



ATLANTA HOUSING AUTHORITY

MTW Annual Report

FISCAL YEAR 2010 | BOARD APPROVED



Atlanta Housing Authority
MTW Annual Report
Fiscal Year Ended June 30, 2010

Board Approved

(September 21, 2010)

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MTW Background and Structure of Report

Moving to Work (MTW) is a demonstration program established in 1996 by Congress and administered by the U.S. Department of Housing and Urban Development (HUD), giving certain “high performing” public housing agencies the flexibility to design and test various approaches for facilitating and providing quality affordable housing opportunities in their localities. AHA received its MTW designation in 2001 and executed its MTW Agreement with HUD on September 23, 2003, the initial period of which was effective from July 1, 2003 through June 30, 2010.

In response to HUD’s decision to expand and extend the demonstration period until June 30, 2018, AHA and HUD negotiated and executed an Amended and Restated MTW Agreement, effective as of November 13, 2008, and further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009. AHA’s MTW Agreement, as amended and restated is referred herein as the “MTW Agreement.” The second amendment (a) reinstates and expands AHA’s ability to invest MTW Funds in certain types of real estate transactions, and (b) reaffirms that AHA’s MTW Funds may be used for MTW Eligible Activities (as defined in the Restated MTW Agreement) and for low-income housing purposes beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended (“1937 Act”). The MTW Agreement provides that it may be automatically extended for additional ten-year periods, subject to HUD’s approval and AHA meeting certain agreed upon conditions. Pursuant to the authority in AHA’s MTW Agreement, AHA has combined its low-income operating funds, Housing Choice voucher funds and certain capital funds into a single fund (referred herein as “MTW Single Fund” or “MTW Funds”) which may be expended on MTW Eligible Activities as set forth in its business plan.

The MTW Agreement provides substantial statutory and regulatory relief under the 1937 Act, and reaffirms, extends and expands the statutory and regulatory relief provided under AHA’s original MTW Agreement. The MTW Agreement forms the statutory and regulatory framework for AHA to carry out its work during the term of the MTW Agreement, as it may be extended, as set forth in AHA’s Business Plan, and as amended from time to time.

In 2004, AHA submitted to HUD its first Business Plan, using this new statutory and regulatory framework (herein referred to as the “Business Plan” or “CATALYST Plan”). AHA’s Business Plan and its subsequent annual MTW implementation plans on a cumulative basis outline AHA’s priority projects, activities and initiatives to accomplish during each fiscal year. Fiscal Year 2010 represents AHA’s seventh year of participation in the MTW demonstration. This MTW Annual Report describes outcomes and accomplishments achieved over the course of FY 2010.

MTW Statutory Goals = AHA’s Goals

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

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

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

AHA Goal 1: Quality Living Environments

AHA Goal 2: Self-Sufficiency

AHA Goal 3: Economic Viability

Notes on Navigating This Report

- **Reference Notes for Reader** at the end of each section identifies priority items which were outlined in the FY 2010 CATALYST Implementation Plan.
- **Appendices** section includes detailed charts, AHA Legacy Attachment B, and HUD Attachment B reporting requirements. The *Ongoing Activities Directory* describes the cumulative AHA priority projects, activities and initiatives.

A Message from the President

Creating Model Communities for Low-Income Families

Since 1994, the Atlanta Housing Authority (AHA) has envisioned and created a new model for providing affordable housing opportunities in amenity-rich, mixed-use, mixed-income communities that are economically integrated places where people from all walks of life can live, learn, work and play. AHA's blueprint also envisions restoring human dignity and instilling a strong sense of personal responsibility and empowerment through long-term strategic investments in families. Through the adoption and implementation of policies that propel families into a mainstream culture of education, work and building economic independence, AHA assists families' movement towards self-reliance.

Powered by the innovation afforded under its Moving to Work (MTW) Agreement with HUD, AHA has been able to exponentially implement and refine its model by setting forth a new paradigm of delivery of affordable housing resources in Atlanta and igniting the human potential of AHA-assisted families.

Leveraging the lessons learned from our HOPE VI, mixed-income revitalization program and closely adhering to our guiding principles in the development of our MTW Agreement, AHA has learned a number of additional meaningful lessons which have proven to be essential in advancing the Atlanta model. These lessons learned are:

All real estate is local. The local control afforded under AHA's MTW Agreement is essential and provides AHA with the flexibility to be innovative and more nimble in taking advantage of the dynamic Atlanta real estate market. AHA's MTW Agreement has afforded AHA greater local control in developing policies, business processes and strategies to meet affordable housing needs in the City of Atlanta.

AHA's MTW Agreement has removed the barriers associated with federal housing regulations that apply a "one-size fits all" approach and fail to incent private investment. AHA's MTW Agreement has enabled AHA to leverage private sector investment and incent participation in long-term public/private partnerships. AHA is able to do more with less and to achieve substantially better outcomes for AHA-assisted families.

MTW Single Fund minimizes the "silo" affect associated with the administration of housing programs. Amidst limited and diminishing federal subsidies, the ability to combine operating funds, certain capital funds and Housing Choice Voucher funds to create a single fund allows AHA to take an entrepreneurial business approach in implementing eligible MTW activities. Of particular note, AHA has been able to invest in human development services and supportive services programs that uniformly serve all AHA-assisted families.

Recognizing the need to continue AHA's MTW Agreement (without further changes), AHA's Amended and Restated MTW Agreement with HUD extends our commitment until 2018 and beyond. The old model of public housing is sociologically and spiritually obsolete. To end the practice of concentrating the poor requires a long-term focus and a tectonic shift in thinking in order to be truly effective. We can and must continue.

As you review this report, it is our hope that AHA's demonstrated successes and lessons learned as a participant in the MTW Program will continue to contribute to the conversation on the merits of continuing and expanding the MTW Program. We know that through thoughtful and responsible deregulation and innovative community-building strategies, local housing agencies all over America can continue to facilitate healthier economically integrated environments for the benefit of our low-income citizens.

Renée Lewis Glover

President and Chief Executive Officer



I. Executive Summary

MTW: A Demonstration of AHA Success

In 1994, Renée Lewis Glover, President and CEO of AHA, envisioned “seamlessly knitting together the fabric of the community.” She foresaw that working poor families and the city could only benefit from AHA’s pioneering work in deconcentrating the pockets of poverty that were synonymous with public housing projects. Glover also predicted that AHA’s adaptation of the federal government’s HOPE VI program – which allowed housing authorities to replace obsolete housing projects with innovative development – “would light the way for several HOPE VI communities across the nation.”

The HOPE VI program authored by Senator Barbara Mikulski in 1992 proved to be a very powerful tool. HOPE VI represented HUD’s first comprehensive attempt at deregulation. Recognizing that public housing was failing its original mission, Senator Barbara Mikulski and then Secretary Henry Cisneros challenged housing authorities to come up with a fundamentally new approach to “providing affordable housing that would blend in with the larger community” and “empowering residents” to become a part of mainstream America by achieving economic independence. To get this job done, they knew it would take major investment and new ways of doing business, i.e. deregulation.

Seizing this opportunity, AHA used HOPE VI funds to reposition the 16 distressed, obsolete and socially dysfunctional public housing projects and relocate families to better living conditions and healthier environments. Using the HOPE VI and other public housing development funds, regulatory flexibility and in partnership with great private sector real estate development partners and other stakeholders, AHA demolished 16 public housing projects and created and developed 16 mixed-use, mixed-income communities. AHA’s initiatives to date have impacted over 1,000 acres of land and leveraged approximately \$300 million of HOPE VI and other public housing development funds to generate over \$3 billion of private economic investment.

AHA’s MTW Agreement became the vehicle for AHA to leverage the learning and best practices from its Strategic Revitalization Program (also referred to as Revitalization Program) to attract new private real estate development partners, investors, the foundation community and other stakeholders for the benefit of working poor families and low-income elderly and disabled persons in the City of Atlanta.

In 2003, when AHA signed its Moving to Work (MTW) Agreement with HUD, AHA promptly created new hope for thousands of families living in the remaining 10 large family public housing developments. AHA’s MTW Agreement allowed AHA to break the bonds of “one size fits all,” federally-mandated laws, regulations and approaches in order to leverage new, innovative private sector-oriented real estate strategies based on the needs, challenges and conditions in the local real estate market. Now, new partnerships and opportunities can be accessed so that AHA can meet its mission and achieve its vision of **“Healthy Mixed-Income Communities and Healthy Self-Sufficient Families.”** MTW allowed AHA to apply the private sector real estate principles, strategies, best practices and partnerships growing out of its Strategic Revitalization Program across all funding sources and programs.

The problem that AHA is challenged to solve is that, regardless of funding source or program, generations of families have been marginalized physically, economically, socially and mentally by living in concentrated, isolated and impoverished public housing projects. In 1994, Atlanta had more public housing units per capita than any city in the nation.

The problem that AHA is challenged to solve is that many families have been stuck in a cycle and culture of poverty punctuated by poor education options and few working adults. In 2001, only 16 percent of non-

elderly, non-disabled adults who remained in AHA-Owned public housing projects were working. In area schools, truancy was rampant.

When AHA received its MTW designation, innovation was needed across all programs (not just real estate development) in order for AHA to sustain progress it had achieved prior to 2001. Until AHA signed its MTW Agreement, AHA, like other public housing agencies, was forced to operate under a tangle of often conflicting rules and regulations. It was an expensive, inflexible, and unsustainable way to provide affordable housing to the neediest families.

In short, AHA needed MTW flexibility to fulfill its mission and achieve its vision. Using HOPE VI, AHA had addressed part of Atlanta's public housing problem, but the agency was only halfway there.

Granted to only 35 public housing authorities across the nation, MTW is the deregulatory action that has allowed AHA to address our unique local issues. Under its MTW Agreement, AHA has combined private-sector real estate principles with locally derived strategies that work specifically for Atlanta's needs. Using the MTW Single fund approach, AHA's resources can address the needs and fund the strategies consistent with its Business Plan. But MTW is a much broader program of local autonomy.

Under its MTW Agreement, AHA upped the ante for personal responsibility and resident empowerment in FY 2004. AHA set an expectation and standard that in order to receive housing assistance all able-bodied, non-elderly AHA-assisted households are required to work or are "moving to work" by going to school or engaging in job training. At that time, few adults who resided in AHA-owned public housing projects were working. This contrasted with workforce participation by over 90 percent of able-bodied and non-elderly adults residing in public-housing assisted units in the mixed-income rental communities. Only three years later, more than 80 percent of households met the requirement. AHA has seen families rise to and exceed the expectations and standards of personal responsibility and self-empowerment. Coupled with higher expectations and standards, AHA, for the first time outside its Strategic Revitalization Program, was able to invest in coaching and counseling, education and linkage programs that prepared AHA-assisted households to work and begin the journey toward economic freedom. MTW flexibility and learning leveraged from its Strategic Revitalization Program have been major factors in AHA's families' success. AHA believes that family success can eventually lead to economic independence and homeownership, as public housing was originally intended.

MTW has not only empowered AHA to develop a solution to several problems, it has given AHA even greater capabilities to provide more affordable housing opportunities to very-low-income and extremely-low-income families in Atlanta. By demolishing the public housing projects and moving families to healthier living conditions, AHA has addressed the roots of the problem. By applying best practices and principles of private sector real estate firms, AHA has been able to leverage its resources and partner effectively with private sector real estate professionals to transform public housing projects into vibrant mixed-use, mixed-income communities that have increased the availability of affordable housing in Atlanta. By expecting greater accountability and engagement, AHA has put families on the road to economic independence where parents are effective role models and can nurture their children's potential. In other words, HOPE VI and MTW have allowed AHA to redefine the way the agency fulfills its public mission and purpose to provide affordable housing now and well into the future.

AHA's MTW success story does not end in FY 2010. By signing the Restated and Amended MTW Agreement in 2008 and extending the term of its MTW Agreement until 2018 and beyond, AHA reaffirmed its commitment to its vision of "healthy mixed-income communities and healthy self-sufficient families." AHA has succeeded in deconcentrating the poverty that existed in public housing projects. By relocating and investing in AHA-assisted families and by creating and developing mixed-use, mixed-

AHA Mission

To provide quality affordable housing to the betterment of the community

AHA Vision

Healthy Mixed-Income Communities and Healthy Self-Sufficient Families

income communities, in partnership with private sector developers, AHA was simply righting the wrongs of well-intended but failed public policies.

The true challenge is to help families attain financial independence and to become part of the mainstream American dream. An equally important challenge is continuing to work with our development partners and other investors and stakeholders to make additional investments and finish out the master plans so that investments made previously will be sustained and continue to benefit the families, the neighborhoods and the City of Atlanta. For some people the power of education will propel them to a brighter future. For many, the dignity of work will inspire parents to share their pride with their children. The cycle of poverty, disenfranchisement, poor education and poor health of generations cannot be righted in a few short years. Therefore, AHA must ensure its long-term viability as an organization in order to tackle those issues. AHA's Strategic Revitalization Program began (and continues) with the real estate, but its legacy endures through generations of healthy, self-sufficient families that thrive.

A. AHA's Goals and Guiding Principles

AHA implemented its quest to deconcentrate poverty in Atlanta through an artful strategy of assisting AHA-assisted families in moving from distressed, obsolete and dysfunctional public housing projects to healthier, mixed-income environments. AHA demolished its projects and leveraged its assets with private sector real estate developers and private investment to create new market rate quality mixed-use, mixed-income communities with an affordable residential component. AHA's stated vision of "**healthy mixed-income communities and healthy self-sufficient families**" is addressed with three goals:

AHA's Goals



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

AHA's 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 greenspace.
3. Create mixed-income communities with the goal of creating market rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. Support participants with adequate resources so they can achieve their life goals, focusing on self-sufficiency and educational advancement of the children, with expectations and standards for personal responsibility benchmarked for success.

Each AHA program is designed to leverage AHA's resources – financial, know-how, and land assets – to meet the vision of “**healthy mixed-income communities and healthy self-sufficient families.**” The following (Figure 1) illustrates various applications of AHA's strategic community-building business model.

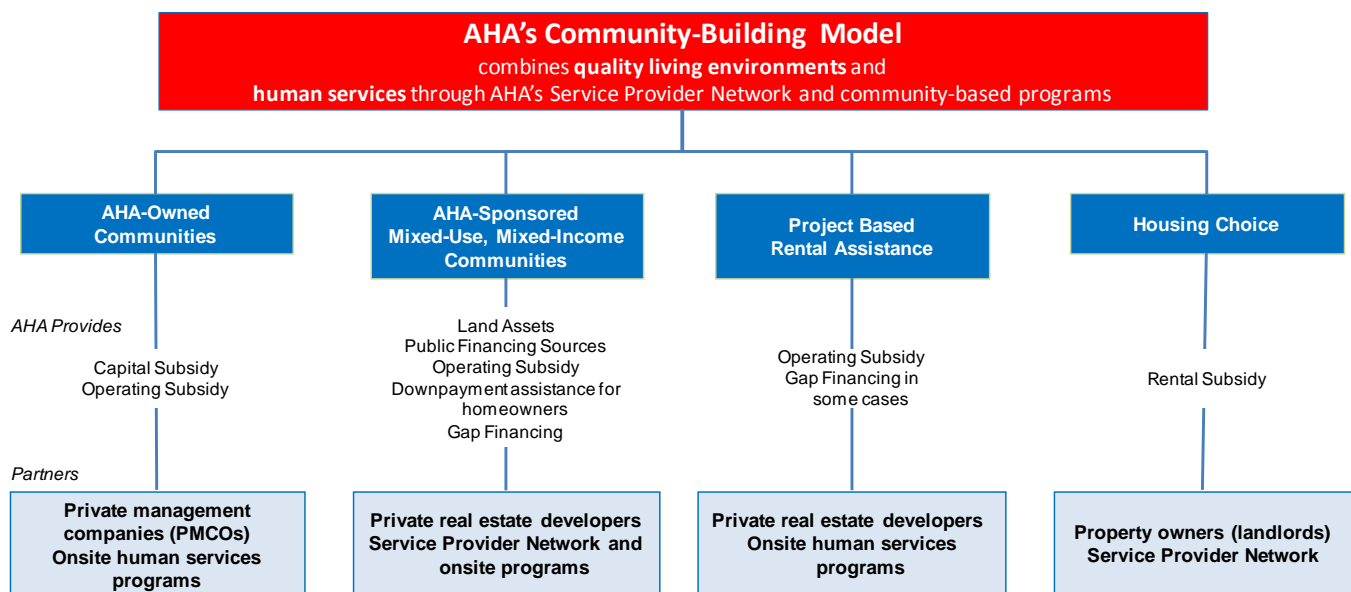


Figure 1: AHA's Community-Building Model

B. Key Agency-Wide Policies – FY 2010

Under the MTW Agreement, AHA has strategically implemented most of 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 and goals with contract terms in various agreements with developers and service providers. Three, AHA gains economies from systematic implementation across the agency and by minimizing redundancy, overhead and system changes.

