
FY 2019
MTW ANNUAL PLAN

SUMMARY OF STAKEHOLDER/PUBLIC HEARINGS

- We are here to receive your comments on AHA's strategy, policies and priorities
  - ***VISION 2022: Live, Work and Thrive*** Plan
  - Plans to Develop and Preserve Affordable Housing
  - Choice Neighborhoods and Westside Transformation
  - Housing Choice Voucher Mobility and Work Requirements
- Highlights AHA will present include:
  - Real Estate Development Initiatives
  - Acquisitions and Plans with Development Partners
  - Housing Preservation Initiatives
  - Reorganization of Human Development Services

INTRODUCTION

DEFINING OUR VISION

We are now in year two of ***VISION 2022: Live. Work. Thrive. (VISION 2022)***, a comprehensive and strategic plan that renews the organization's focus of being the frontrunner of affordable housing in the City of Atlanta.

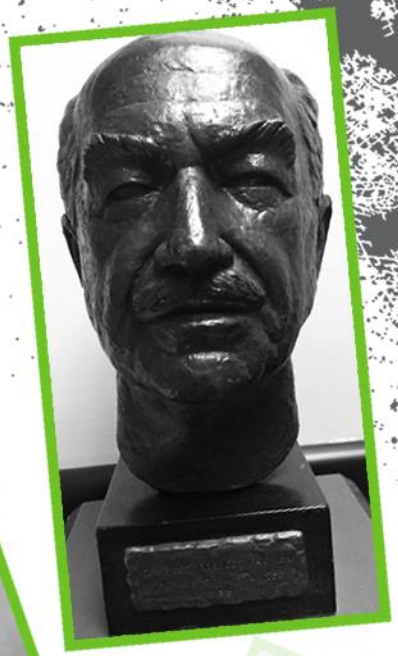


OUR MOTTO

OPENING DOORS TO QUALITY LIVING

True to the vision of founders Charles Palmer and John Hope, AHA is:

- Opening doors to quality living for ALL
- Focusing on innovative ways to increase affordable housing options in Atlanta
- Developing quality and innovative communities
- Helping to create opportunities for advancement









THE CHALLENGE

PRESERVING AFFORDABLE HOUSING IN A GROWING MARKET

The City of Atlanta is growing!

According to the U.S. Census Bureau:

- 38th largest city in the U.S.
- Estimated population of 472,522
- Growth of 10.4% between 2010 and 2015

However, as the city rebounds from the recession, growth remains imbalanced across the city; new real estate development largely focuses on luxury housing, and the income gap is widening.

OUR BENEFICIARIES

THE PEOPLE OUR PLAN IMPACTS

ATLANTA HOUSING AUTHORITY FAMILIES

6% Earn $33,750 - $54,000 per year



23% Earn $24,300 - $33,750 per year

71% Earn less than $24,300 per year

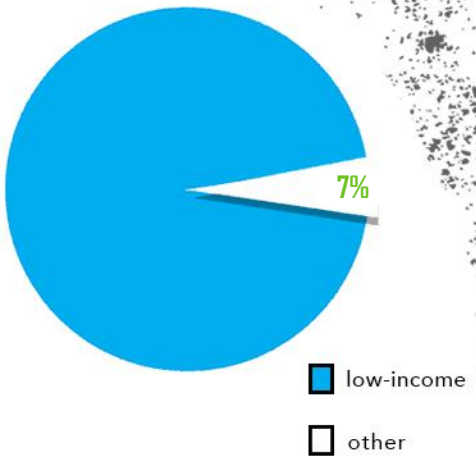
OUR BENEFICIARIES

THE PEOPLE OUR PLAN IMPACTS

AHA provides housing opportunities to five general groups.

93%

OF AHA'S PARTICIPATING FAMILIES ARE VERY LOW- INCOME OR EXTREMELY LOW-INCOME.



TOTAL HOUSEHOLDS SERVED

23,180

1,436
SUPPORTIVE HOUSING UNITS

6,116
SENIOR HOUSEHOLDS

10,136
WORKING FAMILIES

3,106
DISABLED HOUSEHOLDS

8,196
FAMILIES WITH CHILDREN

THE STRATEGY

LIVE. WORK. THRIVE.

AHA believes in the potential of the individual. Vision 2022 takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe and healthy communities.



LIVE | Quality Affordable Housing

WORK | Family Independence + Student Achievement
Digital Literacy +Health + Volunteerism

THRIVE | Long-Term Economic
Viability + Trust + Integrity

STRATEGY 1.



LIVE.

BETTER LIVING
IS THE GATEWAY TO A
BETTER LIFE.



AHA will redefine its approach to affordable housing development to emphasize community development alongside the creation of innovative live-work-thrive spaces that feature:

- Amenities (grocery stores, doctors' offices)
- Public Infrastructure (public transportation, storm water management systems, etc.)
- Environmental Sustainability
- Proximity to Commercial Centers and Jobs
- Public Safety
- Quality Schools/Education
- Parks/Greenspace

HERNDON SQUARE

ATLANTA, GA
(former Herndon Homes)

LIVE.

DEVELOPER	Hunt Companies Inc. and Oakwood Development Group
OWNER	Atlanta Housing Authority
USES	Residential (approximately 700 units) • 563 rental/home-ownership units (with affordable housing) • 105 senior housing units Institutional/Community • A new health and wellness center and S.T.E.A.M. center Commercial • Retail – including a grocery store
DATE	Phase 1– Herndon Senior (105 affordable units) Construction start Fall 2018
TRANSACTION TYPE	Mixed-use, mixed-income urban redevelopment
COST	$150 M total development cost

Redevelopment of Herndon Homes as a “walkable” and vibrant mixed-use district to support a broader neighborhood transformation



FY19 MTW PLANS

Herndon Square

- Advance the development of the Herndon development and implement activities associated with remediation, public improvements, submission of a 9% Low Income Housing Tax Credit or a 4% tax-exempt bond application(s), and the mixed-finance closing of the senior housing phase and a mixed-use multifamily rental phase.
- Implementation of activities associated with the development of an on-site health and wellness center as part of the senior housing development and an on-site STEAM (Science, Technology Engineering, Arts and Mathematics) education-focused community center.
- Implementation of activities associated with the creation of an Innovation District through Smart Cities Technology and Community Planning.



