



Atlanta Housing Authority
FY 2012 MTW Annual Implementation Plan
For Fiscal Year Beginning July 1, 2011

Board Approved
March 30, 2011



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(CATALYST Implementation Plan)
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Table of Contents

MTW Background.....	3
Message from the CEO	5
Section I. Executive Summary	6
Section II. FY 2012 Priorities	9
Priority 1: Implement the integrated Enterprise Resource Planning solution.....	10
Priority 2: Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities	12
Priority 3: Re-engineer the administration of the Housing Choice Voucher Program	25
Priority 4: Evolve AHA's asset management business model.....	27
Priority 5: Improve the quality of life at AHA-Owned Residential Communities by greening the properties and increasing efficiencies.....	30
Priority 6: Advance the human development strategy through strategic partnerships.....	33
Priority 7: Streamline AHA's Operations and strengthen AHA's financial position through new sources of funding and revenue and by managing costs	36
Priority 8: Leverage AHA's human resources	38
Section III. MTW Policy Innovations	39
Enterprise-Wide Policy Enhancements.....	41
Summary of Key MTW Innovations	42
Section IV. AHA Leadership	48
Section V. Ongoing Activities Directory.....	51
Section VI. Appendices.....	70

Appendices Contents

Appendix A:	MTW Annual Plan Cross Reference Guides <ul style="list-style-type: none">• AHA Legacy Attachment B Requirements• HUD Attachment B Requirements
Appendix B:	FY 2012 MTW Plan Resolution & Certifications <ul style="list-style-type: none">• Resolution & Exhibit• Secretary's Certificate• Certifications of Compliance with Regulations• Certification Regarding Substantive Information Reporting Requirements• Certification of Payments to Influence Federal Transactions• Certification for a Drug Free Workplace & Attachment
Appendix C:	AHA-Owned, Managed, and Sponsored Communities and Properties
Appendix D:	AHA-Owned Residential Communities that are Candidates for Designated Housing
Appendix E:	Management Information for Owned/Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities
Appendix F:	FY 2012 Housing Opportunities Data
Appendix G:	FY 2011 Budget
Appendix H:	Capital Planning
Appendix I:	Previous Year's Expenditures by Line Item
Appendix J:	ARRA Funds: Revised Capital Fund Annual Statements Part I & II
Appendix K:	Public Review and Plan Changes
Appendix L:	<i>Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments</i>
Appendix M:	<i>Statement of Policies Governing the Housing Choice Tenant-Based Program</i>

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i. MTW Background

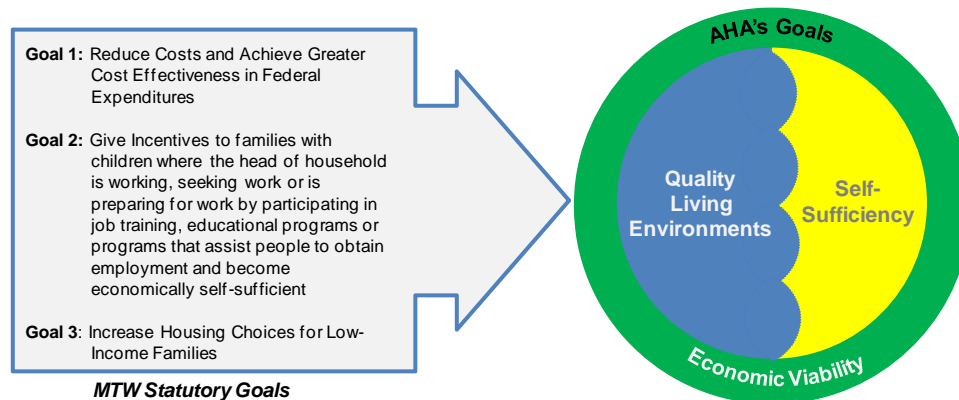
Moving to Work (MTW) is a demonstration program established in 1996 by Congress and administered by the U.S. Department of Housing and Urban Development (HUD), giving certain “high performing” public housing agencies the flexibility to design and test various approaches for facilitating and providing 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 (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 be conducted during each fiscal year. Fiscal Year 2012 represents AHA’s ninth year of participation in the MTW Demonstration program.

MTW Statutory Goals = AHA’s Goals



AHA's Vision

Healthy Mixed-Income Communities, Healthy Self-Sufficient Families



AHA's Goals

AHA's business model of a "diversified real estate company with a public mission and purpose" has positioned it to achieve three goals:



1. **Quality of Living Environments** – Provide quality affordable housing in healthy mixed-income communities with access to quality-of-life amenities.
2. **Self-Sufficiency** – (a) Facilitate opportunities for families and individuals to build economic capacity and stability and reduce their dependency on subsidy, ultimately becoming financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support 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 green space.
3. Create mixed-income communities with the goal of creating market-rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. Support AHA-assisted families with strategies and programs that help them achieve their life goals, focusing on self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.

ii. Message from the CEO

The reality is we live in challenging economic times. The recession has had an impact on the financial markets, the real estate markets and the U. S. economy. Conditions are improving, but it will take time. AHA also understands that the sizable Federal budget deficit must be addressed and any deficit reduction measures will impact how much Federal funding AHA will receive for some time in the future.

Given the conditions in the economy and the reality of Federal deficit reductions, AHA's MTW Implementation Plan for FY 2012 reflects that AHA will have to do more with fewer resources. AHA will also have to identify and pursue new sources of funding and new revenue opportunities.

Given our strategy over the last 15 years – focused on de-concentrating poverty, relocating families to healthier environments, demolishing the destructive and dysfunctional housing projects, creating mixed-use, mixed-income communities with excellent private sector developers and re-engineering our business systems – AHA is better positioned to face these current economic headwinds.

During the last 15 years, AHA has leveraged our assets and built a solid business model that has enabled AHA to serve more low-income families today than 15 years ago and in much healthier communities. HUD is encouraging agencies across the country to do many of the things that AHA has done and done well.

AHA is financially sound, a position we cannot afford to squander. The economic constraints challenge us to be even more innovative and more creative. But the good news is we are up to the challenge.

In FY 2012, we will commence a series of belt-tightening measures to get the job done in the new economy. At the same time, AHA will not compromise our core principles and values. Our MTW Agreement has allowed us to be innovative and engage our partners and stakeholders in local problem-solving. Armed with flexibility, creativity, business know-how, innovation and great partners and stakeholders, AHA will successfully meet today's and tomorrow's challenges.

We believe that we can be smarter and more efficient while continuing to devise creative, inventive ways to provide great opportunities to low-income families who depend on us for affordable housing. Indeed, we will not be victims of a tough economic reality, but persistent and insistent disciples on our mission.



A handwritten signature in black ink, appearing to read 'Renée Lewis Glover'.

Renée Lewis Glover
President and Chief Executive Officer

Section I. Executive Summary

Over the past 15 years, AHA has focused on deconcentrating poverty, facilitating family-self-sufficiency and developing, with great private sector development partners, affordable housing opportunities in healthy mixed-use, mixed-income communities. AHA now serves more than 18,000 low-income families. With the successful completion of its Quality of Life Initiative in FY 2010, AHA closed the chapter on dysfunctional housing projects. As a result, AHA has changed its business model. AHA has transformed from public housing agency to a diversified real estate company, with a public mission and purpose.

Environment Matters, but People Measure Our Success

AHA's vision is **"healthy mixed-income communities, healthy self-sufficient families"** because both prongs are important: the living environment and the families. AHA works to facilitate access to healthy economically integrated living environments right so that the families, especially the children, can thrive and look forward to and pursue their dreams. We believe that the only limitations should be what they can dream and envision, not where they live.

Clearly, AHA is successfully meeting its mission to provide quality, affordable housing opportunities for the betterment of the community. After the success over the last 15 years, people do not drive around Atlanta saying "that's where people who are living in constant chaos and fear are living." They drive from one mixed-use, mixed-income community to the next and wonder how they, too, could live in these beautiful and vibrant environments.

Because the communities are so attractive, some critics have suggested that AHA has abandoned its mission. This simply is not true. Compared to 1994, AHA serves more low-income families and in substantially better housing and housing arrangements than ever in its modern history. There are now 16 master-planned, mixed-use, mixed-income communities underway. Each of these communities has gone through a complete transformation from dilapidated public housing to healthy mixed-use, mixed-income communities with improved schools and other amenities that enhance the quality of life. Inside of each such community, there are a percentage of apartments permanently reserved where AHA-assisted families have the opportunity to live. Because AHA's investments are leveraged by low-income housing tax credit equity and first mortgage debt brought to the table by its private sector development partners, AHA-assisted families have the opportunity to live in market-rate quality, amenity-rich communities.

The tenant-based Housing Choice program has generated the greatest amount of national controversy because of its direct impact on neighborhoods. The program is both applauded and criticized because it facilitates choice. On the one hand, there is concern about supply and location of good affordable housing in good neighborhoods. On the other hand, there is concern about the impact that these families might have on neighborhoods. This debate is very reminiscent of the discussions as African-American families began to move into white neighborhoods. AHA has been able to address these concerns using the flexibility under its MTW Agreement, while facilitating great housing opportunities in great neighborhoods. With high standards and expectations, supported by housing counseling and human development coaching, former public housing residents are making good housing decisions and becoming good neighbors. Increasingly, families are moving to areas that expand rather than limit their opportunities. These better choices are facilitated by AHA becoming a more effective and business-minded administrator of the Housing Choice program. AHA has been re-engineering this program to infuse private sector business practices and discipline in order to attract excellent landlords and properties from all sections of Atlanta.

Building Sustainable Communities in a New Environment

Atlanta, the city of the phoenix rising, reinvents itself every few decades. AHA, too, mirrors this pattern of innovation and reinvention. Over the last several years, AHA has taken a steady path of de-concentrating poverty and partnering with excellent private sector development partners to create market-rate quality mixed-use, mixed-income communities and assisting thousands of families on the path to self-sufficiency. With multiple partnerships and multiple lines of business, AHA must position itself today and into the future to be efficient and effective, and continue to make a positive impact on low-income families in Atlanta.

Last year, AHA undertook a comprehensive business transformation to enhance its evolution as a “diversified real estate company with a public mission and purpose.” Working in partnership with Boston Consulting Group (BCG), an international strategy and business consulting firm, AHA assessed its business model and strategy. As a result, AHA determined that its corporate structure, business processes, human resources and systems (information technology and others) have not kept pace. Thus, while AHA has transformed its business model for developing affordable housing resources, AHA must also develop enhanced strategies and initiatives to position AHA as a best-in-class diversified real estate company, with a public mission and purpose. AHA’s long-term sustainability as an organization relies on its ability to harmonize the real estate business with family transformation.

Key Priorities – FY 2012

As discussed above, in the past twelve months, guided by BCG, AHA has undertaken a comprehensive assessment and analysis of its operations to determine infrastructure requirements necessary to support its business model. AHA began implementing business transformation changes in FY 2011 and will continue implementation in FY 2012. AHA’s priorities for fiscal year 2012 are meant to galvanize the organization around implementation of business transformation improvements while continuing the mission.

AHA, as an enterprise, will focus on eight key priorities that align with AHA’s goals and objectives which are designed to address unique local challenges. The key priorities for FY 2012 are listed below and described in greater detail in Section II.

1. Implement the integrated Enterprise Resource Planning solution.
2. Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.
3. Re-engineer the administration of the Housing Choice Voucher Program.
4. Evolve AHA’s asset management business model.
5. Improve the quality of life at AHA-Owned Residential Communities by greening the properties and increasing efficiencies.
6. Advance the human development strategy through strategic partnerships.
7. Streamline AHA’s operations and strengthen AHA’s financial position through new sources of funding and revenue and by managing costs.
8. Leverage AHA’s human resources.

New Policies to Explore in FY 2012

Prior to FY 2012, AHA had implemented a number of key innovations or reforms leveraging lessons learned and best practices from its mixed-income revitalization program and its participation in the MTW Demonstration. Key reform categories include use of MTW funds; local housing policy reforms; Housing Choice Voucher Program; expanding housing opportunities; human development; and corporate support. These enhancements are outlined in further detail in Section III – MTW Policy Innovations.

Under AHA's MTW Agreement, AHA has strategically implemented most housing policy reforms across all programs. This consistency across programs serves multiple purposes: 1) Families can move between programs and understand that they will held to the same high standards that AHA believes, and the research supports, lead to self-sufficiency, 2) AHA and its partners can align our respective values, goals and objectives, and 3) AHA can gain efficiencies from systematic implementation across the enterprise and by minimizing redundancy, overhead and system changes.

After a thorough review of existing policies and current plans for FY 2012, AHA has determined that the majority of its current policies sufficiently allow the enterprise to implement its initiatives and activities as reflected in the FY 2012 Plan in the coming fiscal year. AHA plans to introduce the following new policy in FY 2012:

Policies for Special Needs Populations – AHA will develop separate policies designed to facilitate housing opportunities for special needs populations such as homeless persons, persons with disabilities, U.S. military veterans, at-risk families and youth, and other targeted groups who are enrolled in supportive services programs. Based on lessons learned from the Homeless Demonstration Program and other special needs initiatives which were implemented as part of the Project Based Rental Assistance program, AHA has concluded that customized policies and procedures must be developed to accommodate supportive service strategies and the unique housing needs of the clients. AHA's housing assistance policies for special needs populations will use the same rent methodologies as those used in AHA's Project Based Rental Assistance program; however, occupancy arrangements, rent determinations, rules regarding continuing assistance and other considerations relating to the special needs of the populations being served will be adapted to ensure success for participants, service providers, property owners, funders and AHA.

AHA will also launch a major initiative to explore new policy enhancements related to the deconcentration of poverty and may introduce these policies in FY 2012:

Housing Choice Deconcentration Initiative – AHA will begin the research and design of a broader deconcentration initiative for the administration of its tenant-based Housing Choice program during FY 2012. This initiative will focus on policies and strategies that will examine innovative approaches that, over time, will lead to the reduction of high levels of concentration of tenant-based Housing Choice-assisted families in any single neighborhood, Neighborhood Planning Unit or City Council District in the City of Atlanta. Under this initiative, AHA will implement a disciplined, fact-based investigation utilizing current research and internal and external data on demographics, income and poverty, education, revitalization and private sector development activities, rental market and other indicative trends at the submarket, Census tract and neighborhood levels in order to map poverty concentration and identify opportunities that will inform AHA's strategy. The Deconcentration Initiative will establish deconcentration standards and benchmarks.

If it is determined that additional policy changes are necessary, AHA will follow the appropriate protocols to seek approval from AHA's Board of Commissioners.

Section II. FY 2012 Priorities

AHA continues to exercise its full MTW flexibility. In FY 2012 AHA will focus on implementing initiatives proposed in previous plans, including updating and advancing the Master Plans for the Revitalized Communities, in partnership with our private sector development partners. AHA will streamline its operations; strengthen its financial position; and help to support families, who are disproportionately affected by a tough economy or still adjusting to mixed-income communities.

Each priority is described in detail, followed by supporting activities. In Section V, ongoing activities previously approved by HUD are described.

Table 1: AHA's FY 2012 Priorities

Priority		AHA Goals		
		1	2	3
1	Implement the integrated Enterprise Resource Planning solution.	◆	◆	◆
2	Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.	◆	◆	◆
3	Re-engineer the administration of the Housing Choice Voucher Program.	◆	◆	◆
4	Evolve AHA's asset management business model.	◆		◆
5	Improve the quality of life at AHA-Owned Residential Communities by greening the properties and increasing efficiencies.	◆	◆	◆
6	Advance the human development strategy through strategic partnerships.		◆	◆
7	Streamline AHA's Operations and strengthen AHA's financial position through new sources of funding and revenue and by managing costs.	◆		◆
8	Leverage AHA's human resources.			◆

Legend:

AHA's Goal 1 = Quality of Living Environments

AHA's Goal 2 = Self-Sufficiency

AHA's Goal 3 = Economic Viability

Priority 1: Implement the integrated Enterprise Resource Planning solution

In evolving as a diversified real estate company with a public mission and purpose, AHA began an assessment in FY 2010 to identify a fully integrated enterprise-wide solution to drive increased business productivity and ensure continuity of support for the enterprise's day-to-day operations. As part of this strategy, AHA completed a data migration project of historical resident and other data to a new database, assessed and re-engineered business processes, and identified components of an integrated Enterprise Resource Planning solution ("ERP solution"), then procured the selected vendors. In FY 2012, AHA will continue to implement the ERP solution designed to provide enterprise-wide business process automation, automated third-party data-exchange, document management, and integrated business intelligence.

There are compelling reasons to implement an ERP solution. First, AHA's business model is more complex, which has resulted in multiple sources and uses of information and business critical data being stored in numerous disparate systems. Second, today AHA manages multiple relationships with more than 70 partners and must continuously exchange data for day-to-day management as well as for reporting to HUD. In today's environment, significant time and energy is spent on manually entering, re-entering, validating and reconciling data that already resides in AHA's partner's computerized systems. Third, to build a comprehensive enterprise view of its business, AHA has to engage in labor-intensive activities involving virtually all departments and a variety of data sources. Meaningful and quality business intelligence is vital in guiding AHA's daily operations, evaluating strategic options, and measuring the results of its initiatives. These new tools will provide a foundation for a data-driven, analysis-oriented culture driven by a common knowledge base and mutual accountability.

The ERP solution will vastly improve each employee's and AHA's overall business productivity while saving millions of dollars annually for the enterprise. Today, many departments rely on stand-alone spreadsheets and homegrown databases to support their work and produce reports. While these methods reflect the determination of AHA's teams to get the job done, they are subject to inconsistencies between departments as the data does not "talk" to each other. Once the new integrated database becomes available, each user will be empowered to get the data they need in the format they require to measure the results of their efforts in a transparent and timely manner. Time that was once spent reconciling data will be used to provide deeper analysis and better intelligence.

And the effect will be transformational. The addition of an integrated relational database along with advances in the access to and reporting of financial data will enable AHA to take the enterprise to the next level of efficiency and remain a best-in-class provider of innovative, affordable housing solutions. This investment will deliver much needed productivity for AHA's staff, ultimately improving the way AHA can service AHA-assisted families and the community at large.

Benefits

The new system will greatly help AHA in its evolution as a diversified real estate company with a public mission and purpose, because it will:

- Automate business processes and provide workflows and controls
- Introduce new, innovative paperless processes
- Eliminate many processes that are now done manually
- Eliminate data-entry redundancies
- Facilitate 100% data accuracy and completeness
- Create automated data exchange with AHA's external partners including development partners, owner entities, private management companies (PMCOs), AHA's service provider network and HUD.
- Link all financial transactions more effectively to the appropriate contract, accounting, procurement and budget systems
- Mitigate data security vulnerabilities due to more consistent controls and transparency
- Establish and measure strategic performance indicators across all departments and ultimately the performance management system.

Supporting Activities

The new integrated ERP solution, which began in fiscal year 2011, will be implemented in a phased approach with a payback period for the investment estimated at three to four years after implementation.

The integrated ERP solution has three components: an ERP system, the Enterprise Content Management (ECM) system, and a data warehouse and business intelligence system. Each AHA department will be represented on multi-functional project teams to design, plan and implement the three components.

- Starting in FY 2011, AHA launched the Data Migration project to ensure that clean data is migrated into the new system. This activity will continue until implementation in FY 2012.
- Also in FY 2011, AHA launched the Business Process Preparation Project, to document current AHA business processes and policies. AHA will benchmark its business processes against best practices and, where appropriate, will re-engineer its business processes to optimize the implementation in FY 2012.
- Each department will work collaboratively with IT and other key internal stakeholders in the development of the department's module as part of the new ERP system and the development of the ECM.
- All departments will participate in creating and aligning common data definitions.
- Training and change management activities will be offered throughout the implementation.

Priority 2: Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities

AHA in partnership with its private sector development partners will continue to advance the master plans for sustainable, market-rate quality, mixed-use, mixed-income communities. For the last 16 years, AHA and its private sector development partners have repositioned 16 of its public housing properties into master-planned, mixed-use, mixed-income communities with a seamless affordable residential component. AHA's revitalization efforts with private developer partners have created over 7,456 rental units including 3,802 AHA-assisted and affordable rental units and 3,654 market rate rental units. More than 243 newly constructed single family homes have been sold, and AHA has provided down payment assistance to eligible home buyers, who purchased homes within surrounding neighborhoods of various revitalization developments.

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

- Re-integrating the revitalized communities with the surrounding neighborhoods including residential housing (both rental and for-sale) and supporting efforts that will improve sustainability for each Master Plan area;
- Incorporating great recreational facilities, greenspace and parks;
- Providing quality retail and commercial activities; and
- Supporting the creation of high performing neighborhood schools (pre-K to college).

Using a child-centered approach, AHA, its development partners and stakeholders are working with the Atlanta Public Schools and other stakeholders to support the creation of high performing neighborhood schools and world-class early childhood development centers. AHA and its partners also recognize that human development services are necessary and essential to facilitate successful outcomes for families. (See Priority 6: human development for activities that support families).

Subject to financial and real estate market conditions, the availability of funding, and other real estate and economic development activity in the surrounding neighborhoods, during FY 2012, AHA will:

1. With its partners, update its Master Plans and continue to advance phases for the revitalization projects already underway, utilizing a variety of public and private financing which may include the use of Project Based Rental Assistance (PBRA) as a development tool to support the development (new construction or rehabilitation) and creation of additional mixed-income communities. AHA and its partners will also seek to advance the non-residential components of the Master Plans.
2. Develop Master Plans for new mixed-use, mixed-income communities and/or repositioning strategies for former QLI property sites and other AHA-owned properties.
3. Acquire 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 C.

Benefits

The work under the Revitalization Program supports the MTW statutory goal to expand housing opportunities for low-income families while further supporting AHA's vision of **"Healthy Mixed-Income Communities; Healthy Self-Sufficient Families."** Through its Revitalization Program, AHA is addressing the City of Atlanta's need for additional high quality affordable housing in sustainable and economically integrated environments.

