



MOVING-TO-WORK (MTW) ANNUAL REPORT

FY 2020

Board Approval: September 30, 2020

HUD Submission: October 14, 2020

HUD Acceptance: TBD



In Loving Memory

Mr. James Allen, Jr.

Atlanta Housing remembers Board Commissioner James Allen, Jr., who passed June 23, 2020. Commissioner Allen served on the board since 2010 and was a 30-year resident of Hightower Manor High-Rise, where he served as vice president of the Resident Council.

Originally, from Elberton, Georgia, Commissioner Allen was a decorated Korean War veteran, serving with the United States Army. After leaving the army in 1957, he relocated to Philadelphia and worked as an optical technician for the Wolfman Optical Company until 1963. He made Atlanta his home in 1964 and was a proud employee of Atlanta Housing for 29 years (1964-1993). He was a beloved community servant and playfully known as “Rat Man” in his capacity as head of maintenance.

Commissioner Allen was active in civic and community leadership in Atlanta. He was instrumentally involved in the revitalization of the Martin Luther King Jr. Drive corridor, where he worked alongside several organizations, including the MLK Merchants Association, in this effort. Commissioner Allen served on the Atlanta Commission on Aging, and he was as a member of the Zone 4 Community Prosecutor’s Court Watch Team. One of Commissioner Allen’s greatest civic achievements was the construction of the state-of-the-art Adamsville Recreation Center in 2003, later renamed in 2017 for his longtime friend retired District 10 Councilmember C.T. Martin.

A keeper of Atlanta Housing’s values and mission, he was immensely proud of the work we do and especially inspired by our commitment to supporting our youth through academic scholarships like the Atlanta Community Scholars Award (ACSA). Commissioner Allen embodied what it means to **Live. Work. Thrive.**, as he is believed to be the only person in AH history to have lived in one of our properties, worked for our agency and served on our board.

Just days before his passing, Commissioner Allen celebrated his 89th birthday on June 16. He was a fierce and unapologetic advocate for people and unwavering voice of reason. As he leaves behind three children, Terry, Sheila and Michael, 6 grandchildren and 8 great-grandchildren to continue his legacy, he also leaves behind an adoring AH family, who will always remember his warm smile, melodic voice and kind spirit.

He truly was one of a kind.

The Housing Authority of the City of Atlanta, Georgia (Atlanta Housing)

Board of Commissioners

Christopher Edwards, MD, Chair

Robert Rumley, III, Vice-Chair

James Allen, Jr.

Robert Highsmith, Jr., Esq.

Petrina Howard

Kirk Rich

Senior Leadership Team (SLT)

Eugene E. Jones, Jr., President and Chief Executive Officer

Richard Ashley, *Controller*

Dee Dee Beaty, *Asset Management and Property Management*

Brian Benn, *Information Officer*

Marya Calhoun, *Human Resources*

Kenneth Clark, *Real Estate Operations*

Major Galloway, *Policy and Regulatory Affairs*

Ernestine Garey, *Choice Neighborhoods*

Howard W. Grant, PhD., *Governmental, External Affairs, and Human Development*

B. David Hunter, *Construction and Facilities Management*

Tracy Jones, *Housing Choice Voucher Program*

Albert Murillo, Esq., *Contracts and Procurement*

Trish O'Connell, *Real Estate Planning and Development*

Myrienne Robillard, *Finance*

Ken Sadeckas, *Financial Planning and Analytics*

Paul Vranicar, Esq., *Policy, Strategy, and Regulatory Affairs*

Lisa Washington, Esq., *General Counsel*

Tiffany Wills, Esq., *Real Estate Development*

Mike Wilson, *Transaction Management and Capital Markets*

Karen Young, *Communications, Marketing, and Engagement*

Document Preparation: Vincent G. Taylor and M. Elaine Mobley, *MTW Planning and Reporting*

Thank you to all AH individuals and teams that contributed to the preparation and publication of this document.

-AH's MTW Team

Contents of FY 2020 Report

I. INTRODUCTION: OVERVIEW OF GOALS AND OBJECTIVES	7
2020 Highlights and Program Statistics.....	8
2020 Goals and Objectives - Accomplishments	10
A. Short-Term MTW Goals and Objectives	10
B. Short-Term Non-MTW Goals and Objectives.....	11
C. Long-Term MTW Goals and Objectives	13
D. Long-Term Non-MTW Goals and Objectives	14
II. GENERAL OPERATING INFORMATION	17
A. HOUSING STOCK INFORMATION.....	17
B. LEASING INFORMATION	24
C. WAITING LIST INFORMATION.....	26
D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS	27
III. PROPOSED MTW ACTIVITIES: HUD Approval Requested	31
IV. APPROVED MTW ACTIVITIES: HUD Approval Previously Granted.....	33
A. IMPLEMENTED ACTIVITIES	33
B. NOT YET IMPLEMENTED ACTIVITIES	69
C. ACTIVITIES ON HOLD.....	70
D. CLOSED OUT ACTIVITIES.....	70
V. SOURCES AND USES OF MTW FUNDS	73
A. ACTUAL SOURCES AND USES OF MTW FUNDS	73
B. LOCAL ASSET MANGEMENT PLAN.....	73
VI. ADMINISTRATIVE	75
A. REVIEWS, AUDITS AND INSPECTIONS	75
B. EVALUATION RESULTS	75
C. MTW STATUTORY REQUIREMENT CERTIFICATION	75
D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA	75
Appendix A: MTW Statutory Requirements	79
Appendix B: Requirements of AH's MTW Agreement.....	83
Appendix C: Requirements of AH's MTW Agreement - Elements of Legacy Attachment B and AH's MTW Program Benchmarking Data	101
Appendix D: Local Asset Management Plan (<i>LAMP</i>)	111
Appendix E: Other Additional Information.....	119

This page intentionally left blank.

I. INTRODUCTION: OVERVIEW OF GOALS AND OBJECTIVES

Introduction

During this reporting period, Fiscal Year (FY) 2020 (July 1, 2019 – June 30, 2020), Atlanta Housing's (AH) primary focus was challenged by the **coronavirus** (COVID-19) **global pandemic** beginning in March, approximately three-quarters through the fiscal year. The pandemic shifted AH priorities to safeguarding AH-assisted program participants and AH staff, while continuing to improve operational cost efficiencies in the delivery of housing services, to give incentives and provide motivation to families with children seeking or preparing to seek employment, and to increase housing choices for low-income families living within its service jurisdiction. As such, COVID-19 **severely influenced AH's operations** goals, and objectives for the fiscal year as AH simultaneously addressed housing and safety concerns in order to meet its statutory and regulatory goals.

By population, Atlanta ranks in the top 50 cities in the United States, but Atlanta ranks in the top 10 as one of the fastest growing cities and metropolitan areas in the country. Because of the Moving-to-Work (MTW) designation¹ in 2003, AH has been able to operate strategically to react effectively to Atlanta's rapid growth than it would have been able to as a non-MTW Agency (conventional Public Housing Agency/Authority (PHA)). As a MTW Agency, AH is able to utilize its MTW Authorizations to waive certain HUD rules and regulations to pursue proactive and reactive solutions aggressively to address local challenges that AH could not address as a non-MTW PHA.

Even with its MTW flexibility, there was very little relief outlined in AH's MTW Activities to effectively respond to the pandemic without a significant amendment to its FY 2020 MTW Annual Plan. However, in response to the COVID-19 pandemic the United States Congress passed the Coronavirus Aid, Relief and Economic Security (CARES) Act that the President of the United States signed into law. Within the CARES Act, HUD provided relief guidance and strongly encouraged PHAs to utilize COVID-19 Statutory and Regulatory Waivers² to keep rental assistance programs operating under normal business conditions to the extent practicable.

In some cases, the COVID-19 Waivers offered by HUD were more beneficial to AH and its stakeholders in the delivery of housing services and in other cases, AH elected to continue exercising its HUD-approved MTW Waivers in the delivery of housing services to program participants. Therefore, both AH's MTW Waivers and COVID-19 Waivers blend utilization in this Report, particularly where COVID-19 Waivers benefitted program participants, AH, or AH stakeholders more than AH's HUD-approved MTW Waivers.

Although AH operates the agency holistically under MTW parameters, **AH's MTW Annual Report reconciles accomplishments against planned goals and objectives** under short-term and long-term categories. Any COVID-19 Waivers offered by HUD and utilized by AH will fall into the short-term category since the COVID-19 Waivers are temporary in nature. Short-term timeline captures goals and objectives completed within the 12-month reporting period. Long-term timeline captures the progress of goals and objectives scheduled to take longer than 12 months and up to 60 months for completion. AH does not anticipate any COVID-19 Waivers in this category.

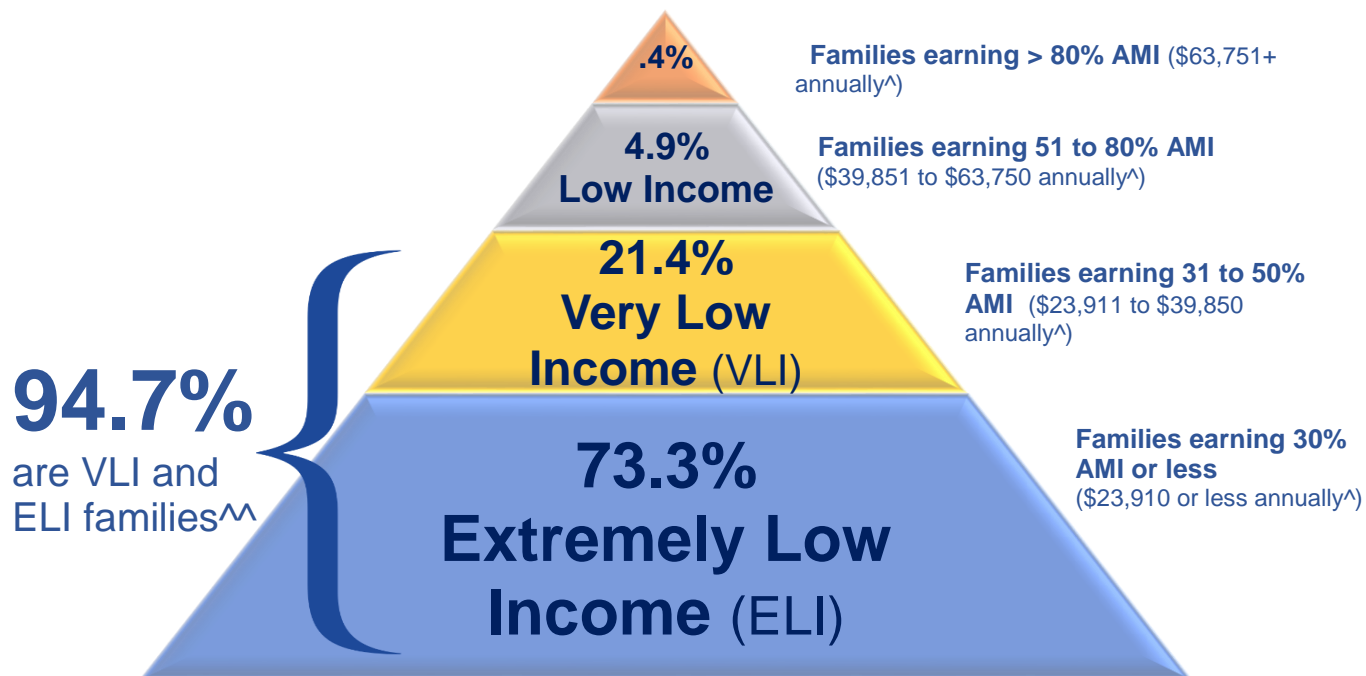
The following pages provide an overview of AH's rental assistance program statistics, outcomes of agency goals, business unit highlights, and corresponding status of short-term and long-term goals and objectives.

¹ By way of approved MTW Agreement between Atlanta Housing (AH) and the United States Department of Housing and Urban Development (HUD), 2003.

² Outlined in Notice PIH 2020-05

2020 Highlights and Program Statistics

Breakdown of Assisted Households by Area Median Income (AMI)[^]



[^]Source: HUD Income Limits approved April 2019 and based on a Family of Four. ^{^^}Source: Data Reporting and Analysis.

Net New Households



*HomeFlex is AH's Project-Based Rental Assistance Program; **TBV = Tenant-Based Voucher; ***DPA = Down Payment Assistance

2020 Highlights and Program Statistics - continued

AH's 2020 Agency Goals

During the FY 2020 planning process, AH developed internal goals crucial to the delivery of housing services within its service jurisdiction. These goals speak directly to filling voids in the community as well as utilizing agency resources to the greatest extent possible. The four numerical goals are as follows:

2,369 affordable units Created* or Preserved** — Agency Goal: 2,700 units

88% of Goal Achieved

*Created = new unit added to affordable housing stock; **Preserved = existing unit made or retained as affordable.

87% voucher utilization by issuance*** — Agency Goal: 84%

Exceeded Goal by **3%**

***Issuance defined as all issued vouchers — leased and searchers across assisted programs.

83% voucher utilization by actual payments — Agency Goal: 84%

Missed Goal by **1%**

1,241 net new households**** — Agency Goal: 1,000

Exceeded Goal by **24%**

72% work/program compliance — Agency Goal: 78%

Missed Goal by **6%**

78% work/program compliance by weighted average — Agency Goal: 78%

Met 78% Goal

****New Households = New program participants receiving HomeFlex, TBV, or DPA assistance to occupy housing units.

2020 Goals and Objectives - Accomplishments

The following information highlights major accomplishments of AH's 2020 short-term goals and objectives and the overall progress achieved of its 2020 long-term goals and objectives. Although AH operates holistically under MTW, some goals and objectives require utilization of MTW Authorizations outlined under Attachment D of AH's Amended and Restated MTW Agreement. Therefore, AH makes the distinction with a MTW sub-category.

Short-Term Goals and Objectives

Pursuant to HUD guidance, AH defines **short-term goals and objectives** as those tasks that AH planned to accomplish **within the 12-month fiscal year period**.

A. Short-Term MTW Goals and Objectives

AH's primary goal during FY 2020 was the **efficient and effective administration of existing MTW Activities**.

- AH conducted a review of its HUD-approved MTW Activities. During FY 2020, AH **initiated steps to combine like activities** AW.2005.02 - Elderly Income Disregard and AW.2011.01 - Non-Elderly Income Disregard into one activity; **took action to clarify original and ongoing intent of existing activities** RE.2005.10 - Revitalization and RE.2005.11 - Gap Financing; and **identified potentially poor performing activities for performance monitoring**. AH also **identified an inactive, obsolete activity**, MTW Activity SH.2005.08 - Independent Living Demonstration, **for closeout**.

Other objectives related to AH's primary goal included continued utilization of MTW Activities to prepare AH-assisted families for life after rental assistance, preventing homelessness, and increasing the affordable housing stock and housing options for low-income families within the AH service jurisdiction.

- During FY 2020, AH **encouraged or assisted nearly 6,000 work-able or target families** under MTW Activity AW.2005.03 – Work/Program Requirement to retain a job or to return to the workforce after a period of unemployment. Aligned Work/Program Requirements with industry lessons learned.
- In addition, AH **assisted 232 eligible, first-time homebuyers achieve homeownership** under MTW Activity SH.2007.03 – Comprehensive Homeownership Program. Selection and Home Buyer Education Counseling continue to **help the program maintain a <1% foreclosure rate** among the 993 previously assisted homebuyers.
- Similarly, AH **assisted 244 at-risk households with short-term housing assistance** through its HomeAgain Program and **assisted 38 of 60 families** with tenant-based vouchers **in need of permanent supportive housing (PSH)**. Further, AH **increased the number of vouchers dedicated for** Atlanta Public Schools (APS) students experiencing **homelessness 100%** through MTW Activity SH.2005.09 – Developing Alternative and Supportive Housing Resources.
- AH **created 504 affordable units** through new HomeFlex Agreements utilizing MTW Activity RE.2007.04 – HomeFlex as a Strategic Tool AH.
- In many respects, because of MTW Activity HC.2008.02 – Leasing Incentive Fees (LIFs) AH was able to attract new housing partners and **add 373 new housing units** under project-based (329) and tenant-based (44) rental assistance programs in a competitive real estate market. Further, AH **maintained <2% P2 (Property Protection) utilization rate**.

B. Short-Term Non-MTW Goals and Objectives

AH's other primary goal in 2020 included **efficient and effective operation in the delivery of housing services and provision of affordable housing choices** for existing, prospective, and future program participants.

Projects and Purchases – Real Estate Planning and Development

- This business unit handles AH's real estate transactions. Under this business unit, AH financially closed on two sites that **created 153 new units**, 56 at Capitol View and 97 at Herndon Square – Senior and initiated **acquisition protocols for Heritage at West Lake and Harmony at Bakers Ferry**, where AH plans to serve 100% homeless and 100% senior populations respectively. AH exhausted its Replacement Housing Factor (RHF) Funds in FY 2020 and **advanced identified opportunities** to expand AH's vision and mission throughout its service jurisdiction, including the preparation or submission of Form HUD-52860 or successor protocols for the disposition/demolition of AH owned/controlled parcels.

Communities – Choice Atlanta

- AH's Choice Neighborhoods Implementation Grant (CNIG) is managed by this business unit. The unit works closely with Planning & Development and Asset & Property Management. AH **completed construction of 135 new units** (Ashley IA and IB) funded by CNIG and **leased-up 100% of the HomeFlex units** and nearly two-thirds of the entire property. Further, AH continued **implementation of HUD-approved Critical Community Improvements Plan (CCI Plan)**, **implementation of ongoing activities** that support the adaptive reuse of the historic Roosevelt Hall Administration Building, and completed **30% of Choice Heritage project goal**.

Property Management Partnerships (HomeFlex) – Asset & Property Management

- This business unit oversees AH's public housing units managed by property management developers (PMDs) and project-based units created under AH's HomeFlex Program and AH **preserved 918 affordable units** through conversion under the Rental Assistance Demonstration (RAD) Program and **conducted training workshops** with PMD staff regarding Choice Mobility vouchers for RAD PBV families.

AH-Owned and RAD PBV Communities – Construction and Facilities Management

- Through this business unit, AH manages its construction projects and facilities, which included **initiating, continuing, or completing significant modernization or substantial rehabilitation work at 11 AH-Owned properties** outlined in preventative maintenance schedules or pursuant to the RAD Program. AH implemented safety measures throughout AH facilities: central and satellite offices and residences in response to COVID-19 to protect staff, residents, and community. Further, AH served as a test site for NSPIRE inspection method and oversaw preventative or routine maintenance for AH facilities and vehicle fleet. In addition, this business unit oversaw the security of developed or undeveloped vacant parcels held in AH's portfolio.

Client-Based Service – Housing Choice Voucher Program

- This business unit oversees AH's tenant-based rental assistance programs and **processed 1,125 new tenant-based voucher (TBV)** assisted households and **achieved 97% of leasing goal**. AH **created three new HAVEN: Supportive Housing Programs**: Integrated Care Permanent Supportive Housing, RISE-II, and 5-year Mainstream **by securing or dedicating tenant-based vouchers** to meet program needs. **Issued 215 TBVs** (19.1% of issuances) for HAVEN Program needs. **Reached 92% of Request for Tenancy Approval (RTA) cycle time goal** by achieving a 26.2-day cycle time. **Supported 18 HCV Homeownership Program families** – AH suspended this program and refers all prospective homebuyers to its DPA Program.

HQS and Landlord Services – Housing Choice Voucher Program

- This part of the business unit actively oversees Housing Quality Standards (HQS) and directly works in recruiting and retaining property owners or housing partners. The team implemented enhancements that **attracted 44 new property owners** and increased housing partners' ease, including **online Landlord Briefing and Digital Property Owner Application** including e-signature. The team also initiated **new scheduling process for Annual HQS Inspections** and **introduced Special Inspection request tracker**.

