Atlanta Housing Authority

MTW Annual Report

Fiscal Year Ended
June 30, 2015

Board Approved
September 30, 2015
Vision
Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

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

Goals
AHA’s business model has positioned it to achieve three goals:

- **Quality Living Environments** – Provide quality affordable housing in healthy mixed-income communities with access to excellent quality-of-life amenities.

- **Self-Sufficiency** – (a) Facilitate opportunities for families and individuals to build economic capacity and stability that will reduce their dependency on subsidy and help them, ultimately, to become financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable the elderly and persons with disabilities to live independently with enhanced opportunities for aging well.

- **Economic Viability** – Maximize AHA’s financial soundness and viability to ensure sustainability.

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

1. End the practice of concentrating low-income families in distressed and isolated neighborhoods.

2. Create healthy mixed-use, mixed-income (children-centered) communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families (especially children), with emphasis on excellent, high-performing neighborhood schools and high quality-of-life amenities, including first-class retail and green space.

3. Create mixed-income communities with the goal of creating market-rate communities with a seamlessly integrated affordable residential component.

4. Develop communities through public/private partnerships using public and private sources of funding and private sector know-how and real estate market principles.

5. Support AHA-assisted families with strategies and programs that help them achieve their life goals, focusing on financial self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.
TABLE OF CONTENTS

I. Message from the Board of Commissioners ................................................................. 3
   Message from the Interim President & CEO ................................................................. 3
   Importance of Moving to Work .................................................................................... 5
   FY 2015 Accomplishments and Program Highlights .................................................. 7
   Summary Financials ....................................................................................................... 10

II. Priority Activities ........................................................................................................ 11
   PRIORITY: Advance AHA’s Real Estate Initiatives and Expand Housing Opportunities .... 12
   PRIORITY: Advance AHA’s Human Development Initiatives ....................................... 18
   PRIORITY: Complete the Business Transformation Initiative ..................................... 21
   PRIORITY: Initiate a Long-Term Strategic Real Estate and Human Development Plan .......... 22
   MTW Innovations & Policies ....................................................................................... 23

III. Appendices .................................................................................................................. 29

HOW TO NAVIGATE THIS REPORT

In 2004, AHA submitted to HUD its first Business Plan, using its new statutory and regulatory framework pursuant to AHA’s MTW Agreement (herein referred to as the “Business Plan”). AHA’s Business Plan and its subsequent MTW annual plans on a cumulative basis outline AHA’s priority projects, activities, and initiatives to be implemented during each fiscal year. Fiscal Year 2015 represents AHA’s twelfth year of participation in the MTW Demonstration Program. For further details, see Importance of Moving to Work.

This report highlights AHA’s MTW-Eligible activities and priorities as identified in the FY 2015 MTW Annual Plan submitted to HUD on April 9, 2014 as amended on July 21, 2014 and further amended on September 24, 2014.

- The Priority Activities section highlights significant results achieved by AHA during FY 2015 and the status of AHA priority projects, activities, and initiatives as described in the FY 2015 MTW Annual Plan.
- The Appendices section includes detailed charts, AHA’s MTW Benchmark results, Ongoing Activities, and HUD information reporting requirements (HUD Form 50900).

For inquiries, please contact us at (404) 892-4700 or strategy@atlantahousing.org
Corporate Headquarters: 230 John Wesley Dobbs Avenue NE, Atlanta, Georgia 30303
© 2015 The Housing Authority of the City of Atlanta
APPLENDICES TABLE OF CONTENTS

Attached to this document, AHA has included additional detailed statistics and reports.

Appendix A  MTW Annual Report Cross-Reference Guides
  1. AHA Legacy Attachment B Requirements
  2. HUD Form 50900 Attachment B

Appendix B  FY 2015 MTW Report Resolution & Certifications
  1. Secretary’s Certificate
  2. Resolution
     Exhibit OPS-1-A: MTW Program Benchmarks – Measurable Outcomes
     Exhibit OPS -1-B: Minimum Rent Policy Impact Analysis
     Exhibit OPS -1-C: Elderly and Non-Elderly Disabled Income Disregard Policy
     Impact Analysis
     Exhibit OPS -1-D: Rent Simplification Policy Impact Analysis
  3. Certification to HUD Regarding AHA’s FY 2015 MTW Annual Report

Appendix C  Ongoing Activities
  1. AHA Program Benchmarks
  2. Approved MTW Implementation Protocols

Appendix D  AHA MTW Benchmarks (Legacy Attachment B)
  1. Households Served Information
  2. Units Added
  3. Units Under Commitment
  4. Units Removed
  5. Household Characteristics
  6. Waiting List Characteristics
  7. Occupancy Rate
  8. Rents Uncollected
  9. Emergency Work Order Completion
  10. Routine Work Order Completion
  11. Inspections
  12. Security

Appendix E  Resident Satisfaction Survey, AHA-Owned Residential Communities

Appendix F  Financial Analysis
  1. FY 2015 Budget vs. Actual (Unaudited)
  2. Modernization & Non-Operating Expenditures (AHA-Owned Residential Communities)
  3. Annual Statement / Performance and Evaluation Reports
  4. Housing Choice Vouchers Authorized
  5. Local Asset Management Program
  6. AHA Audit for the Fiscal Years Ended June 30, 2014 and 2013

Appendix H  HUD Information Reporting Requirement (HUD Form 50900 – Attachment B)
MESSAGE FROM THE BOARD OF COMMISSIONERS

Opportunities continue to abound for AHA! We are engaged in fruitful relationships with the City of Atlanta and Invest Atlanta – the city’s economic development authority – to plan revitalization of communities on the city’s Westside.

We are thrilled about HUD’s decision to award us a Choice Neighborhoods Implementation Grant. The $30 million grant leveraged with nearly $400 million in other public and private funds will be used to restore the former University Homes, Vine City, Ashview Heights and the Atlanta University Center neighborhoods (collectively known as the University Choice Neighborhood) to their former distinction. Atlanta has not seen this type of opportunity since the HOPE VI grants which we used to revitalize many of our former public housing communities.

Our efforts toward efficiency – both fiscally and with respect to operations – have allowed us to meet the needs of more people than we have previously. We move forward confidently, knowing that our work in these areas will promote a better quality of life for those we serve and the city of Atlanta.

Daniel J. Halpern, Chair
AHA Board of Commissioners

MESSAGE FROM THE INTERIM PRESIDENT & CEO

During the past fiscal year, AHA has met with opportunities that are sure to yield continued improvements to the way we conduct business and serve families.

Our applications for both the U.S. Department of Housing and Urban Development’s (HUD) Rental Assistance Demonstration (RAD) and the Low Income Housing Tax Credit (LIHTC) were completed in June for our Juniper & Tenth Highrise. Both, if awarded, will bring much-needed upgrades and conveniences to the elderly and disabled residents we serve at this location.

At Centennial Place – AHA’s first mixed-use, mixed-income community – comprehensive renovations are underway, funded by access to new loans and tax credits. When complete, our participants will enjoy modern amenities in units that meet current code requirements, and the property will continue to compete with market-rate rentals in its vicinity.

