5. Financial Management & Reporting
6. Quality Assurance
7. Asset Preservation and Enhancement

In addition, the property management team offers a menu of specialized services that include disciplines such as: partnership accounting; property management audits, energy conservation audits, supervision of property tax appraisals and appeals, supervision of tax return preparation, supervision of property sales and project sales, insurance placement and risk management.

**Attachment 27:  
Capacity – Neighborhood  
Implementation Entity Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt27CapNeigh.pdf**



## Westside Tax Allocation District Community Improvement Fund Fact Sheet

<b>FUNDING SOURCE:</b>	Up to \$15 million of Westside Tax Allocation District (TAD) Tax Increment
<b>LOCATION:</b>	Portions of the Vine City, English Avenue and Castleberry Hill neighborhoods located within the boundaries of the Westside TAD
<b>PURPOSE:</b>	<p>The Westside TAD Community Improvement Fund seeks to invest in capital projects of varying sizes that will result in job creation and quality of life enhancement for residents of Vine City, English Avenue and Castleberry Hill.</p> <p>The allocation of Westside TAD tax increment to the Westside TAD Community Improvement Fund will facilitate the implementation of recommendations set forth in the Community Benefits Plan (“CBP”) and the Westside TAD Neighborhood Area Implementation Plan for Vine City and English Avenue.</p>
<b>GUIDING PRINCIPALS:</b>	The Westside TAD Community Improvement Fund will invest in a limited number of transformational projects that result in lasting impact over a generation. Preference will be given to projects that: fit into the categories identified in the CBP; accelerate quality of life improvements; leverage other public and private funding sources; and attract new investment, jobs and residents.
<b>FUND MANAGER:</b>	Invest Atlanta
<b>SELECTION CRITERIA:</b>	Projects will also be evaluated based on the following criteria: <ul style="list-style-type: none"><li>• Possession of site control</li><li>• Utilization of vacant land</li><li>• Attraction of private investment</li><li>• Adequate zoning and entitlements</li><li>• Proximity to existing homeowners</li><li>• Condition of existing infrastructure</li><li>• Proximity to services, food, education, education, transit, open space and previous investments</li><li>• Job creation (construction and permanent)</li><li>• Attraction of innovation and growth services</li><li>• Utilization of intergovernmental partnerships</li><li>• Support of sustainability efforts (water management, urban gardening, parks and open space)</li></ul>

Updated 10/23/13

**TECHNICAL ASSISTANCE:** Technical assistance will be available for those who need help completing the application and presenting their proposal. A list of experienced business consultants will be provided who can provide consulting and technical assistance associated with completing the application, including development of a business plan, project scoping and budget creation. Applicants will be required to contribute an engagement fee of \$100. Invest Atlanta will cover the cost of these services up to \$50 an hour for a maximum of 40 hours per client.

**PROPOSED SCHEDULE:** Project applications will be accepted in 2013 with deployment of funds to occur in 2014.

**APPROVAL PROCESS:** Invest Atlanta will employ an application process to award these funds. The Westside TAD Downtown and Neighborhood Advisory Boards will participate in the project selection process.





THE ARTHUR M. BLANK  
FAMILY FOUNDATION

## INVEST ATLANTA

### Westside Neighborhood Prosperity Fund Fact Sheet

<b>FUNDING SOURCE:</b>	\$15 million from the Arthur M. Blank Family Foundation, Inc. (the "Foundation")
<b>LOCATION:</b>	Vine City, English Avenue, Castleberry Hill and adjacent neighborhoods
<b>PURPOSE:</b>	To make charitable investments in catalytic projects that will ignite positive change and improvement in the quality of life. To join with the City of Atlanta and other partners to escalate the Foundation's investment in human services, education, youth development and parks and green space, with the goal of creating long-term, transformational change and vibrant healthy neighborhoods.
<b>GUIDING PRINCIPLES:</b>	<p>The Neighborhood Prosperity Fund will support initiatives based on opportunities for long-term impact and transformational change. The Foundation will invest in nonprofit partners with a track record of successful implementation of large charitable projects. The Foundation will give preference to projects that:</p> <ol style="list-style-type: none"><li>1. Demonstrate understanding of the overall needs of the neighborhoods and are part of a cohesive plan;</li><li>2. Accelerate quality-of-life improvements benefitting children and families living in the neighborhoods;</li><li>3. Improve health, education and welfare of current residents;</li><li>4. Address equity, social justice and cultural/historic preservation issues associated with new residential and commercial development;</li><li>5. Attract new investment, new jobs and new residents to the neighborhoods.</li></ol>
<b>BACKGROUND:</b>	In March of 2013, the Atlanta City Council passed the New Stadium Project resolution. The resolution included the Foundation's commitment to contribute \$15 million to a fund to be used for community development initiatives in the neighborhoods of Vine City, English Avenue and Castleberry Hill.
<b>FUND MANAGER:</b>	The Arthur M. Blank Family Foundation, Inc.
<b>APPROVAL PROCESS:</b>	The Foundation will employ an application process to award these funds informed by the Westside Neighborhood TAD Strategic Implementation Strategy and the Community Benefits Plan. All projects funded from the Foundation shall be approved by the Board of Trustees of the Foundation.

Community Benefits Plan Process



July 2, Initial Meeting

Invest Atlanta convened the initial meeting of the 17-member Community Benefits Plan Committee. The components of the CBP, established a decision making process and informed the Committee about the parameters of the implementation resources. A number of people in the audience expressed concern about the CBP being presented as a plan instead of a binding agreement.

July 24: Meeting 2

Invest Atlanta discussed the governance structure and the scope of work, which was established based on the categories identified in the legislation, then further categorized into public and private components and twelve subcategories. Invest Atlanta created an exercise that allowed the Committee to suggest project concepts. Over eighty ideas emerged and additional concepts were requested from the community. Again, members of the audience expressed concern about the plan vs. agreement issue.

August 7: Meeting 3

Following public comment President Mitchell suggested that we postpone meetings until City Council and the Mayor's Office came to a decision regarding the plan vs. agreement issue and the need for a facilitator.

August 21: Meeting 4

Councilmember Michael Bond was elected chair of the Committee. Based on guidance from the Law Department, the Mayor's office clarified that the intent of the legislation was to create a plan. The Committee and the audience were given an opportunity to add additional project ideas, which were incorporated into the scope of work document.

September 4: Meeting 5

APD Urban Planning and Management presented the Westside TAD Neighborhoods Strategic Implementation Plan Summary Report for Vine City and English Avenue. Castleberry Hill representatives sought assurances that their community's needs would be addressed in the CBP.

September 18: Meeting 6

The Departments of Public Works and Planning and Community Development presented projects and plans impacting the neighborhoods adjacent to the NSP. Invest Atlanta presented a matrix outlining funding sources available for implementation of the potential projects and identified projects that were not eligible for funding through available funding sources. Invest Atlanta once again outlined the CBP process and discussed how the CBP would be informed by multiple information sources.

October 23: Meeting 7

Invest Atlanta presented the results of an electronic survey through which the Committee prioritized the project concepts. Penny McPhee, from the Arthur M. Blank Family Foundation, discussed the application process for the Neighborhood Prosperity Fund and engaged in a question and answer session. Castleberry Hill representatives also made a presentation about their neighborhoods priorities.

A draft of the CBP was presented to the Committee. Representatives from all neighborhoods involved in the CBP jointly presented their collective priorities. The Departments of Watershed Management, Public Works and Planning and Community Development all presented initiatives relating to the CBP.



On March 18, the Atlanta City Council approves a resolution authorizing an extension of the Hotel Motel Tax to fund a portion of a multi-purpose operable roof stadium. The legislation also provided for the creation of a Community Benefits Plan for the administration of the Westside TAD Community Improvement Fund and make recommendations regarding the NSP Neighborhood Prosperity Fund.



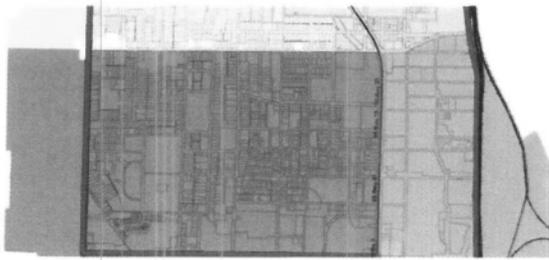
September 30: Site Selected

The Atlanta Falcons officially announce their choice of a site for the new \$1 billion stadium: the spot just south of the Georgia Dome long preferred by the city and state. The Falcons' declaration came on the eve of the contractual deadline for determining the site and more than a week after the choice became apparent when two churches agreed to sell their properties to make room for the stadium on the south-of-the-Dome location.



Community Benefits Plan Inputs





## **Please Join Us!**

### **Second Meeting Scheduled to Discuss Future Economic Development Strategies in Your Area**

Thank you for your ongoing participation in the Westside TAD Strategic Implementation Plan. During our second meeting, we will share the following:

- ✓ Summary of community input from the first public meeting
- ✓ Review the draft Implementation Plan Framework Map
- ✓ Discuss the next steps in the preparation of the plan

Your attendance is very important to us. Please share this with your neighbors!

**Visit the Project Web Site!  
[www.westsidetad.com](http://www.westsidetad.com)**

### **Westside TAD Strategic Implementation Plan**

**Tuesday  
May 21, 2013  
6:30 – 8:30 pm**

**Lindsay Street  
Baptist Church  
550 Lindsay Street  
(corner of Lindsay St. and  
Joseph E. Lowery Blvd.)  
Atlanta, GA 30318**

#### To Send Comments

##### **DIRECT MAIL:**

**Westside TAD Strategic Plan  
c/o PEQ  
4405 Mall Boulevard, Suite 500  
Union City, GA 30291**

##### **E-MAIL:**

**[contact@peqatl.com](mailto:contact@peqatl.com)**

**Attachment 9:  
Eligible Target Housing Documentation  
(HUD-53232)**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt9EligTarHsg.pdf**

**CHOICE NEIGHBORHOODS – CERTIFICATION OF SEVERE PHYSICAL DISTRESS**

I hereby certify that:

1. I am a licensed engineer  architect  (check one).
2. I am not an employee of the Lead Applicant, Co-Applicant (if any), Principal Team Member (if any), Planning Coordinator (if any) or unit of local government in which the housing project identified below is located.
3. The public and/or assisted housing development listed below meets (in the manner described in either subparagraph A or B below) the following definition of severe physical distress:

*Requires major redesign, reconstruction or redevelopment, or partial or total demolition, to correct serious deficiencies in the original (including inappropriately high population density), deferred maintenance, physical deterioration or obsolescence of major systems, and other deficiencies in the physical plant of the project.*

Check one:

A.  The development currently meets the above definition of severe physical distress;

Or

B.  The development has been legally demolished and HUD has not yet provided replacement housing assistance, other than tenant-based assistance, for the demolished units. However, the development satisfied the definition of severe physical distress (as defined above) as of the day the demolition was approved by HUD.