Human Development Services – Governmental, External and Community Affairs

- This part of the business unit maintains community partnerships that support self-reliance, youth advancement, and successful aging at home. AH continued to administer a Family Self-Sufficiency (FSS) Program, including grant award reporting.

AH Cares – Governmental, External and Community Affairs

- This part of the business unit oversees AH's benevolent activities and AH **awarded 33 scholarships** during the reporting period for a cumulative of 176 scholarships since program inception. AH **selected 16 AH-assisted** high school and college **youth as interns** under AH's Summer Internship Program and supported the time and effort of **45 AH employees for more than 425 volunteer hours and more than \$11,655** (when monetized) for cumulative totals of 270 employees, 2,500 hours, and \$68,163 under the AH-Cares Program respectively.

Long-Term Goals and Objectives (13 to 60-months)

Pursuant to HUD guidance, AH defines **long-term goals and objectives** as “pipeline” tasks and projects that will take **AH 13 to 60 months or multiple fiscal years** to accomplish.

C. Long-Term MTW Goals and Objectives

MTW Activities listed below reflect ideas consistent with meeting MTW Statutory Objectives. These **ideas must be vetted thoroughly and adopted** by AH’s Board of Commissioners before submission of HUD in a Plan.

- As part of AH’s review of its existing MTW Activities, AH moved closer to the following action(s) and projected timelines regarding existing MTW Activities:
 - **Re-propose MTW Activities** beginning in FY 2021’s MTW Annual Plan Plans to remind stakeholders of or clearly state original or revised intent of the MTW Activity as AH engages or re-engages in utilization of existing MTW Activity(s).
 - **Identify outdated, obsolete MTW Activities** for closeout beginning in FY 2022’s MTW Annual Plan, where the projected timeline ensures obsolescence.
 - **Review performance of revised Work/Program Requirement** aligned to employers’ scheduling practices in FY 2022.
 - **Identify low or weak performing MTW Activities for revision or closeout** beginning in FY 2023’s MTW Annual Plan, where the projected timeline permits data collection to support proper action.
- Future MTW Activities for consideration may include:
 - **Elimination of interim examinations** is projected for FY 2022, where activity may;
 - Improve staff productivity by minimizing duplicative work efforts.
 - Guide program participants to use the interim process differently.
 - **Modified Total Development Cost (TDC) Schedule** or matrix is projected for FY 2022, where activity may consider;
 - Mid-rise construction activity specific to locality, not covered in the current TDC.
 - High-rise construction, where underground parking is required, but not included in the TDC.
 - Other construction activity not readily accessible.
 - **Simplified Utilization Allowance Schedule** is projected for FY 2023, where activity may;
 - Reduce calculation errors because of different structures and types of utility services.
 - Encourage program participants to seek energy efficient units.
 - **Increase minimum rent to \$250 over a 5-year period** (\$25 annually) is projected for FY 2025, where activity may:
 - Reduce per unit cost or monthly rental assistance amount.
 - Increase the number of households AH is able to serve.
 - Reduces negative rent occurrences, where AH “pays” participants to receive assistance.
 - Increase the number of target families that comply with the minimum work requirement.
 - **Term/Time Limits for work-able families**, currently identified as 18 – 61, not 100% disabled is projected for FY 2025, where activity may;
 - Improve self-sufficiency urgency of program participants.
 - Increase number of eligible households assisted by AH.
- Continued to identify current processes, brainstorm ideas, and evaluate housing stock to potentially research HUD rules and regulations in order to formulate and **design MTW activities that benefit future program participants and AH’s service jurisdiction** while meeting MTW Statutory Objectives.
- Continued support of and preparation to **become a Regional MTW PHA** once this designation is formally established.
- AH continued to discuss converting its fiscal year period from July 1 through June 30 to January 1 through December 31 to better align with financial obligations.

D. Long-Term Non-MTW Goals and Objectives

Projects and Purchases – Real Estate Planning and Development

- **Continued implementation of 10-year Real Estate Plan** that includes:
 - AH-Owned Communities.
 - Existing Mixed Communities.
 - New Mixed Communities.
 - Development of more than 400 acres of AH-Owned land in the city of Atlanta;
 - Approximately 160 acres (40%) have an assigned development partner;
 - Approximately 240 acres (60%) do not have an assigned development partner.
- Ongoing **advancement of major developments** folded in 10-year Real Estate Plan that includes:
 - Discontinuing the “Big Six” initiative/theme;
 - Submission of Demolition/Disposition Application to the Special Applications Center (SAC) as applicable to AH’s vision and mission for HUD’s review and approval of such applications.
 - Advancing existing projects (AH lists 5 high profile projects and will continue to advance other existing projects in its project pipeline):
 - Scholars Landing – Phases III and IV
 - Capitol View
 - Herndon Square
 - Madison Reynoldstown (890 Memorial Drive)
 - Westside Future Fund and Westside Scattered Sites
 - Advancing future projects (AH lists 5 high profile projects and will continue to advance other future projects in its project pipeline):
 - Bankhead
 - Bowen
 - Englewood
 - Palmer House
 - North Avenue
- Continued **identification and pursuit of existing opportunities** that may include:
 - Land transactions (acquisitions, dispositions, swaps, etc.) that support affordable housing developments in areas of opportunity.
 - Implementing real estate activities under an aligned co-investment framework that supports redevelopment initiatives and benefits low-income families.
 - Securing or retaining alternative funding options for ongoing revitalization activities;
 - Funding examples include Choice Neighborhood Implementation Grant, Foundation Awards, Federal, State, and/or Municipal Awards, Replacement Housing Factor (RHF) Funds (exhausted in FY 2020) successor program or similar funding streams designed to assist PHAs.
- Ongoing **identification and support of future opportunities** that may include:
 - Land transactions (acquisitions, dispositions, swaps, etc.) to support affordable housing developments in areas of opportunity or to create areas of opportunity through development.
 - Promoting neighborhood stabilization through revitalization of AH-Owned land or collaborative development projects with development partners.
 - Land swaps or dispositions of land where land is not suitable for residential development;
 - AH may designate the proceeds or portion thereof for the benefit of low-income families.
 - Implementing real estate activities under an aligned co-investment framework that supports development or redevelopment initiatives and benefits low-income families.

- Retaining efforts to openly and vigorously support community activities, which may include:
 - Submission of regulatory waiver requests;
 - Exercising an eligibility preference for displaced residents or relocated residents because of HUD-approved demolition or community redevelopment (based on resident eligibility).
 - Supporting community initiatives involving local governments and non-profits, including accepting the transfer of property(s) pursuant to inter-organizational agreements.
- Renewed interest in **exploring a retention or return to property ownership**;
 - Remaining AH-Owned residential buildings scheduled for conversion under the RAD Program may change ownership from AH once conversions are completed.
- Increased interest in **pursuit of Local Blended Subsidy**, where AH can add public housing units;
 - Continued to research and pursue, as applicable, other sources of funding that will assist with blended subsidy projects.

Communities – Choice Atlanta

- Ongoing **exploration of an incentive-based program** that increases employment and wage earnings for residents in University Choice Neighborhood boundaries. Current neighborhoods include:
 - Ashview Height
 - Atlanta University Center
 - Vine City
 - English Avenue
 - The four neighborhoods are part of the Westside Promise Zone revitalization area.
- Continued **exploration of an endowment trust** to provide supportive services post grant expiration.
- Ongoing **location and survey of former University Homes residents** for return preference to:
 - Ashley IC – Scholars Landing Phase III
 - Ashely II – Scholars Landing Phase IV
 - Homeownership – Scholars Landing Phase V
- Continued **ongoing activities that support recruitment and retention of prospective and existing University Choice Neighborhoods (UCN) residents** that may include:
 - Land acquisition within the UCN to increase housing opportunities;
 - Supporting development of community facilities that serve UCN;
 - Supporting urban agriculture and development of greenspaces, as well as projects and activities that enhance public safety.

Property Management Partnerships (HomeFlex) – Asset & Property Management

- Ongoing **exploration of sound strategy for acquiring properties from owners** planning to sell their properties and no longer desire to participate in AH's HomeFlex Program.
- Continued **consideration of alternative funding structures** to permit AH participation in HomeFlex projects in different roles or different junctures of the process to create/preserve affordable units;
 - Potential roles may include lender, loan servicer, owner, development partner, etc.;
 - Potential junctures – at any period to create or preserve affordable housing units.

AH-Owned and RAD PBV Communities – Construction and Facilities Management

- Continued **advancing planned RAD conversion projects** through the conversion process.

Client-Based Service – Housing Choice Voucher Program

- Ongoing performance or utilization review of tenant-based voucher designations for repurpose consideration.

HQS and Landlord Services – Housing Choice Voucher Program

- Continued **evaluating landlord portal platform for program participant utilization.**

Human Development Services – Governmental, External and Community Affairs

- Continued **exploration of incentives and programs that motivate program participants;**
 - Consideration of Youth Leadership Program in addition to paid summer internship slots;
 - Consideration of AH-supported college campus visits to encourage college enrollment.

Administrative or Supportive Services – Various Business Units

- Ongoing **research and pursuit of** Federal, State, Municipal, Foundation, and other **funding awards.**
- Advanced AH Green initiative that will increase AH's environmental sustainability presence;
 - Preliminary concept utilizes AH-Owned land to serve as a solar farm;
 - Future utilization may include selling power and attaching panels to AH-Owned buildings.

II. GENERAL OPERATING INFORMATION

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			
Ashley I at Scholars Landing	54	54	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Brightstone at DeKalb Medical Parkway	175	175	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Columbia Commons	48	48	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units via the RAD Program
Columbia Creste	61	0	Committed	Yes	PH units in Mixed Community planned to convert to PBV units via the RAD Program – extended to FY 2021
Columbia Estates	50	50	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units via the RAD Program
Columbia Grove	56	0	Committed	Yes	PH units in Mixed Community planned to convert to PBV units via the RAD Program – extended to FY 2021
Columbia Mechanicsville Apartments	62	62	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units via the RAD Program
Columbia Park Citi	61	61	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units via the RAD Program
Columbia Senior Residences	54	54	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units via the RAD Program
Columbia Village	30	0	Committed	Yes	PH units in Mixed Community planned to convert to PBV units via the RAD Program – extended to FY 2021
Hightower Manor Highrise	129	0	Committed	Yes	PH units in AH-Owned Community planned to convert to PBV units via the RAD Program – extended to FY 2021
Legacy at Vine City	105	105	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Marietta Road Highrise	129	129	Leased/Issued	Yes	PH units in AH-Owned Community converted 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	Committed	Yes	PH units in Mixed Community planned to convert to PBV units via the RAD Program – extended to FY 2021
Mechanicsville Station	63	0	Committed	Yes	PH units in Mixed Community planned to convert to PBV units via the RAD Program – extended to FY 2021
Parkside at Mechanicsville VI	47	47	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units via the RAD Program
Peachtree Road Highrise	196	196	Leased/Issued	Yes	PH units in AH-Owned Community converted to PBV units under RAD
Sterling at Candler Village	170	170	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Villages at East Lake I and II	271	271	Leased/Issued	Yes	PH units in Mixed Community converted to PBV units under RAD

1,829

1,422

Planned/Actual Total Vouchers Newly Project-

Based

* Figures 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 Number of Vouchers Newly Project-Based:

AH achieved approximately 78% of its newly project-based plans to add more than 1,800 PBV units to its rental assistance portfolio through the creation of units under its HomeFlex Program or conversion of PH units under the RAD Program. AH attributes the 407-unit difference between the Planned and Actual number of PBV units to the following factors:

- Development Partner encountered challenges with obtaining the necessary approvals from tax credit investors and lenders, which delayed the submission of required documents needed to close the project(s).
- Onset of the COVID-19 crisis diverted Development Partners' staff and resources from conversion applications to address pandemic related issues.

AH anticipates that many (60% or more) of the planned PBV units will close in the first half (by December 31, 2020) of FY 2021 or sooner.

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	PBV unit creation under HAVEN: HomeFlex Supportive Housing Program
Arcadia at Parkway Village	116	116	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Ashley Auburn Pointe I	8	8	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Ashley I at Scholars Landing	54	54	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Ashton at Browns Mill	79	79	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Atrium at CollegeTown	114	114	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Auburn Glen	108	108	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Avalon Park Family	53	53	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Avalon Park Senior	136	136	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Avalon Ridge Family	89	89	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Campbell Stone	201	201	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Capitol Gateway II	16	16	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Centennial Place I	74	74	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Centennial Place II	70	70	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Centennial Place III	74	74	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Centennial Place IV	83	83	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Columbia Colony Senior	62	62	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Columbia Commons	15	15	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Columbia Heritage	124	124	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Columbia High Point (Senior)	94	94	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD ?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Columbia Mechanicsville Apartments	35	35	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Columbia Senior Residences at Blackshear	78	78	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Columbia Senior Residences at Edgewood	135	135	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Columbia Senior Residences at Mechanicsville	81	81	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Columbia Senior Residences at M. L. King, Jr.	122	122	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Columbia South River Gardens	51	51	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Columbia Sylvan Hills	76	76	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Columbia Tower at Martin Luther King, Jr. Village	95	95	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Constitution Avenue Apartments	67	67	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Crogman School Apartments	45	45	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Donnelly Courts	52	52	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Gateway at East Point	100	100	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
GE Tower	189	189	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Heritage Green	44	44	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Heritage Station I	88	88	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Heritage Station II	150	150	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Imperial Hotel	90	90	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Lakewood at Christian Manor	199	199	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Lillie R. Campbell House	60	60	Leased/Issued	No	PBV unit creation under AH's HAVEN Program

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD ?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Manor at Scott's Crossing	100	100	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Martin House at Adamsville	111	111	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Mechanicsville Crossing	30	30	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Mechanicsville Station	35	35	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Oasis at Scholars Landing	60	60	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Odyssey at Villas	32	32	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
O'Hern House	76	76	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Park Commons / Gates Park (HFOP)	152	152	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Park Commons / Gates Park (HFS)	129	129	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Parkside at Mechanicsville	32	32	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Peaks at Martin Luther King, Jr.	73	73	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Phoenix House	44	44	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Piedmont Road Highrise	207	207	Leased/Issued	Yes	Conversion of Senior PH units to PBV units under the RAD Program
Providence Parkway Village	50	50	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Quest Village III	10	10	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Retreat at Edgewood	40	40	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Reynoldstown Senior Residences	26	26	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Seven Courts	30	30	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Summit Trail	40	40	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Tenth and Juniper	149	149	Leased/Issued	Yes	Conversion of Senior PH units to PBV units under the RAD Program
The Legacy at Walton Lakes	24	24	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
The Remington Apartments	160	160	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD ?	DESCRIPTION OF PROJECT
	Planned*	Actual			
The Renaissance at Park South – Senior	100	100	Leased/Issued	No	PBV unit creation under AH's HomeFlex for Older Persons Program
Veranda at Auburn Pointe	86	86	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Veranda at Auburn Pointe II	98	98	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Veranda at Auburn Pointe III	102	102	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Veranda at Carver	90	90	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Veranda at CollegeTown	100	100	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Veranda at Groveway	74	74	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Veranda at Scholars Landing	100	100	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program
Villages at Castleberry Hill I	66	66	Leased/Issued	Yes	Conversion of Senior PH units to PBV units under the RAD Program
Villas of H.O.P.E.	36	36	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Welcome House	41	41	Leased/Issued	No	PBV unit creation under AH's HAVEN Program
Woodbridge at Parkway Village	98	98	Leased/Issued	No	PBV unit creation under AH's HomeFlex Program

6,009	6,009	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:

N/A

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

During FY 2020, AH continued to implement and administer strategies that complemented its significant modernization and substantial rehabilitation projects directly or indirectly associated with its conversion efforts to reposition PH units as long-term Section 8 assisted PBV units under the RAD Program. In addition, AH continued to exercise due diligence on prospective properties in-line with AH's business model and long-term vision.

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

AH has established four priorities for Capital Improvements at AH-Owned facilities and residential communities:

1. Health and safety of residents
2. Property viability
3. Compliance
4. Redevelopment through RAD

AH expended approximately \$1.69M for site and building improvements at seven AH-Owned properties. Actual expenditures included the replacement of 78 package terminal air conditioning units, 2 water boiler systems, 9 dumpsters, 134 stoves and 135 refrigerators, 250 smoke detectors, common area HVAC rooftop unit, and emergency chiller and fire voice evacuation system replacements.

In addition, capital expenditures included cleaning exhaust ventilation ducts and motors, interior duct cleaning, concrete patio work, concrete/asphalt parking lot and walkway work, environmental work consistent with a Green Physical Needs Assessment (PNA), erosion control work, as well as plumbing valve upgrades, elevator upgrades/improvements, plumbing repairs/sewer allowance, and removal of mixing valves from water lines.

Other capital expenditures, such as buying furniture, fixtures, and other equipment, consistent with AH's established priorities, also occurred during the reporting period. Listed below are the total actual capital expenditures per site:

- \$667,123 @ Cheshire Bridge Road Highrise
- \$273,000 @ Cosby Spear Highrise
- \$ 63,484 @ East Lake Highrise
- \$ 37,965 @ Georgia Avenue Highrise
- \$339,312 @ Marian Road Highrise
- \$308,466 @ Martin Street Plaza
- \$ 10,350 @ Westminster

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	33,876	2,180	2,823
MTW Housing Choice Vouchers Utilized	229,392	225,432	19,116	18,786
Local, Non-Traditional: Tenant-Based	2,400	2,928	200	244
Local, Non-Traditional: Property-Based	30,072	32,076	2,506	2,673
Local, Non-Traditional: Homeownership	14,316	14,700	1,193	1,225

Planned/Actual Total	302,340	309,012	25,195	25,751
----------------------	---------	---------	--------	--------

* "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 differences between the planned and actual households served to the following factors:

- Conversion of PH units to long-term Section 8 assisted PBV units
- Lower number of property owner partners signing a HAP Contract before July 1, 2020
- Reduction in HCV Homeownership households through attrition since AH is moving away from this program because of limited success

Currently, AH administers a Down Payment Assistance Program concurrently with the HCV Homeownership Program. AH may revisit the HCV Homeownership Program later in time.

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 and Supportive Housing Resources/SH.2005.09	2,592	2,928	216	244
Property-Based	Reformulating the Subsidy Arrangement. . . /RE.2005.09	12,660	13,056	1,055	1,088

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned [^]	Actual	Planned [^]	Actual
Property-Based	HomeFlex Site-Based Administration/RE.2006.02	17,412	19,020	1,451	1,585
Homeownership	Comprehensive Homeownership Program/RE.2007.03	11,916	14,700	993	1,225

Planned/Actual Totals	44,580	49,752	3,715	4,146
------------------------------	---------------	---------------	--------------	--------------

* 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
N/A	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	AH continued planned moratoriums on leasing activities at several of the AH-Owned communities in order to "checkerboard" resident movement to complete planned rehabilitation projects. In addition, the COVID-19 pandemic limited property management activities including lease-ups and evictions. Leasing issue solutions included exercising HUD-approved COVID-19 Waivers as guidance for our contracted property managers. AH also employed by-appointment, remote, and virtual strategies as solutions to leasing issues.
MTW Housing Choice Voucher	AH continued efforts to recruit and retain property owner partners, especially those with one and two-bedroom units. In addition, the COVID-19 pandemic limited voucher management activities including lease-ups, program terminations, and HQS inspections. As a solution, AH exercised HUD-approved COVID-19 Waivers as guidance for our property owner/manager partners and employed by-appointment, remote, and virtual strategies as solutions to leasing issues.
Local, Non-Traditional	AH continued efforts to recruit and retain property owner partners willing to provide temporary to permanent supportive housing for an at-risk segment of the population. AH's short-term and long-term solutions include actively marketing its HAVEN Program and completion of planned development projects to add units to the housing stock.