At Scholars Landing (the former University Homes site), AHA’s first affordable personal care facility with 60 units, Oasis at Scholars Landing, is complete and will serve as an alternative to nursing homes. Creating this development model is critical as seniors in AHA-Owned high-rises age in place and need assistance with daily living. Scholars Landing is also at the center of our Choice Neighborhoods Implementation Grant area.
Message from Joy W. Fitzgerald Continued

While we’ve reached many real estate milestones over the past twelve months, our commitment to our families is equally important. Central to AHA’s goal is to help assisted households acquire the resources they need to support themselves and their families as they move toward self-sufficiency. Our Human Development Services team is critical to this effort, and this year, they have made noteworthy progress. We procured a case management system to track each household’s progress. Of the 1,209 Housing Choice households served by the team this fiscal year, 318 became compliant with AHA’s work/program requirement. This transition increased the overall work requirement compliance rate for our Housing Choice Voucher participants by 10 percent and significantly increases the number of households benefitting from our city’s booming economy.

AHA continues to forge ahead toward our goal of making information more readily accessible to those we serve. For example, we redesigned our website to improve functionality. Additionally, improving business processes such as digitizing and centralizing millions of documents and stabilizing AHA’s enterprise resource planning platform have helped us increase employee productivity and reduce service times for our families. After closely examining our administrative and operating costs, we were able to cut $5.4 million from last year’s budget – all while increasing voucher utilization and the number of families served.

AHA is excited about our growth. But more importantly, we look forward to providing continued excellence in service to our current participants and to expanding our services to an even greater number of Atlantans who could benefit from our assistance.

Joy W. Fitzgerald

Interim President & Chief Executive Officer

“The [Choice Neighborhood Grant] represents our belief that we can collaborate to make a difference. Every segment in Atlanta can share in Atlanta’s prosperity.”
- HUD Secretary Julián Castro
IMPORTANCE OF MOVING TO WORK

Meeting Local Needs Using Federal Resources

In 1996, Congress created the Moving to Work Demonstration Program (MTW Program), which gave the Secretary of HUD authority to negotiate agreements with up to 30 high-performing public housing agencies to demonstrate how flexibility, regulatory relief, and innovation could lead to better outcomes for low-income families and the broader community.

Congress wanted to create an environment for public housing agencies that encouraged innovation and demanded greater efficiencies to result in better outcomes for America’s low-income families, cities, and counties. Congress also wanted to demonstrate that with greater flexibility more could get accomplished with the same, or possibly fewer, resources from HUD.

MTW has outperformed Congress’ and HUD’s expectations. The MTW Program has been expanded beyond 30 housing authorities, and the timeline has been extended. Currently, there are 39 MTW agencies out of 3,400 public housing authorities in the nation.

Over time, the MTW Program has yielded three major lessons:

1. All real estate is local, and conditions vary widely throughout the nation.
2. Local problem-solving based on the needs, aspirations, and market and financial realities in the locality (using a strategic planning framework) yields substantially better results.
3. The focus must be on outcomes and not process.

Simply put, MTW is the new way of making HUD programs and funding resources work better in localities and with better results.

MTW and Single Fund Authority

While statutory and regulatory flexibility are foundational elements of the MTW Program, the Single Fund authority is essential to AHA’s financial viability. AHA’s MTW Agreement permits AHA to combine its low-income operating funds, Housing Choice voucher funds, and certain capital funds into an MTW Single Fund or, simply, “MTW Funds.” Unlike non-MTW public housing authorities, individual funding sources are combined and converted to MTW Funds under AHA’s MTW Agreement. Once part of the MTW Fund, they are relieved of their statutory and regulatory strictures and may be used for the MTW-Eligible activities set forth in AHA’s Annual Plan.

The funding flexibility provided AHA under the MTW Agreement is essential to AHA’s continued success and long-term financial viability.
Importance of MTW to AHA

Obtaining MTW status has enabled and enhanced AHA’s implementation of its long-term strategy of revitalizing communities. This strategy has been further enriched by using MTW flexibility to promote human development and leverage public/private real estate partnerships.

AHA uses its MTW flexibility and funds to create innovative, local strategies and solutions that will have a positive impact on the families, real estate, and the city of Atlanta. From the very beginning of AHA’s official status as an MTW agency and as it moves forward, AHA has served and continues to serve substantially the same number of families.

With MTW, AHA is able to pursue opportunities that benefit low-income families and that are not available to non-MTW agencies:

- Work requirement has increased employment for non-elderly, non-disabled adults.
- Biennial and triennial recertification (i.e. determination of continued eligibility for assistance) of elderly residents has reduced disruption and stress for our elderly participants while reducing administrative costs for AHA.
- AHA spent $1.8 million in 2015 to provide human development services to help families overcome barriers to working. Services included job training and placement, after-school care for children, record restrictions (i.e. expungement) of criminal records, and elder day care.
- Using its locally designed PBRA program and funding flexibility, AHA has expanded affordable housing and supportive housing for the homeless in Atlanta.

Unique in this industry, AHA maintains a holistic view of itself as an MTW agency. That is to say, unless otherwise prescribed by Congressional appropriations language governing a specific program, AHA does not separate activities as either MTW or non-MTW. For example, AHA’s policy innovations like the work/program requirement are applicable to all families across all AHA programs except for the elderly and persons with disabilities.

AHA’s MTW Agreement & Extensions

AHA applied for and was designated as an MTW agency in 2001. After extensive negotiations, AHA executed its MTW Agreement with HUD on September 23, 2003, effective as of July 1, 2003. Later, AHA was able to retain the unique provisions under its original agreement when it negotiated a 10-year extension with its amended and restated MTW Agreement on November 13, 2008, and further amended it on January 16, 2009. AHA’s MTW Agreement, unlike the other 38 MTW Agencies, allows more program flexibilities and may be automatically extended for additional 10-year periods, subject to HUD’s approval and AHA meeting certain agreed-upon conditions.

The success that AHA has achieved as an innovator, fulfilling the promise of the MTW program envisioned by Congress, is apparent in a review of AHA’s many initiatives. For more detail, see the section on MTW Innovations and Policies.
FY 2015 ACCOMPLISHMENTS AND PROGRAM HIGHLIGHTS

AHA comprehensively operates the entire agency pursuant to its MTW Agreement and utilizes fungibility of its MTW Single Fund in operating and administering its programs. In cases where there are statutory requirements or grant provisions, AHA complies with these terms as required. Each AHA program is designed to leverage all AHA’s resources – finances and funding flexibility, knowledge and experience, grant funds, rental subsidies, partner relationships, and land. Through its various housing solutions and programs, all supported by human development services, AHA is able to meet a broad spectrum of housing needs for low-income families, including at-risk populations, in the city of Atlanta.

(Figures as of June 30, 2015)

- **21,779** Households Served during FY 2015
  - 491 new households were housed from the Housing Choice waiting list which was opened for the first time in over ten years.
  - 85 veterans were housed through the HUD-Veterans Affairs Supportive Housing (VASH) program and AHA’s Supportive Housing Program.
  - 69 eligible, first-time home-buyers received down payment assistance from AHA.
  - 60 new affordable rental units were completed in FY 2015 as a part of AHA-Sponsored mixed-use, mixed-income communities developed on the sites of former public housing projects.
  - 204 new affordable rental units were made available through AHA’s MTW PBRA program with private developers and owners.