Name: David Ernest Green

Signature: 

Date: FEB 5, 2015

License number: 8188

State of Registration: Georgia

Lead Applicant: Housing Authority of the City of Atlanta, Georgia

Name of Targeted Public and/or Assisted Housing Site(s):

University Homes

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

**Attachment 26:  
Capacity – Lead Applicant  
Documentation**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt26CapLead.pdf**

# Birth of Public Housing & AHA



**1933** Real Estate Developer Charles Palmer & Educator John Hope partner on clearing Atlanta's slums and securing funding for public housing.



Slums in inner-city Atlanta replaced by public housing projects.

**1935** Techwood Homes opens as the nation's first public housing community.

President Roosevelt speaking at the 1935 dedication of Techwood Homes.

Community life offers many family social activities. Under Jim Crow laws, the races are segregated in public housing.



**1937** University Homes, the nation's first housing project for African-Americans is dedicated.

**United States Housing Bill** signed by President Roosevelt removes federal government from direct production of public housing and subsidizes building of affordable public housing by local authorities.



**June 11, 1938** AHA is founded with the Atlanta City Council resolution declaring the need for "safe, affordable housing for families facing temporary financial difficulty." Charles Palmer becomes first chairman.



**1943** AHA houses World War II workers in Techwood and Clark Howell Homes as units become vacant.

# Urban Renewal & Decline of Public Housing



**1961** Housing Act signed by President Kennedy subsidizes senior public housing and admits disabled persons to public housing.



**1964** Title VII of the Civil Rights Act signed by President Johnson outlaws discrimination against racial, ethnic, national and religious minorities, and women.

**1964** City of Atlanta contracts with AHA to provide relocation assistance for households being displaced by highway construction and urban renewal.



**1965** The Department of Housing and Urban Development (HUD) is created.

**1965** AHA constructs the first senior high-rises—John O. Chiles and Antoine Graves. Both are open to all low-income persons, regardless of race.

**1968** The Fair Housing Act signed by President Nixon prohibits racial discrimination in the sale, rental, and financing of housing.



**1988** AHA publishes a report on urban renewal projects over the past few decades, involving civic and commercial construction and the relocation of public housing residents into new or refurbished housing. This "bricks and mortar" solution does not solve the worsening problems of concentrated poverty in public housing.



**1990** Atlanta wins the bid to host 1996 Olympics, while public housing is in decline. Conditions have deteriorated and the projects have become islands of poverty where crime rates are spiking, crack cocaine is prevalent, and low-income families are becoming isolated.

# The Atlanta Model Transforms Public Housing

**1994** AHA has been on HUD's list of troubled agencies for years when AHA Board of Commissioners Chair Renée Lewis Glover becomes Executive Director. Glover begins a dramatic turnaround that will lead AHA into a new era of innovation.

**HOPE VI** Legislation, the last in a series of federal programs known as HOPE (Homeownership & Opportunity for People Everywhere) funds comprehensive revitalization of severely distressed public housing.



**Groundbreaking at Centennial Place**  
Made possible with HOPE VI funding and private investment by The Integral Partnership of Atlanta.



**1995 Birth of the Atlanta Model**—Based on a three-pronged strategy:

1. **Deconcentrating Poverty** through mixed-income communities.
2. **Leveraging HUD dollars with private investment** to offer more choices to residents.
3. **Focusing on community building**, including quality housing, excellent schools, access to transportation, recreation centers, daycare.



**1996 Centennial Place** opens as America's first master-planned, mixed-use, mixed-income community. It is built on the property where Techwood Homes once stood.



**1996 With the Olympic Legacy Program**, AHA fast-tracks the remaining development of Centennial Place and begins revitalization of three additional distressed communities: East Lake Meadows, John Hope Homes, and John Eagan Homes.

# Moving to Work & Business Transformation

**2003** AHA signs the Moving to Work (MTW) Agreement with HUD giving AHA the flexibility to allocate program funding based on annual, local plans developed by AHA and approved by HUD.

**2004** AHA implements work requirement for non-elderly, nondisabled adults as a condition of receiving housing assistance for public housing units and vouchers.

**2009** ARRA funding is awarded to AHA, providing \$26.5 million for repairs, demolition, modernization, and increased energy efficiency in public housing.

**2010** Demolition of the last of the dilapidated public housing family projects—AHA retains 11 senior high-rises and two small communities for families.

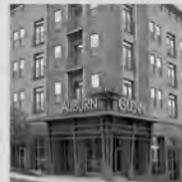
**2013** As an MTW agency, AHA has the flexibility to offer a variety of affordable housing solutions, accompanied by human development services.



**AHA's Housing Choice Tenant-Based Voucher Program**  
9,277 households



**AHA-Owned Residential Communities**  
13 communities/ 1,943 households



**Mixed-Income Communities Using Project-Based Rental Assistance**  
4,087 households



**Supportive Housing**  
546 housing units



**Human Development Services**  
62 service providers



**AHA-Sponsored Mixed-Use, Mixed-Income Communities**  
16 communities/  
4,853 households

**2010** Multi-year business transformation of AHA operations is launched to introduce new tools and processes for working more cost-effectively, delivering better service, and serving more families.

**2011** Forty-nine high school graduates who started out in Centennial Place kindergarten are headed to college—proof that the Atlanta Model is breaking the cycle of generational poverty.



MASTER-PLANNED, MIXED-USE MIXED-INCOME FAMILY COMMUNITIES: COMMUNITY BUILDING

RENTAL UNIT MIX (#)					PARTNERS
COMMUNITIES	MAR-KET RATE	TAX CREDIT WITH ACC ASSIS-TANCE*	TAX CREDIT WITH PUBLIC HOUS-ING ASSIS-TANCE	TAX CREDIT WITH PBRA**	
Ashley Collegetown	81	40	78	0	Brock Built Columbia Residential Creative Choice Homes East Lake Redevelopment/ East Lake Foundation H.J Russell & Company McCormack Baron Mercy Housing RHA Housing, Inc The Integral Group
Ashley Courts at Cascade	96	113	116	0	
Ashley Terrace at West End	44	34	34	0	
Atrium at Collegetown	0	0	76	114	
Capitol Gateway	167	100	138	16	
Centennial Place	311	126	301	0	
Columbia Commons	74	31	48	3	
Columbia Creste	72	19	61	0	
Columbia Estate	62	12	50	0	
Columbia Grove	42	41	56	0	
Columbia Mechanicsville Apartments	47	29	62	35	
Former site of University Homes***	TBD	TBD	TBD	TBD	
Mechanicsville Crossing	66	0	68	30	
Mechanicsville Station	66	0	63	35	
Columbia ParkCiti	73	19	61	0	
Columbia Senior Residences at Mechanicsville	4	15	54	81	
Columbia Village	0	70	30	0	
The Gardens at CollegeTown	0	0	26	0	
Magnolia Park	160	80	160	0	
Veranda at Auburn Pointe	0	0	38	86	
Villages at Carver	183	110	329	0	
Village at Castleberry Hill	177	93	180	0	
Villages of East Lake	271	0	271	0	
<b>Totals</b>	<b>1,996</b>	<b>932</b>	<b>2,300</b>	<b>400</b>	

\* ACC Assistance refers to the public housing operating subsidy that supports a portion of the community's operating expenses.  
 \*\* PBRA is Project Based Rental Assistance  
 \*\*\* The new community is in pre-development and has yet to be named.



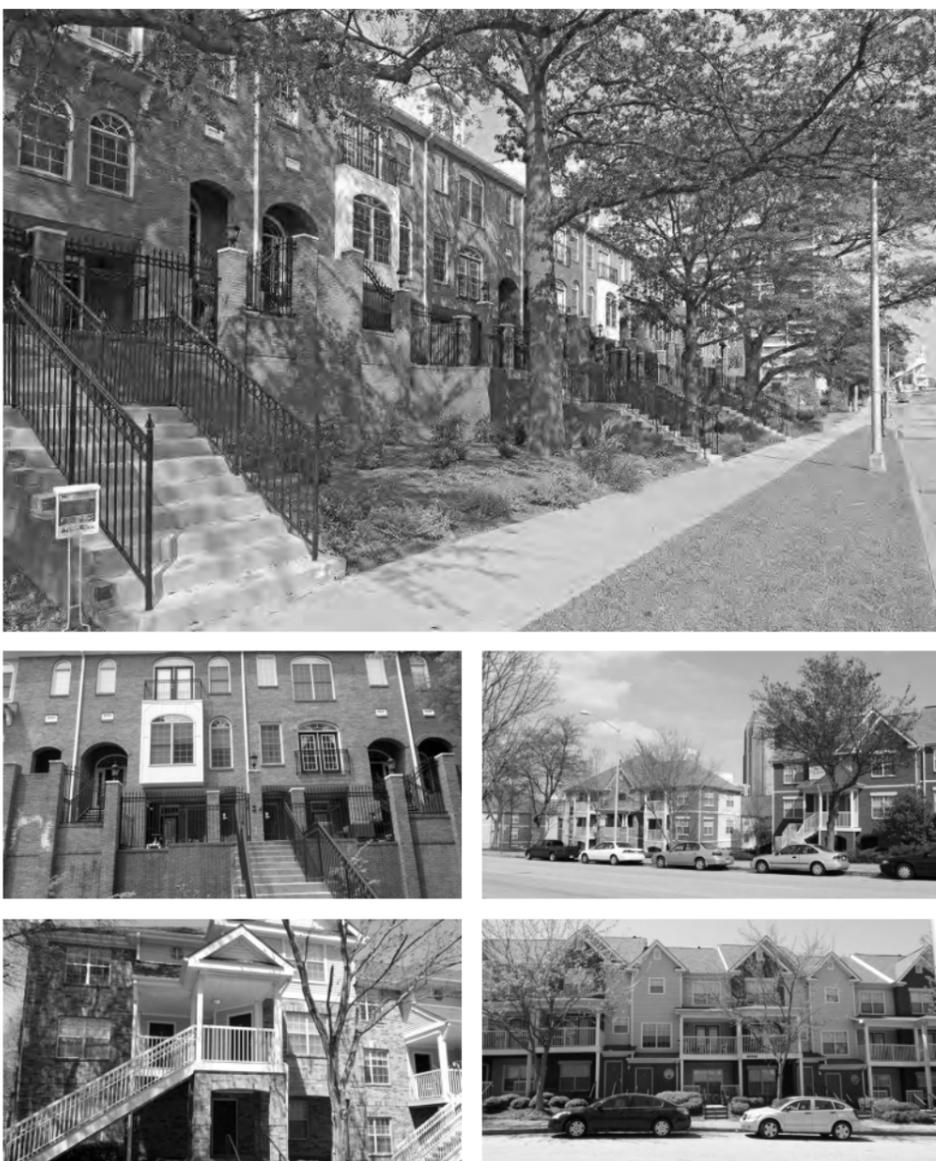
# Centennial Place (Built on the site of the former Techwood Homes/Clark Homes)