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
MTW Housing Choice Voucher Program	Community-wide voucher WL for all populations.	24,505	Closed	No
Choice Mobility Vouchers Program	Specific voucher WL for eligible residents living at converted PH sites.	3	Partially Open	Yes
MTW Public Housing Program	Community-wide unit WL for all populations managed by a third party at the property level for 9 AH-Owned sites.	1,764	Open	Yes
Site-Based Administration – HomeFlex and Mixed Communities	Community-wide unit WL for all population managed by property owners at the property level for nearly 6,000 units at 74 sites.	102,399	Closed	Yes

Please describe any duplication of applicants across waiting lists:

Because AH does not discourage families from applying to sites in which they are interested, AH acknowledges that there may be instances where families appear on multiple WLs. For example, a family may appear on the MTW HCV WL as well as a site-based WL managed by property owners or management agents. AH does however monitor subsidy assistance to avoid/correct duplicative subsidy issuances. In the meantime, AH employs a date and time stamp process to receive applications and then administers a “lottery” that randomly selects families. A residency/employment policy ensures local families are issued an AH voucher.

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
MTW Housing Choice Voucher	There were no changes made to this WL during FY 2020.
RAD Project-Based Voucher (Choice Mobility)	There were no changes made to this WL during FY 2020.
Site-Based – Assorted Properties	AH does not have access to these nor maintain these WLs.

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	83
49%-30% Area Median Income	748
Below 30% Area Median Income	2,068
Total Local, Non-Traditional Households Admitted	2,899

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:

N/A

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%	10,176	48%	12%
2 Person	18%	4,373	21%	3%
3 Person	18%	2,833	13%	-5%
4 Person	14%	1,914	9%	-5%
5 Person	14%	1,022	5%	-9%
6+ Person	0%	728	3%	3%
TOTAL	100%	21,046	99%	-1%

** 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:

AH attributes a large part of the variances between the baseline and plan year to past methodology. Since AH was unable to collect family size counts, mainly because AH privatized management of its public housing sites, HUD approved AH to use bedroom sizes to establish the households served baseline and subsequent household served counts.

Although AH has been able to collect and report actual family sizes in recent years, the alternate bedroom size baseline methodology includes reasonable assumptions and projections that paint an inaccurate representation of AH households served. An annual variance will continue to show because of the "blended" methodologies. Nevertheless, without approval of the modified methodology, AH would lose more than 3,000 families from its counts.

In addition to the modified methodology, AH submits that other contributing factors to variances of more than 5% for the following family sizes may include:

- 1-Person Family: AH continues "right-sizing" over-housed families in concert with relocation activities in accordance with AH's Quality of Life Initiative (QLI). In addition, AH attributes the change in this category to the availability of units, thereby increasing AH's ability to house 1-person families.
- 5-Person Family: AH suggests that relocation activities related to project conversion under RAD or rehabilitation/modernization projects require "right-sizing" under-housed families, which is accomplished in accordance with AH's QLI efforts and may have contributed to the more than 5% change. Further, AH also suggests a trickle-down effect related to described activities, as well as an increase of available units.

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/AW.2005.02	502	Elderly persons with earned income
Work/Program Requirement/AW.2005.04	329	Households moving from non-compliant with Work/Program Requirement to Compliant
Human Development Services/HD.2005.06	329	Households moving from non-compliant with Work/Program Requirement to Compliant
4-to-1 Elderly Admissions/PH.2005.07	541	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 Earned Income Disregard/AW.2011.01	460	Non-Elderly, disabled persons with earned income
Aging Well Program/PH.2011.03	541	Households accessing services or resources needed to be engaged, active, and in control of decisions that affect their lives and the aging process Definition
	870	<i>(Households Duplicated Across MTW Activities)</i>
	1,832	Total Households Transitioned to Self Sufficiency

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.

This page intentionally left blank.

III. PROPOSED MTW ACTIVITIES: HUD Approval Requested

“All proposed MTW activities that were granted approval by HUD are reported in Section IV as ‘Approved Activities’.”

This page intentionally left blank.

IV. APPROVED MTW ACTIVITIES: HUD Approval Previously Granted

A. IMPLEMENTED ACTIVITIES

AH's MTW Activities				
Activity ID		Activity Name	Housing Program	MTW Authorization(s) AH's Attachment D
AW	2005.01	\$125 Minimum Rent	HCV; PH	Section I.O: General Conditions; setting rents and term limits
AW	2005.02	Elderly Income Disregard	HCV; PH	Sections I.O and VII.A.4: General Conditions and . . . Authorized to Create its own HCV Program
AW	2005.03	Work / Program Requirement	HCV; PH	Section I.O: General Conditions Section IV: Self-Sufficiency/Supportive Services
HC	2005.04	Enhanced Inspection Standards	HCV only	Section VII: Establishment of HCV Program
HD	2005.06	Good Neighbor Program II	HCV only	Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility
HD	2005.06	Human Development Services	HCV; PH	Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility
PH	2005.07	4 to 1 Elderly Admissions	PH only	Section III: Occupancy Policies Section IV: Self-Sufficiency/Supportive Services
SH	2005.08	Independent Living Demonstration	HCV only	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
RE	2005.09	Reformulating the Subsidy Arrangement in Mixed-Use Communities	HCV only	Section V: Single-Fund Budget with Full Flexibility Section VII.C: Simplification of the Development and Redevelopment Process
SH	2005.09	Develop Alternate and Supportive Housing Resources	HCV only	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process

AH's MTW Activities				
Activity ID		Activity Name	Housing Program	MTW Authorization(s) AH's Attachment D
RE	2005.10	Revitalization Program	HCV; PH	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
RE	2005.11	Gap Financing	HCV; PH	Second Amendment, Section 2: Use of MTW Funds Second Amendment, Section 3: Reinstatement of "Use of MTW Funds" Implementation Protocol
HC	2006.01	AH Submarket Payment Standards	HCV only	Section VII: Establishment of HCV Program
RE	2006.02	HomeFlex Site-Based Administration	HCV only	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
HC	2007.01	Re-engineering the Housing Choice Voucher Program	HCV only	Section V: Single-Fund Budget with Full Flexibility Section VII: Establishment of HCV Program Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
HC	2007.02	Rent Reasonableness	HCV; PH	Section VII: Establishment of HCV Program
RE	2007.03	Comprehensive Homeownership Program	HCV; PH	Section V: Single-Fund Budget with Full Flexibility
RE	2007.04	HomeFlex as a Strategic Tool	HCV only	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
AW	2008.01	Rent Simplification / AH Standard Deductions	HCV; PH	Section I.O: General Conditions
HC	2008.02	Leasing Incentive Fee	HCV only	Section VII: Establishment of HCV Program
PH	2008.03	Energy Performance Contracting	PH only	Section IX: Energy Performance Contracting

AH's MTW Activities				
Activity ID		Activity Name	Housing Program	MTW Authorization(s) AH's Attachment D
AW	2011.01	Non-Elderly Disabled Income Disregard	HCV; PH	Sections I.O and VII.A.4: General Conditions and . . . Authorized to Create its own HCV Program
HC	2011.02	HCV Program Housing Assistance Payment Abatement Policy	HCV only	Section VII: Establishment of HCV Program
PH	2011.03	Aging Well Program	HCV; PH	Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility
RE	2012.01	Single Family Home Rental Demonstration	HCV; PH	Section V: Single-Fund Budget with Full Flexibility
SH	2013.01	Veterans Supportive Housing	HCV only	Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility
PH	2017.01	Elimination of Flat Rent	HCV; PH	Section I.O: General Conditions Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility

AW.2005.01 - \$125 MINIMUM RENT

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

In response to budget constraints and identifying opportunities for program participants to contribute toward sustaining subsidized housing assistance and paying their “fair share”, AH utilized MTW Authorizations Section I.O under Attachment D of its Amended and Restated MTW Agreement to increase the minimum rent to \$125 per month.

The rent increase was effective October 1, 2004 (FY 2005) and applicable to all rental assistance programs. Exempt households, defined as all members of the household that meet the definition of elderly or disabled and have a fixed, stable income source, such as Social Security, Social Security Disability Insurance (SSDI/SSI), employment pension, Veterans Affairs Benefits or similar fixed income sources. Households meeting the exclusionary definitions are exempt from the application of the minimum rent and continue to pay income-based rent or 30% of their adjusted gross income.

AH's housing policies extend to all properties under AH's portfolio, including sites that are managed by professional property management agents that includes public housing, Mixed (mixed-finance, mixed-income), and HomeFlex rental communities achieved through public-private partnerships. Management agents at those site are responsible for implementing AH housing policies. AH conducts periodic site visits and consultations with management representatives, as well as requests and reviews management reports for compliance while offering training classes with respect to property operations, compliance, and financial oversight.

CE #5: Increase in Agency Rental Revenue - \$125 Minimum Rent				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household contributions towards housing assistance (increase).	Household contributions prior to implementation of the activity (in dollars).	Expected household contributions after implementation of the activity (in dollars).	Actual household contributions after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	FY 2005 Monthly minimum rent = \$25	Expected minimum rent = \$125	Actual minimum rent = \$125	Exceeds Benchmark
	FY 2005 Total PH and HCV Households = 2,272	Expected PH and HCV Households = 489	Actual PH and HCV Households = 1,060	
	Total Agency Rental Revenue, annualized , prior to implementation of the activity	Expected total Agency Rental Revenue, annualized , after implementation of the activity	Actual total Agency Rental Revenue, annualized , after implementation of the activity	
	\$ 681,600	\$ 733,500	\$ 1,590,000	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may factor in AH achieving future benchmarks because COVID-19 caused some business to close and some people to lose jobs.

AW.2005.02 – ELDERLY INCOME DISREGARD

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to encourage older person households to maintain engagement in their community, increase self-sufficiency levels of program participants on fixed, stable sources of income, and improve the quality of life of its program participants. Therefore, AH utilizes MTW Authorizations Section I.G and I.O: General Conditions under Attachment D of its Amended and Restated MTW Agreement to disregard earned income from employment earned by elderly persons or disabled persons.

Incentivizing older persons whose primary source of income meets the definition of fixed, stable income to return to the workforce accomplishes the priorities of this activity. Fixed, stable income includes income from a verifiable plan such as Social Security, Social Security Disability Insurance (SSDI/SSI), employment pension, Veterans Affairs (VA) Benefits and similar fixed, stable income sources.

In instances where the Annual Fixed Income is not the primary source of income, AH, at its discretion, may establish a limit on the amount of disregarded earned income; therefore, earned income from employment not treated as disregarded income is include in the annual household income calculation for the Total Tenant Payment amount. In addition, this activity complements AH's Aging Well strategy.

SS #8: Households Transitioned to Self Sufficiency - Elderly Income Disregard				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
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 = 6	Actual AH-Owned Households = 34	
	Total HomeFlex Households = Unk	Expected HomeFlex Households = 10	Actual HomeFlex Households = 169	
	Total Housing Choice Households = Unk	Expected Housing Choice Households = 474	Actual Housing Choice Households = 243	
	Total MIXED Multi-Family Households = Unk	Expected MIXED Multi-Family Households = 7	Actual MIXED Multi-Family Households = 56	
	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.	
	26	497	502	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, this activity was re-proposed in AH's 2021 MTW Annual Plan to combine with a like activity and rename appropriately.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may factor in AH achieving future benchmarks, because COVID-19 caused some business to close and some people to lose jobs.

AW.2005.03 – WORK/PROGRAM REQUIREMENT

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH believes that the primary paths to self-sufficiency are work and education – a perspective supported by evidence-based studies. As such, and in line with our goal of positioning our families for success, AH designed a work/program requirement by utilizing MTW Authorizations Section I.H: General Conditions and Section IV: Self-Sufficiency/Supportive Services under Attachment D of its Amended and Restated MTW Agreement.

Under this activity, AH requires all program participants to contribute towards their housing by being actively engaged in education or employment activities. Therefore, work-abled Head of Household (HoH) program participants (18-61) and other adult household members are required to maintain continuous employment and minor household members must maintain fulltime enrollment in primary, secondary, or post-secondary school. Minors not meeting the school enrollment requirement must meet the full time employment requirement as a condition of the HoH to continue receiving rental assistance. Individuals who meet the workable definition by age, but are unable to meet the, education or employment requirement because of a disability, must be verifiable.

AH may grant rent relief for program participants for employment terminations beyond the participant's control; otherwise, participants have 60 days to comply with the requirement unless an exemption applies. AH refers non-compliant public housing and housing choice voucher households to community resources that link education, employment, training, and related services to help individuals become and remain compliant with AH's requirement.

In general terms, AH realizes that many program participants work in the Service Industry – food service, hospitality, personal care, retail, and similar typed jobs. These jobs usually base staffing on algorithms that factor in prior year data and season, and the employer uses this data to plan current year schedules. Realizing this employment practice AH aligned the required hours of employment to emulate scheduling practices of many employers by modifying its work requirement from 30 hours per week to an average of 20 hours per week. AH, will continue to monitor employment practice and compliant families and adjust the requirement over time as appropriate.

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	329	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, this activity aligned the required hours of employment to emulate the scheduling practices of many employers.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, in response to the COVID-19 pandemic, AH temporarily waived its work/program requirement. This action may factor in whether AH achieves future benchmarks as well as outcomes of the pandemic effecting business closure and job loss.

HC.2005.04 – ENHANCED INSPECTION STANDARDS**i. Plan Year Approved, Implemented, Amended**

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

In response to AH's competitive service jurisdiction, AH regularly reviews inspection processes and procedures to improve the delivery of affordable housing to all program participants. AH utilized MTW Authorizations Section VII: Establishment of Housing Choice Voucher Program under Attachment D of its Amended and Restated MTW Agreement to implement a more aggressive enforcement of higher standards to achieve higher health and safety standards for both housing partners and program participants to receive and maintain rental assistance.

A portion of AH's efforts focuses on considering updated materials and building codes and another portion focuses on aligning standards and timeline expectations that emulate industry best practices and, as appropriate, private rental market practices to reduce administrative burdens. These cited efforts enhance property eligibility criteria for single family, 2 to 4 unit multifamily, and commercial units (5 units or larger) while eliminating the requirement for property owners to provide gas certifications at the initial inspection.

Other enhancements include pre-contract assessments, initial inspections for property inclusion onto the rental assistance program, annual property and unit inspections, special inspections related to health and safety issues as initiated by program participants, property owners/housing partners, or community neighbors, as well as quality control inspections.

The most recent enhancement captured under this activity includes revision to the Site and Vicinity standards from a 6-door radius (front-back-left-right) to a 1-door radius. This standard clearly defines unit eligibility for both property owners/housing partners and program participants, as well as increases the housing stock for AH's tight and very competitive affordable rental market.

HC #1: Additional Units of Housing Made Available - Enhanced Inspection Standards				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of new housing units made available for Housing Choice Voucher (HCV) families	FY 2005 New Housing Units for HCV Households ≤80% area median income (AMI) prior to implementation of the activity.	Expected New Housing Units for HCV Households ≤80% AMI after implementation of the activity.	Actual New Housing Units for HCV Households ≤80% AMI after implementation of the activity.	Exceeds Benchmark
	0	37	505	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

AH sits in a tight and very competitive rental market. In addition, AH continues outreach efforts to attract and retain solid housing partners onto AH's HCV Program, while dispelling the myths and rumors of voucher-holding families. Solutions continue to include AH's Property Protection (P2) Program to give current and future housing partners peace of mind while on AH's HCV Program.

HC.2005.05 – GOOD NEIGHBOR PROGRAM II

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

Because of AH's plans to create mixed-income properties that would require the relocation of existing residents to other communities, AH felt the need to design this activity to help prepare low-income families to succeed in low-poverty neighborhoods. AH utilizes MTW Authorizations Sections IV: Self-Sufficiency/Supportive Services and V: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to establish a referral-based program to educate and prepare affected participants. Program curriculum includes living outside of public housing in market rent, mixed-income, and privately owned housing communities.

Since the program's inception, the Good Neighbor Program (GNP) has evolved its curriculum to include training on the roles and responsibilities of being a good neighbor once families relocate to an amenity-rich neighborhood. The program also highlights three "real life" issues: 1) Conflict Resolution and Problem Solving, 2) Community Expectations, and 3) Placing a High Value on Lifelong Education.

Neighbors, property owners/managers, housing partners, and other community interest groups/individuals can refer AH-assisted families to GNP for training on tenant-landlord relationships, self-reliance and personal responsibility, civic responsibilities and engagement, obligations and responsibilities of assisted families and similar topics in being a good neighbor. Further, GNP serves as a voluntary training program for youth and interested stakeholders. Referred families must complete this program for continued assistance and families that exceed the referral-threshold may lose their rental assistance.

SS #5: Households Assisted by Services that Increase Self Sufficiency - Good Neighbor Program II				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
New Households using AH-Sponsored/Supported Human Development Services (HDS)	FY 2005 Households using HDS prior to implementation of the activity.	Expected New Households using HDS after implementation of the activity.	Actual New Households using HDS after implementation of the activity.	Exceeds Benchmark
	0	1,513	1,607	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic influenced new admission processes from late March 2020 through the end of AH's fiscal year, June 30, 2020. The pandemic may factor in AH achieving future benchmarks as AH takes precautions to protect existing program participants.

HD.2005.06 – HUMAN DEVELOPMENT SERVICES

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH continually searches for community resources to assist program participants. Along this vein, AH utilizes MTW Authorizations Sections IV: Self-Sufficiency/Supportive Services and V: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to leverage agency resources and require full participation of all AH-assisted families referred to Human Development Services (HDS).

Required participation of referred families maximizes outcomes to link self-sufficiency and supportive services programming to its program participants and since inception of this activity, AH expanded its service provider network to more than 125 organizations that address a broad spectrum of training and social services for work-able, senior, and disabled families.

Two Family Self-Sufficiency (FSS) Program Coordinators are assigned to HDS to assess the specific needs of the whole family in support of working-aged adults (18-61) entering or returning to the workforce for the first time or after an extended period (6-months or longer) of unemployment.

SS #5: Households Assisted by Services that Increase Self Sufficiency -				
Human Development Services				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self sufficiency (increase).	Case Management Participants = Unk	Expected Case Management Participants = 45	Case Management Participants = 576	Exceeds Benchmark
	Youth Services Participants = Unk	Expected Youth Services Participants = 33	Youth Services Participants = 419	
	Senior Services Participants = Unk	Expected Senior Services Participants = 25	Senior Services Participants = 320	
	FY 2005 Households Receiving Human Development Services prior to implementation of the activity.	Expected Households Receiving Human Development Services after implementation of the activity.	Actual Households Receiving Human Development Services after implementation of the activity.	
	0	103	1,315	

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	329	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, this activity may be a candidate for future closeout consideration because of its similarity with other MTW Activities.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic influenced participant participation from late March 2020 through the end of AH's fiscal year, June 30, 2020. The pandemic may factor in AH achieving future benchmarks as AH takes precautions to protect existing program participants.

PH.2005.07 – 4-TO-1 ELDERLY ADMISSION

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

The intent of this MTW Activity is to create an optimal mix of elderly (62+), near-elderly (55-61), and non-elderly, disabled families in AH-Owned communities. Therefore, AH utilizes MTW Authorizations Sections III: Occupancy Policies and IV: Self-Sufficiency/Supportive Services and V: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to create an admission preference for older applicants.

Under this MTW Activity, management agents are required to admit four elderly or near elderly applicants before the community admits one non-elderly, disabled applicant from their respective site-based waiting list to create a healthy diverse population that helps to improve the quality of life for all residents. Moreover, because of the mix it improves the complex social issues when mixing seniors with younger residents at AH-Owned communities. This preference also creates an assortment of services and resources that are accessible to all residents, regardless of age or ability, to engage in and improve the aging process.