- Submitted applications for RAD and Low Income Housing Tax Credits for Juniper and Tenth Highrise, an AHA-Owned Residential Community. Completed financial closing on Centennial Place Phase 1 and began rehabilitation of this 20-year old mixed-income community.

- Through AHA’s Supportive Housing Program, partnered with the City of Atlanta’s Continuum of Care and the United Way of Greater Atlanta to launch two new pilots to house **11 formerly homeless families** and stabilize **102 families at risk of homelessness**.

- **27 students** were awarded **$49,750** in scholarships through AHA’s Atlanta Community Scholars Award, **1 student** was named a Gates Millennial Scholar and **3 students** received scholarships from the Housing Authority Insurance Group.

- Completed construction of **Oasis at Scholars Landing**, a 60-unit affordable personal care facility. Held a job fair to hire neighborhood residents.

- Provided human development services and case management to **1,209** Housing Choice participants.

- Completed **100 percent** of Housing Choice and PBRA inspections and **100 percent** of audits of AHA-Owned and AHA-Sponsored Communities.
AHA PROGRAMS AND PROPERTIES

For a detailed listing of properties in AHA’s portfolio, see the AHA FY 2016 MTW Annual Plan, available on the [AHA website](#).

**AHA-Owned Residential Communities**

1,942 households  ●  11 senior high-rises  ●  2 family communities

AHA owns 13 public housing assisted residential properties, including 11 senior high-rise communities and two small family communities. Under AHA’s site-based and private property management business model, AHA contracts with third-party professional property management and development firms to manage each community in a comprehensive manner in accordance with AHA’s goals, policies, and financial resources. Site-based administration includes the daily property operations, maintenance, and capital improvements, as well as admissions and resident services.

The Property Managers-Developers (PMDs) – The Integral Group, Columbia Residential, and The Michaels Organization – also are responsible for creating development plans to attract private funding for updating and modernizing the properties.

**AHA-Sponsored Mixed-Use, Mixed-Income Communities**

3,969 AHA-assisted households  ●  16 communities

AHA’s Strategic Revitalization Program makes it possible for private real estate developers to create market-rate quality mixed-use, mixed-income communities on the sites of former public housing projects. Using a blend of private sector market principles and public sector safeguards, the community-building model embraces human development strategies and envisions the following transformational elements:

- New mixed-income rental and for-sale units – both affordable and market-rate,
- High-performing neighborhood schools (pre-K to high school),
- Great recreational facilities and amenities,
- Green space and parks,
- Quality retail and commercial activities.

Since 1995, AHA and its private sector partners have successfully created quality, mixed-use, mixed-income communities with a cumulative economic impact of approximately $2 billion.
Housing Choice Tenant-Based Voucher Program

9,542 households

AHA’s Housing Choice Tenant-Based Voucher Program offers families the greatest mobility and broader range of choice in selecting where they live. Using an AHA voucher, families may identify quality housing anywhere in the city of Atlanta without paying more than 30 percent of adjusted income towards their rent and utilities. Families may also choose to use their AHA voucher to move outside the city limits of Atlanta. Property owners/landlords of single family homes and apartments manage the properties and enter into landlord-tenant relationships with the families.

Project Based Rental Assistance Program

3,244 AHA-assisted units

Using MTW flexibility, AHA created and implemented the Project Based Rental Assistance Program (PBRA) – AHA’s form of project-based vouchers. This program leverages the value of a long-term rental assistance arrangement for private real estate developers and owners to develop or provide affordable units in quality mixed-income environments. AHA and the owner enter into a PBRA Agreement for a period up to 15 years to provide rental assistance to eligible residents in the PBRA units covered by AHA’s commitment. The PBRA Agreement also streamlines program activities through site-based administration in which the property owner manages waiting lists, eligibility, recertification and other administrative functions at the property level.

The PBRA Program has successfully increased the long-term availability of high-quality affordable units to low-income families in Atlanta.

Supportive Housing

1,314 households (Sub-set across all business lines)

When a person or family is in crisis because they lack safe and adequate housing, or they are unable to maintain housing because of mental health or developmental disabilities, typical housing assistance policies and programs may be inadequate to address their various needs and root causes.

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

For AHA, Supportive Housing holds a meaningful place among the housing opportunities we make available to low-income families and individuals.
SUMMARY FINANCIALS

For detailed financials, see Appendix F: Financial Analysis - FY 2015 Budget vs. Actual (Unaudited).

FY 2015 Sources and Uses of Funds
(Preliminary & Unaudited Actuals)

Sources of Funds
During FY 2015, most of AHA’s funding came from HUD in the form of Housing Choice Voucher Funds, Public Housing Operating Subsidy, and Capital Fund grants.

AHA also received revenue from these sources:

- Rents paid by residents of the 13 AHA-Owned Residential Communities
- Fees earned in connection with development activities under its Revitalization Program
- Participation with the individual Owner Entities in net cash flows from mixed-income, mixed-finance rental communities (in the form of interest payments or ground lease payments)
- Profit participation from the sale of single family homes
- Unrestricted sources of revenue
- Through its ongoing business relationship with Georgia HAP Administrators, Inc., d.b.a. National Housing Compliance (NHC), AHA earned $630,872 unrestricted revenue as a member of NHC. (No MTW or other AHA restricted funds support this independent business operation.)

Uses of Funds
In FY 2015, AHA continued to facilitate quality affordable housing opportunities for low-income families in the following ways:

- Provided a total of $88 million in housing assistance payments for households under the tenant-based Housing Choice Voucher Program
- Provided a total of $35 million in PBRA payments supporting PBRA units in mixed-income communities
- Used MTW Funds to provide $12 million to cover operating costs for AHA-assisted units in the AHA-Sponsored Mixed-Income Communities
- Used MTW Funds to cover $13 million in operating expenses, including resident services, to support 1,942 households in AHA-Owned Residential Communities
II. PRIORITY ACTIVITIES

Each fiscal year’s accomplishments reflect progressive steps toward making AHA’s vision a reality. Over the past 12 years as an MTW agency, AHA has creatively used the tools and flexibility afforded by its MTW Agreement to implement housing policy reforms across all programs. (See details on MTW-enabled innovations in *MTW Innovations & Policies.*)

During FY 2015, AHA focused on the following four priorities as articulated in its FY 2015 MTW Annual Plan:

<table>
<thead>
<tr>
<th>AHA’s Priorities are Aligned with MTW Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY 2015 Priorities</strong></td>
</tr>
<tr>
<td><strong>AHA/MTW Goals</strong></td>
</tr>
<tr>
<td>Quality Living Environment</td>
</tr>
<tr>
<td>Advance AHA’s Real Estate initiatives and expand housing opportunities.</td>
</tr>
<tr>
<td>Advance AHA’s Human Development initiatives.</td>
</tr>
<tr>
<td>Complete the business transformation and integrated Enterprise Resource Planning initiative.</td>
</tr>
<tr>
<td>Initiate a long-term strategic real estate and human development plan.</td>
</tr>
</tbody>
</table>
PRIORITY: ADVANCE AHA’S REAL ESTATE INITIATIVES AND EXPAND HOUSING OPPORTUNITIES

Over the last 20 years, AHA and its private sector development partners have repositioned its former public housing properties into 16 mixed-use, mixed-income communities with a seamless affordable housing component.