## BEFORE



- Nation's first public housing complex
- 1067 units of substandard low income housing
- A deteriorated complex far beyond its useful life where people lived in warehouses of poverty and despair
- Very few programs and services for economic empowerment
- Minimal recreational activities
- Deteriorating and boarded up structures in the surrounding neighborhood with no new investment in the area in years
- Crumbling infrastructure
- One of the highest crime areas in the city, creating a sense of fear and desperation among residents
- Older, under performing schools, with only low percentages of students able to score at or above norms on national tests

## AFTER REVITALIZATION



- Located on the site of the former Techwood/Clark Howell Homes
- Awarded a HOPE VI Revitalization Grant of \$42.6M in 1993
- Master Plan encompasses 52 acres and includes 100-unit Senior Center / Cupola Building rehab as market rate student housing / CP North
- Completed: 738 mixed-income rental units and 45 for-sale affordable market-rate condos/townhomes
  - **Phase 1 – Completed 181 on-site multifamily units:** 74PH units, and 71 market rate units
  - **Phase 2 – Completed 177 on-site multifamily units:** 70 PH replacement, 36 LIHTC, and 71 market rate units
  - **Phase 3 – Completed 185 on-site multifamily units:** 74 PH units and 74 market rate units
  - **Phase 4 – Completed 195 on-site multifamily units:** 83PH units and 95 market rate units
- Future development includes restoration of the historic Cupola Building as student housing as well as additional housing
- Sustainability: greenspace, new streets, infrastructure, new bank building, Miller Center for Human Excellence, as well as market-quality amenities (pool, play areas), state-of-the-art YMCA facility and a new elementary school which is now among the state's top performers whose charter application was approved by the state of Georgia
- Pioneering investment by AHA has resulted in new investment in neighboring area in excess of \$1B in condominiums, hotels, restaurants and retail in the area

# Villages of East Lake

(Built on the site of the former East Lake Meadows)

## BEFORE



- 650 units of substandard low income housing in an isolated area of the city
- Deteriorated, dangerous living conditions, where residents resorted to sleeping in bathtubs to protect themselves from gunfire at night
- Surrounding neighborhood with an extremely high concentration of poverty
- Ineffective programs and services for residents
- Minimal recreational activities and poor retail and services
- Older, poorly performing schools
- Residents had a bleak outlook on life with few possibilities for the future

## AFTER REVITALIZATION



- Master plan includes:
  - A new charter elementary school which, through a unique partnership with the YMCA, has a world-class athletic facility for use during and after school
  - State of the art YMCA facility
  - An 18-hole public golf course (with youth programs)
  - Day care facility
  - Publix grocery store
- The Revitalization Plan was completed in two phases:
  - **Phase 1** – 182 Multifamily Rental Units with 91 PH units, and 91 market-rate units
  - **Phase 2** – 380 Multifamily Rental Units with 180 PH units, and 200 market-rate units

**Attachment 25:  
Site Control Documentation for Target and  
Replacement Housing Sites to Be Developed  
by the Housing Implementation Entity**

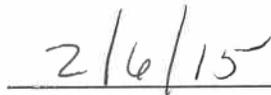
**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAAtt25SiteControl.pdf**

**ATTACHMENT 25**  
**Site Control for Target and Replacement Housing Sites**  
**Certification Statement**

The Housing Authority of the City of Atlanta, Georgia (“AHA”) as the Lead Applicant certifies that it has site control, via direct ownership (deed) or option, of (i) the undeveloped portions of the former University Homes public housing site and (ii) additional realty in the surrounding neighborhood that will be developed by the Housing Implementation Entity (MSB-Integral UCNI, LLC), as Replacement Housing as contemplated under the Transformation Plan. AHA further certifies that it has site control as of the application due date and will maintain site control through the later of the grant term or until all housing is replaced for the target site/property(ies), unless otherwise approved by HUD. Please see attached Exhibit – Parcel List – for further details.

  
\_\_\_\_\_  
Joy Fitzgerald  
Interim President and CEO  
Atlanta Housing Authority

  
\_\_\_\_\_  
Date

**Exhibit A  
Parcel List**

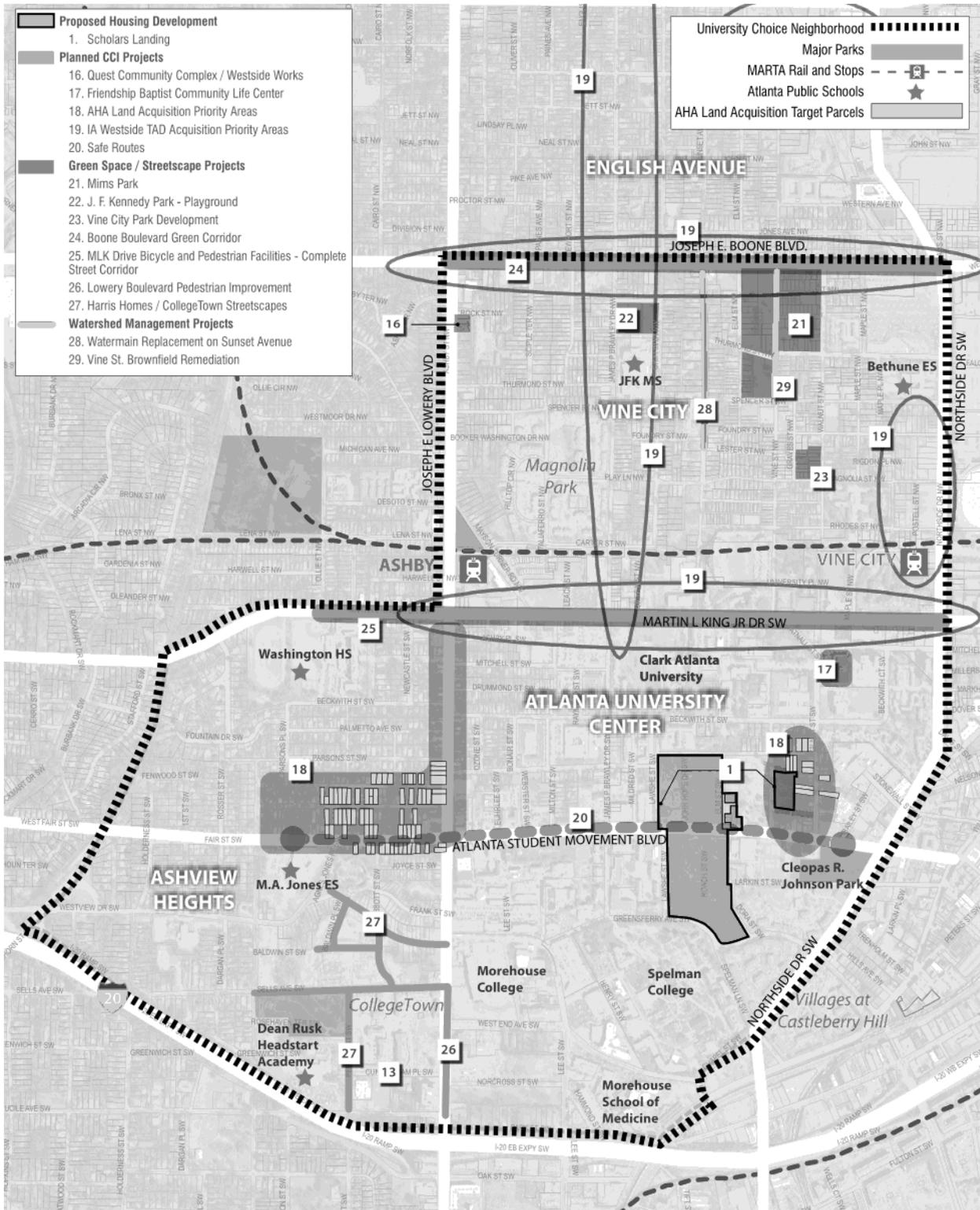
SITE PARCEL	PHASE	PARTY THAT OWNS LAND	EVIDENCE OF AHA SITE CONTROL
University Homes Footprint	1,2,3A,3B,4A,4B,4C,4D & 5A	The Housing Authority of the City of Atlanta, Georgia ("AHA")	Vesting Deed
649-651 Atlanta Student Movement Blvd. (formerly known as Fair Street)	Part of 5B	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
653 Atlanta Student Movement Blvd. (formerly known as Fair Street)	Part of 5B	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
655 Atlanta Student Movement Blvd. (formerly known as Fair Street)	Part of 5B	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
160 Elm Street	Part of 5B	160 Elm Street, LLC	Option
178 Elm Street	Part of 5B	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
180 Elm Street	Part of 5B	180 Elm Street, LLC, an AHA affiliate	Option
136-138 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
140 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
146 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
152 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
158 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
162 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
168 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option
172 Vine Street	3C	Westside Revitalization Acquisitions, LLC, an AHA affiliate	Option

**Attachment 24:  
Neighborhood Investment Map**

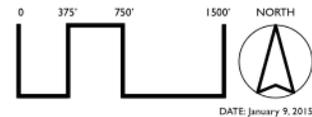
**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt24NeighInvMap.pdf**





CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
Atlanta Housing Authority

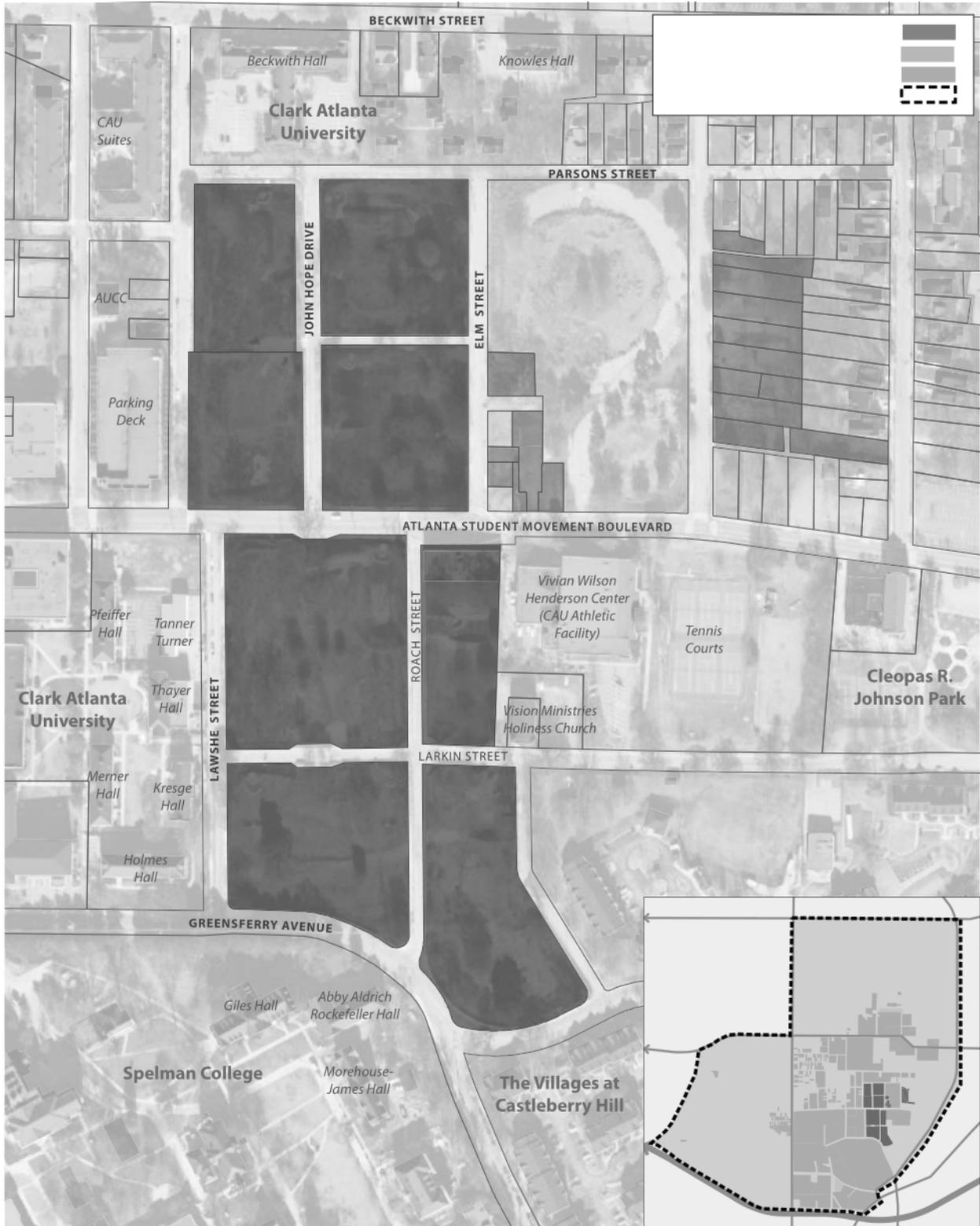


DATE: January 9, 2015

**Attachment 23:  
Location of Housing Documentation/Map**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt23LocHsg.pdf**



**Attachment 23**  
**Location of Housing Documentation**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority



**Attachment 22:  
Photographs**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt22Photos.pdf**



1. M. Agnes Jones Elementary School located in Ashview Heights neighborhood on Fair Street



2. Morris Brown College, north of MLK Jr. Drive, currently owned by Invest Atlanta



3. MLK Jr. Drive commercial corridor / business district providing neighborhood services



4. Walmart located in Vine City on MLK Jr. Drive, neighborhood asset providing jobs and services



5. Vine City Park, the expansion was done in 2013 through funding from the City, Invest Atlanta and Arthur M. Blank Foundation



6\*. Roosevelt Administration Hall, the only historic building remaining on former University Homes site; the building is preserved for future community use

\*See Attachment 38 for photo locations



**ATTACHMENT 22**  
**Photographs: Assets**

CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT  
Atlanta Housing Authority, Georgia



7. Stable housing (year 1954) condition on west side of Ashview Heights neighborhood



8. Fire-damaged structures at several locations in CN neighborhood creates hazardous environments



9. Boarded-up apartment building (year 1980) in Ashview Heights on Sells Avenue



10\*. Duplexes (year 1920) in fair condition located in AUC neighborhood on Vine Street & Parson Street



11\*. AHA's Veranda at Scholars Landing (senior housing); LEED Silver-certified building completed in 2014



12\*. The Villages at Castleberry Hill, multifamily garden apartments on Greensferry Avenue, stick frame structure with brick cladding

\*See Attachment 38 for photo locations



**ATTACHMENT 22**  
**Photographs: Neighborhood Housing**  
 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT  
 Atlanta Housing Authority, Georgia



**13\***. Atlanta Student Movement Blvd. looking west at Roosevelt Hall (left) and target site (far right)



**14\***. Roach Street looking north; undeveloped Roosevelt Hall parcel (right) and vacant target site (left)



**15\***. Lawshe Street looking north at residence halls of Clark Atlanta University (left) and vacant target site (right)



**16\***. Vine Street looking north at AHA-owned parcels (right) and vacant CAU-owned parcel (left)



**17\***. Parson Street looking west at Veranda and Oasis (under construction) and AUC buildings (right)



**18\***. View from Atlanta Student Movement Blvd. looking north at the undeveloped portion of Scholars Landing; Veranda and Oasis in the background

*\*See Attachment 38 for photo locations*

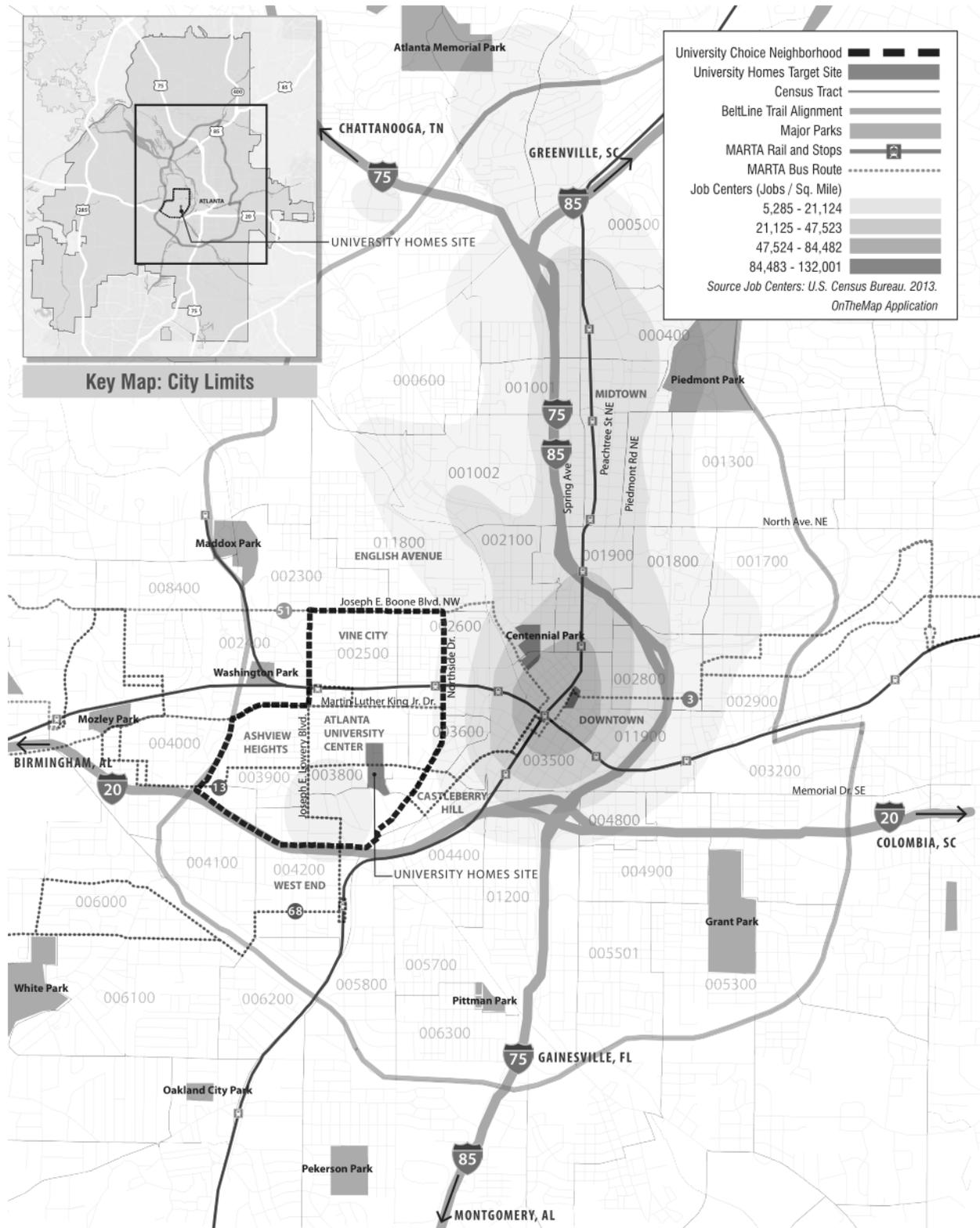


**ATTACHMENT 22**  
**Photographs: Target Site Surrounding**  
 CHOICE NEIGHBORHOODS IMPLEMENTATION GRANT  
 Atlanta Housing Authority, Georgia

**Attachment 21:  
City and Neighborhood Maps**

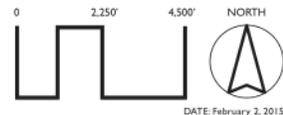
**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt21Maps.pdf**