AHA's MTW Agreement has enabled AHA, in partnership with its private sector development partners, to be more responsive and nimble in taking advantage of the dynamic real estate market in Metropolitan Atlanta. Using MTW flexibility and funding, AHA has been able to: (a) invest in development deals (which include acquisition, new construction, rehabilitation, demolition, site improvement and the pre-development of commercial facilities); (b) establish its own PBRA program; (c) establish a streamlined development process. AHA's MTW Agreement also allows AHA to use its MTW Funds to provide gap funding that supports the financial closings of mixed-income rental communities that include serving eligible persons (i.e. households earning less than 80 percent of metropolitan area median income) until permanent funding becomes available. Further, AHA has contractually passed on the least restrictive statutory and regulatory requirements as set forth in its MTW Agreement to its private sector development partners, Owner Entities, strategic partners and providers.

AHA's Real Estate Development Approaches

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 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

Revitalization Activities

During FY 2012, in partnership with private sector developers and consistent with its Master Plans, AHA will continue creating additional economically sustainable, market-rate quality, mixed-use, mixed-income communities. Through its participation in 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.

In addition to the ongoing revitalization projects on the sites of former AHA-owned communities, AHA engages in redevelopment of neighborhoods adjacent to AHA-sponsored mixed-income communities to support long-term neighborhood sustainability. For example, AHA has continued to acquire a number of properties within the immediate area of Magnolia Park (the revitalized John Eagan Homes) in order to stabilize the surrounding neighborhood, with the intent to redevelop the land as market conditions warrant.

The revitalization activities that will occur at AHA-sponsored, master-planned revitalization projects during FY 2012 are described below.

Table 2: Revitalization Activities Planned for FY 2012

Auburn Pointe - Grady Homes Revitalization (Includes the revitalization of Antoine Graves High-rise and Antoine Graves Annex)	
Plans for FY 2012	<ul style="list-style-type: none"> • Three phases of development which were completed in FY 2011 will be in the initial lease-up phase: <ol style="list-style-type: none"> 1. Ashley I: multifamily rental with 54 public housing assisted/LIHTC, 8 PBRA/LIHTC, 31 LIHTC, and 61 market-rate units with PBRA 2. Veranda II: senior rental with 88 PBRA/LIHTC and 10 market-rate units 3. Veranda III: senior rental with 91 PBRA/LIHTC and 11 market-rate units • AHA and its development partner are partnering with the City of Atlanta on the revitalization of the adjacent Butler Park, in collaboration with the National Recreation and Parks Association, the National Parent-Teachers Association, and the "Friends of Butler Park." • Planning and pre-development work related to submission of a Low Income Housing Tax Credit application (LIHTC) will continue for the development of Phase IV (multi-family rental). • Update the Master Plan in accordance with market demand and market conditions. • For properties that AHA has acquired in the neighborhood as part of a strategic investment, AHA may remediate, demolish and/or redevelop the land and structures, which may include adaptive reuse. • AHA will engage stakeholders to support academic excellence at John Hope Elementary School and other neighborhood schools. • Homeownership, rental and/or commercial uses for future Phase V will be developed if market conditions and market demand warrant. • Explore a demonstration development project proposed by its development partner to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques to minimize development costs. • AHA and its development partner will seek funding opportunities that may become available to support the revitalization and long-term sustainability of the development.
Capitol Gateway - Capitol Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • Construction will be completed on the streetscape improvements for the Memorial Drive corridor in partnership with funding from AHA, the City of Atlanta and the Atlanta Regional Commission. • Mixed-use, on-site homeownership units and retail development (Phases V, VI and VIII) may be developed if market conditions and market demand warrant. • Update the Master Plan in accordance with market demand and market conditions to enhance long-term sustainability. • AHA and the State of Georgia will continue negotiations to swap State-owned land west of Capitol Gateway for AHA-Owned land that comprises the northern portion of the former Capitol Homes site. • For properties that AHA has acquired in the neighborhood as part of a strategic investment, AHA and its development partners may remediate, demolish and/or redevelop the land and structures. • AHA will engage stakeholders to support academic excellence at Cook Elementary and other neighborhood schools. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.

CollegeTown at West End - Harris Homes Revitalization

(Includes the revitalization of John O. Chiles main building and John O. Chiles Annex)

**Plans for
FY 2012**

- Lease-up is underway on Ashley CollegeTown II: multifamily rental with 70 public housing assisted/LIHTC, 9 PBRA/LIHTC, 28 LIHTC, and 70 market-rate units.
- On-site homeownership development (Phases IV, VIII, IX and X) units may be developed if market conditions and market demand warrant.
- Update the Master Plan in accordance with market demand and market conditions to insure long-term sustainability.
- CollegeTown off-site homeownership activities (Phase VII) will commence and AHA will provide down payment assistance to 50 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of the former Harris Homes site, subject to funding availability.
- To further the Master Plan, AHA and its development partner may acquire commercial properties in the adjacent neighborhood. Some businesses may remain operational.
- Negotiations with the Boys and Girls Club of Metro Atlanta will continue for a land swap to facilitate single family development and an improved location for the Boys & Girls Club in the neighborhood.
- Working in partnership with Atlanta Public Schools (APS) and the Dean Rusk Head Start Center, AHA and its development partner and other stakeholders will work to establish a world-class Early Childhood Learning Center serving the CollegeTown community and to support academic excellence at M. Agnes Jones Elementary School and other neighborhood schools.
- Explore demonstration development projects in partnership with its development partner to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs.
- Provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant and AHA's Choice Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant and a Choice Neighborhoods Implementation Grant.
- AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.

Mechanicsville - McDaniel Glenn Revitalization

(Includes the revitalization of McDaniel Glenn Annex sites and Martin Luther King, Jr. senior high-rise)

**Plans for
FY 2012**

- Construction will be completed on Mechanicsville Apartments Phase VI: multifamily rental with 47 public housing assisted/LIHTC, 32 PBRA/LIHTC, 53 LIHTC, and 24 market-rate units with PBRA.
- On-site and off-site homeownership development (Phases I, V, VI and VIII) units may be developed if market conditions and market demand warrant.
- Mechanicsville off-site homeownership activities (Phase IXB and X): subject to funding availability, AHA will provide down payment assistance to 33 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Mechanicsville.
- To further the Master Plan, AHA and its development partner may acquire properties in the adjacent neighborhood in support of housing and economic development. Subject to HUD approval, AHA will dispose of the McDaniel Street warehouse property to the Annie E. Casey Foundation (or an affiliate of the Annie E. Casey Foundation), depending on the feasibility of the various options.
- Working in partnership with APS, the Annie E. Casey Foundation, and Sheltering Arms, AHA and its development partner will work to support the world-class Early Childhood Learning Center which serves the Mechanicsville community and to

	<p>support academic excellence at Dunbar Elementary School.</p> <ul style="list-style-type: none"> • AHA will work in partnership with SNDSI, the development arm of the Annie E. Casey Foundation, to provide economic development and affordable housing opportunities to residents of the Mechanicsville and Pittsburgh neighborhoods. • Explore demonstration development projects, in partnership with its development partner, to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. • Provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant AHA's Choice Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant and a Choice Neighborhoods Implementation Grant. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
The Villages at Carver - Carver Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • AHA and its development partner will continue to advance the Pryor Road corridor retail development and will acquire additional land parcels to support the development. • Land acquired for future retail development may be developed if market conditions and market demand warrant, a portion of which may provide a development opportunity for the Atlanta Fulton County Library Board. • On-site homeownership development of homes in Phase IV and Phase VII may be developed if market conditions and market demand warrant. • Additional on-site homeownership development (Phase VII) of loft/townhouse units and other off-site homeownership developed on land acquired by AHA will take place when market conditions and market demand warrant. • Update the Master Plan in accordance with market demand and market conditions to insure long-term sustainability. • Land acquired for future mixed-use development may be developed if market conditions and market demand warrant. • Working in partnership with APS, YMCA-Metropolitan chapter, Foundations and other stakeholders, AHA and its development partner will work to develop a world-class Early Childhood Learning Center and support the academic excellence at Slater Elementary School and other neighborhood schools. • Explore demonstration development projects, in partnership with its development partners, to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
West Highlands at Heman E. Perry Boulevard - Perry Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • Homeownership development activities will continue off-site with the ongoing public improvements and development of approximately 121 single family for-sale homes. Despite the downturn in the market, single family homes developed by our development partner have continued to sell. For FY 2012, AHA's development partner will continue to construct homes consistent with market demand and will maintain an appropriate inventory of model homes. AHA will support affordability through a variety of means including down payment assistance, subject to funding availability. • Implement all activities associated with the Perry Bolton Tax Allocation District (TAD) bond issuance and ensuing requirements.

	<ul style="list-style-type: none"> • Construction will be completed on Phase III off-site public improvements to support the construction of 54 homes. • Construction will commence on the Phase II on-site public improvements to support the future on-site development of approximately 406 single family homes. • Land acquired for future housing and/or retail and commercial uses may be developed if market conditions and market demand warrant. • Engage with stakeholders to support academic excellence at neighborhood schools and explore establishing a charter school. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
University - University Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • AHA and its private sector development partner and the members of the Atlanta University Center Consortium of Schools (AUC) – which includes Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College – are collaborating to develop a comprehensive and larger integrated master plan for the Atlanta University Center neighborhood. As a part of that plan, AHA and Clark Atlanta University are in negotiations regarding a potential land swap which will include a disposition application for the University Homes property consistent with the Master Plan. • A financial closing will occur; public improvements and vertical construction will begin on a senior rental phase (100 units). • Homeownership development in Phase IX may be developed if market conditions and market demand warrant. • AHA may explore adaptive reuse of historically significant Roosevelt Hall, which may involve disposition. • AHA will explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques to minimize development costs. • Working in partnership with APS, Foundations, and stakeholders, AHA and its development partner will work to develop a world-class Early Childhood Learning Center which serves the AUC community and to support academic excellence at M. Agnes Jones Elementary and Bethune Elementary Schools. • AHA and its development partner and Morehouse School of Medicine and the other AUC Schools and other stakeholders will engage in joint planning activities utilizing Choice Neighborhoods Planning grant awarded by HUD to support the planning for the revitalization of University Homes and the surrounding AUC neighborhood and the Promise Neighborhoods Planning Grant awarded to the Morehouse School of Medicine to develop an integrated and comprehensive master plan. AHA intends to submit a Choice Neighborhoods Implementation Grant and other applications seeking funding opportunities that may become available. • AHA will provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant. • AHA will explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs.
Centennial Place – Techwood/Clark Howell Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • AHA and its private sector development partner will continue to build-out Centennial Place Master Plan, which may include a disposition and land swap. • AHA and its development partner will update the Master Plan in accordance with market demand and market conditions to insure long-term sustainability.

	<ul style="list-style-type: none"> • AHA and its development partner will submit a tax credit application for a senior rental development. • AHA and its development partner will initiate predevelopment activities for redevelopment of the Cupola Building. • Working in partnership with APS, Foundations, and stakeholders, AHA and its development partner will work to support a world-class Early Childhood Learning Center which serves the Centennial Place community and to support academic excellence at Centennial Place Elementary School. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
CollegeTown at West End - Harris Homes Revitalization (Includes the revitalization of John O. Chiles main building and John O. Chiles Annex)	
Plans for FY 2012	<ul style="list-style-type: none"> • Lease-up is underway on Ashley CollegeTown II: multi-family rental with 70 public housing assisted/LIHTC, 9 PBRA/LIHTC, 28 LIHTC, and 70 market-rate units. • On-site homeownership development (Phases IV, VIII, IX and X) units may be developed if market conditions and market demand warrant. • Update the Master Plan in accordance with market demand and market conditions. • CollegeTown off-site homeownership activities (Phase VII) will commence and AHA will provide down payment assistance to 50 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of the former Harris Homes site. • To further the Master Plan, AHA and its development partner may acquire commercial properties in the adjacent neighborhood. Some businesses may remain operational. • Negotiations with the Boys and Girls Club of Metro Atlanta will continue for a land swap to facilitate single family development and an improved location for the Boys & Girls Club in the neighborhood. • Working in partnership with Atlanta Public Schools (APS) and the Dean Rusk Head Start Center, AHA and its development partner will work to establish a world-class Early Childhood Learning Center serving the CollegeTown community and to support academic excellence at M. Agnes Jones Elementary School and other neighborhood schools. • Explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. • Provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
Mechanicsville - McDaniel Glenn Revitalization (Includes the revitalization of McDaniel Glenn Annex sites and Martin Luther King, Jr. senior high-rise)	
Plans for FY 2012	<ul style="list-style-type: none"> • Construction will be completed on Mechanicsville Apartments Phase VI: multi-family rental with 47 public housing assisted/LIHTC, 32 PBRA/LIHTC, 53 LIHTC, and 24 market-rate units with PBRA. • On-site and off-site homeownership development (Phases I, V, VI and VIII) units may be developed if market conditions and market demand warrant. • Mechanicsville off-site homeownership activities (Phase IXB and X): AHA will provide down payment assistance to 33 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Mechanicsville. • To further the Master Plan, AHA and its development partner may acquire

	<p>properties in the adjacent neighborhood in support of housing and economic development. AHA will dispose of the McDaniel Street warehouse property to the Annie E. Casey Foundation (or an affiliate of the Annie E. Casey Foundation), depending on the feasibility of the various options.</p> <ul style="list-style-type: none"> • Working in partnership with APS, the Annie E. Casey Foundation, and Sheltering Arms, AHA and its development partner will work to support the world-class Early Childhood Learning Center which serves the Mechanicsville community and to support academic excellence at Dunbar Elementary School. • Working in partnership with Sustainable Neighborhood Development Strategies, Inc. (SNDSI), the development arm of the Annie E. Casey Foundation, to provide economic development and affordable housing opportunities to residents of the Mechanicsville and Pittsburgh neighborhoods. • Explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. • Provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
The Villages at Carver - Carver Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • AHA and its development partner will continue to advance the Pryor Road corridor retail development and will acquire additional land parcels to support the development. • Land acquired for future retail development may be developed if market conditions and market demand warrant, a portion of which may provide a development opportunity for the Atlanta Fulton County Library Board. • On-site homeownership development of homes in Phase IV and Phase VII may be developed if market conditions and market demand warrant. • Additional on-site homeownership development (Phase VII) of loft/townhouse units and other off-site homeownership developed on land acquired by AHA will take place when market conditions and market demand warrant. • Update the Master Plan in accordance with market demand and market conditions. • Land acquired for future mixed-use development may be developed if market conditions and market demand warrant. • In partnership with APS, foundations and stakeholders, AHA and its development partner will work to develop a world-class Early Childhood Learning Center and support the academic excellence at Slater Elementary School and other neighborhood schools. • Explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
West Highlands at Heman E. Perry Boulevard - Perry Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • Homeownership development activities will continue off-site with the ongoing public improvements and development of approximately 121 single family for-sale homes. Despite the downturn in the market, this developer has continued to construct and sell homes. For FY 2012, AHA's development partner will continue to construct homes consistent with market demand and will maintain an appropriate inventory of model homes. AHA will support affordability through a variety of means including

	<p>downpayment assistance.</p> <ul style="list-style-type: none"> • Implement all activities associated with the Perry Bolton Tax Allocation District (TAD) bond issuance and ensuing requirements. • Construction will be completed on Phase III off-site public improvements to support the construction of 54 homes. • Construction will commence on the Phase II on-site public improvements to support the future on-site homeownership development of approximately 406 units. • Land acquired for future housing and/or economic development may be developed if market conditions and market demand warrant. • Engage with stakeholders to support academic excellence at neighborhood schools and explore establishing a charter school. • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
University - University Homes Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • AHA and its private sector development partner and the members of the Atlanta University Center Consortium of Schools (AUC) – which includes Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College – are collaborating to develop a comprehensive and larger integrated master plan for the Atlanta University Center neighborhood. As a part of that plan, AHA and Clark Atlanta University are in negotiations regarding a potential land swap which will include a disposition application for the University Homes property consistent with the Master Plan. • A financial closing will occur; public improvements and vertical construction will begin on a senior rental phase (100 units). • Homeownership development in Phase IX may be developed if market conditions and market demand warrant. • AHA may explore adaptive reuse of historically significant Roosevelt Hall, which may involve disposition. • Working in partnership with APS, foundations, and stakeholders, AHA and its development partner will work to develop a world-class Early Childhood Learning Center which serves the AUC community and to support academic excellence at M. Agnes Jones Elementary and Bethune Elementary Schools. • AHA will implement activities proposed in the 2010 Choice Neighborhoods Planning grant awarded by HUD to support the planning for the revitalization of University Homes and the surrounding AUC neighborhood. If appropriate, AHA will submit a Choice Neighborhoods Implementation Grant or pursue other funding opportunities that may become available. • AHA will provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant. • AHA will explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs.
Centennial Place – Techwood/Clark Howell Revitalization	
Plans for FY 2012	<ul style="list-style-type: none"> • AHA and its private sector development will continue to build-out Centennial Place, which may include a disposition and land swap. • AHA will update the Master Plan in accordance with market demand and market conditions. • AHA will submit a tax credit application for a senior rental development. • AHA will initiate predevelopment activities for redevelopment of the Cupola Building. • Working in partnership with APS, foundations, and stakeholders, AHA and its

	<p>development partner will work to develop a world-class Early Childhood Learning Center which serves the Centennial community and to support academic excellence at Centennial Elementary School.</p> <ul style="list-style-type: none"> • AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development.
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Acquisitions

As shown in Appendix C, AHA has acquired a number of properties to further its various Revitalization Plan activities. In FY 2012, AHA and its development partner(s) may begin preliminary work related to the repurposing of these acquisitions in line with the overall Master Plan for the area and may seek funding to support these development activities. AHA will continue to engage in acquisition activity during FY 2012 as necessary to support the Master Plans and community sustainability.

Proposed Land Swaps

In addition to property acquisitions, AHA is negotiating land swap transactions with a number of entities to further support its revitalization efforts. During FY 2012, negotiations/discussions are ongoing for the following land swaps:

- **Capitol Gateway (Capitol Homes Revitalization)** – AHA and the State of Georgia are in negotiations to swap State-owned land to the west of Capitol Gateway for AHA-owned land to the north of the site. The land swap will provide AHA with a contiguous parcel to support the ongoing Capitol Homes revitalization.
- **University Homes Revitalization** – AHA and Clark/Atlanta University are in negotiations regarding a potential land swap, as AHA and its private sector development partner move forward with the implementation of the Master Plan for the former University Homes site.
- **Roosevelt and Palmer Highrises** – The redevelopment of Palmer and/or Roosevelt highrises may include land swaps to facilitate the development of housing for elderly persons in the Centennial Place corridor.
- **CollegeTown at West End (Harris Homes Revitalization)** – AHA and the Boys & Girls Club of Metro Atlanta are in negotiations regarding a potential land swap to facilitate the future development of single family homes and the relocation of the John H. Harland Boys and Girls Club.

Supportive Housing

In FY 2012, AHA, in partnership with private sector developers, will continue to plan and implement alternative and supportive housing resources for income-eligible families.

The proposed initiatives are as follows:

- **Elderly Designated Housing** – AHA, in partnership with private sector developers, will continue developing alternative service-enriched housing opportunities for elderly persons. A principal goal is to facilitate the development of housing in which the elderly can “age in place” and continue to live independently. As part of any such development, AHA may submit an application to HUD to designate any public housing assisted units at the development only for elderly persons (62 and older). See Appendix D.
- **Special Needs Designated Housing for Persons with Disabilities** – AHA, in partnership with private sector developers, will continue developing alternative service-enriched housing opportunities

for persons with a variety of special needs. A principal goal is to facilitate the development of housing in which those individuals can live independently. As part of any such development, AHA may submit an application to HUD to designate any public housing assisted units at the development only for persons with special needs. See Appendix D.

- **Proposal for Supportive Services** – AHA expects to develop proposals to seek funding from the Georgia Department of Behavioral Health and Developmental Disabilities to fund services for special needs populations, to include The Gardens at CollegeTown and Columbia Tower at MLK Village.
- **Proposal for Housing Support and Rental Assistance** – AHA may explore opportunities available to provide housing and a continuum of care with funding through a Department of Justice Settlement with the Georgia Department of Behavioral Health and Developmental Disabilities. These funds may be available to provide people with mental illness access to supportive housing, supported employment, and intensive case management, needed to maintain a healthy, independent life in the community.
- **Proposal for an Affordable Assisted Living Demonstration Project** – AHA and Northwest Georgia Housing Authority (NWGHA) plan to jointly propose a demonstration project to the State of Georgia Department of Human Resources (DHR) that would allow elderly residents to age-in-place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures through a continuum of care. At AHA, this demonstration project would involve two levels of service:
 1. At CollegeTown at West End, AHA and its development partner rehabilitated the John O. Chiles Annex building (The Gardens at CollegeTown) using a combination of Low-Income Housing Tax Credit (LIHTC) equity and HOPE VI funds to create 26 units that are designated for persons with mental and developmental disabilities. As part of the programming for this community, the Owner Entity provides service coordination and delivery of homemaker services to allow these residents to live independently and provide access to needed services. This would require the following DHR approvals:
 - Establishment of a demonstration project for 15 years;
 - Twenty-six earmarked personal support services Medicaid waivers; and
 - A single home health provider for the 26 residents utilizing Medicaid waivers.
 2. AHA and its development partner would provide alternative living services in a licensed personal care home in a newly constructed mid-rise building financed using LIHTC. This would require the following DHR approvals:
 - Establishment of a demonstration project for 15 years;
 - One hundred earmarked alternative living services Medicaid waivers at an enhanced rate of \$50/resident/day based on the cost of providing these services in private units located in a higher-cost urban area;
 - Exception for the owner of the cap of 24 Medicaid waivers and 12 months of operational history for the personal care home; and
 - An expedited certificate of need application.

Revitalized Quality of Life Initiative (QLI) Sites

All families residing in QLI properties have been successfully relocated and the properties have either been demolished or are in the process of demolition. During FY 2012, subject to conditions in the financial and real estate markets and other real estate and business activity in the surrounding neighborhoods, AHA will focus on QLI sites to develop, repurpose and/or sell. For those considered to be ready for revitalization, AHA will take the necessary and supporting steps to advance the process, including, but not limited to, issuing Request for Proposals/Request for Qualifications to the private sector

developer and investment communities, submitting disposition applications to HUD, and applying for HOPE VI and/or Choice Neighborhoods or other federal, state or local grants, as appropriate.

