



ATLANTA HOUSING

FY 2019 ANNUAL MTW REPORT

July 1, 2018 – June 30, 2019

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VISION

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

MISSION

Provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community.

GOALS

AH's business model positions the agency to pursue three goals:

- **Quality Living Environments** – provide quality affordable housing in healthy mixed-income communities with access to excellent quality-of-life amenities.
- **Self-Sufficiency** – (a) facilitate opportunities for families and individuals to build economic capacity and stability that will reduce their dependency on subsidy and help them, ultimately, to become financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable the elderly and persons with disabilities to live independently with enhanced opportunities for aging well; and to improve health and wellness for all residents.
- **Economic Viability** – maximize AH's financial soundness and viability to ensure sustainability of its investments and portfolio of properties.

GUIDING PRINCIPLES

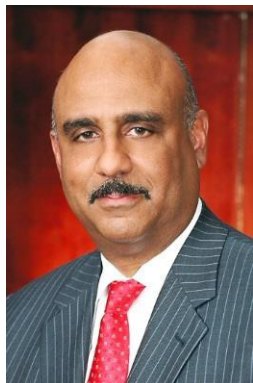
In approaching its work, regardless of the funding source, strategy, or programmatic initiative, AH applies the following guiding principles:

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

TABLE OF CONTENTS

Message from the Chair	iv
Fiscal Year 2019 Highlights and Program Statistics	6
Section I: Introduction/Overview of Atlanta Housing	8
Section II: Fiscal Year 2019 Priorities	11
Section III: MTW Policy Innovations	31
Appendices	35
Appendix A: Elements of AH-Agreement Legacy Attachment B	37
I. Households Served	38
II. Occupancy Policies	44
III. Changes in Housing Stock	44
IV. Sources and Amounts of Funding	44
V. Uses of Funds	44
VI. Capital Planning	44
VII. Management Information for Owned/Managed Units	44
VIII. Management Information for Leased Housing	48
IX. Resident Programs	49
X. Other Information as Required by HUD	49
Appendix B: Elements of HUD Form 50900	51
I. Introduction (AH's Narrative)	8 - 34
II. General Operating Information	52
III. Proposed MTW Activities	65
IV. Approved MTW Activities	65
V. Sources and Uses of MTW Funds	113
VI. Administrative	115
Appendix C: MTW Report Resolution and Certifications	117
Secretary's Certification	119
Exhibit 1 – Resolution OPS – 2	120
MTW Statutory Requirement Certification	137
Appendix D: Local Asset Management Plan (LAMP)	139
Attachment 1: AH Directed Evaluation: MTW Benchmarking Study	145
Atlanta MTW Panel Study by Emory University	Separate Document

FROM THE CHAIR



Christopher Edwards, MD

The Atlanta Housing Board of Commissioners, our dedicated staff and thousands of participants are proud to present the Fiscal Year 2019 Atlanta Housing Moving-to-Work Report. This annual report is a snapshot of the progress we've made over the last year, and that progress is significant.

As you'll see, we've put new affordable housing in the pipeline, which is sorely needed as gentrifying neighborhoods rapidly consume the supply of available housing. We've continued and enhanced self-sufficiency for our participants by providing a range of social services and preparing participants for homeownership and life in the private rental market. Over a three-year period, AH has awarded nearly \$10 million in down payment assistance to nearly 450 families, helping eligible families attain the American Dream of homeownership.

Along the way, we've helped their children become productive, independent citizens. We've provided more than \$500,000 in college scholarships and work opportunities through annual internships. In fact, this year, one of our young interns is a Housing Choice participant and a mother of three.

We take seriously our duty of providing affordable housing for those in need to make sure that Atlanta is a city for everyone. We believe in the potential of people, so our approach addresses our families' upward trajectory toward economic independence and self-sufficiency.

As an MTW public housing authority, the Department of Housing and Urban Development has entrusted us with the flexibility and the responsibility to use resources innovatively to tackle local housing issues while promoting cost effectiveness, offering incentives to families and increasing housing choices without additional funding. This is an opportunity for us to creatively design solutions that help improve our housing delivery services, which allows us to remain the foremost provider of affordable housing in the state.

In closing, the Atlanta Housing Board of Commissioners would like to offer our heartfelt thanks to the participants who work so hard to attain independence and to the talented, dedicated team of AH professionals who help open doors to quality living for all. Together we are determined to make Atlanta a place where one's income does not determine one's outcome.

Sincerely,

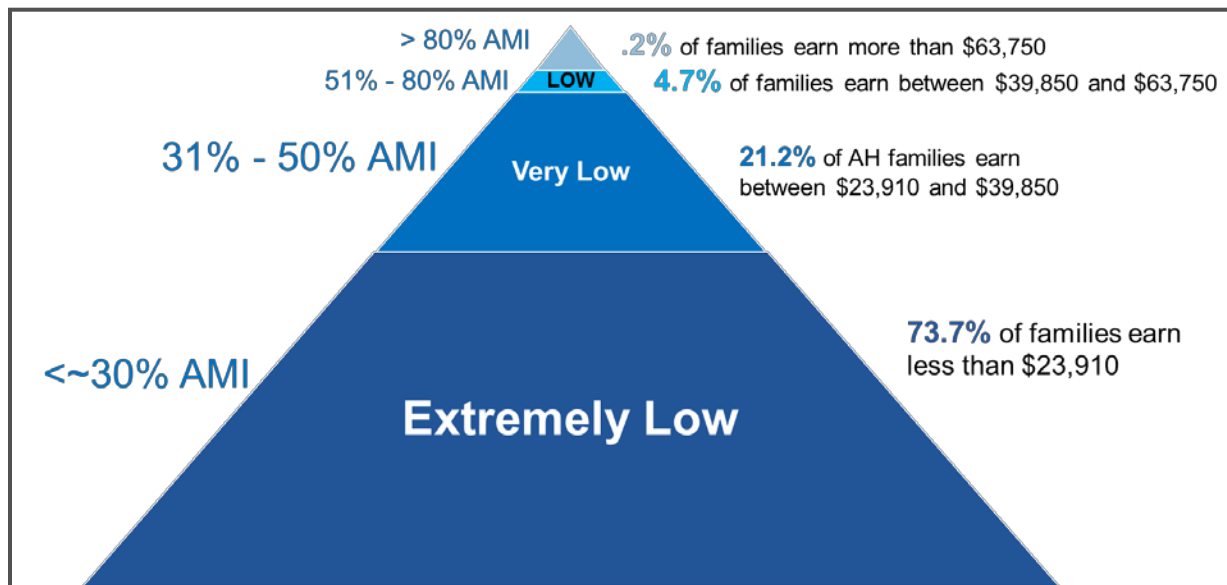
Mr. Christopher Edwards, MD, Chairperson
Atlanta Housing Board of Commissioners

ATLANTA HOUSING A PEOPLE-SERVING AGENCY

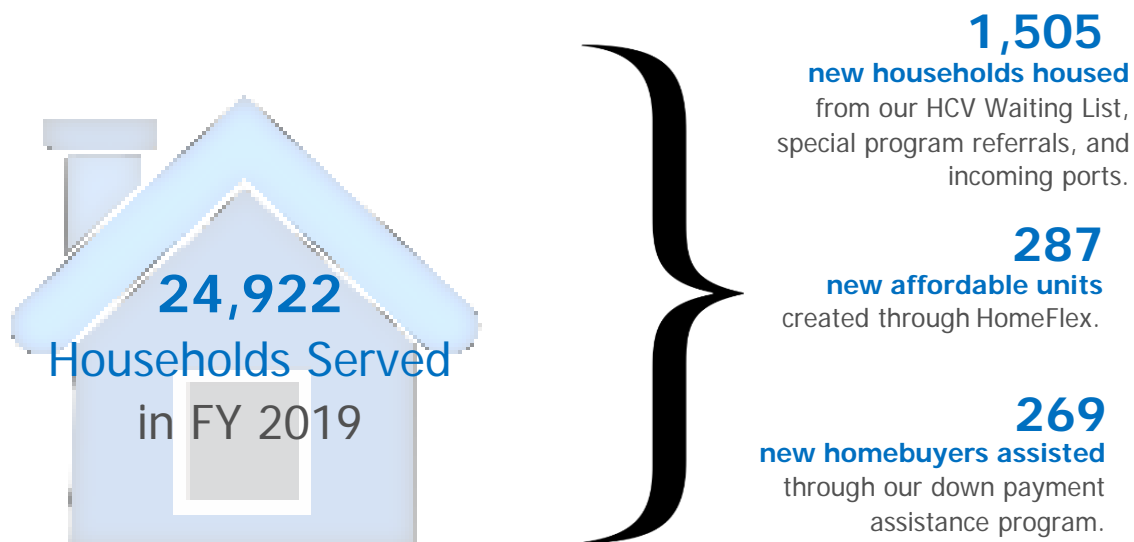


Pictured Above: AH's 2019 Summer Interns with AH Staff. Interns are members of assisted families of AH.

Ninety-four percent of Atlanta Housing's assisted families fall into Very Low-Income (VLI) or Extremely Low-Income (ELI) categories



FISCAL YEAR 2019 HIGHLIGHTS AND PROGRAM STATISTICS



REAL ESTATE DEVELOPMENT AND ASSISTED HOUSING UNITS

- ☐ Continued efforts to **enhance its development capacity to increase the supply of quality, mixed-income, mixed-finance rental housing** in the tight Atlanta rental market where there is a great demand for workforce and low-income housing.
- ☐ **Moved forward with pre-development and development activities** at Ashley Scholars Landing I a/b; Herndon Square; Madison Reynoldstown; and Englewood
- Explored the **feasibility of adding public housing units** up to its statutory "Faircloth limit".

HUMAN DEVELOPMENT SERVICES

- **Invested \$2.8 million in human development services** to empower seniors, families, and youth with opportunities that spur self-reliance.
- **Awarded 42 scholarships** totaling more than **\$75,000** to students through AH's Atlanta Community Scholars Award (**ACSA**) and Choice Neighborhood Scholarship Program (**CNSP**).
- Provided **human development services to more than 1,500** HCV families.
- AH's annual **Summer Internship Program** hosted **12 AH-assisted students** to boost their big goals and bright futures.

FISCAL YEAR 2019 HIGHLIGHTS AND PROGRAM STATISTICS - continued

SUPPORTIVE HOUSING

- Nearly **10% of all program admissions** were **through AH's HAVEN Program**.
- ❏ **380 households** at risk of homelessness were **stabilized through** short-term rental assistance under the **HomeAgain Program**.

ADMINISTRATION

- ❏ AH **continued its organizational assessment to start up an internal compliance and audit division** to enhance compliance, performance monitoring and productivity in real estate development, portfolio management, and housing choice voucher utilization.
- ❏ The Government Finance Officer Association (**GFOA**) **awarded AH the Distinguished Budget Presentation Award** for its FY 2019 Budget.

SECTION I – INTRODUCTION/OVERVIEW OF ATLANTA HOUSING

The City of Atlanta continues to be a regional, national, and international magnet for both people and businesses. The Atlanta Metropolitan Statistical Area was the third fastest growing area in the nation in 2018. Nearly 90,000 people moved to the area and Atlanta's population, as estimated by the US Census Bureau, grew by 8,776 people. AH serves both the City of Atlanta proper and an area that extends 10 miles beyond its corporate limits in all directions.

Atlanta's population increase has created a surge in demand for housing development. Unfortunately, much of the development planned and completed to accommodate the population increase has focused on high-end luxury residential units. This development missed a large segment of the population, the low-income families, limiting their options to either accepting sub-standard housing, paying exorbitant rents, or living outside the city limits, with limited access to public transportation and other quality-of-life amenities.

Affordable housing is a critical need and a top priority for the region. AH's role is to lead this effort to construct new affordable units and modernize or convert existing units to an affordable platform. During Fiscal Year (FY) 2019, AH recommitted to **VISION 2022**, focused on preparing vacant land for redevelopment, actively searched for top talent, and renewed its commitment to projects in line with agency goals.

AH's long-term vision prioritizes Real Estate, Human Development Services, and fiscal stewardship. AH focuses on creating and preserving affordable units, whether by construction, modernization, or program conversion, developing and/or improving opportunities for AH residents and acting as good stewards of agency funds.

AH proudly enters its sixteenth year of participation as one of 39 Public Housing Agencies/Authorities (PHAs) in the nation designated as a Moving-to-Work (MTW) PHA. The United States Congress created the MTW Demonstration Program, administered by the US Department of Housing and Urban Development (HUD), in 1996. As an MTW agency, AH **meets all MTW Statutory Requirements** in the administration of its MTW activities and preparation and submission of this **Annual MTW Report in accordance with applicable requirements** for HUD's review and acceptance.

In FY 2019, AH met each of the MTW Statutory Requirements:

1. Ensure that at least 75% of families assisted are very low-income.
 - Very low-income (VLI) = less than 50% of AMI
 - Extremely low-income (ELI) = less than 30% of AMI
2. Establish a reasonable rent policy that is designed to encourage employment and self-sufficiency.
3. Continue to assist substantially the same total number of eligible low-income families.
4. Maintain a comparable mix of families (by family size) as would have been provided had the funds not been used under the MTW Program.
5. Ensure that housing assisted under the MTW Demonstration Program meets housing quality standards established or approved by the Secretary.

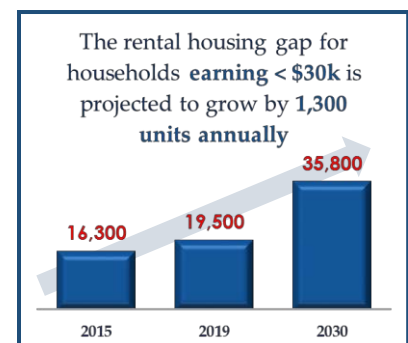
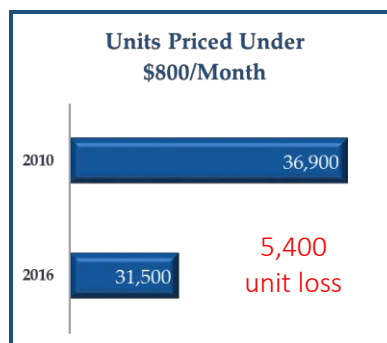
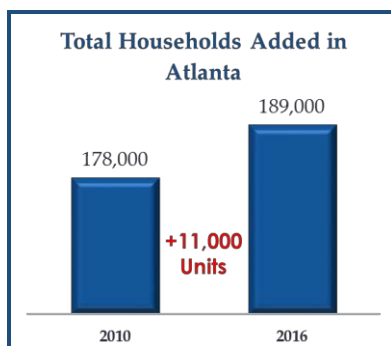
THE CHALLENGE

Preserving Affordable Housing in a Growing Market

Atlanta's rapid growth remains imbalanced across the city as new real estate development largely focuses on luxury housing and high-end retail. As a result, the number of available affordable housing units is steadily decreasing.

AH's **VISION 2022** recognizes that Atlanta's demographics are changing, market forces are shifting, income gaps are widening, and the affordable housing supply is increasingly limited. The City of Atlanta's Comprehensive Development Plan acknowledges that the number and type of housing units constructed is a major factor affecting population growth. Market renters and homeowners demand a lifestyle connected to diverse neighborhoods with innovative housing products and housing types. Very low- and low-income families face fierce competition for rental units. Location matters to people when choosing a place to live, work, and thrive. These ingredients are causing an affordable housing shortage in AH's service jurisdiction.

The City of Atlanta produced an Equitable Housing Assessment (see below) in 2018 that illustrates the immediate need and anticipated need of affordable housing units in the city. Highlights of the assessment show a disparity in the number of affordable housing units:



THE STRATEGY

LIVE. WORK. THRIVE.

During FY 2019, AH continued to implement **VISION 2022**, its people-centered, holistic approach to create opportunities for those that AH serves. AH continues to believe in the potential of the individual and LIVE-WORK-THRIVE remains the building blocks of our strategy.

- **LIVE.** AH redefined its approach to affordable housing development to emphasize community development alongside the creation of innovative spaces.
- **WORK.** AH continued to invest agency funding toward the agency's self-sufficiency and supportive services activities, with a focus on family independence, student achievement, digital literacy/connectivity, employment and workforce development, health, and volunteerism.
- **THRIVE.** AH continued to make concerted efforts to streamline its service delivery approach by updating financial policies and protocols, reviewing operational processes, and identifying areas of investment to increase and/or preserve quality affordable housing in the city of Atlanta.

AH continues to believe that people, not buildings, are the heartbeat of the community. However, AH fully understands that it takes buildings, whether by new construction, rehabilitation, or unit conversion under the Rental Assistance Demonstration (**RAD**) Program, to develop the framework for the community that will house the people. The core of **VISION 2022** is a strategy of people and community that creates opportunities for healthy living and working toward self-reliance in thriving communities.

THE PLAN

Stronger Communities, Brighter Futures

AH is providing better living opportunities for the families we serve and empowering them through human development services and opportunities to promote self-reliance. During FY 2019, AH used these efforts to create building blocks to stronger communities and pathways to brighter futures. AH offers a number of programs as part of its plan to address affordable housing challenges in its service jurisdiction:

- MIXED-Income Communities – AH's efforts to work closely with development partners
- Choice Neighborhoods – \$30 million grant award to redevelop the University Homes site and surrounding neighborhoods
- HomeFlex – AH's effort to designate a percentage of private-sector units as affordable
- Housing Choice Vouchers – effort provides participants with choice as to where they live
- HAVEN – supportive housing effort to provide stable housing for at-risk populations
- AH-Owned Communities – AH's public housing sites: 9 senior sites and 2 family sites
- Homeownership Down Payment Assistance – effort aimed at helping first-time homebuyers
- Human Development Services – collaborative efforts to work with supportive service providers

SECTION II – FISCAL YEAR 2019 PRIORITIES

Strategy 1: LIVE: Creating Modern, Distinctive, Quality Communities

AH operates the agency holistically under its MTW authority and utilizes its MTW flexibilities to leverage funding and innovate to reach goals directly related to **VISION 2022: LIVE. WORK. THRIVE**. This theme is in line with MTW Statutory Objectives; activity implementation meets MTW Statutory Requirements.

AH's agency goals and objectives tie directly to **VISION 2022**:

AH Priorities	VISION 2022	MTW Statutory Objectives		
		1*	2*	3*
1	LIVE: Creating Modern, Distinctive, Quality Communities	●		●
2	WORK: Creating an Entryway to Independence	●	●	●
3	THRIVE: Being Good Stewards of Public Resources	●		

**MTW Statutory Objective 1* – Reduce costs and achieve greater cost effectiveness

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

**MTW Statutory Objective 3* – Increase housing choices for low-income families

During FY 2019, AH continued to exercise its full MTW flexibility to focus on administering and implementing major initiatives that further availability of and access to affordable housing and supportive services. We describe and align our FY 2019 priority activities to HUD-approved activities with the MTW Statutory Objectives in Section V of HUD Form 50900.

In FY 2019, AH continued acquisition and development activities with its development partners, including seeking to acquire parcels in the target areas of the Choice Neighborhood Transformation Plan. Below is a list of our housing assistance programs:

AH Portfolio of Housing Assistance Programs

- **AH-owned Communities:** elderly and/or disabled (9) and family (2) sites owned by AH (directly or indirectly).
- **Down Payment Assistance (DPA) Program:** a forgivable subsidy loan for up to \$25,000 to eligible first-time homebuyers. Eligible buyers can layer AH's DPA award with other DPA programs, increasing homeownership affordability.
- **HAVEN:** AH's supportive housing initiatives that assists vulnerable populations.
- **HomeFlex:** AH's MTW Project-Based Voucher (PBV) programming.
- **Housing Choice Vouchers** (a.k.a. Section 8): assortment of voucher assistance administered by AH that includes tenant-based, tenant-protection, and other voucher assistance.
- **MIXED Communities:** AH sponsored/supported mixed-use (mixed-finance, mixed-income) developments located on former public housing sites and/or AH-owned/controlled land.

In AH's FY 2019 MTW Plan, AH outlined acquisition strategies to ensure more housing opportunities – and better outcomes for low-income families in Atlanta's booming core. During FY 2019, in accordance with its vision and mission, under **MTW Activity RE.2012.01 – Single Family Home Rental Demonstration**, AH considered a proposal from the Fulton County District Attorney's (DA) Office to participate in a housing preservation and community stabilization opportunity. Through mutual agreement, the DA would deed seized properties to AH. AH will invest agency resources to bring the deeded properties up to code for families at or below 80% of the Area Median Income (AMI), which is currently \$79,700, to live in. If AH rehabilitates the properties, AH may consider allowing police officers to live in the properties – not to exceed two years, in accordance with our Admission Plan for Police Officers and Other Security Personnel to Reside in MTW-Assisted Housing – dispose of the property at the highest and best use, or demolish the property.

AH may consider using its Single-Fund Budget to preserve units currently serving people of low-income and the provide safety measures, as appropriate, to protect residents from crime through the utilization of elements outline in Public and Indian Housing (PIH) Notice 2011-45.

In accordance with its vision and mission to increase affordable housing units in its service jurisdiction, AH continued to consider plans that potentially exceed the project-based voucher limits outlined by **HOTMA** (the Housing Opportunity through Modernization Act). AH may exceed limits under **MTW Activity RE.2006.02 – Project-Based Rental Assistance Site-Based Administration** and/or as outlined in its HUD-approved MTW agreement at sites owned by AH, both directly and indirectly.

Tabled below are AH's **discretionary short-term planned goals** and their status for FY 2019:

Short-Term Planned Goal	2019 Plan Location	Status as of June 30, 2019	Goal Achieved?	Goal in FY 2020 Plans?
Advance catalytic development projects through pre-development phases	RE Development - Model & Approach (pg. 14)	In-Progress	No	Yes
Build out AH capacity in real estate transaction investments & financial underwriting		In-Progress	No	Yes
Build financially feasible and healthy mixed-income communities in neighborhoods that represent areas of opportunity		In-Progress	No	Yes
Diversify real estate development partners		In-Progress	No	Yes
Earn reasonable returns under double bottom-line		Pending	No	Yes
Emphasize community development with creation of live-work-thrive spaces		In-Progress	Yes	Yes
Monitoring and tracking system of acquisition, new construction, rehab projects from concept to vertical construction and occupancy		In-Progress	No	Yes
Pursue self-development and other new projects		Pending	No	No
Strategic acquisitions in areas of opportunity		In-Progress	No	Yes

Tabled below are AH's discretionary **long-term planned goals** and status for FY 2019:

Long-Term Planned Goal	2019 Plan Location	Status as of June 30, 2019	Goal Achieved?	Goal in FY 2020 Plans?
Explore alternative funding options for ongoing revitalization activities	Other Activities (pg. 19)	In-Progress	No	Yes
Explore potential land swaps to advance development		In-Progress	No	Yes
Explore strategies to mitigate community displacement		Pending	No	Yes
Explore the option of issuing requests for interest, qualifications and/or proposals for development partners for AH-owned sites		Pending	No	Yes
Land swap or dispose of land where AH-owned land is not suitable for residential development		Pending	No	Yes
Land transactions to support affordable housing in areas of opportunity or revitalization of AH-owned land		Pending	No	Yes
Promote neighborhood stabilization and align community goals with development partners		In-Progress	No	Yes
Redefine approach to affordable housing development		In-Progress	No	Yes
Revise or make exception to existing site and vicinity standards to support significant community development		On-going	Yes	Yes
Support community retention efforts that may include eligibility preference for 1) relocated residents because of site demolition and/or 2) displaced residents because of community redevelopment		In-Progress	Yes	Yes
Work collaboratively with public and private sector partners under aligned co-investment framework		In-Progress	No	Yes
Work collaboratively with education, health, and workforce partners to implement placed-based strategies		In-Progress	No	Yes

A. New Development Opportunities

Since 1995, AH and private development partners have successfully created quality mixed-use (mixed-finance, mixed-income) communities on AH-owned land. This model has created more than 4,000 affordable housing units and has had an economic impact that exceeds \$2 billion. AH's MIXED Communities are amenity-rich and many offer access to high-performing schools, public transportation, employment centers, banking, shopping and more.

4,000
Units

\$2B
Impact

Atlanta Housing (AH) did not have any plans to begin construction on new public housing units within its service jurisdiction at AH-owned rental assistance communities. However, AH did make plans to get some of its sites ready for development in the near future. AH also plans to increase its existing rental assistance portfolio through rehabilitation and/or modernization efforts of AH-owned and AH-sponsored/supported communities for fiscal year ending (FYE) 2019 under the Rental Assistance Demonstration (RAD) Program. We discuss RAD efforts in detail under subsection D (page 19).

Tabled below are AH's 2019 planned development projects and their end-of-year status:

AH Project (Alpha Order)		FY 2019 Project Status					
		Master Planning	Pre-Dev. Activities	Construction / Development	Marketing & Lease-up	Occupancy	Turnover to PMD
B I G S I X & P R I O R I T I E S	Bankhead Courts ⁶	●					
	Bowen Homes ⁶	●					
	Englewood North ⁶	●					
	Englewood South ⁶		●				
	Herndon Homes ⁶			●			
	Palmer House ⁶	●					
	U Rescue Villa ⁶	●					
	Madison Reynoldstown	●					
	Scholars Landing - Ashley I a and b			●			
	West Highlands			●			

⁶ Denotes **Big Six** Projects

AH Project (Alpha Order)		FY 2019 Project Status					
		Master Planning	Pre-Dev. Activities	Construction / Development	Marketing & Lease-up	Occupancy	Turnover to PMD
O T H E R P R O J E C T S	Auburn Pointe					●	
	Capitol Gateway					●	
	Centennial Place			●			
	Civic Center	●					
	CollegeTown @ West End					●	
	Hollywood Courts	●					
	Jonesboro North	●					
	Jonesboro South	●					
	Leila Valley	●					
	Magnolia Perimeter					●	
	Mechanicsville					●	
	Scattered Parcels	●					
	The Villages at Carver					●	
	Thomasville Heights	●					

For clarification purposes, projects on the previous page and tabled above marked as in the Master Planning stage, are multiple-phased revitalization efforts that may have completed phases credited to the entire project. However, it is important to note that AH is reporting the current stage of the most recent phase of the project, which may not reflect the actual stage of the entire project.

FY 2019 plans included taking specific actions to position ***vacant sites***. Currently, AH holds over 400 acres in its real estate portfolio for redevelopment, which may require disposition actions until it is financially feasible to redevelop the sites or conduct other necessary actions to redevelop the site(s).

As part of its long-term commitment to increase the number of affordable housing units and to create a sustainable business model, AH also planned to develop an ***acquisition strategy*** that focuses on increasing developable parcels in areas of opportunity and with amenities for low-income families. Due to negotiations, AH did not acquire any parcels during FY 2019. However, AH plans to close on acquisitions during its 2020 fiscal year (July 1, 2019 – June 30, 2020).

Finally, AH continues to monitor opportunities to implement its “Anti-Displacement” Policy for former public housing residents and people living in census tracts who are ***at-risk of displacement*** because of redeveloped public housing communities and/or new developments constructed by AH.