New Policy Implemented in FY 2010

Rent Simplification – Following Board approval of this policy change in FY 2009, during FY 2010, AHA implemented a rent simplification strategy that eliminated the inefficient analysis of medical and childcare expenses and raised the standard deductions used in calculating household contributions toward rent and utilities. The standard deduction from gross annual income for all elderly/disabled households increased from \$400 to \$1,000 and from \$480 to \$750 for each eligible dependent child under 18 for all families with dependents.

Previously, deductions were based on the verifiable out-of-pocket expenses for: 1) families with dependent children under age 13 with unreimbursed child care expenses; and 2) elderly and disabled families with unreimbursed medical expenses. Households were required to provide receipts documenting these expenses in order to receive a deduction for verified amounts exceeding three percent of gross annual income. Only 1,045 (15 percent) families in Housing Choice made any claims. With the new standard deductions, all families with dependents (0-18 years old) will benefit from the higher amount. In addition, AHA and its partners benefit from eliminating the time and labor-intensive work of validating thousands of small receipts which often leads to dead ends, no resolution, and high levels of inefficiency.

Other Key Policies

AHA has implemented a number of key innovations or reforms as a result of its participation in the MTW Demonstration (see Section III.C2: *MTW Innovations* chart). The key reform categories are as follows:

- **Use of MTW Funds** – MTW Funds support MTW Eligible Activities (as defined in the MTW Agreement) and can provide gap financing for the development and/or preservation of mixed-income communities in partnership with private owners and developers. MTW Funds also support human development services with professional providers, job training and referrals, and educational programs for youth and adults.
- **Local Housing Policy Reforms** – AHA has developed and instituted a number of policies under MTW that promote, advance and facilitate partnerships with private sector real estate professionals; promote resident accountability and responsibility; promote self-sufficiency and improve AHA's bottom line. AHA has also adopted reforms that help stabilize the amount that low-income households pay for rent and utilities.
- **Housing Choice Voucher Program** – AHA has used its authority under the MTW Agreement to design and implement local reforms to AHA's Housing Choice Voucher Program, with the goals of mainstreaming families and facilitating progressive "choices" of housing opportunities in economically integrated neighborhoods, with better quality-of-life amenities. The local reforms focus on eliminating obstacles and solving problems that have adversely affected the acceptance and use of vouchers in lower poverty neighborhoods.
- **Expanding Housing Opportunities** – This reform highlights innovations implemented to expand the availability of affordable housing seamlessly in mixed-income communities and neighborhoods using market principles and approaches in administering the subsidy and landlord/tenant relations.

- **Human Development** – The human development programs include a number of initiatives and programs that further promote human development and client self-sufficiency by leveraging MTW Funds, grants and other public/private resources with strategic partners.
 - **Work/Program Requirement** – The AHA-wide CATALYST Work/Program Requirement applies to all non-elderly and non-disabled adults in all AHA programs. For detailed discussion and results, see Section II.B1 – Human Development
- **Corporate Support** – AHA has used MTW flexibility and funding to enhance organization-level enhancements that improve AHA's financial and business operations.

C. Key Accomplishments in FY 2010

Each fiscal year's accomplishments reflect progressive steps towards making AHA's vision a reality. Over the past seven years as an MTW agency, AHA has creatively used the tools and flexibility afforded by the MTW Agreement. Specifically, MTW-enabled innovations are detailed in Section II.C2 – MTW Innovations.

As outlined in AHA's FY 2010 CATALYST Implementation Plan, AHA has focused on seven major priorities plus four new initiatives during FY 2010. Each priority aligns with AHA's goals and addresses unique local challenges.

Goal 1: Quality Living Environments

- Quality of Life Initiative
- Revitalization Program (*includes Innovative & Creative Use of MTW Funds initiative*)
- Project Based Rental Assistance as a Development Tool
- Asset Management
- Re-engineering the Housing Choice Voucher Program
- AHA-Owned Communities
- American Recovery and Reinvestment Act (ARRA) Funds (*new initiative*)

Goal 2: Self-Sufficiency

- Human Development

Goal 3: Economic Viability

- Corporate Support (*includes new initiatives: Comprehensive Integrated and Relational Agency-wide database, Local Asset Management Program*)

Summary Highlights of FY 2010 Accomplishments

Goal 1: Quality Living Environments	
Priority	FY 2010 Accomplishments
Quality of Life Initiative	<ul style="list-style-type: none"> • Successfully completed assisting relocation of 2,833 households to healthy, mixed-income environments from ten large family projects and two elderly developments, all obsolete and distressed. • Used MTW Funds to extend the services with Integral Youth and Family Project, Inc. to continue coaching and counseling support of QLI Phase II-affected families and selected cases from QLI Phase I. • Completed the demolition and repositioning at all five QLI Phase I properties and reached 55 percent completion at the seven QLI Phase II properties.
Revitalization Program	<ul style="list-style-type: none"> • Focused Strategic Revitalization activities in six communities – Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes – and also initiated a 7th revitalization project at University Homes. • Through various partnerships, facilitated completion of 196 affordable rental units and 30 affordable for-sale units. • Through the Builders/Owners Agreement Initiative, provided \$597,000 in down payment assistance in the form of subordinated loans to 30 low-income homebuyers who are not AHA-assisted families. • Used MTW Funds to provide gap funding to support the financial closing of The Veranda III at Auburn Pointe (Grady HOPE VI Phase VII) that serves persons who earn up to 80% of the Metropolitan Atlanta area median income.
Project Based Rental Assistance as a Development Tool	<ul style="list-style-type: none"> • Increased the inventory from 3,500 to 4,127 multi-family units either under commitment or under PBRA Agreements with private owners to provide housing for families, seniors and persons with special needs.
Asset Management	<ul style="list-style-type: none"> • In consultation with HUD, continued to refine a strategy at AHA-sponsored mixed-finance, mixed-income rental communities to convert public housing operating subsidy under Section 9 to a subsidy arrangement under Section 8. Because of ARRA funding and other factors, AHA decided to delay pursuing a similar strategy for AHA-Owned Communities in FY 2010. • Through its business relationship with Georgia HAP Administrators, Inc., continued to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County, earning unrestricted revenues for AHA.
Re-engineering the Housing Choice Voucher Program	<ul style="list-style-type: none"> • Recertified and supported 10,492 households (7,644 of whom live in the City of Atlanta) receiving rental assistance. • Completed 100% of planned annual inspections of units. • Streamlined the annual recertification process using group and mail recertifications to reduce the time needed for working families to complete their annual obligations. • Reduced the cycle time by 35 percent from receipt of a landlord's Request for Tenancy Approval (RTA) to contract execution. • Exercising MTW flexibility, AHA implemented a new rent determination process that uses market analysis from a private third-party firm to ensure that rents are in line with Atlanta market equivalent rents. • Introduced a new VISA debit card program for distributing utility allowances to participant households.

Priority	FY 2010 Accomplishments
AHA-Owned Communities	<ul style="list-style-type: none"> • Dedicated resources to develop energy conservation and sustainability practices in support of healthy living environments. Entered into a contract with Johnson Controls to provide energy performance contracting and utility management and to assist AHA with sustainability initiatives in the future. • Recovered nearly \$400,000 in over-charged utility expenses as a result of evaluating utility bills and monitoring budget-to-actual expenses. • Improved the accessibility of facilities, programs, and services for persons with disabilities, with the completion of 162 UFAS-accessible units, exceeding the UFAS and ADA requirements.
American Recovery and Reinvestment Act (ARRA) Funds	<ul style="list-style-type: none"> • Awarded \$26.5 million in ARRA funds by HUD and obligated all funds by the March 17, 2010 deadline. • Expended \$2.6 million for design and construction management for the 13 remaining AHA-Owned Communities. Capital investments and renovations support the strategic goal of independent living and improving the quality of life for seniors "aging in place."
Goal 2: Self-Sufficiency	
Priority	FY 2010 Accomplishments
Human Development	<ul style="list-style-type: none"> • Supported 3,880 households (from HOPE VI and Quality of Life relocations) and the balance of 7,644 Housing Choice participants directly with AHA's human development support services. • Made over 4,200 referrals and expanded the Service Provider Network (SPN) from 46 to 56 providers that assist AHA-assisted families' connections to employment, training, education and other mainstream opportunities. • In partnership with the United Negro College Fund, AHA awarded scholarships to 28 deserving AHA-assisted youth for post-secondary education, totaling \$45,100 and \$46,500, respectively for the 2009-2010 and 2010-2011 academic years. • In partnership with Georgia State University, introduced a new, expanded curriculum and trained 3,144 participants in the Good Neighbor Program (GNP), an instructional program to provide guidance to AHA-assisted families on values, roles and responsibilities associated with being a good neighbor in a mainstream, mixed-income environment.
Goal 3: Economic Viability	
Priority	FY 2010 Accomplishments
Corporate Support	<ul style="list-style-type: none"> • Completed refining the AHA Local Asset Management Plan, a cost allocation plan that enhances AHA's ability to capture and assign overhead and other expenses to the appropriate programs. • To ensure long-term organizational viability, began a business transformation initiative by hiring Boston Consulting Group, a world-renowned professional business consultancy to make recommendations and to develop an implementation plan beginning in FY 2011 as a key component of AHA's future business plan.
MTW Innovations	<ul style="list-style-type: none"> • Implemented a rent simplification strategy that eliminated the labor-intensive and inefficient analysis of unreimbursed medical and childcare expenses and raised the standard deductions from gross annual income used to determine a family's portion of the rent. The policy benefits all elderly/disabled households and all families with dependent children under age 18.

II. 2010 Priorities & Accomplishments



A. Goal One: Quality Living Environments

With the goal to provide quality affordable housing in healthy mixed-income communities, AHA leverages all its assets – land, know-how, access to funds, partnerships, goodwill – to create more affordable housing opportunities for low-income families in Atlanta. A fundamental precept of this strategy is that thriving, sustainable communities are composed of mixed-income households from all segments of the economic strata who rent or own their units and have access to quality retail establishments, greenspace and parks, quality education (pre-K to high school), and recreational facilities.

MTW flexibility has facilitated AHA's strategies for improving its families' quality of living environments, including the completion of the Quality of Life Initiative. AHA has utilized MTW Funds to leverage private sector resources in order to finance the development of various real estate transactions for the revitalization of former public housing properties. The local housing policy enhancements – enhanced inspections standards, limitation of rent to 30 percent of adjusted income, and sub-market payment standards for rents – have enabled Housing Choice families to choose higher quality housing in lower poverty neighborhoods. AHA's Project Based Rental Assistance program has enabled AHA to encourage development of high quality affordable housing throughout the City of Atlanta while also addressing the need for housing for special needs populations.

In seven years, AHA has achieved the following results:

- The number of affordable housing units available to low-income families in mixed-income communities has grown to over 16,000 units. Most notably, because of AHA's public-private partnerships to develop revitalized communities, more than 2,700 new affordable housing units have been added to the housing stock in the City of Atlanta as part of the low-income tax credits program (qualified families' income must be below 80 percent of the area median income).
 - Housing that provides accessibility for the elderly and disabled has grown to 162 units.
 - In partnership with the Regional Commission on Homelessness, transitional housing opportunities for the homeless have grown by 500 units.
 - Housing in lower poverty environments has increased through partnerships with developers under AHA's Project Based Rental Assistance program.
- Families that have relocated as part of the Quality of Life initiative have moved from neighborhoods (census tracts) where the average poverty rate was 56 percent to neighborhoods where the average poverty rate was 29 percent.

AHA structures its approach to providing and facilitating quality affordable housing through four major vehicles: 1) mixed-use, mixed-income communities created through the Strategic Revitalization Program; 2) mixed-income communities created through the strategic deployment of Project Based Rental Assistance and gap financing where needed; 3) Housing Choice Voucher Program; and 4) AHA-Owned Communities. The following diagram (Figure 2) illustrates the partnership model AHA uses in structuring real estate deals.

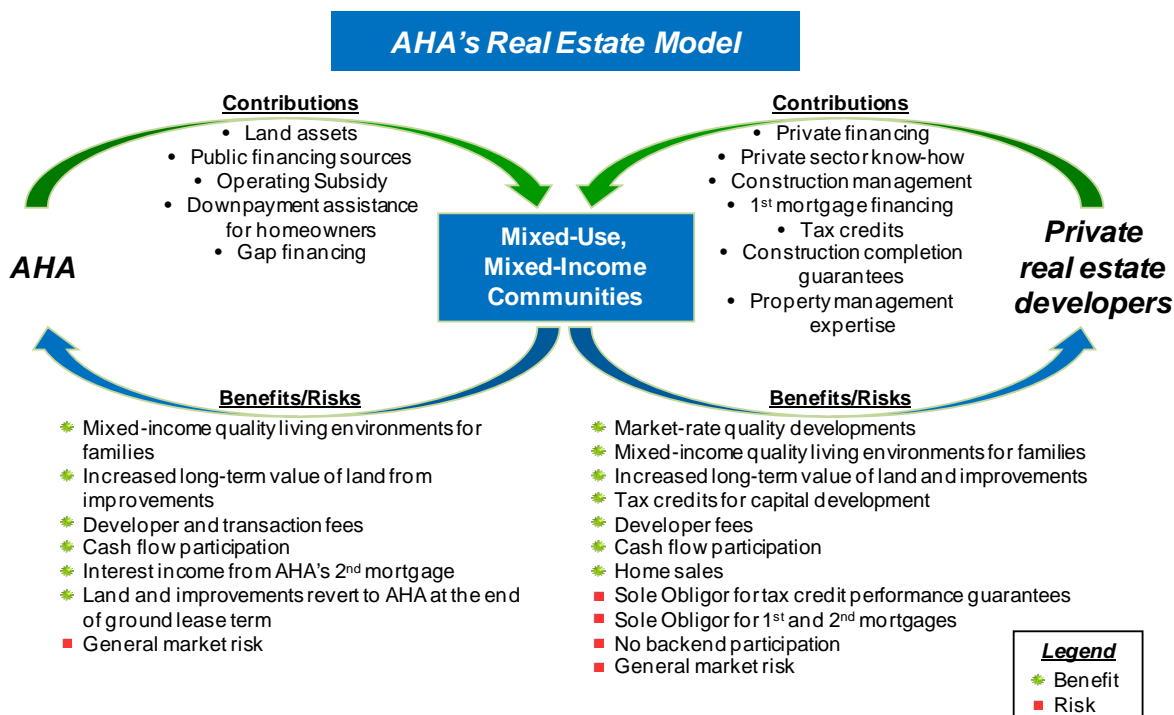
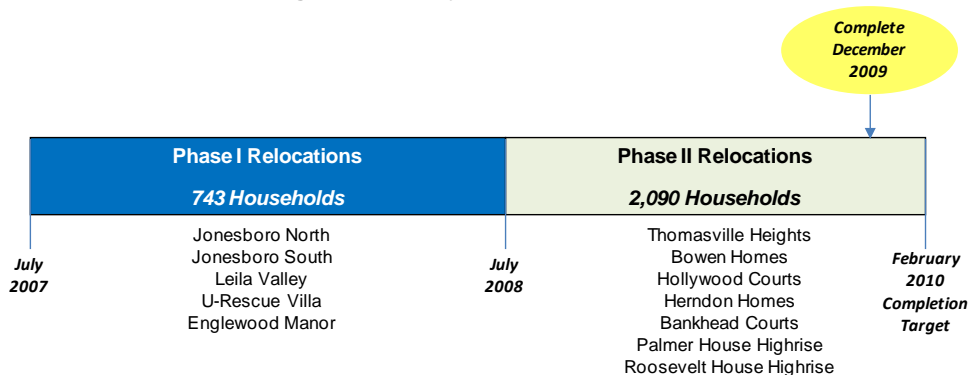


Figure 2: AHA's Real Estate Model

AI. Quality of Life Initiative

During FY 2010, AHA successfully completed ahead of schedule its Quality of Life Initiative (QLI) in which 2,833 households relocated to healthy, mixed-income environments from ten large family projects and two elderly developments, all obsolete and distressed. Families have now relocated to better communities and neighborhoods primarily through human development services and utilizing tenant-based vouchers. AHA has used MTW flexibility and MTW Funds to fund planning, relocation, and demolition costs. In keeping with the goal of facilitating family self-sufficiency, AHA continues to use MTW Funds for 27 months of coaching and counseling services to support the family's successful transition into the mainstream. Using lessons learned from AHA's Strategic Revitalization Program (using HOPE VI and other public housing development funds), AHA recognizes that responsible relocation requires education and support services prior to, during and after the relocation.