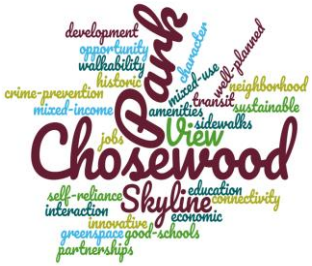
ENGLEWOOD MANOR

ATLANTA, GA

LIVE.

OWNER	Atlanta Housing Authority
DEVELOPER	The Michaels Development Group & The Benoit Group
USES	Residential • Plans to include mixed-use multifamily housing with lower-density housing (single family, townhomes, duplexes) to complement surrounding Chosewood community Commercial/Retail/Civic
DATE	Master Planning: Spring 2018 Infrastructure Development: Summer 2018 Housing Development: 2019
TRANSACTION TYPE	Mixed-use, mixed-income urban redevelopment
SIZE	26 Acres – Englewood Manor 20 Acres – Englewood North (acquired land)





FY19 MTW PLANS

Englewood Manor

- Advance the development of the approximate 26-acre Englewood Manor site and the approximate 20 acres of land acquired, or to be acquired, from the City of Atlanta ("Englewood North").
- Continue work with the Atlanta BeltLine and other key area landowners to align area development.
- Continue activities on land acquired (or to be acquired) from the City of Atlanta that includes 360, 1110 and 1111 Hill Street and 0 Englewood Avenue.
- Development and installation of a district-wide infrastructure plan to include streets, greenspace, and storm water management.

Englewood Site



CIVIC CENTER

ATLANTA, GA

LIVE.

DEVELOPER	Weingarten Realty and other developers TBD
OWNER	Atlanta Housing Authority
USES	Residential • Overall goal for the site is a minimum of 30% affordable housing • Estimated 420 units to be developed by AHA, of which a minimum of 250 units would be affordable to low-income households Commercial/Retail/Civic
DATE	AHA acquisition of land closed November 2017; community and public outreach process commenced December 2017
TRANSACTION TYPE	Mixed-use, mixed-income urban redevelopment
COST	Estimated +$300 M total development cost





FY19 MTW PLANS

CIVIC CENTER

- AHA is preparing plans to develop low-income housing with workforce and market-rate units in a mixed-use community.
- Advance development with Weingarten; AHA may add additional component developers.
- AHA will continue planning the development of this site with the assistance of a development consultant and site planning firm. It is contemplated that this planning process will result in solicitations for multiple commercial and residential developers, including developers that will partner with AHA to develop the low-income housing.

CHOICE NEIGHBORHOODS

ATLANTA, GA

LIVE.

OWNER	Atlanta Housing Authority
DEVELOPER	MBS-Integral UCNI, LLC
GOALS	Housing – Scholars Landing (Redevelopment of Former University Homes) (588 units total) • Independent Senior Living (100 units) • Senior Assisted Living (60 units) • Multifamily Residential (395 units) • For-Sale Townhomes (33 Townhomes) Community Building + Offices (adaptive re-use)
DATE	Multifamily (135 units) closing scheduled for Spring 2018
TRANSACTION TYPE	Mixed-use, mixed-income urban redevelopment
SIZE	• $30 million Implementation Grant from HUD, plus $400 million in leverage commitments









FY19 MTW PLANS

CHOICE NEIGHBORHOODS

- Closing of Ashley I by a member of the development partnership known as the **Housing Implementation Entity** (HIE).
- Advance the development of Ashley II by a member of the HIE.
- Pursue identification, acquisition and redevelopment of land parcels within the University Choice Neighborhood plan area to advance the development of off-site, mixed-use, mixed-income housing with activities: this may include offsite housing development and relocation of replacement units.
- Acquisition of blighted properties in support of neighborhood stabilization. Properties include blighted and demolished single family lots.
- Partner with off-site developers for development within the Choice Neighborhood boundaries utilizing HomeFlex subsidy for affordable replacement units.

LIVE.

CHOICE NEIGHBORHOODS is an initiative funded by a grant from the U.S. Department of Housing and Urban Development (HUD) focused on:

People. Neighborhood. Housing.

Using the $30 million Choice Grant, the former University Homes site is being redeveloped to create 588 homes*: **455 mixed-income rental units** (229 of which will be affordable); and **33 homes for purchase**, 7 of which will be affordable **plus 100 units previously developed at the Veranda at Scholars Landing**. In partnership with the City of Atlanta AHA is focused on also revitalizing the three surrounding neighborhoods in the city's Westside: **Vine City**, **Ashview Heights**, and the **Atlanta University Center** neighborhood, collectively known as the **University Choice Neighborhood (**

Choice Atlanta
People | Housing | Neighborhood

*Note: development includes 488 Choice Neighborhood units plus 100 previously-developed units at The Veranda at Scholars Landing

CHOICE ACCOMPLISHMENTS TO DATE

LIVE.

Housing	Neighborhood	People

HUD approved- Scholars Landing Housing Plan
• 488 Total Units*
  • 229 Rental – Replacement
  • 24 Rental – LIHTC
  • 78 Rental – Workforce (80-120% of AMI)
  • 124 Rental – Market Rate
  • 33 Homeownership
HUD approved- Oasis Personal Care Home Unit Conversion
  • Converts 12 units to market-rate
  • Improve financial viability at facility
  • 48 affordable; 12 market-rate
	HUD approved – Neighborhood Plan
	• Cops on the Block - 6 parcels sold at discount to produce 5 officer homes
	• $500k Quest II (WestSide Works) Investment
	• $500k Harland Boys and Girls New Club Investment
	• CollegeTown 3-acre Urban Farm established
	• Five *Return to Community* Farmers Markets exposed 563 attendees and 74 Former University Homes (FUH) residents to local farmers and service providers
		HUD approved – People Plan
		• 293 (75%) Former University Homes Residents (FUH) in case management
		• 269 FUH residents have health insurance
		• 237 FUH residents have a medical home
		• Sponsored job fair resulted in 59 hires
		• $40,000 in scholarships awarded to 21 youth
		• $92,575 in microgrants awarded to 21 grantees

CHOICE LEVERAGE COMMITMENTS

LIVE.