As the real estate and financial markets strengthen, AHA and its development partners will continue to advance the community sustainability aspects of the Master Plans. These strategies are intended to ensure the long-term sustainability and stability of the communities and the families’ progression to self-sufficiency. Most of these additional aspects will be developed using non-HUD funds.

Advance master plans for mixed-use, mixed-income communities

Through communities developed, owned, and managed by public/private partnerships on land on the sites of former public housing communities, AHA has helped to address Atlanta’s need for additional high-quality affordable housing in economically integrated environments.

- **Auburn Pointe (Grady Homes Revitalization)**
  - In FY 2015, AHA determined it would not demolish the structure located at 20 Hilliard Street due to its historic significance and is working with the community and developer to establish a plan for adaptive re-use of the property.
  - The master planning process was initiated; however, finalizing the plan was delayed pending a decision by the City of Atlanta to construct a natatorium recreational center on a portion of the Auburn Pointe property.

- **Capitol Gateway (Capitol Homes Revitalization)**
  - AHA demolished the structure located at 333 Auburn Avenue and completed the demolition and site remediation associated with the Memorial Drive assemblage.
  - The master planning process was initiated in FY 2015 with completion expected in FY 2016.

- **Centennial Place (Techwood/Clark Howell Homes Revitalization)**
  - Entered into a construction management agreement for public improvements design work for Phase VI in 4th quarter FY 2015.
  - Planning began to redevelop the Cupola Building as 13 affordable for-sale homes.
  - In FY 2015, the Zell Miller Building was renovated to serve as the center of operations for AHA’s human development services team for Housing Choice participants.
  - The master plan was updated in FY 2015.
  - Reformulation: Phase I closed June 11, 2015 and construction is underway. Phase II received a Low Income Housing Tax Credit (LIHTC) award and will close in FY 2016. A LIHTC application was submitted for Phase 3 with a determination to be made in FY 2016.
Mechanicsville (McDaniel Glenn Revitalization)
- AHA’s development partner has been engaged in pre-development activities for the development of 75 scattered-site rental units as part of a lease-to-own program promoting neighborhood stabilization. Affordable rentals will be achieved through LIHTC Program for a 15-year period. Twenty-five of these units will be on AHA property under the terms of a ground lease with a purchase option at the end of the 15-year compliance period. The closing has been delayed until FY 2016.
- The Master Plan update has been completed.

Scholars Landing (University Homes Revitalization)
- Vertical construction was completed on Oasis at Scholars Landing, the 60-unit affordable personal care facility. The property expects to lease to eligible residents in FY 2016. AHA has provided PBRA assistance for all units.
- As part of the Choice Neighborhoods planning process, AHA worked with a master planner to develop a methodology and process to focus on neighborhood areas of proposed revitalization. As a result of the analysis, two key locations (Ashview Heights and Atlanta University Center Neighborhood) were identified within the Choice Neighborhoods area to focus neighborhood stabilization measures and homeownership. Scholars Landing is located within the Atlanta University Center Neighborhood.

Villages at Carver (Carver Homes Revitalization)
- A vacant parcel (1463 Pryor Road) was sold to Fulton County on May 12, 2014, for the development of a regional library. Construction of the regional public library began in FY 2015 with completion anticipated in FY 2016. When completed, the library will provide a much-needed amenity to families in the revitalized community and surrounding neighborhood.

West Highlands at Heman Perry Boulevard (Perry Homes Revitalization)
- Public improvements are underway for Phase 2, Section 1 (development of 154 for-sale homes). On May 21, 2015, a Construction Management Agreement was executed for Phase 2, Sections 2 and 3 (development of 252 for-sale homes) and work has begun.
- In FY 2015, 11 market-rate homes were built and sold by AHA’s development partner at West Highlands.
- The master planning update will begin 1st quarter of FY 2016.
- AHA and AHA’s master developer continue to support the development of the Westside Atlanta Charter School. AHA’s development partner has provided approximately 5,000 square feet in the base of Columbia Creste multi-family apartment building to house grades K-1. In June 2014, AHA ground leased approximately 1 acre to the school to construct educational modular trailers to allow for an expansion to K-5th grades. AHA has invited the school to participate in the master planning process to assist in the location of a permanent site for the school.
- On June 18, 2015, AHA acquired the Rockdale Mental Health Center, a 1.37-acre site, for future development of a mixed-use, mixed-income community as market conditions warrant.
**Advance Real Estate Development Initiatives**

**Land Transactions and Sale of Assets**

- In FY 2015, AHA began negotiations with the City of Atlanta regarding a donation of 1.77 acres of Auburn Pointe (the former Grady Homes) to construct a natatorium recreational center. Having received approval from HUD’s Special Applications Center (SAC) to dispose of the property, AHA anticipates the closing in FY 2016.

- AHA began redevelopment of the former Herndon Homes public housing site by issuing a Request for Qualifications for developer partners. AHA anticipates making an award in FY 2016.

**Homeownership Down Payment Assistance**

Using its MTW flexibility, AHA partnered with the City of Atlanta, Invest Atlanta, AHA’s master development partners, and local lenders to provide down payment assistance to 69 low-to-moderate income, first-time homebuyers purchasing homes throughout the city of Atlanta.

**Choice Neighborhoods Implementation Grant**

During FY 2015, AHA and the City of Atlanta jointly submitted a Choice Neighborhoods Implementation (CNI) grant application in response to HUD’s 2014 Choice Neighborhoods Implementation Grant Notice of Funding Availability. AHA (Applicant and People Plan Lead) and MBS-Integral UCNI, LLC (Housing Plan Lead) would work in concert with the City of Atlanta (Co-Applicant), Invest Atlanta (Neighborhood Plan Lead), the United Way of Greater Atlanta (Principal Education Partner), the Atlanta University Center Consortium, Atlanta Public Schools, Arthur M. Blank Family Foundation, community partners, and residents to engage in activities and transform the target area, subject to funding availability.

The comprehensive plan is supported by strategies and prospective funding for the transformation of the housing, neighborhood, and people within the proposed grant area. The $30 million HUD grant leverages $395.9 million in other public and private funds.

In July 2015, AHA was notified by HUD that it was 1 of 9 finalists for a CNI grant award. On September 28, 2015, HUD awarded a $30 million CNI grant to AHA and the City of Atlanta.
Expand housing opportunities utilizing PBRA assistance and the Housing Choice tenant-based program

Utilize PBRA as a strategic tool to facilitate housing opportunities

AHA continues to facilitate affordable housing opportunities for low-income families under the PBRA program. Currently, AHA uses PBRA to support 4,992 units in mixed-income environments both in AHA-Sponsored Communities and privately owned communities. (See Appendix D.) AHA made commitments for PBRA agreements (new or renewals) for 12 properties (plus Oasis at Scholars Landing, discussed under Supportive Housing below), thereby ensuring availability of 798 affordable housing units for 2 to 15 years.