Figure 3: Quality of Life Initiative Timeline



Demolition and Maintenance

As of June 30, 2010, demolition and repositioning was 100 percent complete at all Phase I QLI properties and 55 percent complete at Phase II QLI properties. All demolition should be complete by mid-2011. Following demolition and site remediation, all properties that have undergone demolition will be maintained (fencing, grass cutting, trimming, debris removal, etc.) until disposition to a redevelopment partner under AHA's Strategic Revitalization Program. As market conditions warrant and through a competitive process, AHA will solicit proposals from private sector developers and investors for redevelopment options at several sites. Such plans will be addressed in future CATALYST Implementation Plans.

Figure 4: Status of Demolitions (as of June 30, 2010)

	Property	Percent Complete	Demolition Estimated Completion Date
QLI Phase I	Jonesboro North	100 percent	Complete
	Jonesboro South	100 percent	Complete
	Leila Valley	100 percent	Complete
	U-Rescue Villa	100 percent	Complete
	Englewood Manor	100 percent	Complete
QLI Phase II	Thomasville Heights	95 percent	August, 2010
	Bowen Homes	88 percent	October, 2010
	Hollywood Courts	70 percent	November, 2010
	Herndon Homes	66 percent	November, 2010
	Bankhead Courts	60 percent	December, 2010
	Palmer House Highrise	2 percent	June, 2011
	Roosevelt House Highrise	2 percent	June, 2011

Human Development Support Services

Many households affected under QLI Phase I reached the end of the 27 months of coaching and counseling services. However, AHA and its professional human development partners recognized that some families have greater needs and that additional support was required. During FY 2010 AHA extended the services with Integral Youth and Family Project, Inc. to continue to support QLI Phase II-affected families, and selected cases from QLI Phase I.

Client Education Seminars

Prior to and during relocation, and in partnership with Georgia State University, AHA provided various educational seminars to facilitate each family's success in becoming good neighbors. In FY 2010, these seminars were expanded under the title *Good Neighbor II* to include all Housing Choice families as well as QLI-affected families. See Section II.B1 – Human Development for additional details.

AHA employs a combination of strategies to create quality mixed-use, mixed-income communities with rental and for-sale housing:

- (1) Major revitalization using HUD funds as seed capital and the value of AHA-Owned land, as equity, to attract private sector developer participation and private investment;
- (2) Major revitalization using Project Based Rental Assistance and the value of AHA-Owned land as equity to attract private sector developer participation and private investment;
- (3) Sale of AHA-Owned land (including land swaps);
- (4) Land banking; and/or
- (5) Acquisitions.

A2. Revitalization Program

For the last 15 years, AHA and its private sector development partners have repositioned 16 of its public housing properties into mixed-use, mixed-income communities with a seamless affordable housing component. To date, AHA's revitalization efforts with private developer partners have created 2,517 AHA-assisted rental units and 149 affordable homes for sale.

During FY 2010, AHA focused its revitalization activities on six communities – Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes – and also initiated a 7th revitalization project at University Homes (see Figure 7 for detailed unit counts). In FY 2010, AHA through its partnerships facilitated completion of 196 affordable rentals and 30 for-sale units. Many of the units are occupied by AHA-assisted families, and the other affordable units are supported through tax credits that benefit additional low-income families. Through communities owned by public/private partnerships, AHA is addressing the City of Atlanta's need for additional high quality affordable housing in sustainable and economically integrated environments.

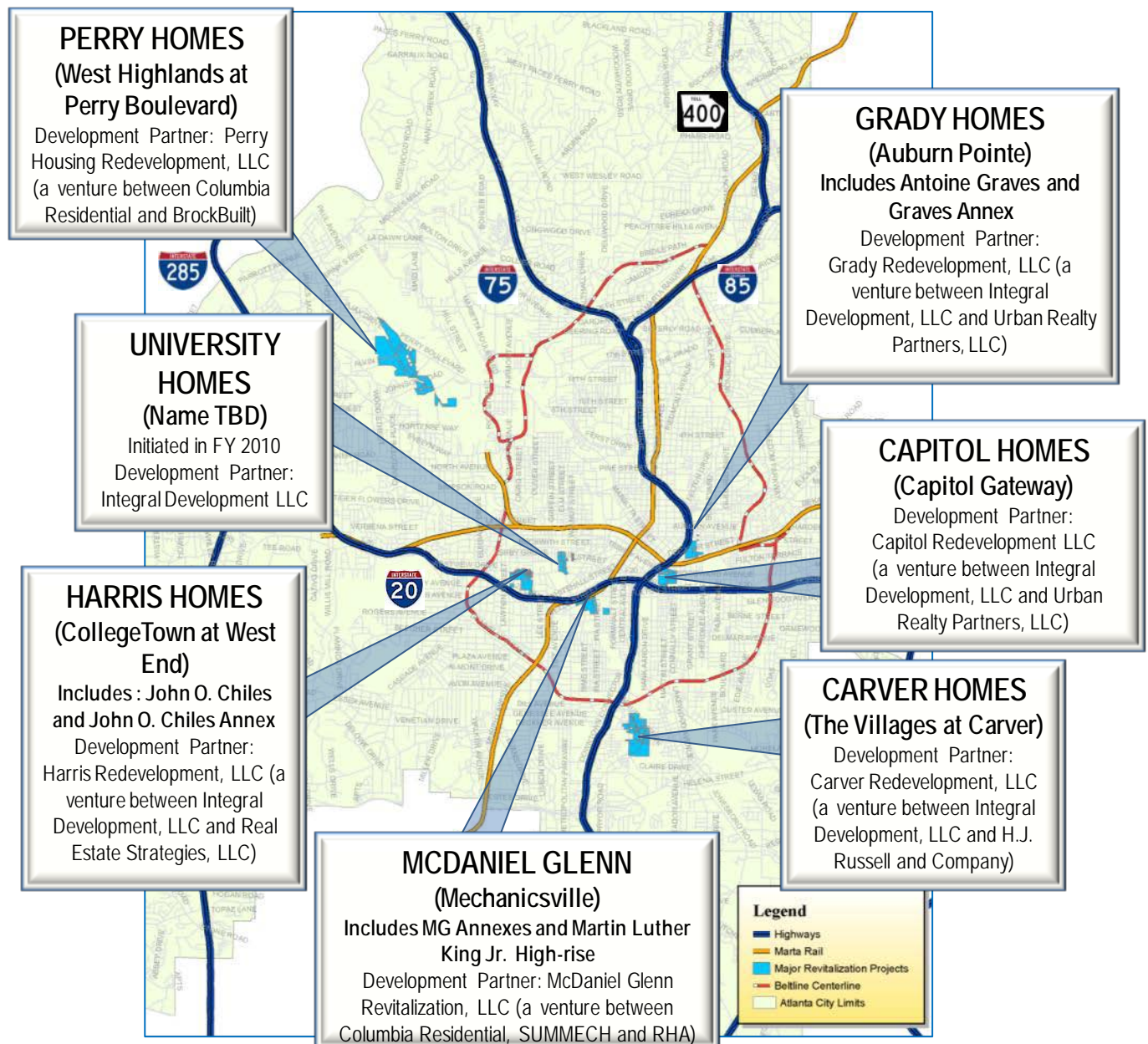
Because AHA's Strategic Revitalization Program focuses on “community building,” the comprehensive Master Plans for each community undergoing revitalization incorporate a vision for:

- a) Re-integrating the revitalized communities with the surrounding neighborhoods including residential housing (both rental and for-sale);
- b) Incorporating great recreational facilities, greenspace and parks;
- c) Providing upscale retail and commercial activities; and
- d) Supporting the creation of high performing neighborhood schools (pre-K to high school)

As child-centered developers, AHA, its development partners and other stakeholders are working with the Atlanta Public Schools to support the creation of high performing neighborhood schools and world-class early childhood development centers. AHA also recognizes that the human development component is a necessary component to realize successful outcomes for families and has instituted programs to ensure these needs are addressed. See Section II.B1: Human Development for activities that support families.

Within the constraints of prevailing financial and real estate market conditions and the availability of funding, AHA and its partners continued to advance phases for the revitalization developments already underway. AHA piloted and has used Project Based Rental Assistance as a development tool to support the development (new construction or rehabilitation) and creation of additional mixed-income communities. AHA also acquired improved or unimproved real estate in its jurisdiction in order to facilitate its revitalization programs, to support the creation of mixed-use projects or mixed-income housing opportunities, and to support local revitalization initiatives to stabilize local neighborhoods. A listing of properties acquired by AHA is included under each Revitalization project description below and can also be found in Appendix F in the *FY 2010 CATALYST Implementation Plan*.

Figure 5: Current Revitalization Projects by Communities and Partners



During FY 2010, AHA focused its activities on six communities – Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes – and also initiated a 7th revitalization project at University Homes.

Status of Revitalization Activities Accomplished in FY 2010

Demolition of functionally obsolete and severely distressed buildings is part of the process for revitalization.

Figure 6: Status of Demolitions at Redevelopment Properties

	Property	Percent Complete	Demolition Estimated Completion Date
Redevelopment Properties	MLK Highrise	100 percent	Complete
	University Homes	95 percent	September, 2010
	Graves Annex Highrise	80 percent	October, 2010
	Antoine Graves Highrise	80 percent	October, 2010

In June, 2010, AHA submitted amendments to the Revitalization Plans to HUD. The revised Amendments incorporate changes to the Master Plans and unit production schedules for all Revitalization projects except University Homes. Except for McDaniel Glenn and Grady Homes, the HOPE VI Grants are scheduled to close-out on December 31, 2010 and AHA will submit close-out packages for submission to HUD in FY 2011.

Auburn Pointe - Grady Homes Revitalization (Includes the revitalization of Antoine Graves Highrise and Antoine Graves Annex)	
Key Activities in FY 2010	On-site public improvements and environmental remediation activities Partnering with the City of Atlanta and other stakeholders on the revitalization of the adjacent Butler Park, to be completed in FY 2011
Demolition	Completed demolition and remediation of two senior buildings, Antoine Graves Highrise and Antoine Graves Annex
Financial Closing & Start of Construction	Multi-family rental – 154 units (Phase III) Senior rentals – 88 units + 10 market-rate (Phase VI) Senior rentals – 91 units + 11 market-rate (Phase VII)
Acquisitions	1.34 acre Salvation Army parcel of land adjacent to Grady Homes to expand the on-site homeownership (Phase V)
Homeownership	On-site: on hold pending improvement in financial and real estate markets Off-site: worked with Habitat for Humanity to complete 3 units using Builder/Owner Agreements (Phase I)

Capitol Gateway - Capitol Homes Revitalization	
Key Activities in FY 2010	Planning for streetscape improvements for the Memorial Drive corridor in partnership with the City of Atlanta and the Atlanta Regional Commission.
Land Swaps	Ongoing negotiations for a land swap with the State of Georgia.
Homeownership	On-site: on hold pending improvement in financial and real estate markets (Phases V, VI and VIII) Off-site: Utilizing Builder/Owner Agreements for purchases of homes already constructed (Phase I) through provision of down payment assistance

CollegeTown at West End - Harris Homes Revitalization (Includes the revitalization of John O. Chiles main building and John O. Chiles Annex)	
Key Activities in FY 2010	On-site public improvements and environmental remediation activities
Financial Closing & Start of Construction	Multi-family rental – 107 units + 70 market-rate units (Phase I)
Homeownership	On-site: on hold pending improvement in financial and real estate markets (Phases IV, VIII, IX and X) Off-site: utilizing Builder/Owner Agreements for purchases of homes already constructed (Phase VII) through provision of down payment assistance

Mechanicsville - McDaniel Glenn Revitalization (Includes the revitalization of McDaniel Glenn Annex sites and Martin Luther King, Jr. senior highrise)	
Key Activities in FY 2010	Completed construction of 328 multifamily rental units and commenced occupancy (Phases IV, V). Continued re-occupancy of former affected McDaniel Glenn households who elected to return to the community. Submitted application for the development of mixed-income, rental units and received 9% low-income housing tax credit award. Closing planned in FY 2011.
Disposal	AHA Board approved disposal of the McDaniel Street warehouse property to the Annie E. Casey Foundation, to promote economic development opportunities in the neighborhood. Pending HUD approval.
Acquisitions	Acquired a number of deteriorated properties located on land identified as "Block 85" (Phase VIII).
Homeownership	On-site: on hold pending improvement in financial and real estate markets (Phase I). Off-site: utilizing Builder/Owner Agreements for homes already constructed (Phases I, VIII, IX, and X) through provision of down payment assistance.

The Villages at Carver - Carver Homes Revitalization	
Key Activities in FY 2010	Land for the development of 202 homes in Phase IV was sold to a third party homebuilder for on-site homeownership development in FY 2007. Due to adverse conditions in the real estate and financial markets, the developer can no longer afford the carrying costs of the property and bank has foreclosed on the property. AHA commenced negotiations to repurchase the land in order to protect the investments made to date in this corridor. Development is on hold pending improvement in market conditions.
Homeownership	On-site: on hold pending improvement in financial and real estate markets (Phases IV, VII).

West Highlands at Heman E. Perry Boulevard - Perry Homes Revitalization	
Key Activities in FY 2010	Completed on-site public improvements that support the future development of approximately 100 single family for-sale homes.
Homeownership	On-site: developer continued to construct and sell homes during FY 2010 consistent with market demand.

University - University Homes Revitalization	
Key Activities in FY 2010	Initiated the Revitalization Program in FY 2010 AHA, its private sector development partner and members of the Atlanta University Center Consortium of Schools (which includes Clark/Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College) began collaborating to develop a comprehensive integrated master plan for the Atlanta University Center neighborhood.
Land Swap	Negotiating with Clark Atlanta University.

Other Redevelopment Activities

- AHA also continued to acquire properties in neighborhoods adjacent to AHA-Sponsored mixed-income communities in order to stabilize the surrounding neighborhood. In FY 2010, AHA acquired property near Magnolia Park (the revitalized John Eagan Homes).
- **Supportive Housing Pilot** – During FY 2009, AHA, in partnership with The Integral Group, developed a 26-unit supportive services housing community – the Gardens at CollegeTown at West End – for persons with mental and developmental disabilities. This development is owned and managed by Integral Property Management and is a part of the larger CollegeTown at West End master-planned, mixed-use, mixed-income community. The Integral Youth and Family Project coordinates supportive services with the vision of connecting persons to needed counseling and supportive services so they can live independently.