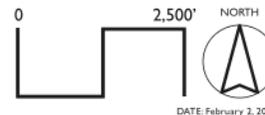
**Attachment 21a  
Context Map: City**

CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
Atlanta Housing Authority

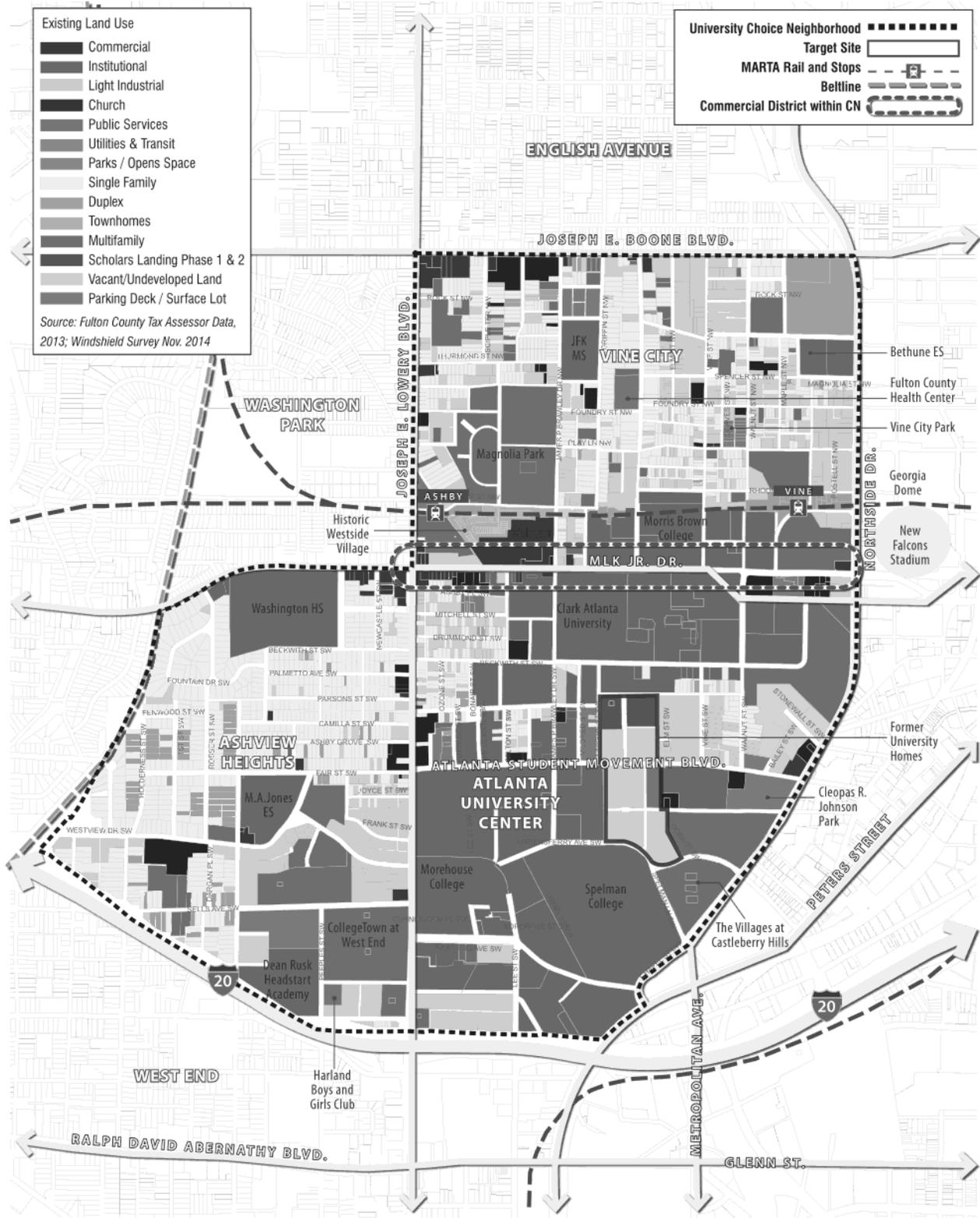




**Attachment 21b**  
**Context Map: Downtown Environs**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority



DATE: February 2, 2015

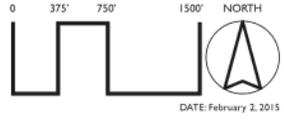


- Existing Land Use**
- Commercial
  - Institutional
  - Light Industrial
  - Church
  - Public Services
  - Utilities & Transit
  - Parks / Opens Space
  - Single Family
  - Duplex
  - Townhomes
  - Multifamily
  - Scholars Landing Phase 1 & 2
  - Vacant/Undeveloped Land
  - Parking Deck / Surface Lot
- Source: Fulton County Tax Assessor Data, 2013; Windshield Survey Nov. 2014

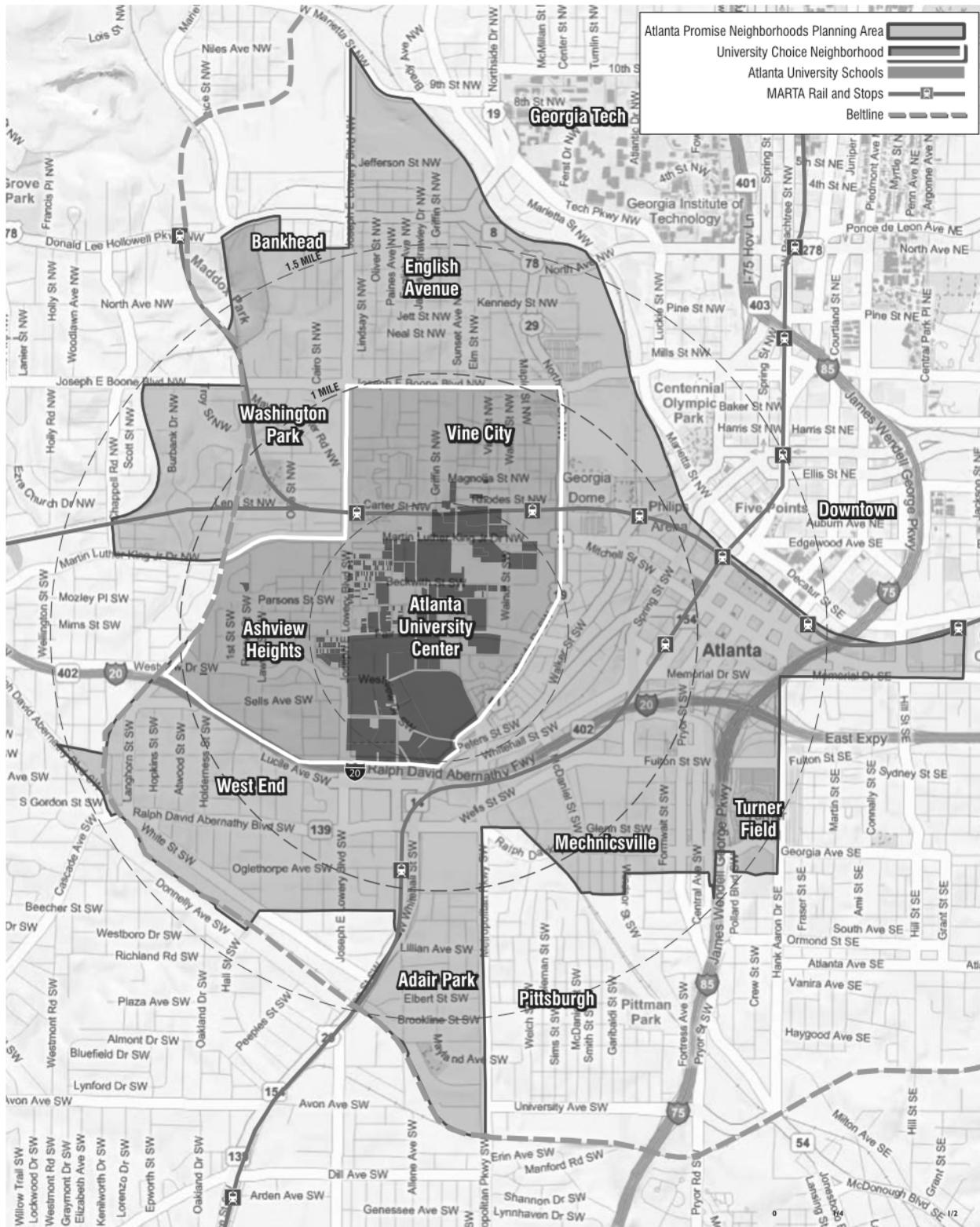
- University Choice Neighborhood
- Target Site
- MARTA Rail and Stops
- Beltline
- Commercial District within CN



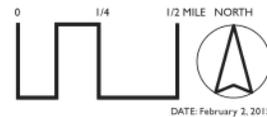
**Attachment 21c**  
**Context Map: Existing Land Use**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority







**Attachment 21e**  
**Context Map: Atlanta Promise Nbhds**  
 CHOICE NEIGHBORHOOD IMPLEMENTATION GRANT  
 Atlanta Housing Authority



DATE: February 2, 2015

**Attachment 20:  
Housing Sources and Uses**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt20SourceUse.pdf**

Scholars Landing Choice Neighborhoods Revitalization Plan -- Housing Plan Summary