- Ashley Collegetown II (9 units)
- Campbell Stone (201 units)
- Columbia Heritage Senior (124 units)
- Crogman School Apartments (42 units)
- GE Tower (105 units) New
- Lillie R. Campbell House (50 units) New
- Martin House at Adamsville Place (77 units) New
- The Peaks at MLK (73 units)
- Quest Village III (10 units)
- Seven Courts (30 units)
- Villas of H.O.P.E. (36 units)
- Welcome House (41 units)

Create more opportunities using Housing Choice Vouchers

To address the demand for affordable housing, AHA actively pulled from its existing waiting list, opened its waiting list for new applicants and modified processes to help applicants move-in quickly.

From its existing waiting list, AHA processed Applicants until the waiting list was exhausted. In order to assist more families and as anticipated in the FY 2015 Annual Plan, AHA recognized the need to open the waiting list.

In January 2015, AHA opened its waiting list for Housing Choice vouchers for the first time in over ten years. Using an online application process over 14 days, AHA received over 113,000 applications from 49 states.

Given the strong demand for affordable housing, AHA intentionally cast the net wide to raise awareness of the opportunity. For three months before the opening in January 2015, AHA worked with the City of Atlanta, non-profit community partners, disability organizations and others to spread the word about how to apply. For applicants without access to computers, AHA arranged for access through 34 local public libraries and over 30 recreation centers and senior centers. In addition to public service announcements on multiple radio stations, notices were translated into multiple languages and language interpreters were provided on the hotline.

Households Served
Increased by 204 Units under New PBRA Agreements

Opening of Housing Choice Waiting List
113,000 Applications received from 49 states
10,000 Names randomly chosen for waiting list
4,000 Names randomly pulled in FY 2015
After the closing, AHA's vendor used a computerized process to randomly choose 10,000 names to form the waiting list. By the end of FY 2015, AHA had pulled 4,000 names from the waiting list and had begun processing applicants for eligibility.

To further support increased voucher utilization, AHA implemented an expedited lease-up process for qualified landlords with quality multi-family properties. Essentially, AHA pre-qualifies a landlord and their property for participation in the Housing Choice program, including establishment of a rent schedule. If an applicant chooses a participating property, move-in may occur in as little as 5 days. By the end of FY 2015, 13 properties were qualified, which will benefit families in FY 2016 and beyond.

Expand supportive housing and homelessness initiatives

AHA employs both place-based (using PBRA) and tenant-based (using Housing Choice tenant-based vouchers) approaches to further its Supportive Housing Strategy. For AHA, supportive housing encompasses stable housing plus intensive support services for people with a variety of special needs: homeless people, people with disabilities, military veterans, at-risk families and youth, and other target groups enrolled in supportive services programs. Using its MTW flexibility and funds to partner with private sector entities, government agencies, and the service provider community, AHA will continue to expand its supportive housing programs to assist at-risk populations.

AHA supported 1,314 supportive housing units through its various programs highlighted below.

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

- In FY 2015, AHA successfully housed an additional 85 veterans and their families using HUD Veterans Affairs Supportive Housing (HUD-VASH) vouchers, a cooperative program between HUD and the Veterans Administration. In FY 2015, HUD awarded AHA an additional 30 vouchers. Of the 240 VASH vouchers awarded to AHA since FY 2012, 198 vouchers are in use. Under this special voucher program, AHA issues vouchers based on referrals from the VA, and the VA provides case management and other services for each veteran.

- Oasis at Scholars Landing, a 60-unit affordable personal care facility for seniors (and veterans) and their families, was completed. This community is designed to allow elderly residents to age in place, provide alternatives to costly nursing home care, and reduce Medicaid expenditures through a continuum of care.
Using its MTW flexibility in FY 2015, AHA implemented two pilots to address homelessness in Atlanta.

- Working with the City of Atlanta’s Continuum of Care and the United Way of Greater Atlanta, AHA launched a new Tenant-Based Supportive Housing pilot that provides vouchers for individuals and families that successfully “graduate” from a permanent supportive housing community into living with less intensive case management. Eleven families were housed during the year.

- Working with the United Way of Greater Atlanta, AHA launched a Short-Term Housing Assistance pilot called Home Again to prevent homelessness and to support rapid re-housing of families dealing with temporary setbacks. Using MTW funds, 102 families were assisted with rent, deposits, and utility arrears to become or remain stably housed.

**Implement conversion (reformulation) demonstration for Centennial Place**

On November 2, 2012, HUD approved AHA’s proposal to pilot the Reformulation Demonstration Program at Centennial Place. Under this program, AHA converted the operating subsidy for the 301 public housing-assisted units in the four phases of Centennial Place to project based rental assistance (AHA PBRA) as designed and implemented by AHA using its MTW flexibility. The subsidy conversion to AHA PBRA for all four phases was effective January 1, 2015. AHA’s development partner received Low Income Housing Tax Credits for Phases I and II and applied for tax credits for Phase III. The financial closing for Phase I took place on June 11, 2015. During FY 2016, AHA will continue to implement the reformulation program at Centennial Place, while exploring subsidy conversion strategies (which may include HUD’s RAD model) for the other AHA-Sponsored Mixed-Income Communities.

**Reposition AHA-Owned Residential Communities in partnership with new property management and real estate development firms.**

In FY 2015, AHA’s Property Manager-Developer (PMD) partners (The Integral Group, The Michaels Organization, and Columbia Residential) began development planning for modernizing the AHA-Owned Residential Communities to elevate them to market standards. As anticipated in AHA’s MTW Agreement, AHA and its partners will accomplish this modernization by converting the subsidy from Section 9 to Section 8 using AHA’s MTW-approved reformulation model or HUD’s RAD model. After extensive planning and consultation with residents, AHA submitted a RAD application in June 2015 and Columbia Residential submitted a 9% tax credit application for the Juniper & Tenth community. AHA and its partners anticipate submitting RAD applications for additional communities during FY 2016 with the goal of converting all AHA-Owned Residential Communities over the next six years, subject to availability of RAD funds and tax credits.

---

1 AHA’s MTW PBRA program was designed and implemented under AHA’s MTW Agreement with HUD and is not the same as HUD’s PBRA program for project-basing Section 8 assistance at FHA-insured multifamily properties and certain public housing developments under HUD’s Rental Assistance Demonstration program.
PRIORITY: ADVANCE AHA’S HUMAN DEVELOPMENT INITIATIVES

One of the key lessons AHA has learned through its strategic revitalization efforts to transform public housing for the 21st century is that human development services are essential to the success of those we serve. Using MTW funds, AHA continues to offer human development services. In the AHA-Owned Residential Communities and the AHA-Sponsored Mixed-Income Communities, property management provides resident services including onsite activities, service coordination and referrals.