B. Choice Neighborhoods

Pursuant to its \$30 million 2014 Choice Neighborhoods Implementation Grant (**CNIG**) Award from HUD in September 2015, AH continued to administer CNIG activities designed to redevelop the former University Homes Public Housing site and revitalize the University Choice Neighborhood (**UCN**). Collectively, UCN is comprised of the following neighborhoods: Ashview Heights, Atlanta University Center, and Vine City. CHOICE NEIGHBORHOOD ATLANTA is a neighborhood transformation initiative focused on **Housing**, **Neighborhood**, and **People**.

During FY 2019, AH continued to work on the revitalization of the former University Homes public housing community (renamed Scholars Landing) and made investments in Housing, Neighborhood and People programs, and made progress toward reaching UCN Transformation Plan milestones for 2019 through grant closeout in 2022.

Housing. Progress continued on the Scholars Landing buildout in FY 2019 with AH's development partner, Integral Development. Ashley I A/B, \$24 million, 135 unit (54 replacement units, 54 Choice Neighborhood (**CN**) workforce units, and 27 market rent units) structures are under construction and on track for completion by December 2019 (FY 2020).

This is the first multi-family rental phase, and AH projects lease-up activities will begin in January 2020. Meanwhile, AH sent the HUD Choice team the housing plan for Ashley I C (50 units) and Ashley II (212 units) multi-family phases, as well as a 33-unit homeownership phase in FY 2019. This plan stands to complement two existing independent senior phases on the site totaling 160 units.

Neighborhood. During FY 2019, AH continued to improve neighborhood assets while addressing blight, disinvestment, historic preservation, and the adaptive re-use of historic Roosevelt Hall:



Community Amenities – The Harland Boys and Girls Club rebuild was completed. The 25,000 square foot facility is themed in the visual, culinary, performing, and media arts. In addition, Quest II houses training providers and serves as a complement to the Quest I workforce training center's programs in child development, construction, healthcare, information technology, culinary arts, education, and office automation.

Blight Removal – AH selected three development partners to redevelop 30 previously acquired properties into single family or multi-family housing, and three owner-occupied rehabilitation (**OOR**) projects have cleared the 25-step review and approval process. Development agreements for the proposed housing and OOR closings/repair work will occur in FY 2020.



Adaptive Re-use of Roosevelt Hall – A prospectus was created by AH’s Real Estate Planning Division for review by a bench of AH-contracted vendors to provide a fee structure and schedule for the building design for Roosevelt Hall. Once the design is complete, AH will select a general contractor to renovate the building. AH expects the renovation work to begin during FY 2020.



Historic Preservation and Cultural Recognition – AH completed Phase I of its historic preservation efforts through the development of an Interpretation Plan by New South Associates (contracted consultant). The Plan details the rich history of the three neighborhoods (Ashview Heights, Atlanta University Center, and Vine City, a.k.a. University Choice Neighborhoods) and the importance of preserving its rich civil rights legacy. The report also includes recommendations for Phase II commemorative projects and installations. In addition to the former University Homes, there are three former public housing developments in the UCN, which are now mixed-income developments.

People. Former University Homes (FUH) families, seniors at Scholars Landing, and UCN residents received supportive services during FY 2019. Progress includes the following:

- 264 FUH, 17 Scholars Landing, and 215 UCN residents received case management services
- Median household income for working FUH households increased 7% from \$19,704 to \$21,063
- Achieved 14 Section 3 hires through Ashley I A/B construction jobs and Urban League workforce training/job placements
- Awarded 9 college scholarships (non-federal funds) totaling \$20,000
- 89% of FUH respondents cite having a primary care physician or medical home and 85% cite having health insurance
- Awarded 11 Choice Neighborhood micro-grants totaling \$45,000 to community organizations focused on youth empowerment, urban farming/access to healthy food, arts, place making, and public safety projects benefitting UCN and its residents.



C. Property Management Partnerships – AH-Sponsored (HomeFlex) Communities

HomeFlex is a locally-driven, locally-branded Property-Based Rental Assistance (PBRA) Program that provides rental assistance to communities owned and managed by private owners and developers. Through its MTW flexibility, AH administered HomeFlex programming at non-AH-owned communities through open solicitation of private property owners. Through the administration of HomeFlex, under **MTW Activity RE.2006.02 – Project-Based Rental Assistance Site-Based Administration** AH may exceed program cap limits, percent increases, project cap limits, and similar limitations outlined under HOTMA (PIH Notice 2017-21).

Under HomeFlex AH created more than 5,000 affordable housing units, thus increasing quality rental options for low-income, very low-income, and extremely low-income families. AH administers three types of HomeFlex programming to safeguard affordability within its service jurisdiction:

- **Standard HomeFlex:** programming for units in multi-family communities whether MIXED, or privately-owned communities
- **HomeFlex for Seniors:** programming for units in buildings or communities serving elderly (62 years and older) and near elderly (55 years and older) residents
- **HomeFlex for Supportive Housing (HAVEN):** programming for property owners/developers that agree to provide supportive services for their residents

AH added 287 affordable housing units to its rental portfolio through HomeFlex in FY 2019:

2019 HomeFlex Communities	Housing Type	Unit Count
Gateway Capitol View	Senior	162
Manor at Indian Creek II	Senior	75
Summerdale Commons Phase II	Family	50
Total Number of HomeFlex Units		287

During FY 2019, AH implemented its alternative competitive process that allowed us to evaluate **two proposals in real time** in targeted neighborhoods, Tax Allocation Districts, central business district, and/or any other area of opportunity as defined by AH. The process did not result in units this reporting period.

Finally, AH added **three new property owners** but did not award any grants or loans to property owners to bring properties into Uniform Federal Accessibility Standards (UFAS) compliance. Additionally, AH did not issue any loans for general construction and/or rehabilitation of existing or future HomeFlex Communities.

In its FY 2019 MTW Annual Plan, AH originally titled this element *HomeFlex: Delivering Affordable Housing in Partnership with Private Landlords in Atlanta*. However, during FY 2019, AH separated this element to isolate AH's utilization of MTW funds to implement and administer its HomeFlex activities.

D. Property Management Partnerships – AH-Owned and RAD PBV Communities

AH owns 11 public housing assisted residential properties, including nine senior high-rise communities and two small family communities. Under AH's site-based and private property management business model, AH contracts with third-party professional property management and development firms to manage each community in a comprehensive manner in accordance with AH's goals, policies, and financial resources. Site-based administration includes the daily property operations, maintenance, and capital improvements, as well as admissions and resident services. AH's Property Managers-Developers (PMDs) – Columbia Residential, the Integral Group, and the Michaels Organization – also are responsible for creating development plans to attract private funding for updating and modernizing the properties. This category also includes communities converted to Project-Based Voucher (PBV) units under the Rental Assistance Demonstration (RAD) Program, (currently Tenth and Juniper and Villages at Castleberry Hill I).

FY 2019 accomplishments include the successful implementation of the "Smoke-Free" policy at all AH-Owned Communities, and the furtherance of its portfolio-wide RAD conversion from public housing units to long-term Section 8 PBV units. AH successfully converted 208 units at Piedmont Senior Towers to PBV units under RAD. With that conversion, AH has converted 423 units of its public housing inventory to PBV-assisted units under the RAD Program.

Also, during FY 2019, AH implemented a Choice Mobility program. This requirement of RAD provides residents with an opportunity to request a tenant-based voucher (TBV) after meeting **12** consecutive months of occupancy in good standing. To support Choice Mobility, AH created a RAD PBV Waiting List and an information video to remind the residents of their options with respect to Choice Mobility. AH requires a mandatory viewing of the video for all residents before their recertification process (at least 150 days prior). AH will collect and analyze data during FY 2020 and include outcomes in its FY 2020 MTW Report.

Further, AH prioritized its remaining 1,586 units scheduled for conversion under the RAD Program. Based on the current prioritization schedule, AH may have converted all its public housing units to long-term Section 8 PBV assisted units by FY 2025.

E. Customer Service Group – Housing Choice Vouchers (HCVs)


Through the Housing Choice Voucher Program (**HCVP**), AH is able to serve more than **11,000** families and provide them with the means to make housing affordable in AH's service jurisdiction, while giving these families the power of choice on where they choose to live.

All of AH's Housing Choice Vouchers (**HCVs**), including Tenant-Based Vouchers (**TBVs**), Tenant-Protection Vouchers (**TPVs**), Project-Based Vouchers (**PBVs**), special program vouchers, such as FLOW, Next Step Vouchers, Veterans Administration Supportive Housing (**VASH**) Vouchers, Family Unification Program (**FUP**) Vouchers and other vouchers are housed under and administered by the Customer Service Group (**CSG**). All voucher eligibility decisions originate under CSG. CSG administers case management, demographic data collection and analysis, Housing Quality Standards (**HQS**) inspections, housing counseling, property owner recruitment and retention, Waiting List management, and other activities associated with the administration of the voucher program participation.

Voucher holders in Atlanta are increasingly struggling to find appropriately sized units. To overcome this, AH has continued to explore methods to increase the availability of housing units, track or monitor inventory, and market the HCV Program to property owners. AH also continued to reexamine and review operating policies during FY 2019 and was prepared to modify policies to align with both private-sector business practices and AH's business model. During the reporting period, AH sought to eliminate administrative burdens that extend lease-up times and to improve voucher holders' and property owners' experiences with rental assistance through program enhancement and innovations.

During FY 2019, AH continued to sustain voucher utilization in Atlanta's rental market despite the limited supply of one and two-bedroom units AH also redoubled its outreach and lease-up efforts with single and multi-family property owners under AH's HomeFlex Program (See Element C).

In FY 2019, AH continued administering and refining its Property Protection (**P2**) Program, Upfront Rent Determination Process, Energy Efficiency Incentives, and others. Because of the P2 Program and other AH designed initiatives, property owners, current and prospective, have an added layer of comfort when it comes to making the decision to place their rental unit(s) on AH's HCV Program.



P2 Program
used $\leq 2\%$
by Property
Owners

AH delayed implementation of two innovations, the Online Participant Portal and the White-Glove Account Management Services until FY 2020. This timing change better aligns with changes in leadership and other priorities.

In FY 2019, AH initiated tasks for Choice Mobility. A description of AH's Choice Mobility program is set forth in the preceding section. At the end of this reporting period, AH managed a HCV Waiting List of more than 25,000 applicants in accordance with AH's Local Residency Policy. AH's turnover rate was about 70 families per month during this reporting period.

F. Homeownership Opportunities

AH created its Down Payment Assistance (**DPA**) Program to give low-income families a chance to own their own home. Without this program, many homebuyers would not be able to achieve the dreams of homeownership in a tight Atlanta real estate market. DPA awardees can layer their assistance with other programs. DPA layering combined with low-interest rates have helped to increase homeownership opportunities for first-time homebuyers who earn up to 80 percent of the Area Median Income (**AMI**), which was \$74,800 in FY 2019.

Avg.
Assistance
was
\$20,662

AH focuses DPA efforts within or near AH's HOPE VI-funded communities, with former program participants, and within AH's service jurisdiction. AH also provides a preference for professionals and para-professionals in education, healthcare, veterans, Housing Choice Voucher Program participants, and first responders/public safety officers.

>260
Families
Assisted in
2019

During FY 2019, AH continued to expand its program as funds permitted and assisted 269 families. Since the program's inception, AH has helped nearly 1,000 families purchase their own home. West Highlands is an ongoing development project on the site of the former Perry Homes, comprising of affordable rental and purchase units and other amenities.

AH continues to administer its HCV Homeownership Program under which qualified families utilize their HCV subsidy to cover their monthly mortgage expense. AH continued to serve 22 families enrolled under its HCV Homeownership Program in FY 2019.



Above: Kelcie Evans; featured by CNBC about her first-time homebuyer experience, including AH's DPA Programs

Strategy 2: WORK: Creating Pathways to Self-Sufficiency

During FY 2019, AH focused on expanding economic, educational, and wellness opportunities through community partnerships and support services. AH developed and implemented the WORK Strategy in FY 2017 and continued to employ this intergovernmental approach to boost progress toward self-reliance, while helping children and adult family members realize their potential. Additionally, AH supported elderly and disabled residents in leading active and healthy lifestyles.

In this reporting period, AH renamed and realigned Strategy 2: WORK elements as described in the table below:

Self-Sufficiency Elements	
Original Elements (2019 Planning Stage)	Revised Elements (2019 Reporting Stage)
A. Family independence and economic advancement	A. Community Outreach
B. Student achievement	B. Family Independence and Economic Advancement
C. Digital literacy and connectivity	C. HAVEN
D. Health and wellness	D. Health and Wellness
E. Volunteerism	E. Education and Student Achievement
	F. Volunteerism

AH continues to embrace and acknowledge the importance of collaboration and adopted the motto: “Teamwork makes the dream work”, as both a source of motivation and reminder that no one is successful alone. AH has implemented an outcome-focused Service Delivery Model to guide collective efforts among a network of service providers. The following principles guide the Service Delivery Model:

- **Responsive.** AH ensures residents receive timely and appropriate services to support their progress toward self-sufficiency. AH’s effective provision of services include: standardized assessments that identify and evaluate strengths, resources, goals, barriers, and needs in order to formulate and develop Individual Training and Service Plans (ITSPs) for program participants.
- **Efficient.** AH, through its staff and service providers, ensures that all residents have an opportunity to develop and reach their full potential while living at AH-Owned Communities, MIXED Communities (AH-Sponsored/Supported), or as a holder of a Housing Choice Voucher by implementing defined and consistent services aimed at increasing effectiveness and generating value to residents.
- **Impactful.** AH monitors and assesses performance to analyze the impact of AH’s investments, while identifying innovations in areas of opportunity.

B. Family Independence and Economic Advancement

Work/Program Requirement

As a condition of receiving the housing subsidy:

(a) **One** non-elderly (18 to 61), non-disabled **adult** household member **MUST** maintain continuous **fulltime employment** (≥30 hours/week).

AND

(b) **All other** non-elderly, non-disabled **household members** **MUST work** (≥30 hours/week) **OR participate in a combination of** school, job training, and/or part time employment.

During FY 2019, AH continued to administer its Work/Program Requirement, which applies to all non-elderly and non-disabled adults (18+) not enrolled in an institution of higher learning. In FY 2019, AH continued to explore alternative options beyond work and education as primary paths to family independence and economic advancement. AH continued to celebrate, encourage and support families in their pursuit of economic independence and housing self-sufficiency, while also continuing enforcement of the work requirement.

To meet AH's goal to assist underemployed and unemployed individuals in making the transition to productive employment and economic independence, AH established partnerships to support families in the following areas:

- ② **Essential skills and employment preparation training.** AH established 4 new job training and placement services, entrepreneurial training, and coaching partnerships to help program participants secure work and improve worker reliability. AH also preserved 5 existing partnerships that accomplish these same goals.
- ② **Job search and placement assistance.** AH identified and assisted 231 program participants with job searches. Target job industries included education, construction, healthcare, hospitality, retail services, safety and security, technology, and transportation, among others.
- ② **Job coaching and retention support.** AH provided coaching assistance to 128 program participants, helping them with successful navigation of issues that may have otherwise prevented or terminated their employment.
- ② **Financial education and resource management.** AH referred 41 residents to financial literacy classes, such as banking relationships, budgeting, credit counseling or repair, retirement/wealth building, and similar classes.
- ② **Support for basic needs.** AH referred 180 participants to resources that address basic needs, such as childcare, child support services, civic engagement, clothing, counseling, emergency (6 months or less) rental assistance, healthcare, legal assistance (custody modifications, divorces, expungements, etc.), parenting, personal and family safety, transportation vouchers, various support groups, utility assistance and management, and other basic needs support.
- ② **Good Neighbor Program.** AH continued to provide referrals to the Martin Luther King Senior Community Resources Collaborative to provide participants with ongoing opportunities for growth and success, and to ensure program compliance. Some 2,390 participants completed the program. Program components included the following:
 - Civic awareness
 - HCV obligations
 - Neighborly values
 - Personal responsibility
 - Self-reliance
 - Tenant/Landlord relationships
 - Youth training and other training topics to help residents avoid losing their housing

C. HAVEN: Supportive Housing

AH's HAVEN program focuses on moving individuals from a place of uncertainty to a place of stability. AH accomplishes this by collaborating with external partners to develop local supportive housing solutions for families in need, including those that are homeless or at risk of homelessness. HAVEN helps AH extend its reach beyond traditional real estate development and rental assistance vouchers to low-income families.

During FY 2019, AH remained engaged with the collective efforts of Partners for HOME, Atlanta's Homeless Continuum of Care (**ACoC**), to evolve and drive realization of ACoC's goal to make homelessness rare, brief, and non-recurring.

Through HAVEN, AH offers supportive housing via tenant-based referral programs, project-based housing under its HomeFlex Program, and investments toward homeless prevention. In FY 2019, AH's supportive housing efforts continued the following programs:

- Home Again, AH's short-term rental assistance program, invested \$481,000 to support 380 families.
- ☐ In collaboration with Home First Atlanta, a joint initiative for permanent supportive housing programs AH awarded 55 HomeFlex units.
- ☐ AH actively promoted its HomeFlex Program to property developers and property owners who expressed interest in supportive housing. Through these interactions, AH was able to add 3 new property developers or owners to its partnership list.
- AH aggressively pursued an addition of Veteran Affairs Supportive Housing (**VASH**) vouchers, which can be project-based under AH's HomeFlex Program. AH added 61 VASH vouchers during FY 2019 to its voucher management stock.
- AH continued to utilize the Homeless Management Information System (**HMIS**) tool, managed by the State of Georgia's Department of Community Affairs (**DCA**).
- Since its inception, AH committed up to 125 additional tenant-based supportive housing vouchers (**FLOW**) annually for participants that graduate from a permanent supportive housing (**PSH**) community or from a transitional housing community to a housing environment requiring light case management. AH has committed up to 450 vouchers for FLOW. Since FLOW's inception, AH has utilized 312 vouchers to FLOW.
- AH established a local Housing First Voucher based on the national Housing First model. This local version was in response to the closure of Atlanta's primary low-barrier shelter. Our local version receives housing referrals from ACoC's Coordinated Entry System. Once housed, families have essential housing services via ACoC and are set up on a path of stability. AH currently funds 89 vouchers designated as Housing First vouchers.

Consistent with its commitment to reduce and prevent homelessness locally and nationally, AH continues collaborative efforts with the United Way of Greater Atlanta, Partners for HOME (Atlanta's Continuum of Care), the US Department of Veterans Affairs, HUD, Georgia's Division of Family and Children Services (DFACS), and other local and state entities to address housing needs of at-risk populations. AH modified its HomeFlex selection procedures through the inclusion of an alternative selection process in order to allow property owners to submit a single application for multiple funding sources, including acquisition and construction funding, supportive services funding, and subsidy to increase the speed of development for new HAVEN units.

D. Health and Wellness

AH continues to administer its signature Aging Well Program, which empowers and encourages older adults to be active and to control their aging process. The program is designed to address *7 Dimensions of Whole Person Wellness*. This program is available at AH-Owned Communities and offers social engagement opportunities to enhance connections to family, friends, and the community, while promoting physical and mental wellness. In no particular order, the *7 Dimensions of Whole Person Wellness* are:



In FY 2019, AH saw a significant increase in the number of older adults are utilizing the Aging Well Program compared with past programming turnouts. AH has explored partnerships to support families in a variety of areas, such as fitness memberships, affordable health care and medical home connections, nutrition education and access to food, behavioral health, credit counseling and repair, and prenatal health care among others.

AH continued to host other signature events:

- The **12th Annual Seniors Farmers' Market**, in collaboration with our premier sponsor, Kaiser Permanente, provided a fun-filled, relaxed, open-air environment that afforded attendees social time with their neighbors and access to free, fresh produce, a healthy cooking demonstration, games with prizes, low-impact jazzercise and dancing, and entertainment. Between 300 and 350 seniors participated in this year's event.
- ☐ AH collaborates with Liberty Group Senior and Quality Living Services (**QLS**) to provide an **Active Living Services Program** for seniors and non-senior adults with disabilities. This program fosters participation in community events, provides access to nutritious meals, life enrichment classes, physical fitness and other activities that promote healthy aging and living independently. Some 418 people participated in active living services in FY 2019.
- The **12th Annual Senior Health and Wellness Resource Fair**, in conjunction with QLS, provided a day of health screenings, information dissemination, low-impact exercising and dancing, a healthy cooking demonstration, and door prizes. This year's theme was Financial Literacy with Fifth-Third Bank providing an empowerment speaker. AH hosted 250 participants at the annual resource fair.
- ☐ The Atlanta Regional Commission (**ARC**) collaborated with AH to provide a mental health coach to offer **mental health stabilization services** to residents living in AH-Owned high-rises. In FY 2019, ARC reported that 200 residents participated in the program.

E. Education and Student Achievement

Better educational opportunities are the most impactful way to ensure better outcomes later in life. Further, success in school may prevent future homelessness, drastically reduce the need for both long-term and high-cost rental assistance, and alleviate other social woes directly associated with inadequate education and employment. Although it can take generations to see the full impact, AH's investment provides immediate training and supportive services to improve the probability of success in education (both secondary and post-secondary education) and employment. For these reasons and others, AH has continued to provide the following opportunities for AH-assisted households:

- ▢ **Academic Enrichment.** AH continued to plan and establish collaborative efforts that support families and youth in areas such as tutoring, career planning, parenting and early childhood learning/instruction, after-school and summer programs, expeditionary learning initiatives, GED, lifelong learning programs, and similar efforts. AH referred 559 participants to academic-related services during FY 2019.
- **Internships.** AH sponsors an eight-week paid internship assignment during the traditional summer break for AH-assisted rising high school seniors and post-secondary students to help bridge the gap between academic study and its application in a professional environment. The internship provides selectees the opportunity to network with seasoned and budding professionals, and build relationships with other students while developing and enhancing soft skills necessary to move forward scholastically and professionally. In FY 2019, AH provided 14 internships for AH-assisted students – an increase of two additional internships over our FY 2018 number.
- ▢ **Scholarships.** Through the Atlanta Community Scholars Award (**ACSA**) and the Choice Neighborhood Scholarship Program (**CNSP**), AH has awarded more than \$650,000 to 198 deserving students since 2004. In FY 2019, AH awarded \$76,125 to 42 deserving students, about \$1,800 per student.

F. Volunteerism



AH CARES is an organized, volunteer program that allows AH staff, family, and friends to participate in AH-sponsored volunteer projects that create opportunities to network with co-workers, colleagues, community partners, and others while actively making a positive impact. The volunteer effort in FY 2019 totaled **139 volunteers** that recorded **553 hours** of volunteer service.



Strategy 3: THRIVE: Being Good Stewards of Public Resources

As an MTW agency, AH is uniquely positioned to use innovative strategies to ensure long-term financial sustainability. AH's financial management practices enable use of its MTW Single Fund dollars for investment opportunities in both traditional affordable housing programs and innovative programs that strengthen community partnerships and support neighborhood stabilization. MTW status also affords AH the fiduciary responsibility to actively seek new and innovative sources of revenue including competitive grant and entrepreneurial opportunities.

AH continued to vet every area of the agency to ensure maximum utilization of federal dollars to carry out its mission, meet HUD mandates, and create and preserve quality affordable housing in the City of Atlanta. Optimal use of funds involves both sides – spending and return on investment. AH continued to reduce operational overhead and streamline service delivery approaches during FY 2019. AH acknowledges that it needs to proactively identify and rigorously manage its investments to secure financial stability and longevity under the compliance of HUD regulations, Fair Housing, and other local, state, and federal requirements, as applicable.

A. Gap Assistance Financing Funds (GAFF) Tool

This tool, formerly known as the Co-Investment Framework Tool, thoroughly embodies the intent of the MTW Demonstration Program by exercising the single-fund flexibility to spur the development of affordable housing and mixed-income communities with the City of Atlanta. AH has continued exploring the highest and best use of the GAFF tool as a collaborative approach to investing funds allowing AH to leverage external funding from a variety of sources, such as the public partners, developers, community and economic development organizations, philanthropists, and other sources thereby expanding the production of affordable housing and the creation of mixed-income communities. AH continued to work with partners in FY 2019 while actively investigating other opportunities to collaborate with new development partners on existing and future projects.

B. Local Blended Subsidy

AH continued to explore the feasibility of adding public housing units up to its Faircloth Limit with an assortment of funding sources and subsidy assignments. As of June 30, 2019, AH could theoretically add nearly 5,100 units to its Annual Contributions Contract (**ACC**). Because of AH's plans to convert public housing units to long-term Section 8 assisted project-based voucher units under the Rental Assistance Demonstration (**RAD**) Program and AH's business model, AH does not plan to add anywhere near 5,000 ACC units back into its rental portfolio. Nonetheless, AH continues to explore this option to provide rental assistance to support the preservation and recapitalization of properties, or the redevelopment of its vacant land with new units.

C. Self-Development Entity

In 2018, the State of Georgia's Department of Community Affairs (**DCA**) established a new low-income housing tax credit (**LIHTC**) application threshold, where qualified applicants must have developed or own no less than five LIHTC projects with at least 20% equity to qualify to serve as General Partner and self-develop LIHTC-financed projects for future competitions. AH has initiated efforts to build its internal capacity to improve DCA consideration as a self-developer in future competitions.

D. Small Business and Section 3 Program

AH continued to create employment and contracting opportunities in order to help our program participants and small businesses to thrive. AH's development activities have a tremendous impact on the City of Atlanta. Frequently, these activities are one of the largest sources of economic activity in neighborhoods. Rehabilitation and new construction activities create economic opportunities for individuals and businesses and have a lasting economic impact on residents. Section 3 of the Housing and Urban Development Act of 1968 requires that, to the greatest extent feasible, recipients of HUD funding, will provide job training and employment and contracting opportunities to low-income and very low-income individuals.

In FY 2019, AH began planning a Section 3 training fund to provide direct training to residents and Section 3 business concerns. Developers and contractors will commit funding for resident training via a separate fund. In strategic partnership with several social service agencies, AH will seek to identify businesses willing to support rehabilitation and new construction activities to link developers and contractors with capable Section 3 and certified SBE concerns.

During FY 2019, AH trained 84 people for employment, and 146 new people were hired through AH's Section 3 Program. Although AH did not have any direct contracts with known Section 3 businesses in FY 2019, AH did enter into 20 small business-contracting opportunities, with **9 women-owned** and **11 minority-owned businesses**. AH continued to investigate the proper balance that encourages businesses, contractors, sub-contractors, and others with whom AH deals to meet its 35% compliance threshold.

F. Measurements of Success

For **VISION 2022**, AH established key performance indicators to measure the success of its 5-year (2017-2022) vision and plan. AH continued to monitor annual progress against internal baseline goals. Further, AH's MTW Agreement with HUD established performance measurements by which AH guides its operations in fulfillment of the terms of the Agreement. AH reports such performance in Appendix C1: AH Program Benchmarks.

VISION 2022 Performance Indicators

(As of 06/30/2019)

VISION 2022: AH's IMPACT

OUR BENEFICIARIES People Our Plan Impacts	Actual through 12/31/2016	Actual through 06/30/2018	Actual through 06/30/2019
Total % of AH's Participating Families with Very Low- or Extremely Low-Income	95%	97%	95%
Total Households Actively Housed	22,533	24,044	24,922
Working Families	9,886	10,161	10,333
Families with Children	7,964	8,174	9,274
Senior Households	5,899	6,310	6,804
Disabled Households	3,425	3,205	3,365
HAVEN (Supportive Housing initiatives across all programs)	1,383	2,305	1,412

WORK: FAMILY INDEPENDENCE Work Compliance by AH Program	Actual through 12/31/2016	Actual (*) through 06/30/2018	Actual (*) through 06/30/2019
HomeFlex Communities	82%	96%	99%
MIXED Communities	91%	97%	99%
AH-Owned Communities	88%	93%	91%
Housing Choice	62%	69%	N/A

(*) FY 2019 Work Compliance for HomeFlex Communities collection methods changed to ensure accuracy and clarity in reporting work compliance from our private management development partners.