AHA will also explore both short-term and long-term strategies to earn income from the QLI sites and other AHA-owned property. AHA may request relief from HUD from certain restrictions placed on use of funds, as necessary. If a strategic opportunity arises to sell a property which is in the best interest of AHA and provides significant public benefit, AHA will submit a disposition application to dispose of all or a portion of such property. Any income or sales proceeds will be utilized in furtherance of AHA's mission.

Funding in Support of New Development Opportunities in FY 2012

AHA will explore alternative funding options for the ongoing revitalization activities (including, as appropriate, any of the QLI sites) which may include a variety of public and private sources. These sources may include, but are not limited to, the following activities.

- **Funding Opportunities to Support the Revitalization of Englewood Manor** – In FY 2010, AHA applied to HUD for a Choice Neighborhoods Planning Grant for Englewood Manor. While Englewood Manor did not receive a 2010 award, AHA will continue to advance the redevelopment and seek funding and partnerships to support the activities. Specifically, AHA may explore the feasibility of applying for other funding in FY 2011 to support the revitalization of Englewood Manor, which may include HOPE VI, a *Choice Neighborhoods Implementation Grant* through the U.S. Department of Housing and Urban Development, and other funding that may become available, including transit-oriented funding. AHA will engage in all activities including master planning, acquisitions, partnerships, and community-building necessary to meet the requirements to submit an application.

A HOPE VI/Choice Neighborhoods grant award will allow AHA to complement one of the City of Atlanta's most ambitious and creative planned redevelopment efforts to date. The site is part of the City of Atlanta's BeltLine planning area and Tax Allocation District (TAD), which uses existing and abandoned railroad lines and rights-of-way to create a circular transportation network to connect Atlanta's in-town neighborhoods. The Englewood site is within close proximity to one of the planned stations for the transportation network. The City of Atlanta is also investing in a new 21-acre BeltLine park called Boulevard Crossing Park, located directly across the street from the Englewood site.

The Englewood Manor site was also included in one of five study areas for the LifeLong Communities project sponsored by the Atlanta Regional Commission. The study conducted by DPZ, the nationally acclaimed planning firm under the leadership of Andres Duany, focused on improving the inadequacies of the built environment in Atlanta for both young and old. A concept master plan was produced from the study, which includes the Englewood site and other surrounding properties. The Master Plan envisions mixed-use, mixed-income developments which include rental and for-sale housing for families and seniors and retail uses in a walkable, pedestrian-oriented environment with greenspace and other amenities.

- AHA and our development partner are working with the Morehouse School of Medicine (MSOM) and other stakeholders on the implementation of a **Promise Neighborhoods Planning Grant** for neighborhoods around the Atlanta University Consortium (AUC) Schools, which includes the sites of the former University Homes and Harris Homes (CollegeTown at West End). In FY 2011, HUD awarded AHA a \$250,000 *Choice Neighborhoods Planning Grant* to further the master planning and comprehensive community building activities for the AUC neighborhood (which includes University Homes). AHA and our development partner and Morehouse School of Medicine intend to develop an integrated and comprehensive plan to be implemented under the auspices of Choice Neighborhoods and Promise Neighborhoods Programs. AHA intends to apply for other funding in FY 2012 to support the implementation of the revitalization of University Homes consistent with the integrated and comprehensive plan. Such applications may include HOPE VI, a *Choice Neighborhoods Implementation Grant* through HUD working with the MSOM supporting a *Promise Neighborhoods Implementation Grant* through the Department of Education, and other funding that may become

available. AHA will engage in all activities including master planning, acquisitions, partnerships, and community building necessary to meet the requirements to submit an application.

- **Building a Model to Create World-Class Early Childhood Learning Centers** – AHA is working with various educators, foundations and other stakeholders to create a model for a world-class early childhood learning center. Depending on funding opportunities, AHA, its development partners and other stakeholders would expect to implement this model in a number of AHA-sponsored revitalized communities. See Priority 6: the human development priority for more details on this initiative.

Comprehensive Homeownership Program

AHA will continue implementing a Comprehensive Homeownership Program which facilitates low-to-moderate income families becoming successful homeowners and develops affordable homeownership opportunities in healthy mixed-income communities utilizing different approaches. In addition to site-specific homeownership plans (see Table 2), AHA will promote homeownership activity through the following ongoing initiatives.

- **Homeownership Down Payment Assistance Program** – Given current conditions in the real estate and financial markets, the on-site single family home development activities under the various Master Plans are on-hold pending improved conditions in the real estate and financial markets, except at West Highlands. Those properties undergoing revitalization with pending homeownership development include the sites of the former Capitol, Carver, Grady, Harris and McDaniel Homes. AHA is proactively advancing its homeownership goals through its Builders/Owners Agreement Initiative. Under this initiative, AHA's various private sector development partners have entered into agreements with single-family home builders or owners throughout the City of Atlanta to provide down payment assistance in the form of a subordinated mortgage loan to households that earn up to 80 percent or 115 percent (depending on the funding source) of the Metropolitan Atlanta area median income. These loans reduce the size of the first mortgage that the purchaser must borrow and, thus, reduce their monthly housing costs so they can qualify for a private mortgage. The Builders/Owners Agreement Initiative has facilitated great opportunities for families in a soft market and has aided in the absorption of Atlanta's "excess" single family home inventory. This off-site homeownership development strategy work has been completed as a part of the Capitol Homes revitalization and will be used to further the revitalization of Harris and McDaniel sites, subject to the availability of funding.
- **Housing Choice Voucher (HCV) Homeownership Program** – AHA will continue to work with 84 existing Housing Choice Voucher homeowners to provide loan modifications as necessary, transition to self-sufficient homeownership without a voucher subsidy, and perform quality review to ensure programmatic compliance.

HOPE VI Grant Close-outs

AHA has submitted financial close-outs to HUD for the McDaniel and Perry HOPE VI grants, having completed the HOPE VI component of each Master Plan. Prior to the end of FY 2011, Capitol, Carver, and Harris financial close-outs will be submitted also. AHA will submit a financial close-out for the Grady Homes HOPE VI grant, once the HOPE VI component of the Harris Master Plan is completed.

Priority 3: Re-engineer the administration of the Housing Choice Voucher Program

During FY 2012, AHA will continue the transformation of its Housing Choice Tenant Based Voucher Program (HCVP) into a world-class operation focusing on the goals of:

- Identifying quality affordable housing opportunities in sustainable communities
- Streamlining AHA's internal business processes and systems, operations and service delivery to reduce the financial and administrative costs of managing the program
- Establishing strategic relationships with Landlords/Property Owners and utilizing private sector business practices
- Creating incentives for families to achieve and maintain economic independence, improving their quality of life and self-sufficiency

Just as AHA has changed the face of affordable housing through its strategic revitalization program, Housing Choice must also undergo a similar transformation by adopting private sector real estate principles and the operational discipline and strategies necessary to enhance the long-term sustainability of the program.

Benefits

In addition to the integrated ERP solution, AHA will explore and implement various technology solutions to make it easier and more efficient for participants and landlords to conduct business transactions with AHA's HCVP. AHA will offer web-based, self-service solutions that will significantly reduce administrative time and costs associated with numerous office visits and handling mounds of paperwork and data input. AHA will utilize technology to increase the frequency of communication with participants and landlords. By improving the quality and frequency of interaction between AHA, families and Landlords, AHA believes that it can improve relationships and families' success in the program.

Supporting Activities

During FY 2012, AHA will consider further refinements to the Housing Choice program in three areas: program features, operational efficiencies, and administration.

Program Features under consideration include:

- Customer-focused case management
- Landlord rating system and incentives for high-performing landlords
- More rigorous landlord eligibility standards at point of entry and performance standards for continued participation
- Site-based administration of tenant-based vouchers at multi-family properties serving AHA's Housing Choice participants
- Performance-based inspections for multi-family properties
- Customized re-certifications schedules and methods based on family classification, e.g. elderly or disabled; work/program-compliant households

- Additional simplified rent models
- Re-defining AHA's work/program requirement and implementing time limits for households that are non-compliant with AHA's work/program requirement
- Utility management strategies that incent conservation
- Revised abatement policy

Additionally, AHA will develop and implement a comprehensive graduation program for assisted families who have achieved economic self-sufficiency and financial stability and who no longer need rental assistance. AHA will use the standard income levels for determining eligibility as the benchmark for success and will develop and implement strategies to ensure the smooth transition of successful families who have graduated. Such strategies may include, but are not limited to, financial counseling and homeownership opportunities.

Operational Efficiencies – AHA will continue solution design and appropriately-staged implementation of operational enhancements. The new integrated ERP solution is expected to enable more streamlined workflows, while allowing AHA to consider other system integrations for more efficient operation. These include, but are not limited to, the following:

- Customer-focused case management
- Mail-in and online re-certifications
- Batch Enterprise Income Verification (EIV) processing
- Batch criminal screening processing
- Real-time trend analysis and process re-design of program moves, voucher administration and participant compliance/termination processes
- Annual online certifications for landlords

Administration – Consistent with the MTW/AHA goal of economic viability, AHA will implement best practices to reduce the cost of overhead and ensure consistent application of AHA procedures under MTW, HUD and Fair Housing regulations. Areas under consideration include:

- To the extent feasible, streamline port administration in collaboration with Metro-Atlanta public housing authorities including Fulton and DeKalb Counties.
- Adopt real estate portfolio management business principles within Housing Choice Operations.
- Update the Housing Choice Operations Manual to align with new business processes and the integrated ERP solution.
- Re-define AHA's work/program requirement and shift work/program requirement compliance administration to AHA's human development services team.
- Implement inspection fees to improve first-time pass rate and generate revenue to offset the cost of additional inspections.

Priority 4: Evolve AHA's asset management business model

Each AHA-sponsored mixed-income, multi-family rental community ("Mixed-Income Community") is owned by a public/private partnership with an affiliate of AHA's private sector development partner as the managing general partner ("Owner Entity"). The Mixed-Income Community is managed by a professional property management company affiliated with or hired by the Managing General Partner of the Owner Entity. AHA's investment may be in the form of a loan, long-term ground lease and/or operating subsidy. A Mixed-Income Community may be developed as part of a master-planned, mixed-use development or under a separate arrangement with an Owner Entity using AHA's Project Based Rental Assistance (PBRA) for an agreed percentage of the apartments. To ensure the viability of these business relationships and sustainability of the asset value of the portfolio of Mixed-Income Communities, AHA employs a private sector portfolio management approach in facilitating and managing all aspects of the ongoing business relationships with the Owner Entities in accordance with the provisions of the various legal, financial and operating agreements that define the respective obligations of AHA and the Owner Entities.

During FY 2012, AHA will continue to explore strategies through AHA's proposed Reformulation Demonstration Program that will improve the long-term financial sustainability of the Mixed-Income Communities with Section 9 public housing operating subsidy. This program is designed to sustain and preserve public and private investments in the Mixed-Income Communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance utilizing AHA's PBRA agreement conceptualized under AHA's MTW Agreement.

AHA will also expand its capacity in the areas of the determination of market equivalent rents, the analysis of market trends, the financial underwriting of real estate transactions and the implementation of metrics for measuring sustainable communities. The analysis of volatile rental market trends is an ongoing process from year-to-year, providing AHA with visibility of those trends and enabling AHA to control expenses and adjust strategies with respect to its rental assistance programs and informed decisions as to where to invest in new affordable housing opportunities and reposition its portfolio of assets. Having these skills as a core competency is consistent with the practices of private sector diversified real estate management and investment companies that must function in such a way that constantly safeguards their interests by engaging knowledgeable staff experts with accurate and up-to-date market data.

Also during FY 2012, AHA will continue its PBRA initiative to expand the availability of quality, affordable housing in healthy mixed-income communities within its jurisdiction. Using the flexibility under its MTW Agreement, AHA has designed the PBRA program with the goal of incenting private real estate developers and Owner Entities with common interests of:

- Housing opportunities for families and elderly persons in healthy mixed-income communities;
- Development of supportive services housing for disabled persons and other transitional housing; and
- Expansion of mixed-income housing opportunities in areas of lower poverty.

AHA seeks to achieve these goals through long-term PBRA arrangements with professional private sector owners by providing project based rental assistance in upscale multi-family residential rental communities. Unlike the Housing Choice Tenant Based Voucher program where the rental subsidy

follows the voucher holder in the event they move, PBRA rental assistance stays with the property ensuring the affordability of rental units and fostering the sustainability of the multi-family development over the term of the PBRA Agreement.

Benefits

AHA will continue to use authority under its MTW Agreement during FY 2012 to further develop and enhance its PBRA program and to employ private sector business practices to ensure the viability of its portfolio of assets. AHA's processes and procedures consistent with this authority reflect changes in the local housing market, financial conditions and developer/property owner participation.

AHA's success in achieving the priority of further evolving its asset management business model will hinge significantly on the implementation of the integrated ERP solution. Being an articulate business partner is a crucial aspect of operating a successful real estate and asset management organization. The integrated ERP solution will empower and enliven AHA's real estate and asset management team that supports the business relationships between AHA and its business partners by improving data communication, creating real-time reporting protocols, removing administrative redundancies and promoting nimble decision-making.

Supporting Activities

During FY 2012, AHA will continue the following activities as part of the implementation of this major initiative.

Project Based Rental Assistance inside Mixed-Income Communities – Through a competitive process, AHA may solicit private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten or fifteen years through AHA's PBRA program. Commitments for PBRA may be extended after the initial term after meeting agreed upon conditions. AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities.

Master Database of Real Estate Owned Portfolio – A cross-departmental team will build and manage a master database of all AHA-owned or affiliate-owned real estate. By centralizing data that resides throughout the enterprise and establishing quality control protocols, AHA can ensure that the database is an accurate and comprehensive tool for effective portfolio management.

Neighborhood Stabilization Demonstration Program – AHA will explore establishing a demonstration program to facilitate the stabilization of neighborhoods where it has made significant investments. Under the demonstration program, PBRA may be provided to an Owner-Entity for dispersed single family homes with the neighborhood. Such rental assistance may be structured as part of a lease purchase option for participants.

Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration Program – In support of the Regional Commission on Homelessness, AHA will continue to collaborate with the 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. Under this demonstration, in FY 2012, AHA may solicit proposals from developers/owners of multifamily developments to provide housing to persons with mental health disabilities or persons with special needs subject to the inclusion within the proposal of a supportive services agreement with a United Way-approved or Georgia Department of Community Affairs approved service provider.

Sustaining Mixed-Income Communities through Subsidy Reformulation – During FY 2012, AHA will continue to explore strategies that will improve the long-term financial sustainability of the mixed-income rental communities with Section 9 public housing operating subsidy through AHA's proposed

Reformulation Demonstration Program. This program is designed to sustain and preserve public and private investments in the mixed-income rental communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance utilizing PBRA as designed and implemented by AHA pursuant to AHA's MTW Agreement. AHA has proposed an implementation protocol that outlines a conversion process that will include HUD's master approval of the reformulation, provision of Housing Choice voucher funding to support the reformulation and the steps AHA, its private sector development partners and the mixed-finance transaction investors will take to amend the current mixed-finance closing documents. These documents will be appropriately designed and approved for such mixed-finance transactions utilizing PBRA. If AHA should utilize replacement housing factor funds for gap financing or other investment as part of the capital structure to create new affordable units in future developments, such funds would be deemed MTW funds, thereby fulfilling the Congressional intent of creating affordable housing for low-income families. To the extent other HUD development funds may become available, AHA would seek the same treatment of those funds as MTW funds as a funding source for affordable housing units. The reformulation will not have a negative rent impact on AHA-assisted residents – they will continue to pay a total tenant payment for rent and utilities based on 30% of their adjusted monthly income.

Portfolio Management – Utilizing portfolio management best practices found in the private sector, AHA will enhance its oversight and reporting of the financial, physical and operational indicators for AHA's investments in the mixed-use, mixed-income communities and Other Real Estate Owned (OREO) portfolio.

Private Sector Innovation & Streamlining Property-Level Operations – AHA encourages and promotes private sector innovation with 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 from the 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.

Project Based Rental Assistance 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, subject to AHA audit and business process reviews, for the administrative and programmatic functions carried out in connection with admission and occupancy procedures and processes relating to AHA PBRA-assisted units. AHA continues to enhance technology-based solutions to include the further development of its Asset Management Portal to strengthen service delivery strategies between AHA and these communities.

Priority 5: Improve the quality of life at AHA-Owned Residential Communities by greening the properties and increasing efficiencies

With the completion of the Quality of Life Initiative, AHA continues to own 13 public housing assisted residential properties, including 11 senior high-rise communities and two small family communities collectively referred to as “AHA-Owned Residential Communities” (see Appendix C). 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 and collaborated with community partners to plan for the provision of more on-site support services from established service providers. 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 AHA-Owned Residential Communities.

During FY 2012, AHA will continue to implement renovations at its AHA-Owned Residential Communities that support the transformation of these communities from institutional multi-family residences to quality living environments with physical attributes that support delivery of vibrant programs for AHA residents. AHA’s business model for the AHA-Owned Residential Communities utilizes third-party professional Private Management Companies (PMCOs) to provide comprehensive management of these properties in accordance with AHA’s goals, objectives, and financial resources. The PMCOs also handle site-based management, including the day-to-day property operations, maintenance, and capital improvements.

By the beginning of FY 2012, AHA will have used approximately \$20 million of its \$26.5 million allocation of American Recovery and Reinvestment Act (ARRA) formula Capital Funds and \$4.9 million in supplemental MTW funds for the initial phases of rehabilitation of its AHA-Owned Residential Communities to address priorities for critical building viability upgrades, energy conservation measures, exterior and site improvements, and renovation of main floor common areas and furniture, fixtures, and equipment. Additionally, these improvements to the physical environment of AHA-Owned Residential Communities will be to support appropriate programming to improve socialization, lifelong learning, wellness, recreation, and broadband access for community residents. A listing of the AHA-Owned Residential Communities is located in Appendix C and further details on ARRA capital improvements work is described in Appendices H and J.

Supporting Activities

Energy Management Initiative – During the past decade, AHA has initiated a number of energy conservation initiatives at AHA-owned and assisted properties. In FY 2012, AHA will continue to expand its focus and refine objectives and strategies in the areas of energy conservation and efficiency, sustainability, and education of stakeholders. AHA takes a holistic and comprehensive approach to energy management as a component of its asset management strategy for its owned properties.

- A portion of the ARRA formula Capital Funds were used for energy conservation improvements in common area renovations.
- AHA intends to implement a second energy performance contract (EPC) which will use an EPC loan along with the potential of additional MTW funds to further implement energy conservation and efficiency solutions at AHA-Owned Residential Communities. These capital improvements will

complement and supplement the ARRA renovations and accelerate AHA's ability to continue the physical changes that support delivery of vibrant "aging well" programs for its residents.

- AHA has directed the PMCOs to follow Energy Star and WaterSense standards (at a minimum) for future equipment purchases and maintenance programs.
- AHA actively supports staff/stakeholder training to improve knowledge of energy and sustainability practices and tactics.

AHA plans to work cooperatively with HUD during the planning and implementation of the water and energy conservation measures and initiatives described above including adjusting the frozen rolling consumption base. In addition, AHA will pursue supplemental funding/grant opportunities for green initiatives to further enhance the quality of the physical environment at the AHA-Owned Residential Communities.

Utility Management Program – AHA has dedicated resources to develop energy conservation and sustainability practices that enhance AHA's business model and support healthy living environments. During FY 2012, AHA will proactively identify further areas to minimize the costs of utilities at AHA-Owned Residential Communities. By evaluating utility bills, analyzing consumption trends, and monitoring budget-to-actual expenses, AHA will seek to generate cost savings. Additionally, AHA will continue to conduct an annual Utility Rate Study and adjust utility allowance schedules accordingly. Furthermore, AHA will aggressively build its in-house expertise and knowledge around energy conservation and sustainability practices, and will engage all AHA staff, partners, vendors, and residents on conservation and sustainability practices.

Aging Well Program – During the last decade, AHA has made a number of improvements in the physical quality of the AHA-Owned Residential Communities. Concurrently, a higher percentage of older adults now occupy these communities. AHA desires to assist residents in maintaining independent living in their homes for as long as possible and to avoid premature institutionalization. AHA plans to accomplish this by providing residents access to programs and services that enable them to age with dignity and maintain their quality of life. For additional information on AHA's Aging Well Program, see the Human Development section of the Plan.

American Recovery and Reinvestment Act (ARRA) Funds – For details of the ARRA-funded renovations and improvements, see below and Appendices H and J.

AHA-Owned Properties Undergoing Demolition—\$6.5 million	
Herndon Homes Hollywood Courts Palmer House Roosevelt House	ARRA funds are facilitating demolition at these properties.

AHA-Owned Residential Communities Undergoing Renovation – \$20 million	
Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Marietta Road Highrise Peachtree Road Highrise Piedmont Road Highrise Martin Street Plaza Westminster Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise	ARRA-funded renovations include capital improvement work in the following categories: <ul style="list-style-type: none"> • Dwelling Structures/Major Systems – Improvements to building envelop, major systems and dwelling units to included energy efficiency improvements • Site Improvements – Parking lot, sidewalk and street repairs as well as erosion control, landscaping and exterior recreation space enhancements • Common Areas – Lobby, common area and specialty function room renovations including community room, Internet café, TV/media room, fitness center, mail room, wellness services suite, and resident association offices. • Non-Dwelling Equipment – Computers, common area equipment, laundry facility washers and dryers and furniture fixtures and equipment

The PMCOs provide comprehensive construction management services, including administration of design and construction contracts for property renovations. AHA has had long-term success with this approach, which is facilitating AHA's ability to promptly and prudently administer ARRA funds. AHA met the March 17, 2011, 60 percent expenditure suspense deadline with 71 percent of its funds expended and intends to fully expend all the ARRA funding before the March 17, 2012 deadline.

For additional information, the Capital Planning section of the Plan (Appendix H) provides AHA's updated plan for capital projects using both ARRA and MTW Funds. Appendix J includes AHA's HUD-approved Capital Fund Annual Statement Parts I & II (Rev #4) which will be revised and submitted to HUD in August 2011 with updated final ARRA funding allotments for all renovation work.

Priority 6: Advance the human development strategy through strategic partnerships

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, all Housing Choice participants and seniors and disabled families in AHA-Owned Residential Communities can benefit from AHA's human development support services.