$100 MILLION SECURED LEVERAGE (25% OF GOAL)

Housing	Neighborhood	People
Integral - $9,603,217 Home Depot - $450,000 AHA - $4,605,711	City of Atlanta - $11,066,057 Invest Atlanta - $21,824,213 BrockBuilt - $3,595,497 Boys and Girls Clubs - $583,447 Spelman College - $20,136,697	• Atlanta Food Bank - $1,049,558 • Atlanta Public Schools - $22,230,483 • WorkSource Atlanta - $52,725 • Blank Foundation - $1,335,162 • Boys & Girls Clubs - $134,000 • Communities in Schools - $393,911 • Families First, $2,244 • Literacy Action – $350.00 • Morehouse School of Medicine $410,944 • National CARES $855,294 • Spelman College - $75,583 • United Way -$1,405,219 • Urban League - $1,093,764 • AHA - $753,033

CHOICE NEIGHBORHOODS
ATLANTA

LIVE.

Housing

- **Scholars Landing** – 588 units on and off-site will be developed to replace University Homes located in the middle of Atlanta University community. (**Note:** development includes 488 Choice Neighborhood units plus 100 previously-developed units at The Veranda at Scholars Landing).

- AHA will close on 135 units at **Ashley I.**

- Acquisition of **vacant lots and dilapidated homes** in Choice Neighborhoods target areas to stabilize neighborhood and market values.

- **Rental and owner-owner-occupied housing** will be developed.

- **Land Swap** - Explore and implement land swaps, dispositions and other acquisition opportunities within the Choice Neighborhoods plan area to advance development.

LIVE.

Neighborhood

- **Land Acquisition to Support Neighborhood Stabilization.** AHA, Invest Atlanta or its partners will acquire land for the development of new mixed-use, mixed-income rental, and for-sale housing, neighborhood development, and/or future greenspace/urban agriculture.
- **Acquisitions.** AHA will purchase up to 45 vacant or dilapidated properties for the development of affordable and workforce rental or for-sale housing that may be part of a mixed-income and/or mixed-use development.
- **Owner-Occupied Rehabilitation Program.** Implement an owner-occupied rehabilitation program to assist low-income homeowners with making façade improvements and critical home repairs.
- **Video Surveillance Camera/Tag Readers.** Install cameras and tag readers to enhance public safety.
- **Place-making Enhancements.** Install aesthetically pleasing flower planters and landscaping, including edible plants, artwork, and other enhancements to improve neighborhood corridors and routes to school.

LIVE.

Neighborhood (Continued)

- **Roosevelt Hall.** Continuation of activities to support the adaptive reuse of the historic Roosevelt Administration Building by a member of the Housing Implementation Entity, or the procurement of a new development partner.
- **Blighted Property Removal.** In partnership with the City of Atlanta Police Department Code Enforcement, AHA will provide funding to support demolition of vacant structures to stabilize and improve neighborhood conditions.
- **Community Facilities.** Support the development of community facilities to serve the UCN to include the redevelopment of the Harland Boys and Girls Club in Ashview Heights.
- **Urban Agriculture.** Support the addition of greenspace, community gardens, urban farms and a farmer's market; establishment of healthy living/farming demonstration programs; an urban agriculture masterplan and working group activities to support improving the local food economy and food security.
- **Historic Preservation and Recognition.** Will implement measures to preserve historically significant structures and develop commemorative projects and install markers that will identify and highlight the UCN's rich civil rights and cultural history.
- **Public Safety.** Implement projects and activities that enhance safety within the UCN to include: neighborhood clean-up; safe route to school initiatives; neighborhood watch; and Crime Prevention through Environmental Design (CPTED) projects.

LIVE.

People

- Work with partners to leverage resources that support families.
- Continue case management and people-development support with education, health and workforce programming.
- Continue to support community and stakeholder engagement to build capacity, including but not limited to micro-grants and scholarships.

WEST HIGHLANDS

ATLANTA, GA
Former Perry Homes

LIVE.

DEVELOPER	Perry Homes Redevelopment, LLC • Columbia Residential (Multi-family) • Brock Built (For-sale)
OWNER/ LOCATION	Atlanta Housing Authority Perry Boulevard, NW Atlanta, Council District 9
USES	Residential (700 rental/786 for-sale) • 568 multi-family rental units (310 affordable units) • 132 affordable senior housing units • 786 for-sale (318 closed, 87 affordable) Institutional/Community • Westside Atlanta Charter School • Herman E. Perry Park Commercial • Retail – potential future
TIMELINE	All rental complete. Homeownership to be complete 2022
TRANSAC-TION TYPE	Mixed-use, mixed-income redevelopment
COST	Over $250MM to date





FY19 MTW PLANS

WEST HIGHLANDS

- Continue redevelopment in partnership with selected development partner.
- Explore potential land swaps and dispositions of land, including for-sale homes, neighborhood-serving retail.
- Potential disposition of land to the West Highlands Homeowners Association for non-housing purposes and to the City of Atlanta for greenspace and public streets.
- Complete disposition/land donation of ~7 acres to Atlanta Public Schools (APS) for a permanent site for Westside Atlanta Charter School.
- Procure a development partner for 200 Perry Boulevard and 1125 and 1127 Johnson Road.



OFFERINGS | MIXED COMMUNITIES—AMENITY-RICH ENVIRONMENTS

LIVE.

MIXED COMMUNITIES are rich in amenities with access to good schools, quality shopping and more. Each of the sites listed below has been developed as mixed-income projects, incorporating over 4,000 affordable housing units into quality communities.