THRIVE: MEASUREMENTS OF SUCCESS (KPIs)	Actual through 12/31/2016	Actual through 06/30/2018	Actual through 06/30/2019
Number of Families Served	22,533	24,044	24,922
Number of New Affordable Units Added to AH Program	1,257	1,419	1,528
Number of New Homeownership Opportunities (Down Payment Assistance)	70	163	269
Dollars Invested and Leveraged in New Real Estate Developments in Modern, High-Quality Mixed-Income Communities	\$6 MIL	\$42.4 MIL	\$42.4 MIL
Dollars Invested in Education and Education Initiatives	\$358,997	\$918,974	\$918,974
Number of Senior Adults Housed	6,641	7,611	7,476
Number of Veterans Housed (VASH)	226	245	244
Number of Homeless/At-Risk Families Served through HAVEN (Supportive Housing)	1,383	2,305	1,412
Number of Families Compliant with AH's Work Requirement	5,680	5,939	6,898
Number of Families Successfully Transitioned from AH Paying 100% of Their Own Housing Costs (Program Graduation)	47	104	74

Key FY 2019 activities include:

Real Estate investments represent on-going maintenance, planning, acquisitions, environmental remediation and construction, rehabilitation; the addition of HomeFlex units; increased Homeownership Down payment awards; execution of Choice Neighborhood Atlanta educational and community development programming.

SECTION III – MTW POLICY INNOVATIONS

Background on Moving-to-Work

The United States Congress created the MTW Demonstration Program, administered by the US Department of Housing and Urban Development (**HUD**), in 1996. AH is proud to be one of 39 “high-performing” Public Housing Agencies/Authorities (**PHAs**) in the nation designated as an MTW PHA. This prestigious designation gives PHAs, such as ours, the flexibility to design and test various approaches for (1) achieving greater efficiency and effectiveness with federal dollars, (2) facilitating opportunities for family self-sufficiency, and (3) facilitating and providing quality affordable housing opportunities in their localities. AH received its designation in 2001 and executed its MTW Agreement with HUD on September 23, 2003 (initial period effective: July 1, 2003 – June 30, 2010).

AH and HUD have since negotiated and executed an Amended and Restated MTW Agreement, effective November 13, 2008, and further amended by that certain Second Amendment to the MTW Agreement, effective January 16, 2009, referred herein as the “MTW Agreement.” The Second Amendment (a) reinstates and expands AH’s ability to invest MTW Funds in certain types of real estate transactions, and (b) reaffirms that AH’s MTW Funds may be used for MTW-Eligible Activities (as defined in the Restated MTW Agreement), and for low-income housing purposes beyond the limitations of Section 8 and Section 9 of the US Housing Act of 1937, as amended (1937 Act). In December 2015, Congress mandated the extension of the MTW Demonstration Program through June 30, 2028, under the same terms and conditions of AH’s current agreement that HUD confirmed for this extension to AH in writing on April 14, 2016.

Pursuant to the authority in AH’s MTW Agreement, AH combined its Section 8 (Housing Choice Voucher funds), Section 9 (Public Housing operating subsidy), and certain capital funds, into a single fund (MTW Block Grant, or MTW Funds), which are expended on eligible activities consistent with HUD rules and regulations and as set forth in AH’s MTW Agreement.

The MTW Agreement provides substantial statutory and regulatory relief under the 1937 Act and reaffirms, extends, and expands the regulatory relief provided under AH’s original MTW Agreement. The MTW Agreement forms the statutory and regulatory framework for AH to carry out its work during the term of the MTW Agreement, as amended and as extended from time to time. The statutory goals set forth by Congress are as follows:

Goal 1: Reduce costs and achieve greater cost effectiveness in federal expenditures.

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

Goal 3: Increase housing choices for low-income families.

As such, AH **meets all MTW Statutory Requirements** in the administration of its MTW activities and supportively prepares and submits this **Annual MTW Report in accordance with specific elements** outlined **in AH’s HUD-approved MTW Agreement** and/or elements outlined **in HUD Form 50900** for HUD’s review and acceptance

AH has strategically implemented most housing policy reforms across all programs. This consistency serves multiple purposes: 1) families can expect to rise to the same standards that AH believes lead to self-sufficiency; 2) AH can align its values and goals with contract terms in partner agreements with developers, owner entities, and service providers; 3) AH gains economies of scale from systemic implementation across the enterprise and by minimizing redundancy, overhead, and system changes. Policy reform examples include the following:

- ❏ **Use of MTW Funds.** AH supported MTW-Eligible Activities (as defined in the MTW Agreement) including, but not limited to, pre-development planning and/or preservation of mixed-income communities in partnership with developers and private owners; supported human development services to facilitate family self-sufficiency and housing stability; and supported preservation and operation of public housing communities and rental assistance programs.
- ❏ **Local Housing Policy Reforms.** AH promoted resident accountability, responsibility, and self-sufficiency, and helped stabilize the amount that low-income households pay for rent and utilities.
- **Housing Choice Voucher Program.** AH designed and implemented the goals of mainstreaming families and facilitating progressive “choices” of housing opportunities in economically integrated neighborhoods, with better quality-of-life amenities.
- **Sub-Market Payment Standards.** AH established 23 sub-market payment standards in the city of Atlanta and additional payment standards in areas of opportunity in AH’s service jurisdiction that extends 10 miles outside of the city of Atlanta’s corporate limits, including the Sandy Spring-Roswell Metro Fair Market Rent (**FMR**) Area. AH based these payment standards on zip codes in lieu of setting Housing Choice Voucher (**HCV**) payment standards using the metropolitan area-wide FMR methodology. This zip code based FMR methodology aligns with the Small Area Fair Market Rule published by HUD on November 16, 2016. AH notified HUD that this is the alternative FMR methodology and payment standard structure AH established in FY 2016 to expand tenant choice and enable voucher households to move to low-poverty, higher-cost areas in the city of Atlanta and other areas of opportunity in the AH service area. AH outlines its alternative FMR and payment standard methodology that complies with the Small Area FMR Final Rule for setting contract rents with property owners in its Statement of Corporate Policies (**SCP**).
- ❏ **HomeFlex Voucher Contracts Targeted to Areas of Opportunity in the City of Atlanta to Increase Rental Supply.** AH issued and approved Notices of Funding Availability that target private developers and property owners in Tax Allocation Districts (**TADs**), near job centers, near amenities, and other opportunity characteristics throughout the city of Atlanta.
- ❏ **Use of Housing Choice Vouchers in Mixed-Communities and HomeFlex Communities.** AH administered policy that permits voucher families to move into AH MIXED and HomeFlex communities as a solution to address the shortage of property owners accepting HCVs.
- **AH Operations of HomeFlex.** AH explored the option of establishing a centralized Waiting List as an incentive to increase program participation by private multi-family property owners. Creation and management of a centralized Waiting List would decrease the administrative burden for multi-family property owners to participate in AH’s HomeFlex Program; however, property owners elected to continue to maintain their own Waiting Lists for now.

- ② **Property Management Incentives.** AH proposed incentives to ease the administrative and maintenance operations workload and costs for private owners/managers to the extent feasible (for example, in reference to dealing with bedbug eradication). AH encouraged residents to cooperate with our Property Manager-Developer (**PMD**) partners and private owners. AH considered issuing loans/grants to assist PMD and privately owned sites in meeting Uniform Federal Accessibility Standards (**UFAS**) compliance requirements.
- ② **Expanding Housing Opportunities.** AH postponed using market principles and approaches in the administration of subsidy and landlord-tenant relations because of the change in vision; however, AH filled key positions and plans to resume this activity of expanding affordable housing seamlessly in mixed-income communities and neighborhoods.
- ② **Human Development.** AH administered, supported, and explored services, initiatives, and programs that promoted family self-sufficiency, independent living, and aging in place.
- ② **Work/Program Requirement.** AH revisited its AH-wide work requirement that applies to all non-elderly and non-disabled adults in all AH rental programs. As an alternative to terminating households for non-compliance (a policy that dates back to October 2017), AH plans to reduce the work hours from 30 hours per week to an average of 20 hours per week. Meanwhile, it continued plans to enhance its career planning, workforce development and employment linkage efforts with local employers and service providers in an effort to increase activity compliance.
- ② **Economic Viability.** AH created an internal Compliance Monitoring Business Unit to establish a formalized self-evaluation measure for AH operations while it continued planning efforts, with consultant support, to assess compliance, operational performance, program performance, and financial risks and related program compliance strategies and practices respective to AH business units. AH took these measures at the organization level and implemented operational enhancements to improve the efficiency of financial and business operations.

For a detailed description of key innovations or reforms that AH implemented because of its participation in the MTW Demonstration, see Appendix C of this document or on our website at www.atlantahousing.org.

MTW policy innovations that AH proposed for implementation are included in its Annual MTW Plan. Policy innovations are effective only after approval by the AH Board of Commissioners and HUD MTW Office. By approving such policy innovations, the AH Board of Commissioners authorizes the president and chief executive officer to execute and provide administrative direction in the implementation of those policies, as approved by HUD, through standard operating procedures and guidelines.

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A P P E N D I C E S

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APPENDIX A

ELEMENTS OF

AH-AGREEMENT

LEGACY

ATTACHMENT B

I. HOUSEHOLDS SERVED**By Program/Housing Type**

		Household Totals*		
Community & Program Type	Type of Assistance ⁽⁵⁾	Actual End of FY 2017	Actual End of FY 2018	Actual End of FY 2019
AH-Owned Communities ⁽¹⁾	PH	1,793	1,586	1,586
MIXED Communities ⁽¹⁾ (Mixed-Income Communities)	PH	2,221	2,155	2,155
	RAD PBV	0	423	423
	HF ⁽⁶⁾	1,775	1,543	1,509
	LIHTC-only ⁽⁶⁾	1,171	1,131	1,084
HomeFlex ⁽¹⁾ (MTW-PBRA Communities)	HF ⁽⁶⁾	3,364	4,012	4,230
	LIHTC-only ⁽⁶⁾	1,525	1,595	1,589
Housing Choice Tenant-Based ⁽¹⁾⁽²⁾	HCV	8,381	8,608	9,094
Housing Choice Ports ⁽³⁾	HCV	2,086	2,029	1,860
Housing Choice Homeownership	HCV	25	23	19
Homeownership - Other ⁽⁴⁾	Down-Payment	553	724	993
Supportive Housing ⁽⁷⁾	MTW	199	215	380
TOTAL ⁽¹⁾		23,093	24,044	24,922

NOTES: PH = Public Housing (ACC-assisted), RAD PBV = Rental Assistance Demonstration Project-Based Voucher, HF= HomeFlex, LIHTC-only = Low-Income Housing Tax Credits only, HCV= Housing Choice Voucher – more notes follow on the next page.

⁽¹⁾ Overall, AH realized an increase in households served in 4 of the 12 categories: HomeFlex, Housing Choice Voucher, Homeownership – Other, and Supportive Housing. Some planned HomeFlex units were delayed during the fiscal year.

⁽²⁾ Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, and 270 VASH vouchers.

⁽³⁾ Housing Choice Ports reductions are attributed absorption of vouchers by receiving PHAs and households with AH vouchers that return to AH's jurisdiction, as well as new pilots that allow port at admission.

⁽⁴⁾ Homeownership - Other category includes AH's Down Payment Assistance Programs, or through other revitalization initiatives.

⁽⁵⁾ AH does not have non-MTW PH or HomeFlex units in its portfolio. Most PH and HomeFlex-assisted units in mixed-income, mixed-finance communities are developed using low income housing tax credit equity and are also tax credit units. For reporting purposes, we categorize these units as PH or HomeFlex units (not as LIHTC-only units).

⁽⁶⁾ Variances in HomeFlex and LIHTC-only are generally attributed to additional units not on-boarded as planned. Starting FY 2017 variance may also include 28 Scattered-site LIHTC Units.

⁽⁷⁾ Supportive Housing reflects households assisted via AH's pilot rental housing assistance program for homelessness prevention.

By Unit Size

Community & Program Type	Number of Households by Unit Size																	
	0/1 Bedroom			2 Bedrooms			3 Bedrooms			4 Bedrooms			5+ Bedrooms			TOTAL		
	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg
AH-Owned Communities	1,455	1,425	-2%	46	45	-2%	20	19	-5%	28	29	4%	0	0	--	1,549	1,518	-2%
MIXED Communities ⁽¹⁾	1,617	1,455	-10%	1,434	1,467	2%	547	553	1%	47	48	2%	0	0	--	3,645	3,523	-3%
RAD-PBV Conversions	300	366	100%	31	31	100%	5	5	100%		0	100%			100%	336	402	20%
HomeFlex Communities (PBRA) ⁽¹⁾	2,090	2,608	25%	1,224	1,296	6%	167	177	6%	5	5	0%	0	0	--	3,486	4,086	17%
Housing Choice Tenant-Based ^{(2) (3)}	2,459	2,897	18%	2,023	3,110	54%	1,741	2,381	37%	1,218	706	-42%	1,167	0	-100%	8,608	9,094	6%
Housing Choice Ports	409	375	-8%	664	609	-8%	720	660	-8%	206	189	-8%	30	27	-10%	2,029	1,860	-8%
TOTAL	8,330	9,126	10%	5,422	6,558	21%	3,200	3,795	19%	1,504	977	-35%	1,197	27	-98%	19,653	20,483	4%

NOTES:

⁽¹⁾ AH does not capture household characteristics for LIHTC-only units within AH's MIXED Communities and HomeFlex (PBRA) Communities

⁽²⁾ Increase in studio/one bedroom units reflects growth in permanent supportive housing programs that address homelessness (including VASH).

⁽³⁾ Changes in household sizes reflect "right-sizing" program vouchers during program recertification

By Family Composition

Community & Program Type	Number of Households by Family Size																	
	1 Member			2 Members			3 Members			4 Members			5+ Members			TOTAL		
	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg
AH-Owned Communities	1,395	1,368	-2%	104	100	-4%	17	14	-18%	15	14	-7%	18	22	22%	1,549	1,518	-2%
MIXED Communities ⁽¹⁾	2,029	1,883	-7%	715	745	4%	505	487	-4%	247	253	2%	149	155	4%	3,645	3,523	-3%
RAD-PBV Conversions	288	354	100%	32	36	100%	13	11	100%	2	1	100%	1	0	100%	336	402	20%
HomeFlex Communities (PBRA) ⁽¹⁾	2,482	2,979	20%	640	733	15%	214	216	1%	99	106	7%	51	52	2%	3,486	4,086	17%
Housing Choice Tenant-Based	2,459	2,862	16%	2,023	2,274	12%	1,741	1,696	-3%	1,218	1,175	-4%	1,167	1,087	-7%	8,608	9,094	6%
Housing Choice Ports ⁽²⁾	861	789	-8%	465	426	-8%	535	491	-8%	144	132	-8%	24	22	-8%	2,029	1,860	-8%
TOTAL	9,514	10,235	8%	3,979	4,314	8%	3,025	2,915	-4%	1,725	1,681	-3%	1,410	1,338	-5%	19,653	20,483	N/A

NOTES:

⁽¹⁾ AH does not capture household characteristics for LIHTC-only units within AH's MIXED Communities and HomeFlex (PBRA) Communities.

⁽²⁾ AH estimates the family composition for HCV Port-outs.

By Income Type

Community & Program Type	Number of Households by Income group (percent of Area Median Income (AMI))														
	< 30% of AMI			31 - 50% of AMI			51 - 80% of AMI			> 80% of AMI			TOTAL		
	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg	Jun-18	Jun-19	% Chg
AH-Owned Communities	1,348	1,364	1%	177	133	-25%	19	18	-5%	5	3	-40%	1,549	1,518	-2%
MIXED Communities ⁽¹⁾	2,459	2,425	-1%	943	889	-6%	223	199	-11%	20	10	-50%	3,645	3,523	-3%
RAD-PBV Conversions	274	341	100%	52	54	100%	9	7	100%	1	0	100%	336	402	20%
HomeFlex Communities (PBRA) ⁽¹⁾	2,570	3,135	22%	773	831	8%	139	117	-16%	4	3	-25%	3,486	4,086	17%
Housing Choice Tenant-Based	7,599	6,242	-18%	897	2,219	147%	110	591	437%	2	42	2000%	8,608	9,094	6%
Housing Choice Ports	1,501	1,599	7%	411	226	-45%	108	34	-69%	9	1	0%	2,029	1,860	-8%
TOTAL	15,751	15,106	-4%	3,253	4,352	34%	608	966	59%	41	59	44%	19,653	20,483	4.2%

Total households that are ≤ 50% of Area Median Income (AMI) = 19,458 or 95% of the households tracked.

The remaining households, 1,025, make up the 5% that falls into the > 50% of AMI category.

NOTES: ⁽¹⁾ AHA does not capture household characteristics for LIHTC-only units within AH's MIXED Communities and HomeFlex (PBRA) Communities.

By Waiting List Characteristics

Community & Program Type*	Waiting List Households by Income Group (% of Area Median Income)				Waiting List Households by Unit Size Requested (# of Bedrooms)					Waiting List Households by Family Size (# of Members)					TOTAL
	<30%	30-50%	50-80%	>80%	Studio	1 BR	2 BR	3 BR	4+ BR	1	2	3	4	5+	
AH-Owned Communities ⁽¹⁾	1,123	30	2	0		1,155	0	0	0						1,155
MIXED Communities	34,993	6,506	1,243	51	127	27,358	10,630	8,361	183						42,793
HomeFlex Communities (PBRA) ⁽²⁾	6,788	39,224	1,088	59	17	14,978	18,769	12,476	1,000						47,159
Housing Choice ⁽³⁾⁽⁴⁾ Tenant-Based	19,546	4,190	655	148						5,028	7,281	5,839	3,562	2,829	24,539
TOTAL	62,450	49,950	2,988	258	144	43,491	29,399	20,837	1,183	5,028	7,281	5,839	3,562	2,829	115,646

NOTES: * Using flexibilities afforded to AH under its MTW Agreement with HUD, waiting lists (except the Housing Choice Tenant-Based Program) are maintained by partners as part of AH's site-based administration policies.

⁽¹⁾ Totals reflect the approved reduction of leasing activity due to RAD Conversion.

⁽²⁾ Numbers shown do not include data for Supportive Housing communities that are leased through referrals from a contracted service provider that provides supportive services to the target population.

⁽³⁾ AH does not capture waiting list data on the Mainstream waiting list and does not maintain FUP or VASH waiting lists, because these special purpose vouchers are issued through referrals from the public child welfare agency (PCWA) under agreement with AH or the Veterans Administration, respectively.

⁽⁴⁾ A new HCVP Waiting List of 30,000 applicants to the Housing Choice tenant-based program was established March 2017.

II. OCCUPANCY POLICIES

AH includes this information in the MTW Program Benchmark Report in a separate attachment. Detailed information is codified in AH's Statement of Corporate Policies (**SCP**). Interested parties may review this document via our website at www.atlantahousing.org/news/. We encourage you to contact our Policy Research Director, Lenny Koltochnik, at lenny.koltochnik@atlantahousing.org with specific questions.

III. CHANGES IN HOUSING STOCK

AH's public housing inventory is reported to HUD through the Public and Indian Housing Information Center (**PIC**), while housing choice leasing data is submitted through the Voucher Management System (**VMS**). We submit information to both systems and successor systems on a monthly basis.

IV. SOURCES AND AMOUNTS OF FUNDING

AH submitted unaudited information on August 23 in the prescribed Financial Data Schedule (**FDS**) format through the Financial Assessment System – PHA (**FASPHA**).

V. USES OF FUNDS

AH submitted unaudited information on August 23 in the prescribed Financial Data Schedule (**FDS**) format through the Financial Assessment System – PHA (**FASPHA**).

VI. CAPITAL PLANNING

AH includes an overview of this information in HUD Form 50900 under General Description of All Actual Capital Expenditures during the Plan Year. Detailed information is in our Comprehensive Annual

VII. MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

OCCUPANCY RATE

AH, set an occupancy target of 98% for its public housing units. We did not meet this benchmark, in part because AH is converting its public housing units to Section 8 project-based voucher units under the Rental Assistance Demonstration (**RAD**) Program. As a strategy to ensure unit availability for families affected by RAD activities, AH requested that turnover units remain vacant to “checker board” families from one unit, floor, or building to another unit, floor, or building to make space for RAD related rehabilitation activities.

The table on the next page reflects the averages for each community type. Individual property details are available upon request.

7. Occupancy Rate

The ratio of occupied public housing units to available units as of the last day of the fiscal year shall be greater than or equal to the target benchmark.

Program / Community Type	AH MTW Target (at least)	Actual Occupancy Rate (%)	Difference
AH-Owned Communities Average	98%	94.7%	-3.3%
MIXED Communities Average	98%	96.4%	-1.6%
Public Housing-Assisted Average	98%	96%	-2%

UNCOLLECTED RENT RATE

AH, set an uncollected rent rate of 2% for its public housing units. AH exceeded this benchmark with an uncollected rent rate of less than 2%. The table below reflects the averages for each community type and individual property details are available upon request.

8. Percent Rents Uncollected

Gross tenant rents received through the last day of the fiscal year divided by the total amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.

Program / Community Type	AH MTW Target (at most)	Actual Rents Uncollected (%)	Difference
AH-Owned Communities Average	2%	0.5%	-1.5%
MIXED Communities Average	2%	2.0%	0.0%
Public Housing-Assisted Totals	2%	1%	-0.7%

WORK ORDERS

AH, set a 24-hour completion target for emergency work orders and 7-day target for routine work orders at its public housing units. The tables below reflect the average times for work order types by community type. Individual property details are available upon request.

AH met the emergency work order benchmark in FY 2019 where 99% of emergency work orders were completed or abated within 24-hours or less.

9. Emergency Work Orders Completed or Abated in < 24 Hours			
The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as "emergency resolved through temporary measure, and a work order for long term resolution has been issued.")			
Program / Community Type	AHA MTW Target	Actual Emergency	Difference
AH-Owned Communities Average	99%	100.0%	1.0%
MIXED Communities Average	99%	98.3%	-0.7%
Public Housing-Assisted Totals	99%	99%	0.1%

AH exceeded the routine work order benchmark in FY 2019 by completing routine work orders in 7-days or less.

10. Routine Work Orders Completed in < 7 Days			
The average number of days that all non-emergency work orders will be active during the fiscal year shall be 7 days or less.			
Program / Community Type	AHA MTW Target (at most)	Actual Average Days to Complete Routine Work Orders (# days)	Difference
AH-Owned Communities Average	7	1.3	-5.7
MIXED Communities Average	7	2.3	-4.7
Public Housing-Assisted Totals	7	1.8	-5.2

INSPECTIONS

AH, set a 100% inspection rate of common areas and occupied public housing units. AH met this benchmark with an inspection rate of 100%. The table below reflects the averages for each community type and individual property details are available upon request.

11. Percent Planned Inspections Completed			
The percentage of all occupied units and common areas that are inspected during the fiscal year shall be greater than or equal to the target benchmark.			
Program / Community Type	AHA MTW Target (at least)	Actual Inspections Completed (%)	Difference
AH-Owned Communities Average	100%	100%	0%
MIXED Communities Average	100%	100%	0%
Public Housing-Assisted Totals	100%	100%	0%

SECURITY

AH continued to address crime and safety in the communities through collaborative strategies with its private development partners, Property-Management Developers (PMDs), local law enforcement, and residents.

During FY 2019, AH strategies to combat crime aggressively included:

- (1) Dedication of over \$1.3 million during FY 2019 at the AH-Owned Communities to:
 - a) Provide security presence via concierge and staff within the properties, and
 - b) Provide video surveillance and a community security channel.
- (2) Collaboration with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AH-Owned Communities and AH's MIXED Communities,
- (3) Continued utilization of enhanced criminal screening standards and processes and strict lease enforcement, and
- (4) Completion of necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.

VIII. MANAGEMENT INFORMATION FOR LEASED HOUSING

LEASING INFORMATION

AH's public housing inventory is reported to HUD through the Public and Indian Housing Information Center (PIC), while housing choice leasing data is submitted through the Voucher Management System (VMS). We submit information to both systems and successor systems on a monthly basis.

INSPECTIONS STRATEGY

AH Reviews of MIXED Communities: AH has worked to streamline and enhance the compliance review process by utilizing audits, inspections and compliance reviews conducted by other agencies and compliance contractors. AH conducts the following reviews for the MIXED Communities:

(1) **Business Process Reviews:** An annual Business Process Review is conducted at all mixed-income communities. The Business Process Review includes a review of the property operations as well as a physical review of a sample resident files. The purpose of the annual review is to confirm that site-based administration activities are in compliance with AH policies, federal requirements and various legal agreements defining the obligations of the owner entities and professional property management companies with respect to the maintenance of the site-based waiting list, operations, enforcement of AH's Work Requirement, rent determination, and accessibility. Through Business Process Reviews, AH's asset management has been able to strengthen AH's internal controls and external oversight of owner entity and property management performance related to maintenance of the site-based waiting list, operations, physical conditions of the portfolio, enforcement of AH's Work Requirement, rent determination, and accessibility.

(2) **Financial:** AH also reviews the audited financial statements of the MIXED Communities, identifying any trends that may affect the long-term financial viability and sustainability of the underlying asset. When there are going concerns, impairments, audit findings or material adverse changes that may impact the ability to meet current or future obligations, AH works with the Owner to ensure the deficiencies are resolved and develop a corrective action plan, as necessary.

AH Reviews of AH-Owned Communities

Through its quality assurance program, AH is focused on maintaining quality living environments throughout the AH -Owned real estate portfolio. AH provides an integrated assessment of the status of each property, and works closely with its Property Management-Developer Company (PMD) partners to identify and proactively address issues at the properties.

The emphases and outcomes of each element of the quality assurance program are as follows:

(1) **Uniform Physical Conditions Standards (UPCS):** AH conducts UPCS quality assurance inspections annually at each property. A minimum of 5% of the units, all common areas, and all building systems are inspected. The inspections result in a reduction of systemic maintenance issues and an overall improvement in the physical condition of the communities.

(2) **Elevator:** AH's elevator consultant continues to provide an annual audit for each elevator at the high-rise communities, as well as to coordinate with the PMDs on equipment modernization and ongoing routine maintenance. Improved equipment maintenance has led to improved operational up time as well as a significant decrease in resident complaints concerning elevators.

(3) **Rental Integrity Monitoring (RIM):** The RIM review, conducted annually at each property, focuses on procedures related to the complete occupancy life cycle from the application to termination. The findings from RIM help in the design of staff training, which in turn, has reduced the amount of errors identified.

(4) **Procurement/Contracts:** AH conducts this regular on-site review to audit procedures related to the PMD procurements and contract management. PMD staff have made significant progress in maintaining best practices for documentation of contract administration and in public transparency and accountability.

(5) **Finance/Accounting:** This internal financial audit, conducted annually at each property, is beneficial in identifying areas of concern within the properties' fiscal operations.