SOURCES AND USES

02/06/15	Project Sources											
	Choice Neighborhood Funds	AHA MTW Funds	AHA RHF Funds	AHA Program Income Funds	Debt	NMTC Equity & Debt	LIHTC Equity	Deferred Developer Fee & Equity	Home Sales Proceeds -- Home Buyer Mortgages, Down Payments and Closing Costs	Invest Atlanta Down Payment Assistance	Foundation Grants	Total Uses
<b>Project Uses</b>												
Acquisition Costs					\$580,000							\$ 580,000
Site Work	\$3,631,191				\$1,145,132			\$0				\$ 4,776,323
Construction Costs - Housing	\$11,805,075	\$1,500,000	\$317,476		\$32,686,948		\$3,125,654				\$450,000	\$ 49,885,153
Construction Costs - Non-Residential		\$4,000,000				\$5,600,000						\$ 9,600,000
Soft Costs	\$2,563,734		\$3,762,548		\$3,580,612	\$800,000	\$3,153,254					\$ 13,860,148
Reserves					\$2,335,025	\$900,000	\$1,168,196					\$ 4,403,221
Developer Fee					\$2,672,283	\$700,000	\$1,994,360	\$1,408,857				\$ 6,775,500
<b>TOTAL CONSTRUCTION USES</b>	<b>\$ 18,000,000</b>	<b>\$ 5,500,000</b>	<b>\$ 4,080,024</b>	<b>\$ -</b>	<b>\$ 43,000,000</b>	<b>\$ 8,000,000</b>	<b>\$ 9,441,464</b>	<b>\$ 1,408,857</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 89,880,346</b>
Construction Loan Repayment	\$ -	\$ -	\$ 6,419,976	\$ -	(\$27,850,000)	\$ -	\$ 14,430,024	(\$1,000,000)	7,835,000	165,000	\$ -	-
<b>TOTAL PERMANENT PROJECT USES</b>	<b>\$ 18,000,000</b>	<b>\$ 5,500,000</b>	<b>\$ 10,500,000</b>	<b>\$ -</b>	<b>\$ 15,150,000</b>	<b>\$ 8,000,000</b>	<b>\$ 23,871,488</b>	<b>\$ 408,857</b>	<b>\$ 7,835,000</b>	<b>\$ 165,000</b>	<b>\$ 450,000</b>	<b>\$ 89,880,346</b>
<b>Direct AHA Uses</b>	\$ -											-
AHA Professional Fees	\$ 250,000											\$ 250,000
AHA Administration	\$ 2,750,000	\$ 561,930										\$ 3,311,930
On-Site Public Infrastructure	\$ -	\$ 1,000,000	\$ 4,350,000	\$ 4,350,000								\$ 9,700,000
Remedial Site Work		\$ 1,500,000	\$ 3,650,000	\$ 2,900,000								\$ 8,050,000
<b>TOTAL DIRECT AHA USES</b>	<b>\$ 3,000,000</b>	<b>\$ 3,061,930</b>	<b>\$ 8,000,000</b>	<b>\$ 7,250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>21,311,930</b>
<b>TOTAL USES</b>	<b>\$ 21,000,000</b>	<b>\$ 8,561,930</b>	<b>\$ 18,500,000</b>	<b>\$ 7,250,000</b>	<b>\$ 15,150,000</b>	<b>\$ 8,000,000</b>	<b>\$ 23,871,488</b>	<b>\$ 408,857</b>	<b>\$ 7,835,000</b>	<b>\$ 165,000</b>	<b>\$ 450,000</b>	<b>\$ 111,192,276</b>
<b>TOTAL PERMANENT SOURCES</b>	<b>21,000,000</b>	<b>8,561,930</b>	<b>18,500,000</b>	<b>7,250,000</b>	<b>15,150,000</b>	<b>8,000,000</b>	<b>23,871,488</b>	<b>408,857</b>	<b>7,835,000</b>	<b>165,000</b>	<b>450,000</b>	<b>\$ 111,192,276</b>
<b>TOTAL COMMITTED CONSTRUCTION FUNDS</b>	<b>21,000,000</b>	<b>\$ 8,561,930</b>	<b>\$ 4,080,024</b>	<b>\$ 7,250,000</b>	<b>\$ 43,000,000</b>	<b>\$ 8,000,000</b>	<b>\$ 9,441,464</b>	<b>\$ 1,408,857</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 450,000</b>	
<b>TOTAL COMMITTED PERMANENT FUNDS</b>	<b>21,000,000</b>	<b>\$ 14,061,930</b>	<b>\$ 10,500,000</b>	<b>\$ 7,250,000</b>	<b>\$ 15,150,000</b>	<b>\$ 8,000,000</b>	<b>\$ 23,871,488</b>	<b>\$ 408,857</b>	<b>\$ 165,000</b>	<b>\$ 450,000</b>		

Scholars Landing Choice Neighborhoods Revitalization Plan -- Phase II Oasis

SOURCES AND USES

02/05/15

Project Uses	Project Sources									Total Uses
	Choice Neighborhood Funds	AHA MTW Funds	AHA RHF Funds	AHA Program Income Funds	Construction Loan	NMTC Equity	LIHTC Equity	Deferred Developer Fee & Equity	Foundation Grants	
Acquisition Costs										
Site Work					\$ 451,132					\$ 451,132
Construction Costs - Housing		\$ 1,500,000			\$ 4,160,973		\$ -		\$ 450,000	\$ 6,110,973
Construction Costs - Non-Residential										
Soft Costs					\$ 2,026,112					\$ 2,026,112
Reserves					\$ 1,395,000					\$ 1,395,000
Developer Fee					966,783		\$ 194,360	\$ 408,857		\$ 1,570,000
<b>TOTAL CONSTRUCTION USES</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,000,000</b>		<b>\$ 194,360</b>	<b>\$ 408,857</b>	<b>\$ 450,000</b>	<b>\$ 11,553,217</b>
Construction Loan Repayment					\$ (9,000,000)		\$ 9,000,000			-
<b>TOTAL PERMANENT PROJECT USES</b>		<b>\$ 1,500,000</b>					<b>\$ 9,194,360</b>	<b>\$ 408,857</b>	<b>\$ 450,000</b>	<b>\$ 11,553,217</b>
<b>Direct AHA Uses</b>										
AHA Professional Fees										
AHA Administration										
On-Site Public Infrastructure		\$ 1,000,000								\$ 1,000,000
Remedial Site Work		\$ 1,500,000	\$ 750,000							\$ 2,250,000
<b>TOTAL DIRECT AHA USES</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,250,000</b>
<b>TOTAL USES</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,194,360</b>	<b>\$ 408,857</b>	<b>\$ 450,000</b>	<b>\$ 14,803,217</b>
<b>TOTAL PERMANENT SOURCES</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,194,360</b>	<b>\$ 408,857</b>	<b>\$ 450,000</b>	<b>\$ 14,803,217</b>
<b>TOTAL COMMITTED CONSTRUCTION FUNDS</b>	<b>-</b>	<b>\$ 1,500,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ 9,000,000</b>		<b>\$ 194,360</b>	<b>\$ 408,857</b>	<b>\$ 450,000</b>	
<b>TOTAL COMMITTED PERMANENT FUNDS</b>	<b>-</b>	<b>\$ 4,000,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,194,360</b>	<b>\$ 408,857</b>	<b>\$ 450,000</b>	

Scholars Landing Choice Neighborhoods Revitalization Plan -- Phase III - Ashley Scholars Landing I

SOURCES AND USES

02/05/15

Project Uses	Project Sources									Total Uses
	Choice Neighborhood Funds	AHA MTW Funds	AHA RHF Funds	AHA Program Income Funds	Tax Exempt Bond Financing	NMTC Equity	LIHTC Equity	Deferred Developer Fee & Equity	Foundation Grants	
Acquisition Costs										
Site Work	\$ 1,712,401									\$ 1,712,401
Construction Costs - Housing	\$ 7,287,599		\$ 317,476		\$ 9,334,975					\$ 16,940,050
Construction Costs - Non-Residential										
Soft Costs	\$ -		\$ 1,234,151				\$ 3,153,254			\$ 4,387,405
Reserves					\$ 865,025					\$ 865,025
Developer Fee					\$ 1,800,000			\$ -		\$ 1,800,000
<b>TOTAL CONSTRUCTION USES</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 1,551,627</b>		<b>\$ 12,000,000</b>	<b>\$ -</b>	<b>\$ 3,153,254</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,704,881</b>
Construction Loan Repayment			\$ 3,948,373		\$ (5,800,000)		\$ 1,851,627			(0)
<b>TOTAL PERMANENT PROJECT USES</b>	<b>\$ 9,000,000</b>		<b>\$ 5,500,000</b>	<b>\$ -</b>	<b>\$ 6,200,000</b>	<b>\$ -</b>	<b>\$ 5,004,881</b>	<b>\$ -</b>		<b>\$ 25,704,881</b>
<b>Direct AHA Uses</b>										
AHA Professional Fees										
AHA Administration										
On-Site Public Infrastructure			\$ 1,778,571	\$ 1,778,571						\$ 3,557,142
Remedial Site Work			\$ 1,185,714	\$ 1,185,714						\$ 2,371,428
<b>TOTAL DIRECT AHA USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,964,285</b>	<b>\$ 2,964,285</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,928,570</b>
<b>TOTAL USES</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 8,464,285</b>	<b>\$ 2,964,285</b>	<b>\$ 6,200,000</b>	<b>\$ -</b>	<b>\$ 5,004,881</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,633,451</b>
<b>TOTAL PERMANENT SOURCES</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 8,464,285</b>	<b>\$ 2,964,285</b>	<b>\$ 6,200,000</b>	<b>\$ -</b>	<b>\$ 5,004,881</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,633,451</b>
<b>TOTAL COMMITTED CONSTRUCTION FUNDS</b>	<b>9,000,000</b>		<b>\$ 1,551,627</b>	<b>\$ -</b>	<b>\$ 12,000,000</b>		<b>\$ 3,153,254</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>TOTAL COMMITTED PERMANENT FUNDS</b>	<b>9,000,000</b>		<b>\$ 8,464,285</b>	<b>\$ 2,964,285</b>	<b>\$ 6,200,000</b>		<b>\$ 5,004,881</b>	<b>\$ -</b>	<b>\$ -</b>	

Scholars Landing Choice Neighborhoods Revitalization Plan -- Phase IV Ashley Scholars Landing II

SOURCES AND USES

02/05/15

Project Uses	Project Sources									Total Uses
	Choice Neighborhood Funds	AHA MTW Funds	AHA RHF Funds	AHA Program Income Funds	Tax Exempt Bond Financing	NMTC Equity	LIHTC Equity	Deferred Developer Fee & Equity	Foundation Grants	
Acquisition Costs										
Site Work	\$ 1,918,790									\$ 1,918,790
Construction Costs - Housing	\$ 4,517,476				\$ 15,000,000		\$ 3,125,654			\$ 22,643,130
Construction Costs - Non-Residential										
Soft Costs	\$ 2,563,734		\$ 2,528,397							\$ 5,092,131
Reserves							\$ 1,168,196			\$ 1,168,196
Developer Fee							\$ 1,800,000			\$ 1,800,000
<b>TOTAL CONSTRUCTION USES</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 2,528,397</b>		<b>\$ 15,000,000</b>	<b>\$ -</b>	<b>\$ 6,093,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,622,247</b>
Construction Loan Repayment			\$ 2,471,603		\$ (6,050,000)		\$ 3,578,397			
<b>TOTAL PERMANENT PROJECT USES</b>	<b>\$ 9,000,000</b>		<b>\$ 5,000,000</b>	<b>\$ -</b>	<b>\$ 8,950,000</b>	<b>\$ -</b>	<b>\$ 9,672,247</b>	<b>\$ -</b>		<b>\$ 32,622,247</b>
<b>Direct AHA Uses</b>										
AHA Professional Fees										
AHA Administration										
On-Site Public Infrastructure			\$ 2,217,857	\$ 2,217,857						\$ 4,435,714
Remedial Site Work			\$ 1,478,571	\$ 1,478,571						\$ 2,957,142
<b>TOTAL DIRECT AHA USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,696,428</b>	<b>\$ 3,696,428</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,392,856</b>
<b>TOTAL USES</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 8,696,428</b>	<b>\$ 3,696,428</b>	<b>\$ 8,950,000</b>	<b>\$ -</b>	<b>\$ 9,672,247</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,015,103</b>
<b>TOTAL PERMANENT SOURCES</b>	<b>\$ 9,000,000</b>	<b>\$ -</b>	<b>\$ 8,696,428</b>	<b>\$ 3,696,428</b>	<b>\$ 8,950,000</b>	<b>\$ -</b>	<b>\$ 9,672,247</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,015,103</b>
<b>TOTAL COMMITTED CONSTRUCTION FUNDS</b>	<b>9,000,000</b>		<b>\$ 2,528,397</b>		<b>\$ 15,000,000</b>		<b>\$ 6,093,850</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>TOTAL COMMITTED PERMANENT FUNDS</b>	<b>9,000,000</b>		<b>\$ 8,696,428</b>	<b>\$ 3,696,428</b>	<b>\$ 8,950,000</b>	<b>\$ -</b>	<b>\$ 9,672,247</b>	<b>\$ -</b>	<b>\$ -</b>	