Ashley Auburn Pointe I
Ashley Auburn Pointe II
Ashley CollegeTown I
Ashley CollegeTown II
Ashley Courts at Cascade I
Ashley Courts at Cascade II
Ashley Courts at Cascade III
Ashley Terrace at West End
Atrium at CollegeTown
Capitol Gateway I
Capitol Gateway II
Centennial Place I
Centennial Place II
Centennial Place III
Centennial Place IV
Columbia Commons
Columbia Creste
Columbia Estate
Columbia Grove
Columbia Park Citi
Columbia Heritage
Columbia High Point (Senior)
Columbia Mechanicsville Apartments
Columbia Senior Residence at Mechanicsville
Columbia Senior Residence at MLK
Columbia Tower at MLK Village
Gardens at CollegeTown
Magnolia Park I
Magnolia Park II
Mechanicsville Crossing
Mechanicsville Station
Parkside at Mechanicsville
Piedmont Senior Tower
Tenth & Juniper
Veranda at Auburn Pointe
Veranda at Auburn Pointe II
Veranda at Auburn Pointe III
Veranda at Carver
Villages at Castleberry Hill I
Villages at Castleberry Hill II
Villages at East Lake I
Villages at East Lake II
Veranda at CollegeTown
Veranda at Scholars Landing
Villages at Carver I
Villages at Carver II
Villages at Carver III
Villages at Carver V

MIXED COMMUNITIES



AUBURN POINTE

**Undeveloped land associated with this community is the subject of ongoing litigation.*

- Continue redevelopment of the site.
- Explore potential land swaps, acquisitions and dispositions of land for redevelopment purposes and to stabilize the community.
- Explore adaptive re-use or disposition for revitalization purposes or community benefits of the historic structure at 20 Hilliard Street.

MIXED COMMUNITIES



CAPITOL GATEWAY

**Undeveloped land associated with this community is the subject of ongoing litigation.*

- Continue redevelopment of the site.
- Explore potential land swaps, acquisitions and dispositions of land for redevelopment purposes, including potential land swap or sale of a portion of the Capitol Gateway footprint to the City of Atlanta to support the development of a linear park.
- Support the redevelopment of property through the disposition of land (333 Auburn Avenue and the Oakland/Memorial Drive assemblage

MIXED COMMUNITIES

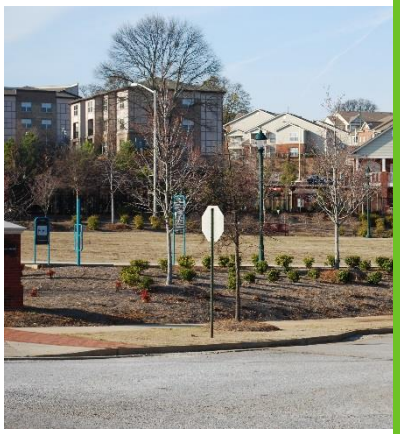


COLLEGETOWN @ WEST END

**Undeveloped land associated with this community is the subject of ongoing litigation.*

- Continue redevelopment of the site.
- Explore potential land swaps, acquisitions and dispositions of land for redevelopment purposes.
- Potential disposition of land for development of an urban garden and educational center.
- Potential disposition of 1.5 acres of land in support of the redevelopment of the Boys and Girls Club.

MIXED COMMUNITIES



CARVER

**Undeveloped land associated with this community is the subject of ongoing litigation.*

- Continue redevelopment of the site.
- Explore potential land swaps, acquisitions and dispositions of land for redevelopment purposes.

MIXED COMMUNITIES



CENTENNIAL PLACE

- Development of vacant parcels:
  - Centennial Place East (“CPE”) to be developed as mixed-use, mixed-income
  - Centennial Place North II (“CPN II”) as mixed-use residential with an affordable senior housing component
- Advance plans to redevelop Cupola building as adaptive reuse affordable for-sale housing that may include a retail component.

MIXED COMMUNITIES



MECHANICSVILLE

- Continue redevelopment of the site.
- Explore potential land swaps, acquisitions and dispositions of land for redevelopment purposes.
- Explore opportunities to further development of additional phases of for-sale housing.

OFFERINGS | HOMEFLEX-- CONSERVING AFFORDABLE HOUSING IN ATLANTA

LIVE.

Through **HomeFlex** (formerly Project-Based Rental Assistance), partnerships between AHA and private developers increase quality rental options for those we serve. Under HomeFlex, AHA encourages private-sector owners of multifamily developments to reserve a portion of their units of eligible residents.

HomeFlex currently supports **5,139** affordable housing units (on privately-owned land or in privately-owned buildings, and **MIXED Communities**) and is leveraged to create another **1,746** tax credit units.

There are three types of programs:

HomeFlex

HomeFlex for Seniors

HomeFlex for Supportive Housing

HOMEFLEX – AFFORDABLE HOUSING PRESERVATION AND CREATION

LIVE.

Project Name (Developer)	Units	Timeline
Preservation 1. **Lakewood Christian Manor** (National Church Residences)	Total: 250 HomeFlex: 199	Completed Dec 2017
Creation 2. **Veranda at Groveway** (Integral)	Total: 102 HomeFlex: 74	Complete Feb 2018
3. **Phoenix House** (Project Interconnections/Tapestry)	Total: 69 HomeFlex: 44	Complete Feb 2018
4. **The Remington** (The Benoit Group)	Total: 160 HomeFlex: 160	Complete Mar 2018
5. **Gateway at Capital View** (Prestwick)	Total: 162 HomeFlex: 162	Complete April 2018
6. **Sterling at Candler Village** (The Benoit Group)	Total: 170 HomeFlex: 170	Complete May 2018
7. **Manor at Indian Creek II** (Prestwick)	Total: 75 HomeFlex: 75	Complete Oct 2018
8. **Manor at DeKalb Medical** (Prestwick)	Total: 175 HomeFlex: 175	Complete Mar 2019
9. **Quest Holly Apartments** (Quest CDO)	Total: 40 HomeFlex: 40	Complete Mar 2019
10. **Summerdale Commons II** (Tristar)	Total: 105 HomeFlex: 50	Complete May 2019



HOMEFLEX

New HomeFlex Communities and Units Projected for FY 2019

Community	Type	# of New Units
Manor at DeKalb Medical	Senior	175
Quest Holly Apartments	Senior	40
Manor at Indian Creek II	Senior	75
Summerdale Commons II	Family	100

HOUSING PRESERVATION OF OCCUPIED AND VACANT UNITS

LIVE.