(6) **Community Safety/Risk:** This inspection of requirements for property administrative, technical and physical security systems enables the PMDs to identify and mitigate safety issues at the communities. This inspection, conducted annually at each property, also includes items in accordance with AH's Risk/Safety program (inspections, analysis, etc.), which complies with the Insurer's Work Plan instituted by our liability insurance company. AH insurance premiums have been reduced as a result of AH's Risk/Safety program.

(7) **Accessibility:** Accessibility inspections are conducted at each property annually to ensure each community's compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AH's related policies and procedures. These inspections enable AH to have early detection and resolution of accessibility issues, identify process improvements, and identify topics for staff training.

IX. RESIDENT PROGRAMS

AH discusses these programs in Section II Fiscal Year 2019 Priorities, which begins on page 11 of this document. AH did not conduct any evaluations during the reporting period.

X. OTHER INFORMATION AS REQUIRED

AH includes required certifications and other submissions from which AH is not exempt by the MTW Agreement in its Resolution and Certifications packet.

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APPENDIX B

ELEMENTS OF

HUD FORM 50900

(II) GENERAL OPERATING INFORMATION**ANNUAL MTW REPORT****A. HOUSING STOCK INFORMATION****i. Actual New Project Based Vouchers**

Tenant-based vouchers that the MTW PHA project-based for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) was in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Cosby Spear High-rise	282	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Peachtree Road High-rise	196	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Villages of Eastlake II	180	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Manor at Dekalb Medical	175	0	Committed	No	Creation of PBV units through AH's HomeFlex Program
East Lake High-rise	149	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Barge Road High-rise	129	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Hightower Manor High-rise	129	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Marietta Road High-rise	129	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Villages at Castleberry Hill II	114	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Villages of Eastlake I	91	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Magnolia Park I	87	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
The Atrium at Collegetown	76	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Manor at Indian Creek II	75	75	Committed	No	Creation of PBV units through AH's HomeFlex Program
Magnolia Park II	73	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Mechanicsville Crossing	68	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Mechanicsville Station	63	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Columbia Mechanicsville Apartments	62	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Columbia Creste	61	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Columbia Park Citi	61	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Columbia Grove	56	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Columbia Senior Residences at Mechanicsville	54	0	N/A	Yes	Conversion of Senior PH units to PBV units under RAD
Columbia Estates	50	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Summerdale Commons Phase II	50	50	Committed	No	Creation of PBV units through AH's HomeFlex Program
Columbia Commons	48	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Parkside at Mechanicsville	47	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Quest Holly Apartments	40	0	Committed	No	Creation of PBV units through AH's HomeFlex Program
Columbia Village	30	0	N/A	Yes	Conversion of Family PH units to PBV units under RAD
Gateway at Capitol View	0	162	Committed	No	Creation of PBV units through AH's HomeFlex Program
	2,575	287	Planned/Actual Total Vouchers Newly Project-Based		

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

There are multiple contributing factors to the difference between AH's Planned Number of project-based vouchers and the Actual Number of newly project-based vouchers. First, AH shared in its FY 2019 Plan that it expected to convert 2,461 PH units to project-based voucher units under its HomeFlex Program or through the RAD Program. During the fiscal year, AH received interest from a 114-unit property owner to bring their units onto the HomeFlex Program. This addition increased the planned number of units to 2,575 that we reflected in our total count.

Regarding the unit difference of 2,288, AH submits that application delays at the Federal level, market conditions and reduced interest of property owners at the local level, and other variables all contributed to AH's inability to project base assistance through HomeFlex Agreements or under the RAD Program at the planned unit target during FY 2019.

ii. Actual Existing Project Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP was in place by the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Adamsville Green	81	81	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Arcadia at Parkway Village	116	116	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Ashley Auburn Pointe I	8	8	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Ashton at Browns Mill	79	79	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Atrium at CollegeTown	114	114	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Auburn Glenn	108	108	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Avalon Park Family	53	53	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Avalon Park Senior	136	136	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Avalon Ridge Family	89	89	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Campbell Stone	201	201	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Capitol Gateway II	16	16	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Centennial Place I	74	74	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Centennial Place II	70	70	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Centennial Place III	74	74	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Centennial Place IV	83	83	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia at Sylvan Hills	76	76	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Columbia Colony Senior	62	62	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Commons	15	15	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Heritage	124	124	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Columbia High Point (Senior)	94	94	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Mechanicsville Apartments	35	35	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Senior Residences at Blackshear	77	77	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Senior Residences at Edgewood	135	135	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Senior Residences at Mechanicsville	81	81	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Senior Residences at MLK, Jr.	121	121	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia South River Gardens	51	51	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Columbia Tower at MLK Village	95	95	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Constitution Avenue Apartments	67	67	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Crogman School Apartments	45	45	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Donnelly Courts	52	52	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Gateway at East Point	100	100	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
GE Tower	190	190	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Heritage Green	44	44	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Heritage Station I	88	88	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Heritage Station II	150	150	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Highbury Terraces	17	0	Committed	No	Owner terminated HomeFlex Agreement
Imperial Hotel	90	90	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Lakewood at Christian Manor	192	192	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Lillie R. Campbell House	56	56	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Manor at Scott's Crossing	100	100	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Martin House at Adamsville	106	106	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Mechanicsville Crossing	30	30	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Mechanicsville Station	35	35	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Oasis at Scholars Landing	48	48	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Odyssey at Villas	32	32	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
O'Hern House	76	76	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Park Commons/Gates Park (HFOP)	152	152	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Park Commons/Gates Park (HFS)	129	129	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Parkside at Mechanicsville	32	32	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Peaks at MLK, Jr.	73	73	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Phoenix House	44	44	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Piedmont Road High-rise	208	208	Leased/Issued	Yes	Conversion of Senior PH units to PBV units under RAD
Providence at Parkway Village	50	50	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Quest Villages III	10	10	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Retreat at Edgewood	40	40	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Reynoldstown Senior Residences	26	26	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Seven Courts	30	30	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Summit Trail	40	40	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Tenth and Juniper High-rise	149	149	Leased/Issued	Yes	Conversion of Senior PH units to PBV units under RAD
The Legacy at Walton Lakes	24	24	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
The Remington Apartments	160	160	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
The Renaissance at Park South Senior	100	100	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Veranda at Auburn Pointe	86	86	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Veranda at Auburn Pointe II	98	98	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Veranda at Auburn Pointe III	102	102	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Veranda at Carver	90	90	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Veranda at CollegeTown	100	100	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Veranda at Groveway	74	74	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Veranda at Scholars Landing	100	100	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
Villages at Castleberry Hill I	66	66	Leased/Issued	Yes	Conversion of Family PH units to PBV units under RAD
Villas of H.O.P.E.	36	36	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Welcome House	41	41	Leased/Issued	No	Creation of PBV units through HAVEN HomeFlex Program
Woodbridge at Parkway Village	98	98	Leased/Issued	No	Creation of PBV units through AH's HomeFlex Program
	5,944	5,927	Planned/Actual Total Existing Project-Based Vouchers		

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

AH attributes the difference (17) between Planned and Actual unit counts to the Highbury Terraces owner(s) terminating their agreement to convert their market units to PBV units under AH's HomeFlex Program.

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR

AH did not have any planned or actual changes to its MTW Housing Stock during the 2019 Plan Year.

iv. General Description of All Actual Capital Expenditures During the Plan Year

Narrative general description of all actual capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR																
<p>AHA established four priorities for FY 2019 Capital Improvements at the AH-Owned Communities:</p> <ol style="list-style-type: none"> 1. Health and safety of residents 2. Property viability 3. Compliance 4. Redevelopment through Rental Assistance Demonstration (RAD) <p>AH plans to expend roughly \$1.293M for site/building Improvements that includes 1 dumpster upgrade and relocation, 1 elevator motor upgrade, 4 elevator repairs – rope and sheave replacement, 4 elevator upgrade – door operators and drive replacement, 1 emergency boiler repair and replacement, 1 emergency generator repair, 1 emergency stops (boilers), 1 fire alarm engineering study and repair, 1 fire panel repair – power supply replacement(unanticipated project), 1 garage water line insulation and repair (adding HVAC lines), 1 heating boiler repair – replacement of burner assembly and ignition system, 1 HVAC replacement, 1 installation of outdoor smoking pavilion – FY18 carry over, 1 installation of outdoor smoking pavilion – FY18 carry over, 1 plumbing repairs – main valve replacement (unanticipated project), replaced 39 PTAC units, 1 thermostat and power strip installation, 1 valet service during garage water line insulation and repair work, 1 water heater (5th floor) equipment during FY 2019 that may or may not appear in this listing; capital expenditures are planned for the following AH-Owned Communities:</p> <p><u>AH-Owned Community Budget Capital Improvements</u></p> <table> <tbody> <tr> <td>• Cheshire Bridge Road High-rise</td> <td>\$310,322</td> </tr> <tr> <td>• Cosby Spear High-rise</td> <td>\$248,158</td> </tr> <tr> <td>• East Lake High-rise</td> <td>\$97,626</td> </tr> <tr> <td>• Georgia Avenue High-rise</td> <td>\$45,955</td> </tr> <tr> <td>• Hightower Manor High-rise</td> <td>\$53,434</td> </tr> <tr> <td>• Marian Road High-rise</td> <td>\$509,098</td> </tr> <tr> <td>• Martin Street Plaza</td> <td>\$15,836</td> </tr> <tr> <td>• Westminster High-rise</td> <td>\$13,045</td> </tr> </tbody> </table>	• Cheshire Bridge Road High-rise	\$310,322	• Cosby Spear High-rise	\$248,158	• East Lake High-rise	\$97,626	• Georgia Avenue High-rise	\$45,955	• Hightower Manor High-rise	\$53,434	• Marian Road High-rise	\$509,098	• Martin Street Plaza	\$15,836	• Westminster High-rise	\$13,045
• Cheshire Bridge Road High-rise	\$310,322															
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• Marian Road High-rise	\$509,098															
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• Westminster High-rise	\$13,045															

B. LEASING INFORMATION**i. Actual Number of Households Served**

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	26,160	44,892	2,180	3,741
MTW Housing Choice Vouchers (HCV) Utilized	234,864	205,620	19,572	17,135
Local, Non-Traditional: Tenant-Based	2,592	4,560	216	380
Local, Non-Traditional: Property Based	31,980	32,076	2,665	2,673
Local, Non-Traditional: Homeownership	304,65	299,06916	25,588	24,922

Planned/Actual Totals

* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

AH attributes the difference between the Planned and Actual totals to the reduced number of new property owners into its HomeFlex Program. The reduced program intake influences the total number of Households Served.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Developing Alternative & Supportive Housing Resources / SH.2005.09	2,592	4,560	216	380
Property-Based	Reformulating the Subsidy Arrangement in AH Sponsored Mixed Income, Mixed Finance Communities, including Centennial Place and AH's Affordable Communities / RE.2005.09	14,400	13,008	1,200	1,084
Property-Based	HomeFlex Site-Based Administration / RE.2006.02	17,580	19,068	1,465	1,589
Homeownership	Comprehensive Homeownership Program Name/RE.2007.03	9,060	11,916	755	993
Planned/Actual Totals		43,632	48,552	3,636	4,046

* The sum of the figures provided should match the totals provided for each Local, Non-Traditional category in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
Program Name/Services Provided	N/A	N/A

ii. **Discussion of Any Actual Issues/Solutions Related to Leasing**

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	None
MTW Housing Choice Voucher	AH voucher-holding families continue to experience longer search times for affordable units, especially those in the 1 and 2 bedrooms market in Atlanta's competitive rental market. AH continues to employ a number of incentive-based options to attract and retain property owners to the HCV Program, while dispelling myths and misnomers about program participants to help increase affordable unit availability.
Local, Non-Traditional	None

C. WAITING LIST INFORMATION**i. Actual Waiting List Information**

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The "Description" column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
Housing Choice Voucher Program	Community-wide list for all population segments	25,292	Closed	No
RAD Project-Based Voucher Program	Specific list for all population living at RAD PBV sites	0	Partially Open	No
HomeFlex, HomeFlex: Supportive Housing, and Public Housing Programs	Site-Based list for all population segments that is delivered at the property level by respective property owners and management agents	Unk	Open	Yes

Please describe any duplication of applicants across waiting lists:

Because AH does not prohibit families from applying to multiple sites, AH acknowledges that there may be instances where families are on site-based Waiting Lists and have applied for the HCV Program during the period that the Waiting List was open. AH's partners administer site-based Waiting Lists and AH uses a date and time stamp method to receive applications, a "lottery" method to randomly select families, and a residency policy to ensure that local families have a higher chance to receive a voucher off of the Housing Choice Waiting List.

ii. Actual Changes to Waiting List in the Plan Year

Please describe any actual changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
RAD Project-Based Voucher Program	This is a new Waiting List created to capture and house families that decide to exercise their Choice Mobility for a turnover tenant-based voucher (TBV) once they meet the occupancy requirements under RAD.
HomeFlex, HomeFlex: Supportive Housing, and Public Housing Programs	AH contracts management of these sites with third-party providers that administer respective Waiting Lists at the property level. AH does not have access nor maintain an active count of these lists.

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS**i. 75% of Families Assisted Are Very Low Income**

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	43
49%-30% Area Median Income	358
Below 30% Area Median Income	1,100
Total Local, Non-Traditional Households Admitted	1,501

ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	2,564	2,209	0	4,773	36%
2 Person	466	1,939	0	2,405	18%
3 Person	354	2,014	0	2,368	18%
4 Person	284	1,629	0	1,913	14%
5 Person	350	1,591	0	1,941	14%
6+ Person	0	0	0	0	0%
TOTAL	4,018	9,382	0	13,400	100%

* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" given above:

Description

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	36%	9,446	51%	+15%
2 Person	18%	3,889	21%	+3%
3 Person	18%	2,426	13%	-5%
4 Person	14%	1,554	8%	-6%
5 Person	14%	787	4%	-10%
6+ Person	0%	540	7%	+7%
TOTAL	100%	18,642	100%	4%

** The “Baseline Mix Percentage” figures given in the “Mix of Family Sizes Served (in Plan Year)” table should match those in the column of the same name in the “Baseline Mix of Family Sizes Served (upon entry to MTW)” table.

^ The “Total” in the “Number of Households Served in Plan Year” column should match the “Actual Total” box in the “Actual Number of Households Served in the Plan Year” table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the “Total” number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

As the potential largest factor between the baseline and plan year variances, AH shares that HUD approved AH to use a different methodology, by bedroom sizes, to establish the households served baseline and subsequent household served counts because AH was unable to secure family size counts and would lose over 3,000 families without the modified methodology. In recent years, AH has reported actual family sizes, which causes an annual variance when contrasted with a bedroom size baseline that includes reasonable assumptions and projections, but still inaccurate.

In addition to the modified methodology, AH submits that other factors that may have contributed to the >5% variances for the following family sizes:

- 1 Person: “Right-sizing” over-housed families in concert with the relocation activities in accordance with AH’s Quality of Life Initiative (QLI) may have contributed to the >5% change for this category.
- 4 Person: AH suggests that “right-sizing” under-housed families in concert with the relocation activities undertaken in accordance with AH’s QLI may have contributed to the >5% change.
- 5 Person: “Right-sizing” under-housed families in concert with the relocation activities undertaken in accordance with AH’s QLI and family sizes growing may have contributed to the >5% difference.

iii. **Number of Households Transitioned to Self-Sufficiency in the Plan Year**

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
Elderly Income Disregard/2005.02	179	Elderly Persons with Earned Income
Work/Program Requirement/2005.04	0	Households Moving from Non-Compliant with Work/Program Requirement to Progressing or Compliant
Human Development Services/2005.06	0	Households Moving from Non-Compliant with Work/Program Requirement to Progressing or Compliant
4-to-1 Elderly Admissions/2005.07	1,518	Households Accessing Services or Resources Needed to be Engaged, Active, and in Control of Decisions that Affect their Lives and the Aging Process
Non-Elderly Income Disregard/2011.01	214	Non-Elderly Disabled Persons with Earned Income
Aging Well Program/2011.03	1,518	Households Accessing Services or Resources Needed to be Engaged, Active, and in Control of Decisions that Affect their Lives and the Aging Process
	1,518	<i>(Households Duplicated Across MTW Activities)</i>
Total Households	1,911	Transitioned to Self-Sufficiency

* Figures should match the
Annual MTW Report.

outcome reported where metric SS#8 is used in Section IV of this

(III) PROPOSED MTW ACTIVITIES: HUD Approval Requested**ANNUAL MTW REPORT**

All proposed MTW activities that were granted approval by HUD are reported in Section IV as 'Approved Activities'.

(IV) APPROVED MTW ACTIVITIES: HUD Approval Previously Granted**ANNUAL MTW REPORT**

The MTW activity ID indicates a functional area and approval year. **Key:** AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

AH's MTW Activities				
Activity ID		Name	AH's Attachment D MTW Authorization	Housing Program
AW	2005.01	\$125 Minimum Rent	Section (Sect.) I. O: General Conditions	HCV; PH
AW	2005.02	Elderly Income Disregard	Sect I. O: General Conditions	HCV; PH
AW	2005.03	Work / Program Requirement	Sect I. O: General Conditions;	HCV; PH
			Sect. IV: Self-Sufficiency / Supportive Services	
HC	2005.04	Enhanced Inspection Standards	Sect. VII: Establishment of HCV Program	HCV Only
HD	2005.05	Good Neighbor Program II	Sect IV: Self-Sufficiency / Supportive Services	HCV Only
			Sect V: Single Fund Budget with Full Flexibility	
HD	2005.06	Human Development Services	Sect IV: Self-Sufficiency / Supportive Services	HCV; PH
			Sect V: Single Fund Budget with Full Flexibility	
PH	2005.07	4 to 1 Elderly Admissions	Sect. III: Occupancy Policies	PH Only
			Sect IV: Self-Sufficiency / Supportive Services	

AH's MTW Activities				
Activity ID		Name	AH's Attachment D MTW Authorization	Housing Program
SH	2005.08	Independent Living Demonstration (<i>formerly Affordable Assisted Living Demonstration</i>)	Sect V: Single Fund Budget with Full Flexibility	HCV Only
			Sect. VII.B: Simplification of the Process to Project-Base S8 Vouchers	
			Sect. VII.C: Simplification of the Dev. and Redevelopment Process	
RE	2005.09	Reformulating Subsidy Arrangement in AH-Sponsored Mixed-Use Communities, including Centennial Place & AH's Affordable Communities	Sect V: Single Fund Budget with Full Flexibility	HCV Only
			Sect. VII.C: Demonstration Prog. on Project-Based Financing	
SH	2005.09	Developing Alternate and Supportive Housing Resources	Sect V: Single Fund Budget with Full Flexibility	HCV Only
			Sect. VII.B: Simplification of the Process to Project-Base S8 Vouchers	
			Sect. VII.C: Simplification of the Dev. and Redevelopment Process	
RE	2005.10	Revitalization Program	Sect V: Single Fund Budget with Full Flexibility	HCV; PH
			Sect. VII.B: Simplification of the Process to Project-Base S8 VO's	
			Sect. VII.C: Simplification of the Dev. and Redevelopment Process	
RE	2005.11	Gap Financing	Second Amendment, Sect. 2: Use of MTW Funds	HCV; PH
			Second Amendment, Sect. 3: Reinstatement of "Use of MTW Funds" Implementation Protocol	
HC	2006.01	AH Submarket Payment Standards	Sect. VII: Establishment of HCV Program	HCV Only
RE	2006.02	Project-Based Rental Assistance Site-Based Administration	Sect V: Single Fund Budget with Full Flexibility	HCV Only
			Sect. VII.B: Simplification of the Process to Project-Base S8 VO's	
			Sect. VII.C: Simplification of the Dev. and Redevelopment Process	

AH's MTW Activities				
Activity ID		Name	AH's Attachment D MTW Authorization	Housing Program
HC	2007.01	Re-engineering the Housing Choice Voucher Program	Sect V: Single Fund Budget with Full Flexibility	HCV Only
			Sect. VII: Establishment of HCV Program	
			Sect. VII.B: Simplification of the Process to Project-Base S8 VOs	
			Sect. VII.C: Simplification of the Dev. and Redevelopment Process	
HC	2007.02	Rent Reasonableness	Sect. VII: Establishment of HCV Program	HCV; PH
RE	2007.03	Comprehensive Homeownership Program	Sect V: Single Fund Budget with Full Flexibility	HCV; PH
RE	2007.04	Project-Based Rental Assistance as a Strategic Tool	Sect V: Single Fund Budget with Full Flexibility	HCV Only
			Sect. VII.B: Simplification of the Process to Project-Base S8 VOs	
			Sect. VII.C: Simplification of the Dev. and Redevelopment Process	
AW	2008.01	Rent Simplification / AH Standard Deductions	Sect I. O: General Conditions	HCV; PH
HC	2008.02	Leasing Incentive Fee (LIF)	Sect. VII: Establishment of HCV Program	HCV Only
PH	2008.03	Energy Performance Contracting	Sect. XI: Energy Performance Contracting	PH Only
AW	2011.01	Non-Elderly Disabled Income Disregard	Sect I. O: General Conditions	HCV; PH
HC	2011.02	Housing Choice Voucher Program HAP Abatement Policy	Sect. VII: Establishment of HCV Program	HCV Only
PH	2011.03	Aging Well Program	Sect IV: Self-Sufficiency / Supportive Services	HCV; PH
			Sect V: Single Fund Budget with Full Flexibility	

AH's MTW Activities				
Activity ID		Name	AH's Attachment D MTW Authorization	Housing Program
RE	2012.01	Single-Family Home Rental Demonstration	Sect V: Single Fund Budget with Full Flexibility	HCV; PH
SH	2013.01	Veterans Supportive Housing	Sect IV: Self-Sufficiency / Supportive Services Sect V: Single Fund Budget with Full Flexibility	HCV Only
PH	2017.01	Elimination of Flat Rent	Sect I. O: General Conditions Sect IV: Self-Sufficiency / Supportive Services Sect V: Single Fund Budget with Full Flexibility	HCV; PH
SH	2017.01	Next Step Youth Self-Sufficiency Program	Sect IV: Self-Sufficiency / Sect V: Single Fund Budget with Sect. VII: Establishment of HCV Sect. VII.B: Simplification of the Sect. VII.C: Simplification of the	HCV Only

A. Implemented Activities**AW.2005.01 - \$125 MINIMUM RENT**

i. Activity **approved and implemented** in FY 2005

ii. **Description**

Effective October 1, 2004 (FY 2005), AH raised its minimum rent from \$25 to \$125 for its Public Housing and Housing Choice programs. This rent policy does not apply to households where all members are either elderly or disabled and living on a fixed income, in which case their total tenant payment continues to be based on 30% of their adjusted gross income.

Mixed-income, mixed-finance rental communities, including AH-assisted units and HomeFlex units, within private developments are developed through public-private partnerships and are managed by the owner entity's professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking. Management agents are responsible for implementing AH housing policies.

As the AH housing model evolved to include mixed-income and HomeFlex (Project Based Rental Assistance) communities, in FY 2017, AH began to include these other communities in its reporting.

Impact

AH's family policy initiatives such as the work requirement are aligned with standards set in the private sector. These policies are intended to prepare AH's families to live in market-rate, mixed-income communities. Since raising the minimum rent, the number of families paying minimum rent has steadily decreased as adults move into the workforce. Families are becoming more economically self-sufficient which also allows them to be more competitive within the job market and housing arenas.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

CE #5: Increase in Agency Rental Revenue - \$125 Minimum Rent				
Unit of Measurement	FY 2005 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Rental Revenue (increase)	Total minimum rent = \$25	Expected minimum rent = \$125	Actual minimum rent = \$125	Benchmark Not Achieved
	Total PH and HCV Households = 2,272	Expected PH and HCV Households = 489	Actual PH and HCV Households = 461	
	Total FY 2005 Agency Rental Revenue	Expected Annual Agency Rental Revenue	Actual Annual Agency Rental Revenue	
	\$ 681,600	\$ 733,500	\$ 691,500	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

AW.2005.02 – ELDERLY INCOME DISREGARD

i. Activity **approved and implemented** in FY 2005

ii. Description

AH amended its Income Disregard policy to include the disregard of earned income of an Elderly Person or Disabled Person whose source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan ("Annual Fixed Income"). For those cases in which the Annual Fixed Income is not the primary source of income, Atlanta Housing, in its discretion, may establish a limit on the amount of disregarded earned income. Therefore, earned income not disregarded is included in annual household income calculations for the Total Tenant Payment.

AH applies this activity/policy to all AH housing assistance programs and it serves as a replacement for applicable HUD rules and regulations.

Impact

Compared to baseline, the number of households with working elderly persons has increased. The increase in working elderly households took place largely in the first few years after implementation of the policy. Each year this number seems to trend upward slightly. Most importantly, individuals who choose to work may improve their quality of life and an increased level of self-sufficiency. This policy complements AH's Aging Well strategy by encouraging elderly individuals to maintain engagement in their communities.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

SS #8: Households Transitioned to Self Sufficiency - Elderly Income Disregard				
Unit of Measurement	FY 2005 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Elderly Households with Earned Income (increase)	FY 2005 Elderly Households with Earned Income	Expected Elderly Households with Earned Income	Actual Elderly Households with Earned Income	Exceeds Benchmark
	Total AH-Owned Households = Unk	Expected AH-Owned Households = 18	Actual AH-Owned Households = 19	
	Total HomeFlex Households = Unk	Expected HomeFlex Households = 34	Actual HomeFlex Households = 35	
	Total Housing Choice Households = Unk	Expected Housing Choice Households = 39	Actual Housing Choice Households = 110	
	Total MIXED Multi-Family Households = Unk	Expected MIXED Multi-Family Households = 29	Actual MIXED Multi-Family Households = 15	
	Total Elderly Households with Earned Income Prior to Implementation of the Activity	Expected Elderly Households with Earned Income After Implementation of the	Actual Elderly Households with Earned Income After Implementation of the Activity	
	26	120	179	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

AW.2005.03 – WORK/PROGRAM REQUIREMENT

i. Activity **approved and implemented** in FY 2005

ii. Description

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

Because the primary paths to self-sufficiency are work and education, in FY 2014, AH began implementing its Human Development Services strategy to assist families in the Housing Choice Voucher Program with achieving compliance with the work/program requirement within 12 months in order to maintain their housing assistance.

Non-compliant households are subdivided into two categories: progressing and non-compliant.

- Progressing households are households in which all Target Adults are engaged in a minimum of 15 hours per week of work, training, and/or school. These households are encouraged to continue improvements and are not referred for human development services as long as they maintain this status.
- Non-compliant households are households in which Target Adults are not working or meeting any of the work/program requirements.

In FY 2014, AH began utilizing an expanded Human Development Services (HDS) staff (including two Family Self Sufficiency Program coordinators) to assess the specific needs of the whole family in support of Target Adults transitioning to the workforce. Recognizing that chronic unemployment may be related to long-term, complex barriers AH refers the families to contracted service providers that specialize in particular issues. For families whose reasons for unemployment may be related to other issues, such as job skills development or access to quality affordable childcare, AH continues to utilize a vast Service Provider Network of more than 120 community organizations that address a broad spectrum of support services.