During FY 2010, AHA and Integral commenced discussions with the Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) to develop a pilot program for services to be delivered at the site to gain greater efficiency and effectiveness. These discussions will continue during FY 2011 with the goal of developing a pilot for long-term funding that can be implemented during FY 2011. Consistent with AHA's goals to support independent living, residents will benefit from on-site staff to assist with coordinating connections to appropriate service providers.

- **Affordable Assisted Living Demonstration** – AHA worked with a skilled and knowledgeable procured contractor to assist AHA with moving this demonstration forward. AHA is focused on exploring ways to use Medicaid waivers or other service funding, Section 8 project-based rental assistance, Low-income Housing Tax Credits and other financial resources to create affordable assisted living models at AHA-Sponsored mixed-income communities. Discussions with DBHDD will be advanced during FY 2011.

Comprehensive Homeownership Programs

AHA facilitates affordable homeownership opportunities in healthy, mixed-income communities utilizing the following programs:

- **Builders/Owners Agreement Initiative** is designed to facilitate great opportunities for low-income families in a soft real estate market and has aided in the absorption of Atlanta's "excess" high quality, recently constructed, single family home inventory. During FY 2010, AHA provided \$597,000 in down payment assistance in the form of subordinated loans to 30 homebuyers.

Under this initiative, AHA's various private sector development partners have entered into agreements with single-family homebuilders throughout the City of Atlanta to provide down payment assistance in the form of a subordinated mortgage loan to households that earn either up to 80 percent or up to 115 percent (depending on the funding source) of the Metropolitan Atlanta area median income (AMI). These loans reduce the principal amount of the first mortgage and thus, reduce a family's monthly housing costs so they can qualify for a private mortgage.

- **HOPE VI Homeownership Down Payment Assistance** – Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on hold, except at West Highlands. AHA is proactively advancing its homeownership goals through its Builders/Owners Agreement Initiative.
- **Housing Choice Voucher Homeownership Mortgage Payment Assistance Program** – AHA re-engineered this program with new eligibility benchmark criteria for participants, new underwriting criteria, and a review committee, that evaluates a family's financial ability to become a homeowner. The fully re-structured program will be launched in FY 2011.
- **Homeownership Self-Sufficiency Program** – AHA used MTW Funds to allow additional time for 19 Family Self-Sufficiency Program participants with escrow balances to participate in the program. In

FY 2010, AHA worked with these families to assist them in attaining financial independence and to purchase a home, if desirable and feasible. The current program has ended.

Innovative Use of MTW Funds

Given the softness in the real estate and financial markets, AHA and its private sector real estate development partners, like all real estate firms, found it challenging to identify investors and funders willing to invest in proposed real estate development projects. In order to meet this challenge, as part of its FY 2010 priorities, AHA used its MTW Funds to provide gap funding that supported the financial closing of The Veranda III at Auburn Pointe (Grady HOPE VI Phase VII) which serves persons eligible (i.e. households earning less than 80 percent of area median income) for Tax Credit, Project Based Rental Assisted units and Public Housing Replacement Units. This is one example of AHA leverage that can advance a real estate development transaction.

Reference Notes for Reader

Other Items Mentioned in FY 2010 Plan

- Proposed Land Swaps
- Acquisitions
- Re-Occupancy Process
- Quality of Life Redevelopment
- Developing Alternative & Supportive Housing Resources

See Section:

- Section II.A2: Revitalization Program – Charts for each redevelopment project
- Section II.A2: Revitalization Program – Charts for each redevelopment project
- Section II.A2: Revitalization Program – McDaniel Glenn chart
- Section II.A2: Revitalization Program – Other Redevelopment Activity
- Section II.A2: Revitalization Program – Other Redevelopment Activity

Figure 7: Revitalization Housing Production for FY 2010

Housing Production For Active Revitalization Programs: Units Status during FY 2010	For Sale Unit Mix			Rental Unit Mix				
	Market Rate	Affordable	TOTAL HOME-OWNERSHIP	Market Rate	Tax Credit	Tax Credit w/Public Housing Assistance	Tax Credit w/PBRA	TOTAL RENTAL
Capitol Homes (Capitol Gateway)								
Total Units Completed	53	86	139	168	100	138	233	639
Units Completed in FY 2010	0	19	19	0	0	0	0	0
Units Under Construction	0	12	12	0	0	0	0	0
Carver Homes (The Villages at Carver)								
Total Units Completed	0	0	0	207	165	329	150	851
Units Completed in FY 2010	0	0	0	0	0	0	0	0
Units Under Construction	0	0	0	0	0	0	0	0
Perry Homes (West Highlands)								
Total Units Completed	60	40	100	258	90	228	124	700
Units Completed in FY 2010	13	10	23	0	0	0	0	0
Units Under Construction	50	12	62	0	0	0	0	0
Grady Homes (Auburn Pointe)								
Total Units Completed	0	18	18	25	0	38	61	124
Units Completed in FY 2010	0	0	0	0	0	0	0	0
Units Under Construction	0	3	3	82	31	54	187	354
Harris Homes (CollegeTown)								
Total Units Completed	0	0	0	126	40	180	166	512
Units Completed in FY 2010	0	0	0	0	0	0	0	0
Units Under Construction	0	0	0	0	0	0	0	0
McDaniel Glenn Homes (Mechanicsville)								
Total Units Completed	11	6	17	182	47	247	181	657
Units Completed in FY 2010	0	1	1	132	0	131	65	328
Units Under Construction	0	0	0	0	0	0	0	0
GRAND TOTAL								
Units in Master Plan	1,732	653	2,385	1,205	593	1,382	1,140	4,320
Total Units Completed	124	150	274	966	442	1,160	915	3,483
Units Completed in FY 2010	13	30	43	132	0	131	65	328
Units Under Construction	50	27	77	82	31	54	187	354
Units To Be Developed	1,558	476	2,034	157	120	168	38	483

Figure 7 illustrates that AHA has completed construction of a substantial number of rental units in its revitalized communities. Homeownership development reflects the significant slow-down in the real estate market.

A3. Project Based Rental Assistance as a Development Tool

Using the flexibility under its MTW Agreement, AHA has designed its own Project Based Rental Assistance (PBRA) program, with the goal of making the program attractive to local Atlanta private real estate developers and Owner Entities. During FY 2010 AHA continued its PBRA priority initiative to expand the availability of quality, affordable housing within its jurisdiction with the goals of facilitating (a) housing opportunities for families and elderly persons in healthy mixed-income communities; (b) the development of supportive services housing for disabled persons and other transitional housing; and (c) the expansion of mixed-income housing opportunities in areas of lower poverty.

During FY 2010, AHA increased the inventory from 3,500 to 4,127 multi-family units either under commitment or under PBRA Agreements with Owner Entities to provide housing for families, elderly and persons with special needs (see Figure 8).

In support of the Regional Commission on Homelessness, AHA collaborates with United Way of Metropolitan Atlanta in a Homeless Demonstration Program offering PBRA to for-profit and not-for-profit real estate professionals and faith-based organizations that provide units targeted for the chronically homeless population and persons with mental health disabilities. As of June 30, 2010, there were 510 of these units under PBRA agreement and another 167 units under commitment, with construction completion and occupancy scheduled in FY 2011 (see Figure 9).

Figure 8: Project Based Rental Assistance Inside Mixed-Income Communities (as of June 30, 2010)

Units	Elderly	Family	Total
PBRA Agreement in Place	1,874	1,090	2,964
Under Construction	322	51	373
Commitment Issued	622	168	790
Totals	2,818	1,309	4,127
New Units under PBRA Agreement added in FY 2010	105	235	340

Figure 9: Project Based Rental Assistance Inside Supportive Services Housing (as of June 30, 2010)

Units	Special Needs
PBRA Agreement in Place	510
Under Construction	74
Commitment Issued	93
Totals	677
New Units under PBRA Agreement added in FY 2010	149

Project Based Rental Assistance Regional Expansion Program – AHA administers PBRA within the City of Atlanta (AHA's jurisdiction) and may provide PBRA to properties in adjacent jurisdictions, provided an Intergovernmental Agreement is executed with the local public housing authority or the local city or county government. AHA entered into a project-specific agreement with Union City Housing Authority for Arcadia at Parkway Village (PBRA agreement in place) and Woodbridge at Parkway Village (units under construction). AHA also successfully completed a PBRA agreement for Legacy at Walton Lakes in Fulton County Housing Authority's jurisdiction.

A4. Asset Management

AHA employs a private sector portfolio management approach to facilitate and manage all aspects of the ongoing business relationships and public/private partnerships between AHA and the Owner Entities of AHA-Sponsored mixed-income, multi-family rental communities and with private sector developers and owners of mixed-income, multi-family rental communities under the PBRA program.

Additionally, AHA continues its business relationship with Georgia HAP Administrators, Inc. in the performance of fee-based contract administration of housing assistance contracts for privately owned, FHA-insured multi-family properties.

Private Sector Innovation & Streamlining Property-Level Operations

Public/private partnerships were formed to develop AHA-Sponsored mixed-income, multi-family rental communities and, as an extension of its MTW regulatory and statutory relief, AHA encourages and promotes private sector innovation with these Owner Entities to propose operating policies and procedures that streamline operations and create operating efficiencies in applicable communities. Once reviewed and approved by AHA, owner-proposed innovations – such as alternate rent strategies to AHA's minimum rent policy or different approaches in determining utility allowances based on energy audits and green technologies – may be incorporated in an Owner Entity's policies and procedures for applicable communities in their portfolio.

Sustaining Mixed-Income Communities

During FY 2008, using its MTW flexibility, AHA developed a strategy to convert public housing operating subsidy under Section 9 of the 1937 Housing Act, as amended, at AHA-Sponsored mixed-finance, mixed-income rental communities to long-term renewable Project Based Rental Assistance under a demonstration program for the conversion. During FY 2010 AHA continued to refine this strategy in consultation with HUD. During FY 2011, AHA will continue its discussion with HUD to finalize the program structure, receive HUD approval and implement a demonstration program during FY 2011.

In order to improve the sustainability of AHA-Sponsored mixed-finance, mixed-income rental communities during the interim while the demonstration program is under development, AHA revisited its method of determining the level of Section 9 operating subsidy supporting these communities. AHA's methodology for calculating Section 9 operating subsidy incrementally increases the subsidy to cover operating expenses attributable to Section 9-assisted units, in accordance with the Regulatory and Operating Agreement between AHA and the Owner Entity. While this subsidy methodology incrementally improves the financial position of AHA-Sponsored mixed-income, multi-family rental communities, the methodology fails to yield sufficient operating subsidies to ensure the long-term sustainability of these communities. For this reason, AHA will continue to develop a demonstration program with HUD to reformulate the subsidy arrangement from Section 9 to Section 8 during FY 2011 as discussed above.

Innovative Subsidy Strategies for AHA-Owned Communities Providing Housing for Seniors and Residents with Disabilities

With this activity AHA explored innovative strategies for converting the Section 9 subsidy to long-term PBRA at 13 AHA-Owned Communities (eleven senior high-rises and two small family communities). The opportunity for such communities to achieve long-term viability can only be realized by generating the income necessary to reinvest in these communities in order to meet the needs of its residents. Based on several factors, AHA decided to delay conversion of the current Section 9 subsidy arrangement because 1) ARRA stimulus funds combined with the formula capital funding created a new opportunity to make necessary capital upgrades to the properties without incurring additional debt, and 2) AHA's new Energy Performance Contract will fund current and future capital improvements. Using sound fiscal management of funding streams, AHA will improve the quality of life for residents and provide long-term sustainability of AHA-Owned Communities. Conversion strategies will be considered in future phases.

Project Based Rental Assistance (PBRA) Site-Based Administration

Using its MTW flexibility, AHA authorizes the Owner Entities of mixed-income communities with PBRA-assisted units to have full responsibility for the site-based administration of the program. The Owner Entity's professional management agent has full responsibility for the administrative and programmatic functions carried out in connection with admission and occupancy procedures and processes relating to AHA-assisted PBRA units. As part of its asset management responsibilities, AHA conducts periodic inspections, audits and business process reviews. In FY 2010, AHA continued enhancing technology-based solutions to further develop its Asset Management Portal and strengthen service delivery strategies between AHA and these communities.

In response to its commitment to the City of Atlanta and under the auspices of the Regional Commission on Homelessness including the United Way of Metropolitan Atlanta, AHA continues to be a resource for housing opportunities for the homeless population utilizing PBRA in partnership with private and faith-based owners to support the development or rehabilitation of units for homeless persons.

Fee-Based Contract Administration

During FY 2010, through its business relationship with Georgia HAP Administrators, Inc., AHA continued to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. AHA earns unrestricted revenue in excess of operating expenses for this business arrangement. MTW Funds or other AHA restricted funds were not expended to support this operation.

Reference Notes for Reader

Other Items Mentioned in FY 2010 Plan

- Rent Simplification
- Enhanced Accessibility Initiative

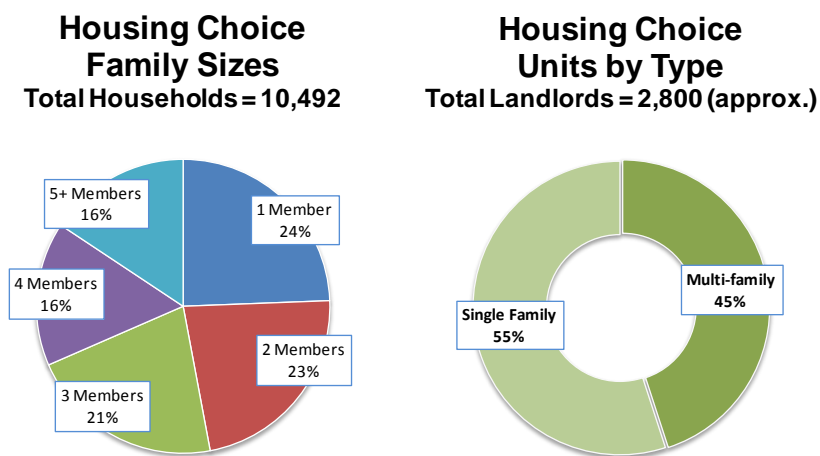
See Section:

- Section I.B – Key Agency-Wide Policies – FY 2010
- Section II.A6 – AHA-Owned Communities

A5. Re-Engineering the Housing Choice Voucher Program

AHA's Housing Choice Tenant-Based Voucher Program offers families the greatest opportunity to exercise personal responsibility and preference in selecting where they live. Using MTW flexibility, AHA has strategically and deliberately enacted policies that enable families to use their household income and tenant-based Housing Choice vouchers to improve their circumstances and choose quality mixed-income living environments. Policies include the 30 percent limit, which allows families to identify quality living environments anywhere in the City of Atlanta with the assurance that they will not have to pay more than 30 percent of adjusted income towards rent and utilities. In combination with higher standard deductions for dependents and elderly and disabled persons, AHA has created a set of housing policies that support a family's progression towards self-sufficiency.

Figure 10: Profile of Housing Choice Households

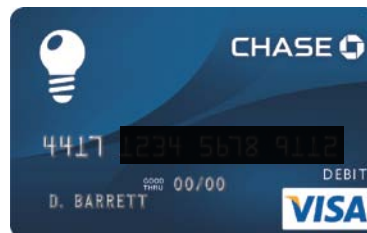


The tenant-based Housing Choice program must balance management of relationships with independent property owners and the accountability of families to comply with program guidelines. During FY 2010, AHA further refined its operating procedures, business processes and operating structure to enhance customer service, manage costs and improve operating efficiencies.

Participant-Related Enhancements

- During FY 2010, AHA completed the first survey of 7,644 Housing Choice participants (34 percent return ratio) residing in its operational jurisdiction, which provided insights into families' customer service and social service needs. In addition the Housing Choice Participant Advisory Board met regularly and served as a forum for dialogue and mutual education providing valuable insights into how to improve the contact center, recertifications, compliance processes and forms, and overall customer satisfaction.
- AHA continued to raise its standard for greater accountability in FY 2010. Taking into account the tight job market and economic recession, AHA strengthened the process for referring families to Human Development Services for assistance with job searches, training, and other family needs that may affect the family's eligibility for assistance. While AHA showed consideration for job losses, it tightened enforcement of program rules and actively investigated potential fraud cases.
- AHA streamlined the annual recertifications process by conducting group and mail recertifications to reduce the time needed for working families to complete their annual obligations.