During FY 2012, AHA will make targeted investments that support the distinct needs of three populations:

- a) Facilitate opportunities for families and individuals to build wealth and reduce their dependency on subsidy, ultimately becoming financially independent.
- b) Facilitate and support initiatives and strategies to support great educational outcomes for children.
 - a. Increase the number of early childhood education opportunities for children ages 0-4 to ensure school readiness.
 - b. Improve academic performance in grades K – 12 for students within AHA families to support increased high school graduation rates and post secondary educational opportunities.
- c) Facilitate and support initiatives that enable elderly and persons with disabilities to live independently with enhanced opportunities for aging well.

During FY 2012, AHA plans to focus on providing human services by building stronger, more outcome-focused relationships with strategic partners in the most cost-effective manner. 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 on-staff Client Services Counselors who assess needs and facilitate connections to the appropriate service provider. AHA will assess the full range of service providers to determine gaps in services and to ensure that the services are well-utilized and address effectively the needs of the target groups.

In order to more effectively measure and communicate family progress and success, AHA will develop a *Thriving Family Index* (TFI) tool. The TFI will include success factors such as educational attainment, work status, income levels, school attendance, youth participation in youth development programs, and outcomes of standardized tests. The TFI serves three purposes. First, it will provide further intelligence necessary to connect families to the most appropriate services and resources through AHA's Service Provider Network. Secondly, it will serve as a roadmap for families on their path to self-sufficiency. Third, it will facilitate AHA's ability to measure and communicate family success.

Supporting Activities

Working Adults Activities

A hallmark of AHA's success has been the implementation of AHA's work/program requirement which applies to all non-elderly and non-disabled adults in all AHA programs. AHA continues to believe strongly in the value and dignity that works provides. However, the economic recession has challenged Atlanta's low-income families' ability to maintain full-time employment. AHA's experience with other factors such as the educational attainment of adults and societal barriers to low-income families are leading AHA to explore new and different strategies and partnerships that will move more families toward self-sufficiency and success. Other activities include:

- Develop a *Thriving Family Index* (TFI) to measure family success and to assist families in setting and successfully achieving goals.
- Complete development of a customer needs assessment and segmentation strategy to better understand participant needs.
- Strengthen partnerships with organizations that provide training and employment opportunities for unemployed and underemployed individuals.
- Collaborate with Housing Choice Voucher Program to re-design the work/program requirement and operating procedures.
- Strengthen opportunities for family success by developing a demonstration program to explore various rent strategies that encourage two-income/two-parent households. The demonstration program is designed to identify and minimize financial and social obstacles to the formation of healthy family structures that lead to economic self-sufficiency. The program will also nurture strong parenting skills and relationships that foster academic success for children within families.
- Identify and secure new funding sources to support participant upward mobility, including job training and new skills development.

AHA's Current Work/Program 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.

Pre-K to 12 Education Activities

- Identify and educate families on accredited early childhood education programs with a focus on K – 12 school success.
- Engage community partners in discussions around the improvement of early childhood education opportunities around communities AHA has identified can benefit. Working in partnership with Atlanta Public Schools, foundations and other stakeholders, AHA will work with its development partners and other stakeholders to establish world-class Early Childhood Learning Centers to serve the following communities: CollegeTown at West End, Mechanicsville, Villages at East Lake, the Villages of Carver, University, and Centennial Place. AHA will also work with stakeholders to support academic excellence at John Hope Elementary (Auburn Pointe), Cook Elementary (Capitol Gateway), M. Agnes Jones Elementary and Bethune Elementary Schools (CollegeTown at West End/University), Dunbar Elementary School (Mechanicsville), Slater Elementary School (The Villages of Carver), Centennial Elementary School (Centennial Place) and other neighborhood schools.
- Seek new funding sources to make accredited early childhood education opportunities more affordable.
- Identify and educate families on Atlanta's best in class K–12 educational opportunities.
- Seek new partnerships and funding opportunities with organizations to facilitate pre-school and/or after school academic enrichment programs.
- Formalize the partnership between the Atlanta Public Schools and AHA for data-sharing and research alliances.

Aging Well Activities

- During FY 2012, AHA will continue the development of an Aging Well Program to be implemented for senior and disabled residents of highrises in all 11 AHA-Owned Residential Communities. The Aging Well Program will focus on accomplishing four important goals, and will seek federal, state, local, non-profit, foundation and/or private sector funding to support such goals:
 1. Enhance socialization, learning, and wellness opportunities
 2. Make the physical spaces vibrant and active with programming
 3. Incorporate technology to make spaces lively and improve resident connections to family and friends
 4. Enhance connectivity to the broader external community
- For elderly participant families in the Housing Choice program, AHA will work with service provider partners to implement its Aging Well strategy and other targeted approaches to education, socialization and wellness opportunities.
- AHA will continue 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.

Other Ongoing Activities

In supporting the families’ journey to seamlessly assimilate in mixed-income communities, AHA conducts extensive outreach to improve the community’s perception and acceptance of the Housing Choice Voucher Program. FY 2012 activities include:

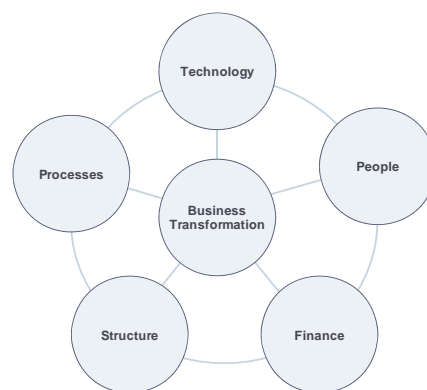
- Expand the Good Neighbor Program with a focus on changing behavior and improving attitudes.
- Enhance the operations and efficiency of AHA’s Customer and Community Relations Center.
- Leverage AHA’s partnership with the Atlanta Habitat for Humanity to provide additional training and homeownership opportunities for Housing Choice participants.
- Secure new partnerships and funding sources to support community-building efforts.
- Educate elected officials on AHA programs and activities, sharing their impact on Atlanta neighborhoods and its citizens.
- Continue staff presence at City of Atlanta’s Neighborhood Planning Unit (NPU) meetings.
- Continue staff presence at appropriate City of Atlanta City Council Committee and public meetings.

Priority 7: Streamline AHA's Operations and strengthen AHA's financial position through new sources of funding and revenue and by managing costs

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

Under AHA's MTW Agreement, 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 and contractual relationships have changed dramatically. For long-term sustainability of AHA's business model, AHA must ensure that its organizational structure, systems, business processes and operations, financials, personnel, and data are aligned consistent with its transformed delivery systems and new business relationships. In an era of lower funding levels and tighter budgets from the Federal government and its agencies, AHA must actively pursue new funding sources and revenue streams to support and enable its mission.

AHA's Holistic Approach to Business Transformation



Over the last 12 months, AHA conducted a comprehensive assessment of business processes to develop an implementation plan for business transformation.

To assist AHA as it undertakes this organizational assessment and realignment, AHA hired a professional business consultant to assess its core infrastructure, staff assets, processes and financial resources in preparation for future investments, then to recommend and develop an implementation plan. During FY 2011, AHA began implementing many of the recommendations stemming from the business transformation efforts and will continue and expand the implementation into FY 2012.

Supporting Activities

Operational Efficiency Activities

- AHA will continue further refinement of its **Local Asset Management Program**, a cost allocation plan that enhances AHA's ability to capture and assign overhead and other expenses to the appropriate programs.
- **P-Based Accounting** – AHA will implement a P-based approach for accounting, budgeting, reporting and management. The term P-based is derived from the fact that AHA financial data will be examined from several viewpoints including **Property**, **Portfolio**, **Program**, **Project**, and **Phase**. The P-based approach builds our data at the property level, and then connects the property to the enterprise through various relationships such as product line or location. This is a primary example of the private sector real estate best practices that AHA will be employing in its evolution to a diversified real estate company. P-based accounting will be the methodology by which we record and organize data in a manner that will allow us to “slice-and-dice” information into meaningful and timely financial intelligence. This methodology will provide a common structure across the enterprise and bring transparency to our data.
- **Remote Work and Telecommuting Initiatives** – AHA will explore how to leverage technology to allow some employees to work from home.
- **Green Initiatives and Utility Management** – AHA will work with its various suppliers and contractors to assess AHA's headquarters building operation and to improve utility management at AHA-Owned Residential Communities and its headquarters building.

Funding and Revenue Activities

- **Fee-Based Contract Administration** – During FY 2012, AHA through its business relationship with Georgia HAP Administrators, Inc. (d.b.a. National Housing Compliance) will continue 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. No MTW or other AHA restricted funds support this operation. AHA and its partners expect to respond to any Request for Proposals issued by HUD seeking similar services in multiple states.
- **Business Development** – AHA will explore creation of a formal new business development program using a robust idea generation process, tracking of new opportunities, business opportunity analysis, and business case development.
- **Consulting Services** – AHA will explore fee-for-service models for consulting services in areas such as performance management reviews, labor compliance, procurement, inspections, virtualization, and human services.
- **Other Revenue Opportunities** – AHA will explore rooftop revenue strategies for buildings in AHA-Owned Residential Communities as well as AHA's headquarters building at J.W. Dobbs Avenue.

Priority 8: Leverage AHA's human resources

As AHA evolves as a diversified real estate company with a public mission and purpose, management recognizes the need to assess the organizational capabilities and performance systems necessary to fulfill this vision. During FY 2012, AHA will develop and implement a comprehensive and efficacious people strategy using best practice human resource management practices. Foundational research and planning were completed in FY 2011 with the business transformation initiative. This priority requires not only development of the programs and processes, but the technical and monitoring systems that enable continuous execution of the objectives.

In addition to human resource and performance management systems, AHA will initiate a change management plan that, at a minimum, addresses the following components: creating a culture of accountability and results orientation, aligning systems and processes, building required capabilities, and preparing individuals for change.

Supporting Activities

- **People Strategy and Leadership Model** – AHA will craft a comprehensive vision of its people strategy and the plan to identify, develop, recognize and reward employees throughout the organization. AHA will also clearly define its leadership model and develop and execute a plan to communicate and reinforce behaviors that align with the model and strategic objectives.
- **Performance Management and Rewards System** – AHA will implement a new performance management system that directly ties to AHA's strategic objectives and annual priorities. Using private sector best practice models, the pay-for-performance approach will compensate and reinforce desired behaviors.
- **Talent Management System** – AHA will develop and execute a Talent Management System that reinforces concepts of leader accountability for talent management (performance, learning, compensation). The first steps are to develop a future-focused competency model and to conduct an organizational capabilities assessment to provide insight into long-term structural needs. Additionally, AHA leadership can use this inventory to identify development and growth opportunities for individual employees and leaders.
- **Human Resource Information System (HRIS)** – Consistent with the vision of holistic solutions and in conjunction with the implementation of the integrated ERP solution, AHA will implement a HRIS system to house the human resources records management, performance management, compensation, talent management and learning systems. The system will include tools to enable employees to manage their data, develop skills and improve performance.
- **Enterprise-Wide Learning and Education Program** – AHA will conduct an enterprise-wide needs analysis, create a leadership-focused core curriculum, and deploy relevant skill-building strategies for key functional areas

Section III. MTW Policy Innovations

This section provides a high-level overview of MTW policies that AHA developed and implemented in pursuing innovative strategies as an MTW agency and any policies AHA might propose for implementation under its Annual MTW Plan. MTW policies and other AHA policies are effective only after approval and adoption by AHA's Board of Commissioners who, in doing so, authorize the President and Chief Executive Officer to execute and provide administrative direction in the implementation of those policies.

Key Policy Documents

MTW policies in effect for AHA-sponsored Mixed-Income Communities, AHA-Owned Residential Communities and rental housing assisted under the Housing Choice Voucher Program are captured in two key policy documents:

- *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (Statement of Corporate Policies) – Revision 5 of this policy document was adopted by the AHA Board of Commissioners on April 14, 2010. AHA will make additional policy changes as described below and will submit Revision 5 of the Statement of Corporate Policies as part of the submission of this Plan in Appendix L.
- *Statement of Policies Governing the Housing Choice Tenant-Based Program* (Statement of Housing Choice Policies) – Revision 8 was adopted by the AHA Board of Commissioners on April 14, 2010. AHA will make additional policy changes as described below and will submit Revision 8 of the Statement of Housing Choice Policies as part of the submission of this Plan in Appendix M.

The *Statement of Corporate Policies* and the *Statement of Housing Choice Policies* also provide policy guidance for internal procedures and site-based administration requirements for AHA's Project Based Rental Assistance (PBRA) program.

New Policies to Explore in FY 2012

After a thorough review of existing policies and current plans for FY 2012, AHA has determined that the majority of its current policies sufficiently allow the enterprise to implement its initiatives and activities as reflected in the FY 2012 Plan in the coming fiscal year. AHA plans to introduce the following new policy in FY 2012:

Policies for Special Needs Populations – AHA will develop separate policies designed to facilitate housing opportunities for special needs populations such as homeless persons, persons with disabilities, U.S. military veterans, at-risk families and youth, and other targeted groups who are enrolled in supportive services programs. Based on lessons learned from the Homeless Demonstration Program and other special needs initiatives which were implemented as part of the Project Based Rental Assistance program, AHA has concluded that customized policies and procedures must be developed to accommodate supportive service strategies and the unique housing needs of the clients. AHA's housing assistance policies for special needs populations will use the same rent methodologies as those used in AHA's Project Based Rental Assistance program; however, occupancy arrangements, rent determinations, rules regarding continuing assistance and other considerations relating to the special needs of the populations being served will be adapted to ensure success for participants, service providers, property owners, funders and AHA.

AHA will also launch a major initiative to explore new policy enhancements related to the deconcentration of poverty and may introduce these policies in FY 2012:

Housing Choice Deconcentration Initiative – AHA will begin the research and design of a broader deconcentration initiative for the administration of its tenant-based Housing Choice program during FY 2012. This initiative will focus on policies and strategies that will examine innovative approaches that, over time, will lead to the reduction of high levels of concentration of tenant-based Housing Choice-assisted families in any single neighborhood, Neighborhood Planning Unit or City Council District in the City of Atlanta. Under this initiative, AHA will implement a disciplined, fact-based investigation utilizing current research and internal and external data on demographics, income and poverty, education, revitalization and private sector development activities, rental market and other indicative trends at the submarket, Census tract and neighborhood levels in order to map poverty concentration and identify opportunities that will inform AHA's strategy. The Deconcentration Initiative will establish deconcentration standards and benchmarks.

If it is determined that additional policy changes are necessary, AHA will follow the appropriate protocols to seek approval from AHA's Board of Commissioners.

Enterprise-Wide Policy Enhancements

Under AHA's MTW Agreement, AHA has strategically implemented most housing policy reforms across all programs. This consistency across programs serves multiple purposes: 1) Families can move between programs and understand that they will held to the same high standards that AHA believes, and the research supports, lead to self-sufficiency, 2) AHA and its partners can align our respective values, goals and objectives, and 3) AHA can gain efficiencies from systematic implementation across the enterprise and by minimizing redundancy, overhead and system changes.

- **Use of MTW Funds** – MTW funds which support MTW Eligible Activities (as defined in the MTW Agreement) can provide gap and other financing for the development and/or preservation of mixed-income communities in partnership with private owners and developers. MTW funds can 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 resident accountability and responsibility, self-sufficiency and improves AHA's financial position. 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 have focused on eliminating obstacles and solving problems which have adversely affected the acceptance and use of vouchers in lower impacted 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** – Highlights 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 work/program requirement applies to all non-elderly and non-disabled adults in all AHA programs
- **Corporate Support** – Provides an overview of organization-level operational enhancements that improve AHA's financial and business operations.

Summary of Key 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.

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 enterprise-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 public housing authority-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 risks 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 Residential 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 enterprise'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 Residential 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 Residential 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:

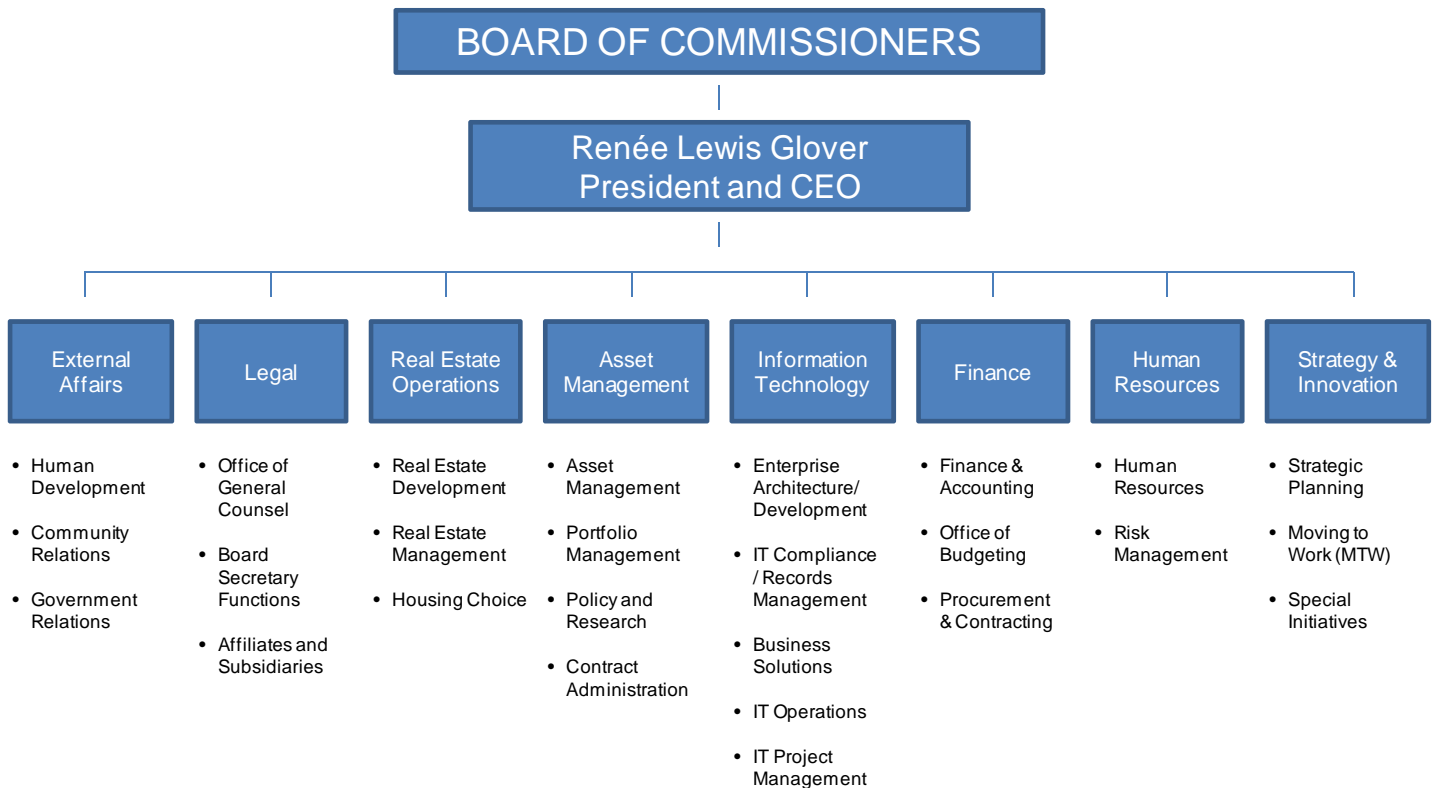
Attachment D, Section V: Single Fund Budget with Full Flexibility

Attachment D, Section VII. C: Demonstration Program on Project Based Financing

First Amendment, Section 6: Local Asset Management within MTW

Section IV. AHA Leadership

Atlanta Housing Authority Organizational Structure



Atlanta Housing Authority Board of Commissioners

Cecil Phillips
Chair

Justine Boyd
Vice Chair

James Allen, Jr.

Daniel Halpern

Wayne Jones

Margaret Paulyne Morgan White

Yvonne Cowser Yancy

Atlanta Housing Authority Leadership

Renée Lewis Glover
President and Chief Executive Officer

Angela Chadwick
Deputy General Counsel

Ken Clark
Vice President
Real Estate Transactions and Financial Operations

Vona R. Cox
Vice President
Acquisition & Management Services

Charlene Crusoe-Ingram
Chief Human Resources Officer

Joy Fitzgerald
Chief Operating Officer
Real Estate Operations

Karen Fuerst
Deputy General Counsel

Gloria J. Green
Chief Legal Officer and General Counsel

Pat Jones
Executive Program Manager
Real Estate Management

Martha McMillin
Deputy General Counsel

Marvin Nesbitt, Jr.
Vice President
Human Development Services

Patricia O'Connell
Vice President
Real Estate Development

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

Marion Quaye
Vice President
Asset Management

Suzi Reddekopp
Chief Financial Officer

Reneé Bentley Rice
Vice President
Housing Choice Operations

Ken Sadeckas
Vice President
Finance

Samir Saini
Chief Information and Technology Officer
Information Technology

Tracey Scott
Vice President
Strategy & Innovation

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

Section V. Ongoing Activities Directory

FY 2005 - FY 2011 AHA Ongoing Activities Directory

The Atlanta Housing Authority's (AHA) Ongoing Activities Directory was developed to address the reporting requirements of HUD Form 50900 (*Elements for the Annual MTW Plan and Annual MTW Report - Attachment B to Amended and Restated Moving to Work Agreement between U.S. Department of Housing and Urban Development and Agency*). The requirements of the HUD Form 50900 provide that MTW agencies list activities continued from prior Plan year(s) and to specify the Plan year in which the activity was first identified and implemented (See HUD Form 50900, Section VI. Ongoing MTW Activities: HUD approval previously granted).

This Ongoing Activities Directory addresses the HUD Form 50900 requirement by listing and describing the activities, initiatives and policies identified in AHA's MTW Annual Plans (CATALYST Implementation Plans) since FY 2005. Once HUD approves AHA's Annual CATALYST Implementation Plan, the approval is deemed to be cumulative and remains in effect for the duration of the Amended and Restated MTW Agreement period, as it may be extended from time to time. This directory includes activities/initiatives/policies that continue to be in effect along with the Plan year in which it was first implemented using current status key:

C	Completed	Activity that has been completed based on established beginning and end dates. The year in parentheses identifies the fiscal year in which the activity was completed.
O	Ongoing	Activity continues to be implemented as part of AHA's ongoing business operations.
P	Postponed	Activity was postponed from full implementation. The year in parentheses identifies the fiscal year in which the activity was postponed. Activity has potential for implementation at some point in the future.
D	Discontinued	Activity that was discontinued from further implementation. The year in parentheses identifies the fiscal year in which the activity was discontinued.