SUMMERDALE COMMONS

ATLANTA, GA

OWNER/ DEVELOPER	Summerdale Apartments, LLC – a collaboration between TriStar and Enterprise Community Investment
GOALS	Housing rehabilitation • Phase II: Rehabilitation of occupied units (100 units/50 HomeFlex) in good condition • Phase I Rehabilitation mostly vacant units (144 units/24 HomeFlex) in poor condition
TIMELINE	Phase II: Mar – Sep 2018 Phase I: May – Dec 2018
TRANSACTION TYPE	Housing preservation of previous public housing units. Implement TriStar model for housing
SIZE	• $9.6 million – No AHA capital investment • Allows AHA to add 74 HomeFlex units to households served





BACKGROUND ON ANTI-DISPLACEMENT

LIVE.

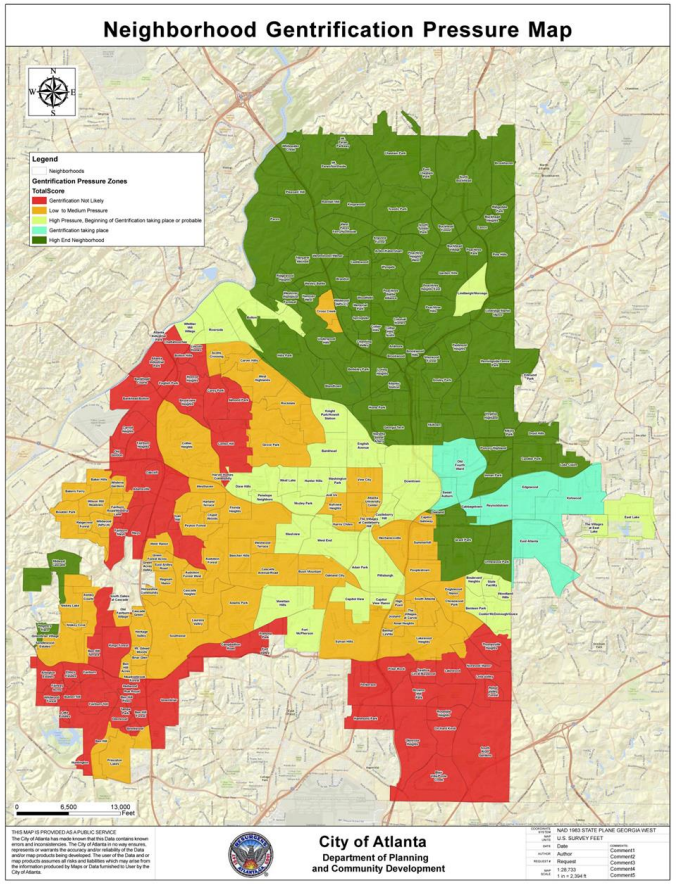
Willie B. Kennedy Apartments, San Francisco

- SF requested a neighborhood preference for 40% of the affordable units at a 98-unit development for low-income seniors.
- HUD rejected the request based on Fair Housing considerations, so SF modified its preference so that it would be provided to residents from census tracts throughout the city that were undergoing gentrification and displacement.
- SF received a waiver from HUD in October 2016.



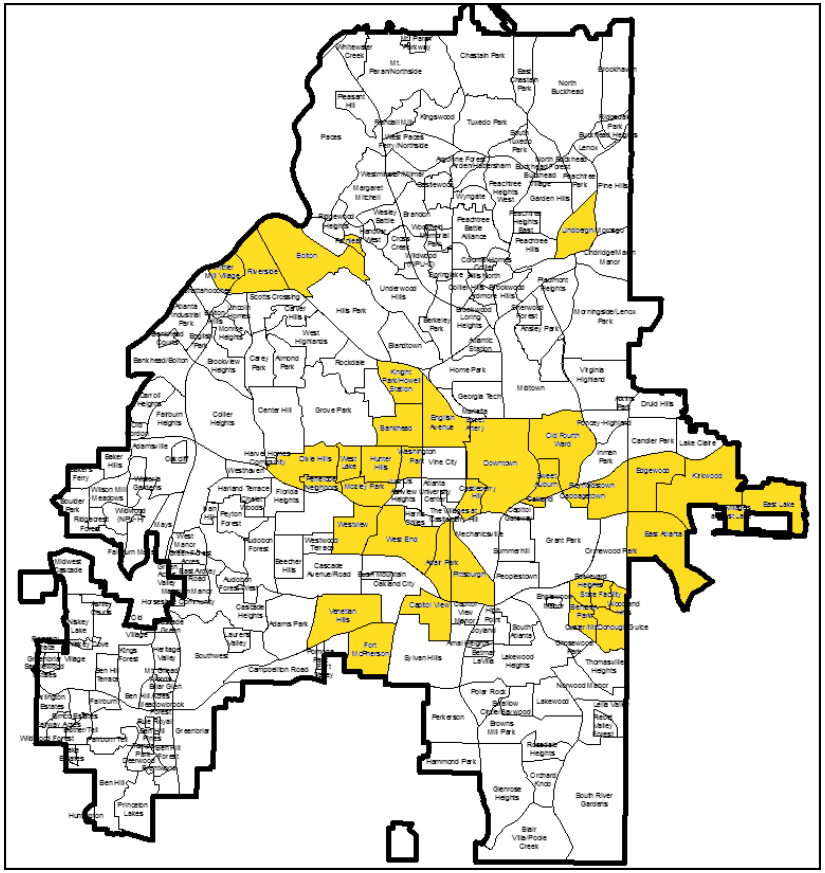
CITY OF ATLANTA ON ANTI-DISPLACEMENT STUDY

- City of Atlanta Report on "Strategies for Equitable Neighborhood Change."
- City Council commissioned a study on gentrification and displacement on December 5, 2016
- Mayor's Office of Housing engaged in an analysis based on best practices, with feedback from academics, community advocates, and AHA.
- Study employed methodology similar to San Francisco and a previous study on Portland, Oregon.
- Final draft circulated on March 31, 2017.