In the Housing Choice Voucher Program, human development services are provided by AHA staff, a group of third-party contracted service providers and the Service Provider Network. AHA human development services staff – including Director of Human Development Services, Gerontologist, Youth Programs Manager, Service Provider Administrator, 5 Case Managers (two positions funded by a HUD Family Self-Sufficiency grant), and an Administrative Assistant – assist families to become compliant with AHA’s work requirement by providing case management, service coordination and referrals. Families are connected, as needed, to employment, training, education, and other opportunities.

Working-Age Adults

AHA continues to believe strongly in the value, dignity, and economic independence that work provides. A hallmark of AHA’s success has been the implementation of AHA’s work/program requirement, which applies to all non-elderly and non-disabled adults in all AHA programs.

Low-income families often are challenged to maintain consistent, full-time employment. Adults in mixed-income environments succeed because they have been positively influenced by a culture of work. They also benefit from private property management’s support and guidance for gaining and maintaining employment (under AHA’s site-based administration policies). This support also helps maintain the integrity and viability of the entire mixed-income community.

Demonstrating the importance of the Atlanta Model and the impact of mixed-income environments, 95 percent of AHA-assisted households with target adults in AHA-Sponsored Mixed-Income and PBRA Communities were in compliance or deemed progressing with AHA’s work/program requirement. Compliance requires that target adults maintain full-time employment or are engaged in a combination of school, job training, and/or part-time employment. Temporary Progressing status is defined as each working age adult (18-61 years of age) is engaged in a minimum of 15 hours per week of work, school and/or training.

By contrast, target adults in the Housing Choice Voucher Program achieved 49 percent work/program compliance and 15 percent were deemed Progressing. During FY 2015, AHA began to see the positive effects of providing targeted human development services.

---

2 Target adults are non-elderly, non-disabled adults between the ages of 18 and 61 years.
Housing Choice Case Management Strategy

In FY 2014, AHA implemented a strategy to assist Housing Choice participant households in becoming compliant with AHA’s work requirement.

AHA’s Human Development staff assesses each family’s specific barriers to employment and then initiates a family coaching plan to connect them to appropriate services and support. For more intensive needs, AHA refers them to contract service providers that specialize in particular issues. AHA staff (including two case managers partially funded by a Family Self-Sufficiency grant) monitor the family’s progress and provide case management services and guidance for up to 12 months until the household achieves either compliant or progressing status. If a family fails to become compliant or approved for a hardship exemption, AHA may begin proceedings to terminate their assistance.

Human Development Services and Case Management

Of an initial cohort of 1,209 families enrolled in case management, 26 percent (318 families) moved to compliant or progressing status during FY 2015. As a result, work compliance in the Housing Choice program has improved by 10-percent over the previous fiscal year.

AHA recognizes that many families continue to need human development support. Full-time employment is elusive for many adults, especially if they lack marketable skills, knowledge, or certifications necessary for success in the new economy. In facilitating greater family self-sufficiency, AHA will proactively work with unemployed adults and continue to explore additional strategies and partnerships designed to move more families toward self-sufficiency and success.
Elderly and Disabled

AHA’s Aging Well program encourages and empowers older adults to be active and control decisions that affect their lives and aging process. It offers social engagement opportunities, enhances connections to family, friends, and the broader community, and promotes wellness.

Providing Professional Expertise in Gerontology

In the Housing Choice Voucher Program, case management services and resource connections are provided by a gerontologist who specializes in this target population. Due to specific and unique barriers faced by AHA seniors, elderly, fragile, and adults with disabilities in the Housing Choice Voucher program, AHA has tailored a case management response that allows for the gerontologist to provide specific resource connections based on specific needs. Of the 313 seniors and adult disabled served by the gerontologist, 89% have achieved stabilization.

Connecting Residents to Resources

AHA continues to promote active aging at the AHA-Owned Residential Communities balancing this initiative with the limited funding for operating and managing the properties. Working with the Property Manager-Developers, AHA’s network of service providers and local universities, AHA strives to: (i) provide activities and learning experiences for the residents that address the “7 Dimensions of Whole Person Wellness,” and (ii) connect residents with resources to support their physical and mental wellness.

Children & Youth

Scholarships for College

AHA and the United Negro College Fund (UNCF) continued their partnership on the Atlanta Community Scholars Awards (ACSA). UNCF provides fiscal oversight for grants and gifts given by AHA and its employees, including disbursements and scholarships. The scholarships are awarded by a committee of AHA employees and other community leaders. For the 2015/2016 academic year, AHA awarded 27 scholarships totaling $49,750 to deserving AHA-assisted youth for post-secondary education.

Independent of AHA, students in AHA-assisted families were awarded college scholarships of note. One student was named a Gates Millennial Scholar for which they will receive full tuition for four years. Additionally, three AHA Housing Choice program participants were recipients of the Affordable Housing Resident Scholarship, sponsored by The Housing Authority Insurance Group. AHA students were awarded three of the five $2,500 scholarships.
PRIORITY: COMPLETE THE BUSINESS TRANSFORMATION AND INTEGRATED ENTERPRISE RESOURCE PLANNING INITIATIVE.

AHA initiated a multi-year strategy in FY 2011 to strengthen AHA’s core business model by implementing business process improvements and a new technology platform. With the goals of increased business productivity and improved customer service to AHA-assisted families, partners, and the community at-large, the business transformation affected operations in every area of AHA. In FY 2015, AHA completed the majority of the original business transformation projects. While some projects were modified as business needs changed, AHA expects to continue evolving its infrastructure to enable greater efficiencies.

The implementation of AHA’s integrated ERP projects has resulted in cost and time efficiencies throughout the agency – all linked to providing more effective service to families. During FY 2015, AHA made significant progress in the following areas:

- **Stabilized Yardi Software (AHA’s Enterprise Resource Platform) for Housing Choice** – AHA aggressively implemented software upgrades to stabilize and improve Yardi’s software performance resulting in improved business processes. Stabilization of the software also resulted in increased productivity for staff and reduced service times for participants.

- **Automated Operational Reporting from Yardi** – AHA successfully delivered the functionality for more than 20 operational reports which provide visibility and performance metrics for AHA’s participant lease-up and recertification processes. Automated reporting has increased staff productivity as well as improved service timelines for participants.

- **Procured Efforts to Outcomes (ETO™) Software as a Service Case Management Solution** – Committed to improving outcomes for participants, AHA procured a case management system to assist human development services staff to support participants in becoming compliant with AHA’s work requirement. AHA case managers can manage services provided and the service provider network, as well as identify obstacles in allocating targeted resources for specific needs of AHA families.

- **Redesigned Internet & Intranet Sites** – To improve access to information for participants and property owners, AHA redesigned and launched its external Internet site which included adding social media channels and updating content to reflect the range of housing program opportunities. Additionally, AHA redesigned and launched its intranet site to improve agency-wide communications by streamlining content and providing one-click access to information and resources needed on a daily basis.

- **Digitized and Centralized Millions of Documents** – AHA successfully digitized 2 million pages of participant and landlord records in Housing Choice, making them more accessible for daily business needs. In conjunction with other digitization projects and execution of records retention procedures, AHA reduced its off-site paper storage by 4,900 boxes, an annual savings of $16,000.
PRIORITY: INITIATE A LONG-TERM STRATEGIC REAL ESTATE AND HUMAN DEVELOPMENT PLAN.