SS #8: Households Transitioned to Self Sufficiency - 4-to-1 Elderly Admissions Policy at AH's High-Rise Communities				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase).	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Households Accessing Services or Resources Needed to be Engaged, Active and In Control of Decisions that Affect their Lives and the Aging Process	Elderly Households = Unk	Expected New Elderly Households = 192	Actual New Elderly Households = 363	Exceeds Benchmark
	Non-Elderly Disabled Households = Unk	Expected New Non-Elderly Disabled Households = 99	Actual New Non-Elderly Disabled Households = 178	
	FY 2005 Households able to Access Needed Services or Resources prior to implementation of the activity.	Expected Households able to Access Needed Services or Resources after implementation of the activity.	Actual Households able to Access Needed Services or Resources after implementation of the activity.	
	0	291	541	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic influenced new admission processes from late March 2020 through the end of AH's fiscal year, June 30, 2020. The pandemic may factor in AH achieving future benchmarks as AH takes precautions to protect existing program participants.

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

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005.

ii. Description/Impact/Update

Under this activity, AH utilizes MTW Authorizations Sections V: Single-Fund Budget with Full Flexibility and Section VII.C: Demonstration Program on Project-Based Financing under Attachment D of its Amended and Restated MTW Agreement to convert the form of operating subsidy and streamline compliance and reporting requirements for non-public housing units.

The original intent of this activity included AH working closely with development partners and financial stakeholders to create a structure and funding mechanism that essentially focused on sustaining and preserving affordable housing units at mixed-income, mixed-finance communities. AH worked closely with HUD to design a program structure and process for implementation a demonstration model (HUD-approved November 2, 2012) to reposition 301 units at Centennial Place in FY 2015 to allow units to carry their aliquot share of the debt service, equity requirement, and operating costs for the property for the long-term sustainability of the development. AH accomplished this through various supportive funding vehicles such as receiving additional funding or Tenant Protection Vouchers (TPVs) and converting Section 9 operating subsidy to long-term Section 8 Project-Based Voucher (PBV) assistance. In addition, the development partners received LIHTC funding in FY 2016 as another funding vehicle for future phases.

Since this activity's implementation, AH continues to administer this activity and explore reformulation strategies that improve the long-term financial sustainability and preserve the public and private investments in other AH-Owned and mixed-income rental communities.

HC #2: Units of Housing Preserved - Reformulating Subsidy Arrangement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number).	Expected housing units preserved after implementation of the activity (number).	Actual housing units preserved after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase).	FY 2005 housing units preserved prior to implementation of the activity (number).	Expected housing units preserved after implementation of the activity (number).	Actual housing units preserved after implementation of the activity (number).	Exceeds Benchmark
	0	362	918	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH may consider this activity for re-proposal because of its specificity or consider it for closeout because of AH's participation in the Rental Assistance Demonstration (RAD) Program.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may influence future benchmark achievements as AH takes precautions to protect existing program participants.

SH.2005.09 – DEVELOPING ALTERNATE AND SUPPORTIVE HOUSING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005.

ii. Description/Impact/Update

Originally, this activity supported AH allocating vouchers to provide assistance for supportive housing communities and worked to support new supportive housing developments for senior and disabled population groups. AH utilizes MTW Authorizations Sections V.A.2.f, Section VII.A, and Section VII.B.1-3 under Attachment D of its Amended and Restated MTW Agreement to earmark resources for alternative housing initiatives.

The intent of this activity continues to focus on targeting and assisting chronically homeless families, especially those with mental disabilities inappropriately housed in AH-Owned communities because of the non-supportive services on site to meet those residents' unique needs.

Although the last change in this activity merged Developing Alternative Housing Resources and Developing Supportive Housing into this current activity, the original concept and focus remains intact, which is homeless assistance programs and supportive services, non-targeted or mainstream programs. AH houses HomeAgain, its short-term housing assistance efforts under

this activity. AH designed HomeAgain to help families avoid homelessness or combat chronic or extended periods of homelessness by essentially providing a short-term cash stipend.

HC #1: Additional Units of Housing Made Available - Developing Alternate and Supportive Housing Resources				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AML as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Housing Units to Prevent Homelessness - Short-Term Assistance	FY 2005 short-term housing units to prevent homelessness prior to implementation of the activity.	Actual short-term housing units to prevent homelessness after implementation of the activity.	Expected short-term housing units to prevent homelessness after implementation of the activity.	Exceeds Benchmark
	0	216	244	

HC #7: Households Assisted by Services that Increase Housing Choice - Developing Alternate and Supportive Housing Resources				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Households Receiving Services that Increase Housing Choice	VASH households = Unk	Expected VASH households = 251	VASH households = 275	Exceeds Benchmark
	Other supportive households = Unk	Expected other supportive households = 1,341	Other supportive households = 1,943	
	FY 2005 Households Receiving Services prior to implementation of the activity.	Expected Households Receiving Services after implementation of the activity.	Actual Households Receiving Services after implementation of the activity.	
	0	1,593	2,218	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic influenced new admission processes from late March 2020 through the end of AH's fiscal year, June 30, 2020. The pandemic may factor in AH achieving future benchmarks as AH takes precautions to protect existing program participants.

RE.2005.10 – REVITALIZATION PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to reposition its public housing properties into economically sustainable sites and to revitalize amenity poor communities through investment to help make such communities amenity-rich and first choice areas in which to live, work, and play. Therefore, AH utilizes MTW Authorizations Sections II.A.3 . . . becoming a catalyst for community revitalization, V.A.2.b . . . commercial facilities consistent with the objectives, and Attachment G – Good Cause Justification . . . and other previously identified MTW Authorizations under Attachment D of its Amended and Restated MTW Agreement to explore and enter into agreements aligned with its neighborhood revitalization or affordable housing strategies.

Since this activity's implementation, AH's primary focus has been on repositioning its public housing portfolio and adding affordable units to the housing stock. Because of this intense focus, AH did not feature the revitalization component. However, innovative revitalization ideas and plans continued to generate for future consideration in commercial business ventures that support revitalization initiatives to stabilize local neighborhoods starving for reintegration into the surrounding community. Proposed ideas and plans include offering affordable housing units, retail and commercial ventures, great recreational facilities, and high performing schools to incorporate into AH's Revitalization Program, which may include AH-ownership of retail and commercial facilities to initiate revitalization.

HC #1: Additional Units of Housing Made Available - Revitalization Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of New Housing Units for <=80% AMI Populations	FY 2005 New Housing Units for households at or below 80% area median income (AMI) prior to implementation of the activity.	Expected New Housing Units for households at or below 80% area median income (AMI) after implementation of the activity.	Actual New Housing Units for households at or below 80% area median income (AMI) after implementation of the activity.	Benchmark Not Achieved
	2,720	468	288	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH re-proposed this activity clearly stating the activity's intent, especially engaging in commercial business ventures on AH-Owned parcels in amenity-poor communities.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Various steps in the construction process prevented AH from achieving its benchmark. Possible strategies include working closely with HUD and increasing project timelines.

RE.2005.11 – GAP FINANCING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to facilitate financial closings in development projects associated with repositioning its public housing properties, which AH presumed to include funding other financial funding vehicles. As a result, AH utilizes MTW Authorizations Sections V.A.2 and V.A.2.b for all MTW eligible activities and all other previously identified MTW Authorizations under Attachment D of its Amended and Restated MTW Agreement to explore and apply gap financing strategies consistent with AH's Real Estate Development Strategy or AH's vision, mission or current business model.

Real estate projects are about timing and location and without the ability to fund or co-invest with partners, AH misses location and other opportunities or subjected to delayed and extended timelines, which contribute to increased costs. These actions are contradictory to spending Federal dollars effectively and efficiently and does not permit AH to increase housing choices for low-income families.

Since this activity's implementation, AH's primary focus has been on repositioning its public housing portfolio and adding affordable units to the housing stock. Because of this intense focus, AH did not feature many the various financing components beyond facilitating financial closings. However, AH intended to issue construction loans, not to exceed 5-years to development partners as both a revenue stream to AH and to expedite the development of new affordable housing opportunities. As AH continues to acquire and revitalize communities in accordance with its vision, mission, and current business model, such activities require access to short-term funding for the innovative revitalization ideas and plans to transform amenity-poor communities into amenity-rich communities and first choice areas, where families can live, work, and play.

HC #1: Additional Units of Housing Made Available - Gap Financing				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of New Affordable Housing Units for <=80% AMI Populations	FY 2005 New Affordable Housing Units for households at or below 80% area median income (AMI) prior to implementation of the activity.	Expected New Affordable Housing Units for households at or below 80% area median income (AMI) after implementation of the activity.	Actual New Affordable Housing Units for households at or below 80% area median income (AMI) after implementation of the activity.	Benchmark Not Achieved
	2,720	441	153	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH re-proposed this activity clearly stating the activity's intent, especially engaging in financial activities involving AH-Owned parcels.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Various steps in the financing process prevented AH from achieving its benchmark. Possible strategies include working closely with HUD and increasing project timelines.

HC.2006.01 – ATLANTA HOUSING SUBMARKET PAYMENT STANDARDS

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2006. Activity amended in FY 2016.

ii. Description/Impact/Update

AH utilizes MTW Authorizations Sections VII.A.14 and 19 and VII.B.4.6 under Attachment D of its Amended and Restated MTW Agreement to adjust and determine Fair Market Rents (FMRs) or structure such for Housing Choice Voucher assistance or initiatives.

Originally, AH identified seven submarkets within its service jurisdiction after consulting with an independent entity to develop its own Payment Standards. Beginning in 2007, AH implemented separate payment standard schedules for each identified submarket upon the establishment of new Housing Assistance Payment (HAP) contracts during the recertification period.

In FY 2016, AH updated its submarket payment standards based on market studies that expanded the schedules to 23 submarkets. These new payment standards and submarket additions reflect dramatic changes in Atlanta's real estate market since 2007. By aligning its payment standards with actual single-family residential rental costs at the census tract level, AH does not skew market rents for a neighborhood by the subsidy paid. In addition, the realignment of the rents allows AH better management of its subsidy allocation, which permits AH to provide more housing opportunities in low-poverty and less impacted areas.

HC #5: Increase in Resident Mobility - AH Submarket Payment Standards				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Households Able to Move to a Better Unit and/or Neighborhood of Opportunity	FY 2006 Households Able to Move to a Better Unit and/or Neighborhood of opportunity prior to implementation of the activity.	Expected Households Able to Move to a Better Unit and/or Neighborhood of opportunity after implementation of the activity.	Actual Households Able to Move to a Better Unit and/or Neighborhood of opportunity after implementation of the activity.	Exceeds Benchmark
	0	1,610	1,833	

This activity remains on schedule and does not meet the definition of a rent reform activity.

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH plans to update the submarket payment standards during FY 2021 and consider this activity for closeout in accordance Notice PIH 2018-01 (HA) during FY 2021.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

AH did not experience any challenges in achieving this benchmark.

RE.2006.02 – HOMEFLEX SITE-BASED ON-SITE ADMINISTRATION

i. Plan Year Approved, Implemented, Amended

Activity approved in FY 2006 and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

Originally, AH introduced this activity to eliminate duplicated administrative processes, eligibility determinations, and resident screening at AH's Project-Based Rental Assistance (rebranded as HomeFlex) communities. By utilizing MTW Authorizations Sections V: Single-Fund Budget with Full Flexibility, VII.A: AH is Authorized to Create its own Housing Choice Voucher Program, VII.B: Simplification of the Process to Project-Base Section 8 Vouchers and VII.C: Demonstration

Program on Project-Based Financing under Attachment D of its Amended and Restated MTW Agreement to streamline project-basing activities.

In addition, AH initially used this activity to launch a homeless demonstration program and a supportive housing program for persons with developmental disabilities and chronic mental illness at seven privately owned communities. By agreement, AH entered into seven two-year renewable HomeFlex contracts with property owners, where a third-party supportive service provider was engaged by the owner to provide ongoing supportive services for target participants for a minimum of two-years. Since then, agreement terms with private property owners have increased from two to 20 years. The owner entities and their professional management agent have full responsibility for performing all site-based administration tasks for the property, which is subject to AH inspections and reviews, for administrative and programmatic functions carried out in connection with admissions and occupancy procedures relating to HomeFlex assisted units.

The changes and updates make the HomeFlex Program more attractive to prospective housing partners and it increases the affordable housing stock and increases housing choices for the targeted population.

CE #1: Agency Cost Savings - HomeFlex Site-Based Administration				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total Cost of Task	FY 2006 Number of HomeFlex Units = 923	Expected number of HomeFlex Units = 6,180	Actual Number of HomeFlex Units = 6,009	Benchmark Not Achieved
	Housing Choice Blended Monthly Administrative (Admin.) Fee = \$53.26	Expected Housing Choice Blended Monthly Admin. Fee = \$75.73	Housing Choice Blended Monthly Admin. Fee = \$64.56	
	Cost of task prior to implementation of the activity.	Expected cost of task after implementation of the activity.	Expected cost of task after implementation of the activity.	
	\$ 471,926	\$ 4,492,909	\$ 4,655,292	

CE #2: Staff Time Savings - HomeFlex Site-Based Administration				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total Time to Complete the Task	FY 2006 Total Cost Savings of Task = \$471,926	Expected Total Cost Savings of Task = \$4,492,909	Actual Total Cost Savings of Task = \$3,876,410	Exceeds Benchmark
	FY 2006 Average Hourly Staff Wage = \$35.00	Expected Average Hourly Staff Wage = \$46.55	Actual Average Hourly Staff Wage = \$50.11	
	Total Amount of Staff Time dedicated to the task prior to implementation of the activity.	Expected Total Amount of Staff Time dedicated to the task after implementation of the activity.	Actual Total Amount of Staff Time dedicated to the task after implementation of the activity.	
	13,484	96,518	77,358	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH may consider this activity for re-proposal because of its specificity or consider it for closeout because of its similarity with other MTW Activities.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic influenced new admission processes from late March 2020 through the end of AH's fiscal year, June 30, 2020. The pandemic may factor in AH achieving future benchmarks as AH takes precautions to protect existing program participants.

HC.2007.01 – RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to take advantage of cost efficiencies that effectively streamline AH's Housing Choice Voucher (HCV) Program processes. Therefore, AH utilizes MTW Authorization Section VII.A: . . . Authorized to Create its own Housing Choice Voucher (HCV) Program under Attachment D of its Amended and Restated MTW Agreement to develop new policies and procedures in the administration of its HCV Program.

Originally, AH sought to move closer to a paperless, state-of-the-art, client-focused, self-servicing program, where the key areas focused on and continue to include Organizational Structure, Systems and Processes, Training and Capacity Building, Customer Service Delivery, and State-of-the-Art Technology. Since implementation of this activity, AH replaced paper files with electronic files and e-copied all permanent documents, created an online portal for property

owners, and created a call center to improve customer service response times. Other re-engineering innovation implemented under this activity include measures designed to enhance and streamline core-business processes and related policies, procedures, and business documents.

AH reviews its core business processes and operating policies annually in an effort to keep them aligned with industry best practices and, as appropriate, to emulate them to private sector business practices. Through these reviews and alignments, AH is able to eliminate or reduce administrative steps that delay or elongate lease-ups, which burdens the process times while outlining family obligations for program participants. In FY 2016, AH created a Landlord Advisory Group to examine processes and procedures with the goal of ensuring that privately owned housing options remain available and affordable to AH's primary client base – low-income families.

CE #1: Agency Cost Savings - Reengineering the Housing Choice Voucher Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 subsidy per household affected by this policy in dollars.	FY 2008 Number of HCV Units = 9,167	Expected number of HCV Units = 10,547	Actual number of HCV Units = 10,778	Benchmark Not Achieved
	FY 2008 Housing Choice Overhead Costs = \$12,000,000	Expected Housing Choice Overhead Costs = \$8,100,000	Actual Housing Choice Overhead Costs = \$9,795,800	
	Average Subsidy per Household affected by this policy prior to implementation of the activity.	Expected Average Subsidy per Household affected by this policy after implementation of the activity.	Actual Average Subsidy per Household affected by this policy after implementation of the activity.	
	\$ 1,309	\$ 768	\$ 909	

This activity remains on schedule and does not meet the definition of a rent reform activity.

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic required action to protect the safety of existing and prospective program participants, which may have increased operational costs. AH continues to review possible strategies to lower per unit costs in the delivery of the Housing Choice Voucher Program.

HC.2007.02 – RENT REASONABLENESS

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

Previously, AH employed a third-party independent market analysis to establish the market equivalent rent for each residential unit in AH's HCV Program, which is costly. Through utilization of MTW Authorization Section VII: Establishment of Housing Choice Voucher (HCV) Program under Attachment D of its Amended and Restated MTW Agreement AH is able to develop its own rent reasonableness determination for properties owned directly and indirectly by AH.

Overall, this activity provides an improved and consistent rent determination outcome that stabilizes Housing Choice contract rents in line with the rental market and available subsidy resources. Rent determinations reflect the changing market rent dynamics and realities of the residential real estate market. Therefore, the ability to provide timely rent determinations can provide HAP savings for AH.

In FY 2016, AH updated its submarket payment standards. These rents are subject to rent reasonableness determinations; however, AH does expect the cumulative effects of the payment standards to increase certain HAP associated costs but does not expect the rents to rise to the full level of AH's higher alternative payment standards. Nonetheless, AH may continue utilization of third-party independent market analysis because of insight regarding rents in the Atlanta market and real estate expertise, as well as AH's overall workload.

CE #5: Increase in Agency Rental Revenue -				
Rent Reasonableness				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Average amount of Section 8 and/or 9 subsidy per household.	FY 2011 Average HomeFlex Assistance Payments (HFX Pmts) = Unk	Expected average HFX Pmts = \$527	Average HomeFlex Assistance Payments (HFX Pmts) = \$607	Benchmark Not Achieved
	FY 2011 Average Mixed HomeFlex HFX Pmts = Unk	Expected average Mixed HomeFlex HFX Pmts = \$596	Average Mixed HomeFlex HFX Pmts = \$614	
	FY 2011 Average RAD PBV Housing Assistance Payments (HAP) = Unk	Expected average RAD PBV HAP = \$500	Average RAD PBV Housing Assistance Payments (HAP) = \$555	
	FY 2011 Average HCV HAP = Unk	Expected average HCV HAP = \$815	Average HCV HAP = \$959	
	FY 2011 Average HCV Port-out HAP = Unk	Expected average HCV Port-out HAP = \$673	Average HCV Port-out HAP = \$757	
	Average Subsidy per Household affected by this policy prior to implementation of the activity.	Expected Average Subsidy per Household affected by this policy after implementation of the activity.	Average Subsidy per Household affected by this policy prior to implementation of the activity.	
	\$ 916	\$ 632	\$ 698	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic required action to protect the safety of existing and prospective program participants, which may have increased operational costs. AH continues to review possible strategies to lower per unit cost in the delivery of the Housing Choice Voucher Program.

RE.2007.03 – COMPREHENSIVE HOMEOWNERSHIP PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity through utilization of MTW Authorization Section V.A: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to establish a Down Payment Assistance (DPA) Program to increase homeownership opportunities for low to moderate-income families and promote homeownership opportunities in healthy, mixed-income communities through the following approach:

- Provision of a subordinated mortgage loan to qualified households that earn up to 80 percent (may increase up to 115 percent based on funding source(s)) of the area median income (AMI), are first-time homebuyers and purchase within the city of Atlanta. The subordinated mortgage loans is a one-time assistance product for a 10-year period, and forgivable at 20% annually (in years 6 through 10).

Originally, AH sponsored a conventional Housing Choice Voucher (HCV) Homeownership Program (circa 2002 – 2009) that provided mortgage payment assistance to qualified, AH-assisted program participants purchasing a home under the terms of the HCV Homeownership Program. Primarily because AH was unable to get solid lender participation in this program, AH suspended its HCV Homeownership Program (circa 2009). During the active period of AH's HCV Homeownership Program, AH assisted 88 voucher participants in becoming homeowners and continues to support the last families (18) matriculating through the HCV Homeownership Program under the original terms.