AHA ANTI DISPLACEMENT POLICY

- AHA is proactive in taking measures to mitigate the crippling effects of displacement and gentrification.
- AHA will pilot a preference for persons living in census tracts at the greatest risk of displacement at its new developments.
- The areas at risk of displacement are identified in a 2017 City of Atlanta study that will be updated bi-annually.
- AHA plans to implement the preference at the first available opportunity, beginning with a pilot program to test implementation before applying it on a larger scale.



**Yellow tracts are those qualifying for preference*

OFFERINGS | HOUSING CHOICE VOUCHER PROGRAM— EXTENDING THE POWER OF CHOICE

LIVE.

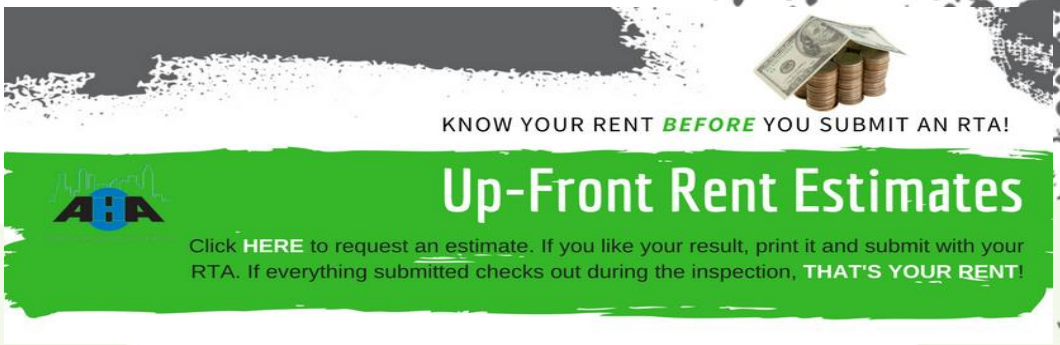
The Housing Choice Voucher Program (HCVP) provides over 10,000 families with the means to obtain affordale housing by putting the power of choice in their hands.

AHA will continue to enhance HCVP to ensure that privately-owned housing options are available in the City of Atlanta. Initiatives include:

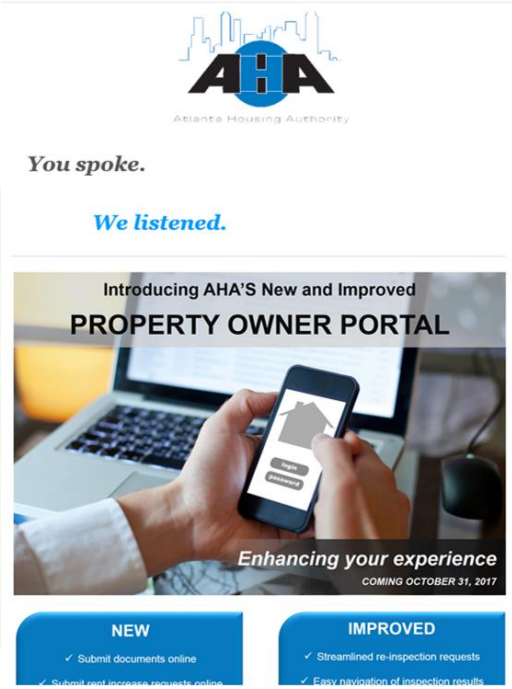
- **Technology Enhancements for Landlords**
- **Clearer Rent Determination Process**
- **Landlord Referral Program**
- **White-Glove Account Management Services**
- **Landlord Protections**
- **5-Star Tenant Program**
- **Energy Efficiency Incentives**

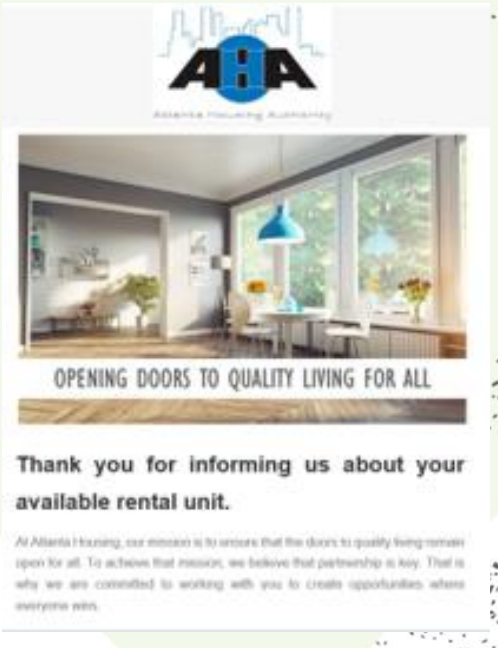
BUSINESS MARKETING = BUSINESS BUILDING

THRIVE.









OFFERINGS | HAVEN -- HELPING PEOPLE GET ON THEIR FEET

LIVE.

AHA supports over 1,900 HAVEN families in the following programs:

- Family Unification Program
- Veterans Affairs Supportive Housing
- FLOW (Pilot)
- Home Again (Pilot)
- Georgia Housing Voucher Program Conversion
- Next Step Youth Self-Sufficiency Program
- Housing First Voucher (Pilot)
- Special Voucher for Homeless Students

And HomeFlex for Supportive Housing in the following communities:

- Adamsville Green
- Park Commons
- Pavilion Place
- Columbia at Sylvan Hills
- Commons at Imperial Hotel
- Columbia Tower at MLK Village
- Gardens at CollegeTown
- First Step/Donnelly Courts
- Oasis at Scholars Landing
- Odyssey Villas
- O'Hern House
- Quest Village III
- Seven Courts
- Summit Trail
- Villas of H.O.P.E.
- Welcome House

OFFERINGS | HAVEN -- HELPING PEOPLE GET ON THEIR FEET



AHA plans to issue a Notice of Funding Availability competitive procurement for HAVEN supportive housing in collaboration with the City of Atlanta and the United Way of Greater Atlanta.

AHA has moved to a HAVEN waitlist based on Coordinated Entry, a proven national model for successfully transitioning and housing at-risk families.

OFFERINGS | AHA-OWNED COMMUNITIES



AHA is preserving 1,793 rental units in its AHA-Owned Communities which house seniors and disabled adults and two small family communities.

In FY 2019, AHA will continue implementing HUD's "Smoke-Free" Rule at its properties.