- With the introduction of a new debit card program for distributing utility allowances, families are responsible for using the funds to make their utility payments. AHA has found that administering the funds through the VISA debit card promotes accountability and encourages participants to make prudent financial choices.
- AHA improved customer service offered through its centralized contact center by providing training to Customer Service Representatives that is more comprehensive in order to resolve issues without escalating to different departments.
- AHA worked with the Georgia Department of Community Affairs (DCA) to implement **georgiahousingsearch.org**, a service that allows families to search online for available housing opportunities.
- Due to budget constraints, Leasing Incentive Fees (LIF) were not implemented during FY 2010 for all Housing Choice families. Used primarily as a relocation strategy, LIF payments can afford Housing Choice families the opportunity to exercise their choice to move to lower poverty areas by paying an amount which covers application fees and security deposits.



AHA implemented a new Utility Assistance Payment (UAP) program with J.P. Morgan Chase Bank.

Landlord-Related Enhancements

By increasing its communications and dialogue through surveys and advisory groups, AHA made significant progress to professionalize the relationships with landlords/property owners and to apply more private sector principles in its operations.

- During FY 2010, by utilizing reliable and validated third-party resources to verify landlord eligibility, the cycle time from receipt of a landlord's Request for Tenancy Approval (RTA) to contract execution was reduced by 35 percent. AHA conducted comprehensive assessments of multi-family properties and developed a schedule of rents for multi-family properties (25 units or more) which resulted in reducing the processing time for finalizing rents.
- By requiring landlords to be present during annual inspections and automatically scheduling and limiting re-inspections after a failure, AHA has experienced improved landlord relationships while reducing the number of program moves due to failed units. AHA's Inspection staff is now certified by the National Association of Certified Home Inspectors (NACHI).
- Using MTW flexibility, in FY 2010, AHA implemented a new rent determination process in which AHA's Asset Management and Policy Development division uses market data and analysis from a third-party firm to ensure that rent offers are in line with market equivalent rents. Separating contract rent negotiations from Housing Choice Operations creates a higher level of internal controls and allows AHA to take advantage of internal real estate expertise and knowledge of rents in the Atlanta market.
- In FY 2010, AHA created a forum for dialogue and mutual education by forming the Landlord Advisory Board, which has provided feedback on pending AHA procedural changes and has given AHA insight into private sector practices and viewpoints. AHA improved communications with landlord/property owners through the self-service Landlord Portal which allows landlords to schedule inspections and review program-related announcements online.
- AHA conducted a landlord survey in FY 2010. The survey indicated the need to create staff liaison positions focused on the distinct needs of landlords that own or manage multi-family properties versus those with single family units.
- Housing Choice Community Advisory Board & AHA4You Community Meetings – In an effort to build relationships and address neighborhood concerns, in FY 2010, AHA established a Community

Advisory Board composed of neighborhood leaders, elected officials, advocacy groups and other stakeholders.

- Landlord Marketing Program - As AHA completed the Quality of Life Initiative relocation efforts, it was determined that there was a less urgent need to expand the base of property owners. Postponing this effort allows AHA to lay the groundwork for a comprehensive quality rating system, which can be used to create a more targeted marketing effort in FY 2011.
- Neighborhood Information Resource – AHA delayed this program until a new rating system and enhanced site and neighborhood standards are completed in FY 2011.

Financial Management

- AHA has reduced the cost of serving the 10,000+ households with Housing Choice vouchers, while enhancing customer service and ensuring a higher quality living environment. This commitment to continued and greater efficiency will ensure that AHA has the flexibility to provide more housing opportunities in the future.
- Port Administration – AHA made plans to begin administering (i.e. bill the initial PHA) rather than absorbing port vouchers for assisted families moving to AHA's jurisdiction. In FY 2010, AHA continued to foster closer relationships with Metropolitan Atlanta-area PHAs by developing a standardized reconciliation process, but has postponed development of new intergovernmental agreements.
- AHA completed a quality assurance study during FY 2010 which helped AHA to identify areas of improvement and strengthen internal controls related to the processing of Housing Assistance Payments.

Reference Notes for Reader

Other Items Mentioned in FY 2010 Plan

- Technology Solutions
- Staff Capacity
- Operational Enhancements & Enhanced Inspections Standards
- Rent Simplification

See Section:

- Section II.A1 – Corporate Support
- Section II.A5 – Landlord-Related Enhancements
- Section II.A5 – Landlord-Related Enhancements
- Section I.B – Key Agency-Wide Policies – FY 2010

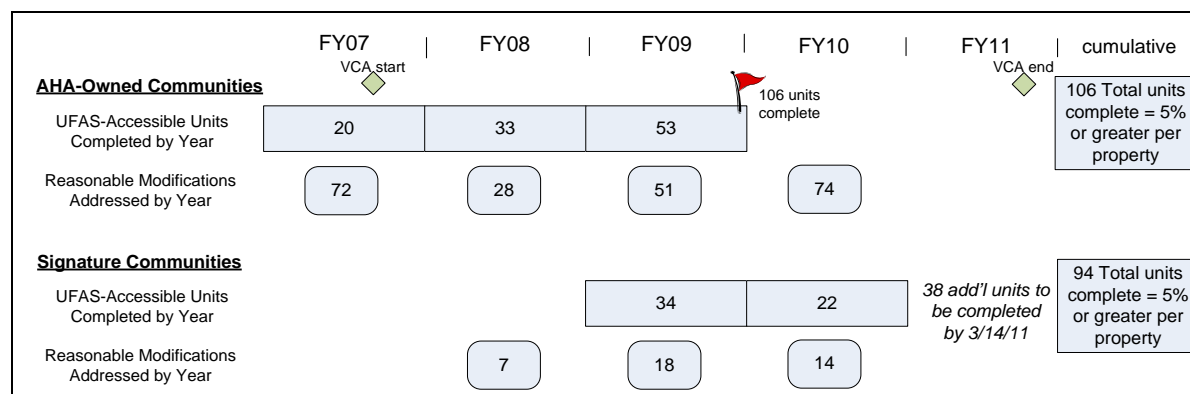
A6. AHA-Owned Communities

After completion of the Quality of Life Initiative, AHA continues to own 13 public housing assisted residential properties, including 11 senior high-rise communities and 2 small family communities (see Appendix E). In line with AHA's strategic goal to support independent living for seniors and persons with disabilities, AHA has devoted resources and staff to better understand the needs of its residents. AHA has also collaborated with community partners to provide more on-site support services. AHA has focused its capital investments and policy enhancements consistent with improving the quality of life for seniors "aging in place" and disabled adults living in the communities (see Section II.A7 – ARRA Funds).

Enhanced Accessibility Initiative

AHA has made significant progress in improving the accessibility of its facilities, programs, and services for persons with disabilities. All of AHA's public and common areas were made accessible under applicable standards and guidelines including Section 504/Uniform Federal Accessibility Standards (UFAS) and the Americans with Disabilities Act (ADA). As of 2010, AHA had 162 UFAS-accessible units, which exceeds the UFAS requirements of 5 percent of the units accessible for people with mobility-related disabilities and 2 percent of units accessible for people with hearing or visual impairments.

Figure 11: Mobility-Accessible Units and Reasonable Modifications by Year



AHA has also addressed a significant number of resident reasonable accommodation and modification requests. Based on Resident Needs Assessment Surveys and ongoing feedback from residents, the majority of residents prefer to have their accessibility needs met through AHA's reasonable modification process versus moving to a unit that is fully-accessible. Over 75 percent of the reasonable modification requests relate to bathroom accessibility (e.g. toilet or shower grab bars, shower/tub or toilet transfer seats, and handheld shower sprayers). AHA's Voluntary Compliance Agreement (VCA) allows four years (from 3/15/07 through 3/14/11) to complete 189 UFAS units. With the final Signature units completed in FY 2011, AHA will meet or surpass the VCA requirements.

Energy Management Initiative

AHA has dedicated resources to developing energy conservation and sustainability practices that enhance AHA's business model in support of healthy living environments. During FY 2010, AHA began to build in-house expertise and knowledge around energy and sustainability issues through staff training and working with the Private Management Companies (PMCOs) partners, which have been procured to manage AHA-Owned Communities. As a result of evaluating utility bills, analyzing consumption trends, and monitoring budget-to-actual expenses, in FY 2010, AHA recovered nearly \$400,000 in over-charged utility expenses. Another result of AHA's improved understanding of utility consumption was the termination of the Excess Utility Billing program, a decision that reduced the burden of utility expenses on seniors and persons with disabilities without increasing utility costs for AHA. Further, AHA entered into a contract with Johnson Controls to provide energy performance contracting and utility management and to assist AHA with sustainability initiatives in the future.

Energy management is one of AHA's priorities in the renovations planned with the American Recovery and Reinvestment Act of 2009 (ARRA) funds at the AHA-Owned Communities. During FY 2010, AHA developed requirements for energy conservation enhancements using published industry and Environmental Protection Agency standards and the results of an energy audit commissioned in 2008. The PMCOs and design firms will use this guidance for improvements including new, energy-efficient building components and lighting; improved HVAC and plumbing systems; high efficiency EnergyStar washers and dryers; and upgraded WaterSense kitchen and bathroom fixtures.

Enhanced Real Estate Inspection Systems

Using AHA's enhanced real estate inspection system and annual accessibility inspections, AHA made significant improvements in the physical condition and operation of its properties. As a result of working closely with AHA's PMCO partners to identify and proactively address issues at the properties, AHA continues to improve the quality of the living environments throughout the AHA-Owned real estate portfolio. For detailed discussion, see Appendix E.

Reference Notes for Reader

Other Items Mentioned in FY 2010 Plan

- Place-based Supportive Services
- VAWA
- Elderly Income Disregard
- 4:1 Elderly Admissions
- \$125 Minimum Rent
- Work/Program Participation Requirement

See Section:

- Section II.B1 – Human Development
- Section II.C2 – MTW Innovations
- Section II.C2 – MTW Innovations or Appendix M – Ongoing Activities Directory
- Section II.C2 – MTW Innovations or Appendix M – Ongoing Activities Directory
- Section II.C2 – MTW Innovations or Appendix M – Ongoing Activities Directory
- Section II.C2 – MTW Innovations or Appendix M – Ongoing Activities Directory

A7. American Recovery and Reinvestment Act of 2009 (ARRA) Funds

AHA was awarded \$26.5 million in ARRA funds and obligated all funds by the March 17, 2010 deadline. As of June 30, 2010, 14 percent (\$3.6 million) of the monies were expended for the following activities during FY 2010:

- **Demolition of Quality of Life Initiative Phase II Communities** – As of June 30, 2010, AHA had spent \$1 million of the \$8 million ARRA demolition budget at its Herndon and Hollywood properties. The demolition of these two properties was approximately 70 percent complete as of June 30, 2010, with total demolition targeted for completion by October 30, 2010. Demolition at the remaining two properties, Palmer and Roosevelt, will be complete by the end of FY 2011.
- **Renovation at AHA-Owned Communities** – AHA's capital investments and renovations support the strategic goal of independent living and improved the quality of life for seniors "aging in place" and disabled adults living in the communities. AHA expended \$2.6 million (of \$18.5 million) for design and construction management for the 13 remaining AHA-Owned Communities including improvements and energy efficient upgrades to the site, exterior building, major systems, units and common areas. (see examples of renovations in Figure 12 below)
- **Information Technology** – To enable the real estate professionals at AHA-Owned Communities to provide excellent customer service to residents, AHA spent \$67,000 to purchase and install administrative computer equipment to replace outdated computers in the 11 high-rise communities. Each community received up to eight new computers that are compatible with AHA's corporate network. The new computer hardware will provide increased productivity, better communication and enhanced network security.

- **Competitive Funding** – After careful consideration and due diligence, AHA chose not to apply for a portion of the \$1 billion in ARRA competitive capital funds in FY 2010.

Figure 12: Characteristics of AHA's Senior Communities Pre- and Post- Renovation
"Creating Opportunities for Seniors to Age Well"

Institutional Look & Feel

- Improved sense of arrival
- Concierge approach
- Sophisticated palette of materials/colors
- Ergonomic furnishings
- Energy efficient



AFTER



BEFORE

Few Opportunities for Resident Socialization

- Unnecessary functions eliminated
- Multi-use rooms
- Synergy among common spaces
- Café concept



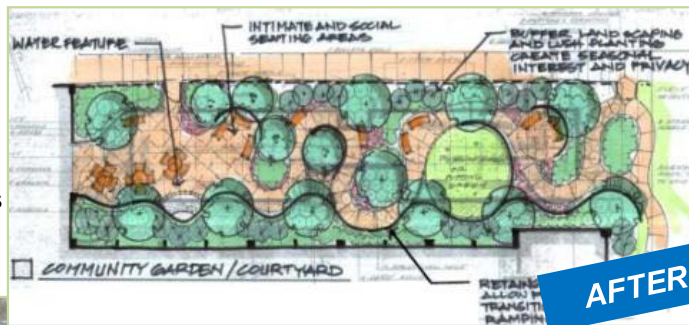
AFTER



BEFORE

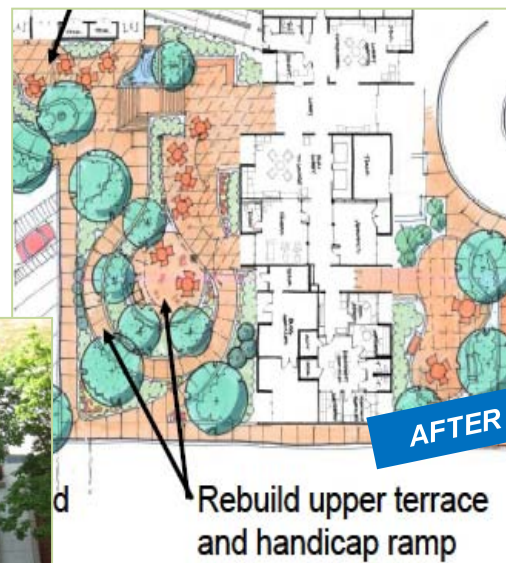
Lack of Connectivity to Outdoor Spaces

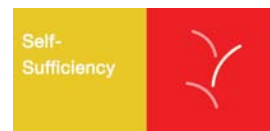
- Improved sense of arrival
- Walking trails
- Outside social gathering spaces
- Easy transitions to outside spaces



Challenging Environments to Navigate

- Improved accessibility
- Appropriate lighting
- Way finding/ Signage
- Security
- Increased resident mobility





B. Goal Two: Self-Sufficiency “Reclaiming the Dream”

Early on AHA realized that success in mainstreaming families hinged on tearing down the barriers in families' minds – and not just the relocation of families away from concentrated poverty environments. Through coaching and counseling under its Strategic Revitalization Program, AHA worked with the affected families to help them adapt to the mainstream environment. Whereas HOPE VI grants provided funding for these human services, with the Quality of Life Initiative, AHA needed a new way to fund these activities. AHA's MTW Agreement enabled AHA to come up with the solution by allowing AHA the flexibility to use MTW Funds where they are most needed. The work/program requirement policy resulted in savings that can be used for other AHA initiatives, because working families pay a greater portion of their own rent.

In seven years, AHA has achieved the following results:

- Thousands of families have been assisted with life challenges by AHA and its partners through coaching and counseling.
- Over 9,200 families have attended classes in developing life skills through AHA's Good Neighbor Program.
- The number of households with adults working full-time has increased from 16 percent in FY 2003 to 56 percent in FY 2010 who were compliant with AHA's work/program participation requirement. Prior to the economic recession, work force participation reached a peak of 80 percent in 2005.
- 151 participants have attended and graduated from AHA's Good-to-Great G.E.D. program begun in 2007, with 12 graduates continuing their education by enrolling in college.
- Sixty-seven (67) students have received over \$201,000 in scholarships towards their college education through AHA's Community Scholars Awards program.