In preparation for a broader strategic planning effort, AHA engaged a strategic real estate consultant to develop a methodology and process for targeting neighborhood areas for demolition, acquisition and redevelopment. This initial work was completed in support of the revitalization of Scholars Landing and the Choice Neighborhoods Implementation grant application. The team also supported the submission of a Promise Zone application by providing a strategic revitalization plan for the Westside of Atlanta, which also supported the Choice Neighborhoods Implementation grant application, a collaborative partnership between the City of Atlanta and AHA.

During FY 2016, AHA will build upon this body of work to develop the strategic real estate plan for the former public housing sites, targeting completion by December 2015.
MTW INNOVATIONS & POLICIES

Under the MTW Agreement, AHA has strategically implemented its housing policy reforms across all programs. This consistency serves multiple purposes. One, families can expect to rise to the same standards that AHA believes lead to self-sufficiency. Two, AHA can align its values with contract terms in various agreements with developers and service providers. Three, AHA gains economies from systematic implementation across the agency. As a result of AHA’s participation in the MTW Demonstration and strategic implementation of numerous innovations or reforms, families are living in quality, affordable housing and improving the quality of their lives.

The following represents an overview of a number of key innovations and policy reforms AHA has implemented as a result of its participation in the MTW Demonstration Program and in accordance with the provisions of AHA’s Amended and Restated MTW Agreement with HUD.

<table>
<thead>
<tr>
<th>Innovations &amp; Policies</th>
<th>Economic Viability</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Households Served (HUD Funding Availability)</strong></td>
<td>Designates an AHA invention or significant innovation</td>
<td>Counts families based on HUD funding source</td>
<td>Counts all households affected by AHA programs and investments</td>
</tr>
<tr>
<td>To address the volatility in the availability of HUD funding, this protocol defines “AHA households served” as all households in the Housing Choice voucher program and all households earning 80% and below of area median income (AMI) residing in communities in which AHA owns, sponsors, subsidizes, or invests funds.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Fee-for-Service Methodology</strong></th>
<th>Cost allocation based on labor costs</th>
<th>Accounts for all costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a simplified way to allocate indirect costs to its various grants and programs, AHA developed a fee-for-service methodology replacing the traditional salary allocation system. More comprehensive than HUD’s Asset Management program, AHA charges fees, not just at the property-level, but in all aspects of AHA’s business activities, which are often not found in traditional HUD programs.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Local Asset Management Program</strong></th>
<th>HUD Asset Management</th>
<th>Effective, customized approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>A comprehensive program for project-based property management, budgeting, accounting, and financial management. In addition to the fee-for-service system, AHA differs from HUD’s asset management system in that it defines its cost objectives at a different level; specifically, AHA defined the MTW program as a cost objective and defined direct and indirect costs accordingly.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Revised MTW Benchmarks</strong></th>
<th>PHAS &amp; SEMAP</th>
<th>Simplified and focused on outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA and HUD defined 11 MTW Program Benchmarks to measure performance. AHA is not subject to HUD’s Public Housing Assessment System (PHAS) or Section Eight Management Assessment Program (SEMAP) because each party recognized that such measurements were inconsistent with the terms and conditions of AHA’s MTW Agreement.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Human Development and Self-Sufficiency

<table>
<thead>
<tr>
<th>Work/Program Requirement</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>This policy establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. As a condition of receiving the housing subsidy, (a) one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members must also maintain full-time employment or participate in a combination of school, job training, and/or part-time employment.</td>
<td>None</td>
<td>All able-bodied adults must be working or engaged in programs to prepare for work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Provider Network</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the benefit of AHA-assisted households and individuals, AHA formed this group of social service agencies to support family and individual self-sufficiency, leveraging MTW Funds with resources and expertise from established organizations.</td>
<td>None</td>
<td>Uses partnership model to leverage MTW Funds</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Intensive Coaching and Counseling Services</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA has used more than $30 million of MTW Funds to pay for family counseling services for families transitioning from public housing to mainstream, mixed-income environments and for self-sufficiency.</td>
<td>None</td>
<td>Enabled by MTW Single Fund</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>30% of Adjusted Income</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>This innovation ensures housing affordability and uniformity of tenant payments, regardless of the source of AHA subsidy, by establishing that the total tenant payments of all AHA-assisted households (including HCVP participants) will at no time exceed 30 percent of adjusted income.</td>
<td>Only applies to public housing</td>
<td>Increases housing choices in lower poverty neighborhoods</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$125 Minimum Rent</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy that raises standards of responsibility for some AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent to at least $125. Policy does not apply to households where all members are either elderly and/or disabled.</td>
<td>$25-50</td>
<td>$125</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Elderly and Non-Elderly Disabled Income Disregard</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>This policy encourages healthy aging and self-sufficiency by excluding employment income when determining rental assistance for elderly persons or non-elderly persons with a disability.</td>
<td>n/a</td>
<td>Encourages independent living and incents employment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4-to-1 Elderly Admissions Preference</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA created this policy to address sociological and generational lifestyle differences between elderly and young disabled adults living in the AHA-Owned Residential Communities (public housing-assisted communities). This policy creates a population mix conducive to shared living space for the elderly.</td>
<td>None</td>
<td>Improves quality of life for all residents</td>
</tr>
</tbody>
</table>
### Human Development and Self-Sufficiency Cont’d

<table>
<thead>
<tr>
<th>Rent Simplification</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA determines adjusted annual income with its own Standard Deductions that replace HUD’s Standard Deductions, and, in most cases, eliminate the need to consider other deductions. This policy reduces errors and inefficiencies associated with the verification of unreimbursed medical and childcare expenses.</td>
<td>$480 per child, $400 for elderly/disabled and requires receipts</td>
<td>Simplifies administration: $750 per child, $1000 for elderly/disabled households</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Good Neighbor Program</th>
<th>None</th>
<th>Improves quality of life and community acceptance</th>
</tr>
</thead>
<tbody>
<tr>
<td>An instructional program established in partnership with Georgia State University, the curriculum includes training on the roles and responsibilities necessary to be a good neighbor in mainstream, mixed-income environments. The program supports acceptance of the Housing Choice program by members of the community.</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aging Well Initiative</th>
<th>None</th>
<th>Enabled by MTW Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognizing the needs of older adults to live independently and maintain their quality of life, AHA introduced a program to provide residents with vibrant physical spaces, active programming, support services, and enhanced opportunities for socialization, learning, and wellness.</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Alternate Resident Survey</th>
<th>PHAS Resident Survey</th>
<th>AHA-customized resident survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>This protocol, which replaces and satisfies the requirements for HUD’s PHAS Resident Survey, allows AHA to monitor and assess customer service performance in public housing using AHA’s own resident survey.</td>
<td>n/a</td>
<td>Empirical evaluation by independent third-party</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MTW Benchmarking Study—Third Party Evaluation</th>
<th>n/a</th>
<th>Empirical evaluation by independent third-party</th>
</tr>
</thead>
<tbody>
<tr>
<td>In order to measure the impact of AHA’s MTW Program, AHA uses an independent, third-party researcher to conduct a study of the Program and its impact.</td>
<td>n/a</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Early Childhood Learning</th>
<th>None</th>
<th>Leverages land to break cycle of poverty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Because strong communities are anchored by good schools, AHA partners with the public schools, foundations, and developers to create physical spaces for early childhood learning centers.</td>
<td>None</td>
<td></td>
</tr>
</tbody>
</table>