As developed, AH's DPA homeownership program assists more low-income families beyond program participants. The program works with HUD-approved Home Buyer Education Counseling Providers to prepare low to moderate-income families in becoming successful and sustainable homeowners, maximizes the number of families AH can help by limiting the assistance to a one-time dollar amount that can be used with other down payment assistance programs. The latter feature really helps families defray the initial and overall costs of homeownership.

Under this activity, single-family unit inventory is reduced which requires more single-family units in the market whether by new construction or rehabilitation and modernization of existing stock. AH continues to refer all prospective homebuyers to its Down Payment Assistance Program developed under this MTW Activity.

HC #6: Increase in Homeownership Opportunities - Comprehensive Homeownership Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	Number of households that purchased a home prior to implementation of the activity (number). This number may be zero.	Expected number of households that purchased a home after implementation of the activity (number).	Actual number of households that purchased a home after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Households that purchased a home as a result of the Down Payment Assistance (DPA) Activity.	FY 2007 number of households that purchased a home prior to implementation of the Down Payment Assistance (DPA) Activity.	Expected number of households that purchased a home after implementation of the DPA Activity.	Actual number of households that purchased a home after implementation of the DPA Activity.	Exceeds Benchmark
	0	210	232	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may have affected home buying attitudes and the pandemic may factor in future benchmark achievements.

RE.2007.04 – HOMEFLEX AS A STRATEGIC TOOL

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

Several years ago, AH innovatively reserved a portion of its Housing Choice Voucher funds for units located at market rent properties to increase the number of affordable units available, as well as to increase the housing choices for low-income families. AH's program Project-Based Rental Assistance (PBRA) was an original concept and rebranded as HomeFlex in the last 5 years.

Nonetheless, AH utilizes MTW Authorizations Section V.A: Single-Fund Budget with Full Flexibility, Section VII.B: Simplification of the Process to Project-Base Section 8 assistance, Section VII.C: Demonstration Program on Project-Based Financing under Attachment D of its Amended and Restated MTW Agreement to design its HomeFlex Program through competitive and non-competitive processes.

Project-basing assistance at AH-Owned or privately owned properties continues to be an innovative idea that pays substantial dividends to AH, the property owner, and eligible families. Under the premise, AH provides a subsidy for the rental unit on behalf of the eligible family and property owners and accepts the subsidy payment for the unit pursuant to the HomeFlex Agreement. Further, the assistance remains with the project or unit for the next eligible family to use.

Through this activity, the project-basing theme remains intact and AH can project base rental assistance at communities owned directly or indirectly by AH with or without competition. Therefore, AH may project base up to 100% assistance at communities owned by AH, which exceeds HUD project caps of 25% and 50% in the case of RAD and program cap limits, percent increase, project cap limits, and similar limitations outlined under the Housing Opportunities through Modernization Act (HOTMA).

In addition, this activity permits AH to solicit private developers and owners interested in reserving a percentage of their multifamily rental units for eligible low-income families and accepting project-based assistance (subsidy) monthly in return and also permits AH to receive and approve solicited and unsolicited proposals from developers and owners of multifamily rental properties outside of AH's service jurisdiction. Such examples may include negotiating intergovernmental agreements with PHAs, local government entities, or non-profit/for-profit organizations interested in reserving a percentage of their multifamily rental units in the Atlanta Metropolitan Statistical Area for eligible, low-income families.

HC #1: Additional Units of Housing Made Available - HomeFlex as a Strategic Tool				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of new housing units made available for households at or below 80% AMI.	FY 2007 new housing units through HomeFlex Agreements = Unk	Expected new housing units through HomeFlex Agreements = 341	Actual new housing units through HomeFlex Agreements = 504	Exceeds Benchmark
	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.	
	0	341	504	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic required action to protect the safety of existing and prospective program participants and reduced focus on adding or preserving units. Nonetheless, AH continues to review possible strategies to create and preserve housing units for its target populations.

AW.2008.01 – RENT SIMPLIFICATION / AH STANDARD DEDUCTIONS

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2008. Activity not amended since implementation.

ii. Description/Impact/Update

AH streamlines the rental calculation operations and increases calculation accuracy by utilizing MTW Authorizations Section I.G and I.H: General Conditions under Attachment D of its Amended and Restated MTW Agreement to simplify the rent calculation and standardized deductions for all rental assistance programs.

Originally, AH employed HUD standard deductions for dependent households and elderly and disabled households. Through this activity, AH changes the deduction amount used to adjust household income in the rent calculation formula. The table below illustrates deduction changes at both HUD and AH levels:

Deduction Category	HUD Standard Deduction	AH Standard Deduction
Dependents	\$480	\$750
Elderly and/or Disabled	\$400	\$1,000

AH submits that its standard deduction amounts add value to the integrity, because they provide an equitable approach for all assisted families and reduces the ‘interrogation-like’ verification of unreimbursed out-of-pocket expenses. The standard deduction amounts also improve productivity because it eliminates the burden of “chasing” receipts and potentially performing multiple calculations once eligible households produce out-of-pocket expenses. Finally, the standard deductions improve the accuracy of the rental calculation process.

CE #2: Staff Time Savings - Rent Simplification / AH Standard Deductions				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
Total time to complete the task in staff hours.	FY 2010 count of Housing Choice Vouchers (HCVs) = 17,338	Expected count of HCVs = 17,858	Actual count of Housing Choice Vouchers (HCVs) = 9,393	Exceeds Benchmark
	Total time to process annual and new HCVs = 1.5 hrs	Expected total time to process annual and new HCVs = 1.0 hrs	Actual total time to process annual and new HCVs = 1.25 hrs	
	Total amount of staff time dedicated to the task prior to implementation of the activity.	Expected total amount of staff time dedicated to the task after implementation of the activity.	Actual total amount of staff time dedicated to the task after implementation of the activity.	
	26,007.0 hours	17,858.0 hours	11,741.3 hours	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic placed a moratorium on resident activity, especially intake processes as AH focused on the safety and well-being of existing program participants.

AW.2008.02 – LEASING INCENTIVE FEES**i. Plan Year Approved, Implemented, Amended**

Activity approved and implemented in FY 2008. Activity not amended since implementation.

ii. Description/Impact/Update

Living within AH's service jurisdiction is an expensive proposition, even for those households with incomes 20 percent above the Area Median Income (AMI) of \$79,700 annually for much of this reporting period (July 1, 2019 – June 30, 2020). With this knowledge and understanding that AH was planning long-term revitalization of its housing stock, AH sought to recruit property owners through incentives to lease their units to families affected by relocation efforts because of HUD-approved demolition of AH-Owned communities.

Since implementation, this activity has evolved to create a faster program move process. AH utilizes MTW Authorizations Section VII.A: . . . Authorized to Create its Own HCV Program under Attachment D of its Amended and Restated MTW Agreement to provide leasing incentive fees (LIFs). In FY 2016, AH provided incentives for both prospective program participants and property owners to work together to find units and submit the Request for Tenancy (RTA) within 30 days of voucher issuance.

The LIFs serve to remove or reduce obstacles and barriers preventing low-income families from leasing quality housing in areas of opportunity. Overall, LIFs defray the cost of application fees, security deposits, and similar out-of-pocket expenses not readily accessible to voucher-holding families, especially first-time renters. Further, LIFs help to attract property owners with units in areas of opportunity, which increases both the affordable housing stock and number of housing partners accepting vouchers. Finally, AH offers LIFs to property owners with single-family homes to help increase the housing choices for voucher-holding families. Single-family property owners receive a New Contract Incentive or one-time unit incentive payment each time the single-family unit passes HQS Inspections on the initial visit and then subsequently leases that unit to a voucher-holding family under a new HAP Contract.

HC #1: Additional Units of Housing Made Available - Leasing Incentive fee (LIF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of new housing units made available for households at or below 80% AMI as a result of the activity.	HomeFlex units for households at or below 80% ($\leq 80\%$) area median income (AMI) = Unk	Expected HomeFlex units for households $\leq 80\%$ AMI = 341	Actual HomeFlex units for households $\leq 80\%$ AMI = 504	Exceeds Benchmark
	Housing Choice Voucher (HCV) units for households $\leq 80\%$ AMI = Unk	Expected HCV units for households $\leq 80\%$ AMI = 37	Actual HCV units for households $\leq 80\%$ AMI = 505	
	FY 2007 housing units for households $\leq 80\%$ AMI prior to implementation of the activity.	Expected housing units for households $\leq 80\%$ AMI after implementation of the activity.	Actual housing units for households $\leq 80\%$ AMI after implementation of the activity.	
	0	378	1,009	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic influenced recruitment of new housing partners as AH took precautions to protect existing program participants.

PH.2008.03 – ENERGY PERFORMANCE CONTRACTING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2008. Activity not amended since implementation.

ii. Description/Impact/Update

Under this activity, AH has leveraged a \$9.1 million Energy Performance Contracting (EPC) loan with MTW funds to modernize its communities by replacing older equipment, fixtures, and systems with newer, energy-efficient, earth craft equipment, fixtures, and systems to enhance the quality of living environments for public housing residents.

AH utilizes MTW Authorization Section IX: Energy Performance Contracting (EPC) under Attachment D of its Amended and Restated MTW Agreement to employ energy conservation and efficiency standards, practices, and improvements to its properties. Through this activity, AH works closely with Johnson Controls in administering its second EPC (FY 2011) to facilitate upgrades at its residential communities and pursue green initiatives with and without MTW funds.

Some examples include new heating ventilation and air conditioning (HVAC) systems, upgraded bathrooms with low-flow faucets, showers, and toilets, and modern light fixtures with compact florescent, LED, or other upgraded lighting sources.

These capital improvements complement and supplement the American Recovery and Reinvestment Act (ARRA) renovations begun in FY 2010 and AH will continue to implement energy conservation measures as necessary when recapitalizing AH-Owned properties converted to project-based voucher units under the Rental Assistance Demonstration (RAD) Program. Since implementation, the cost savings have been higher than projected and through utilization of this activity, AH retains up to 50 percent of the costs savings under the EPC, which exceeds the 25 percent threshold allowed for non-MTW PHAs.

CE #4: Increase in Resources Leveraged				
Energy Performance Contracting				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Amount of funds leveraged	Estimated FY 2010 funds leveraged = \$333,986	Expected estimated funds leveraged = \$655,590	Actual funds leveraged = \$623,667	Exceeds Benchmark
	Reported Costs Savings = \$414,444	Expected Reported Costs Savings = \$752,209	Actual Reported Costs Savings = \$752,209	
	Amount leveraged prior to implementation of the activity.	Expected amount leveraged after implementation of the activity.	Actual amount leveraged after implementation of the activity.	
	\$ 80,458	\$ 96,619	\$ 128,542	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may factor in AH achieving future benchmarks as AH took precautions to protect existing program participants.

PH.2011.01 – NON-ELDERLY DISABLED INCOME DISREGARD

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2011. Activity not amended since implementation.

ii. Description/Impact/Update

This activity was introduced to accomplish a few priorities: 1) AH seeks to encourage non-elderly, disabled households to engage in their community, 2) AH seeks to increase self-sufficiency levels of program participants on fixed, stable sources of income, and 3) AH seeks to improve the quality

of life of its program participants. In those priority veins, incentivizing non-elderly, disabled persons to retain or return to the workforce accomplishes these priorities.

Annual Household Income disregards earned income from employment of an Elderly Person or Disabled Person whose source(s) of income are fixed, stable sources such as Social Security, Social Security Insurance/Disability Insurance (SSI/SSDI), pension, VA Benefits, and similar income sources received from a verified plan. In instances where the Annual Fixed Income is not the primary source of income, AH, at its discretion, may establish a limit on the amount of disregarded earned income therefore, earned income from employment not treated as disregarded income is include in the annual household income calculation for the Total Tenant Payment amount.

SS #8: Households Transitioned to Self-Sufficiency - Non-Elderly Income Disregard				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Disabled Households with Earned Income	Total AH-Owned Households = Unk	Expected AH-Owned Households = 29	Actual AH-Owned Households = 10	Exceeds Benchmark
	Total HomeFlex Households = Unk	Expected HomeFlex Households = 18	Actual HomeFlex Households = 29	
	Total Housing Choice Households = Unk	Expected Housing Choice Households = 96	Actual Housing Choice Households = 411	
	Total MIXED Multi-Family Households = Unk	Expected MIXED Multi-Family Households = 14	Actual MIXED Multi-Family Households = 10	
	FY 2011 total Disabled Households with Earned Income prior to implementation of the activity.	Expected total Disabled Households with Earned Income prior to implementation of the activity.	Actual total Disabled Households with Earned Income prior to implementation of the activity.	
	82	157	460	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, this activity was re-proposed in AH's 2021 MTW Annual Plan to combine with a like activity and named appropriately.

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may factor in AH achieving future benchmarks as AH took precautions to protect existing program participants.

HC.2011.02 – HOUSING CHOICE VOUCHER PROGRAM HOUSING ASSISTANCE PAYMENT ABATEMENT POLICY

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2011. Activity not amended since implementation.

ii. Description/Impact/Update

Under this activity, withholds Housing Assistance Payments (HAPs) from housing partners whose rental unit(s) fails to comply with AH's established standards. Since AH's primary goal is to house and help house low-income families in clean, safe, sanitary, high quality housing units. AH utilizes MTW Authorizations Sections VII.A and B: . . . Authorized to Create its own Housing Choice Voucher (HCV) under Attachment D of its Amended and Restated MTW Agreement to develop and implement procedures and practices governing the abatement of housing assistance payments

In general, AH's subsidy assistance makes housing affordable for many families and with this subsidy, AH is obligated to ensure that housing meets or exceeds the set expectations set forth in AH's HCV Program operating procedures. To realize this goal, AH also elevates the expectations and standards with staff and housing partners, which results in a higher caliber of units and property owners participating in the program.

CE #5: Agency Cost Savings - HCV Program HAP Abatement Policy				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars).	Expected cost of task after implementation of the activity (in dollars).	Actual cost of task after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
Total Cost Savings to the Agency	Total cost of abated Housing Choice Voucher (HCV) units = Unk	Expected cost of abated HCV units = \$2,239	Actual cost of abated HCV units = \$8,260	Exceeds Benchmark
	Total number of abated HCV units = Unk	Total number of abated HCV units = 280	Total number of abated HCV units = 149	
	FY 2011 Cost Savings of abated HCV units prior to implementation of the activity.	Expected Cost Savings of abated HCV units after implementation of the activity.	Actual Cost Savings of abated HCV units after implementation of the activity.	
	\$ -	\$ 627,008	\$ 1,238,999	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH achieved its benchmark, the COVID-19 pandemic may factor in AH achieving future benchmarks as AH took precautions to protect existing program participants.

PH.2011.03 – AGING WELL PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2011. Activity not amended since implementation.

ii. Description/Impact/Update

AH desires to enhance the delivery of case management and supportive services to older persons and persons with disability. Therefore, AH utilizes MTW Authorizations Sections IV: Self-Sufficiency/Supportive Services and V.A: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to design a place-based, supportive services program in support of AH's efforts.

These efforts include collaborations with various agencies and organizations throughout AH's service jurisdiction to implement the Naturally Occurring Retirement Community (NORC) model at AH-Owned communities. NORC is a national program model focused on enabling adults to age-in-place while building capacity throughout the community to support the process by placing a strong emphasis on resident involvement with priorities set by residents.

SS #5: Households Assisted by Services that Increase Self Sufficiency - Aging Well Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase self sufficiency (increase).	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving services aimed to increase self sufficiency.	Households receiving Atlanta Regional Commission (ARC) services = Unk	Expected households receiving ARC services = 230	Actual households receiving ARC services = 925	Exceeds Benchmark
	Households receiving Quality Living Services (QLS) = Unk	Expected households receiving QLS = 467	Actual households receiving QLS = 1,879	
	Households receiving Resident Service via PMD Contract = Unk	Expected households receiving resident services via PMD Contract = 473	Actual households receiving resident services via PMD Contract = 1,905	
	Households receiving Assorted Services via GEAMD Events = Unk	Expected households receiving Assorted Services via GEAMD Events	Actual households receiving Assorted Services via GEAMD Events	
	FY 2011 Elderly, Disabled Households Receiving Self-Sufficiency Services prior to implementation of the activity.	Expected number of Elderly, Disabled Households Receiving Self-Sufficiency Services after implementation of the activity.	Actual number (average) of Elderly, Disabled Households Receiving Self-Sufficiency Services after implementation of the activity.	
	0	1,442	1,452	

SS #8: Households Transitioned to Self Sufficiency - Aging Well Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households transitioned to self sufficiency (increase). The PHA may create one or more definitions for "self sufficiency" to use for this metric.	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Elderly, Disabled Households with Earned Income	FY 2011 Elderly, Disabled Households with Earned Income prior to implementation of the activity.	Expected Elderly, Disabled Households with Earned Income after implementation of the activity.	Actual Elderly, Disabled Households with Earned Income after implementation of the activity.	Exceeds Benchmark
	108	654	962	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH plans to consider this activity for closeout because AH is converting its public housing units to long-term Section 8 project-based voucher assistance under the Rental Assistance Demonstration (RAD) Program.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic influenced AH's intake process which may have contributed to AH not achieving its new household participation benchmark as AH took precautions to protect existing program participants.

RE.2012.01 – SINGLE-FAMILY HOME RENTAL DEMONSTRATION

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2012. Activity not amended since implementation.

ii. Description/Impact/Update

With a focus on neighborhood stabilization, AH sold developed or undeveloped AH-Owned/controlled parcels to a Mechanicsville development partner to construct housing units for families at or below 60 percent of the Area Median Income (AMI). Under this activity, AH utilizes MTW Authorization Section V.A: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to achieve affordable rentals for the target population (60% of AMI).

The developer secured Low-Income Housing Tax Credits (LIHTCs) which covers a 15-year period to ensure affordability for the planned 75 scattered-site rental units of which 25 will sit on AH-Owned property under the terms of a long-term ground lease with a purchase option at the end of the period.

AH does not provide any subsidy assistance since the development is part of a lease-to-own program. Therefore, families that increase their household income and credit sufficiently may become a qualified buyer and have the opportunity to purchase the home, which promotes neighborhood stabilization.

HC #1: Additional Units of Housing Made Available - Single-Family Home Rental Demonstration				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Single-Family Housing Units made Available for Households at or below 80% area median income	FY 2013 Single-Family Housing Units on AH-Owned Land prior to implementation of the activity.	Expected Single-Family Housing Units on AH-Owned Land after implementation of the activity.	Actual Single-Family Housing Units on AH-Owned Land after implementation of the activity.	N/A
	0	25	NR	

iii. Actual Non-Significant Changes

Although this activity did not have any non-significant changes during the reporting period, AH plans to consider this activity for closeout because AH is no longer active in the parameters of this activity.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Although AH made the land accessible to the developer, AH is limited in the timeline of this project. Additionally, AH does not provide any subsidy to the family so access to assisted families is restricted. Future strategies that AH may consider is continued ownership/control of the project, as well as monitoring of assisted families.

SH.2013.01 – VETERANS SUPPORTIVE HOUSING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2013. Activity not amended since implementation.

ii. Description/Impact/Update

AH is committed to assisting veterans that reside within its service jurisdiction and Veterans Affairs Supportive Housing (VASH) vouchers administered by AH fall under project-based voucher rules and regulations, which is AH's HomeFlex Program. AH utilizes MTW Authorizations Sections VII.A: . . . Authorized to Create its Own Housing Choice Voucher Program and VII.B: Simplification of the Process to Project-Base Section 8 Vouchers under Attachment D of its Amended and Restated MTW Agreement to provide a selection preference for veterans of the United States Armed Forces and provide supportive housing for veterans.