BI. Human Development

During FY 2010, AHA made substantial targeted investments supporting the distinct needs of three populations:

- Facilitate opportunities for families and individuals to build financial stability and reduce their dependency on subsidy, ultimately becoming financially independent;
- Facilitate and support initiatives and strategies to support great educational outcomes for children; and
- Facilitate and support initiatives that enable elderly and persons with disabilities to live independently with enhanced opportunities for aging well.

Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of supportive services leading to each family's success and progression to the mainstream. Currently, 3,880 households (from HOPE VI and Quality of Life relocations) and the balance of 7,644 Housing Choice families directly benefit from AHA's human development support services. The *CATALYST Resource Guide* lists committed community-based organizations focused on educational services, disability services, employment and training, homeownership counseling, childcare, mental health services and senior supportive services.

AHA's Work/Program Participation Requirement

As a condition of the household receiving and maintaining subsidy assistance:

- At least one non-elderly, non-disabled adult (ages 18-61) household member maintains continuous full-time employment **and**
- All other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and part-time employment.

Work/Program Participation Requirement

The dignity and empowerment of work cannot be underestimated. However, during the current economic recession, families have had difficulty obtaining and maintaining employment. AHA understands the impact of unemployment on adults and, ultimately, the children. The chart (Figure 13) illustrates that as the general unemployment rate has risen, Housing Choice households have experienced a drop in income, either from job lay-offs or reduction in available work hours. To be compliant with the work/program requirement, a family must meet all the requirements. The 56 percent compliance rate reflects the effects of a tough economy.

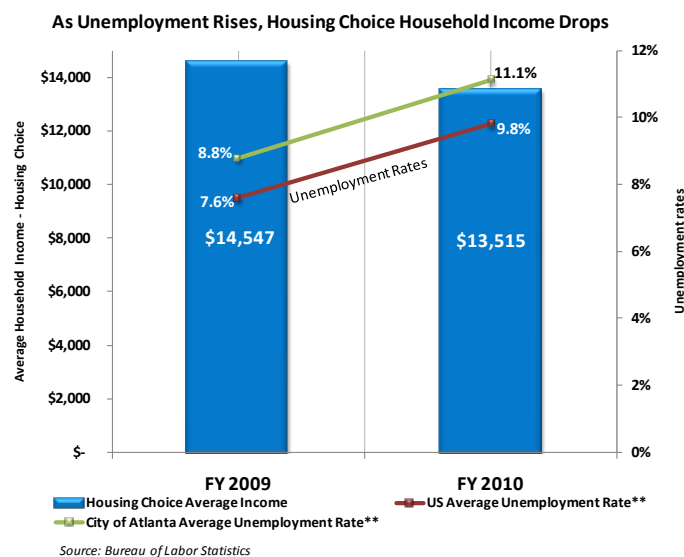
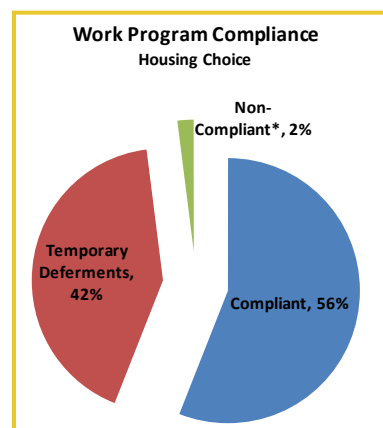


Figure 13: Changes in Family Income Compared to Unemployment Rate

However, during FY 2010 as many as 42 percent of families currently have received approved temporary deferments as they work towards completing their education or a job training program. To ensure that families stay focused, on-staff Client Service Counselors work closely with families to assist them with ways to become compliant, even during tough economic times.

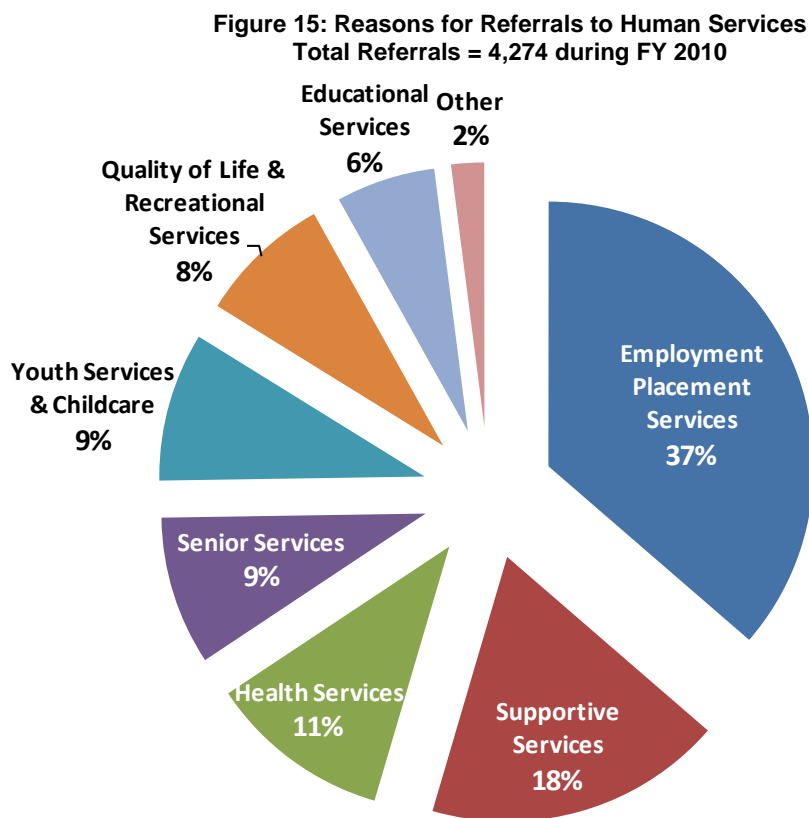
Figure 14: Families that comply with the work/program requirement have decreased as the unemployment rate has increased (Figure 13 above). However, 42 percent of households are “moving-to-work” because they are enrolled in job training or educational programs. * Non-compliant households are in some stage of the termination process, either just proposed or awaiting an informal review.

In addition to referring families to partners such as Atlanta Workforce Development Agency, in FY 2010, AHA introduced the *CareerLink & Assessment*, a tool for families to connect with prospective employers. AHA also distributed *Connecting You to CATALYST Success* weekly emails containing job fair and employment prospects.



Service Provider Network (SPN) and Connections to the SPN

AHA established the Service Provider Network (SPN) as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. Any AHA staff member can refer a family to AHA's on-staff Client Services Counselors who assess family needs and facilitate connections to the appropriate service provider. In FY 2010, over 4,200 referrals were made to the SPN including partners such as Integral Youth and Family Project and Families First, agencies that work with relocation families (see Figure 12 for reasons for referrals). During FY 2010, AHA expanded this network from 46 to 56 providers to cover needs.



Good Neighbor Program II

AHA established the Good Neighbor Program (GNP) in 2004 as an instructional program to provide guidance to AHA-assisted families on values, roles and responsibilities associated with being a good neighbor in a mainstream, mixed-income environment. Developed in association with Georgia State University's Alonzo A. Crim Center for Urban Education Excellence, the GNP originally focused on families affected by the Quality of Life and HOPE VI relocation initiatives. In order to reach all 7,644 Housing Choice participants, in FY 2010, AHA introduced a new, expanded curriculum and trained 3,144 participants. The new GNP II includes a certification requirement and addresses three "real life" issues:

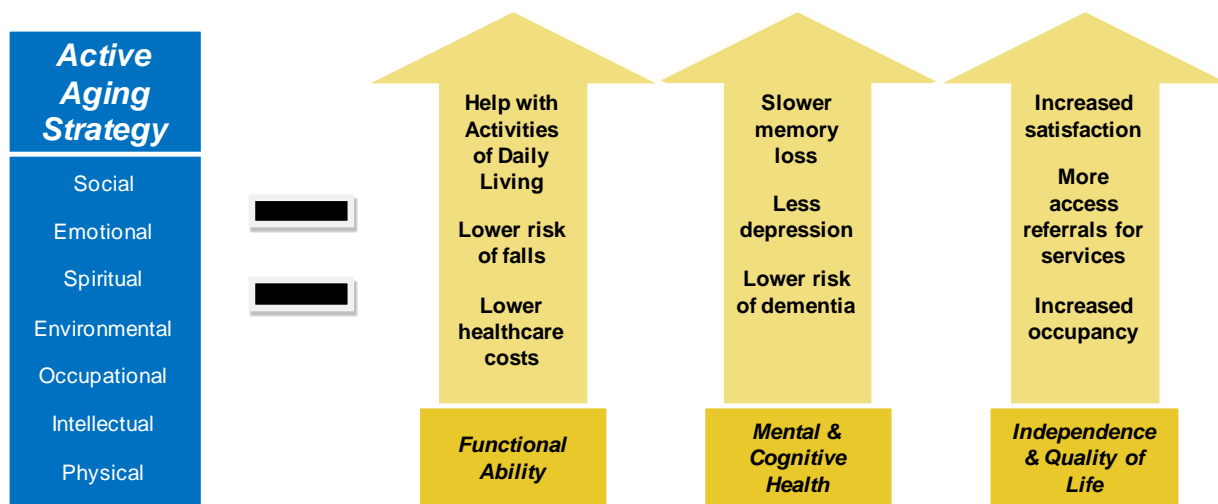
- 1) Conflict resolution and problem solving,
- 2) Community expectations, and
- 3) Valuing life-long education.

The new curriculum has been well-received by families who appreciate more in-depth courses.

Place-Based Supportive Services Strategy

AHA continued the implementation of the Naturally Occurring Retirement Community (NORC) pilot, a national program model that focuses on equipping adults to "age in place." With the goal to better support residents' ability to remain independent in their homes as long as possible, AHA and its partners developed over 30 new service provider partnerships and helped over 400 residents access services such as food stamps, Medicare, Medicaid, as well as nutrition education and access to fresh fruits and vegetables through a local Farmer's Market project. AHA is using insights from this program to prioritize building and property modifications using ARRA funds at three AHA-Owned Communities (Marian Road Highrise, Piedmont Road Highrise, and Cheshire Bridge Road Highrise).

Figure 16: Guiding Principles for "Aging in Place" Pilot

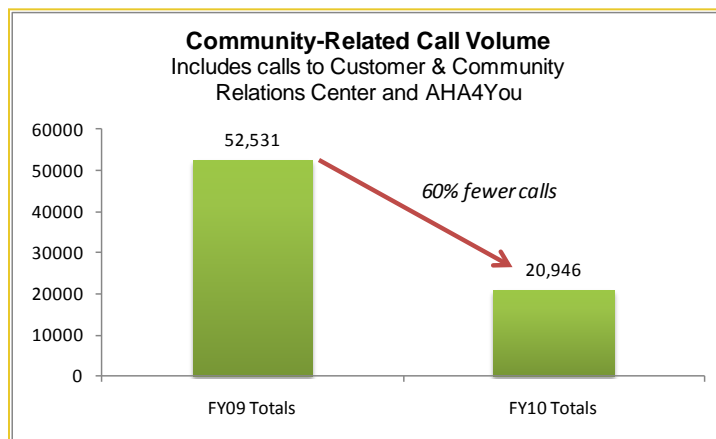


The "aging in place" pilot is funded by a \$375,000 Resident Opportunities and Self-Sufficiency (ROSS) Linkage grant secured by Atlanta Regional Commission's Division on Aging during FY 2007. Primary partners in this pilot include AHA, the Visiting Nurse Health System, Piedmont Hospital, Jewish Family and Career Services, and the Jewish Federation of Greater Atlanta. Source: International Council on Active Aging.

Customer and Community Relations Center

AHA continues to operate and maintain its Customer and Community Relations Center, which includes a dedicated phone line (1-888-AHA4You) for the community to voice neighborhood or client compliments and concerns to AHA. As relocation families have become more acclimated to their new communities, AHA has seen a 60 percent drop in calls per year. AHA maintains staff coverage to ensure responsiveness to calls. After verifying the facts, AHA staff work closely with AHA-assisted families to resolve the issue, if possible. AHA also attends Neighborhood Planning Unit and neighborhood association meetings to maintain open communication with community members.

Figure 17: Phone Calls Received by AHA



Atlanta Community Scholars Awards (ACSA)

In FY 2010, AHA awarded \$45,100 (2009/2010 academic year) and \$46,500 (2010/2011 academic year) in scholarships to 28 deserving AHA-assisted youth for post-secondary education. The United Negro College Fund continued to partner with AHA to provide fiscal oversight for grants, gifts received and disbursements. Underwritten by AHA employees who contributed over half of this year's awards and other community benefactors, the scholarship program demonstrates the continued commitment to AHA's mission. Most notably, AHA reached the goal to fully fund the ACSA endowment for \$100,000. Newer sources of funds include movie and TV production companies that have used vacant AHA properties in four films, including the Academy Award-winning movie *The Blindside*. AHA has applied the site rental fees to the scholarship fund.



ACSA Scholarship recipients during FY 2010.
Top Row (L-R): Alexis Hughey - Johnson C. Smith University; Alexandra Turner - Presbyterian College
Bottom Row (L-R): Amanda Harrison - University of Alabama; Aja Hall - Georgia Perimeter College

Rapid Response Team (formerly the Rapid Response Assistance Team)

AHA established the Rapid Response Team in FY 2008 to assist Housing Choice participants affected by foreclosures and other emergency situations such as natural disasters, fire, Violence Against Women Act (VAWA)-related incidents and failed health and safety inspections. The Federal *Protecting Tenants at Foreclosure Act of 2009* (part of the *Helping Families Save Their Homes Act of 2009*) which went into effect June, 2009, has allowed AHA to work closely with AHA-assisted families and landlords to minimize "emergency" moves due to foreclosure. Better communication and collaboration with landlords and better

coordination between AHA departments have lead to fewer urgent moves. These internal and external factors resulted in fewer families requiring support – 105 served versus 140 in FY 2009 – and significant cost savings to AHA.

B2. MTW Benchmarking Study

In 2004, AHA engaged EuQuant, Inc. (or “EuQuant” formerly known as Boston Research Group), a wholly independent Atlanta-based economic and statistical consulting firm, to provide three research reports benchmarking AHA’s progress and effectiveness in utilizing its statutory and regulatory relief as an MTW agency under the MTW Agreement. AHA understands the importance of transparency and the need for independent third party validation of reported outcomes that AHA has achieved using the statutory and regulatory relief authorized under its MTW Agreement. By engaging EuQuant, AHA is providing HUD and Congress with meaningful objective evidence and empirical analysis that will assist them in assessing the effectiveness and impact of the Moving to Work Demonstration Program.

Under the leadership of its president, Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology, EuQuant has issued two reports: a baseline report as of June 30, 2004 which was released in 2006 and an interim report as of June 30, 2007 which was released in 2008. The final report in this series covers the full period ending June 30, 2010.

Since the interim report, which reported EuQuant’s findings through June 30, 2006, there have been significant changes in AHA’s strategies, among other things, to accelerate its Quality of Life Initiative, enter into different partnership strategies and arrangements like Project Based Rental Assistance and the Service Provider Network, realign its administrative structure by forming a dedicated asset management function and implement new policies that benefit assisted families.

Therefore, it was important to examine the effects of AHA’s strategies from FY 2004 through FY 2010 by evaluating the changes in family and neighborhood status against baseline metrics from 2004 and 2007 to 2010 outcomes. EuQuant researchers examined every household and household member who received housing assistance between June 30, 2004 and June 30, 2010. In addition, the longitudinal study examined two comparison groups: households that were active each year between 2004 and 2010; and households whose members all lived in public housing developments in 2004 and who were active continually between 2004 and 2010.