### Expanding Housing Opportunities

<table>
<thead>
<tr>
<th>Mixed-Income / Mixed-Finance Development Initiative</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA strategically approaches development and rehabilitation activities by utilizing public/private partnerships and private sector development partners, and by leveraging public/private resources. AHA has evolved its policies and procedures to determine and control major development decisions. This streamlined approach allows AHA to be more nimble and responsive in a dynamic real estate market in the creation of mixed-income communities.</td>
<td>n/a</td>
<td>Pioneered by AHA and now called “The Atlanta Model”</td>
</tr>
<tr>
<td>Public-Private Partnerships</td>
<td>AHA INNOVATION AND IMPACT</td>
<td></td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------------------------</td>
<td></td>
</tr>
<tr>
<td>The public/private partnerships formed to own AHA-Sponsored, Mixed-Income Communities (Owner Entities) have been authorized by AHA to leverage the authority under AHA’s MTW Agreement and to utilize innovative private sector approaches and market principles.</td>
<td>Leverages public funds, private sector funds and know-how</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Managing Replacement Housing Factor (RHF) Funds</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA established a RHF Obligation and Expenditure Implementation Protocol to outline the process with which AHA manages and utilizes RHF funds to further advance AHA’s revitalization activities.</td>
<td>Clearly defined options for combining or accumulating RHF funds</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mixed-Finance Closing Procedures</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA carries out a HUD-approved procedure for managing and closing mixed-finance transactions involving MTW or development funds.</td>
<td>Streamlines procedures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gap Financing</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA may support the financial closings of mixed-income rental communities through gap financing that alleviates the challenges in identifying investors and funders for proposed development projects.</td>
<td>Enables opportunities to preserve and/or develop additional mixed-income communities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Based Rental Assistance (PBRA) as a Development Tool</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA created a unique program that incents private real estate developers/owners to create quality affordable housing. For PBRA development deals, AHA has authorization to determine eligibility for PBRA units, determine the type of funding and timing of rehabilitation and construction, and perform subsidy layering reviews.</td>
<td>Unique PBRA program developed with local Atlanta developers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PBRA Site-Based Administration</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through AHA’s PBRA Agreement (which replaces the former Project Based HAP contract), the owner entities of PBRA developments and their professional management agents have full responsibility, subject to AHA inspections and performance reviews, for all administrative and programmatic functions including admissions and occupancy procedures and processes relating to PBRA-assisted units. Allows private owners to manage and mitigate their financial and market needs.</td>
<td>PBV administered by public housing authority Allows private owner to optimize management and viability of property</td>
</tr>
</tbody>
</table>
### Expanding Housing Opportunities Cont’d

<table>
<thead>
<tr>
<th>Reformulating the Subsidy Arrangement</th>
<th>REGULAR HOUSING AUTHORITY</th>
<th>AHA INNOVATION AND IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA is implementing strategies to reformulate the subsidy arrangement for AHA-Sponsored Mixed-Income Communities and AHA-Owned Residential Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under an AHA-devised PBRA Agreement), in order to sustain and preserve investments in these rental communities.</td>
<td>n/a</td>
<td>Unique program enhances long-term viability of real estate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Supportive Housing</th>
<th>Requires waivers for preferences</th>
<th>Expands affordable housing for at-risk populations</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA supports, in partnership with private sector developers, service-enriched housing for target populations such as the homeless, persons with mental health or developmental disabilities, at-risk families and youth, and others requiring a unique and supportive environment to ensure a stable housing situation. AHA utilizes PBRA funding to provide rental assistance and has established separate housing assistance policies for these developments that match the unique needs of the client population.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Affordable Assisted Living</th>
<th>n/a</th>
<th>Expands affordable housing for at-risk population</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA and a private sector partner are developing a facility primarily for elderly veterans and their spouses who require assistance with daily living activities. AHA seeks to fill the unmet need for affordable assisted living or personal care facilities by leveraging multiple sources of funding.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing Choice Voucher Program (HCVP) Reforms</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA’s MTW Agreement allows it to develop its own Housing Choice Voucher Program. In addition to agency-wide policies, following are key features of the program.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HCRA Agreement</th>
<th>Standard HAP agreement</th>
<th>Market-based with lease addendum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replaces the HUD HAP Agreement and is based on private sector real estate models.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Multi-family Rent Schedules</th>
<th>Single Fair Market Rent for Atlanta</th>
<th>Increases availability of quality housing while reducing operational costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>By agreement with certain high-performing multi-family property owners, establishes standard rents and annual review for a property.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Expanding Housing Opportunities Cont’d

<table>
<thead>
<tr>
<th><strong>Atlanta Submarket Payment Standards</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA established standards in seven local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.</td>
<td>Single Fair Market Rent for Atlanta</td>
<td>Increases choices for families</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Rent Reasonableness Determinations</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA uses local market comparables to determine rents for each unit and ensure that AHA is not overpaying in any given market.</td>
<td>Varies</td>
<td>Aligns rents with market</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Leasing Incentive Fee (LIF)</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Allows families greater buying power in lower poverty neighborhoods where security deposits and application fees would normally create a barrier. Attracts more landlords in lesser-impacted markets.</td>
<td>None</td>
<td>Lowers barriers for families</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Occupancy Policies</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy standards, including a broad definition of a family, are set by AHA to improve long-term self-sufficiency of the family.</td>
<td>Strict</td>
<td>Increases access to housing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Housing Choice Homeownership Policies</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA established its own policies, procedures, eligibility, and participation requirements for families to participate in the Housing Choice Homeownership Program and use their voucher for mortgage payment assistance.</td>
<td>None</td>
<td>Supports long-term success of low-income families</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Special Purpose Vouchers Program Flexibility</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Allows AHA to apply its program standards after the first year for vouchers such as Family Unification.</td>
<td>Restricted by funding source</td>
<td>Aligns MTW goals and flexibility</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Enhanced Inspection Standards</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA created more comprehensive inspections standards and processes than HUD HQS in order to improve the delivery of quality, safe, and affordable housing to assisted families. Ensures the quality and financial viability of the product and the neighborhood.</td>
<td>HUD’s HQS</td>
<td>Unit + site and neighborhood</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Site and Neighborhood Standards</strong></th>
<th><strong>REGULAR HOUSING AUTHORITY</strong></th>
<th><strong>AHA INNOVATION AND IMPACT</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>In lieu of the HUD Site &amp; Neighborhood Standards, AHA has adopted the PBRA Site &amp; Neighborhood Standards as set forth in Section VII.B.3 of Attachment D of AHA’s MTW Agreement for the evaluation of HOPE VI and other HUD-funded master planned developments.</td>
<td>Limited</td>
<td>Flexible standards to leverage local market realities</td>
</tr>
</tbody>
</table>