Along the same veteran stabilization vein, in addition to VASH vouchers AH may also issue tenant-based vouchers to veterans to assist in their housing stabilization. Under AH's HomeFlex for Supportive Housing Program, owners and developers of supportive housing receive housing subsidy under a HomeFlex Agreement with AH for two years (agreement may be renewed or extended). In return, owners or developers are required to 1) work with a certified coordinator and 2) enter into an agreement with one or more service providers who will provide appropriate intensive support services for the target population. In addition, owners or developers agree to coordinate with any public agencies or non-profit organizations that can provide additional case management support to individual residents.

Finally, in an effort to maximize housing opportunities for veterans and alleviate the burden of the housing search, AH may provide project-based assistance throughout the city with VASH vouchers as appropriate housing opportunities and conditions arise or are created.

HC #7: Households Assisted by Services that Increase Housing Choice -				
Veterans Supportive Housing				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero.	Expected number of households receiving these services after implementation of the activity (number).	Actual number of households receiving these services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of households receiving AH and VA services aimed to increase housing choice	FY 2013 Households Receiving AH and VA Housing Services prior to implementation of the activity.	Expected Households Receiving AH and VA Housing Services after implementation of the activity.	Actual Households Receiving AH and VA Housing Services after implementation of the activity.	Exceeds Benchmark
	0	243	250	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

AH administers 270 VASH vouchers and issuance is limited by eligible referrals from the local VA Office. AH desires to project-base assistance of VASH vouchers at future developments, so AH must find strategies that permit AH to administer this program 100%.

PH.2017.01 – ELIMINATION OF FLAT RENT

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2003. Activity amended in FY 2017 since implementation.

ii. Description/Impact/Update

Under this activity, AH amended its flat rent policies in accordance with elements included within Public Law 113 – 76 of the Fiscal Year 2014 Appropriations Act. HUD required that all flat rent be

set at no less than 80 percent of the applicable Fair Market Rent (FMR) and adjusted, if necessary, to account for reasonable utilities costs.

AH utilizes MTW Authorizations Sections I.O: General Conditions, IV: Self-Sufficiency/Supportive Services, and V.A: Single Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to offer an alternative to flat rents while creating the ability explore rent structures consistent with AH's business model. In FY 2017, AH communicated with all families of its intent to eliminate flat rents from its rental assistance programs and offer only income-based rent. AH offers the income-based rent option or applies the option in the following scenarios:

- Current public housing (PH) residents currently paying flat rent, but can no longer pay flat rent.
- Former PH residents that return to the PH program after voluntary or involuntary program termination (usually after an extended period).
- Households that elect to return to properties converted to long-term Section 8 PBV assistance under the Rental Assistance Demonstration (RAD) Program (different program, new rules)
- Existing or former PH residents that move into HomeFlex supported units (different program).
- New admissions to any of AH's rental assistance programs.

Under this activity, AH effectively ends flat rent "grandfather clauses", reduces potential carryover confusion about who was or was not paying flat rent before ending their tenancy and returning or starting anew under a different rental assistance program.

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

AH will use FY 2021 to verify that all current and new program participants are paying income-based rent. Upon verification, AH will initiate closeout procedures of this MTW Activity. Therefore, AH did not have any challenges during the reporting period beyond conducting a final verification.

B. NOT YET IMPLEMENTED ACTIVITIES

AH's MTW Activities				
Activity ID		Activity Name	Housing Program	MTW Authorization(s) AH's Attachment D
SH	2017.01	Next Step Youth Self-Sufficiency Program	HCV only	Section VII: Establishment of Housing Choice Voucher Program

SH.2017.01 – NEXT STEP YOUTH SELF-SUFFICIENCY PROGRAM

i. Brief Description of the Approved MTW Activity, Proposed in an Annual MTW Plan, Approved by HUD, and Not Yet Implemented

AH proposed this activity to assist in the prevention of homelessness by utilizing MTW Authorization Section VII: Establishment of Housing Choice Voucher (HCV) Program under Attachment D of its Amended and Restated MTW Agreement to develop and implement program specific alternative supportive housing resources for income eligible youth.

Under this FY 2017 approved activity, plans include AH working closely with the Georgia Department of Human Services, Division of Family and Children Services (DFCS) to assist up to 25 foster youth between 18 to 23 years old that are working with the state supported Independent Living Program (ILP) by issuing tenant-based vouchers to properly vetted, properly referred, eligible youth.

AH designs this activity to help eligible transitioning youth stabilize their living situation and move towards economic independence and housing self-sufficiency for up to 36 months or age 23, whichever comes first. Included in the design of this activity is a requirement for transitioning youth to begin, continue, and/or maintain appointments and visits with social service providers as recommended/required by DFCS or contracted agents of DFCS (ILP service providers) to assist transitioning youth in living independently and creating a stable living environment.

TBVs designated by AH for this activity may be extended, at AH's discretion, for up to 12-months to allow transitioning youth more time to complete education or job training requirements or other milestones that AH will evaluate and decide on a case-by-case basis in consultation with DFCS. Vouchers issued under this activity are locked to AH's service jurisdiction (not portable) and are subjected to minimum rent and standard AH rent calculation formulas and alternative occupancy arrangements (e.g., shared housing and sponsored housing) may be considered as stipulated under AH's Statement of Corporate Policies (SCP).

ii. Actions Taken Towards Implementation

AH has maintained open communication with DFCS since approval of this activity that is wholly contingent upon AH receiving properly vetted, properly referred transitioning youth from DFCS pursuant to a signed intergovernmental memorandum of understanding (MOU), which AH received. AH will implement this activity once DFCS refers properly vetted, properly referred transitioning youth for eligibility screening.

C. ACTIVITIES ON HOLD

i. Brief Description of the Approved MTW Activity that was Approved, Implemented, and MTW PHA Stopped Implementing (but has plans to reactivate in the future)

N/A

ii. Actions Taken Towards Reactivating the MTW Activity in the Plan Year

N/A

D. CLOSED OUT ACTIVITIES

i. List Closed out MTW Activities. Specify Plan Year: Approval, Implementation, Closeout
Please see table below.

ii. Explanation of MTW Activity Closeout

Please see table below.

iii. MTW Activity Closeout

- Final outcome and lessons learned
- Statutory exceptions that might have provided additional benefit
- Summary table listing outcomes

Please see table below.

MTW Activity		Fiscal Year			Close Out Reason
Number	Name	Approved	Implemented	Closeout	
	American Recovery and Reinvestment Act (ARRA) of 2009	N/A	2009 ³	2012	AH did not need an MTW waiver to conduct this activity
	Voluntary Compliance Agreement (VCA)	N/A	2009 ⁴	2011	AH did not need an MTW waiver to conduct this activity
PH. 2003.01	Affordable Fixed Rent / Affordable Flat Rent	2003	N/A	2017	AH combined this activity with PH.2017.01 – Elimination of Flat Rent
SH. 2005.08	Independent Living Demonstration	2005	2005	2020	AH has not been able to move forward with this activity because of various local and state requirements. In addition, it is unclear if an MTW waiver(s) is required
HD. 2005.14	Individual Development Accounts (IDAs)	2005	N/A	2019	AH elected not to implement this MTW Activity
HC. 2006.03	Housing Choice Inspection Fees	2006	N/A	2019	AH determined that this activity requires more research. AH may propose this activity at a later date
HD. 2006.04	Standards for Residency in Single-Family Homes	2006	N/A	2008	AH did not need an MTW waiver to conduct this activity
HC. 2006.05	Port Administration Re-engineering	2006	N/A	2019	Activity was not supported under MTW Authorizations

³ AH's estimated implementation year of Federal grant award.

⁴ AH made enhancements and improvements to facilities, programs, policies, and procedures in response to accessibility requirements

MTW Activity		Fiscal Year			Close Out Reason
Number	Name	Approved	Implemented	Closeout	
HD. 2007.05	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	2007	N/A	2008	AH combined this activity with RE.2007.03 – Comprehensive Homeownership Program
RE. 2007.06	Quality of Life Initiative (QLI)	2007	2007	2010	AH did not need an MTW waiver to conduct this activity
PH. 2007.07	Utility Allowance Waiver	2007	2007	2010	AH elected to close out this activity based on AH analysis (admin costs outweighed revenue)
SH. 2008.04	John O. Chiles Annex Supportive Housing Pilot	2008	2008	2014	AH did not need an MTW waiver to conduct this activity
HD. 2008.05	Pre-Relocation Client Education (part of QLI)	2008	2008	2010	AH did not need an MTW waiver to conduct this activity
AW. 2010.01	Business Transformation Initiative (ERP solution)	2010	2010	2016	AH did not need an MTW waiver to conduct this activity
AW. 2011.01	Non-Elderly Disabled Income Disregard	2011	2011	2020	AH combines this activity with AW.2005.02 – Elderly Income Disregard and may be able to close both activities in accordance with Notice PIH 2016-05 (HA) – Streamlining Admin. Regs for Programs Administered by PHAs
HC. 2012.02	Comprehensive Graduation Program	2012	N/A	2019	AH determined that this activity requires more research. AH may propose this activity at a later date
HD. 2013.02	Endowment Fund for Human Development Services	2013	N/A	2019	AH determined that this activity requires more research. AH may propose this activity at a later date
PH 2017.01	Elimination of Flat Rent	2017	2017	2020	AH has converted all of the Flat Rent paying families to income-based rent. AH only offers the income-based rent option for current and future program participants.

This page intentionally left blank.

V. SOURCES AND USES OF MTW FUNDS

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.

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

AH expended MTW Funds, defined as combining its Public Housing Operating Subsidy, Housing Choice Voucher funds, and certain capital funds into a single fund pursuant to the authority outlined in AH's MTW Agreement, on MTW eligible activities. Although the MTW Agreement permits AH to include RHF Funds in the MTW Funds, AH has elected not to do so.

AH cannot identify a singular activity nor multiple activities in which AH utilized only the MTW Single Fund Flexibility that do not require MTW Authorization(s) under Attachment C or D of AH's Standard and Restated MTW Agreement. However, AH did initiate steps to direct funding towards specific housing and service delivery programs that respond to local needs or as set forth in AH's business plan and as AH determined to best use of funds for the purposes of fulfilling its mission to deliver innovative, affordable housing. An example includes plans to direct funds towards planned high-rise construction projects with underground parking. This future project could directly address the shortfall of affordable 1 and 2 bedroom units in AH's service jurisdiction.

B. LOCAL ASSET MANAGEMENT PLAN

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

Yes

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, see page 113 of Appendix D

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.

AH did not make any changes to the LAMP during FY 2020.

This page intentionally left blank.

VI. ADMINISTRATIVE

A. REVIEWS, AUDITS AND INSPECTIONS

AH was not required to take action in response to any HUD reviews, audits and/or physical inspection issues during the reporting period.

B. EVALUATION RESULTS

AH is not required to conduct evaluations on its MTW Demonstration nor on any of its MTW Activities pursuant to its Amended and Restated MTW Agreement. However, AH may engage in conducting internal evaluations that may involve third-party evaluators or hybrid evaluation options in accordance with stated Board direction.

C. MTW STATUTORY REQUIREMENT CERTIFICATION

AH certifies that it has met the three MTW Statutory Requirements:

1. Ensured that at least 75% of households assisted by the MTW PHA are very low-income.
2. Continued to assist substantially the same total number of households that it would have been assisted had AH not participated in the MTW demonstration.
3. Maintained a comparable mix of households (by family size) served that it would have been served had AH not participated in the MTW demonstration.

Please **see page 81 of Appendix A** to review certification.

D. MTW ENERGY PERFORMANCE CONTRACT (EPC) FLEXIBILITY DATA

AH provides information by April 30 annually in accordance with its MTW Agreement. AH provides the following information:

- Documentation to support that AH utilizes at least 75% of the energy savings 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.

End Form 50900

A
P
P
E
N
D
I
C
E
S

This page intentionally left blank.

Appendix A: MTW Statutory Requirements

Certification

This page intentionally left blank.

Appendix A: MT W Statutory Requirements — CEO Certification

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA'S MTW STATUTORY REQUIREMENTS CERTIFICATION TO THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

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, 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 US 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 MTVV 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 as would have been served or assisted had the MTVV Funds made available to AH not been under the MTW Demonstration: and
4. AH's FY 2020 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 MTVV Agreement

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

By: 

Name: Eugene E. Jones, Jr.

Title: President and Chief Executive Officer

Date: September 30, 2020

This page intentionally left blank.

Appendix B: Requirements of AH's MTW Agreement

Board Secretary Certificate and Board Resolution

This page intentionally left blank.

SECRETARY'S CERTIFICATE

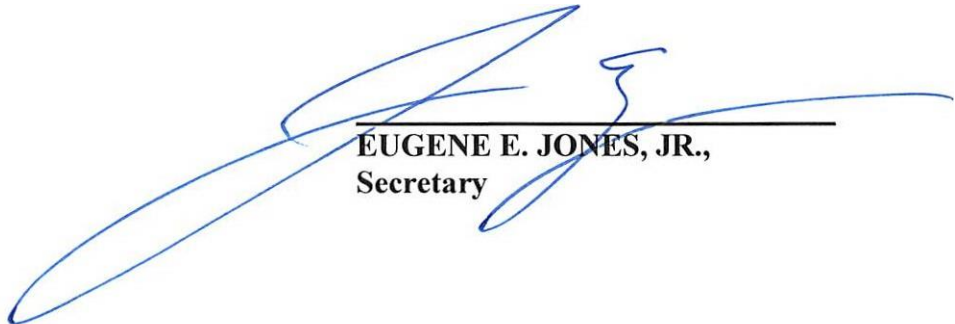
I, EUGENE E. JONES, JR., DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AHA"). 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 AHA to submit its Fiscal Year 2020 Moving To Work (MTW) Annual Report to the United States Department of Housing and Urban Development in accordance with AHA's Amended and Restated MTW Agreement.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on September 30, 2020 (the "Meeting").
4. The following Board members were present for the Meeting:

Dr. Christopher Edwards, Chair
Kirk Rich
Robert Highsmith
Pat Dixon
Yunice Emir
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 30th day of September, 2020.





EUGENE E. JONES, JR.,
Secretary

This page intentionally left blank.

RESOLUTION OPS-1

**THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA SEEKS
AUTHORIZATION TO SUBMIT FISCAL YEAR 2020 MOVING TO WORK ANNUAL REPORT
TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

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) 2020 MTW Annual Report to HUD by September 30, 2020;

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-1-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 2020 rent impact analyses are attached hereto as Exhibits OPS-1-B through OPS-1-D; and

WHEREAS, AH requests authorization from the Board of Commissioners (the Board) to submit its FY 2020 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) 2020 Moving To Work (MTW) Annual Report is hereby approved.

Further, the President and Chief Executive Officer is authorized to submit AH's FY 2020 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 2020 MTW Annual Report.

Appendix B: Board Resolution


ADOPTED, by the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia and signed in authentication of its passage, 30th day of September 2020.

ATTEST:

APPROVAL:




Eugene E. Jones, Jr.
Interim President and Chief Executive Officer



Christopher R. Edwards, M.D.
Chair

APPROVAL FOR FORM AND LEGAL SUFFICIENCY:



Lisa Y. Washington
Interim General Counsel

FY 2020 MTW ANNUAL REPORT BOARD PRESENTATION

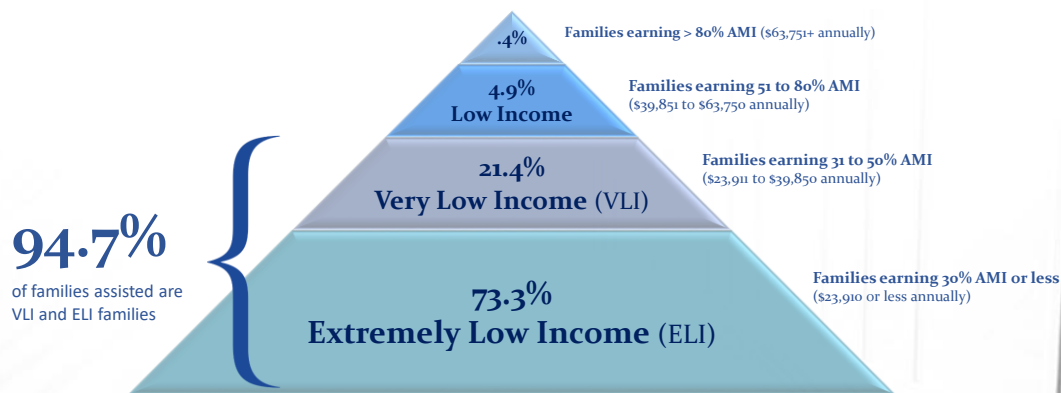


Moving to Work (MTW) Reminders...

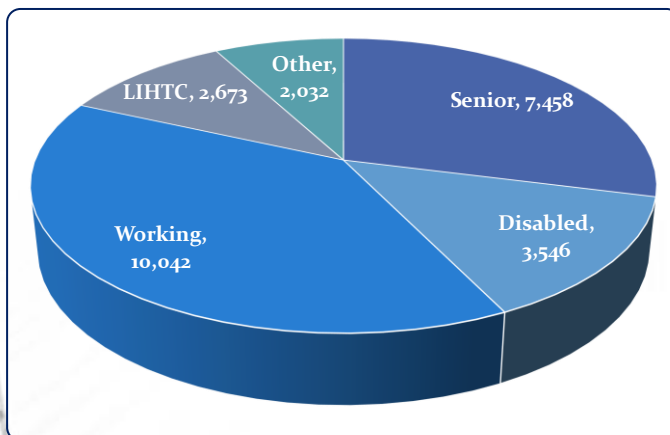


- AH is [required to meet MTW Statutory Requirements](#):
 - Ensure that at least 75% of households assisted are very low-income (95% are VLI and below).
 - Establish a reasonable rent policy designed to encourage employment and self-sufficiency.
 - Continue to assist substantially the same number of households as would have without MTW designation.
 - Maintain a comparable mix of households, by family size, as would have without MTW designation (1% change since MTW inception).
 - Ensure that MTW-assisted housing meets established HQS.

Families Assisted – AMI Breakdown...



MTW Households (HHs) Served...



- AH served **25,751 HHs** in FY 2020
 - Served **24,843 HHs** in FY 2019
 - Served **24,044 HHs** in FY 2018
 - Avg. increase of 825 HHs served annually

- AH served **1,241 net NEW HHs** in 2020 – **by occupancy**:
 - 504** New HomeFlex HHs
 - 505** Net New TBV HHs
 - 232** New DPA Awards

LIVE. WORK. THRIVE. Outcomes...

GOALS

- Create or Preserve 2,700 affordable housing units.
- 84% voucher utilization rate (+).
- 1,000 new households served (+).
- 78% Work/Program Compliance rate.

RESULTS

- Missed by 12% - created/preserved 2,369 affordable housing units (88%).
- Exceeded by 3% - 87% utilization by issuance* or 83% utilization by actual payments**.
- Exceeded by 24% - 1,241 net new households served.
- Missed by 6% - 72% raw compliance rate and 78% by weighted average.

*Includes program searching families.

**Reflects actual payments by AH to property owners once the family finds a unit and signs a lease.

MTW Activity Highlights...

- **9.2% increase** in Earned Income* from 2019.
- **Assisted 244 families** with short-term housing assistance through AH's Home Again Program.
- **Added 548 additional units:** 504 under HomeFlex and 44 under Housing Choice.
- **Created** 153 new affordable housing units:** Capitol View (56) & Herndon Square - Sr. (97).
- **Completed 135 new housing units** at Ashley IA and Ashley IB through Choice Neighborhoods and **leased 100% of the affordable units:** 54 HomeFlex units (other unit types, approx. 80% leased).



action, cooperation, assistance, not help, aid, support, backing, enforcement

*We anticipate a sharp decrease in FY 2021 because we temporarily suspended enforcement of our Work/Program Requirement in response to the pandemic.

**Based on financial closing

Agency Activity Highlights...