Scholars Landing Choice Neighborhoods Revitalization Plan -- Roosevelt & Retail

SOURCES AND USES

02/06/15

Project Uses	Project Sources								Total Uses
	Choice Neighborhood Funds	AHA MTW Funds	AHA RHF Funds	AHA Program Income Funds	NMTC Debt & Equity	LIHTC Equity	Deferred Developer Fee & Equity	Foundation Grants	
Acquisition Costs									
Site Work									
Construction Costs - Housing									
Construction Costs - Non-Residential		\$ 4,000,000			\$ 5,600,000				\$ 9,600,000
Soft Costs					\$ 800,000				\$ 800,000
Reserves					\$ 900,000				\$ 900,000
Developer Fee					\$ 700,000				\$ 700,000
<b>TOTAL CONSTRUCTION USES</b>	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ 12,000,000
Construction Loan Repayment									
<b>TOTAL PERMANENT PROJECT USES</b>	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ 12,000,000
<b>Direct AHA Uses</b>									
AHA Professional Fees									
AHA Administration									
On-Site Public Infrastructure									
Remedial Site Work	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>TOTAL DIRECT AHA USES</b>									\$ -
<b>TOTAL USES</b>		\$ 4,000,000							\$ 4,000,000
<b>TOTAL PERMANENT SOURCES</b>	\$ -	\$ 4,000,000	\$ -	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -	\$ 12,000,000
<b>TOTAL COMMITTED CONSTRUCTION FUNDS</b>		\$ 4,000,000			\$ 8,000,000				
<b>TOTAL COMMITTED PERMANENT FUNDS</b>		\$ 4,000,000			\$ 8,000,000				

Scholars Landing Choice Neighborhoods Revitalization Plan -- Phase V - Homeownership

SOURCES AND USES

02/05/15

	Project Sources									Total Uses
	Choice Neighborhood Funds	AHA MTW Funds	AHA RHF Funds	AHA Program Income Funds	Construction Loan	Developer Equity	Home Sales Proceeds -- Home Buyer Mortgages, Down Payments and Closing Costs	Invest Atlanta Down Payment Assistance	Foundation Grants	
<b>Project Uses</b>										
Acquisition Costs					\$ 580,000					\$ 580,000
Site Work					\$ 694,000	-				\$ 694,000
Construction Costs - Housing					\$ 4,191,000					\$ 4,191,000
Construction Costs - Non-Residential										
Soft Costs					\$ 1,554,500	\$ -				\$ 1,554,500
Reserves					\$ 75,000	\$ -				\$ 75,000
Developer Fee					\$ (94,500)	\$ 1,000,000				\$ 905,500
<b>TOTAL CONSTRUCTION USES</b>	\$ -	\$ -	\$ -	\$ -	\$ 7,000,000	\$ 1,000,000			\$ -	\$ 8,000,000
Construction Loan Repayment					\$ (7,000,000)	(1,000,000)	7,835,000	165,000		-
<b>TOTAL PERMANENT PROJECT USES</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,835,000	\$ 165,000		\$ 8,000,000
<b>Direct AHA Uses</b>										
AHA Professional Fees										
AHA Administration										
On-Site Public Infrastructure			\$ 353,571	\$ 353,571						\$ 707,142
Remedial Site Work			\$ 235,714	\$ 235,714						\$ 471,428
<b>TOTAL DIRECT AHA USES</b>	\$ -	\$ -	\$ 589,285	\$ 589,285	\$ -	\$ -				\$ 1,178,570
<b>TOTAL USES</b>	\$ -	\$ -	\$ 589,285	\$ 589,285	\$ -	\$ -	\$ 7,835,000	\$ 165,000		\$ 9,178,570
<b>TOTAL PERMANENT SOURCES</b>	\$ -	\$ -	\$ 589,285	\$ 589,285	\$ -	\$ -	\$ 7,835,000	\$ 165,000	\$ -	\$ 9,178,570
<b>TOTAL COMMITTED CONSTRUCTION FUNDS</b>			\$ 589,285	\$ 589,285	\$ 7,000,000	\$ 1,000,000				
<b>TOTAL COMMITTED PERMANENT FUNDS</b>			\$ 589,285	\$ 589,285		\$ -		\$ 165,000		



Atlanta Housing Authority

February 4, 2015

Jemine A. Bryon, Acting Assistant Secretary  
Office of Public Housing Investments  
Department of Housing and Urban Development  
451 Seventh Street, SW Room 4130  
Washington, DC 20410-5000

Re: FY2014 Choice Neighborhoods Implementation Grant Application – Commitment of Replacement Housing Factor (RHF) Funds for Ashley Scholars Landing I

Dear Ms. Byron:

Atlanta Housing Authority (AHA) is pleased to support the Housing implementation strategy for the redevelopment of Scholars Landing, which will be a strong catalyst for revitalization of the entire University Choice Neighborhood.

The Housing plan for the University Homes (Scholars Landing) site calls for a multigenerational, mixed-income, mixed-use site with rental, homeownership, commercial and retail components, including the construction of 433 rental units for families and seniors including 229 replacement units, 33 homeownership units, and 28,000 square feet of commercial and retail space.

AHA has committed the following Replacement Housing Factor (RHF) funds to support Ashley Scholars Landing I (the first phase using Choice Neighborhood funds) to fund \$5.5 million as part of the AHA loan and \$2,964,286 for public and site improvements as part of on-site housing strategies:

<u>RHF Grant Number</u>	<u>Grant Year</u>	<u>Amount</u>
GA06R006501-12	2012	\$2,375,189
GA06R006501-13	2013	\$5,803,172
<u>GA06R006501-14</u>	<u>2014</u>	<u>\$ 285,325</u>
Total		\$8,464,286

AHA firmly commits these new resources contingent on receipt of the Choice Neighborhood Implementation Grant to support the Housing Plan within the overall Transformation Plan. If you have any questions, please call me at 404-685-4377.

Sincerely,

Joy W. Fitzgerald  
Interim President and Chief Executive Officer

The Housing Authority of the City of Atlanta, Georgia

230 John Wesley Dobbs Avenue, N.E. • Atlanta, Georgia 30303-2421 • Phone: 404.892.4700 • www.atlantahousing.org

**Attachment 19:  
CCI Budget and Leverage**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt19CCIBudget.pdf**

**University Choice Neighborhoods - CCI Plan**

	Total Cost	CNI Funds	AHA Funds*	CCI Leveraged Funds			Partners	
				Invest Atl	City (CDBG)	NMTC		Other
<b>Community Resource Centers</b>								
Quest III (Westside Works)	\$5,700,000	\$500,000					Quest Community Development Organization, IA	
Friendship Baptist/MBS Family Life Center	\$26,400,000	\$1,000,000			\$6,500,000	\$18,900,000	Friendship Baptist LLC, MBS, YMCA	
<b>Neighborhood Stabilization</b>								
Acquisition/Land Assembly	\$3,591,000	\$1,200,000	\$1,500,000	\$891,000			Invest Atlanta, Problem Properties Task Force	
Demolition through Code Enforcement	\$1,000,000				\$1,000,000		Atlanta Police Department	
Owner-occupied Rehab Program (\$50k ea)	\$1,740,000	\$200,000	\$1,000,000	\$540,000			Invest Atlanta, Rebuilding Together Atlanta, Vine City Civic Association, GA Appleseed Center for Law and Justice, Atlanta Legal Aid	
<b>Neighborhood Development</b>								
RFP process for selecting UCN projects for affordable housing, greenspace projects, etc. Modeled after IA Community Improvement Projects TAD allocation process	\$7,502,000	\$1,000,000	\$1,750,000	\$4,752,000			Invest Atlanta funds for use in Vine City; AHA funds to primarily target Ashview Heights and AUC neighborhood; implementation partners TBD by RFP process	
Mortgage/downpayment assistance				\$17,010,000			Invest Atlant, Raymond James	
Supplemental downpayment assistance		\$300,000		\$300,000			Vine City Renaissance Initiative	
<b>Connectivity</b>								
Safe routes to /park (cameras, lighting)	\$1,000,000	\$300,000	\$400,000			\$300,000	4 HBCUs each committing \$75,000	
<b>Healthy Living</b>								
Pocket parks, urban farming	\$300,000		\$300,000					
Historic/cultural markers			\$250,000					
<b>Public Safety</b>								
Neighborhood Watch support			\$100,000					
Neighborhood clean up			\$50,000					
Micro grants for community projects	\$75,000		\$75,000					
<b>TOTAL</b>		<b>\$4,500,000</b>	<b>\$5,425,000</b>	<b>\$23,493,000</b>	<b>\$1,000,000</b>	<b>\$6,500,000</b>	<b>\$24,400,000</b>	
Target		\$4,500,000	\$5,425,000					
Leverage Funds firmly committed				\$23,493,000	\$0	\$6,500,000	\$5,500,000	\$35,493,000

\*AHA MTW reserves not included in leverage

**Attachment 18:  
Choice Neighborhoods Budget Form  
(HUD-53236)**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt18Budget.pdf**

**Choice Neighborhoods Budget  
Implementation Grants**  
Part I: Summary

U.S. Department of Housing  
and Urban Development  
Office of Public and Indian Housing