During FY 2018, the HDS strategy was heightened to develop enhanced service provider contracts and continues to advance its human development efforts via an updated Service Delivery Model that encompasses five (5) focus areas: Family Independence and Economic Advancement; Student Achievement; Digital Literacy and Connectivity; Health and Wellness; and Volunteerism by AH staff.

AH's human development strategy utilizes the flexibility within its MTW Single Fund as well as leverages partnerships with non-profit organizations, corporations, foundations, educational institutions and other community stakeholders to support and address the basic needs of families.

Impact

The dignity and empowerment of work cannot be underestimated. When first instituted, less than 14 percent of households were working. During the recent economic recession periods, families have had difficulty obtaining and maintaining employment. As the general unemployment rate remains high, AH-assisted households often experience decreases in income, either from job lay-offs or reduction in available work hours. However, the Work/Program Requirement remains a powerful tool in enabling families to move to self-sufficiency.

A strong indication of the impact of mixed-income environments is that 97 percent of AH-assisted households with Target Adults in AH MIXED Communities, and 93 percent of households in HomeFlex Communities achieved compliance with AH's Work/Program Requirement. By contrast, in FY 2018, 69 percent of Housing Choice households reached compliance, which represents an increase of 6 points from the prior fiscal year.

Since inception of the initiatives in 2014 and HDS enhancements in 2018, AH has seen the effectiveness of this human development services approach, with nearly 1,200 families obtaining compliant, progressing or exempt status with the program. AH will continue to advance the strategy to support families achieve productive employment and economic self-sufficiency.

Update

AH realizes that many employers strategically schedule their staff to work less than 30 hours per week because 30 or more hours may trigger a menu of benefits that the employer must offer their employees. Employers that usually use shift work to provide deliverables for their customers generally employ this scheduling technique. Employers in the service industry (e.g., customer service, hospitality, retail, transportation, etc.) commonly use shift work and many of our program participants work in the service industry.

Fiscal year end (FYE) analytics showed that over one-third of work-able families, regardless of industry, were not in compliance of the Work/Program Requirement even though they were employed. AH wants to support families ascension to homeownership and private market rentals; however, terminating assistance for failure to comply with this requirement does not achieve this goal. Therefore, AH reduces the minimum work hour threshold from 30 hours to week to an average of 20 hours per week. AH will inform program participants through the various contact measures during FY 2020 and at annual recertification and interim certification examinations. The new requirement, an average of 20 hours per week, is effective during FY 2020 at the program participant's anniversary (annual lease) date.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. During this reporting period, AH determined that it needs to modify the **Metrics/Data Collection** sources to accurately report on this MTW Activity. Therefore, outcomes for this activity are “*Not Reported (NR)*” and the benchmark is “*To Be Determined (TBD)*”.

SS #3: Increase in Positive Outcomes in Employment Status -				
Work/Program Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households using Human Development Services Case Management - Personnel	FY 2005 Households using HDS Case Management Services	Expected Households using HDS Case Management Services	Actual Households using HDS Case Management Services	Benchmark Not Achieved
	0	150	139	

SS #5: Households Assisted by Services that Increase Self Sufficiency -				
Work/Program Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households using Human Development Services Case Management - Personal	FY 2005 Households using HDS Case Management Services	Expected Households using HDS Case Management Services	Actual Households using HDS Case Management Services	Benchmark Not Achieved
	0	103	92	

SS #8: Households Transitioned to Self Sufficiency - Work/Program Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Households Moving from Non-Compliant with Work Requirement to Compliant or Progressing	FY 2005 Households Compliant or Progressing with Work/Program Requirement	Expected Households Compliant or Progressing with Work/Program Requirement	Actual Households Compliant or Progressing with Work/Program Requirement	Exceeds Benchmark
	0	47	NR	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HC.2005.04 – ENHANCED INSPECTION STANDARDS

i. Activity **approved and implemented** in FY 2005

ii. Description

Components of AH's Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadraplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections.

While AH continues to enhance its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants in a tight real estate market, AH has recognized some inefficiencies. As a result, AH reviewed and streamlined its Enhanced Inspections Standards to better align with private rental market practices and reduce administrative burden, where feasible. For example, AH eliminated the requirement for landlords to provide gas certifications at the initial inspection. Gas certifications are only required at the inspector's discretion, such as when a gas appliance is not accessible. AH also revised its Site & Vicinity standard to make the determination clearer for landlords.

Impact

Enhanced real estate inspections have improved the quality and safety of AH's families' homes.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available - Enhanced Inspection Standards</i>				
Unit of Measurement	FY 2005 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available	FY 2005 Housing units of this type prior to implementation of the activity	Expected housing units of this type after implementation of the activity	Actual housing units of this type after implementation of the activity	Benchmark Not Achieved
	0	9,387	9,094	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HD.2005.05 – GOOD NEIGHBOR PROGRAM II

i. Activity **approved and implemented** in FY 2005

ii. Description

AH's Good Neighbor Program (GNP) is an instructional program established by AH with a curriculum that includes training on the roles and responsibilities of being a good neighbor after relocation to amenity-rich neighborhoods. AH leverages MTW Funds with contracted resources to support the implementation of this program. All households that receive a Housing Choice voucher are required to attend GNP.

During FY 2018, to ensure program compliance by newly admitted Housing Choice Voucher Program participants and retaining program participants who have violated the Housing Choice (HC) Family Obligations, AH initiated a contract with the Martin Luther King Senior Community Resources Collaborative. The community-based model makes training convenient to Housing Choice participants and offers components that focus on good tenant/landlord relationship, HC Family Obligations, self-reliance and personal responsibility, training for youth and civic engagement.

Impact

The provision of training under the Good Neighbor Program prepares families to be successful neighbors. The continuation of human and support services also assists with the successful transition of assisted families to their new neighborhoods as contributing members of their communities.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency - Good Neighbor Program II</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households using Human Development Services Case Management	FY 2005 Households using HDS Case Management Services	Expected Households using HDS Case Management Services	Actual Households using HDS Case Management Services	Exceeds Benchmark
	0	800	2,390	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HD.2005.06 – HUMAN DEVELOPMENT SERVICES

i. Activity **approved and implemented** in FY 2005

ii. Description

AH continues to utilize its MTW flexibility to facilitate self-sufficiency of households participating in its Housing Choice Program with particular emphasis on the following population segments:

1. Working-age Adults - AH's Human Development Strategy will primarily focus on assisting households to become and remain compliant with its Work/Program Requirement through facilitation of human development case management services and connecting household members to specialized supportive services provided by organizations contracted by AH;
2. Elderly and Disabled Adults - providing supportive services for aging in place and independent living; and,
3. Children (0-5) and Youth (6-17) - advancing educational success and opportunities.

In FY 2014, AH began utilizing an expanded Human Development Services (HDS) staff (including two Family Self-Sufficiency Program coordinators) to assess the specific needs of the whole family in support of Target Adults transitioning to the workforce. Recognizing that chronic unemployment may be related to long-term, complex barriers AH refers the families to contracted service providers that specialize in particular issues. For families whose reasons for unemployment may be related to other issues, such as job skills development or access to quality affordable childcare, AH continues to utilize a vast Service Provider Network of more than 120 community organizations that address a broad spectrum of support services.

During FY 2018, the HDS strategy was heightened to develop enhanced service provider contracts and continues to advance its human development efforts via an updated Service Delivery Model that encompasses five (5) focus areas: Family Independence and Economic Advancement; Student Achievement; Digital Literacy and Connectivity; Health and Wellness; and Volunteerism by AH staff.

AH's human development strategy utilizes the flexibility within its MTW Single Fund as well as leverages partnerships with non-profit organizations, corporations, foundations, educational institutions and other community stakeholders to support and address the basic needs of families.

Impact

AH's philosophy for supporting families through the process of positive transformation is premised on a belief that all members, but especially non-elderly, non-disabled adult members, can and should contribute to the community, and that communities should provide a nurturing environment for such contribution. AH's human development approach has been developed from numerous lessons learned in similar human and community development situations and believes that it is important to offer support to all members of the family, balanced with clear information about individual responsibilities. As a result, the human development process is designed to counsel, coach and educate. Providing human development intervention and guidance for the next generation will ensure a better chance for individual success, thereby, resulting in successful communities.

Since inception of the most recent initiatives in February 2014, AH has seen the effectiveness of this human development services approach, with nearly 800 families becoming compliant or progressing.

AH will continue to advance the strategy, as the goal is to assist unemployed or underemployed individuals and families to ultimately transition from public assistance to productive employment and economic self-sufficiency.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. During this reporting period, AH determined that it needs to modify the **Metrics/Data Collection** sources to accurately report on this MTW Activity. Therefore, outcomes for this activity are "Not Reported (NR)" and the benchmark is "To Be Determined (TBD)".

SS #3: Increase in Positive Outcomes in Employment Status -				
Human Development Services				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households using Human Development Services Case Management - Personnel	FY 2005 Households using HDS Case Management Services	Expected Households using HDS Case Management Services	Actual Households using HDS Case Management Services	Benchmark Not Achieved
	0	150	139	

SS #5: Households Assisted by Services that Increase Self Sufficiency -				
Human Development Services				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households using Human Development Services Case Management - Personal	FY 2005 Households using HDS Case Management Services	Expected Households using HDS Case Management Services	Actual Households using HDS Case Management Services	Benchmark Not Achieved
	0	103	92	

SS #8: Households Transitioned to Self Sufficiency -				
Human Development Services				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Households Moving from Non-Compliant with Work Requirement to Compliant or Progressing	FY 2005 Households Compliant or Progressing with Work/Program Requirement	Expected Households Compliant or Progressing with Work/Program Requirement	Actual Households Compliant or Progressing with Work/Program Requirement	Exceeds Benchmark
	0	47	NR	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

PH.2005.07 – 4-to-1 ELDERLY ADMISSIONS POLICY AT AH’s HIGH-RISE COMMUNITIES

i. Activity **approved and implemented** in FY 2005

ii. Description

AH implemented an admissions policy that applies to public housing-assisted units in communities for the elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled and allows the admission of four elderly or almost elderly applicants from the waiting list before admitting a non-elderly disabled applicant. This policy helps to create an optimal mix of elderly, almost elderly and non-elderly disabled residents in a community.

Impact

Implementation of this policy has helped reach an optimal mix of elderly and non-elderly disabled residents in the AH-Owned Communities, which has helped create an improved quality of life for all residents. All residents have a greater ability to access services and resources needed to be engaged and in control of decisions that affect their lives and the aging process.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** for this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

In AH-Owned Communities undergoing conversions from Section 9 to Section 8 subsidy as part of RAD or AH's Reformulation initiatives, the affected relocated residents are not included in the benchmark during the transition.

SS #8: Households Transitioned to Self Sufficiency - 4-to1 Elderly Admissions Policy at AH's High-Rise Communities				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Households Accessing Services or Resources Needed to be Engaged, Active and In Control of Decisions that Affect their Lives and the Aging Process	FY 2005 Households Able to Access Services or Resources Needed Prior to Activity Implementation	Expected Households Able to Access Services or Resources Needed After Activity Implementation	Actual Households Able to Access Services or Resources Needed After Activity Implementation	Exceeds Benchmark
	0	1,132	1,586	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

SH.2005.08 – INDEPENDENT LIVING DEMONSTRATION (*formerly Affordable Assisted Living Demonstration*)

i. Activity **approved and implemented** in FY 2005

ii. Description

AH will explore strategies to create affordable assisted living opportunities for low-income elderly persons and persons with disabilities, and to leverage resources with Medicaid Waivers or other service funding.

Early proposals to the State of Georgia Department of Human Resources (**DHR**) would have allowed elderly residents to age-in-place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures. At the Gardens at CollegeTown, AH and its development partner created 26 units that are designated for persons with mental and developmental disabilities. As part of the programming for this community, AH has contracted service coordination and had considered Medicaid waivers for personal support services, but has been unsuccessful with this approach.

Impact

Construction was completed and began occupancy in FY 2015 at Oasis at Scholars Landing. The development provides 60 affordable assisted rental units for seniors, targeting veterans who can use Aid and Attendance benefits from the U.S. Veterans Administration to cover the cost of support services. Atlanta Housing continues to explore opportunities to use Medicaid funds for assisted living supportive services.

Update

Since AH's original plan stalled, which was to create affordable assisted living opportunities for low-income elderly persons and persons with disabilities through leveraged resources and Medicaid Waivers, AH received HUD approval to transition the project designation from personal care facility to independent senior living with 60 rental units at Scholars Landing that targets veterans and are 100 percent affordable.

iii. Activity incorporates **non-significant change** during this reporting period that includes the name change of this activity. HUD approved a transition of the project designation from personal care facility to independent living senior. The population served continues to target veterans and seniors.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available -</i>				
<i>Independent Living Demonstration</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new veteran, senior housing units	Number of FY 2005 Veteran, Senior Housing Units	Expected Number of Veteran, Senior Housing Units	Actual Number of Veteran, Senior Housing Units	Benchmark Not Achieved
	0	48	0	

<i>HC #7: Households Assisted by Services that Increase Housing Choice -</i>				
<i>Independent Living Demonstration</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households Receiving Services	FY 2005 Households Receiving Services	Expected Households Receiving Services	Actual Households Receiving Services	Benchmark Not Achieved
	0	270	244	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2005.09 – REFORMULATING THE SUBSIDY ARRANGEMENT IN AH-SPONSORED, MIXED-USE COMMUNITIES, INCLUDING CENTENNIAL PLACE AND AH’S AFFORDABLE COMMUNITIES

i. Activity **approved and implemented** in FY 2005

ii. Description

AH continues to explore strategies to reformulate the subsidy arrangement for AH’s MIXED Communities (AH-Sponsored mixed-income, mixed-finance communities) and AH-Owned Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to AH’s HomeFlex (under a project based rental agreement), in order to sustain and preserve investments in these multi-family rental communities. AH has worked with HUD to develop the program structure and process for implementation based on the Centennial Place demonstration model.

On November 2, 2012, HUD approved AH’s proposal to pilot AH’s Reformulation Demonstration Program under the auspices of its MTW Agreement at Centennial Place. In conjunction with the reformulation of Centennial Place, AH received additional Housing Choice voucher funding on April 23, 2013, to be used as part of the HomeFlex (PBRA) funding to replace the public housing operating subsidy upon conversion.

During FY 2018, AH continued with its implementation of the reformulation program at Centennial Place while exploring reformulation/conversion strategies that will improve long-term financial sustainability and preserve public and private investments in its other 15 mixed-income rental communities and AH-Owned Communities, as anticipated in and pursuant to AH’s MTW Agreement.

Impact

The ultimate objective of the Reformulation Demonstration Program at Centennial Place was to reposition the 301 AH-assisted units so that these units will carry their aliquot share of the debt service, equity requirements, and operating costs for the property for the long-term sustainability of the development.

During FY 2015, under the Reformulation Demonstration Program, all 301 units were converted. In FY 2016, AH’s developer partner received Low Income Housing Tax Credits (LIHTC) for Phase III. An LIHTC application was submitted in June 2016 for Phase IV and is anticipated to close in FY 2019.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

HC #2: Units of Housing Preserved - Reformulating Subsidy Arrangement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Housing Units Preserved for Households at or Below 80% AMI	FY 2005 Housing Units Preserved	Expected Housing Units Preserved	Actual Housing Units Preserved	Meets Benchmark
	0	0	0	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

SH.2005.09 – DEVELOPING ALTERNATE AND SUPPORTIVE HOUSING RESOURCES

i. Activity **approved and implemented** in FY 2005

ii. Description

AH will continue to develop and implement alternative and supportive housing resources for income-eligible families. Resources include Elderly Designated Housing, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living, or other supportive housing initiatives.

The purpose of supportive housing is to provide at-risk populations – who are often homeless or soon-to-be homeless – with a stable housing arrangement that includes intensive, often specialized support services that address individual needs. At-risk populations include homeless individuals and families, persons with physical, mental or developmental disabilities, military veterans, families separated due to the lack of housing, youth aging out of foster care, and other target groups that need quality, affordable housing.

In support of citywide and nationwide efforts to reduce and prevent homelessness, AH will continue to use its MTW flexibility and funds to explore various rent reforms and additional homelessness initiatives and pilots. AH will also continue to collaborate with the United Way of Greater Atlanta, the City of Atlanta Continuum of Care (CoC), the U.S. Department of Veterans Affairs, HUD, Georgia Division of Family and Children Services, and various state and local entities to address the housing needs of various at-risk populations.

Impact

Using its MTW flexibility to partner with the private sector, government agencies, and the service provider community, AH has created multiple solutions to address the various local housing needs of at-risk populations. These solutions include its tenant-based supportive housing pilot, short-term housing assistance pilot, and conversion of the State-issued Georgia Housing Vouchers. While the Family Unification Program and Veterans Affairs Supportive Housing special purpose vouchers are not MTW Activities, AH has continued to expand its use of these programs to support its supportive housing objectives.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available - Developing Alternate and Supportive Housing Resources</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Housing Units for At-Risk Populations	FY 2005 Housing Units for At-Risk Populations	Expected Housing Units for At-Risk Populations	Actual Housing Units for At-Risk Populations	Exceeds Benchmark
	0	80	380	

<i>HC #7: Households Assisted by Services that Increase Housing Choice - Developing Alternate and Supportive Housing Resources</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of At-Risk Households Receiving Services	FY 2005 At-Risk Households Receiving Services	Expected At-Risk Households Receiving Services	Actual At-Risk Households Receiving Services	Exceeds Benchmark
	0	80	380	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2005.10 – REVITALIZATION PROGRAM**i. Activity approved and implemented in FY 2005****ii. Description**

Over the last 19 years, AH and its private sector development partners have repositioned its public housing properties into 16 mixed-use, mixed-income communities with a seamless affordable housing component. The community-building model including human development strategies for mixed-use, mixed-income communities is a blend of private sector market principles and public sector safeguards, which AH has branded the “Atlanta Model.”

In partnership with private sector developers, AH will continue transforming conventional public housing developments into economically sustainable, market rate quality, mixed-use, mixed-income communities through its Strategic Revitalization Program. To further advance the program, AH will continue acquiring improved or unimproved real estate parcels to support the creation of mixed-use, mixed-income communities, support local revitalization initiatives and stabilize local neighborhoods. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great recreational facilities and green space; (3) retail and commercial activities; and (4) high-performing neighborhood schools.

Elements of the approved master plans are advanced subject to market demand, financial feasibility, funding availability, and conditions in the financial and real estate markets. The revitalization activities planned for implementation are described in Section 1 of the Annual Plan.

Subject to funding availability and in furtherance of the master plans and long-term community sustainability, AH will continue to engage in acquisition activity during. In addition to property acquisitions, AH may be engaged in negotiations of land transactions with a number of entities to further support its revitalization efforts at the communities listed in the Annual Plan.

AH will explore alternative funding options for the ongoing revitalization activities including, as appropriate, any sites of former public housing. These options may include, but are not limited to, a variety of public and private sources such as MTW funds, Replacement Housing Factor funds, and Choice Neighborhoods Planning and/or Implementation grants.

During FY 2016 and FY 2017, AH worked with a real estate consultant to analyze the site conditions, market conditions, and financial feasibility to determine short- and long-term opportunities for redevelopment of the former public housing sites that were demolished between FY 2007 and FY 2010, referred to as the Quality of Life Initiative (QLI). During FY 2018, AH continued revitalization activities associated with the QLI sites.

Impact

Public/private partnerships are the key ingredient. AH leverages its special standing under its charter, its goodwill, its land, its MTW Agreement, and HUD grants, while the private Development Partner leverages its balance sheet, know-how, brand, and track record to raise private equity and incur debt. In all cases, the partners align their interests so that both parties are focused on the success of the community. AH's revitalization efforts with private development partners have created thousands of mixed-income rental units (including AH-assisted units and tax-credit-only units), and nearly 400 affordable single-family homes have been sold to low-income families.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available - Revitalization Program</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units for <=80% AMI Populations	FY 2005 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Benchmark Not Achieved
	2,720	10	0	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2005.11 – GAP FINANCING

i. Activity **approved and implemented** in FY 2005

ii. Description

AH supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80% of Area Median Income) to include Tax Credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects.

Impact

Gap financing facilitates financial closings in development projects, thereby creating new affordable housing opportunities. In FY 2015, gap financing facilitated completion of Oasis at Scholars Landing, a 60-unit affordable assisted living community. In FY 2017, AH provided gap financing for 149 units with the RAD conversion of Juniper and Tenth High-rise. Further, as a result of additional RAD conversions in FY 2018, AH facilitated financial closings for 207 units at Piedmont Road High-rise, an AH-Owned Community and 66 units at the Village at Castleberry Hill I within AH's MIXED Community portfolio. During FY 2018, additional units were anticipated under RAD, but are expected to close next fiscal year.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available -</i>				
<i>Gap Financing</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units for <=80% AMI Populations	FY 2005 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Benchmark Not Achieved
	0	583	0	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HC.2006.01 – AH SUBMARKET PAYMENT STANDARDS

i. Activity **approved and implemented** in FY 2006

ii. Description

Using a third-party real estate market research firm, AH developed its own Payment Standards based on local market conditions and identified submarkets that exist within the City of Atlanta. Separate payment standard schedules were implemented for each of the identified seven submarkets upon establishment of new HAP contracts and at the recertification of existing contracts.

Impact

By aligning its payment standards in the City of Atlanta, market rents for a particular neighborhood are not skewed by subsidy paid by AH in that neighborhood. The realignment of the rents also allows AH to better manage its subsidy allocation so that AH can provide more housing opportunities in low poverty and less impacted areas. . Based on market studies conducted in FY 2016, AH introduced updated sub-market payment standards which have been expanded from 7 to 23 sub-markets. These new payment standards reflect the dramatic changes in the Atlanta real estate market since 2007. AH will closely monitor the effects of these changes on HAP costs and lease-up rates.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available -</i>				
<i>AH Submarket Payment Standards</i>				
Unit of Measurement	FY 2006 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units for <=80% AMI Populations	FY 2006 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Exceeds Benchmark
	0	1,108	1,528	

<i>HC #5: Increase in Resident Mobility -</i>				
<i>AH Submarket Payment Standards</i>				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households Able to Move to a Better Unit and/or Neighborhood	FY 2006 Households Able to Move to a Better Unit or Neighborhood	Expected Households Able to Move to a Better Unit or Neighborhood	Actual Households Able to Move to a Better Unit or Neighborhood	Exceeds Benchmark
	0	1,108	2,230	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2006.02 – HOMEFLEX (formerly PROJECT-BASED RENTAL ASSISTANCE) SITE-BASED ADMINISTRATION

i. Activity **approved and implemented** in FY 2006

ii. Description

AH developed and implemented a HomeFlex (HF, f.k.a. Project Based Rental Assistance) Agreement, which replaces the former Project Based HAP contract, for the effective implementation of the HomeFlex Site-Based Administration. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AH inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to HomeFlex assisted units.

Impact

This process has made the HomeFlex program attractive to private sector real estate professionals by allowing them to manage and mitigate their market risk associated with owning and implementing the program. AH provides oversight and accrues administrative cost savings over direct management.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

CE #1: Agency Cost Savings - HomeFlex Site-Based Administration				
Unit of Measurement	FY 2006 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Cost of Task	FY 2006 Cost of Task Prior to Implementation of Activity	Expected Cost of Task After Implementation of Activity	Actual Cost of Tasks After Implementation of Activity	Exceeds Benchmark
	Number of HomeFlex Units = 923	Expected Number of HomeFlex Units = 6,180	Actual Number of HomeFlex Units = 5,463	
	Housing Choice Blended Admin. Fee = \$53.26	Expected Housing Choice Blended Admin. Fee = \$75.73	Actual Housing Choice Blended Admin. Fee = \$53.76	
	Agency Cost Savings for HomeFlex Administration at the Site	Expected Agency Cost Savings for HomeFlex Administration at the Site	Actual Agency Cost Savings for HomeFlex Administration at the Site	
	\$ 471,926	\$ 4,492,909	\$ 3,524,185	

CE #2: Staff Time Savings - HomeFlex Site-Based Administration				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Time to Complete the Task	FY 2006 Staff Time for Task Prior to Implementation of Activity	Expected Staff Time for Task Prior to Implementation of Activity	Actual Staff Time for Task Prior to Implementation of Activity	Exceeds Benchmark
	Total Cost Savings of Task = \$471,926	Expected Total Cost Savings of Task = \$4,492,909	Actual Total Cost Savings of Task = \$3,524,185	
	Average Hourly Staff Wage = \$35.00	Expected Average Hourly Staff Wage = \$46.55	Actual Average Hourly Staff Wage = \$48.65	
	Total Agency Staff Time (Hours)	Total Agency Staff Time (Hours)	Total Agency Staff Time (Hours)	
	13,484	96,518	52,090	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HC.2007.01 – REENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

i. Activity **approved** in FY 2007 and **implemented** in FY 2008

ii. Description

AH will continue to re-engineer, enhance, and streamline its business processes and related policies, procedures, and business documents such as Family Obligations, using its MTW flexibility to (1) increase cost efficiency of administering the program; (2) increase housing opportunities for families; and (3) advance self-sufficiency of Housing Choice Participants. Housing Choice Voucher Program core business processes that are being reviewed include: 1- Waitlist, 2- Portability, 3- Eligibility & Voucher Issuance, 4- Referrals, 5- Landlord Eligibility & RTA, 6- Unit Eligibility, 7- HAP & UAP Payments, 8- HAP Contract & Contract Maintenance, 9- Recertification, 10- Move Request, 11- Inquiry Management, 12- Compliance.

In the interests of families and as stewards of federal funds, AH has strived to build long-term relationships with landlords that want to provide quality affordable housing. Despite opening and pulling from its waiting list in 2016 and 2017, AH has seen voucher holders struggle to find available, appropriately sized units in Atlanta that meet AH's Enhanced Inspections Standards. In turn, AH has faced tough negotiations with landlords seeking rents that keep pace with a rising market.

In response to a tight real estate market, AH has explored several approaches to increase availability of inventory and market the Housing Choice program. These approaches are designed to balance the differences between multi-family properties and single-family properties, and the differences between new landlords and tenured, experienced landlords with a reliable track record. AH has also continued to re-examine operating policies and modify them where appropriate to align with private sector business practices and expectations of property owners and to eliminate administrative burdens that hamper lease-up times.

For example, working with its Landlord Advisory Group during FY 2016, AH re-examined its abatement policy and implemented an approach that incentivizes responsible landlords that promptly address unit repairs and maintenance, while appropriately penalizing and withholding Housing Assistance Payments to landlords with units that fail inspections and destabilize families.

Below are examples of activities AH has implemented or plans to implement to ensure successful lease-up of Housing Choice applicants and participants.