- **Converted 918 PH units to PBV units** through the Rental Assistance Demonstration (RAD) Program.

- **Achieved 97% of Housing Choice (HC) leasing goal.**



- **HC created 3 new HAVEN Programs:** Integrated Care Permanent Supportive Housing (PSH), RISE-II, and 5-year Mainstream with new or re-purposed TBVs.

- **Processed 1,125 new TBV households,** 215 were for TBV HAVEN.

Agency Activity Highlights...



- **Conducted 8,259 HQS inspections** and randomly performed quality control inspections on inspected units.
- **Implemented safety measures at AH-owned communities** and AH facilities.

- **Served 1,315 families through** case management, senior services, and youth services administered under AH's **Human Development Services (HDS)**.

- **Prepared 1,607 families for mixed-income living** through AH's **Good Neighbor II Program** administered by HDS.



- **Awarded 33 scholarships** for a cumulative total of 176 scholarships and nearly \$650,000 awarded since inception.



MTW PROGRAM BENCHMARKS

Source: Legacy Attachment D, MTW Program Benchmarks and MTW Program Benchmark Definitions

Reference: AH'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.

Description: The following table outlines AH's performance outcomes as set forth in Legacy Attachment D

Measurable Outcome	Baseline	Benchmark	2020 Actual	Benchmark Outcome
Public Housing Program				
• % Rents Uncollected	2.0%	2.0%	1.6%	Meets Benchmark
• Occupancy Rate	98%	98%	95%	Benchmark Not Achieved
• Emergency Work Orders Completed or Abated in < 24 hours	99%	99%	98%	Benchmark Not Achieved
• Routine Work Orders Completed in < 30 Days	5 Days	30 Days	10 Days	Meets Benchmark
• % Planned Inspections Completed	100%	100%	100%	Exceeds Benchmark
Housing Choice Program (Section 8)				
• Budget Utilization Rate	98%	98%	100%	Exceeds Benchmark
• Success Rates (Lease-up)	N/A	66%	59%	Benchmark Not Achieved
• % Planned Annual Inspections Completed	98%	98%	88%	Benchmark Not Achieved
• Quality Control Inspections	≥ 1.4%	≥ 1.4%	2.1%	Exceeds Benchmark
Community and Support Service				
• Resident Homeownership	6	6	3	Benchmark Not Achieved
• Resident Workforce Participation	6,415	6,236	5,917	Benchmark Not Achieved
Finance				
• Project-Based Financing Closings	N/A	3	10	Exceeds Benchmark

With regard to benchmark outcomes bearing, 'Benchmark Not Achieved', AH offers the following potential explanations:

Occupancy Rate - AH **strategically operated several communities under a leasing moratorium** to provide vacant units in connection with RAD conversions. In addition, the **COVID-19 pandemic affected leasing operations** during the last quarter of the fiscal year, which tends to be a high move-in, move-out season.

Success Rates - AH's **service jurisdiction is competitive** and in some cases families were unable to find suitable units to meet their housing needs. In addition, the COVID-19 stay at home order-affected families' ability to search and lease up before June 30, 2020.

HC Inspections Completed - AH was ahead of schedule to complete its planned inspections; however, the **COVID-19 pandemic affected AH's inspection process** and **some inspections had to be scheduled after June 30**.

Resident Homeownership - Although AH actively markets its Down Payment Assistance (DPA) Program, the **DPA Program is voluntary** and predicated on families interested in purchasing a home, as well as other factors. **Resident interest has been minimal**.

Resident Workforce Participation - AH aligned its work requirement with employer scheduling practices; however, the **COVID-19 pandemic influenced AH to suspend the enforcement of the requirements** temporarily.

EXHIBIT OPS-1-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 May 27, 2020 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 May 27, 2020 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 2019 and the FY 2020 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 2019, approximately 91% or **58** of the resident households paid rents greater than the Minimum Rent. Another 6% or **9** 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 2020, approximately 90% or **69** of the resident households paid rents greater than Minimum Rent. Another 9% or **7** households paid rents at the \$125 Minimum Rent Level. Additionally, approximately 0.0% or **0** household of all households paid less than Minimum Rent.

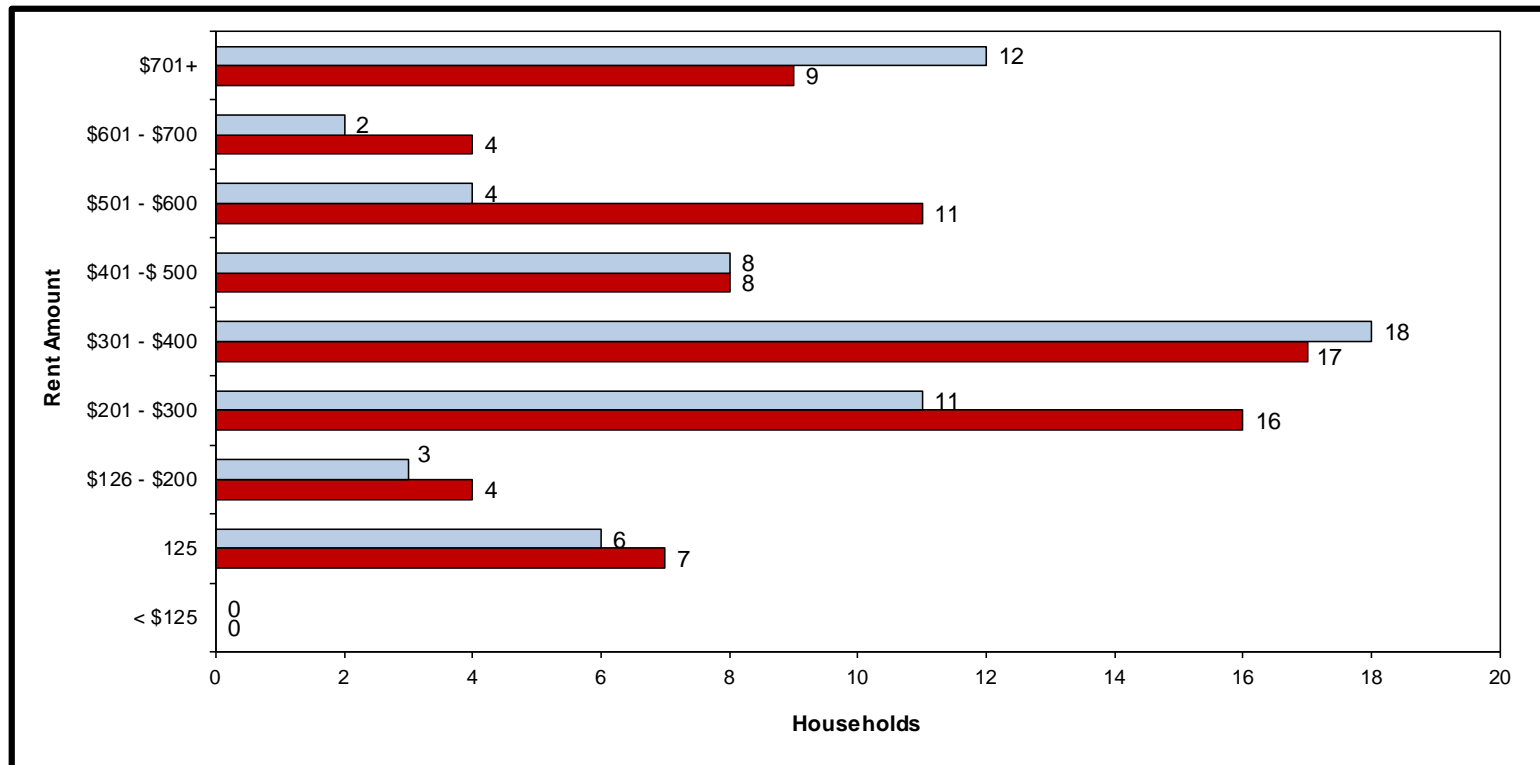
Chart 2 compares the FY 2019 and the FY 2020 rents (Total Tenant Payment) paid by Housing Choice Tenant-Based Program households. The analysis excludes households in which all members are elderly or disabled.

- In FY 2019, approximately 92% or **8,402** of Housing Choice households paid rents greater than the Minimum Rent. Another 4% or **328** paid rents at the \$125 Minimum Rent level. Additionally, approximately 4% or **364** household of all households paid less than the Minimum Rent.
- In FY 2020, approximately 90% or **8,493** of Housing Choice households paid rents greater than the Minimum Rent. Another 6% or **528** paid rents at the \$125 Minimum Rent Level. Additionally, approximately 4% or **372** 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-1-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, 2020)

**FY 2020**

Rent Amount	< \$125	125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$500	\$501 - \$600	\$601 - \$700	\$701+	Total
Total Households	0	7	4	16	17	8	11	4	9	76
%	0%	9%	5%	21%	22%	11%	14%	5%	12%	100%

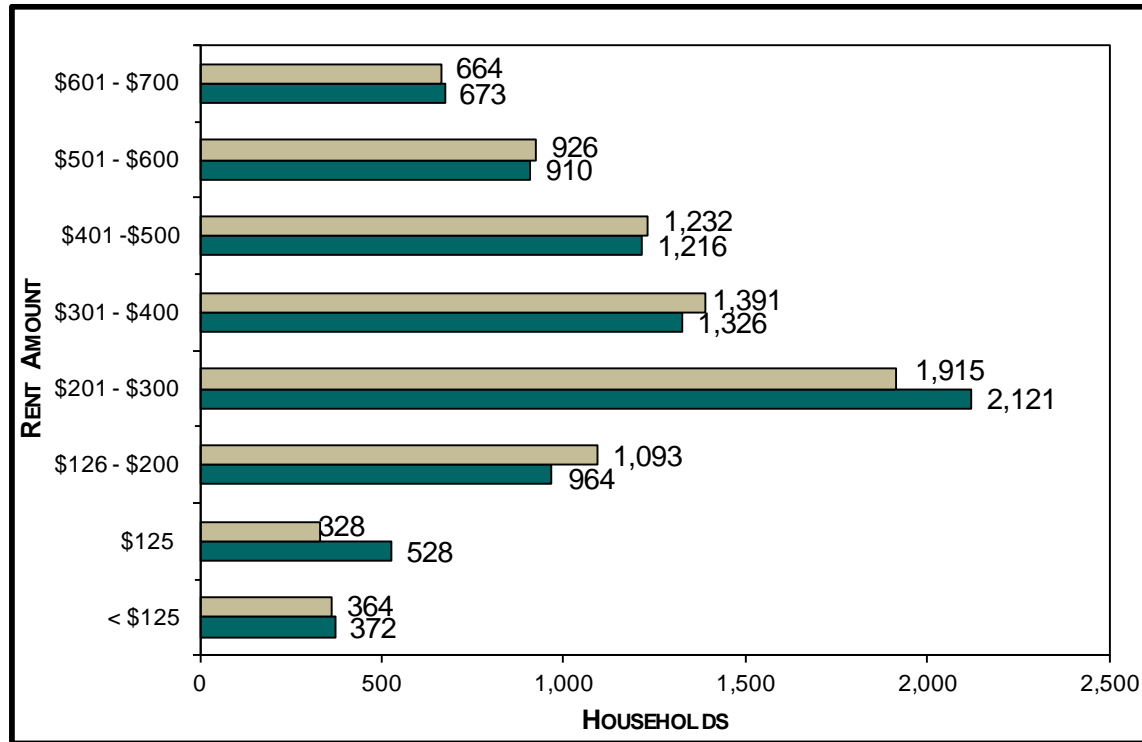
FY 2019

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%

(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-1-B Chart 2 - Minimum Rent Policy Impact Analysis
Households Receiving Section 8 Subsidy
Housing Choice Tenant-Based Program ⁽¹⁾ ⁽²⁾
 (As of June 30, 2020)

**FY 2020**

Rent Amount	< \$125	125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$ 500	\$501 - \$600	\$601 - \$700	\$701+	Total
HOUSEHOLDS	372	528	964	2,121	1,326	1,216	910	673	1,283	9,393
%	3.96%	5.62%	10.26%	22.58%	14.12%	12.95%	9.69%	7.16%	13.66	100%

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%

(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-1-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 May 27, 2020 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 I, Article Eleven of the Amended and Restated Statement of Policies adopted by the Board of Commissioners on May 27, 2020 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 May 27, 2020 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 4.2% (**34 households**) are subject to the policy. Of households assisted in MIXED Homeflex Communities, only 4.0% (**41 households**) are subject to the policy. Of households assisted in HomeFlex Developments, only 4.7% (**140 households**) of Elderly households are subject to the policy. Of households assisted in AH's Housing Choice Voucher program, only 15.84% (**241 households**) of Elderly households are subject to the policy. Of households assisted in Mixed Public Housing Communities, only 4.8% (**15 households**) are subject to the policy. Of households assisted in Rental Assistance Demonstration and Project Based Voucher program, 4.8% (**29 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 2.9% (**10 households**) and 0% (**0 households**), respectively, are subject to the policy. Of households assisted in HomeFlex Developments, 2.1% (**14 households**) of NonElderly Disabled households are subject to the policy. Of households assisted in AH's Housing Choice Voucher program, 21.52% (**211 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 4.8% (**15 households**) and 6.1% (**15 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-1-C Charts 1 and 2
Analysis of Elderly and Non-Elderly Disabled
Income Disregard Policy Impact
 (As of June 30, 2020)

CHART 1

HOUSEHOLDS WITH ELDERLY		FIXED INCOME AND EMPLOYMENT INCOME <i>DISREGARD APPLIES</i>	
Program Type	N	N	% of Total Households
AH-Owned Communities	810	34	4.2%
MIXED Homeflex Communities	1,014	41	4.0%
MIXED PH Communities	310	15	4.8%
HomeFlex Developments	2,950	140	4.7%
RAD/PBV	609	29	4.8%
Housing Choice Tenant-Based Program	1,521	241	15.84%
SUMMARY	7,214	500	38.43%

CHART 2

HOUSEHOLDS WITH NON-ELDERLY DISABLED ADULTS		FIXED INCOME AND EMPLOYMENT INCOME <i>DISREGARD APPLIES</i>	
Program Type	N	N	% of Total Households
AH-Owned Communities	344	10	2.9%
MIXED Homeflex Communities	52	0	0.0%
MIXED PH Communities	207	10	4.8%
HomeFlex Developments	668	14	2.1%
RAD/PBV	247	15	6.1%
Housing Choice Tenant-Based Program	1,910	411	21.52%
SUMMARY	3,428	460	37.42%

EXHIBIT OPS-1-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 May 27, 2020 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 TenantBased 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, 2020)

Program Type	ELDERLY/DISABLED DEDUCTION						DEPENDENT DEDUCTION					
	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	3,431	1,154	1,066	517	3,618	856	5,061	63	205	787	679	394
Number with Hardship Requests	0	0	0	0	0	0	4	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 **four** 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.

Appendix C: Requirements of AH's MTW Agreement - Elements of Legacy Attachment B and AH's MTW Program Benchmarking Data

This page intentionally left blank.

Appendix C: Elements of Legacy Attachment B

ELEMENT I. HOUSEHOLDS SERVED By Program/Housing Type

		Household Served Totals				
Community & Program Type	Assistance Type^	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual
AH-Owned	PH	1,932	1,793	1,586	1,586	1,261
MIXED	PH	2,221	2,221	2,155	2,155	1,562
	RAD PBV	0	0	423	423	1,503
	HF	1,780	1,775	1,543	1,509	1,358
	LIHTC	1,138	1,171	1,131	1,084	1,088
HomeFlex	HF	3,271	3,364	4,012	4,230	4,803
	LIHTC	1,482	1,525	1,595	1,589	1,585
Housing Choice: Tenant-Based	HCV	8,009	8,381	8,608	9,094	9,393
Housing Choice: Ports	HCV	1,973	2,086	2,029	1,860	1,711
Housing Choice: Homeownership	HCV	30	25	23	19	18
Homeownership - Other	DPA	472	553	724	993	1,225
Short-Term Housing Assistance	MTW	26	199	215	380	244
Totals:		22,334	23,093	24,044	24,922	25,751

^Assistance Type: PH = Public Housing, RAD PBV = Rental Assistance Demonstration Project-Based Voucher, HF = HomeFlex, LIHTC = Low-Income Housing Tax Credit, HCV = Housing Choice Voucher, DPA = Down Payment Assistance, MTW = Moving-to-Work

Appendix C: Elements of Legacy Attachment B

By Unit Size

Community & Program Type	FY 2019 Households by Unit Size						FY 2020 Households by Unit Size						2019 to 2020	
	0/1 BRs	2 BRs	3 BRs	4 BRs	5+ BRs	Total	0/1 BRs	2 BRs	3 BRs	4 BRs	5+ BRs	Total	# Change	% Change
AH-Owned	1,425	45	19	29	0	1,518	1,137	45	19	29	0	1,230	-288	-19.0%
MIXED	1,455	1,467	553	48	0	3,523	1,276	1,153	377	27	0	2,833	-690	-19.6%
RAD PBV Conversions	366	31	5	0		402	736	354	177	19	0	1,286	884	219.9%
HomeFlex	2,608	1,296	177	5	0	4,086	2,985	1,387	199	4	0	4,575	489	12.0%
Housing Choice: Tenant-Based	2,897	3,110	2,381	706	0	9,094	2,323	3,423	2,770	758	119	9,393	299	3.3%
Housing Choice: Ports	375	609	660	189	27	1,860	329	563	604	184	31	1,711	-149	-8.0%
Totals:	9,126	6,558	3,795	977	27	20,483	8,786	6,925	4,146	1,021	150	21,028	545	2.7%

Appendix C: Elements of Legacy Attachment B

By Family Composition

Community & Program Type	FY 2019 Households by Family Size						FY 2020 Households by Family Size						2019 to 2020	
	1 Member	2 Member	3 Member	4 Member	5+ Member	Total	1 Member	2 Member	3 Member	4 Member	5+ Member	Total	# Change	% Change
AH-Owned	1,368	100	14	14	22	1,518	1,099	78	15	14	24	1,230	-288	-19.0%
MIXED	1,455	1,467	553	48	0	3,523	1,617	559	355	183	118	2,832	-691	-19.6%
RAD PBV Conversions	354	36	11	1	0	402	797	234	146	64	46	1,287	885	220.1%
HomeFlex	2,979	733	216	106	52	4,086	3,353	823	241	104	54	4,575	489	12.0%
Housing Choice: Tenant-Based	2,862	2,274	1,696	1,175	1,087	9,094	2,955	2,372	1,747	1,179	1,140	9,393	299	3.3%
Housing Choice: Ports	Unk	Unk	Unk	Unk	Unk		337	309	327	362	376	1,711	1,711	Unk
Totals:	9,018	4,610	2,490	1,344	1,161	18,623	10,158	4,375	2,831	1,906	1,758	21,028	2,405	12.9%

Appendix C: Elements of Legacy Attachment B

By Area Median Income (AMI) Group

Community & Program Type	FY 2019 Households by Income Group					FY 2020 Households by Income Group					2019 to 2020	
	≤ 30% AMI	31 - 50% AMI	51 - 80% AMI	> 80% AMI	Total	≤ 30% AMI	31 - 50% AMI	51 - 80% AMI	> 80% AMI	Total	# Change	% Change
AH-Owned	1,364	133	18	3	1,518	1,099	117	11	3	1,230	-288	-19.0%
MIXED	2,425	889	199	10	3,523	1,978	683	155	16	2,832	-691	-19.6%
RAD PBV Conversions	341	54	7	0	402	963	248	67	9	1,287	885	220.1%
HomeFlex	3,135	831	117	3	4,086	3,424	1,012	135	4	4,575	489	12.0%
Housing Choice: Tenant-Based	6,242	2,219	591	42	9,094	6,573	2,197	576	47	9,393	299	3.3%
Housing Choice: Ports	1,599	226	34	1	1,860	1,702	3	6	0	1,711	-149	-8.0%
Totals:	15,106	4,352	966	59	20,483	15,739	4,260	950	79	21,028	545	2.7%

	Total ≤ 50% AMI (VLI & ELI Families)	Total > 50% AMI
Number of HHs by Income	19,914	1,114
% of HHs Served	95%	5%

Appendix C: Elements of Legacy Attachment B

By Waiting List Characteristics

Community & Program Type	FY 2020 WL Households by Unit Size					FY 2020 WL Households by Family Size					FY 2020 WL HHs by Income Group				FY 2020 Total
	Studio	1 BR	2 BR	3 BR	4+ BR	1 Mbr	2 Mbr	3 Mbr	4 Mbr	5+ Mbr	≤ 30% AMI	31 - 50% AMI	51 - 80% AMI	> 80% AMI	
AH-Owned		2,681	158	129	6						2,684	262	23	5	2,974
MIXED	0	11,370	11,176	7,915	622						14,191	15,868	920	104	31,083
RAD PBV Conversions															0
HomeFlex	15	6,758	4,382	3,113	3						6,378	5,736	2,098	59	14,271
Housing Choice: Tenant-Based						5,026	7,270	5,825	3,553	2,831	19,551	4,152	655	147	24,505
Totals:	15	20,809	15,716	11,157	631	5,026	7,270	5,825	3,553	2,831	42,804	26,018	3,696	315	72,833

Note: Waiting List data is fluid. AH attributes changes in total to ongoing applicant pulls and list purges throughout the year. Therefore, reflected data is a “snapshot” of each Waiting List as of June 30, 2020.