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
1	\$125 Minimum Rent <i>NOTE: During FY 2005 to FY 2007, this activity was referred to as "Minimum Rent".</i>	Effective October 1, 2004 (FY 2005), AHA raised its minimum rent from \$25 to \$125 for its Public Housing and Housing Choice programs. This rent policy does not apply to households where all members are either elderly or disabled and living on a fixed income, in which case their total tenant payment continues to be based on 30% of their adjusted gross income.	2005	O
2	30% of Adjusted Income	AHA established a policy that in order to preserve housing affordability and provide stability for Participants of the Housing Choice Program, each Participant, unless subject to the minimum rent established by AHA, pays no more than 30% of the household's monthly adjusted income for rent and utilities.	2008	O
3	4 to 1 Elderly Admissions Policy at AHA's High-Rise Communities <i>NOTE: In FY 2005, was referred to as the "Elderly Admissions Preference Policy at AHA's Senior High-Rises"</i>	AHA implemented an admissions policy that applies to public housing-assisted units in communities for elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled and allows the admission of four elderly or almost elderly applicants from the waiting list before admitting a non-elderly disabled applicant. This policy helps to create an optimal mix of elderly, almost elderly and non-elderly disabled residents in a community.	2005	O
4	Accessibility and 504 / ADA	Please see Enhanced Accessibility Initiative		
5	Acquisitions <i>NOTE: During FY 2005 to FY 2009, this activity was captured under Real Estate Development and Acquisitions</i>	To further advance its Revitalization Program, AHA will continue acquiring a number of improved or unimproved real estate parcels to support the creation of mixed-use, mixed-income communities, support local revitalization initiatives and stabilize local neighborhoods.	2005	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
6	Administration of HCVP Waiting List NOTE: From FY2007-FY2010, was referred to as "Intake / Waitlist Re-engineering (Housing Choice Supporting Projects - Participant Services)"	Housing Choice undertook the review and purging and automation of the waitlist to create a "ready state" pool of about 6,000 applicants who have confirmed their interest in remaining on the waitlist and who meet CATALYST eligibility requirements and are easily accessed should the waitlist open. In FY 2011, policies were clarified with respect to the equitable methods of ranking Applicants on the Waiting List and the processes for organizing, updating and maintaining Applicant records as set forth in the Operating Procedures. AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the Waiting List must notify AHA of their interest within a specified period of time in order to remain on the Waiting List.	2007	O
7	Affordable Assisted Living Demonstration NOTE: During FY 2005, FY 2006, FY 2007 & FY 2010 was referenced in several ways: "Affordable Assisted Living Demonstration Program", "Developing Supportive Housing" and "Alternative and Supportive Housing" (includes Affordable Assisted Living and Service-Enriched Housing).	AHA will explore and implement strategies that create affordable assisted living opportunities for low-income seniors and persons with disabilities. These strategies will leverage resources with Medicaid Waivers or other service funding.	2005	O
8	Affordable Fixed Rent Demonstration NOTE: During FY 2005, FY 2006, & FY 2007, was referred to as the "Affordable Flat Rent Demonstration."	AHA will explore different rent structures for both the Public Housing and Housing Choice Program to further align the program with private sector practices as well as maximize the use of the subsidy resource. During FY 2009, AHA postponed implementation of the Affordable Fixed Rent Demonstration in Housing Choice.	2005	P (2009)
9	Aging Well Program	Recognizing that there are higher percentages of older adults who live independently and want to maintain their quality of life, AHA introduced this program to provide our residents with vibrant physical spaces, active programming, and enhanced opportunities for socialization, learning, and wellness.	2011	O
10	AHA Annual Budget and Previous Year's Expenditures	As part of AHA's Attachment B requirements, AHA includes in its MTW Annual Plan its corresponding fiscal year comprehensive budget and an unaudited report of its previous year's expenditures by line item. AHA's audited financial statements are included in its annual MTW Report.	2005	O
11	AHA Submarket Payment Standards	Using a third-party real estate market research firm, AHA developed its own Payment Standards based on local market conditions and identified submarkets that exist within the City of Atlanta. Separate payment standard schedules will be implemented for each of the identified submarkets upon establishment of new HAP contracts and at the recertification of existing contracts.	2006	O
12	Annual Recertification Re-engineering (Housing Choice Supporting Projects - Participant Services)	AHA is re-engineering its business processes in order to realign its participant recertification annual rent review, annual inspections and annual contract renewals.	2008	O
13	ARRA Funds	The American Recovery and Reinvestment Act of 2009 (ARRA) legislation released the award of a \$2.985 billion Capital Fund formula grant to local housing authorities across the country, with AHA receiving approximately \$26.5 million. AHA is using \$8 million in ARRA funds for demolition activities at several vacated, obsolete and distressed public housing communities, and \$16.5 million is being used to rehabilitate and make quality of life improvements at 13 AHA-Owned Residential Communities.	2010	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
14	Asset Management Systems	AHA is developing a comprehensive asset management system and related infrastructure. AHA will also implement technology projects that support AHA's transformation to an asset management organization, including the development of an integrated database and reporting system that meets AHA's operational needs.	2006	O
15	Asset Management Under the New Operating Subsidy Rule	AHA will use its MTW Authority in how it implements project-based accounting, project-based management and asset management systems at its properties and Central Office. AHA's approach deviates from HUD's Operating Subsidy Rule methodology which focuses strictly on property operations without regard to the agency's overall strategy and without considering the full life cycle of the property. AHA's Asset Management strategy is further described under Local Asset Management Program.	2008	O
16	Atlanta Community Scholars Awards (ACSA)	The ACSA awards post secondary scholarships to AHA-assisted residents (via an application and selection process) to attend the college, university or technical school of their choice. The United Negro College Fund (UNCF), provides fiscal oversight for grants and gifts received for ACSA and scholarship disbursements to awardees. The funding for the scholarships are underwritten by AHA, its employees and other community donors who support AHA youth in achieving their educational goals.	2006	O
17	Automated Collections Process (Re-engineering Housing Choice Operations)	This activity focused on the development and implementation of an automated system for fraud recovery and tracking of repayment agreements in the voucher program. AHA has postponed the development and implementation of this initiative.	2008	P (2008)
18	Automated Hearing Database (Housing Choice Supporting Projects - Participant Services)	In the participant hearing process, a tracking system was developed using the AHA Oracle database. The results yielded significant improvements with the efficiency, timeliness and objectivity of the scheduling, processing and disposition of participant hearings.	2008	O
19	Automated Outbound Portability Billing (Housing Choice Supporting Projects - Participant Services)	See Port Administration Reengineering		
20	Business Transformation	To realize its full potential as a diversified real estate company with a public mission and purpose, AHA is undergoing a Business Transformation initiative. The initiative is a three-phase strategy that (I) assesses and evaluates AHA's current business systems and practices, (II) develops and recommends an efficient and effective business model patterned after the best practices of successful private-sector real estate companies and the state-of-the-art information systems that support such companies and (III) develops and launches a business transformation implementation plan. See also Comprehensive Integrated and Relational Agency-wide Database.	2010	O
21	CATALYST Resource Guide	AHA will continue to publish and distribute the CATALYST Resource Guide which provides a listing of a variety of mainstream resources and opportunities to include educational services, disability services, employment and training, homeownership counseling services, childcare, mental health services, and senior supportive services. The guide will be updated periodically to remain current and to ensure needed resources are captured in those areas where families reside.	2006	O
22	Clean and Safe Environment Requirement	AHA continues to enforce higher health and safety standards regarding how residents and Housing Choice program participants maintain their housing units. Beginning fiscal year 2005, AHA implemented a more aggressive enforcement of higher standards among residents and Housing Choice Program participants. Under MTW, AHA made meeting these higher standards a requirement for families to receive and maintain their vouchers. AHA is enforcing these standards in partnership with its development partners and private management partners for the Public Housing program, and directly for the Housing Choice program.	2005	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
23	Client Education Seminars	Preceding the start of relocation activities under the Quality of Life Initiative (QLI), AHA provided a variety of educational seminars to families, which included training for participants' success in the Housing Choice Voucher Program; tips and tools on ensuring a successful move; adjusting to a new environment; and utility seminars to educate families on conservation and managing their budgets. AHA will continue facilitating client education and training through the <i>"Empowering S.E.L.F. through the Good Neighbor Outreach Initiative"</i> to further promote life-long learning among assisted households.	2007	O
24	Client Services	See Human Development and Support Services		
25	Comcast Cable Partnership	AHA will continue to use technology at its high-rises to improve the quality of life for elderly & disabled by giving access to two primary cable channels: Security channel to carry security camera feeds; Info channel to broadcast alerts and other announcements.	2006	O
26	Communications Plan	See Media Management		
27	Comprehensive Homeownership Program	AHA will continue implementing its Comprehensive Homeownership Program which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate- income families in becoming successful homeowners utilizing the following approaches: HOPE VI Homeownership Program - provides a subordinate mortgage loan (which is forgivable over time if certain conditions are met) to low- and moderate- income first-time home buyers; Housing Choice Voucher Homeownership Program-provides mortgage payment assistance to qualified Housing Choice clients seeking homeownership.	2007	O
28	Comprehensive Integrated and Relational Agency-wide Database	As AHA continues to improve its IT, financial, procurement, data and business system infrastructure, AHA will assess its current systems and business processes to ensure they align with current and future business needs and operations. AHA will also focus on creating a comprehensive, integrated and relational database enabling AHA to use data as intelligence to inform and improve its business decisions. In concert with and as a component of AHA's Business Transformation Priority, once completed, this initiative will yield significant returns over time, including greater operational efficiency, effectiveness and cost savings.	2010	O
29	Contract Administration	See Fee-Based Contract Administration		
30	Corporate Culture Project <i>NOTE: In FY 2006, this activity was referred to as the "Corporate Culture Plan"</i>	AHA will continue evolving as an organization that values professionalism, integrity, accountability and collaborative teamwork of its human resources. The Corporate Culture Project is now enveloped into AHA's Business Transformation Priority which is assessing and providing recommendations on the business enterprise to include AHA's organizational structure, personnel, business processes and delivery systems.	2006	O
31	Customer and Community Relations Center	See AHA4You Customer and Community Relations		
32	Customer Community Relations Center <i>NOTE: From FY2008-FY2011, was referred to as "AHA4You Customer Community Relations"</i>	AHA established and operates a Customer and Community Relations Center including access to a dedicated phone line (1-888-AHA-4YOU) for the community to voice neighborhood and/or client compliments or concerns to AHA. Staff are deployed to respond and investigate concerns in the community as well as attend Neighborhood and Community meetings to build relations and further connect with community and neighborhood residents.	2008	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
33	Deconcentration Strategy NOTE: In FY 2005, this initiative was discussed under "Using the Housing Choice Vouchers to Provide Income-Eligible Families with Access to Communities of Opportunity"	As part of AHA's Housing Choice Voucher Administration, AHA is developing a deconcentration strategy with the goal of reducing significant levels of poverty concentration created by the high absorption rate of assisted housing in impacted communities. As part of this strategy, AHA is implementing place-based and people-based transformation initiatives. The place-based approach works to track, analyze and measure success in reducing the level of assisted housing poverty concentration and to institute processes and procedures that promote the delivery of affordable housing. People-based initiatives focus on providing families human development and coaching and counseling services to connect them to mainstream society, improve their economic viability and to assist them in making more informed choices outside of current mobility patterns. In support of this strategy, see also Project Based Rental Assistance as a Development Tool, Quality of Life Initiative, and Revitalization Priorities.	2005	O
34	Developing Alternative & Supportive Housing Resources NOTE: In FY 2006, this was listed as two separate activities: 1. "Developing Alternative Housing Resources" & 2. "Developing Supportive Housing." In FY 2010, this category included: "John O. Chiles Annex Supportive Housing Pilot", "Permanent Designated Housing", and "Affordable Assisted Living Demonstration."	AHA will continue developing and implementing alternative and supportive housing resources for income eligible families. Resources include Designated Housing for Seniors, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living or other supportive housing initiatives.	2005	O
35	Elderly Income Disregard	As part of this rent policy, when determining annual household income, AHA will disregard the employment income of an Elderly Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan. Provided the employment income does not result in the discontinuance of the elderly person's sole source of annual fixed income, then employment income will be disregarded and not used in calculating annual income. This policy will be applicable to all AHA housing assistance programs and serve as the replacement for applicable HUD rules and regulations.	2005	O
36	Energy Management Initiative NOTE: In FY 2008 and FY 2009, this activity was referred to as "Energy Performance Contracting."	AHA continues to employ energy conservation and efficiency standards, practices and improvements to its properties while enhancing the quality of the living environment for its residents.	2008	O
37	Enhanced Accessibility Initiative	AHA made improvements and enhancements to its facilities, programs, and procedures to make them accessible to persons with disabilities and will continue making accessibility improvements, as appropriate, to include reasonable accommodations for persons with disabilities. In FY2007-FY2011, this activity was also known as the Voluntary Compliance Agreement (VCA).	2007	O
38	Enhanced Business Systems (Lease/Family Obligation Document Enforcement, Enhanced Criminal Screening and Health and Safety Standards)	AHA will continue to enhance the business processes associated with enforcing CATALYST policies and family obligations to include: (1) Streamlining the work program compliance review process and engaging a vendor to expedite the criminal background screening process; (2) Coordinating between Housing Choice and Resident Services to ensure that the needs of participants with disabilities or disabled family members are being met with reasonable accommodations for their circumstances; (3) Utilizing processes to expedite responses to support participants under events of emergency or personal safety, such as foreclosures, natural disasters or Violence Against Women Act (VAWA) issues.	2006	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
39	Enhanced Housing Marketing	See Housing Marketing		
40	Enhanced Inspection Standards NOTE: <i>In 2010, was referred to as Inspections (Housing Choice Supporting Projects - Housing Assistance Payments Contracting). From FY2005 -FY2009, this activity was referred to as "Enhanced Real Estate Inspection Systems."</i>	Components of AHA's Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadraplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections. AHA will continue enhancing its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants.	2005	O
41	Enhanced Relocation Procedures and Database Enhancements NOTE: <i>In FY2006-FY2008, this activity was referred to as "Enhanced Relocation Process and Database Enhancements."</i>	AHA manages and operates a Consolidated Relocation Management System (CRMS) which is used to track and manage residents affected by relocation. AHA will refine the CRMS as needed in order to enhance operational efficiency, customer service, resident tracking, reporting, and to ensure compliance with applicable HUD regulations.	2006	O
42	Fee-Based Contract Administration NOTE: <i>In FY 2006, this activity was referred to as "Contract Administration."</i>	AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide project-based administration services to HUD. AHA will continue to conduct management and occupancy reviews for over 7,000 units located in the City of Atlanta and Fulton County. Additionally, a portion of revenues earned in excess of expenses as a GA HAP subcontractor will continue to be allocated for AHA community and corporate stewardship activities and self-sufficiency programs.	2006	O
43	Fee-For-Service Methodology	Under this system, AHA charges each property, program, or grant a fixed rate for administration and will continue the implementation of this methodology throughout the life of its MTW Agreement. AHA describes this approach in its Fee-for-Service Implementation Protocol and its Local Asset Management Program.	2006	O
44	File Purge and E-Copy NOTE: <i>In FY 2010, this activity was listed under "Housing Choice Supporting Projects - Program Support"</i>	AHA will continue transitioning to an all electronic participant and landlord document management and file system.	2007	O
45	Financial Management NOTE: <i>In FY 2010, this activity was listed under "Housing Choice Supporting Projects - Financial and Business Operations."</i>	Housing Choice Operations continues to strengthen internal controls related to the processing of Housing Assistance Payments to eligible landlords participating in the Housing Choice Program.	2010	O
46	Financial Operations	AHA combined its Low-Income Operating subsidy, Housing Choice Voucher income and Capital Fund income into a Single Fund to be used for eligible MTW activities.	2005	O
47	Gap Financing	AHA 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.	2011	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
48	Good Neighbor Program II <i>NOTE: During FY 2006, this activity was referenced under "Program Participation Requirement"</i>	AHA's Good Neighbor Program (GNP) is an instructional program established by AHA and taught by Georgia State University (GSU). 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 GSU resources to support the implementation of this program. The program expanded its coursework to include a certification requirement for participants under three "real life" issues: (1) conflict resolution and problem solving; (2) community expectations – "It takes a Village"; and, (3) valuing life-long education. Also referred to as "Empowering S.E.L.F."	2005	O
49	Homeownership Standards	See AHA's Comprehensive Homeownership Program		
50	Housing Choice Budget Utilization Benchmark	The Housing Choice Budget Utilization Benchmark is one of the 12 annual performance benchmarks incorporated in AHA's MTW Agreement. This benchmark requires that the expenditure of fiscal year Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities be greater than or equal to the target benchmark of 98 percent. In its FY 2007 Implementation Plan, AHA added clarifying language for this benchmark. As part of the FY 2008 Implementation Plan, AHA included further clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year until such time that a 12-month period has elapsed and is incorporated in the Revision of MTW Benchmark Protocol. AHA made this clarification in light of changes that HUD has made in funding vouchers based on a calendar year versus a fiscal year.	2005	O
51	Housing Choice Community Advisory Group (Financial and Business Operations)	In an effort to further the success of the Housing Choice Tenant Based Program in Atlanta's neighborhoods, AHA established a community advisory board aimed at building collaborative relationships among elected officials, neighborhood leaders, advocacy groups, property owners, law enforcement and Housing Choice participants.	2010	O
52	Housing Choice Fair Market Rent Standards	See AHA Submarket Payment Standards		
53	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	AHA re-engineered its Housing Choice FSS program in alignment with its CATALYST Plan goals. As a result, AHA developed a simplified FSS Program designed to provide mortgage assistance to eligible Housing Choice participants who were first-time homebuyers. This program transitioned as an opportunity under AHA's Comprehensive Homeownership Program until the FSS grant ended.	2007	C (2008)
54	Housing Choice Fixed Subsidy Initiative	During FY 2007, AHA explored the establishment of a "fixed" subsidy structure for Housing Choice participants. This initiative contemplated a staged reduction of subsidy assistance to Housing Choice participants based on time in the program and other factors and a single annual recertification process with no interim reporting or subsidy change procedures. Although no fixed subsidy structure has been implemented, AHA did implement changes in its recertification process that require a family, during recertification, to only report interim income changes that increase household income.	2007	O
55	Housing Choice Inspection Fees	AHA contemplated charging landlords reasonable fees for pre-inspections and subsequent re-inspections following the initial re-inspection to cover the administrative costs associated with these additional inspections. AHA also contemplated charging participant households a fee to cover the administrative costs of re-inspections due to certain deficiencies which were the responsibility of the household and remained unaddressed. AHA postponed the implementation of this project.	2006	P (2008)

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
56	Housing Choice Landlord Certification and Training	AHA delayed its plans to develop a mandatory Landlord Certification and Training Program to educate landlords on the requirements for placing and maintaining their properties in the Housing Choice Program. However, landlord briefings with experienced property owners and landlords participating in the tenant-based HC program have been implemented as an informational and relationship management strategy. See Landlord Relationship Management.	2006	P (2008)
57	Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)	During FY 2010, AHA implemented a major system conversion of its HC information technology infrastructure from DDI to Oracle E Business Suite. AHA will continue to refine its business processes and make enhancements to the Oracle system for managing participant and landlord information and to further develop property-level information.	2010	O
58	Housing Choice Voucher Program HAP Abatement Policy	AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the HCVP fails to comply with the AHA's Inspection Standards. The procedures and practices established under this policy are set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.	2011	O
59	Housing Choice Voucher Related MTW Income	AHA's annual funding level from HUD for Housing Choice Voucher funds (i.e.: Section 8 Tenant Based Subsidy) is calculated using the methodology outlined in AHA's MTW Agreement, Attachment A (Calculation of Subsidies). Once received, AHA combines, along with Low-Income Operating funds and certain Capital Funds, into a Single Fund to be used for MTW Eligible Activities.	2005	O
60	Housing Marketing NOTE: In FY 2008, was referred to as "Enhanced Housing Marketing"	AHA will continue to enhance its market approach for attracting and fostering long-term relationships with landlords, private owners, property management companies, and rental housing industry groups to expand AHA's housing resource network for its Housing Choice Voucher Program.	2008	O
61	Human Development & Support Services Note: During FY 2005 this activity was captured under "Client Services" and in FY 2006 and FY 2007, this activity was referred to as "Human Services Management"	AHA continues to underwrite the cost of professional Human Development and Support Services which provides intensive coaching and counseling and connection to quality resources for families impacted by revitalization or AHA's Quality of Life Initiative (QLI). Additionally, AHA will use on-staff Client Service Counselors to assist residents and HC participants not impacted by revitalization or QLI.	2005	O
62	Human Resources Development NOTE: During FY2008-FY2009, this activity was referred to as "Organizational Initiatives."	As an integral part of AHA's strategic team, the Human Resources Department serves as a resource to all associates and leaders providing guidance in the development, implementation and administration of Human Resource policies, programs and systems to support AHA's goals and objectives. Human Resources, along with executive leadership, will develop the "people strategy" needed to support the transformation of AHA into a diversified real estate company.	2006	O
63	Human Services Management	See Human Development and Support Services		
64	Individual Development Accounts (IDAs)	Having eliminated the Federal Earned Income Disallowance for residents paying an income adjusted rent, at its discretion, AHA explored the implementation of an IDA initiative which would promote and encourage economic independence among residents through a monetary incentive program. Due to the implementation of AHA's Quality of Life Initiative, AHA discontinued exploring this program and during FY 2009 postponed any further development.	2005	P (2009)