- **Marketing Plan** – AH has increased its outreach and marketing to large multi-family property owners and current property owners that own other non-participating properties. The marketing campaign will focus on raising awareness of the benefits of working with AH, debunking the myths about assisted families, and educating the prospective property owners on how the program works. AH will continue to collaborate with the City of Atlanta, Invest Atlanta, Atlanta Apartment Association, and the Atlanta Real Estate Collaborative to engage more property owners throughout the city.
- **Unit Incentive Fees** (Inspection First-Time Pass Bonus for Single Family Units) – Using savings from abatements, AH will make one-time incentive payments to landlords each time their units pass on the initial inspection on the first attempt and they subsequently lease their units to Housing Choice applicants and participants under new contracts. AH launched a four-month pilot during FY 2016.
- **Leasing Incentive Fees** – AH began offering Leasing Incentive Fees to landlords on behalf of applicants that turn in a Request for Tenancy Approval (RTA) within 30 days of voucher issuance. Leasing Incentive Fees are non-reimbursable and defray the costs of application fees and security deposits. AH will also offer New Contract Incentives for Single Family Homes.
- **Streamlined AH Enhanced Inspections Standards** – AH reviewed and streamlined its Enhanced Inspections Standards to better align with private rental market practices and reduce administrative burden, where feasible. For example, AH eliminated the requirement for landlords to provide gas certifications at the initial inspection. Gas certifications are only required at the inspector's discretion, such as when a gas appliance is not accessible. AH also revised its Site & Vicinity standard to make the determination clearer for landlords.
- **Expedited Lease-up at High-Performing Multifamily Properties** – AH will continue to implement its program allowing high-performing multifamily properties scoring 97 or greater on AH's comprehensive property assessments, to conduct self-certification inspections signed by the participant and the landlord, and expedited processing of the housing assistance contracts and lease addendums. AH conducts quality control inspections on a percentage of these units on an annual basis. The implementation of this program has reduced the lease-up cycle time for these properties from an average 25 days to 5 – 7 days.

- **Self-Certification Inspections at Multi-family Properties** – In FY 2016, AH began allowing multi-family properties scoring 87 or greater on its comprehensive property assessments to conduct self-certification inspections signed by the participant and the landlord. AH will conduct follow-up inspections on these units within 45 – 60 days following lease-up.
- **Rent Determination** – AH will continue to implement enhancements to its rent determination process, offering fixed-rate boosts on units for major system upgrades, and allowing landlords to submit rent comparables including leases for comparable units and certain multiple listing service rents
- **Applicant/Participant Education** – AH will implement an educational program that better equips applicants and participants with information that helps them identify and secure quality housing, especially in high opportunity areas.
- **Updated Sub-Market Payment Standards** – AH currently uses its own payment standards for seven submarkets. These payment standards were introduced in 2007. In FY 2016, AH contracted with a nationally recognized consultant to conduct a rental market study. The consultant identified the need for new payment standards and more sub-markets to more closely reflect market dynamics. As a result, AH established standards in 23 local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.

AH continues to streamline its internal business processes and systems with the goal of ensuring successful lease-ups, stabilizing families, and expanding partnerships with landlords.

Impact

By creating its own Housing Choice Program standards, business practices and procedures based on private real estate market principles, AH has improved cost efficiencies and reduced the administrative burden, enhanced its image within the community and amongst landlords, and, ultimately, created a program that enables and empowers families to move toward self-sufficiency.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

CE #1: Agency Cost Savings - Reengineering the Housing Choice Voucher Program				
Unit of Measurement	FY 2008 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Cost of Task	FY 2008 Cost of Task Prior to Implementation of Activity	Expected Cost of Task After Implementation of Activity	Actual Cost of Tasks After Implementation of Activity	Benchmark Not Achieved
	Number of HCV Units = 9,167	Expected Number of HCV Units = 10,547	Actual Number of HCV Units = 10,515	
	Housing Choice Overhead Costs = \$12,000,000	Expected Housing Choice Overhead Costs = \$8,100,000	Actual Housing Choice Overhead Costs = \$8,479,045	
	Agency Per Voucher Administration Cost	Expected Agency Per Voucher Administration Cost	Actual Agency Per Voucher Administration Cost	
	\$ 1,309	\$ 768	\$ 806	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HC.2007.02 – RENT REASONABLENESS

i. Activity **approved** in FY 2007 and **implemented** in FY 2011

ii. Description

AH developed and initiated rent reasonableness determinations in which an independent market analysis is conducted to establish the market equivalent rent for each residential unit in AH's Housing Choice Voucher Program. This will result in improved and consistent rent determination outcomes, which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.

Impact

Using internal real estate expertise and knowledge of rents in the Atlanta market as well as professional services, AH's rent determinations reflect the changing market rent dynamics and realities of the residential real estate market. More accurate and timely determination of rents has allowed AH to realize HAP savings.

Based on market studies conducted in FY 2016, AH introduced updated sub-market payment standards which have been expanded from 7 to 23 sub-markets. These new payment standards also reflect the dramatic changes in the Atlanta real estate market since 2007. While all rents are subject to rent reasonableness determinations, AH expects the cumulative effects of the payment standards may increase certain HAP costs.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>CE #5: Increase in Agency Rental Revenue - Rent Reasonableness</i>				
Unit of Measurement	FY 2008 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Rental Revenue	FY 2011 Rental Revenue Prior to Implementation of the Activity	Expected Rental Revenue After Implementation of the Activity	Actual Rental Revenue Prior to Implementation of the Activity	Exceeds Benchmark
	Number of HCV Units = 7,369	Expected Number of HCV Units = 8,163	Actual Number of HCV Units = 8,792	
	Total HAP Assistance = \$81,000,000	Expected Total HAP Assistance = \$77,000,000	Actual Total HAP Assistance = \$85,446,636	
	Average Monthly HAP Per Voucher	Expected Average Monthly HAP Per Voucher	Average Monthly HAP Per Voucher	
	\$ 916	\$ 786	\$ 810	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2007.03 – COMPREHENSIVE HOMEOWNERSHIP PROGRAM

i. Activity **approved** in FY 2007 and **implemented** in FY 2007

ii. Description

AH continues to implement its Comprehensive Homeownership Program, which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate-income families to become successful homeowners utilizing the following approaches:

1. Housing Choice Voucher Homeownership Program-provides mortgage payment assistance to qualified Housing Choice clients seeking homeownership.
2. Down Payment Assistance for first-time home buyers throughout the City of Atlanta in the form of a subordinated mortgage loan to households that earn up to 80 percent (or 115 percent depending on the funding source) of the metropolitan Atlanta area median income (AMI).

Impact

AH's homeownership program increases affordable homeownership opportunities for low-income families and helps to reinforce neighborhood stabilization by encouraging homeownership and improvements to older existing properties. The program supports AH and the City of Atlanta goals to improve and preserve housing stock; and to include standard industry loan products (non-predatory lending) as meaningful and viable options to first-time homebuyers. AH further increases homeownership opportunities by leveraging other state and local down payment assistance programs and available funds. To date, AH has assisted more than 950 first time, low-income homebuyers through its various Down Payment Assistance and revitalization programs.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

HC #6: Increase in Homeownership Opportunities - Comprehensive Homeownership Program - Housing Choice Voucher Program				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households that Purchased a Home	FY 2007 Number of HCV Households that Purchased a Home Prior to Implementation of the Activity	Expected Number of HCV Households that Purchased a Home After Implementation of the Activity	Actual Number of HCV Households that Purchased a Home After Implementation of the Activity	Exceeds Benchmark
	Number of HCV Households Purchasing a Home	Expected Number of HCV Households Purchasing a Home	Actual Number of HCV Households Purchasing a Home	
	0	10	19	

HC #6: Increase in Homeownership Opportunities - Comprehensive Homeownership Program - Down Payment Assistance Program				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households that Purchased a Home	FY 2007 Number of DPA Households that Purchased a Home Prior to Implementation of the Activity	Expected Number of DPA Households that Purchased a Home After Implementation of the Activity	Actual Number of DPA Households that Purchased a Home After Implementation of the Activity	Exceeds Benchmark
	Number of DPA Households Purchasing a Home	Expected Number of DPA Households Purchasing a Home	Actual Number of DPA Households Purchasing a Home	
	0	10	269	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2007.04 – HOMEFLEX AS A STRATEGIC (formerly Project-Based Rental Assistance) TOOL

i. Activity **approved** in FY 2007 and **implemented** in FY 2007

ii. Description

AH designed its Project Based Rental Assistance (PBRA) program, now referred to as HomeFlex (HF), in which, through a competitive process, AH solicits private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years. Commitments for HomeFlex may be extended beyond the ten-year period after meeting agreed upon conditions. As AH receives and approves proposals from developers for multi-family rental properties outside of AH's jurisdiction, AH may negotiate intergovernmental agreements with PHAs or local governments in the Atlanta metropolitan area. AH will continue to use its HomeFlex program to expand the availability of quality affordable housing in healthy, mixed-income communities for families and the elderly, to further develop supportive services housing, and as a tool for its Reformulation initiative and RAD conversions.

Impact

AH's HomeFlex program has successfully increased the long-term availability of more than 5,500 market-rate quality new and existing affordable units to low-income families in Atlanta.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

HC #1: Additional Units of Housing Made Available - HomeFlex as a Strategic Tool				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units Made Available for <=80% AMI Populations	FY 2007 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Benchmark Not Achieved
	0	1,093	287	

HC #2: Units of Housing Preserved - HomeFlex as a Strategic Tool				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units Preserved for <=80% AMI Populations	FY 2007 Housing Units Preserved for <=80% AMI Populations	Expected Housing Units Preserved for <=80% AMI Populations	Actual Housing Units Preserved for <=80% AMI Populations	Benchmark Not Achieved
	0	1,093	287	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

AW.2008.01 – RENT SIMPLIFICATION / AH STANDARD DEDUCTIONS

i. Activity **approved** in FY 2008 and **implemented** in FY 2010

ii. Description

During FY 2008 AH adopted a policy, which was clarified in FY 2011 that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets used to calculate an assisted household's portion of the contract rent. This policy was adopted and is implemented across all AH housing and rental assistance programs.

Prior to implementation of the Rent Simplification Policy, AH determined that across all programs, 80 to 85 percent of assisted families were not claiming “other deductions” relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses.

The goal of the Rent Simplification Policy is to streamline operations by eliminating the burden and potentially inaccurate process of verifying unreimbursed out-of-pocket expenses. The Standard Income Deductions improve and add value to the integrity and accuracy of rent and subsidy determinations and over time will result in improved operating efficiency and effectiveness across all programs. In addition, by increasing the amount of the HUD standard deduction for dependents from \$480 to AH's standard deduction of \$750, and the HUD standard deduction for elderly/disabled families from \$400 to AH's standard deduction of \$1,000, AH's Standard Income Deductions under the Rent Simplification Policy provide an equitable deduction approach applicable to all assisted families.

Impact

This policy positively affects all families with dependent children or medical expenses. For the agency, less time is required to collect and process receipts, and streamlined processing results in fewer errors.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

CE #2: Staff Time Savings -				
Rent Simplification / AH Standard Deductions				
Unit of Measurement	FY 2010 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Time to Complete the Task	Total Households Requesting Deduction = 2,600	Expected Households Requesting Deduction = 2,960	Actual Households Requesting Deduction = 1,911	Benchmark Not Achieved
	Average Time to Process Request/Review File = 1 hour	Expected Average Time to Process Request/Review File = 1 hour	Actual Average Time to Process Request/Review File = 1 hour	
	FY 2010 Staff Hours for Task Prior to Implementation of Activity	Expected Staff Hours for Task After Implementation of Activity	Actual Staff Hours for Task After Implementation of Activity	
	2,601	2,960	2,580	

CE #3: Decrease in Error Rate of Task Execution - Rent Simplification / AH Standard Deduction				
Unit of Measurement	FY 2010 Baseline	Benchmark	Outcome	Benchmark Achieved?
Average Error Rate (%) in Completing Task	Total Households Requesting Deduction = 2,600	Expected Households Requesting Deduction = 2,960	Actual Households Requesting Deduction = 1,911	Exceeds Benchmark
	Number of QC'd Households with Errors = 78 files	Expected Number of QC'd Households with Errors = 89 files	Actual Number of QC'd Households with Errors = 107 files	
	FY 2010 Average Error Rate of Task Prior to Implementation of the	Expected Average Error Rate of Task After Implementation of the	Actual Average Error Rate of Task After Implementation of the	
	3.0%	3.0%	5.6%	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HC.2008.02 – LEASING INCENTIVE FEE (LIF)

i. Activity **approved** in FY 2005 and **implemented** in FY 2007

ii. Description

The Leasing Incentive Fee (LIF) was originally used as a deconcentration strategy to provide financial incentives to encourage landlords and property owners to lease available housing to families impacted by relocation from AH projects to be demolished. AH continues to utilize this incentive to incent applicants and participants in the program move process to find units faster and submit their requests for tenancy approval as well as to remove barriers to leasing, such as security deposits and application fees. The LIF also attracts more landlords in areas of opportunity.

Impact

This tool was a critical element of the Quality of Life Initiative in which AH facilitated relocation for nearly 3,000 families in public housing. In FY 2016, AH began offering Leasing Incentive Fees to landlords on behalf of applicants that turn in a Request for Tenancy Approval (RTA) within 30 days of voucher issuance.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

HC #1: Additional Units of Housing Made Available -				
Leasing Incentive fee (LIF)				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units for <=80% AMI Populations	FY 2007 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Exceeds Benchmark
	0	128	542	

HC #5: Increase in Resident Mobility -				
Leasing Incentive Fee (LIF)				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households Able to Move to a Better Unit and/or Neighborhood	FY 2007 Households Able to Move to a Better Unit or Neighborhood	Expected Households Able to Move to a Better Unit or Neighborhood	Actual Households Able to Move to a Better Unit or Neighborhood	Exceeds Benchmark
	0	128	542	

HC #7: Households Assisted by Services that Increase Housing Choice -				
Leasing Incentive Fee (LIF)				
Unit of Measurement	FY 2007 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households Receiving Services	FY 2007 Households Receiving Services	Expected Households Receiving Services	Actual Households Receiving Services	Exceeds Benchmark
	0	128	542	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

PH.2008.03 – ENERGY PERFORMANCE CONTRACTING

i. Activity **approved** in FY 2008 and **implemented** in FY 2010

ii. Description

AH continues to employ energy conservation and efficiency standards, practices and improvements to its properties while enhancing the quality of the living environment for its residents. AH utilizes an Energy Performance Contract (EPC) to facilitate upgrades at its AH-Owned Communities as well as pursuing other funding for green initiatives.

Under AH's MTW Agreement (*Attachment D, Section IX*), AH or its agents may, without prior HUD approval, enter into energy performance contracts (EPCs) with Energy Service Companies (ESCOs) and make local determinations of the terms and conditions of EPCs, including the debt service source, in order to satisfy reasonable financing requirements, provided that with respect to each contract the term does not exceed twenty (20) years and at least 50% of the energy cost savings are used to pay financing and debt service costs. AH is authorized to keep the savings under an EPC up to 50 percent of cost savings, which is above the 25 percent cost savings allowed for non-MTW housing authorities.

In FY 2011, working with Johnson Controls, AH implemented an energy performance contract (EPC) which combined a \$9.1 million EPC loan with additional MTW funds. Through the EPC project, AH serviced newer HVAC systems in the buildings, replaced the older systems with new more energy efficient systems, upgraded bathrooms with new sinks, light fixtures, low-flow faucets and showerheads, toilets and compact fluorescent lights.

Impact

These capital improvements complement and supplement the ARRA renovations implemented in FY 2010 and accelerate AH's ability to continue the physical improvements designed to support delivery of vibrant "aging well" programs for its residents. Because of AH's MTW relief, AH is able to keep the savings for other improvements and services. During FY 2017 and 2018, EPC savings decreased significantly because of RAD conversions within AH-Owned Communities, excessive water usage at select properties and increased energy expenses due to inclement weather conditions.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

CE #1: Agency Cost Savings - Energy Performance Contracting				
Unit of Measurement	FY 2010 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Cost of Task	Estimated Cost Savings = \$333,986	Expected Estimated Cost Savings = \$655,590	Actual Estimated Cost Savings = \$623,667	Exceeds Benchmark
	Reported Costs Savings = \$414,444	Expected Reported Costs Savings = \$752,209	Actual Reported Costs Savings = \$752,209	
	FY 2010 Cost Savings to AH Prior to Implementation of Activity	Expected Cost Savings to AH After Implementation of Activity	Actual Cost Savings to AH After Implementation of Activity	
	\$ 80,458	\$ 96,619	\$ 128,542	

The table above reflects preliminary data. Johnson Controls, the third party evaluator, publishes the outcome for this activity during autumn months.

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

AW.2011.01 – NON-ELDERLY DISABLED INCOME DISREGARD

i. Activity **approved** in FY 2011 and **implemented** in FY 2011

ii. Description

AH amended its Income Disregard policy to include when determining annual household income, AH will disregard the employment income of an Elderly Person or Disabled Person whose source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan ("Annual Fixed Income"). For those cases in which the Annual Fixed Income is not the primary source of income, Atlanta Housing, in its discretion, may establish a limit on the amount of employment income that may be disregarded. Any employment income that is not disregarded will be included in annual household income for purposes of calculating Total Tenant Payment.

This policy will be applicable to all AH housing assistance programs and serve as the replacement for applicable HUD rules and regulations.

Impact

Since implementation of this policy, the number of households with working non-elderly disabled persons has not significantly changed, and we do not anticipate any significant fluctuations in future years. Most importantly, individuals who choose to work may improve their quality of life and an increased level of self-sufficiency. This policy complements AH's Aging Well strategy by encouraging disabled individuals to maintain their engagement in their communities.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

SS #8: Households Transitioned to Self-Sufficiency - Non-Elderly Income Disregard				
Unit of Measurement	FY 2011 Baseline	Benchmark	Outcome	Benchmark Achieved?
Households Transitioned to Self-Sufficiency	FY 2011 Non-Elderly Disabled Persons with Earned Income Prior to Implementation of the Activity	Expected Non-Elderly Disabled Persons with Earned Income After Implementation of the Activity	Actual Non-Elderly Disabled Persons with Earned Income After Implementation of the Activity	Exceeds Benchmark
	Total AH-Owned Households = Unk	Expected AH-Owned Households = 29	Actual AH-Owned Households = 10	
	Total HomeFlex Households = Unk	Expected HomeFlex Households = 18	Actual HomeFlex Households = 39	
	Total Housing Choice Households = Unk	Expected Housing Choice Households = 96	Actual Housing Choice Households = 151	
	Total MIXED Multi-Family Households = Unk	Expected MIXED Multi-Family Households = 14	Actual MIXED Multi-Family Households = 14	
	Total Elderly Households with Earned Income Prior to Implementation of the Activity	Expected Elderly Households with Earned Income After Implementation of the Activity	Actual Elderly Households with Earned Income After Implementation of the Activity	
	82	157	214	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

HC.2011.02 – HOUSING CHOICE VOUCHER PROGRAM HAP ABATEMENT POLICY

i. Activity **approved** in FY 2011 and **implemented** in FY 2011

ii. Description

AH, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the HCVP fails to comply with AH's Inspection Standards. The procedures and practices established under this policy are set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.

Impact

AH has continued to professionalize its relationships with landlords. Because of elevating expectations and standards for accountability and a higher quality product, the private sector real estate community has responded in kind. These positive changes have resulted in a higher caliber of units and landlords participating in the program who are attracted to the AH streamlined way of doing business. As a connected and astute business partner, AH has begun to reposition the Housing Choice program as an asset in the broader Atlanta community.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>CE #5: Increase in Agency Rental Revenue - HCV Program HAP Abatement Policy</i>				
Unit of Measurement	FY 2011 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Rental Revenue (increase)	Total number of units = 0	Expected Total Number of Abated Units = 280	Actual Total Number of Abated Units = 149	Exceeds Benchmark
	Total of Abated HCV Funds = 0	Expected Total of Abated HCV Funds = \$2,239	Actual Total of Abated HCV Funds = \$8,260	
	Total FY 2011 Agency Rental Revenue Prior to Implementation of Activity	Expected Agency Rental Revenue After Implementation of Activity	Actual Agency Rental Revenue After Implementation of Activity	
	\$ -	\$ 627,008	\$ 1,238,999	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

PH.2011.03 – AGING WELL PROGRAM

i. Activity **approved** in FY 2011 and **implemented** in FY 2011

ii. Description

In support of AH's efforts to enhance the delivery of case management and supportive services to elderly and persons with disabilities in AH-Owned Communities, in collaboration with Atlanta Regional Commission Area Agency on Aging and other partners, AH implemented a place-based supportive services pilot using the Naturally Occurring Retirement Community (**NORC**) model. The NORC is a national program model focused on enabling adults to "age in place" and builds the community capacity to support the process. A strong emphasis is placed on resident involvement with priorities set by residents and new initiatives that capitalize on the economy of scale created by the concentration of individuals with similar needs.

Using lessons learned from the NORC program model and recognizing that there are higher percentages of active older adults who want to maintain their quality of life, AH introduced the expanded Aging Well program in 2011 to provide our residents with vibrant physical spaces, active programming, and enhanced opportunities for socialization, learning, and wellness. AH works with the PMDs network of service providers and local universities: (i) to provide activities and learning experiences for the residents that address the "7 Dimensions of Whole Person Wellness," and (ii) to connect residents with resources to support their physical and mental wellness.

Impact

Compared to the baseline prior to implementation, all AH-Owned Community residents now have the ability to access services and resources needed to be engaged and in control of decisions that affect their lives and the aging process.

While not considered an MTW Activity, AH's use of American Recovery and Reinvestment Act (ARRA) funds to renovate the AH-Owned Communities was informed by the Aging Well strategy. The \$20 million renovations included:

Site Improvements – Parking lot, sidewalk and street repairs as well as landscaping and exterior recreation space enhancements.

Common Areas – Lobby, common area and specialty function room renovations including community room, Internet café, TV/media room, fitness center, mailroom, wellness services suite, and resident association offices.

These physical improvements facilitate greater socialization and engagement by residents, while providing private rooms for working with service providers. Residents have access to on-site Service Coordinators who help refer and link residents to community-based resources to meet their health and wellness needs. Each property also has on-site programs and activities that promote wellness such as: dance and fitness classes, resource fairs, computer classes, nutrition classes, vision screening, podiatry screening, behavioral health practitioner visits and nursing student visits.

AH will continue to promote active aging at the AH-Owned Communities, balancing this initiative with the limited funding for operating and managing the properties.

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency -</i>				
<i>Aging Well Program</i>				
Unit of Measurement	FY 2011 Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households using Human Development Services Case Management - Personal	FY 2011 Households using HDS Case Management Services	Expected Households using HDS Case Management Services	Actual Households using HDS Case Management Services	Exceeds Benchmark
	0	1,132	1,586	

<i>SS #8: Households Transitioned to Self Sufficiency -</i>				
<i>Aging Well Program</i>				
Unit of Measurement	FY 2011 Baseline	Benchmark	Outcome	Benchmark Achieved?
Households Accessing Services or Resources Needed to be Engaged, Active and In Control of Decisions that Affect their Lives and the Aging Process	FY 2011 Households Able to Access Services or Resources Needed Prior to Activity Implementation	Expected Households Able to Access Services or Resources Needed After Activity Implementation	Actual Households Able to Access Services or Resources Needed After Activity Implementation	Exceeds Benchmark
	0	1,132	1,586	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

RE.2012.01 – SINGLE-FAMILY HOME RENTAL DEMONSTRATION

i. Activity **approved** in FY 2012 and **implemented** in FY 2013

ii. Description

AH sold land to a Mechanicsville development partner for a neighborhood stabilization demonstration program for families at or below 60% AMI.

AH's development partner has completed development activities for 75 scattered-site rental units as part of a lease-to-own program promoting neighborhood stabilization. Affordable rentals will be achieved through low-income housing tax credit (LIHTC) Program for a 15-year period. Twenty-five of these units will be on AH property under the terms of a ground lease with a purchase option at the end of the 15-year compliance period. AH is not providing subsidy to families. For families that remain in the home throughout the 15-year LIHTC compliance period and increase their income sufficiently to become a qualified buyer, the opportunity to purchase the home will be provided.

Impact

The developer has received Low Income Housing Tax Credits during FY 2017 and 28 new housing units were made available for families and the community.

AH will continue to promote active aging at the AH-Owned Communities, balancing this initiative with the limited funding for operating and managing the properties.

Update

AH administers this activity as approved with a deliberate outlined acquisition strategy to expand this activity by increasing housing opportunities for low-income families. During FY 2019, AH considered a proposal from the Fulton County District Attorney's (**DA**) Office to participate in a housing preservation and community stabilization opportunity. Through mutual agreement, the DA would deed seized properties to AH, where AH might invest agency resources to bring the deeded properties up to code for rental and/or purchase by families at or below 80% of the Area Median Income (**AMI**), dispose of the property at its highest and best use, or demolish the property.

Alternatively, AH may consider engaging its Single-Fund Budget with Full Flexibility to preserve units currently serving people of low-income and provide safety measures, as appropriate, to protect residents from crime and/or through the utilization of elements in Public and Indian Housing (**PIH**) Notice 2011-45.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

HC #1: Additional Units of Housing Made Available - Single-Family Home Rental Demonstration				
Unit of Measurement	FY 2013 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units Made Available for <=80% AMI Populations	FY 2013 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Meets Benchmark
	0	0	0	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

SH.2013.01 – VETERANS SUPPORTIVE HOUSING

i. Activity **approved** in FY 2013 and **implemented** in FY 2013

ii. Description

Under AH's HomeFlex (PBRA) for Supportive Housing program, owners and developers of supportive housing receive housing subsidy under HomeFlex agreement with AH for up to two years. In return, the owner is required to 1) work with a certified Service Coordinator such as the United Way and 2) enter into an agreement with one or more service providers who will provide appropriate intensive support services for the target population. They also agree to coordinate with any public agencies and nonprofit organizations that are providing additional case support to individual residents.

AH provides supportive housing for veterans using its HomeFlex program and tenant-based vouchers such as the HUD Veterans Affairs Supportive Housing (HUD-VASH) voucher program. The HUD-VASH vouchers program is not an MTW activity, but is operated under AH's Supportive Housing policies and administered through AH's Housing Choice Program.

Impact

Oasis at Scholars Landing opened in FY 2015 and provides 60 affordable assisted rental units for seniors with a veteran's preference. *VASH vouchers are not reported as an MTW Activity.*

Update

AH continues to administer this activity as approved.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

HC #7: Households Assisted by Services that Increase Housing Choice - Veterans Supportive Housing				
Unit of Measurement	FY 2013 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of Households Receiving Services	FY 2013 Households Receiving Services	Expected Households Receiving Services	Actual Households Receiving Services	Benchmark Not Achieved
	0	270	244	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

PH.2017.01 – ELIMINATION OF FLAT RENT

i. Activity **approved** in FY 2017 and **implemented** in FY 2017

ii. Description

With HUD's changes in flat rent requirements, AH may explore rent structures consistent with self-sufficiency goals, private sector practices and the goal to increase housing opportunities for low-income families (statutory objective #3).

In anticipation of future conversions of subsidy from Section 9 to Section 8, and to provide greater alignment between affordable housing programs, AH eliminated flat rents from its public housing communities. Flat renters are in transition to the standard income-adjusted rents in which a household pays 30 percent of their income towards rent and utilities.

There are compelling reasons to implement this policy. Few households – 1.3 percent – utilize this option. Because flat rent households tend to be higher income households, income-adjusted rents are more consistent with HUD's emphasis on creating greater housing opportunities for those most in need. As conversions from Section 9 to Section 8 funding using AH's HomeFlex program are completed, eventually all households will pay income-adjusted rents. Additionally, HUD guidance introduced in 2014 created a greater administrative burden on AH and its Property Management/Developers to adjust and track the flat rents each year for very few households.