- Barge Road Highrise
- Cheshire Bridge Road Highrise
- Cosby Spear Highrise
- East Lake Highrise
- Georgia Avenue Highrise
- Marian Road Highrise
- Marietta Road Highrise
- Martin Street Plaza
- Peachtree Road Highrise
- Westminster
- Hightower Manor Highrise

RENTAL ASSISTANCE DEMONSTRATION (RAD)

PRESERVING PUBLIC HOUSING

LIVE.

What is RAD?

- Program created by HUD in 2012 to recapitalize and rehabilitate public housing units
- Enables conversion of public housing properties into Section 8 project-based vouchers or project-based rental assistance
- Section 8 funding stream allows housing authority to secure debt and equity to make repairs and build reserves
- Eliminates uncertainty of funding related to Congressional appropriations





HOUSING PRESERVATION

LIVE.



UNITS	149 Unit Senior High Rise
LOCATION	Midtown
DEVELOPER	Columbia Residential
DATE	Reopening January 2018



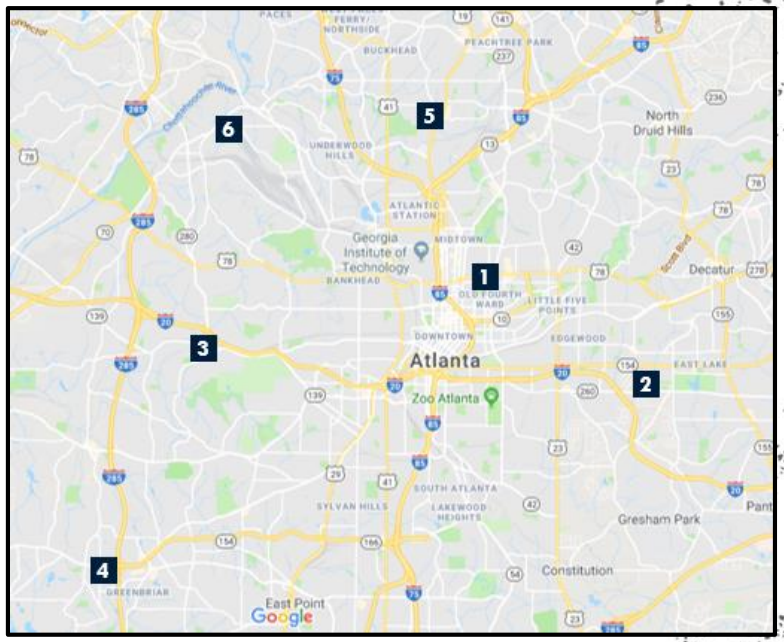
UNITS	208 Unit Senior High Rise
LOCATION	Buckhead
DEVELOPER	The Michaels Organization
DATE	Groundbreaking December 2017

RAD
AFFORDABLE HOUSING PRESERVATION

LIVE.

The following AHA-owned properties received the RAD CHAP on 1/16/18 and will close and begin rehab in the next 12-18 months.

Project Name (Developer)	Units
1. **Cosby Spear Highrise** (Columbia)	282
2. **East Lake Highrise** (Columbia)	149
3. **Hightower Manor Highrise** (Columbia)	129
4. **Barge Rd. Highrise** (Michaels)	129
5. **Peachtree Rd. Highrise** (Michaels)	196
6. **Marietta Rd. Highrise** (Michaels)	129





AHA's Down Payment Assistance (DPA) Homeownership Program has provided more than 550 eligible first-time homebuyers with financial assistance to purchase homes throughout the city of Atlanta.

STRATEGY II.



WORK.

ECONOMIC, EDUCATIONAL AND WELLNESS OPPORTUNITIES CREATE AN ENTRYWAY TO **INDEPENDENCE.**

FY 2019 FOCUS

Expand economic, educational and wellness opportunities through community partnerships and support services.

AHA will implement an outcome-focused Service Delivery model guided by the following principles:

- **RESPONSIVE –** Residents will receive timely and appropriate services that support their ability to progress toward self-sufficiency.
- **EFFICIENT –** Staff and Service providers will ensure that all residents have an opportunity to develop and reach their full potential by implementing defined, consistent service provision practices that will generate greater effectiveness and system value.
- **IMPACTFUL –** Services will be monitored and evaluated regularly to assess performance, analyze the impact of our investments and identify new innovations that are areas of opportunity.

FY 2019 KEY PRIORITIES

WORK.

WORK: Creating an Entryway to Independence

1. Work and Planning to Increase Self-Sufficiency in Areas of Opportunity
2. Human Development Services Reorganization
3. Family Independence, Workforce Development, Student Achievement, Health & Volunteerism

See draft FY2019 MTW Annual Plan for details.

FOCUS AREA 1
FAMILY INDEPENDENCE

WORK.

AHA will continue to support our working families with innovative programs that focus on economic advancement.

Working Families By The Numbers - Unique to the AHA, this program sets a work requirement for non-elderly and nondisabled adults.

99% compliance in **HomeFlex** Communities
97% compliance in **MIXED** Communities
65% compliance in **Housing Choice**
83% compliance in **AHA-Owned** Communities

FOCUS AREA 2
STUDENT ACHIEVEMENT

WORK.

Since 2003, AHA has awarded over **$530,000** in scholarships to **138** deserving students through the Atlanta Community Scholars Award **(ACSA)** and the University Choice Neighborhoods Scholarship **(UCNS)**.

AHA will increase its investments in student achievement through:

- Additional scholarship investments
- Internship program development
- Targeted partnerships with Atlanta Public Schools
- Innovative after-school, tutoring and summer transitional programs



ATLANTA COMMUNITY WORK.
SCHOLARS AWARDS

- AHA has awarded over **$530,000** in scholarships to AHA assisted families
- Scholarships are **funded through AHA employee donations** and licensing fees
- Additional awards are made through the **University Choice Neighborhood Initiative**





FOCUS AREA 3.
DIGITAL LITERACY/CONNECTIVITY

WORK.

AHA is a proud participant of HUD's ConnectHome program, a public-private collaboration to narrow the digital divide for families with school-age children who live in HUD-assisted housing.