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
65	Innovative Subsidy Strategies for AHA's Affordable Communities providing Housing for Seniors and Residents with Disabilities	AHA will use innovative strategies for substituting the Section 9 subsidy arrangement for renewable Project Based Rental Assistance at AHA-Owned Residential Communities. The opportunity for such affordable communities to achieve long-term viability can only be realized by either removing (through disposition) or restructuring the Section 9 ACCs (Annual Contributions Contract) governing the group of communities that AHA will retain for a longer period in its real estate-owned portfolio that provide housing for seniors and residents with disabilities and two small family communities. For further implementation of this strategy, AHA will continue working with HUD to obtain approval of its substitution of Section 9 subsidy with Section 8 subsidy in the AHA-Owned Affordable Communities Protocol.	2008	O
66	John O. Chiles Annex Supportive Housing Pilot <i>NOTE: In FY 2008 and 2009, was discussed under "Project Based Rental Assistance as a Development Tool: Developing Alternative and Supportive Housing Resources"</i>	In collaboration with The Integral Group, this pilot program provides comprehensive and intensive support services targeted to low-income residents with developmental and mental disabilities who often struggle to retain stable housing. Providing people who have special needs with a way to connect to various in-home services and resources aids to accomplish the goal of reducing instances where such individuals require emergency public services. Residents are assisted with establishing and maintaining connections to their service providers within the community and have the benefit of staff that coordinate the following services: <ul style="list-style-type: none"> - Assistance with housekeeping and laundry services - Medication reminders and/or help with medications - Securing assistance with "Activities of Daily Living" (ADLs) including personal care, and meals - Transportation - Health monitoring - Care / Case management - Social and therapeutic activities and recreation - Appropriately trained security 	2008	O
67	Landlord Relationship Management (Housing Choice Supporting Projects - Landlord Services)	To further build upon its relationship with quality property owners and landlords participating in the tenant-based voucher program, AHA will continue enhancing its processes and procedures, and where appropriate, develop policies to effectively manage its landlord pool. This will include the creation of a Landlord Advisory Board, conducting landlord briefings and training, and establishing relationship managers within the Landlord Services Group so that landlords have a primary point of contact on matters pertaining to their participation in the Housing Choice Program.	2010	O
68	Leasing Incentive Fee (LIF)	Deconcentration strategy providing financial incentives to encourage landlords and property owners to lease available housing to families impacted by relocation.	2008	O
69	Local Asset Management Program (LAMP)	The Local Asset Management Program (LAMP) outlines the cost accounting system under which AHA operates. LAMP 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 Residential Communities and public housing assisted units in Mixed-Income communities, and the other aspects of its business operations, based on AHA's Business Plan.	2010	O
70	Low Income Operating Subsidy and Related Income	HUD implemented a new Low-Income Operating Subsidy funding methodology beginning in 2007. This new funding methodology introduced project (property) based calculations for determining HUD subsidy. Subsequently in FY 2009, AHA developed and submitted to HUD its Local Asset Management Program as part of its FY 2010 MTW Annual Plan. AHA will use the methodology outlined in LAMP for determining property operating subsidy calculations that are submitted to HUD for determining annual Low Income Operating Subsidy levels.	2007	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
71	Mark-to-Market Program	As a HUD-designated Participating Administrative Entity, AHA conducts multi-family asset restructurings in Georgia and, in doing so, determines whether an asset should receive a rent reduction to market or enter into a debt restructuring to ensure that the asset will remain viable over a specified period of time, usually 20 years. AHA continues to hold the contract on this program through its sunset in September, 2011.	2006	O
72	Media Management <i>NOTE: In FY 2006 - FY 2008 referred to as "Communications Plan"</i>	As part of its communication plan, AHA relies on the procured services of the Alisias Group, an Atlanta-based public relations firm, to manage media relationships at the national, state and local levels; manage certain external community relationships; develop innovative approaches to positive and consistent messaging to AHA-assisted households, local, state and national political bodies and stakeholders. This work includes developing communication materials that are designed to inform, educate and motivate AHA-assisted families as well as the broader community.	2006	O
73	Mixed Income Communities "Working Laboratory Initiative"	See Private Sector Innovation		
74	MTW Benchmarking Study	During FY 2005, AHA engaged Dr. Thomas D. Boston of EuQuant to conduct an independent, longitudinal study of AHA's MTW Program. AHA's goals under MTW are to facilitate access to better housing opportunities, better neighborhoods and great economic self-sufficiency for assisted families. The study measures the extent to which AHA has achieved these goals. So far, Dr. Boston has provided to AHA a FY 2006 Baseline Report that was included in AHA's FY 2006 MTW Annual Report and a FY 2008 Interim Report included in AHA's FY 2008 MTW Annual Report. Dr. Boston's final report from the three-part study is included in AHA's FY 2010 MTW Annual Report.	2005	O
75	Next Generation Solutions Project <i>Note: In FY 2010 Plan, referred to as "Housing Choice Operating System (Housing Choice Supporting Projects- Financial and Business Operations)"</i>	The Next Generation Solutions Project (NGSP) is a comprehensive and integrated system that automates Housing Choice back office operations. Ongoing work on this activity is captured under Housing Choice Operating System (Housing Choice Supporting Projects- Financial and Business Operations)	2006	O
76	Non-Elderly Disabled Income Disregard	AHA established a policy that states AHA, in determining annual household income, will disregard the employment income of a Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations.	2011	O
77	Operational Enhancements (Housing Choice Supporting Projects - Housing Assistance Payments Contracting)	During FY 2010, the HAP Contracting group focused on making core business process improvements and procedural changes that create a seamless HAP contracting process. This included conducting a requirements gathering process to look at all major components in their current state, and based on the desired future state, refine and institute Housing Choice and other departmental requirements.	2010	O
78	Organizational Initiatives <i>NOTE: In FY 2006, each initiative was described separately. Not until FY 2008, was it referred to under the above name.</i>	Incorporates three enterprise-wide initiatives: Communications Plan, Corporate Culture Project and Human Resources Development. See respective initiatives for details.	2006	O
79	Oversight of Turnkey III Assets <i>NOTE: During FY 2006, this activity was referred to as "Close-out of the Turnkey of Homebuyers Program."</i>	During FY 2009, AHA concluded its Turnkey III Homebuyers Program. The final Turnkey III Annual Contributions Contract was ended with the disposition of the last two lots, which have been transferred to AHA's real estate owned portfolio for later development as homeownership for low-income families.	2006	C (2009)

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
80	Participant Relationship Management (Housing Choice Supporting Projects - Participant Services)	Housing Choice Operations continues to implement strategies to further develop its relationship with participants in order to facilitate self-sufficiency, improve service delivery and ensure their success in mixed-income neighborhoods. Such strategies include educational sessions, enhanced communications and improved phone and walk-in customer service. Housing Choice and other AHA departmental staff also continue to be trained and briefed in support of this effort.	2010	O
81	Permanent Designated Housing <i>NOTE: In FY 2005, referred to as "Designated Housing"</i>	In partnership with private sector developers, AHA will continue to examine approaches in solving the problem of mixing seniors and young mentally disabled persons. A principal goal is to facilitate the development of housing in which the elderly and young mentally disabled can live independently.	2005	O
82	Place-Based and People-Based De-concentration Plan / Strategy	See Deconcentration Strategy		
83	Place-Based Supportive Services Strategy Pilot	In support of AHA's efforts to enhance the delivery of case management and supportive services to elderly and persons with disabilities in AHA high-rise communities, AHA in collaboration with Atlanta Regional Commission Area Agency on Aging and other partners, implemented a place-based supportive services pilot using the NORC (Naturally Occurring Retirement Community) model. The NORC is a national program model focused on enabling adults to "age in place" and builds the community capacity to support the process. A strong emphasis is placed on resident involvement with priorities set by residents and new initiatives that capitalize on the economy of scale created by the concentration of individuals with similar needs. See also Aging Well.	2006	O
84	Policy Changes (Housing Choice Supporting Projects - Participant Services)	Housing Choice Operations will continue to develop, refine and institute policy and procedures using its MTW flexibility in order to address local challenges and barriers to the effective delivery of housing assistance in the Atlanta market.	2010	O
85	Port Administration Re-engineering <i>NOTE: During FY2006-FY2008, this activity was referred to as "AHA Standards and Incoming / Outgoing Ports." In FY2009, was referred to as "Automated Outbound Portability Billing." In FY2010, was referred to as "Port Administration (Housing Choice Supporting Projects - Financial and Business Operations)."</i>	AHA will continue to build its collaborative relationships with metro Atlanta PHAs to explore strategies for creating seamless mobility administration arrangements and agreed upon procedures and business terms that would be implemented through intergovernmental agreements. AHA is also exploring strategies for contractually passing on its MTW flexibility to partnering PHAs through these intergovernmental agreements.	2006	O
86	Pre-Qualification of Units (Re-engineering Housing Choice Operations)	As described in the FY 2008 MTW Annual Plan, this activity focuses on establishing a methodology to pre-qualify available housing units prior to listing on AHA's website. AHA postponed the development and implementation of this activity.	2008	P (2009)
87	Pre-Relocation Client Education	As part of its Quality of Life Initiative (QLI), AHA provided a variety of educational seminars to families in advance of relocation efforts to include training on the Housing Choice Voucher program and utility seminars to educate families on conservation and managing their budgets. All QLI-impacted households were successfully relocated during FY 2010 and continue to receive post-relocation support through Human Development and Support Service Providers and AHA's Service Provider Network.	2008	C (2010)

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
88	Private Sector Innovation <i>NOTE: In FY 2006 - FY 2007, was referred to as Mixed-Income Communities "Working Laboratory Initiative"</i>	The public/private partnerships formed to own AHA-sponsored, mixed-income, multi-family rental apartment communities (Owner Entities) have been authorized by AHA, through various agreements, to leverage the authority under its Restated MTW Agreement to use innovative private sector approaches to eliminate redundancy or unnecessary activity tied to the Section 9 or Section 8 operating subsidy. AHA's asset management function has been organized with respect to the mixed-income rental communities and the PBRA-assisted communities to take a unified approach focused on items such as subsidy considerations, leasing and occupancy reporting, financial reporting, site-based waiting list management, policy-related matters and compliance, as well as oversight guidance with a goal of long-term success and sustainability of these properties.	2006	O
89	Procurement Enhancements	AHA completely reorganized its procurement functions and department to expand the breadth of its acquisition activities, streamline operations, increase efficiency and enhance quality control. AHA continues to make procurement enhancements to improve its acquisition process and to provide more efficient contract administration.	2008	O
90	Program Moves (Housing Choice Supporting Projects - Participant Services) <i>NOTE: In FY 2006, this activity was referred to as "Voucher Administration Reform: Residential Moves."</i>	In recent years, the destabilizing influence of the excessive number of participant moves occurring with less than one year of tenancy led AHA to initiate a minimum two-year tenancy requirement in FY 2007 - 2008. This strategy has been successful at reducing the volume of program moves by 50%; however, moving forward, AHA views multi-year tenancy as a goal, but not as defined family requirement. AHA will do a total file review and engage in detailed discussions with the family about their individual circumstances and family needs as an approach to enhance family stability and success.	2006	O
91	Program Performance Indicators (Housing Choice Supporting Projects - Program Support)	AHA developed a broader group of financial and operational performance reports to facilitate improved fact-based decision making by the HC management team. Key operational reports (monthly/quarterly) cover MTW benchmark performance, contract and document administration, HC technology enhancements, progress monitoring, compliance activity, applicant and participant demographics, waitlist status, eligibility processing, voucher issuance, RTA processing, program moves, site inspections, annual and interim recertification, and landlords' outreach, application and contract status.	2009	O
92	Project Based Accounting and Financial Systems/ Quarterly Financial Statements by Business Line	AHA will continue to refine its information technology/financial reporting environment inside of its ORACLE automated system to allow AHA to produce quarterly financial statements and detailed analysis reports across the entire organization for all program operations.	2006	O
93	Project Based Rental Assistance Site Based Administration	AHA developed and is implementing a Project Based Rental Assistance Agreement, which replaces the former Project Based HAP contract, for the effective implementation of the PBRA Site Based Administration. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AHA inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to PBRA assisted units.	2008	O
94	Project Based Rental Assistance as a Development Tool <i>Note: During FY 2005 - 2007, was referred to as "Project Based Voucher as a Development Tool"</i>	AHA will continue executing long-term contracts for Project Based Rental Assistance (PBRA) with private developers and owners to facilitate housing opportunities in mixed-income communities and further develop supportive services housing.	2005	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
95	Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration <i>Note: During FY 2006 - 2007, was captured under "Developing Alternative and Supportive Housing Resources"</i>	In support of the Regional Commission on Homelessness' goal to end homelessness in the City of Atlanta, AHA has established a Homeless Demonstration Program in collaboration with United Way of Metropolitan Atlanta, Inc. AHA utilizes PBRA to facilitate the development of supportive services housing for homeless persons by private sector developers. Additionally, AHA may solicit proposals from developers and owners of multi-family developments that provide housing to persons with mental health disabilities and special needs, and who can also provide evidence of a supportive services agreement with a United Way-approved service provider.	2006	O
96	Project Based Rental Assistance Inside of Mixed Income Communities <i>Note: During FY 2006, was referred to as "Project Based Voucher as a Development Tool"</i>	Through a competitive process, AHA solicits private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years through AHA's PBRA program. Commitments for PBRA may be extended beyond the ten year period after meeting agreed upon conditions. AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities for families and seniors.	2006	O
97	Project Based Rental Assistance Mental Health Demonstration	See Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration		
98	Project Based Rental Assistance Regional Expansion Program	As AHA receives and approves proposals from developers for multi-family rental properties outside of AHA's jurisdiction, AHA will continue to negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metropolitan area, subject to the provisions of State law to permit site-based administration of AHA's Project Based Rental Assistance Program in those jurisdictions.	2008	O
99	Project Based Rental Assistance Special Needs Demonstration Program	See Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration		
100	Project Based Voucher as a Development Tool	See Project Based Rental Assistance as a Development Tool		
101	Project Based Voucher On-Site Administration (Housing Choice Voucher Administration Reform) <i>NOTE: In FY 2006, activity was referred to as "Voucher Administration Reform: On-Site Administration."</i>	See Project Based Rental Assistance Site Based Administration		
102	Proposed Land Swaps <i>NOTE: In FY 2006, this was incorporated in Real Estate Development and Acquisitions acquisition strategy for communities undergoing revitalization. Not until FY 2010, was it listed under the above name.</i>	As part of its property acquisitions, AHA negotiates and executes land swap deals with a number of entities to further support its revitalization efforts. Land swap negotiations are underway in relation to the following communities undergoing revitalization: Capitol Homes, University Homes, Palmer and Roosevelt House, Perry Homes and Harris Homes.	2006	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
103	QLI Redevelopment	AHA developed a prioritization schedule for the QLI-impacted communities and will determine the guiding principles, programmatic and return on investment criteria for redevelopment that should be incorporated in Request For Proposals (RFPs) to developers. AHA will also conduct competitive procurements to engage private sector developers to develop mixed-use, mixed-income communities on the vacated sites. If AHA determines to sell all or a portion of any of the vacated sites, the sale proceeds will be used to further AHA's mission.	2010	O
104	Quality of Life Initiative	During FY 2007, AHA embarked on the Quality of Life Initiative (QLI) to relocate approximately 2,700 households from 12 deteriorating and obsolete public housing developments to better quality housing, in healthy mixed-income communities. During February, 2010, AHA successfully relocated impacted households from the 12 properties.	2007	C (2010)
105	Rapid Response Team <i>NOTE: In FY 2008, was referred to as the "Rapid Response Assistance Team"</i>	During FY 2008, AHA established a Rapid Response Assistance Team to expeditiously assist Housing Choice participants impacted by property owner foreclosures. The Team offers a continuum of support leading to the resettlement of impacted families into a new living environment. This team also provides similar services to families impacted by other emergency situations such as natural disasters or property abatement.	2008	O
106	Re-engineering Property Owner / Vendor Process (Re-engineering Housing Choice Operations)	AHA is re-engineering the process for approval and processing of property owners prior to execution of the Housing Assistance Payment (HAP) contract and eliminating paper checks and mailing of remittance forms to landlords by creating web-based access for each property owner.	2008	O
107	Re-engineering the Housing Choice Voucher Program <i>NOTE: From FY2007-FY2010, was referred to as "Re-engineering Housing Choice Operations"</i>	AHA will continue the transformation of its Housing Choice Voucher Program with the goal of developing greater acceptance of the program in Atlanta neighborhoods. AHA will focus on identifying quality affordable housing opportunities in healthy neighborhoods, streamline its internal business processes, systems, operations and service delivery practices, utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program, and create incentives for families in achieving economic independence and self-sufficiency.	2007	O
108	Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities <i>NOTE: From FY2006-FY2010, was referred to as "Sustaining Mixed Income Investments." In FY2005, was referred to as "Sustaining Investments in Mixed-Income, Mixed-Finance Communities."</i>	AHA is exploring strategies to reformulate the subsidy arrangement for AHA-Sponsored mixed-income, mixed-finance communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under a PBRA Agreement), in order to sustain and preserve investments in these multi-family rental communities AHA will work with HUD to develop the program structure and process for implementation.	2005	O
109	Relocation Policies (Re-engineering Housing Choice Operations)	During FY 2007, AHA developed corporate policies for discretionary actions under the Uniform Relocation Act (URA) to guide relocation staff in providing relocation assistance and processing relocation claims. AHA incorporated the relocation policies as part of its on-going business operations.	2007	O
110	Rent Reasonableness <i>NOTE: During FY 2007, was referred to as the "Automated Rent Reasonableness System"</i>	AHA developed and initiated rent reasonableness determinations in which an independent market analysis is conducted to establish the market equivalent rent for each residential unit in AHA's Housing Choice Voucher Program. This will result in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.	2007	O

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
111	Rent Simplification/AHA Standard Deductions	During FY2008 AHA adopted a policy, which was clarified in FY2011, that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets used to calculate an assisted household's portion of the contract rent. This policy was adopted and is implemented across all AHA housing and rental assistance programs.	2008	O
112	Re-Occupancy Process	AHA will continue conducting the re-occupancy relocation of households returning to revitalized communities. AHA will improve the functionality and reporting of its Consolidated Relocation Management System (CRMS) allowing Real Estate Operations and Relocation staff to more accurately and effectively track returning residents.	2008	O
113	Replacement Housing Factor Funds	AHA established a Replacement Housing Factor (RHF) - Obligation and Expenditure Implementation Protocol which outlines the process to which AHA manages and utilizes RHF funds to further advance AHA's revitalization activities.	2008	O
114	Resident Survey	In place of the PHAS Resident Survey, AHA conducts a survey annually with all AHA-assisted residents and publishes the results in the MTW Annual Report.	2004	O
115	Resource Development to Support Family Success	AHA continues to develop partnerships and collaborate with established community-based organizations to ensure that all families have access to necessary services and resources for healthy human transformation. AHA researches and applies for grant opportunities that support these activities.	2011	O
116	Responsible Relocation <i>NOTE: In FY 2006, was referred to as "Enhanced Relocation Process"</i>	AHA provides families with the tools to make informed choices about the best housing opportunities for their family. Such opportunities include transfers to remaining AHA high-rise communities (for seniors and disabled residents); moving to private rental communities with a limited percentage of Section 8 project based rental assistance; and utilization of tenant-based vouchers to move to the location of their choice.	2006	O
117	Revitalization Program <i>NOTE: In FY 2005, was referred to as "Repositioning Portfolio" and "Real Estate Development and Acquisitions". Starting in FY 2008, was referred to as "Revitalization Program"</i>	In partnership with excellent private sector developers, AHA will continue transforming conventional public housing developments into economically sustainable, market rate quality, mixed-use, mixed-income communities through its Strategic Revitalization Program. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great recreational facilities and green space; (3) upscale retail and commercial activities; and (4) high performing neighborhood schools.	2005	O
118	School Attendance Requirement	During FY 2006, the Georgia state legislature passed a law that requires minors to be in school in order to receive a work permit. Because of this new law, AHA eliminated its FY 2005 requirement that 16 and 17 year olds work full-time if they are not in school, and instead require all minors under 18 years of age to attend school as a condition of the AHA-assisted family maintaining or receiving subsidy assistance. AHA will continue working with Atlanta Public Schools and will undertake a more aggressive enforcement of the lease requirement for youth to attend school.	2006	O
119	Service Provider Network	The Service Provider Network (SPN) is a focused group of established Atlanta-based service providers that are committed to serving as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. AHA will continue to implement and refine its referral system that connects AHA-assisted families to services and resources available through the Service Provider Network (SPN). Furthermore, AHA will continue using its Human Services providers and Client Services Counselors to facilitate clients' connection to mainstream resources.	2006	O
120	Setting Market Rents Under Housing Choice; Fixed Subsidy	See AHA Submarket Payment Standards and Rent Reasonableness		

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
121	Single Family Unit Residency/Homeownership Standards	See Standards for Residency in Single Family Homes		
122	Staff Capacity (Housing Choice Supporting Projects - Participant Services)	Housing Choice will enhance and further develop its staff so that work responsibilities align with staff core competencies, communication with internal and external customers is consistent and well informed, and interactions with its customers and clients are more responsive and timely.	2010	O
123	Standards for Residency in Single Family Homes <i>NOTE: In FY 2006, was referred to as "Single Family Unit Residency/Homeownership Standards"</i>	AHA contemplated adopting and implementing single family home eligibility standards (1-4 units) to assure that families are prepared financially and otherwise to live in single family homes and be successful in neighborhoods. Due to other priority Housing Choice Re-engineering efforts, this activity was postponed in FY 2008.	2006	P (2008)
124	Statement of Corporate Policies (SCP) Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)	The Statement of Corporate Policies is the policy document that governs the leasing and residency of public housing-assisted apartments owned, affiliated, or sponsored by AHA. The last amendment of this policy document was approved and adopted by AHA's Board of Commissioners on April 10, 2010.	2005	O
125	Statement of Policies Governing the Housing Choice Tenant-Based Program (Statement of Housing Choice Policies) <i>NOTE: During FY 2007 & FY 2008, this policy was referred to as the "Administrative Plan."</i>	The Statement of Housing Choice Policies (formerly the "Administrative Plan Governing the Housing Choice Voucher Program"), forms the broad policy basis of and authorizes the establishment of administrative procedures and practices that govern AHA's Housing Choice Tenant-Based Program. The last amendment of this policy document was approved and adopted by AHA's Board of Commissioners on April 10, 2010.	2005	O
126	Streamlining Property-Level Operations <i>NOTE: In FY 2005, was discussed under "Sustaining Investments in Mixed-Income, Mixed-Finance Communities"</i>	The central focus of this initiative is to streamline operating procedures at the property level by examining the various regulatory requirements that are attached to financing and funding development activities, as well as to look for ways to reduce duplication of effort and obsolete systems in meeting requirements for HUD and other funding and equity sources. While meeting its due diligence requirements and fulfilling its fiduciary responsibilities, AHA will use a combination of oversight functions internal and external to the organization that will implement compliance procedures sensitive to the various funding sources during FY 2010.	2005	O
127	Subsidy Conversion <i>NOTE: In FY 2005, was discussed under "Real Estate Development and Acquisitions"</i>	See Innovative Subsidy Strategies for AHA's Affordable Communities providing Housing for Seniors and Residents with Disabilities		
128	Tax Credit Compliance Model	See Streamlining Property-Level Operations		
129	Technology Solutions (Housing Choice Supporting Projects - Participant Services)	See Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)		