In accordance with its MTW Agreement, AH conducted an impact analysis as part of its FY 2016 Annual Report. Based on this assessment of current incomes of flat renters combined with the new HUD-mandated flat rent annual adjustments, AH anticipated limited impacts to the preponderance of affected households. For current flat renters, AH has communicated with the families and began phasing

in the changes during FY 2017 in order to prevent hardship to affected families. All new admissions to public housing units are only provided income-based rent calculations.

Impact

In 2015, AH amended its flat rent policies to comply with the statutory changes contained within Public Law 113 – 76, the Fiscal Year 2014 Appropriations Act. HUD required that all flat rents be set at no less than 80 percent of the applicable Fair Market Rent (FMR) adjusted, if necessary, to account for reasonable utilities costs. At the time, 77 households were paying flat rents. AH followed a phase-in schedule in adjusting its flat rents. In FY 2018, 30 residents (or 1.9% of public housing residents in AH-Owned Communities) are transitioning from the flat rent option and affected by this change.

Update

AH continues to administer this activity as approved, where this activity builds on the intent of MTW Activity PH.2003.01 – Affordable Fixed Rent / Affordable Flat Rent, approved in AH's FY 2003 Annual MTW Plan.

iii. Activity does not have any **non-significant changes** during this reporting period.

iv. AH does not have any changes to the **Metrics/Data Collection** for this reporting period.

<i>HC #1: Additional Units of Housing Made Available - Elimination of Flat Rent</i>				
Unit of Measurement	FY 2017 Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units for <=80% AMI Populations	FY 2013 New Housing Units for <=80% AMI Populations	Expected New Housing Units for <=80% AMI Populations	Actual New Housing Units for <=80% AMI Populations	Meets Benchmark
	26	5	5	

v. Activity does not have any **significant changes** for this reporting period.

vi. AH did not have any **challenges or possible strategies** during this reporting period.

B. Not Yet Implemented Activities

Not Yet Implemented Activities		
Activity #	Activity	MTW Authorization(s)
HC.2012.02	Comprehensive Graduation Program	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
SH.2017.01	Next Step Youth Self-Sufficiency Program	Attachment D, Section VII: Establishment of Housing Choice Voucher Program

HC.2012.02 – Comprehensive Graduation Program**i. Description**

AH will develop and implement a comprehensive graduation program for assisted families who achieve economic self-sufficiency and financial stability and no longer need rental assistance. AH will use the standard income levels for determining eligibility as the benchmark for success and will develop and implement strategies to ensure the smooth transition of successful families who graduate. Such strategies may include financial counseling and homeownership opportunities.

This activity was approved in AH's FY 2012 Annual MTW Plan.

ii. Implementation Plan

AH reviewed this activity and expects to implement this activity as part of its Human Development Services strategy during FY 2020.

SH.2017.01 – Next Step Youth Self-Sufficiency Program**i. Description**

AH and Georgia's Division of Family and Children Services (**DFCS**) initiated an agreement that aims to house youth transitioning out of Foster Care for up to 36 months or age 23, whichever comes first. The activity requires that transitioning youth begin, continue, and/or maintain appointments and visits with social service providers as recommended/required by DFCS (or its contracted Independent Living Program (**ILP**) service provider). Vouchers under this activity are not portable and capped at 25 households.

This activity was approved in AH's FY 2017 Annual MTW Plan.

ii. Implementation Plan

AH awaits the State of Georgia to finalize the agreement that will refer transitioning foster youth to AH for eligibility processing. AH expects to implement this activity as part of its homelessness prevention strategy during FY 2020.

C. Activities on Hold

AH did not have any activities on hold during this reporting period.

D. Closed Out Activities

Closed Out Activities			
Activity #	Activity Name	Closeout Year	Reason for Close-Out
--	ARRA Funds	2012	Unknown
--	Voluntary Compliance Agreement (VCA)	2011	Unknown
PH.2003.01	Affordable Fixed Rent / Affordable Flat Rent	2019	Activity was never implemented
HD.2005.14	Individual Development Accounts (IDAs)	2019	Activity was never implemented
HC.2006.03	Housing Choice Inspection Fees	2019	Activity was never implemented
HD.2006.04	Standards for Residency in Single Family Homes	2019	Activity was never implemented
HC.2006.05	Port Administration Re-engineering	2019	Activity not allowed under MTW Authorizations
HD.2007.05	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	2008	Unknown
RE.2007.06	Quality of Life (QLI) Initiative	2010	Unknown
PH.2007.07	Utility Allowance Waiver	2010	Unknown
SH.2008.04	John O. Chiles Annex Supportive Housing Pilot	N/A	Activity was merged with Supportive Housing activities
HD.2008.05	Pre-Relocation Client Education	2010	Unknown

Closed Out Activities			
Activity #	Activity Name	Closeout Year	Reason for Close-Out
AW.2010.01	Business Transformation Initiative	2016	AH implemented an enterprise resource planning (ERP) solution across the agency
HD.2013.02	Endowment Fund for Human Development Services	2019	Activity was never implemented

Note: The recent (last 5-years) loss of institutional knowledge prompts AH to use “*Unknown*” in “Reason for Close out” column. Should current staff discover the closeout reason(s), we will include the reason in future MTW Plans/Reports accordingly.

(V) SOURCES AND USES OF MTW FUNDS**ANNUAL MTW REPORT****A. ACTUAL SOURCES AND USES OF MTW FUNDS****i. Actual Sources of MTW Funds in the Plan Year**

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

ii. Actual Uses of MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

AH submitted both Actual Sources and Uses, unaudited, of MTW Funds in the prescribed FDS format on Friday, August 2, 2019

iii. Describe Actual Use of MTW Single Fund Flexibility

The MTW PHA shall provide a thorough narrative of actual activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (IV) of the Annual MTW Report. The MTW PHA shall also provide a thorough description of how it used MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).

ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

Except for the portion of certain revitalization and development activities outlined below and expenditures requiring non-federal funds, AH operates all activities as detailed in its FY 2018 MTW Annual Plan using its MTW Single Fund authority. Pursuant to the authority in AH's MTW Agreement, AH has combined its low-income operating funds, Housing Choice voucher funds and certain capital funds into a single fund (referred herein as "MTW Single Fund" or "MTW Funds") which may be expended on MTW Eligible Activities as set forth in AH's business plan. Under this MTW Single Fund authority, AH determines the best use of funds for the purposes of fulfilling its mission to deliver innovative, affordable housing. Although the MTW Agreement allows AH including RHF funds in the MTW Single Fund, AH has elected not to do so.

In accordance with Section V.A.1 of Attachment D of AH's MTW Agreement, AH is authorized to combine operating subsidies provided under Section 9, capital funding (including development and replacement housing factor funds) provided under Section 9 (formerly Section 14), and assistance provided under Section 8 of the 1937 Act for the voucher programs to fund HUD approved MTW activities.

As detailed in Schedule A of the FY 2018 Comprehensive Budget, AH funds all operations with MTW funds except where other funds are provided for specific purposes (e.g. Replacement Housing Factor funds) or where limited by law or regulation. In FY 2018, AH drew from HUD \$241,298,816 in MTW Single Funds to support AH's MTW eligible activities.

ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY - continued

In addition to the funds used to assist tenant and project-based participants in Housing Choice, the amount of MTW funds identified above includes \$40,285,581 in MTW Single funds to support MTW authorized revitalization activities. AH's revitalization activities also include RHF funds, public improvement funds provided by the City of Atlanta, program income from prior years, and private grants.

But for the MTW Single Fund flexibility, AH would be unable to fund fully the costs of (i) operating the PH assisted units in its mixed-income, mixed-finance communities, (ii) operating and maintaining the housing AH owns (consisting primarily of senior high-rises), (iii) providing human development services intended to support fragile populations as well as promote resident self-sufficiency, (iv) funding HomeFlex (AH's HUD-approved version of project-based rental assistance (PBRA)) at communities including both MIXED (mixed-income, mixed-finance) properties as well as multi-family communities that are privately owned, and (v) supporting local housing programs.

B. LOCAL ASSET MANAGEMENT PLAN

i. Did the MTW PHA allocate costs within statute in the Plan Year?

No

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

Yes

iii. Did the MTW PHA provide a LAMP in the appendix?

Yes

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

There have been no changes to the LAMP. Please see Appendix D for more detail.

(VI) ADMINISTRATIVE***A. REVIEWS, AUDITS, AND INSPECTIONS***

AH is not required to take action in response to HUD reviews, audits and/or physical inspection issues.

B. EVALUATION RESULTS

Please see the attached MTW Benchmarking Study. Emory University continues to advance the benchmarking evaluation. AH granted an extension request to Emory University and we will submit a completed report from Emory University by the end of this calendar year.

C. MTW STATUTORY REQUIREMENT CERTIFICATION

AH directs readers to Appendix C, where AH includes this certification within the Annual MTW Report Resolution packet adopted by its Board of Commissioners on September 25, 2019.

D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA

In accordance with AH's MTW Agreement, AH provides the following by April 30 annually:

- Documentation to support that at least 75% of the energy savings is being utilized as payment for project costs.
- Documentation that identifies energy conservation measures installed and projected consumption reductions for all energy conservation measures.
- Copy of the Energy Service Companies (**ESCO**) prepared Measurement and Verification (**M&V**) Report.

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APPENDIX C

MTW REPORT RESOLUTION AND CERTIFICATIONS

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SECRETARY'S CERTIFICATE

I, JOY FITZGERALD, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AH"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AH to submit its Fiscal Year 2019 Moving To Work (MTW) Annual Report to the United States Department of Housing and Urban Development (HUD) in accordance with AH's Amended and Restated MTW Agreement.
3. This resolution was presented to the AH Board of Commissioners (the "Board") at its Regular Meeting on September 25, 2019 (the "Meeting").
4. The following Board members were present for the Meeting:

Robert Rumley, III Vice Chair

James Allen, Jr.

Robert Highsmith, Esq.

Petrina Howard

Angela Ramon, Esq.

5. At the Meeting, the Board adopted and approved the resolution attached hereto as Exhibit 1.

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this ____ day of September 2019.

JOY FITZGERALD,
Secretary

SEAL

EXHIBIT 1
RESOLUTION ADOPTED AT THE REGULAR MEETING
OF THE BOARD OF COMMISSIONERS HELD ON
WEDNESDAY, SEPTEMBER 25, 2019

RESOLUTION OPS-2
THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA SEEKS AUTHORIZATION TO
SUBMIT FISCAL YEAR 2019 MOVING TO WORK ANNUAL REPORT TO THE U.S. DEPARTMENT
OF HOUSING AND URBAN DEVELOPMENT

RESOLUTION

WHEREAS, under the Amended and Restated Moving To Work (MTW) Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving To Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) between The Housing Authority of the City of Atlanta, Georgia (AH) and the United States Department of Housing and Urban Development (HUD), AH is required to submit an MTW Annual Report to HUD which, except for certain reports identified in the Amended and Restated MTW Agreement, replaces all other conventional HUD performance measures, including the Public Housing Assessment System and Section 8 Management Assessment Program.

WHEREAS, AH must submit its Fiscal Year (FY) 2019 MTW Annual Report to HUD by September 30, 2019;

WHEREAS, AH's Amended and Restated MTW Agreement identifies performance benchmarks and specific types of information that are required to be included in the MTW Annual Report. The performance benchmarks are designed to evaluate AH's performance during the term of the Amended and Restated MTW Agreement;

WHEREAS, AH's performance against these benchmarks is summarized in Exhibit OPS-2-A;

WHEREAS, AH's Amended and Restated MTW Agreement also requires AH to conduct an annual reevaluation of the impact of its rent policy changes. AH's FY 2019 rent impact analyses are attached hereto as Exhibits OPS-2-B through OPS-2-D; and

WHEREAS, AH requests authorization from the Board of Commissioners (the Board) to submit its FY 2019 MTW Annual Report to HUD in accordance with AH's Amended and Restated MTW Agreement;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA (“AH”) THAT:

1. AH’s Fiscal Year (FY) 2019 Moving-To-Work (MTW) Annual Report is hereby approved.
2. Further, the Interim President and Chief Executive Officer is authorized to submit AH’s FY 2019 MTW Annual Report and such other required documents, certifications or forms to the United States Department of Housing and Urban Development (HUD) with such changes, additions or corrections as shall be deemed necessary or appropriate or as may be required by HUD. Further, the Chair or Vice Chair of the Board of Commissioners and the Interim President and Chief Executive Officer are hereby authorized to execute any required documents, certifications or HUD forms related to the approval and filing of AH’s FY 2019 MTW Annual Report.

ADOPTED, by the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia and signed in authentication of its passage, 25th day of September 2019.

ATTEST:

APPROVAL:

Joy Fitzgerald, Esq.
Interim President and Chief Executive Officer

Robert Rumley, III
Vice Chairman

APPROVAL FOR FORM AND LEGAL SUFFICIENCY:

Lisa Washington, Esq.
Interim General Counsel

EXHIBIT OPS-2-B**MTW PROGRAM BENCHMARKS**

Performance Measure Definition <i>See Management Notes for further definitions/explanations.</i>	Baseline	FY 2019 Target	FY 2019 Outcome	
Public Housing Program (See Note A)				
Percent Rents Uncollected Gross tenant rents receivable for the Fiscal Year (FY) divided by the amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.	2%	≤2%	1.3%	Exceeds Benchmark
Occupancy Rate The ratio of occupied public housing units to available units as of the last day of the FY will be greater than or equal to the target benchmark. See Note B	98%	≥98%	95.7%	Below Benchmark
Emergency Work Orders Completed or Abated in <24 Hours The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as “emergency resolved through temporary measure, and a work order for long term resolution has been issued.”)	99%	≥99%	99.1%	Meets Benchmark
Routine Work Orders Completed in ≤ 7 Days The average number of days that all non-emergency work orders will be active during the FY shall be less than or equal to 7 days.	5 days	≤7 days	1.8 days	Exceeds Benchmark
Percent Planned Inspections Completed The percentage of all occupied units and common areas that are inspected during the FY shall be greater than or equal to the target benchmark. See Note C	100%	100%	100%	Meets Benchmark
Housing Choice Program (Section 8)				
Budget Utilization Rate The expenditure of Housing Choice MTW vouchers annual budget allocation (i.e. HUD disbursements) for MTW-eligible activities will be greater than or equal to the target benchmark of 98%. See Note D	98%	≥98%	100%	Exceeds Benchmark

Performance Measure Definition <i>See Management Notes for further definitions/explanations.</i>	Baseline	FY 2019 Target	FY 2019 Outcome	
Percent Planned Annual Inspections Completed The percentage of all occupied units under contract that are inspected directly by AH or any other agency responsible for monitoring the property during the FY shall be greater than or equal to the target benchmark by the last day of the Fiscal Year. See Note E	98%	≥98%	100%	Exceeds Benchmark
Quality Control Inspections The percentage of all previously inspected units having a quality control inspection during the FY shall be greater than or equal to the target benchmark.	≥1.4%	≥1.4%	2.7%	Exceeds Benchmark
Community and Supportive Services				
Resident Homeownership The number of Public Housing residents or Housing Choice Voucher participants, and other income eligible families who closed on purchasing a home during the FY, regardless of participation in a homeownership counseling program, shall be greater than or equal to the target benchmark. See Note F	6	12	269	Exceeds Benchmark
Household Work / Program Compliance The annual percentage of Public Housing and Housing Choice assisted households that are Work/Program compliant (excluding elderly and disabled members of the households) through the last day of the fiscal year shall be greater than or equal to the target benchmark. See Note G (*)	N/A	75%	98% MIXED Communities	Exceeds Benchmark
			68% Housing Choice Tenant-Based Vouchers*	Below Benchmark
			91% AH-Owned Communities	Exceeds Benchmark
FINANCE				
Project Based Financing Closings The annual number of projects to which AH will commit project-based rental assistance and/or make an investment of MTW funds. See Note H	N/A	6	3	Below Benchmark

MANAGEMENT NOTES:

- A. Public Housing Program - General.** Information for the Public Housing Program includes information for both AH-Owned Communities and the public housing assisted units within the MIXED Communities.

Each of the subject MIXED Communities, developed because of public-private partnerships, is owned by a private sector owner entity formed, as a limited partnership with an affiliate of AH's private sector development partner as the managing general partner and an affiliate of AH as a limited partner. The owner entity's captive professional property management agent or a third party fee management company hired by the managing general partner manages each community. While AH does not own these communities, AH engages with the managing general partner of the respective owner entities to monitor financial and operational performance of the property, reviews monthly and quarterly reports, and makes site visits.

We did not factor the Magnolia Park community into overall results shown for public housing because of substantial operational and financial challenges. HUD is aware of the situation and actions taken to resolve it. AH continues to work closely with the managing general partner of the owner entities and the tax credit syndicator to resolve the issues.

- B. Public Housing Program – Occupancy Rates.** Rates are based on available units, i.e. dwelling units (occupied or vacant) under AH's Annual Contributions Contract (ACC), that are available for occupancy, after adjusting for four categories of exclusions:

1. Units Approved For Non-Dwelling Use: HUD-approved units for non-dwelling status for the use in the provision of social services, charitable purposes, public safety activities, and resident services, or used in the support of economic self-sufficiency and anti-drug activities.
2. Employee Occupied Units: Employees needed at the site occupy these units, rather than the occupancy being subject to the normal resident selection process.
3. Vacant Units Approved For Deprogramming: HUD-approved units for demolition/disposition.
4. Temporarily Off-Line Units: These are units undergoing modernization and/or major rehabilitation. Additionally, this category may include vacant units held vacant to ensure that AH is able to house existing residents affected by its RAD conversion projects.

- C. Public Housing Program - Percent Planned Inspections Completed.** Units exempted from the calculation for this purpose include the following:

1. Occupied units for which AH has documented two attempts to inspect the unit and where AH has initiated eviction proceedings with respect to that unit;
2. Vacant units that are undergoing capital improvements;
3. Vacant units that are uninhabitable for reasons beyond AH's control due to:
 - a. Unsafe levels of hazardous/toxic materials;
 - b. An order or directive by a local, state or federal government agency;
 - c. Natural disasters; or
 - d. Units kept vacant because of structural soundness and AH has taken action to rehabilitate or demolish those units.
4. Vacant units covered in an approved demolition or disposition application.

- D. Housing Choice Budget Utilization.** AH's MTW Housing Choice Budget Utilization benchmark requires that the expenditure of fiscal year Housing Choice Annual Budget allocation (i.e. HUD disbursements) for MTW vouchers utilized for MTW-eligible activities be greater than or equal to the target benchmark of 98 percent. In its FY 2007 MTW Implementation Plan, AH added clarifying language for this benchmark. As part of the FY 2008 MTW Implementation Plan, AH included further clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AH's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year and until such time that a 12-month period has elapsed. AH is making this clarification in light of changes that HUD has made in funding vouchers based on a calendar year rather than on an agency's fiscal year.

- E. Percent Planned Annual Inspections Completed.** This percentage reflects inspections completed on tenant-based Section 8 units under AH's Housing Choice Program and HomeFlex (Project Based Rental Assistance) units. In accordance with the HomeFlex Agreement between AH and the private owners, properties with HomeFlex-assisted units are inspected at least annually.
- F. Resident Homeownership.** During FY 2019, single family home sales in Atlanta and nationwide experienced a steady recovery. Through the AH Down Payment Assistance (DPA) program, a record 269 eligible first-time home buyers closed on home purchases, which represents a substantial achievement given resurgent economic times. The DPA Homeownership Program reinforces neighborhood stabilization and supports AH's goals to create or preserve affordable housing.
- G. Community and Supportive Services – Household Work / Program Compliance.** By design, the Work/Program Compliance policy takes into account both working adults and family members that are enrolled in approved schools or training programs.

AH's Work/Program Requirement	
Full-time Worker	Employed for 30 or more hours per week
Participation in an approved program	Attending an accredited school as a "full-time" student Participating in an approved "full-time" training program Attending an accredited school as a "part-time" student, AND successfully participating in an approved "part-time" training program
Part-time Job and Part-time Program Participant	Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a "part-time" student

This benchmark aligns the previous Resident Workforce Participation benchmark with measuring resident and participant compliance with AH's Work/Program Compliance policy. Since the execution of AH's MTW Agreement, the agency has implemented a Work/Program Compliance policy requiring one adult (ages 18-61, excluding elderly and disabled persons) in the household to work full-time at least 30 hours per week and all other adults in the household to be either program or work compliant (see compliance table above).

Demonstrating the importance of the Atlanta Model and the impact of mixed-income environments, 97 percent of AH-assisted households with Target Adults¹ in MIXED Communities were compliant with AH's Work/Program Requirement. Compliance requires that they maintained full-time employment or were engaged in a combination of school, job training and/or part-time employment.

These adults succeeded because they have been positively influenced by a culture of work. They also benefited from private property management's support and guidance for gaining and maintaining employment (under AH's site-based administration policies). This support also helps maintain the integrity and viability of the entire mixed-income community.

¹Target Adults are non-elderly, non-disabled adults, ages 18-61 years old, who are subject to the Work/Program requirement.

Further supporting this view, AH found that of families and individuals who reside in the AH-Owned Communities, 93 percent of households were compliant with the Work/Program Requirement. During FY 2019, to assist Housing Choice households and bolster compliance rates, AH initiated an enforcement effort and plan for a progressive graduation program that supports families toward self-sufficiency and ultimate discontinuation of housing assistance. As a result, in FY 2019, 68 percent of Housing Choice families maintained Work/Program compliance with full-time employment by all Target Adults -- a modest but fundamental increase from 63% last fiscal year. *(Note: Outcome percentage reported in FY 2017 represented a combination of compliant and progressing households.)*

Housing Choice families continue to face challenges obtaining livable-wage employment or retrain for new jobs. For households in which Target Adults are not working or meeting the Work/Program Requirement – i.e. “non-compliant” households – AH invested resources to enroll them in coaching and counseling support provided via third-party service contracts.

Non-compliant households are divided into two categories: non-compliant and progressing. During the economic recession, AH created “progressing” as many families found it difficult to maintain employment and sufficient work hours in the tough economy. Households in which all Target Adults engage in a minimum of 15 hours per week of work, training, and/or school, were designated as “progressing.” In FY 2019, progressing households were encouraged to continue improvements. If at the time of recertification the household is deemed non-compliant, the family was referred for supportive services.

In recent years, unemployment trends for Georgia, the Atlanta Metro region, and the City of Atlanta, have been consistently higher than the national unemployment rates. As of July 2018, reflecting a slowly recovering economy, the US unemployment rate fell to 3.9 percent. The unemployment rate for Georgia was reported at 3.9 percent, now in line with the national rate. Still slightly above the US, the Atlanta Metro region experienced a similar decrease to 4.0 percent. ⁽¹⁾ Generally, low-wage earners lag the general population in employment, which continues to affect work compliance outcomes for AH-assisted families.

Across all of AH housing programs, a vast majority of AH-assisted families are on the road toward self-sufficiency as they continue to improve skill sets and income-earning potential through education, training and on-the job experience.

- H. Project Based Financing Closings - Finance.** Through preservation of affordable units using HomeFlex and RAD, AH completed three (3) project based financing closings during FY 2019, which is short of the target goal. However, AH conduct four project-based closings through its HomeFlex Program during the first quarter (1Q) of FY 2020. AH anticipates closing on RAD projects for during FY 2020 and continues to facilitate the creation of healthy mixed-income communities by commitments to its HomeFlex Program (project-based rental assistance) or by investment of MTW funds to promote or support the development or rehabilitation of housing units that are affordable to low-income families.

⁽¹⁾ Source: U.S. Department of Labor, Bureau of Labor Statistics

EXHIBIT OPS-2-B**MINIMUM RENT POLICY IMPACT ANALYSIS****POLICY BACKGROUND**

100% of the rental units in AH-Owned Communities and a portion, generally 40%, of the rental units in MIXED Communities (*See Note below) are funded with operating subsidies under Section 9 of the 1937 Housing Act, as amended or modified by AH's MTW Agreement. AH's Minimum Rent Policy for these communities is outlined below. Part I, Article Eleven, Paragraphs 7 Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 27, 2019 states:

- Residents paying an Income Adjusted Rent must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing may set from time to time.
- The minimum rent requirement does not apply to resident households in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.

*NOTE: Mixed-income, mixed-finance rental communities, including AH-assisted units and HomeFlex units, in private developments are developed through public-private partnerships and are managed by the owner entity's professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking. Management agents are responsible for implementing AH housing policies; detailed results from these communities are not included in this analysis.

Rental assistance to households in the Housing Choice Tenant-Based Program within jurisdiction and HomeFlex Developments (*See Note above) are covered under Section 8 of the 1937 Housing Act, as amended or modified by AH's MTW Agreement. AH's Minimum Rent Policy for households receiving rental assistance is outlined below. Part I, Article Eleven, Paragraphs 7, Amended and Restated Statement of Policies adopted by the Board of Commissioners on March 27, 2019 states:

- Participants must pay a minimum rent of \$125, or such other amount approved by Atlanta Housing.
- The minimum rent requirement does not apply to Participant households in which all household members are either elderly and/or disabled.

DATA ANALYSIS

Chart 1 compares the FY 2018 and the FY 2019 rents paid by the households residing in AH-Owned Communities. The analysis excludes households in which all members are elderly or disabled and whose source of income is fixed income.

- In FY 2018, approximately 98% or **67** of the resident households paid rents greater than the Minimum Rent. Another 2% or **2** households paid rents at the \$125 Minimum Rent level. Additionally, less than 0.0% or **0** households of all resident households were paying less than the Minimum Rent.
- In FY 2019, approximately 91% or **58** of the resident households paid rents greater than Minimum Rent. Another 6% or **9** households paid rents at the \$125 Minimum Rent Level. Additionally, approximately 0.0% or **0** household of all households paid less than Minimum Rent.