OMB Approval No. 2577-0269  
(exp. 1/31/2015)

Grantee Name: ATLANTA HOUSING AUTHORITY		CN Grant Number:			
Devel. Name: Scholars Landing		Budget Revision Number: ORIGINAL			
Line No.	Summary by Budget Line Item	Revised Overall Choice Neighborhoods Budget for All Project Phases	Previous Authorized Amount of Funds in LOCCS	Requested Changes to LOCCS Authorized Amount in this Revision	HUD-Approved Total Authorized Amount of Funds in LOCCS
1	1405 Supportive Services	\$ 4,500,000.00			
2	1408 Management Improvements				
3	1409 Evaluation				
4	1410 Administration	\$ 2,750,000.00			
5	1430 Fees and Costs	\$ 250,000.00			
6	1440 Site Acquisition				
7	1450 Site Improvement				
8	1460 Dwelling Structures	\$ 18,000,000.00			
9	1465 Dwelling Equipment-Nonexpendable				
10	1470 Nondwelling Structures	\$ -			
11	1475 Nondwelling Equipment	\$ -			
12	1480 Critical Community Improvements	\$ 4,500,000.00			
13	1485 Demolition				
14	1495 Relocation Costs - Residents	\$ -			
15	1496 Relocation Costs - Non-Residents				
16	<b>Total Funds Authorization</b>		\$ -	\$ -	\$ -
17	U2000 Funds held in Reserve		\$ 30,000,000.00		\$ 30,000,000.00
18	<b>Amount of Grant</b>	\$ 30,000,000.00			\$ 30,000,000.00

Signature of Executive Officer

Signature of Authorized HUD Official

X 

Date 2/6/15

Date

Signature of Executive Officer

HUD Certification: In approving this budget and providing assistance to a specific housing development(s), I hereby certify that the assistance will not be more than is necessary to make the assisted activity feasible after taking into account assistance from other government sources (24 CFR 12.50).



Choice Neighborhoods Budget: Part II: Supporting Pages for Revision to Overall Budget, Expenditure Allocation and/or Authorized Spending Amount

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	Current Overall CNI Budget (All phases)	Requested Change in Overall CNI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)
1	2	3	4	5	6	7	8
	Percentage of authorized funds spread in LOCCS (Check for 10% holdback)						
	<b>NEW TOTALS FOR HUD APPROVAL</b>						
	Percentage of BLI Budget						

1430	<b>FEEES AND COSTS</b>						
	Professional Services	\$ 100,000.00					\$ -
	Legal Services	\$ 150,000.00					\$ -
	<b>Total Changes</b>	<b>\$ 250,000.00</b>					
	<b>Previous Approved Budget Totals</b>						
	<b>NEW TOTALS FOR HUD APPROVAL</b>						
	Percentage of BLI Budget						

**Choice Neighborhoods Budget: Part II: Supporting Pages for Revision to Overall Budget, Expenditure Allocation and/or Authorized Spending Amount**

Budget Line Item Number	Description of Proposed/Approved Action Use of Additional Authorized Funds	2	3	4	5	6	7	8
		Current Overall CNI Budget (All phases)	Requested Change in Overall CNI Budget (All phases)	Requested Change in Disbursed Funds (Realignment)	Current Authorized Amount (Current Spread)	Requested Change in Amount Authorized for Expenditure (Change in Spread)	Total Funds to be Authorized for Expenditure (New Spread)	
<b>1460</b>	<b>DWELLING STRUCTURES</b>							
	Dwelling Structures- Phase 3 - Ashley Scholars Landing I (166 Units)	\$ 9,000,000.00					\$ -	
	Dwelling Structures- Phase 4 - Ashley Scholars Landing II (207 Units)	\$ 9,000,000.00					\$ -	
	<b>Total Changes</b>	<b>\$ 18,000,000.00</b>						
	<b>Previous Approved Budget Totals</b>							
	<b>NEW TOTALS FOR HUD APPROVAL</b>							
	Percentage of BLI Budget							

<b>1480</b>	<b>CRITICAL COMMUNITY IMPROVEMENTS</b>						
	Community Resource Centers	\$ 1,500,000.00					\$ -
	Community Improvement Projects/Neighborhood Development	\$ 1,000,000.00					\$ -
	Land Assembly / Demolitions	\$ 1,200,000.00					\$ -
	Owner-occupied Rehab Program	\$ 200,000.00					\$ -
	Downpayment Assistance	\$ 300,000.00					\$ -
	Public Safety (Cameras, Lighting)	\$ 300,000.00					\$ -
	<b>Total Changes</b>	<b>\$ 4,500,000.00</b>					
	<b>Previous Approved Budget Totals</b>						
	<b>NEW TOTALS FOR HUD APPROVAL</b>						
	Percentage of BLI Budget						

<b>1495</b>	<b>RELOCATION COSTS - RESIDENTS</b>						
		\$ -					\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
	<b>Total Changes</b>	<b>\$ -</b>					
	<b>Previous Approved Budget Totals</b>						
	<b>NEW TOTALS FOR HUD APPROVAL</b>						
	Percentage of BLI Budget						
	<b>Total Changes</b>	<b>\$ 30,000,000.00</b>					
	<b>Previous Approved Budget Totals</b>						

**Attachment 17:  
Extraordinary Site Costs Certification  
(HUD-53237)**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt17ExtraSite.pdf**

**CHOICE NEIGHBORHOODS – EXTRAORDINARY SITE COSTS CERTIFICATION**

I hereby certify that:

1. I am a licensed engineer  architect  (check one).
2. I am not an employee of the Lead Applicant, Co-Applicant (if any), Principal Team Member (if any), or unit of local government in which the housing project identified below is located.
3. Extraordinary site costs may be incurred in the revitalization and demolition of existing property, as well as in the development of new and rehabilitated units. Examples of such costs include, but are not limited to: abatement of extraordinary environmental site hazards; removal or replacement of extensive underground utility systems; extensive rock and/or soil removal and replacement; removal of hazardous underground tanks; work to address unusual site conditions such as slopes, terraces, water catchments, lakes, etc.; and work to address flood plain and other environmental remediation issues. Costs to abate asbestos and lead-based paint should be included in normal demolition costs where such items are found within the structures themselves. An example of extraordinary lead-based paint would be where the lead has leached into the soil and extraordinary measures are needed to remove the lead.
4. I have reviewed the attached description of the extraordinary site costs requested by the Lead Applicant identified below, and affirm that these costs qualify as extraordinary site costs (as that term is defined in Paragraph 3 above) and that the costs are justified and reasonable in light of my assessment of the site of the severely distressed project and the work proposed to be completed at that site.

Name: Joseph L. Lancaster

Signature: \_\_\_\_\_ Date: 2/3/15

License number: 8296 State of Registration: Georgia



Lead Applicant: The Housing Authority of The City of Atlanta, Georgia

Name of Targeted Public and/or Assisted Housing Site(s):

University Homes

Required Attachment: Description and itemized listing of extraordinary site costs.

Warning: HUD will prosecute false claims and statements. Conviction may result in the imposition of criminal and civil penalties. (18 U.S.C. 1001, 1010, 1012, 31 U.S.C. 3729, 3802)

**DESCRIPTION AND ITEMIZED LISTING OF EXTRAORDINARY SITE COSTS:**

- The Housing Authority of The City of Atlanta, Georgia
- Choice Neighborhood
- University Homes
- Extraordinary Site Costs

SCOPE OF OVERALL DEVELOPMENT :

Approximately 14.15 ac. of site redevelopment and required street infrastructure improvements with associated appurtances

Street Scope:

- Atlanta Student Movement Boulevard (Northside Drive to Brawley Drive)
- Elm Street (from Parsons Street to Fair Street)
- Vine Street (north of Fair Street to Parsons Street)
- Parsons Street (between Vine Street and Lawshe Street)
- Lawshe Street (sough of Fair Street to Greensferry Avenue)
- Greensferry Avenue (between Lawshe Street and Dora Street)
- Larkin Street (between Lawshe Street and Roach Street)
- Roach Street (between Fair Street and Larkin Street)
- Dora Street (between Greensferry Avenue and Larkin Street)

**NATURE AND ESTIMATE OF EXTRAORDINARY COSTS:**

Site Improvement (14.15+ ACRES):

Removal and Replacement of Unsuitable Soils.....	\$ 3,980,000.00
Relocation of Existing Utilities.....	\$ 172,000.00
Geopier Foundation Remediation.....	\$ 650,000.00
Stone Stabilization.....	\$ 290,000.00
Testing.....	\$ 145,000.00
Permits.....	\$ 45,000.00
Engineering Fees.....	\$ 210,000.00
<b>SUBTOTAL .....</b>	<b>\$ 5,492,000.00</b>

Street Improvements:

Undercut, Removal and Replacement of Unsuitable Soils.....	\$ 250,000.00
Stone Stabilization.....	\$ 340,000.00
Power/Telephone Relocation.....	\$ 210,000.00
Storm System Improvements.....	\$ 590,000.00
Sanitary Sewer Relocation.....	\$ 190,000.00
Testing.....	\$ 85,000.00
Engineering Fees.....	\$ 93,000.00
<b>SUBTOTAL .....</b>	<b>\$ 1,758,000.00</b>
<b>TOTAL EXTRAORDINARY COSTS.....</b>	<b>\$7,250,000.00</b>

**Attachment 8:  
Consistency with Consolidated Plan  
(HUD-2991)**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAtt8ConPlan.pdf**

# Certification of Consistency with the Consolidated Plan

U.S. Department of Housing  
and Urban Development

I certify that the proposed activities/projects in the application are consistent with the jurisdiction's current, approved Consolidated Plan.  
(Type or clearly print the following information:)

Applicant Name: Atlanta Housing Authority

Project Name: Choice Neighborhood Transformation Plan

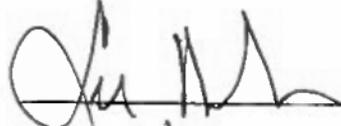
Location of the Project: 230 John Wesley Dobbs Avenue N.E.  
Atlanta Georgia 30303-2421

Name of the Federal Program to which the applicant is applying: The Department of Housing and Urban Development

Name of Certifying Jurisdiction: City of Atlanta

Certifying Official of the Jurisdiction Name: Lee Hannah

Title: Director, Grant Services

Signature: 

Date: 12/22/14

**Attachment 7:  
Consistency with PHA/MTW Plan**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAAAtt7MTWPlan.pdf**