FY 2005 - FY 2011 AHA Ongoing Activities Directory

NO.	Supporting Activity/Project/Initiative	Description	MTW Plan Start Year	Current Status
130	Technology Solutions (Housing Choice Supporting Projects - Housing Assistance Payments Contracting & Landlord Services)	Core to the operational enhancements of the HAP Contracting group is the requirement to develop or improve its IT solutions. AHA will make investments to improve its landlord/vendor, inspections and pre-HAP contract system modules to correspond to any procedural or process improvements as part of the Housing Choice Program re-engineering. AHA will explore consolidation of its Property Owner Application and Request for Tenancy Approval documents into a single Housing Choice Rental Application form for electronic completion and submission via AHA's Landlord Portal and will establish a state-of-the-art system for listing available housing opportunities.	2010	O
131	Transforming All Conventional Public Housing Assisted Communities to Market Rate, Mixed-Income Communities	See Revitalization Program		
132	UHAP Bankcards (Housing Choice Supporting Projects - Program Support)	During FY 2008, paper checks for payment of Utility Housing Assistance Payments were eliminated and bankcards were issued to eligible participants. AHA continues to implement the UHAP bank card business system for eligible program participants. Beginning in FY 2009, AHA procured a new vendor, J.P. Morgan Chase, to provide UHAP debit card services to participants on an on-going basis.	2008	O
133	Use of MTW Funds	On January 16, 2009, AHA and HUD executed a second amendment to AHA's Amended and Restated Agreement, clarifying AHA's use of its MTW funds (combined public housing operating, capital funds and voucher program funds). The second amendment reinstates AHA's ability to invest MTW Funds in real estate transactions pursuant to its "Use of MTW Funds" Implementation Protocol and reaffirms that AHA's MTW Funds may be used for MTW eligible activities as defined in the Amended and Restated Agreement and is not restricted to those uses specified in Sections 8 and 9 of the 1937 Act. AHA will implement projects and initiatives that will use a portion of its MTW Funds for housing for low-income families, beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended.	2009	O
134	Utility Allowance Waiver	During FY 2009, AHA examined the cost/benefit of its Excess Utility Billing Program at its remaining AHA-Owned Residential Communities. AHA's analysis found that administrative costs outweighed the collected revenue and AHA elected to discontinue the program beginning in FY 2010. AHA will continue to assess the effects of this change and implement supplemental resident education forums for encouraging energy conservation behaviors.	2007	D (2010)
135	Video Call Down System	This system enables AHA to work closely with Atlanta Police Department, the Property Management Companies and the contracted security companies to increase the effectiveness of the video monitoring and the roving security patrols at all AHA-Owned Residential Communities. This activity actually began the latter part of FY 2005 but was described in FY 2006 MTW Plan (implemented subsequent to submission of FY 2005 MTW Plan).	2005	O
136	Violence Against Women Act (VAWA)	The Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109-162) articulates requirements in the law that serve and protect the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. With respect to this Act, AHA developed administrative procedures for its Public Housing and Housing Choice programs and continues to enforce them.	2007	O
137	Work/Program Participation Requirement <small>NOTE: In FY 2006, this activity was referred to as "Program Participation Requirement."</small>	Effective October 1, 2004, AHA's work/program participation policy requires that (a) one non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.	2005	O

Section VI. Appendices

FY 2012 Annual Plan Appendices

Appendix A:	MTW Annual Plan Cross Reference Guides 1. AHA Legacy Attachment B Requirements 2. HUD Attachment B Requirements
Appendix B:	FY 2012 MTW Plan Resolution & Certifications Resolution & Exhibit Secretary's Certificate Certification Regarding Substantive Information Reporting Requirements Certifications of Compliance with Regulations Certification of Payments to Influence Federal Transactions Certification for a Drug-Free Workplace and Attachment
Appendix C:	AHA-Owned, Managed, and Sponsored Communities and Properties
Appendix D:	AHA-Owned Communities that are Candidates for Designated Housing
Appendix E:	Management Information for Owned/ Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities
Appendix F:	FY 2012 Housing Opportunities Data
Appendix G:	FY 2011 Budget
Appendix H:	Capital Planning
Appendix I:	Previous Year's Expenditures by Line Item
Appendix J:	ARRA Funds: Revised Capital Fund Annual Statements Part I & II
Appendix K:	Public Review and Plan Changes
Appendix L:	<i>Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments</i>
Appendix M:	<i>Statement of Policies Governing the Housing Choice Tenant-Based Program</i>

Appendix A - MTW Annual Plan Reporting Requirements

1. AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
I. HOUSEHOLDS SERVED	
A. Number and characteristics of households served at beginning of period, by: <ul style="list-style-type: none"> - unit size - family type (family vs. elderly or disabled) - income group (<30: 30-50; 50-80;>80) - housing type (LRPH, leased, other) - race & ethnicity 	Replace with the Boston Reports or equivalent report
B. Identify number and characteristics of households on waiting lists (all housing types). Discuss waiting list issues and proposed actions	Replace with the Boston Reports or equivalent report
C. Number projected to be served at end of period	Replace with the Boston Reports or equivalent report
D. Narrative discussion/explanation of change	Replace with the Boston Reports or equivalent report
II. OCCUPANCY POLICIES	
A. Statement of policies governing eligibility, selection, admissions, assignment, and occupancy of families, including the admissions policy under section 16(a)(3)(B) for deconcentration of lower-income families	<p>Appendix L: Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments</p> <p>Appendix M: Statement of Policies Governing the Housing Choice Tenant-Based Program</p>
B. Statement of Rent Policy	Appendix L and M
III. CHANGES IN THE HOUSING STOCK	
A. Number of units in inventory at beginning of period by program (LRPH, leased, other)	<p>Eliminate.</p> <p>Public Housing Inventory is reported to HUD through the PIC system. We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.</p>

Appendix A - MTW Annual Plan Reporting Requirements

1. AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
<ul style="list-style-type: none"> ▪ Projected number at end of period by program 	<p>Eliminate. Public Housing Inventory is reported to HUD through the PIC system. We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.</p>
IV. SOURCES AND AMOUNTS OF FUNDING	
A. Identify/discuss all sources and amounts of funding included in Consolidated Budget Statement	Appendix G: FY 2011 Budget
B. Identify/discuss sources, amounts, and planned uses of special purpose funds outside the consolidated budget (e.g., DEP)	Appendix G
C. Consolidated Budget Statement	Appendix G
V. USES OF FUNDS	
A. Previous year expenditures by line item	Appendix I: Previous Year's Expenditures by Line Item
B. Planned expenditures by line item	Appendix G
C. Description of proposed activities/investments by line item/explanation of change from previously approved plan	Appendix G
D. Reserve balance at beginning of year. Discuss adequacy of reserves.	Appendix G
VI. CAPITAL PLANNING	
A. Describe major capital needs and projects, estimated costs, and proposed timetables	Appendix H: Capital Planning
B. Identify planned expenditures	Appendix H

Appendix A - MTW Annual Plan Reporting Requirements

1. AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
C. Demolition and Disposition Requests, if planned	Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties
D. Homeownership activities, if any	Section II. 2012 Priorities Priority 2. Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.
VII. MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS	
A. VACANCY (OCCUPANCY) RATES	
1. Occupancy rates by property beginning of period	Appendix E: Management Information of Owned/Managed Units at AHA-Owned Residential Communities and Assisted Units at AHA-Sponsored Mixed-Income Communities
2. Narrative: issues and proposed action	Appendix E
3. Target rates by property at end of period	Appendix E
B. RENT COLLECTIONS	
1. Rents uncollected (%) beginning of period	Appendix E
2. Narrative: issues and proposed actions	Appendix E
3. Target % at end of period	Appendix E
C. WORK ORDERS	
1. Response rates beginning of period <ul style="list-style-type: none"> ▪ % emergency within 24 hrs ▪ % regular within 30 days 	Appendix E

Appendix A - MTW Annual Plan Reporting Requirements

1. AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
2. Narrative: issues and proposed actions	<i>Appendix E</i>
3. Target rates at end of period	<i>Appendix E</i>
D. INSPECTIONS	
1. Description of inspection strategy	<i>Appendix E</i>
2. Planned inspections (% this FY)	<i>Appendix E</i>
E. SECURITY	
1. Narrative: security issues and proposed actions	<i>Appendix E</i>
VIII. MANAGEMENT INFORMATION FOR LEASED HOUSING	
A. LEASING INFORMATION	
1. Units under lease (%) beginning of period	Eliminate. We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.
2. Target lease up rate at end of period	Eliminate. We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.
3. Plans regarding: <ul style="list-style-type: none"> ▪ Ensuring rent reasonableness ▪ Expanding housing opportunities ▪ Deconcentration of low-income families 	Section III. MTW Policy Innovations Section V. Ongoing Activities Directory

Appendix A - MTW Annual Plan Reporting Requirements

1. AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
4. Issues and proposed actions	Section III. MTW Policy Innovations Section V. Ongoing Activities Directory
B. INSPECTION STRATEGY	
1. Description of inspection strategy, including: a) Planned inspections completed (% this FY) by category: <ul style="list-style-type: none"> ▪ <i>Annual HQS Inspections</i> ▪ <i>Pre-contract HQS Inspections</i> ▪ <i>HQS Quality Control Inspections</i> b) HQS Enforcement	AHA will continue to re-engineer its Housing Choice Inspections Standards to ensure that Housing Choice participants have the opportunity to reside in quality living environments including quality housing units and quality neighborhoods. AHA established higher inspection standards than HUD's Housing Quality Standards with a focus on improving the quality of the units on the Housing Choice Voucher Program. Section III. MTW Policy Innovations Section V. Ongoing Activities Directory
IX. RESIDENT PROGRAMS	
1. Description of activities	Section II. 2012 Priorities Priority 6. Advance the human development strategy through strategic partnerships. Section V. Ongoing Activities Directory
2. Issues and proposed actions	Section II. 2012 Priorities Priority 6. Advance the human development strategy through strategic partnerships. Section V. Ongoing Activities Directory
X. OTHER INFORMATION AS REQUIRED BY HUD	
A. Board Resolution Adopting Plan Certifying that Public Hearing Requirements were met	Appendix B: FY 2011 MTW Plan Resolution(s) & Certifications

Appendix A - MTW Annual Plan Reporting Requirements

1. AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
<p>B. Required Certifications and other submissions from which the Agency is not exempted by the MTW Agreement</p>	<p>Appendix B</p> <p>NOTE: AHA has replaced HUD's "Disclosure of Lobbying Activities" Certification with form 50071: "Certification of Payments to Influence Federal Transactions" because AHA does not engage in lobbying activities. This action is consistent with AHA's current business practice.</p>
<ul style="list-style-type: none"> ▪ Submissions required for the receipt of funds 	<p>HUD no longer requires a submission from AHA to request Housing Choice funds; and HUD has not yet requested the 2011 Public Housing Operating Subsidy Calculations. AHA will submit these calculations in accordance with the schedule which will be published by HUD.</p> <p>AHA cannot submit a request for Capital Fund Program (CFP) funds or Replacement Housing Factor funds for AHA's FY 2012 Annual Plan since HUD has not yet released the amount of the 2011 grant awards. AHA will submit the required amendments to the Capital Fund Annual Contributions Contract (ACC) and Performance and Evaluation reports to HUD as soon as HUD provides the funding levels.</p>

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B

to
AMENDED AND RESTATED MOVING TO WORK AGREEMENT
BETWEEN
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
AND
AGENCY

The information on this form is being collected so the Department is able to respond to Congressional and other inquiries regarding outcome measures obtained and promising practices learned throughout the Moving to Work (MTW) demonstration. The information reported through this form is not confidential. Respondents will report outcome information to accurately evaluate the effects of MTW policy changes on residents, the Agency's operations and the local community. The estimated burden per year per Agency is 81 hours. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The Agency may not conduct or sponsor, and are not required to respond to, a collection of information unless that collection displays a valid OMB control number. All MTW Agencies will provide the following required elements in their Annual MTW Plans and Reports, consistent with the requirements of Section VII of the standard Amended and Restated Agreement, and will follow the following order and format.

<u>Annual MTW Plan</u>	<u>Location</u>
I. Introduction	
A. Table of Contents, which includes all the required elements of the Annual MTW Plan; and	Annual Plan Table of Contents Annual Plan Appendices Table of Contents

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
B. Overview of the Agency's MTW goals and objectives for the year, including new and ongoing MTW activities. An MTW activity is defined as any activity the Agency is engaging in that requires MTW flexibility to waive statutory or regulatory requirements.	Section I. Executive Summary Section II. 2012 Priorities (Priorities 1 - 8) Section V. Ongoing Activities Directory
II. General Housing Authority Operating Information	
A. Housing Stock Information:	
Number of public housing units at the beginning of the year;	Appendix F: FY 2012 Housing Opportunities Data, see Table 1. FY 2012 Housing Stock Projections
General description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year);	Defer to AHA's Legacy Attachment B (Section VI - Capital Planning) Appendix H: Capital Planning
Description of any new public housing units to be added during the year by development (specifying bedroom size, type, accessible features, if applicable);	Appendix F: FY 2012 Housing Opportunities Data, see Table 3. Units to be Added by Development in FY 2012
Number of public housing units to be removed from the inventory during the year by development specifying the justification for the removal;	Appendix F: FY 2012 Housing Opportunities Data, see Table 4. PH Units to be Removed from Inventory in FY 2012
Number of MTW Housing Choice Vouchers (HCV) units authorized;	Appendix G: FY 2011 Budget see narrative

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
II. General Housing Authority Operating Information	
A. Housing Stock Information: <i>continued</i>	
Number of non-MTW HCV units authorized; and	Appendix G: <i>FY 2011 Budget see narrative (special purpose vouchers)</i>
Number of HCV units to be project-based during the Plan year, including description of each separate project.	Appendix F: <i>FY 2012 Housing Opportunities Data, see Table 2. FY 2012 Housing Stock Projections for Project-Based Developments</i>
B. Leasing information, Planned – this information is estimated and may be subject to change during the Plan year.	
Anticipated total number of MTW PH units leased in the Plan year;	Appendix F: <i>FY 2012 Housing Opportunities Data, see Table 1. FY 2012 Housing Stock Projections</i>
Anticipated total number of non-MTW PH units leased in the Plan year;	N / A: AHA does not have any non-MTW units in its inventory to be leased.
Anticipated total number of MTW HCV units leased in the Plan year;	Appendix F: <i>FY 2012 Housing Opportunities Data, see Table 1. FY 2012 Housing Stock Projections</i>
Anticipated total number of non-MTW HCV units leased in the Plan year; and	Appendix F: <i>FY 2012 Housing Opportunities Data, see Table 1. FY 2012 Housing Stock Projections</i>
Description of anticipated issues relating to any potential difficulties in leasing units (HCV or PH).	Appendix F: <i>FY 2012 Housing Opportunities Data, see Table 5. Leasing and Waiting List Information</i>

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
II. General Housing Authority Operating Information	
<i>B. Leasing information, Planned – this information is estimated and may be subject to change during the Plan year - continued</i>	
Optional in Plan: Number of project-based vouchers in-use at the start of the Plan year.	N / A: this is optional
<i>C. Waiting List Information</i>	
Description of anticipated changes in waiting lists (site-based, community-wide, HCV, merged); and	<i>Appendix F: FY 2012 Housing Opportunities Data, see Table 5. Leasing and Waiting List Information</i>
Description of anticipated changes in the number of families on the waiting list(s) and/or opening and closing of the waiting list(s).	<i>Appendix F: FY 2012 Housing Opportunities Data, see Table 5. Leasing and Waiting List Information</i>
III. Non-MTW Related Housing Authority Information (Optional)	
A. List planned sources and uses of other HUD or other Federal Funds (excluding HOPE VI); and	N / A: this is optional
B. Description of non-MTW activities proposed by the Agency.	N / A: this is optional
IV. Long-term MTW Plan (Optional)	
Describe the Agency's long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.	N / A: this is optional

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
V. Proposed MTW Activities: HUD approval requested	
(provide the listed items below grouped by each MTW activity)	
A. Describe each proposed MTW activity;	N / A
B. Describe how each proposed activity relates to at least one of the three statutory objectives;	N / A
C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective;	N / A
D. Describe baselines, proposed benchmarks, and metrics to assess outcomes, include anticipated schedules;	N / A
E. Describe the data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW statutory objectives;	N / A
F. Cite the authorization(s) detailed in Attachment C or D of this Restated Agreement that give the Agency the flexibility to conduct the activity. Every reasonable effort will be made by the Agency to reference the complete and correct statute or regulation application to a particular initiative; however, failure to cite the correct or entire statute or regulation will not be grounds for disapproval of such initiative in an Annual MTW Plan nor will such failure invalidate the use of the MTW authority necessary to implement and support the initiative; and	N / A

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
V. Proposed MTW Activities: HUD approval requested - <i>continued</i>	
(provide the listed items below grouped by each MTW activity)	
G. Provide the following information for any rent reform initiatives:	
• Agency's Board approval of policy;	N / A
• Impact Analysis;	N / A
• Annual reevaluation of rent reform initiative;	N / A
• Hardship case criteria;	N / A
• Transition period; and	N / A
• Documentation of public hearing (may be same as Annual Plan hearing).	Appendix B: FY 2012 MTW Plan Resolution(s) & Certifications Appendix K: Public Review and Plan Changes
VI. Ongoing MTW Activities: HUD approval previously granted	
(provide the listed items below grouped by each MTW activity)	
C. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations; and	On November 13, 2008, AHA and HUD executed AHA's Amended and Restated MTW Agreement. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement (collectively, the "Amended and Restated MTW Agreement"), which clarified and expanded AHA's ability to use MTW Funds outside of Section 9 and Section 8 of the U.S. Housing Act of 1937, as amended ("1937 Act"). The Amended and Restated MTW Agreement re-affirmed, in all material respects, all of the authorizations set forth in Appendix A of the Original MTW Agreement and includes these authorizations in Attachment D. AHA has all of the authorizations needed from HUD under the Amended and Restated MTW Agreement to implement the activities described in AHA's FY 2011 MTW Annual Plan.
B. Provide an update on the status of the activity;	Section II. 2012 Priorities (Priorities 1-8) Section V. Ongoing Activities Directory
D. Describe if the Agency is using outside evaluators.	N/A

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
VII. Sources and Uses of Funding	
A. List planned sources (Operating, Capital, HCV) and uses of MTW funds;	Appendix G: FY 2011 Budget
C. If applicable, list planned sources and uses of the COCC;	N / A: no planned sources and uses of Central Office Cost Center (COCC); AHA has implemented a cost allocation methodology
D. If using a cost allocation or fee-for-service approach that differs from 1937 Act requirements, describe the deviations and the reasons therefore; and	Appendix G: FY 2011 Budget
B. List planned sources and uses of State or local funds;	Appendix G
E. List or describe use of single-fund flexibility, if applicable, describe uses across traditional program lines or special circumstances in support of an MTW activity.	Appendix G
F. Optional - List reserve balances at beginning of the Plan year.	N / A: this is optional
G. Optional - In Plan Appendix, provide planned sources and uses by AMP.	N / A: this is optional
VIII. Administrative	
The Agency will provide the following:	
A. Resolution signed by the Board of Commissioners, or other authorized PHA official if there is no Board of Commissioners, adopting the Annual MTW Plan Certification of Compliance (provided at the end of this Attachment B); and	Appendix B: FY 2012 MTW Plan Resolution(s) & Certifications
B. Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable.	N / A

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

Annual Moving to Work Plan

U.S. Department of Housing and Urban Development

Certifications of Compliance

Office of Public and Indian Housing

Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of

4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.

5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

Appendix A: MTW Annual Plan Reporting Requirements
2. HUD Attachment B Requirements

OMB Control Number: 2577-0216
Expiration Date: 08/31/2011

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
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15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office

PHA Name

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning:

Name of Authorized Official

Title

Signature

Date

EXHIBIT 1
RESOLUTION ADOPTED AT THE REGULAR MEETING
OF THE BOARD OF COMMISSIONERS HELD ON
WEDNESDAY, MARCH 30, 2011

RESOLUTION

WHEREAS, The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (MTW Agreement) with the United States Department of Housing and Urban Development (HUD);

WHEREAS, the MTW Agreement requires AHA to submit an MTW Annual Implementation Plan to HUD in lieu of the Five-Year Plan and Annual Plan traditionally required by Section 5A of the United States Housing Act of 1937, as amended;

WHEREAS, AHA has prepared its Fiscal Year (FY) 2012 MTW Annual Implementation Plan (also referred to herein as the FY 2012 CATALYST Implementation Plan);

WHEREAS, the FY 2012 CATALYST Implementation Plan identifies AHA's priorities, projects, activities, and initiatives for AHA's FY 2012, and any policy changes to be implemented during FY 2012 to AHA's Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program;

WHEREAS, at a briefing held on March 11, 2011, AHA's Senior Management consulted with the Board of Commissioners to solicit their input, guidance and direction regarding the proposed projects, activities, initiatives and policy changes that will be implemented during FY 2012, as set forth in the presentation attached as Exhibit EO-1-A;

WHEREAS, AHA's FY 2012 CATALYST Implementation Plan is the product of an inclusive and comprehensive planning process in which AHA's Senior Management spent numerous hours of planning and consultation with AHA's Board of Commissioners, resident association presidents, AHA advisory board groups, public housing-assisted residents, Housing Choice participants and landlords, AHA employees, Atlanta Legal Aid, local political and government officials, other stakeholders and members of the public;

WHEREAS, comments and suggestions were made at those various meetings, all of which were considered by Senior Management of AHA and incorporated as deemed appropriate;


WHEREAS, the consultation process included a properly advertised and noticed public hearing held on March 3, 2011; and

WHEREAS, Senior Management of AHA is now recommending that the Board of Commissioners: (i) approve AHA's FY 2012 CATALYST Implementation Plan; (ii) authorize the submission of AHA's FY 2012 CATALYST Implementation Plan to HUD; (iii) authorize the Chairman or the

Vice Chairman of the Board of Commissioners to execute the HUD Certifications of Compliance, attached as Exhibit EO-1-B; and (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2012 CATALYST Implementation Plan.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, THAT:

1. AHA's FY 2012 CATALYST Implementation Plan, including the projects, activities, initiatives and any policy changes that will be implemented during FY 2012 as described in Exhibit EO-1-A is hereby approved.
2. Each of the Chairman or the Vice Chairman of the Board of Commissioners, as required, and the President and Chief Executive Officer is hereby authorized to execute Exhibit EO-1-B and any other required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AHA's FY 2012 CATALYST Implementation Plan.
3. The President and Chief Executive Officer is authorized to submit AHA's FY 2012 CATALYST Implementation Plan and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as she shall deem necessary or appropriate or as may be required by HUD.
4. The President and Chief Executive Officer and any person or persons designated and authorized to so act by the President and Chief Executive Officer are hereby authorized to implement the projects, activities, initiatives and any policy changes set forth in the FY 2012 CATALYST Implementation Plan.