EuQuant’s study sets forth compelling evidence that AHA’s MTW activities have:

- Greatly reduced the concentration of poverty among assisted families,
- Appreciably increased families’ access to affordable housing opportunities in healthy mixed-income communities,
- Greatly expanded families’ housing opportunities in better neighborhoods, and
- Substantially increased the economic self-sufficiency of families.

The full study and comprehensive findings have been published separately from this report.



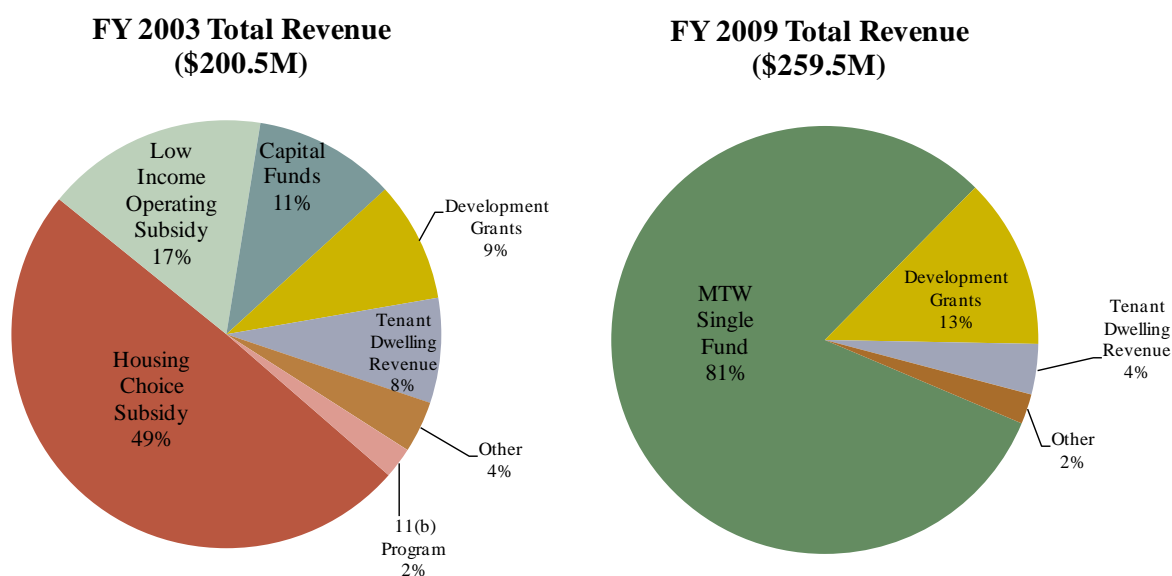
C. Goal Three: Economic Viability

The MTW Agreement removed regulatory and statutory barriers, and has enabled AHA to align its policies, business processes and practices with private sector business principles. AHA's goal is to leverage private sector investment and incent participation by private partners and investors in long-term public/private partnerships. Through public/private partnerships, AHA is able to do more with less to achieve better operating efficiency and effectiveness, and drive dramatically better outcomes for AHA-assisted households. The relief provided under the MTW Agreement is essential to AHA's continued success and long-term financial viability.

Under the MTW Agreement, AHA has combined its Housing Choice Voucher funds, Low-income Operating funds and Capital Fund Program (CFP) grants into a single fund known as the MTW Single Fund which may be used for MTW-eligible activities as authorized under the MTW Agreement and AHA's Annual CATALYST Implementation Plan.

Comparing HUD revenues received by AHA in FY 2003 (the year prior to AHA's MTW participation) to FY 2009, Figure 18 illustrates the strategic importance of the MTW Single Fund. The MTW Single Fund enables AHA to operate as a single integrated enterprise focused on achieving agreed-upon outcomes rather than managing multiple federal subsidy and grant programs with disparate conditions and requirements. The MTW Single Fund has allowed AHA to eliminate unnecessary redundancy and inefficiency. By combining the various operating funds and grant programs into the MTW Single Fund, AHA has the flexibility to use best practices and sound business principles in order to be more entrepreneurial and efficient in its decision-making and operations. Before AHA executed its MTW Agreement, AHA's FY 2003 revenues were tied to disparate HUD programs and regulations. In FY 2009, more than 80 percent of AHA's revenues from HUD were combined under and subject to AHA's MTW Agreement and AHA's Business Plan.

Figure 18: Sources of Revenue Comparison FY 2003 and FY 2009



Source: A Comprehensive Annual Financial Report and Report of Independent Certified Public Accountants for the fiscal years ended June 30, 2009 and 2008.

AHA has completely transformed its delivery of affordable housing resources in the City of Atlanta. As a consequence, AHA's composition and mix of assets, business relationships and contractual relationships have changed dramatically. AHA must ensure that its organizational structure, systems, business processes, personnel, operations and data are aligned consistent with its transformed delivery systems and new business relationships. To assist AHA as it undertakes this organizational assessment and realignment, AHA hired a professional business consultant to make recommendations and develop an implementation plan for FY 2011 as a key component of AHA's future business plan.

CI. Corporate Support

During FY 2010, AHA focused on its assessment of core infrastructure, staff assets, and financial resources in preparation for future investments stemming from the business transformation efforts in FY 2011.

Comprehensive Integrated and Relational Agency-Wide Database

AHA began an assessment to implement a fully integrated agency-wide solution to drive increased business productivity and assure continuity of support for the agency's day-to-day operations as AHA's business model evolves in the coming years. As part of this strategy, AHA completed a migration of historical resident data from the outdated Data Directions, Inc. (DDI) platform to Oracle. The envisioned enterprise solution will focus on providing agency-wide business process automation, automated third-party data-exchange, document management, and integrated business intelligence ability.

Local Asset Management Program

Starting in FY 2009 and continuing into FY 2010, AHA began development of a cost allocation plan that enhances AHA's ability to capture and assign overhead and other expenses to the appropriate programs. Subsequent to the publication of AHA's FY 2010 MTW Plan, HUD announced new guidance on how MTW agencies would report their financial statements to HUD using the Financial Assessment Subsystem-Public Housing (FASS-PH). This was formalized in HUD's December, 2009 publication, *Special Instructions for Preparing Financial Data Schedules for Moving to Work Agencies*. AHA incorporated HUD's new guidance in further refining its Local Asset Management Plan and has submitted its FY 2010 unaudited financials into the FASS-PH system.

Human Resources Development

AHA continued to offer in-house training to address employee development. Upon completion of the agency-wide Business Transformation Initiative, a people strategy that includes performance management, training and development for all employees, and an updated employee recognition program will be implemented.

Communications with Stakeholders and the Public (previously Media Management)

AHA relies on the procured services of Alisias Group, an Atlanta-based policy and strategic communications firm, to manage external and internal communications, strategic media management and provide strategic support of key stakeholder relationships at the national, state and local levels. During FY 2010, Alisias has advanced AHA's core messages of deconcentrating poverty, building healthy communities and supporting educational reform (eliminating high percentages of poor students in schools). The effectiveness of the Alisias work is attested to by the many national and local recognitions AHA has received and by the level of acceptance of AHA programs in Atlanta.

C2. MTW Innovations

The following represents an “At a Glance” overview of a number of key innovations or reforms AHA has implemented as a result of its participation in the MTW Demonstration Program.

Atlanta Housing Authority MTW Innovations	
Use of MTW Funds	
<ul style="list-style-type: none"> MTW Single Fund combines the low-income operating subsidy, capital funds and Housing Choice Voucher funds into a single, authority-wide fund used for MTW Eligible activities as defined in AHA's MTW Agreement and the FY 2010 MTW Annual Plan. Among other things, these funds are used to expand quality, affordable housing in healthy mixed-income communities, support self-sufficiency programs for Public Housing and Housing Choice-assisted households and improve agency-wide operations (financial and other). 	
<ul style="list-style-type: none"> Gap Financing supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80% of Area Median Income) to include Tax Credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects. 	
<ul style="list-style-type: none"> Use of MTW Funds in Affordable Residential Properties with Private Owners enables investment in residential properties owned by private entities to facilitate the creation of mixed-income communities and support the development or rehabilitation of affordable housing units for low-income families. Use of MTW Funds leverages public/private investment to expand quality affordable housing. 	

MTW Agreement Provision:

Attachment D, Second Amendment, Section 2: Use of MTW Funds

Second Amendment, Section 3: Reinstatement of “Use of MTW Funds” Implementation Protocol

Atlanta Housing Authority MTW Innovations

Housing Choice Voucher Program

- **30% of Adjusted Income** ensures that all Housing Choice Voucher Program (HCVP) participants' total tenant payments are limited to 30 percent of adjusted income. This innovation ensures continued affordability of the HCVP and uniformity of tenant payments regardless of the source of AHA subsidy.
- **Atlanta Submarket Payment Standards** were created using a market study conducted by a private third-party real estate market firm. These payment standards are used instead of HUD Fair Market Rents. Using comparable rents in the submarkets does not skew the rents paid in the submarket. This innovation has eliminated many financial barriers families often encounter during a housing search and gives participants additional financial leverage in leasing quality affordable housing.
- **Rent Reasonableness Determinations** developed by AHA's Asset Management group use independent market analysis to establish the market equivalent rent for each residential unit in AHA's HCVP. The value of this program results in consistent rent determination outcomes and stabilized Housing Choice contract rents in line with the Atlanta rental market and available subsidy resources.
- **Leasing Incentive Fee (LIF)** was established to attract landlords and private owners to make housing available to low-income families in lower poverty neighborhoods. In private markets, owners of Class A real estate often require security deposits and application fees to defray the costs of processing an application for an apartment. In response, AHA designed the LIF to eliminate these requirements as obstacles. The LIF gives families greater leverage to compete in the private market to secure quality housing.
- **Enhanced Inspection Standards** establishes interim and annual inspection "checkpoints" for improving accountability and enforcing the landlords' and participants' responsibility in property upkeep and re-evaluating neighborhood quality. This process develops a positive image and greater acceptance of the HCVP in communities.
- **Homeownership Policies:** (a) Section 8 Voucher for Homeownership allows qualified participants in the HCVP to use their voucher for mortgage payment assistance and facilitates upward movement from renting to homeownership. (b) Housing Choice Voucher Homeownership Policy established AHA's own procedures and requirements for eligible families to participate in the Housing Choice Homeownership or Homeownership Self-Sufficiency Program. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership. (c) Comprehensive Homeownership is being established at AHA using its own policies, procedures, eligibility and participation requirements, including changes to the HUD Family Self-Sufficiency Program requirements. This new program approach and design will support and sustain a more successful homeownership program at AHA.
- **Project Based Rental Assistance (PBRA) Site-Based Administration** moves from the PHA-managed model under the traditional Housing Choice Project Based Voucher Program and operates as a distinct and separate program from the HCVP. It allows AHA to enter into long-term PBRA Agreements with Owner Entities of quality multi-family rental developments including developments for the elderly and persons with disabilities. The Owner Entities' professional management companies have the full responsibility of administering all aspects of PBRA eligibility, admissions and occupancy at the property level. This process has made the PBRA program attractive to private sector real estate professionals by allowing them to manage and mitigate their market risk associated with owning and implementing the program.

MTW Agreement Provision:

Attachment D, Section VII: Establishment of Housing Choice Voucher Program

Atlanta Housing Authority MTW Innovations

Local Reform of Housing Policies

- **Work/Program Requirement Policy** states that 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 employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as a condition of the household's eligibility to receive subsidy assistance. This policy standard establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency.
- **\$125 Minimum Rent Policy** raises standards of responsibility for AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent. This policy does not apply to households where all members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plans. These exempted households are still responsible for paying rent based upon 30 percent of their monthly adjusted income for rent and utilities, or a public housing assisted resident may elect to pay the Affordable Fixed Rent.
- **Elderly Income Disregard Policy** allows an elderly person to work without being penalized or having to calculate the employment income when determining rental assistance. The disregard applies only when the elderly person's sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plan income. This policy is applicable to all AHA housing assistance programs. This innovation encourages "aging well" and self-sufficiency.
- **Non-Elderly Disabled Income Disregard Policy** allows a non-elderly person with a disability, as defined by AHA, whose sole source of income is Social Security, SSI, and/or other fixed annuity pension and retirement plan income to work without being penalized or having to calculate the employment income when determining rental assistance. The policy is applicable to all AHA housing assistance programs and encourages self-sufficiency.
- **4-to-1 Elderly Admissions Preference Policy** has resulted in a more optimal mix of less than 20 percent non-elderly, disabled adults in each community and fewer complaints. Elderly residents report feeling safer and more satisfied. AHA is improving the quality of life of elderly (62 years and older), almost elderly (55 to 61 years) and young disabled adults by creating a population mix that is more conducive to shared living space in the high-rise buildings. AHA has addressed sociological and generational lifestyle differences by admitting four elderly persons from the waiting list to each non-elderly, disabled adult admitted. The 80/20 mix is supported by academic research and independent studies.
- **Rent Simplification Policy** determines adjusted annual income by developing AHA's Standard Deductions that replace HUD's Standard Deductions. All AHA-assisted families benefit from AHA's Standard Deductions as they are more generous and equitable and eliminate the need to consider other deductions. This policy also makes provisions for catastrophic hardships. The intent of this policy is to reduce errors and the administrative burden, inefficiency and costs associated with the verification of unreimbursed medical and childcare expenses while reducing the potential for fraud.

MTW Agreement Provision:

Attachment D, Section I.O: General Conditions

Atlanta Housing Authority MTW Innovations

Expanding Housing Opportunities

- **Strategic Revitalization Program** further facilitates AHA's development and rehabilitation activities with private sector development partners and leverages public/private resources. AHA adopts its own policies and procedures to determine and control major development decisions, such as replacing HUD's Total Development Cost (TDC) limits. This streamlined and simplified process allows AHA to be more nimble and responsive in a dynamic real estate market in the creation or rehabilitation of mixed-income communities.
- **Development of Alternative & Supportive Housing Resources** uses AHA's Single Fund to support the development of or facilitate through private sector developers, service-enriched housing for the elderly and persons with disabilities. While reversing the lack of affordable, supportive housing, AHA allows the elderly and disabled to age in place in quality environments.
- **Quality of Life Initiative (QLI)** was AHA's strategy to facilitate the relocation of AHA-assisted families from 12 large, distressed, obsolete and socially dysfunctional public housing developments to better quality housing in lower poverty neighborhoods with better amenities.
- **Project Based Rental Assistance as a Development Tool** is AHA's financial incentive and financing tool that provides a renewable rental subsidy to private sector developers and Owners to commit a percentage of units as affordable in quality multi-family developments. PBRA also enhances developers and Owners' competitive applications for the State's Low-Income Housing Tax Credits Program, earning additional points for the provision of affordable rental housing. PBRA enables AHA to leverage private sector development throughout the City of Atlanta and leverage federal funds with other public and private investment to expand affordable housing resources.
- **Housing Choice Voucher Program (HCVP) Reforms** continue the transformation of AHA's HCVP into a world class operation that identifies quality affordable housing opportunities in healthy neighborhoods and streamlines its internal business processes, systems, operations and service delivery practices to reduce the financial and administrative burden of managing the program. These reforms facilitate the development of greater acceptance of the HCVP in Atlanta communities and neighborhoods while creating incentives for families to achieve and maintain economic independence, improve their quality of life and self-sufficiency.