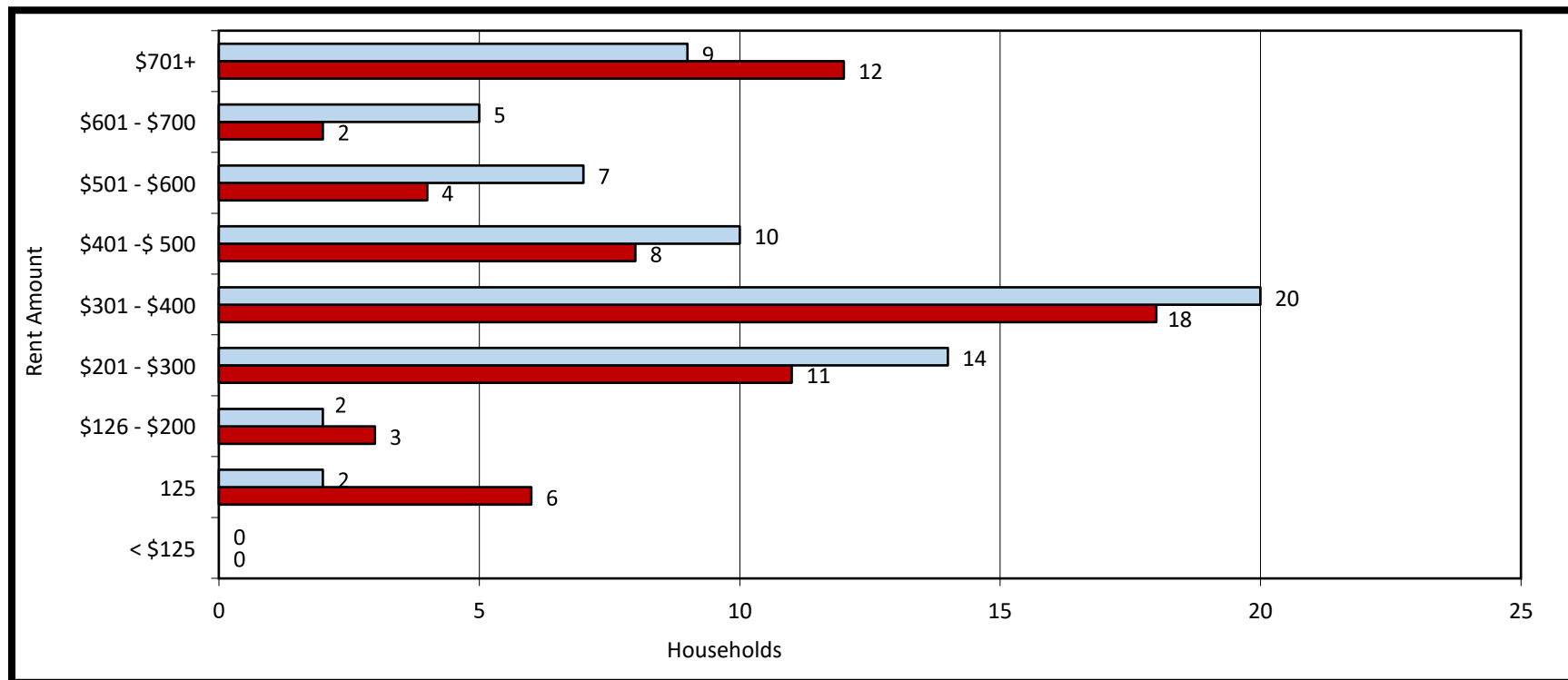
Chart 2 compares the FY 2018 and the FY 2019 rents (Total Tenant Payment) paid by Housing Choice Tenant-Based Program households. The analysis excludes households in which all members are elderly or disabled.

- In FY 2018, approximately 92% or **7,933** of Housing Choice households paid rents greater than the Minimum Rent. Another 0.3% or **283** paid rents at the \$125 Minimum Rent level. Additionally, approximately 0.4% or **392** household of all households paid less than the Minimum Rent.
- In FY 2019, approximately 92% or **8,402** of Housing Choice households paid rents greater than the Minimum Rent. Another 4.0% or **328** paid rents at the \$125 Minimum Rent Level. Additionally, approximately 4.0% or **364** households of all households paid less than the Minimum Rent.

IMPACT ANALYSIS CONCLUSION

The Minimum Rent Policy does not have a negative impact on assisted families because most assisted households are able to pay at or above the Minimum Rent of \$125. The policy also provides an opportunity for AH-assisted families to file an appeal for hardship.

EXHIBIT OPS-2-B Chart 1 - Minimum Rent Policy Impact Analysis
Households in Section 9 Operating Subsidy Funded Units
AH-Owned Communities ⁽¹⁾⁽²⁾
(As of June 30, 2019)



FY 2019

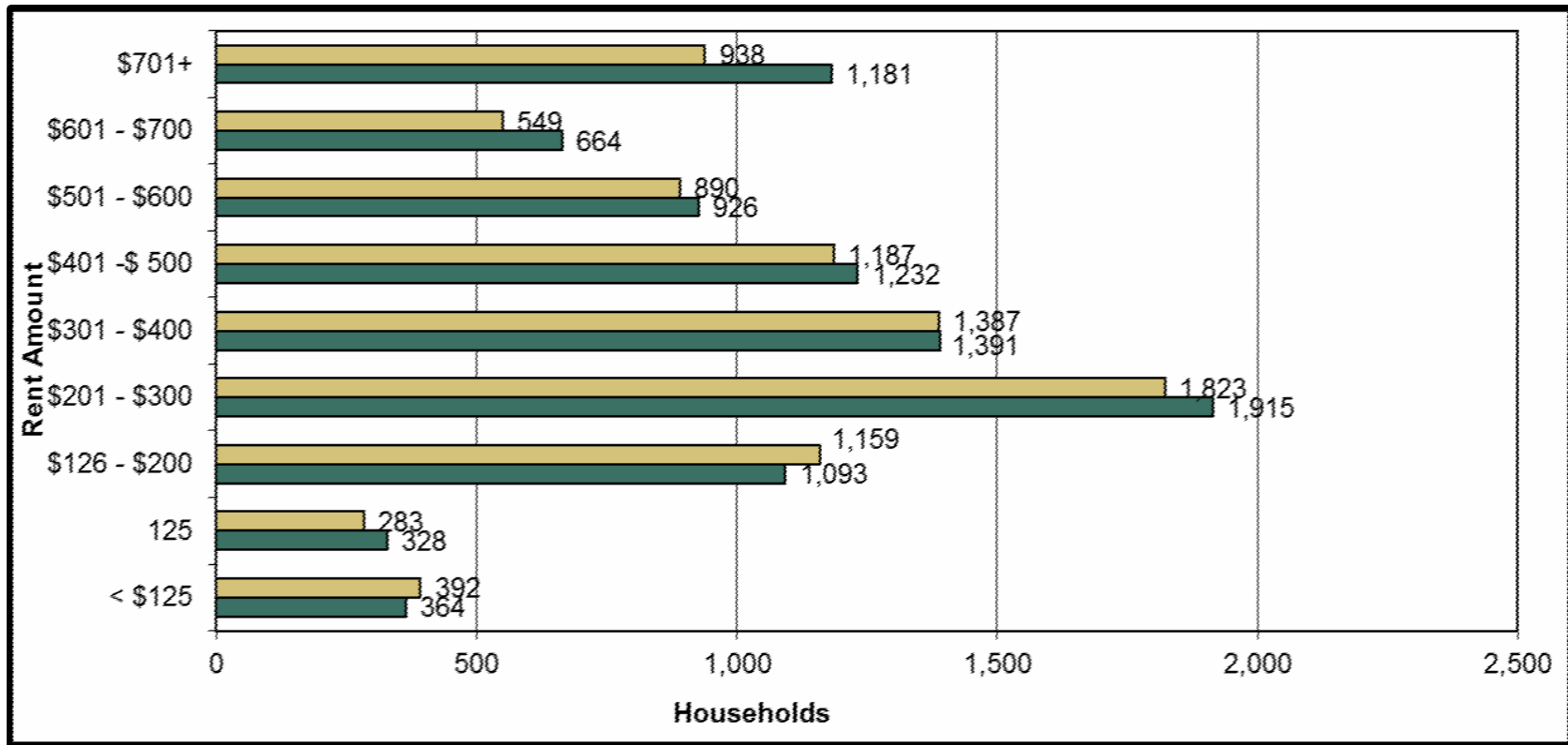
Rent Amount	< \$125	125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$ 500	\$501 - \$600	\$601 - \$700	\$701+	Total
Total Households	0	6	3	11	18	8	4	2	12	64
%	0%	9%	5%	17%	28%	13%	6%	3%	19%	100%

FY 2018

Rent Amount	< \$125	125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$ 500	\$501 - \$600	\$601 - \$700	\$701+	Total
Total Households	0	2	2	14	20	10	7	5	9	69
%	0%	0.2%	0.2%	20%	32%	14%	10%	0.7%	13%	100.0%

- (1) Excludes Households that are exempt under the Minimum Rent policy (i.e. households in which all members are elderly or disabled and whose source of income is fixed income).
- (2) Rent amounts may vary between years with turnover based on changes in household types.

EXHIBIT OPS-2-B Chart 2 - Minimum Rent Policy Impact Analysis
Households Receiving Section 8 Subsidy
Housing Choice Tenant-Based Program⁽¹⁾⁽²⁾
(As of June 30, 2019)



FY 2019

Rent Amount	< \$125	125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$ 500	\$501 - \$600	\$601 - \$700	\$701+	Total
HOUSEHOLDS	364	328	1,093	1,915	1,391	1,232	926	664	1,181	9,094
%	4%	4%	12%	21%	15%	14%	10%	7%	13%	100%

FY 2018

Rent Amount	< \$125	125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$ 500	\$501 - \$600	\$601 - \$700	\$701+	Total
HOUSEHOLDS	392	283	1,159	1,823	1,387	1,187	890	549	938	8,608
%	0.4%	0.3%	13%	24%	16%	14%	10%	0.6%	10%	100.0%

- (1) Excludes Households that are exempted under the Minimum Rent policy (households in which head of household, spouse, or co-head of household are elderly or disabled).
- (2) Rent amounts may vary between years with turnover based on changes in household types

EXHIBIT OPS-2-C**ELDERLY AND NON-ELDERLY DISABLED INCOME DISREGARD
POLICY IMPACT ANALYSIS****POLICY BACKGROUND**

Part I, Article Eleven, Paragraph 1 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 27, 2019 states:

AH, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income.

Part II of the Amended and Restated Statement of Policies adopted by the Board of Commissioners on March 27, 2019 provides the policy direction for HomeFlex (f/k/a Project Based Rental Assistance). Under HomeFlex, all program activities are administered at the property level by the owner entity's professional management agent. Although HomeFlex is administered independent of and separate from the Housing Choice Tenant-Based Program, the Elderly and Non-Elderly Disabled Income Disregard policy as stated above is applicable to HomeFlex households.

DATA ANALYSIS

Chart 1 – Of Elderly households assisted in AH-Owned Communities only 1.9% (**19 households**) are subject to the policy. Of households assisted in MIXED HomeFlex Communities, only 0.6% (**7 households**) are subject to the policy. Of households assisted in HomeFlex Developments, only 1.2% (**29 households**) of Elderly households are subject to the policy. Of households assisted in AH's Housing Choice Voucher program, only 6.6% (**101 households**) of Elderly households are subject to the policy. Of households assisted in Mixed Public Housing Communities, only 1.8% (**8 households**) are subject to the policy. Of households assisted in Rental Assistance Demonstration and Project Based Voucher program, 2.4% (**6 households**) are subject to the policy.

Chart 2 – For households with Non-Elderly Disabled members, a similar picture emerges. Of Non-Elderly Disabled households assisted in AH-Owned Communities and MIXED HomeFlex Communities, only 2.2% (**10 households**) and 1.3% (**1 households**), respectively, are subject to the policy. Of households assisted in HomeFlex Developments, 4.4% (**29 households**) of Non-Elderly Disabled households are subject to the policy. Of households assisted in AH's Housing Choice Voucher program, 7.3% (**169 households**) of Non-Elderly Disabled households are subject to the policy. Of households assisted in MIXED Public Housing Communities and Rental Assistance Demonstration and Project Based Voucher programs, only 3.5% (**13 households**) and 8.5% (**10 households**) are subject to the policy,

IMPACT ANALYSIS CONCLUSION

Overall, the Elderly and Non-Elderly Disabled Income Disregard rent policy has a positive impact because it reduces the rent (or Total Tenant Payment*) of assisted households by disregarding the employment income of household members with eligible fixed income and employment income.

**Total Tenant Payment is the assisted household's share of the rent and utilities before any adjustment for utility allowances.*

EXHIBIT OPS-2-C Charts 1 and 2

**Analysis of Elderly and Non-Elderly Disabled
Income Disregard Policy Impact
(As of June 30, 2019)**

CHART 1

HOUSEHOLDS WITH ELDERLY Program Type		FIXED INCOME AND EMPLOYMENT INCOME <i>DISREGARD APPLIES</i>	
		N	% of Total Households
AH-Owned Communities	999	19	1.9%
MIXED HomeFlex Communities	1,104	7	0.6%
MIXED PH Communities	458	8	1.8%
HomeFlex Developments	2,561	29	1.2%
RAD/PBV	255	6	2.4%
Housing Choice Tenant-Based Program	1,539	101	6.6%
SUMMARY	6,916	170	2.5%

CHART 2

HOUSEHOLDS WITH NON-ELDERLY DISABLED ADULTS Program Type		FIXED INCOME AND EMPLOYMENT INCOME <i>DISREGARD APPLIES</i>	
		N	% of Total Households
AH-Owned Communities	458	10	2.2%
MIXED HomeFlex Communities	75	1	1.3%
MIXED PH Communities	373	13	3.5%
HomeFlex Developments	656	29	4.4%
RAD/PBV	118	10	8.5%
Housing Choice Tenant-Based Program	2,293	169	7.3%
SUMMARY	3,973	232	5.8%

EXHIBIT OPS-2-D**RENT SIMPLIFICATION POLICY IMPACT ANALYSIS****POLICY BACKGROUND**

Part I, Article Seven, Paragraph 2 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 27, 2019 states:

STANDARD INCOME DEDUCTIONS AND ASSET DETERMINATIONS: Atlanta Housing, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating annual income. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating annual income.

Prior to implementation of the Rent Simplification Policy, AH determined that across all programs, including Housing Choice Tenant-Based Program, HomeFlex (f/k/a Project Based Rental Assistance) Mixed-Income Developments, AH-Owned Communities, Rental Assistance Demonstration and Project Based Voucher and MIXED Communities, 80% to 85% of assisted families were not claiming “other deductions” relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses.

The goal of the Rent Simplification Policy is to streamline operations by eliminating the burden and potentially inaccurate process of verifying unreimbursed out-of-pocket expenses. The Standard Income Deductions improve and add value to the integrity and accuracy of rent and subsidy determinations and over time will result in improved operating efficiency and effectiveness across all programs. In addition, by increasing the amount of the HUD standard deduction for dependents from \$480 to AH’s standard deduction of \$750, and the HUD standard deduction for elderly/disabled families from \$400 to AH’s standard deduction of \$1,000, AH’s Standard Income Deductions under the Rent Simplification Policy provide an equitable deduction approach applicable to all assisted families.

DATA ANALYSIS

The implementation of the Standard Income Deductions under the Rent Simplification Policy is based on an appeals process that allows families to file for hardships. Based on the **Chart 1** below, **no assisted households submitted hardship requests because of the policy.**

Chart 1

COMPARISON OF NUMBER OF HARDSHIP REQUESTS TO NUMBER OF HOUSEHOLDS BENEFITING FROM AH'S STANDARD INCOME DEDUCTIONS

(As of June 30, 2019)

		ELDERLY/DISABLED DEDUCTION					DEPENDENT DEDUCTION					
Program Type	Housing Choice Tenant Based	AH-Owned	Mixed HomeFlex	Mixed PH	HomeFlex	RAD/PBV	Housing Choice Tenant Based	AH-Owned	Mixed HomeFlex	Mixed PH	HomeFlex	RAD/PBV
Total Number of Households Benefiting	2,959	1,440	1,163	740	3,150	362	4,398	57	228	1,143	656	24
Number with Hardship Requests	0	0	0	0	0	0	0	0	0	0	0	0

IMPACT ANALYSIS CONCLUSION

The Rent Simplification Policy has a net positive impact and provides financial support for the preponderance of AH-assisted families. By comparison, only 15%–20% of assisted families that claimed other deductions relating to unreimbursed medical, attendant care and auxiliary apparatus, and childcare expenses benefited from the previous policy. The policy also provides an opportunity for AH-assisted families to file an appeal for hardship, if required. As shown above **no** families filed a hardship request because of the policy. The implementation of Standard Income Deductions is an effective method of providing assisted households with relief while, at the same time, streamlining the administrative processes of AH and its partners and improving accuracy, consistency, and operating efficiencies in the calculation of adjusted incomes.

**CERTIFICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT (“HUD”) REGARDING THE
HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA’S
FY 2019 MOVING TO WORK (“MTW”) ANNUAL REPORT**

On behalf of The Housing Authority of the City of Atlanta, Georgia (“AH”), and in accordance with AH's Amended and Restated Moving to Work Agreement, effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016, (the “MTW Agreement”), I hereby certify the following:

1. At least 75 percent of the households assisted by AH are very low-income families, as defined in Section 3(b)(2) of the U.S. Housing Act of 1937, as amended;
2. As set forth in AH’s HUD Funding Availability Protocol, dated November 9, 2007, AH assisted substantially the same total number of eligible low-income families as would have been served had the HUD funds which comprise the MTW Funds (as defined in the MTW Agreement) not been combined into a single fund;
3. As set forth in AH’s HUD Funding Availability Protocol, dated November 9, 2007, AH maintained a comparable mix of families (by family size) as would have been served or assisted had the MTW Funds made available to AH not been used under the MTW demonstration; and
4. AH’s **FY 2019 Moving to Work Annual Report** meets the substantive information reporting requirements of the Paperwork Reduction Act for the MTW Demonstration Program and HUD Form 50900 (OMB Control Number 2557-0216, Expiration Date: 01/31/2021).

All capitalized terms used but not defined herein shall have their respective meaning as set forth in the MTW Agreement.

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

BY: _____

Name: Joy Fitzgerald

Title: Interim President and Chief Executive Officer

Date: September____, 2019

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APPENDIX D

LOCAL ASSET MANAGEMENT PLAN (LAMP)

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AHA's Amended and Restated Moving to Work Agreement (MTW Agreement), effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016, authorizes AHA to design and implement a Local Asset Management Program for its Public Housing Program and describe such program in its Annual MTW Plan. The term "Public Housing Program" means the operation of properties owned or units in mixed-income communities subsidized under Section 9 of the U.S. Housing Act of 1937, as amended ("1937 Act") by the Agency that are required by the 1937 Act to be subject to a public housing declaration of trust in favor of HUD. The Agency's Local Asset Management Program shall include a description of how it is implementing project-based property management, budgeting, accounting, financial management and any deviations from HUD's asset management requirements. Under the First Amendment to the MTW Agreement, AHA agreed to describe its cost accounting plan as part of its Local Asset Management Program including how the indirect cost fee for service rate is determined and applied.

Project-Based Approach for Public Housing Program

AHA maintains a project-based management approach by decentralizing property operations to each property and by contracting with private management companies to professionally manage each of the AHA-owned properties under the Public Housing Program. AHA maintains project level budgeting and accounting for these properties.

In addition, each mixed-income, mixed-financed (MIXED) rental community that contain authority assisted units under the Public Housing Program are owned, managed and operated by third party partnerships as established at the time each of the transactions were structured. AHA maintains a separate budget and accounting for the operating subsidy paid to the owners of these communities, but does not maintain the accounting for property operations as AHA does not own or operate these properties.

Identification of Cost Allocation Approach

AHA approaches its cost allocation plan with consideration to the entire operation of AHA, rather than a strict focus on only the MTW Program. The MTW Agreement addresses the cost accounting system in reference to the MTW Program without specifically addressing the operations of the entire Agency under MTW and using MTW Single Funds. This cost allocation plan addresses all AHA operations, as well as the specific information required for the MTW Program.

Under the MTW Agreement, the cost accounting options available to AHA include either a "fee-for-service" methodology or an "indirect cost rate" methodology. AHA can establish multiple cost objectives or a single cost objective for its MTW Program. AHA opted to use the "fee for service" methodology and establish the MTW Program as a single cost objective, as further described below.

Classification of Costs

There is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, the definitions and guidelines provided in this Local Asset Management Program are used for determining direct and indirect costs charged to the cost objectives.

Definitions:

Cost Objective – Cost objective is a function, organizational subdivision, contract, grant, or other activities for which cost data are needed and for which costs are incurred.

Direct Costs – Direct costs are those that can be identified specifically with a particular final cost objective.

Indirect Costs – Indirect costs are those: (a) incurred for a common or joint purpose benefitting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. After direct costs have been determined and assigned directly to Federal awards and other activities, as appropriate, indirect costs are determined as those remaining cost to be allocated to the benefitted cost objectives.

Indirect Cost Fee for Service Rates – Fee for service is used for determining in a reasonable manner, the proportion of indirect costs each cost objective should bear. It is the ratio (expressed as a percentage) of the indirect costs to a direct cost base.

Cost Base – A cost base is the accumulated direct costs (normally either total direct salaries and wages or total direct costs exclusive of any extraordinary or distorting expenditures) used to distribute indirect costs to cost objectives (Federal awards). Generally, the direct cost base selected should result in each award bearing a fair share of the indirect costs in reasonable relation to the benefits received from the costs.

AHA Cost Objectives

AHA has identified the following cost objectives:

Direct Costs:

MTW Program - MTW Program and all associated activities funded under the MTW Single Fund authority as a **single cost objective**. The single cost objective is the eligible MTW activities as articulated in AHA's MTW Agreement and Annual MTW Plan.

Revitalization Program – The Revitalization Program includes the development related activity funded from Choice Neighborhoods, other federal grants or local funds. Generally, AHA will capture costs for each development and will have the ability to track charges to specific funding sources.

Special Purpose Housing Choice Tenant-Based Vouchers – Special Purpose Vouchers include, but are not limited to, Family Unification Program (FUP) vouchers, Veterans Affairs Supportive Housing (VASH) vouchers, 1-year Mainstream (Not Elderly Disabled - NED) vouchers and 5-year Mainstream vouchers.

Other Federal, State and Local Awards – AHA may be the recipient of other Federal, State and Local awards from time to time. Each of these awards will be established as a separate cost objective, as necessary.

Non Federal Programs – This relates to entrepreneurial activities, some AHA Affiliate/Component Units and National Housing Compliance, Inc., which are separate cost objectives.

AHA Direct Costs

AHA direct costs are defined in conjunction with the cost objectives defined in this Cost Allocation Plan. Under 2 CFR Part 200, there is no universal rule for classifying costs as either direct or indirect. A cost may be direct with respect to some specific service or function, but indirect with respect to the final cost objective.

MTW Program direct costs include, but are not limited to:

1. Contract costs readily identifiable with delivering housing assistance to low income families under the MTW Program,
2. Housing Assistance Payments (including utility allowances) for tenant based voucher and AHA HomeFlex (formerly PBRA) supported communities,
3. Portability administrative fees,
4. Homeownership voucher funding,
5. Foreclosure and emergency assistance for low income families served under the Housing Choice Voucher Program,
6. AHA costs for administering Housing Choice Tenant-Based vouchers including inspection activities
7. Operating costs directly attributable to operating AHA-owned properties,
8. Capital improvement costs at AHA-owned properties,
9. Operating subsidies paid to MIXED Communities,
10. AHA costs associated with managing AHA-Owned Communities, HomeFlex, Housing Choice Homeownership vouchers, MIXED Communities, and other AHA-owned real estate,
11. AHA costs directly attributable to MTW Program activities, including the administration of human development and supportive services programs,

12. AHA costs associated with development and revitalization activities with costs as defined in the next section, but paid using MTW Single Fund
13. Any other activities that can be readily identifiable with delivering housing assistance to low-income families under the MTW Program.

Development and Revitalization Program direct costs include, but are not limited to, the following when the costs are paid using non-MTW funds:

1. Leasing incentive fees
2. Legal expenses
3. Professional services
4. Case management and other human services
5. Relocation
6. Extraordinary site work
7. Demolition
8. Acquisitions
9. Program administration
10. Gap financing in qualified real estate transactions
11. Homeownership down payment assistance
12. Investments (loans, grants, etc.)
13. Other development and revitalization expenditures

Special Purpose Housing Choice Tenant-based Vouchers direct costs include, but are not limited to, Housing Assistance Payments (HAP).

Other Federal and State Awards direct costs include, but are not limited to, any costs identified for which the award is made. Such costs are determined as AHA receives awards.

Non-Federal Programs direct costs include, but are not limited to:

1. Legal expenses
2. Professional services
3. Utilities (gas, water, electric, other utilities expense)
4. Real estate taxes
5. Insurance
6. Bank charges
7. Staff training
8. Interest expense
9. Other costs required of a specific non-federal program, award or contract

Direct Costs – Substitute System for Compensation of Personnel Services

In addition to the direct costs identified previously, when required to charge direct staff time to a non-MTW funding source, AHA will allocate direct salary and wages based upon quantifiable measures (substitute system) of employee effort rather than timesheets. This substitute system is allowed under 2 CFR Part 200, Section 200.430. The substitute system allows AHA to more efficiently and effectively allocate direct costs on measures that are readily determined for each department. Those departments and measures will be re-evaluated periodically and updated as necessary. The Operating Divisions functions and measures effective July 1, 2016 are listed below:

Operating Divisions	Quantifiable Measure
Real Estate Group	<ul style="list-style-type: none"> • Number of properties managed • Active revitalizations • Number of properties and developments supported
Housing Choice Voucher Program	<ul style="list-style-type: none"> • Leased vouchers
Inspection Services	<ul style="list-style-type: none"> • Number of inspections
Partnerships and People Investments	<ul style="list-style-type: none"> • Families served • Partnerships actively engaged

AHA Fee for Service

Corporate Support consists of administrative and support departments which support the Operating Divisions and AHA as a whole. AHA establishes a Fee for Service Rate based on the anticipated indirect cost for the fiscal year. The fee for service rate is determined in a reasonable manner where the proportion of indirect costs for each cost objective is determined as a ratio of the indirect costs to a direct cost base. The resulting amount is the fee for service amount to be charged to programs not funded by the MTW Single Fund. Based on current budget estimates, AHA projects the indirect cost fee to be approximately 11% of total direct costs.

Limitation on indirect cost or administrative costs – AHA recognizes that there may be limitations on the amount of administrative or indirect costs that can be charged to specific grant awards. Should such limitations prevent the charging of direct and indirect costs to a grant award, AHA will charge such costs to the remaining cost objectives as defined in this Local Asset Management Program, while ensuring that only authorized expenditures are charged to the cost objectives and their related funding sources. AHA ensures that no costs are charged to federal funds unless authorized under federal law or regulation.

Implementation of AHA's Local Asset Management Program

AHA began accounting for costs under this Local Asset Management Program beginning July 1, 2009 and began reporting under the Financial Data Schedule (FDS) for its fiscal year ending June 30, 2010. Such reporting includes the reporting of property level financial information for those properties under the Public Housing Program.

Explanation of differences between HUD's and AHA's property management systems

AHA has the ability to define direct costs differently than the standard definitions published in HUD's Financial Management Guidebook pertaining to the implementation of 24 CFR Part 990.

AHA is required to describe any differences between the Local Asset Management Program and HUD's asset management requirements in its Annual MTW Plan in order to facilitate the recording of actual property costs and submission of such cost information to HUD:

1. AHA implemented a fee for service system that was more comprehensive than HUD's asset management system. HUD's system was limited in focusing only on a fee-for-service system at the property level and failed to address AHA's comprehensive operation which includes other programs and business activities. AHA's MTW Program is much broader than Public Housing properties and includes activities not found in traditional HUD Programs. This Local Asset Management Program Plan addresses the entire AHA operation.
2. AHA defined its cost objectives at a different level than HUD's asset management system. Specifically, AHA defined the MTW Program as a cost objective which is consistent with the issuance of the CFDA number. HUD defined its cost objective at the property level which fails to recognize the overall effort required to deliver the housing resources to Low Income families under the MTW Program. Because the cost objectives are defined differently, direct and indirect costs are defined based on the cost objectives identified in this Local Asset Management Program.

ATTACHEMENT 1

AH DIRECTED EVALUATION MTW BENCHMARKING REPORT

AH directed Emory University to evaluate its MTW Program Benchmarking and produce a periodic report for submission with its Annual MTW Report. Because of the size and frequency of the external document, AH separately attaches the Emory University produced study.

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