Appendix C: Elements of Legacy Attachment B

ELEMENT II. OCCUPANCY POLICIES

Overall information is codified in AH's Statement of Corporate Policies (SCP), which is located on our website at www.atlantahousing.org/news. You may contact Lenny Koltochnik, Policy Research Director for AH at Lenny.koltochnik@atlantahousing.org with specific questions.

ELEMENT III. CHANGES IN HOUSING STOCK

AH is undergoing a repositioning of its public housing stock by converting public housing units to long-term Section 8 project-based voucher assisted units under the Rental Assistance Demonstration (RAD) Program. AH submits inventory information to HUD each month via the Public and Indian Housing Information Center (PIC).

ELEMENTS IV AND V. SOURCES AND AMOUNTS OF FUNDING AND USES OF FUNDS

AH is required to submit funding information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA) by August 31 annually.

ELEMENT VI. CAPITAL PLANNING

AH includes an overview of actual capital expenditures on **page 23** of this document. Detailed information is included in our Annual Operating Budget and Comprehensive Annual Financial Report (CAFR).

ELEMENT VII. MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

Under this element, AH set a number of guidelines for its rental and housing assistance programs owned or managed by AH. Attachment D of AH's Amended and Restated MTW Agreement lists these guidelines, collectively referred to as MTW Program Benchmarks. AH provides actual performance of its MTW Program Benchmarks on **page 94** of this document. Further, AH plans to revisit these benchmarks during FY 2021 to update the measurable outcomes as appropriate and necessary.

Security

AH continues to address crime and safety in its communities through collaborative strategies with local law enforcement, neighbors, private development partners, property management developers (PMDs) and residents. Strategies taken to combat criminal elements in and around AH communities may have included:

- The provision of a security presence via concierge and staff within AH-Owned properties.
- Video surveillance and a community security channel.
- Best practice and lessons learned with the Atlanta Police Department (APD) to deter crime and enhance safety and security.
- Continued utilization of criminal screening standards and processes joined with stricter lease enforcement.
- Routine preventative maintenance tasks and making repairs and upgrades as necessary to ensure safety equipment remains operational.

ELEMENT VIII. MANAGEMENT INFORMATION FOR LEASED HOUSING

Leasing Information

AH is required to submit funding information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA) by August 31 annually.

Appendix C: Elements of Legacy Attachment B

Inspections Strategy

AH Reviews of AH-Owned Communities

Focused on providing and maintaining quality living environments throughout its real estate portfolio, AH provides an integrated assessment status of each property and works closely with its property management developer (PMD) partners to identify and address issues at the properties. Elements of AH's quality assurance program are as follows:

- (1) **Uniform Physical Conditions Standards (UPCS):** AH conducts UPCS quality assurance inspections annually at each property. An inspection of all common areas, all building systems, and a random selection of five percent of the units is completed. The inspections contribute to 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. Regular equipment maintenance has led to improved operational up time and a 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 program 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:** AH conducts/requires an annual inspection at each property for administrative, technical, and physical security systems that enable PMDs to identify and mitigate safety issues at the communities. The inspection also includes items in accordance with AH's Risk/Safety, which complies with the Insurer's Work Plan instituted by AH's liability insurance company. Because of AH's Risk/Safety Program, AH insurance premiums have been reduced.
- (7) **Accessibility:** AH conducts annual inspections at each property to ensure community 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.

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 (BPRs):** AH conducts an annual Business Process Review at all mixed-income communities, which includes a review of the property operations and a physical review of randomly selected resident files. The primary purpose of the review is to confirm that site-based administration activities comply with legal agreements defining the obligation of the owner entities and professional property management companies, AH policies, and federal requirements with respect to the administration and maintenance of the site-

Appendix C: Elements of Legacy Attachment B

based waiting list, property operations, enforcement of AH's Work Requirement, rent determination findings, and accessibility. Through BPRs, AH has been able to strengthen internal controls and external oversight of property performance related to defined measures above.

(2) **Financial:** AH reviews audited financial statements of mixed-income communities to identify trends that may affect the long-term financial viability and sustainability of the underlying asset. When there are growing concerns, impairments, audit findings, or material adverse changes that may influence the ability to meet obligations, AH works with the owner to develop a corrective action plan to resolve concerns or deficiencies as necessary.

ELEMENT IX. RESIDENT PROGRAMS

AH offers residents and voucher-holders access to a variety of programs designed to increase program participants' economic independence and housing self-sufficiency through administration of its Human Development Services (HDS) business unit. This AH unit works to link program participants with appropriate supportive services.

ELEMENT X. OTHER INFORMATION AS REQUIRED

AH is not required to provide any other information during this reporting period.

MTW PROGRAM BENCHMARK OUTCOMES

AH directs the reader to see **page 94** of this document.

Appendix D: Local Asset Management Plan (*LAMP*)

This page intentionally left blank.

Appendix D: Local Asset Management Plan

Background and Information

AH'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 AH to design and implement a Local Asset Management Plan (LAMP) 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 US 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 LAMP 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 of the MTW Agreement, AH agreed to describe its cost accounting plan as part of its LAMP including how the indirect cost fee for service rate is determined and applied.

Project-Based Approach for Public Housing Program

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

In addition, each mixed-income, mixed-finance 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. AH maintains a separate budget and accounting for the operating subsidy paid to the owners of these mixed communities, but does not maintain the accounting for property operations as AH does not own or operate these properties.

Identification of Cost Allocation Approach

AH approaches its cost allocation plan with consideration to the entire operation of AH, 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 AH operations, as well as the specific information required for the MTW Program

Under the MTW Agreement, the cost accounting options available to AH include either a "fee-for-service" methodology or an "indirect cost rate" methodology. AH can establish multiple cost objectives or a single cost objective for its MTW Program. AH 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 LAMP are utilized for determining direct and indirect costs charged to the cost objectives.

Appendix D: Local Asset Management Plan

Definitions:

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

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

Indirect Costs – costs that (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 result 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 costs to be allocated to the benefitted costs objectives.

Indirect Cost Fee-for-Service Rates – 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 – 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.

AH Cost Objectives

AH has identified the following cost objectives:

Direct Costs:

MTW Program – 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 AH's MTW Agreement and Annual MTW Plan.

Revitalization Program – includes the development related activity funded from Choice Neighborhoods, other Federal grants, or local funds. Generally, AH 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 – such vouchers include, but are not limited, to Family Unification Program (FUP) vouchers, Veterans Affairs Supportive Housing (VASH) vouchers, 1-year Mainstream (Non-Elderly Disabled (NED)) vouchers and 5-year Mainstream (Section 811) vouchers.

Other Federal, State, and Local Awards – Periodically, AH may receive other funding awards, and in these instances, AH will establish a separate cost objective for such awards as necessary.

Non-Federal Program – this category relates to entrepreneurial activities, some AH Affiliate/Component Units and National Housing Compliance, Inc., which are separate cost objectives.

AH Direct Costs

AH defines direct costs in conjunction with the cost objectives defined in this Cost Allocation Plan. Under 2 CFR §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 AH HomeFlex (AH's Project-Based Rental Assistance Program) 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. AH costs for administering Housing Choice Tenant-Based Voucher Rental Assistance Program, including inspection activities,
7. Operating costs directly attributable to operating AH-Owned properties,
8. Capital improvement costs at AH-Owned properties,
9. Operating subsidies paid to Mixed Communities,
10. AH costs associated with managing AH-Owned communities, HomeFlex, Housing Choice Homeownership Vouchers, Mixed Communities, and other AH-Owned real estate,
11. AH costs directly attributable to MTW Program activities, including the administration of human development and supportive services programs,
12. AH costs associated with development and revitalization activities with costs as defined in the next section, but paid using MTW Single Fund flexibility,
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 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, such as loans, grants, etc.,
13. Other development and revitalization expenditures.

Appendix D: Local Asset Management Plan

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 AH receives awards.

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

1. Legal expenses,
2. Professional services,
3. Utilities, such as gas, water, electric and similar utility service expenses,
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 Personal Services

In addition to the direct costs identified previously, when required to charge direct staff time to a non-MTW funding source, AH 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 §200.430. The substitute system permits AH to allocate direct costs on measures that are readily determined for each department more efficiently and effectively. Those departments and measures will be re-evaluated periodically and updated as necessary. The Operating Divisions functions and measures effective July 1, 2020 are listed below:

Operating Division	Quantifiable Measure
Construction and Facilities Management	<ul style="list-style-type: none">• Square footage of properties managed
Housing Choice Voucher Program	<ul style="list-style-type: none">• Leased vouchers
Inspection Services	<ul style="list-style-type: none">• Number of inspections
Real Estate Group	<ul style="list-style-type: none">• Active revitalizations• Number of properties managed• Number of properties and developments supported• RAD Conversions

AH Fee-For-Service

Corporate Support consists of administrative and support departments that support the Operating Divisions and AH as a whole. AH establishes a Fee-for-Service Rate based on the anticipated indirect costs 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 charged to program not funded by the MTW Single Fund. Based on current budget estimates, AH projects the indirect cost fee to be approximately 11% of total direct costs.

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

Implementation of AH's Local Asset Management Plan

AH began accounting for costs under this LAMP 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 AH's property management systems

AH has the ability to define costs differently than the standard definitions published in HUD's Financial Management Guidebook pertaining to the implementation of 24 CFR Part 990. AH is required to describe any differences between the LAMP 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 information to HUD:

1. AH 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 AH's comprehensive operation that includes other program and business activities. AH's MTW Program is much broader than Public Housing properties and includes activities not found in traditional HUD Programs. This LAMP addresses the entire AH operation.
2. AH defined its cost objectives at a different level than HUD's asset management system. Specifically, AH defined the MTW Program as a cost objective that 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 under this LAMP.

This page intentionally left blank.

Appendix E: Other Additional Information

COVID-19 Waiver Utilization

Resident Satisfaction Survey Results - Abbreviated

This page intentionally left blank.

Appendix E: COVID-19 Waiver Utilization

OVERVIEW: AH UTILIZED COVID-19 WAIVERS

Line #	Item	Statutory and Regulatory Applicability	Summary of Waiver/Alternative	Adoption Date
1	PH and HCV-1 PHA 5-Year and Annual Plan	<u>Statutory Authority</u> Section 5A(a)(1), Section 5A(b)(1), Section 5A(g), Section 5A(h) <u>Regulatory Authority</u> § 903.5(a)(3), 903.5(b)(3), 903.21	<ul style="list-style-type: none"> Alternative dates for submission Changes to significant amendment process 	April 24, 2020
2	PH and HCV-2 Family income and composition – delayed annual reexaminations	<u>Statutory Authority</u> Section 3(a)(1) <u>Regulatory Authority</u> § 982.516(a)(1), § 960.257(a)	<ul style="list-style-type: none"> Permits the PHA to delay the annual reexamination of income and family composition HCV PHAs must implement HCV-7 for impacted families if they implement this waiver 	March 30, 2020
3	PH and HCV-3 Annual reexamination Income Verification	<u>Regulatory Authority</u> § 5.233(a)(2) <u>Sub-regulatory Guidance</u> PIH Notice 2018-18	<ul style="list-style-type: none"> Waives the requirements to use the income hierarchy, including the use of EIV, and will allow PHAs to consider self-certification as the highest form of income verification PHAs that implement this waiver will be responsible for addressing material income discrepancies that may arise later 	March 23, 2020
4	PH and HCV-4 Interim reexaminations	<u>Statutory Authority</u> Section 3(a)(1) <u>Regulatory Authority</u> § 5.233(a)(2), 982.516(c)(2), 960.257(b) and (d) <u>Sub-regulatory Guidance</u> PIH Notice 2018-18	<ul style="list-style-type: none"> Waives the requirement to use the income verification requirements, including the use of EIV, for interim reexaminations 	March 23, 2020
8	HQS-1 Initial inspection	<u>Statutory Authority</u> Section 8(o)(8)(A)(i), Section 8(o)(8)(C) <u>Regulatory Authority</u> § 982.305(a), 982.305(b), 982.405	<ul style="list-style-type: none"> Changes initial inspection requirements, allowing for owner certification that there are no life-threatening deficiencies Where self-certification was used, PHA must inspect the unit no later than October 31, 2020. 	March 23, 2020

Appendix E: COVID-19 Waiver Utilization

Line #	Item	Statutory and Regulatory Applicability	Summary of Waiver/Alternative	Adoption Date
10	HQS-3 Non-Life Threatening HQS - Initial Unit Approval	<u>Statutory Authority</u> Section 8(o)(8)(A)(ii) <u>Regulatory Authority</u> HOTMA HCV Federal Register Notice January 18, 2017	<ul style="list-style-type: none"> Allows for extension of up to 30 days for owner repairs of non-life threatening conditions 	March 30, 2020
11	HQS-4 Initial HQS - Alternative Inspections	<u>Statutory Authority</u> Section 8(o)(8)(A)(iii) <u>Regulatory Authority</u> HOTMA HCV Federal Register Notice January 18, 2017	<ul style="list-style-type: none"> Under Initial HQS Alternative Inspection Option - allows for commencement of assistance payments based on owner certification there are no life-threatening deficiencies Where self-certification was used, PHA must inspect the unit no later than October 31, 2020. 	March 23, 2020
12	HQS-5 Biennial Inspections	<u>Statutory Authority</u> Section 8(o)(D) <u>Regulatory Authority</u> §§ 982.405(a), 983.103(d)	<ul style="list-style-type: none"> Allows for delay in biennial inspections All delayed biennial inspections must be completed as soon as reasonably possible but by no later than October 31, 2020. 	March 30, 2020
13	HQS-6 Interim Inspections	<u>Statutory Authority</u> Section 8(o)(8)(F) <u>Regulatory Authority</u> §§ 982.405(g), § 983.103(e)	<ul style="list-style-type: none"> Waives the requirement for the PHA to conduct interim inspection and requires alternative method Allows for repairs to be verified by alternative methods 	April 20, 2020
16	HQS-9 HQS QC Inspections	<u>Regulatory Authority</u> § 982.405(b)	<ul style="list-style-type: none"> Provides for a suspension of the requirement for QC sampling inspections 	March 23, 2020
20	HCV-2 PHA Oral Briefing	<u>Regulatory Authority</u> § 982.301(a)(3) § 983.252(a)	<ul style="list-style-type: none"> Waives the requirement for an oral briefing Provides for alternative methods to conduct required voucher briefing 	March 16, 2020

Appendix E: COVID-19 Waiver Utilization

Line #	Item	Statutory and Regulatory Applicability	Summary of Waiver/Alternative	Adoption Date
21	HCV-3 Term of Voucher -Extensions of Term	<u>Regulatory Authority</u> § 982.303(b)(1)	<ul style="list-style-type: none"> Allows PHAs to provide voucher extensions regardless of current PHA policy 	March 16, 2020
23	HCV-5 Absence from unit	<u>Regulatory Authority</u> § 982.312	<ul style="list-style-type: none"> Allows for PHA discretion on absences from units longer than 180 days PHAs must not make HAP payments beyond 12/31/20 for units vacant more than 180 consecutive days 	May 1, 2020
24	HCV-6 Automatic Termination of the HAP Contract	<u>Regulatory Authority</u> § 982.455	<ul style="list-style-type: none"> Allows PHA to extend the period of time after the last HAP payment is made before the HAP contract terminates automatically. 	March 13, 2020
25	HCV-7 Increase in Payment Standard	<u>Regulatory Authority</u> § 982.505(c)(4)	<ul style="list-style-type: none"> Provides PHAs with the option to increase the payment standard for the family at any time after the effective date of the increase, rather than waiting for the next regular reexamination to do so. 	May 1, 2020
26	HCV-8 Utility Allowance Schedule	<u>Regulatory Authority</u> § 982.517	<ul style="list-style-type: none"> Provides for delay in updating utility allowance schedule 	July 1, 2020
28	HCV-10 FUP	<u>Statutory Authority</u> Section 8(x)(2)	<ul style="list-style-type: none"> Allows PHAs to increase age to 26 for foster youth initial lease up 	April 20, 2020
30	PH-2 Total Development Costs	<u>Regulatory Authority</u> § 905.314(c)	<ul style="list-style-type: none"> Waives the TDC and HCC limits permitting approval of amounts in excess of published TDC by 25% to 50% on a case by case basis 	
37	PH-9 Utility Allowance	<u>Regulatory Authority</u> § 965.507	<ul style="list-style-type: none"> Provides for delay in updating utility allowance schedule 	July 1, 2020
42	12a Form HUD 50058	<u>Regulatory Authority</u> 24 CFR Part 908, § 982.158 <u>Sub-regulatory Guidance</u> PIH Notice 2011-65	<ul style="list-style-type: none"> Waives the requirement to submit 50058 within 60 days Alternative requirement to submit within 90 days of the effective date of action 	April 20, 2020

Appendix E: Resident Satisfaction Survey

Annually, AH surveys program participants to ascertain their feedback regarding a number of areas. Below are respondent demographics and the overall satisfaction category. Results of the entire survey are available upon request through email: strategy@atlantahousing.org.

Atlanta Housing FY 2020 Resident Satisfaction Survey Summary of Results

Demographics					
	Under 49	50 - 69	70+	No Response	
1. Please indicate your age group.					
Number of responses	40	309	228	23	
Total number of surveys returned	600	600	600	600	
Percentage	6.7%	51.5%	38.0%	3.8%	
	Fewer than 5 years	5 to 9 years	10 to 15 years	More than 15 years	No Response
2. How many years have you lived in this community?					
Number of responses	186	121	131	127	35
Total number of surveys returned	600	600	600	600	600
Percentage	31.0%	20.2%	21.8%	21.2%	5.8%
Overall Satisfaction					
	Poor	Average	Good	Very Good	No Response
3. How do you rate your quality of life in your community?					
Number of responses	30	88	229	237	16
Total number of surveys returned	600	600	600	600	600
Percentage	5.0%	14.7%	38.2%	39.5%	2.7%
	Yes	No	No Response		
4. Would you tell a friend or family member to move to your community?					
Number of responses	456	107	37		
Total number of surveys returned	600	600	600		
Percentage	76.0%	17.8%	6.2%		

The total of 600 represents the total number of surveys that were returned by residents. The "No Response" category is inclusive of individuals who returned the survey but did not respond to a particular question on the survey AND those who returned the survey with more than one response to the particular question.