MTW Agreement Provision:

Attachment D, Section V: Single Fund Budget with Full Flexibility

Attachment D, Section VII: Establishment of Housing Choice Voucher Program

Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers

Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process

Atlanta Housing Authority MTW Innovations

Self-Sufficiency

- **Work/Program Requirement** states that 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 employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as a condition of the household's eligibility to receive subsidy assistance. This policy standard establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency.
- **Human Development and Support Services** are provided by social service professionals through individualized coaching and counseling to (a) families impacted by AHA revitalizations and QLI relocation activities, and (b) to families who are non-compliant with the Work/Program Requirement and other obligations. By using MTW and HOPE VI funds to finance these vital services, AHA minimizes and/or removes a variety of generational barriers to self-sufficiency; giving the families more support to achieve success.
- **Good Neighbor Program** is an instructional program established by AHA and Georgia State University. The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AHA leverages MTW Funds with Georgia State University resources to support the implementation of this program.
- **Service Provider Network** is a group of social service agencies formed by AHA to support family and individual self-sufficiency. Leveraging MTW Funds with resources from these established organizations, AHA has provided various opportunities ranging from employment, job training, GED programming, post secondary education, dental, physical and mental health referrals, and other connections supporting family success.
- **Rapid Response Team** proactively responds to issues experienced by Housing Choice participants adversely impacted by private property owner foreclosures or other emergencies, natural disasters or property abatement. AHA has provided a continuum of support leading to the resettlement of impacted families into new living environments while creating operational efficiencies including the establishment of processes, procedures and protocols that improve response times in handling these time-sensitive moves.
- **Place-Based Supportive Services Strategy Pilot** was created in collaboration with the Atlanta Regional Commission and other partners to leverage grant funds, MTW Funds and other resources. Using the Naturally Occurring Retirement Community (NORC) model, the goal of the pilot is to create a service-enriched living environment for seniors and persons with disabilities to age in place at three AHA-Owned Communities (Marian Road Highrise, Piedmont Road Highrise, and Cheshire Bridge Road Highrise). Based on the best practices derived from the pilot, AHA will use the NORC model in other senior high-rise communities.

MTW Agreement Provision:

Attachment D, Section IV: Self-Sufficiency/Supportive Services

Attachment D, Section V: Single Fund Budget with Full Flexibility

Atlanta Housing Authority MTW Innovations

Corporate Support

- **Maximizing the Power of Technology** will commence in FY 2011 to link AHA's information technology, financial, procurement, data and business operations into a fully integrated technology system by implementing enterprise resource planning real estate software. As AHA's business model evolves, this integrated enterprise solution will further drive increased productivity and assure continuity of support for the agency's day-to-day operations, business process automation, automated third-party data-exchange, document management, and integrated business intelligence ability.
- **Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities** refers to AHA exploration strategies for reformulating the subsidy arrangement for AHA-Sponsored mixed-finance, mixed-income, communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness.
- **Innovative Subsidy Strategies** sustain viability of AHA-Owned Communities by substituting the Section 9 operating subsidy for renewable Project Based Rental Assistance. Similar to the investment strategy above, AHA will be able to design and implement a financing strategy leveraging private resources to continue improving the physical structures and quality of the environment.
- **Local Asset Management Program** replaces HUD's asset management requirements by defining AHA's comprehensive program design, including project-based property management, budgeting, accounting and financial management of AHA-Owned Communities and public housing assisted units in mixed-income communities, and the other aspects of its business operations, based on AHA's Business Plan.

MTW Agreement Provision:

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

III. Appendices and AHA Background

Appendices Table of Contents

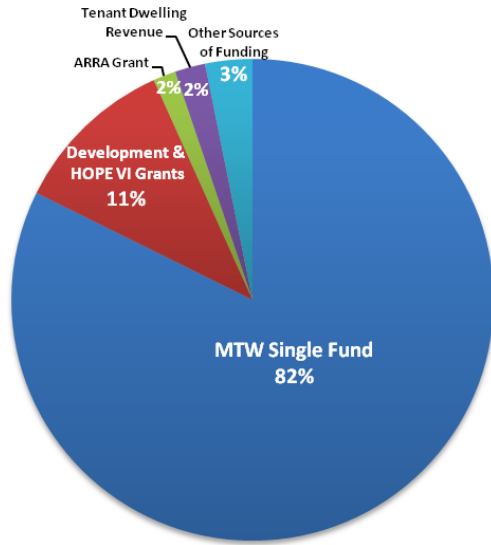
Attached to and separate from this document, AHA has included additional detailed statistics and reports.

Appendix A	MTW Annual Report Cross-Reference Guides
Appendix B	AHA-Owned Communities Resident Satisfaction Survey
Appendix C	Deconcentration and Occupancy Policies
Appendix D	Households Served
Appendix E	Management Information for AHA-Owned Communities, Managed Units and Assisted Units
Appendix F	Financial Analysis
Appendix G	FY 2008 and FY 2009 Audited Financial Statements
Appendix H	FY 2010 MTW Annual Report Certifications and Board Resolution
Appendix I	Housing Opportunities Charts
Appendix J	Ongoing Activities Directory
Appendix K	Submissions for Receipt of Funds
Appendix L	MTW Benchmarking Study

Summary Financials

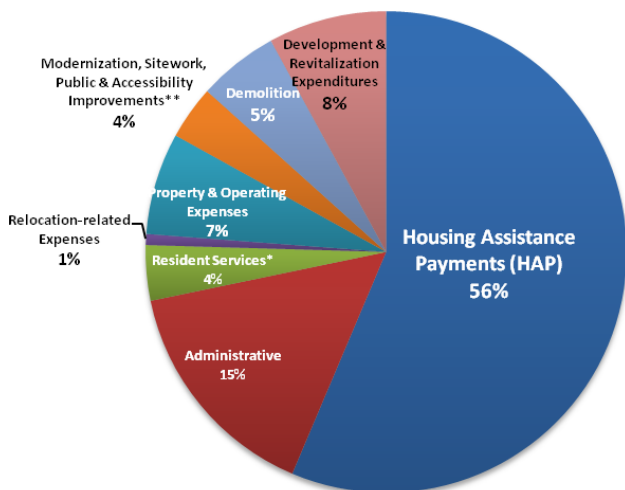
For detailed financials, see **Appendix F: Financial Analysis** - Board Approved FY 2010 Unaudited Actual vs. Budget.

FY 2010 Sources of Funds – Unaudited Actuals



Unaudited Actual Sources of Funds (dollars)	
MTW Single Fund	\$ 230,157,885
Development & HOPE VI Grants	\$ 30,629,249
ARRA Grant	\$ 4,248,289
Tenant Dwelling Revenue	\$ 5,679,841
Other Sources of Funding	\$ 8,851,181
Total	\$ 279,566,445

FY 2010 Uses of Funds – Unaudited Actual Expenditures

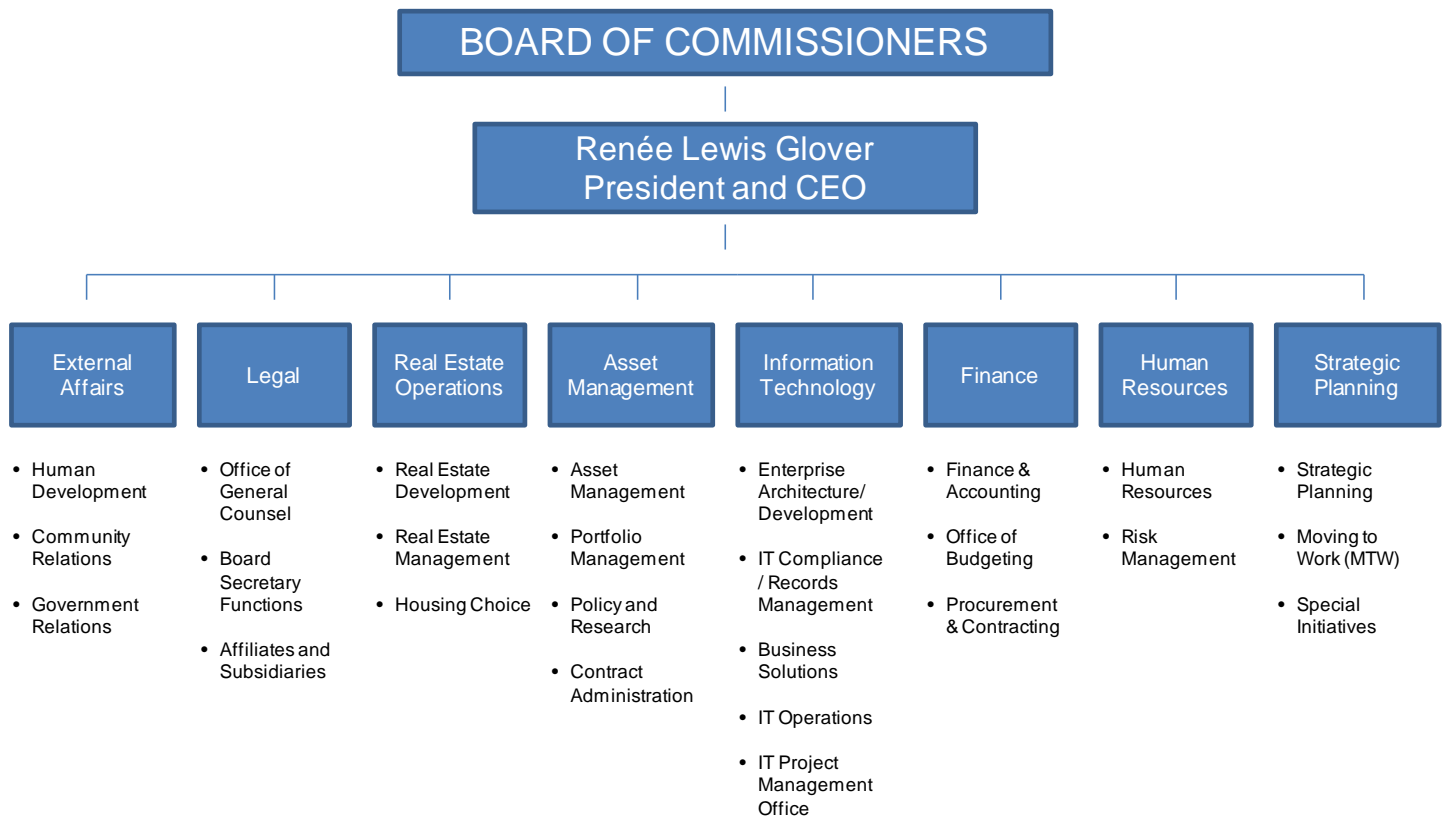


*Includes Case Management
 ** Includes Debt Service (Principal and Interest)

Unaudited Actual Uses of Funds (dollars)	
Housing Assistance Payments (HAP)	\$ 147,254,397
Administrative	\$ 40,121,596
Resident Services*	\$ 9,704,457
Relocation-related Expenses	\$ 1,917,954
Property & Operating Expenses	\$ 17,877,547
Modernization, Site work, Public & Accessibility Improvements**	\$ 9,397,959
Demolition	\$ 14,115,690
Development & Revitalization Expenditures	\$ 20,776,832
Total	\$ 261,166,432

Business Lines & Leadership

Atlanta Housing Authority Organizational Structure



Atlanta Housing Authority Leadership

Board of Commissioners

Cecil Phillips
Chair

Justine Boyd
Vice Chair

James Allen, Jr.

Daniel Halpern

Wayne Jones

Margaret Paulyne Morgan White

Yvonne Yancy

Executive Management

Renée Lewis Glover
President and Chief Executive Officer

Joy Fitzgerald
Chief Operating Officer
Real Estate Operations

Gloria J. Green
Chief Legal Officer and General Counsel

Mark Kemp
Chief Operating Officer
Administrative Operations

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

Suzi Reddekopp
Chief Financial Officer
Finance

Samir Saini
Chief Information Technology Officer
Information Technology

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

Pat Jones
Executive Program Manager
Real Estate Management

Reneé Bentley
Vice President
Housing Choice Operations

Angela Chadwick
Deputy General Counsel

Ken Clark
Vice President
Real Estate Transactions and Financial Operations

Vona R. Cox
Vice President
Acquisition and Management Services

Martha McMillin
Deputy General Counsel

Marvin Nesbitt, Jr.
Vice President
Human Development Services

Patricia O'Connell
Vice President
Real Estate Development

Marion Quaye
Vice President
Asset Management

Tracey Scott
Vice President
Strategy and Innovation

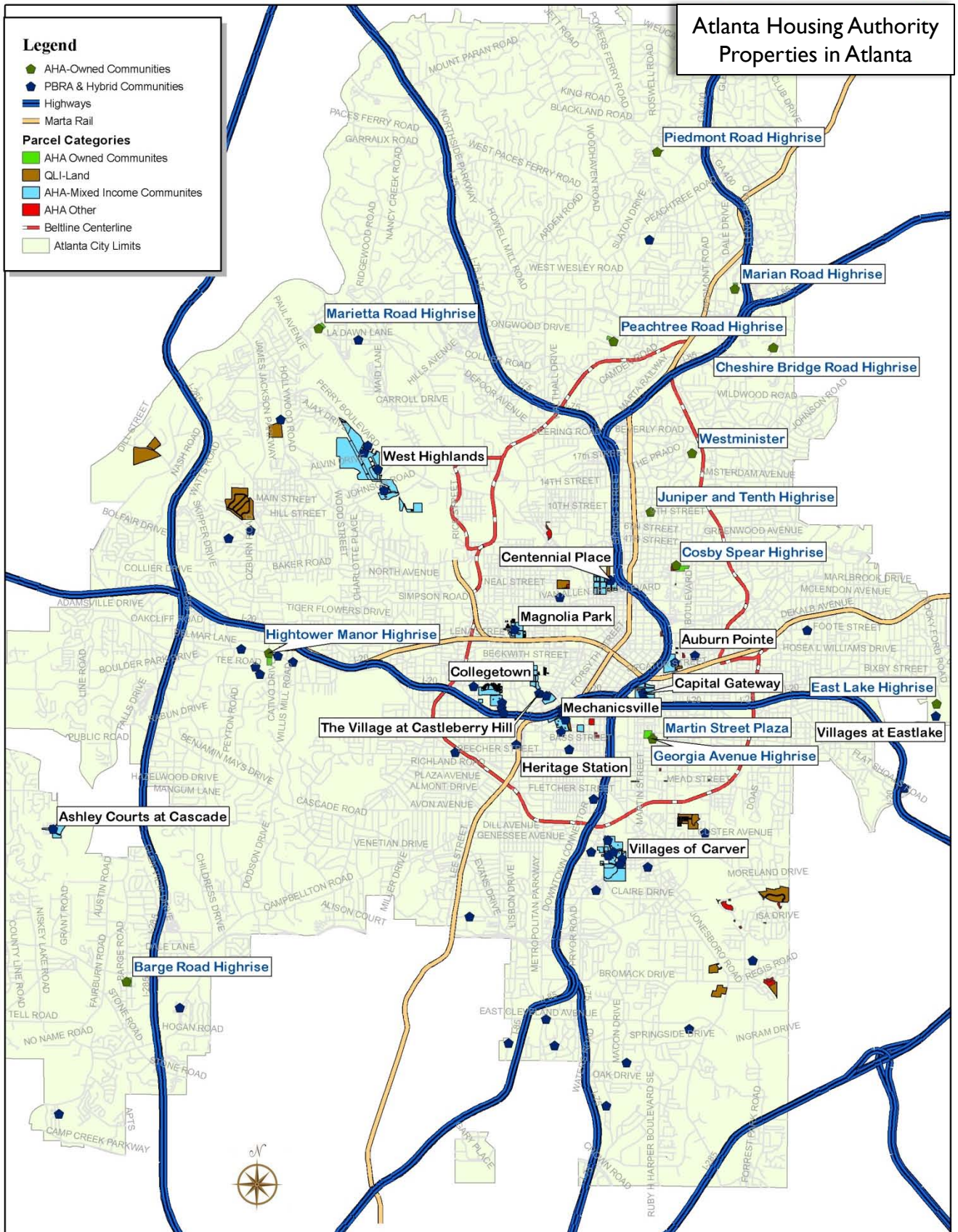
Atlanta Housing Authority Properties in Atlanta

Legend

- ▲ AHA-Owned Communities
- ◆ PBRA & Hybrid Communities
- Highways
- Marta Rail

Parcel Categories

- AHA Owned Communities
- QLI-Land
- AHA-Mixed Income Communities
- AHA Other
- Beltline Centerline
- Atlanta City Limits



0 1.5 3 Miles



Atlanta Housing Authority owns and has partnership interests in nearly 1,000 acres of land in Atlanta.



Atlanta Housing Authority

230 John Wesley Dobbs Avenue, NE • Atlanta, GA • 30303 • www.atlantahousing.org