In our continued efforts to prepare and equip AHA-assisted families for the technology age, AHA will enter into strategic partnerships to provide:

- Basic digital literacy training programs for youth, adults and our seniors
- No- and low-cost Internet connectivity programs
- Free S.T.E.M. programs for school-age children





AHA AND COMCAST PARTNERSHIP

WORK.

- Press Announcement on **October 4, 2017 @ Cosby Spear**
- **Expansion of Internet Essentials** to seniors in metropolitan Atlanta counties
- **Digital Literacy Training** made available to seniors at AHA high-rise communities
- Comcast is **providing computers** to AHA's ACSA and Choice Scholarship recipients





FOCUS AREA 4.
HEALTH AND WELLNESS

WORK.

AHA's signature health and wellness program, Aging Well encourages and empowers older adults to actively age in place and control decisions that affect their lives and the aging process.



Designed to address the
"Seven Dimensions
of Whole Person Wellness"

this program will be expanded to promote a healthy lifestyle through physical environment, activities and events, and supports services for **ALL**.

FOCUS AREA 5.
SERVICE THROUGH VOLUNTEERISM

WORK.



AHA CARES is a volunteer program organized to allow AHA staff, family and friends an opportunity to participate in corporate-sponsored volunteer projects to impact the community and support entities such as schools, nonprofits and community development organizations.

Pictured above: AHA volunteers with students at a local school.

STRATEGY III.



THRIVE.

KEEPING OUR FINANCES IN CHECK IS JUST GOOD BUSINESS.

FY 2019 KEY PRIORITIES

THRIVE.

THRIVE: Keeping Our Finances in Check

1. Leveraging co-investments to build and preserve low-income housing
2. Enhancing AHA's New Paradigm to ensure measured and timely development
3. Examining tools such as self-development and local blended subsidy programs
4. Developing a robust Small Business and Section 3 Program

See draft FY2019 MTW Annual Plan for details.

APPROVED
CO-INVESTMENTS

LIVE.

ATLANTA BELTLINE	CO-INVESTMENT FUND	WESTSIDE ACQUISITIONS
$30,000,000 in MTW reserves for single-family and multi-family acquisitions, developments and related improvements and amenities within the BeltLine Redevelopment Area.	**$60,000,000 in MTW reserves** over to invest in affordable housing creation and preservation; AHA to support Mayor Lance Bottoms commitment to investing $1 billion in affordable housing.	**$15,000,000 toward single-family and multi-family investments**, loans, acquisitions, developments, and related improvements and amenities within the Westside Neighborhood.

BELTLINE PARTNERSHIP

LIVE.



890 MEMORIAL

UNITS	116 units – 98 affordable
LOCATION	Memorial Drive, SE
DEVELOPER	Rea Ventures
TIMELINE	Acquisition closing Summer 2018
Estimated Cost	$1 million acquisition; development agreement under negotiation 2018



ENGLEWOOD FRAMEWORK

UNITS	Phase 1 – 345 units with 172 affordable units Phase 2 – 295 units with 118 affordable units
LOCATION	Chosewood Park
DEVELOPER	The Benoit Group and Michaels Organization (subject to board approval)
TIMELINE	Infrastructure/site development – 2018-2019; Development – 2020-2025
Estimated Cost	$250,000 for framework plan

TOOL: SELF-DEVELOPMENT ENTITY

THRIVE.

AHA will examine ways to sponsor the creation of a development affiliate to increase Atlanta's affordable housing and mixed-use development and preservation efforts.

A self-sponsored development affiliate will allow AHA to maximize the financial, socio-economic and environmental return to the agency and its stakeholders.

TOOL: SMALL BUSINESS AND SECTION 3



AHA is dedicated to creating opportunities for small businesses and our participants to thrive. AHA will seek to validate this effort through a series of programs and outreach efforts.
FY 2019 initiatives include:

- **Creation of a Section 3 training fund**
- **Enhanced contracting requirements and compliance**
- **Expanded workshops, seminars, and networking opportunities**

MBE / WBE / SECTION 3

THRIVE.

AHA is utilizing MBE & WBEs on **44.5%** of its contracts

Property Managers **35%**

Developers **23%**

Organization	Spend	MBE	WBE
AHA (7/12-6/15)	$32MM	+11.4%	+1.5%
PMDs (7/13-6/15)	$15MM	-12.7%	-11.3%
Developers (7/11-6/15)	$16MM	-23.7%	-7.2%

TOOL: SMALL BUSINESS AND SECTION 3

THRIVE.

Keen Independent Research completed a disparity study for AHA in 2017. As a result of the study, AHA will have the following aspirational goals for all vendors, contracts, developers and property management developers to ensure compliance with HUD's Section 3 Goals.

Overall minimum participation of **35%** by Section 3 companies/SBE/MBE/WBE

Development opportunities, at least **20%** participation (which may be adjusted to include non-profits).

TOOL: AHA MEASUREMENTS OF SUCCESS

THRIVE.

We have established key performance indicators to measure the success of our flagship programs (as of 12/31/17):

Number of Families Served = 23,180

Number of New Affordable Units Brought Onto an AHA Program = 652

Number of New Homeownership DPA Opportunities Created = 66

Dollars Invested and Leveraged in New Real Estate Developments in Modern, Quality, Mixed-Income Communities = $32.4 mil

Number of Veterans Housed/Served = 232

Number of Senior Adults Housed/Served = 6,791

Number of Homeless/At-Risk Families Housed/Served Through Supportive Housing = 2,100

Dollars Invested in Education and Education Initiatives = 476,400

Number of Families Compliant With AHA's Work Requirement = 5,706

Number of Families Successfully Transitioned From an AHA Program Paying 100 % of Their Own Housing Costs = 63

Atlanta Housing Authority

REBRAND: THE NEW ATLANTA HOUSING



ATLANTA HOUSING

LIVE • WORK • THRIVE

PUBLIC COMMENT PERIOD

February 20 – March 22, 2018

Provide comments via the following:

www.atlantahousing.org

strategy@atlantahousing.org

MTW Plan Message Line: 404-817-7458

Atlanta Housing Authority



THANK YOU