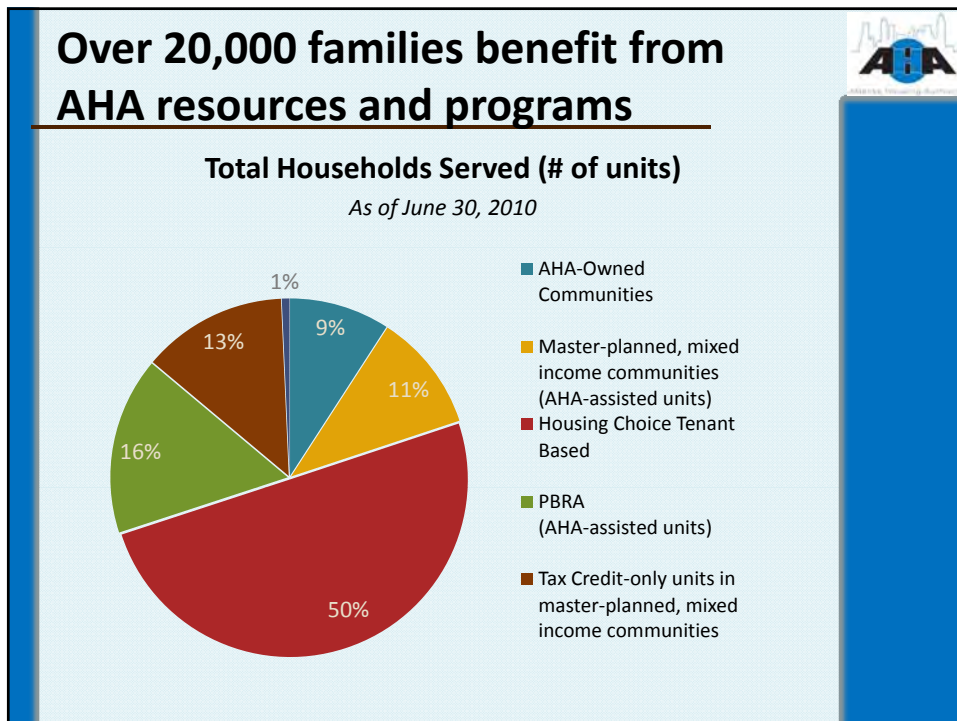


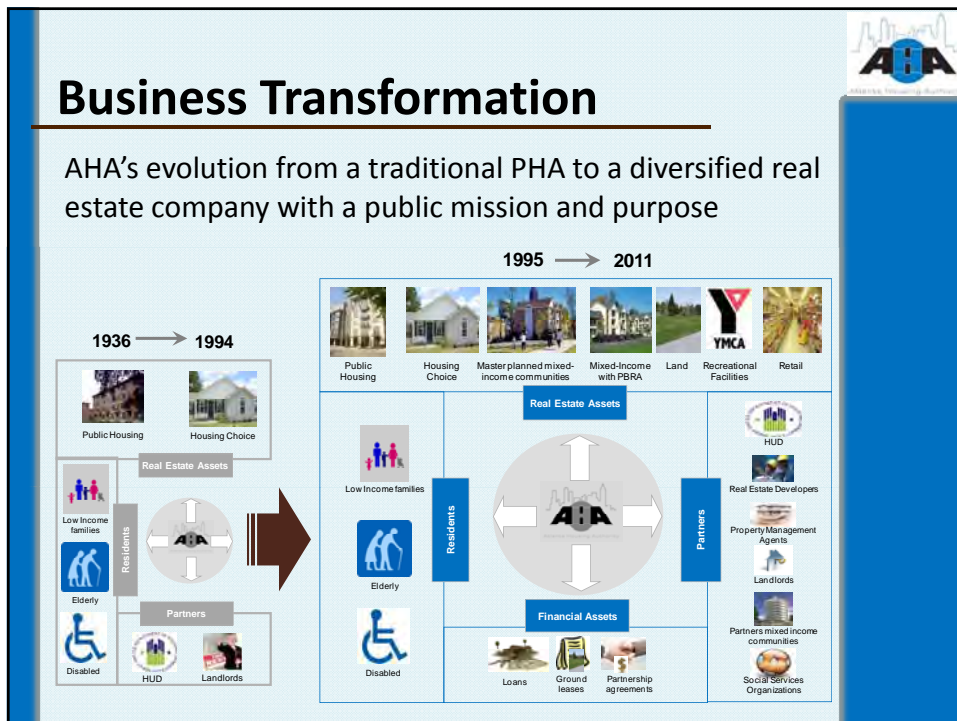
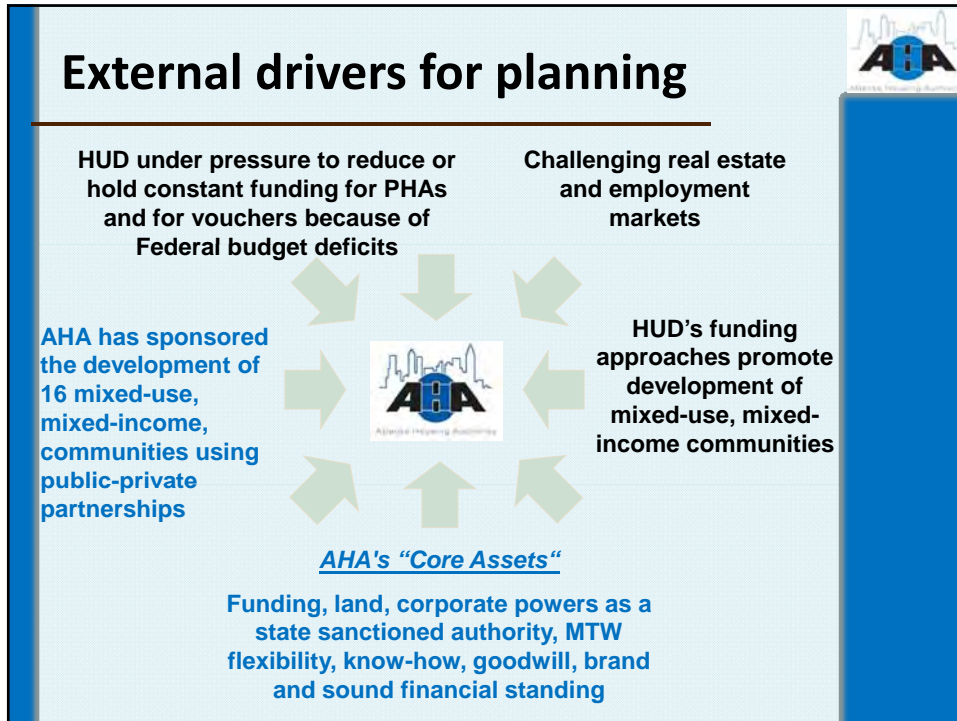
Atlanta Housing Authority

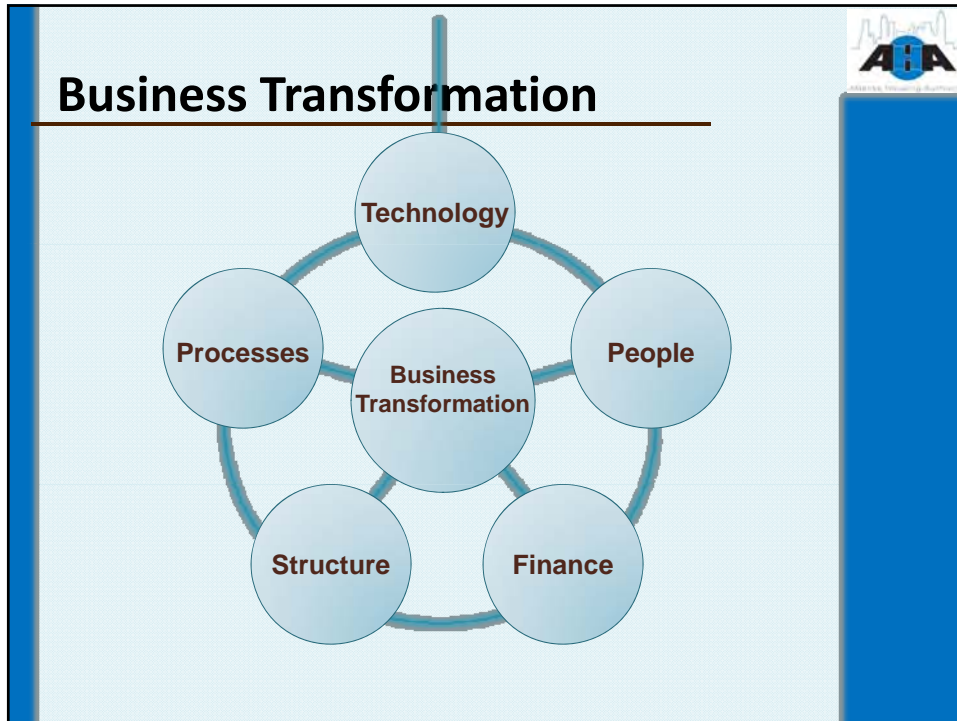
Exhibit EO-1-A

Fiscal Year 2012 MTW Annual Plan Overview


Atlanta, Georgia








- ## FY 2012 Priorities
- 1 Implement the integrated Enterprise Resource Planning solution.
 - 2 Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.
 - 3 Re-engineer the administration of the Housing Choice Voucher Program.
 - 4 Evolve AHA's asset management business model.



FY 2012 Priorities

- 5 Improve the quality of life at AHA-owned Communities by greening the properties and increasing efficiencies.
- 6 Advance the human development strategy through strategic partnerships.
- 7 Streamline AHA's Operations and strengthen AHA's financial position through new sources of funding and revenue and by managing costs.
- 8 Leverage AHA's human resources.




Priority 1: **Implement the integrated Enterprise Resource Planning solution.**

Integrated ERP Focus for FY 2012

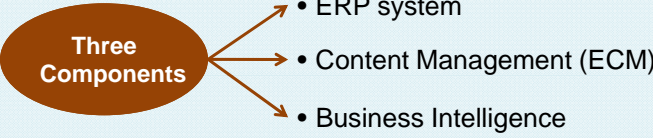
- Implement a fully integrated enterprise-wide solution to drive increased business productivity
- Designed to provide
 - enterprise-wide business process automation
 - automated third-party data-exchange
 - document management
 - online self-service capability
 - integrated business intelligence

Integrated ERP Solution






Integrated ERP Solution Activities



- ERP system
- Content Management (ECM)
- Business Intelligence

Project Portfolio

- Financials/Procurement
- Investment Management
- Construction & Grant Management
- Housing Choice Administration
- Self-Service Portals



Priority 2:

**Advance the Master Plans for
AHA-sponsored master-planned
mixed-use, mixed-income
communities.**

Revitalization Program Approach



AHA's strategic Revitalization Program incorporates a vision for:

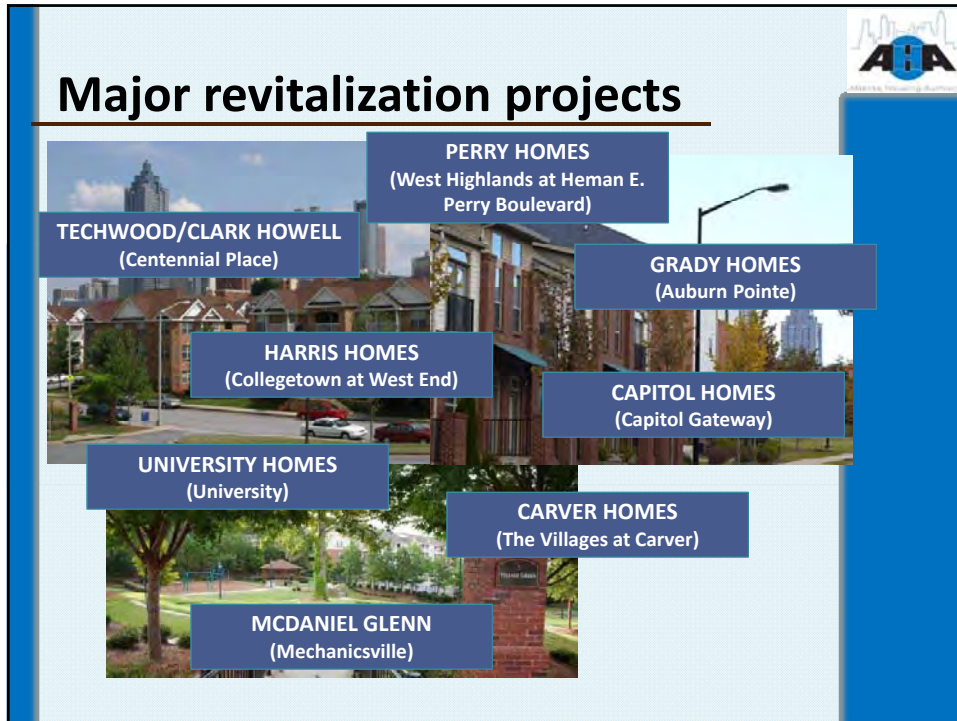
- Creating market-rate quality mixed-use, mixed-income children-centered communities
- Re-integration of the revitalized communities with surrounding neighborhoods
- Great recreational facilities, green space and parks
- Quality retail and commercial activities
- Supporting the creation of high performing neighborhood schools (pre-K to high school) by partnering with Atlanta Public Schools and others.

Revitalization Focus for FY 2012



Subject to financial and real estate market conditions, the availability of funding, and other real estate and economic development activity in the surrounding neighborhoods, AHA will:

- Continue to **advance phases for the revitalization** master plans already underway
- Develop Master Plans for **new mixed-use, mixed-income communities** and/or repositioning strategies for former QLI property sites
- **Acquire improved or unimproved real estate** to facilitate its revitalization programs and the creation of mixed-income, mixed-use projects or housing opportunities.
- **Sell, dispose or reposition properties** which are in the best interest of AHA and will support AHA's mission.



Revitalization Activities

McDaniel Glenn Revitalization

- Complete construction of Phase VI multifamily rental
- Disposition and sale of McDaniel Street Warehouse
- Off-site homeownership

Carver Revitalization

- Pryor Road corridor advanced for potential retail development
- Homeownership development on-hold until market conditions improve

Perry Homes Revitalization

- On-site homeownership development continues
- Construction of public improvements for Phase II
- Possible grant applications



Revitalization Activities

University Revitalization

- Complete master plan for University Revitalization
- Financial closing, public improvements and vertical construction work on Phase I senior rental
- Potential land swap with Clark Atlanta University
- Implementation of Choice Neighborhood Planning grant activities (if awarded)
- Additional grant applications (Choice Neighborhoods, Hope VI)

Techwood/Clark Howell Revitalization

- Potential land swap and submission of tax credit application for senior rental housing
- Redevelopment of Cupola Building



Acquisitions & Land Swaps

- AHA and its development partner(s) will continue to engage in acquisitions and related work as necessary to support the Master Plans and community sustainability.
- Acquired properties may be subject to remediation, demolition, disposition or redevelopment, including properties near Grady, Harris, McDaniel Glenn, University, Carver and Capitol Homes.
- Ongoing negotiations with a number of entities about land swaps to further support revitalization efforts.




Candidate Communities for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring, or Other Repositioning Activities

AHA-Sponsored Mixed-Income Communities

Ashley at Auburn Pointe	Columbia Park Citi at West Highlands
Ashley CollegeTown	Columbia Mechanicsville (Family) Apartments
Ashley CollegeTown II	Columbia Senior Residences at Mechanicsville
Ashley Courts at Cascade I	Mechanicsville Crossing
Ashley Courts at Cascade II	Mechanicsville Station
Ashley Courts at Cascade III	Columbia Village
Atrium at CollegeTown	Gardens at CollegeTown
Ashley Terrace at West End	Magnolia Park I
Capitol Gateway I	Magnolia Park II
Capitol Gateway II	Veranda at Auburn Pointe
Centennial Place I	Villages at Carver I
Centennial Place II	Villages at Carver II
Centennial Place III	Villages at Carver III
Centennial Place IV	Villages at Carver V
Columbia Commons	Village at Castleberry Hill I
Columbia Creste at West Highlands	Village at Castleberry Hill II
Columbia Estates at West Highlands	Villages of East Lake I
Columbia Grove at West Highlands	Villages of East Lake II

Quality of Life Initiative (QLI) Sites

- All families have been relocated and received at least 27 months of human development services.
- All properties have been demolished.
- In FY 2012, AHA is exploring:
 - Short-term and long-term strategies (which may involve ground leases) to earn income from land until revitalization plans are developed.
 - Strategic opportunities for disposal or repositioning of land.

Candidate Properties for Disposition or Other Repositioning Activities

<i>Quality of Life (QLI) Sites</i>	
▪ Bankhead Courts	▪ Leila Valley
▪ Bowen Homes	▪ Palmer House
▪ Englewood Manor	Highrise
▪ Herndon Homes	▪ Roosevelt House
▪ Hollywood Courts	Highrise
▪ Jonesboro North	▪ Thomasville
▪ Jonesboro South	Heights
	▪ U-Rescue Villa



Supportive Housing Resources

- Elderly Designated Housing
- Special Needs Designated Housing for Persons with Disabilities
- Proposing demonstration project to the Georgia Department of Human Resources to earmark 26 Medicaid Waivers to provide comprehensive services from one provider to developmentally and mentally disabled residents at The Gardens at CollegeTown



Funding New Development

- Revitalization of Englewood Manor
 - HOPE VI/Choice Neighborhoods grant applications
 - Located in Beltline Tax Allocation District
 - Incorporates Atlanta Regional Commission's Lifelong Communities approach
- Revitalization of University Homes
 - HOPE VI/Choice Neighborhoods grant applications
 - Aligning with Morehouse School of Medicine's Promise Neighborhood Planning Grant
- Early Childhood Learning Centers
 - Identifying opportunities for implementing model in revitalization communities



Homeownership

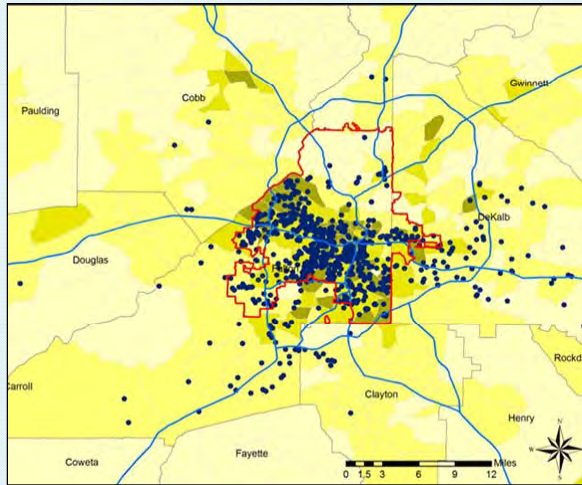
- Given current conditions in the real estate and financial markets, the on-site single family home development activity under various Master Plans is on-hold, except at West Highlands.
- Continue to advance off-site homeownership through:
 - Down Payment Assistance Program
 - Builder/Owners Agreement Initiative
 - Assists families with income up to 80% or 115% of area median income
 - Aids in single family home sales
 - Housing Choice Homeownership Program



Priority 3:
**Re-engineering the
administration of the Housing
Choice Voucher program.**



Families and Housing Choice Vouchers



Source: Monitoring and Evaluating the Atlanta Housing Authority's MTW Program: Comprehensive Final Report Covering 2004, 2007 and 2010, Thomas D. Boston, PhD and Linje R. Boston, COO

Housing Choice Focus for FY 2012

Continue transformation of its Housing Choice Voucher Program (HCVP) with a focus on:

- Identifying quality affordable housing opportunities in sustainable communities
 - Property Rating System
- Streamlining AHA's business processes to reduce costs of managing the program
 - Enterprise Resource Planning (ERP) Solution
 - Mail-in Re-certifications
 - Participant Portal
 - Landlord Portal
 - Gold Program for High-Performing Landlords
 - Performance-Based Inspection Frequency

Housing Choice Focus for FY 2012



Continue transformation of its Housing Choice Voucher Program (HCVP) with a focus on:

- Establishing strategic relationships with Landlords and utilizing private sector business practices
 - Landlord Rating System
- Creating incentives for families to achieve and maintain economic independence
 - Customer-focused Case Management
 - Re-designing the Work Requirement
 - Additional Simplified Rent Models

Priority 4:

Evolve AHA's asset management business model.



Asset Management Focus for FY 2012




AHA's asset management business model will be advanced by:

- Deploying the integrated ERP solution which provides:
 - Improvements in data exchange with partners
 - Real-time business intelligence and crucial visibility of assets for portfolio management
- Institutionalizing a private sector portfolio management approach to manage real estate and real estate investments
- Using PBRA to expand affordable housing opportunities
 - Continue to fulfill commitment in support of the Regional Commission on Homelessness
- Implementing a reformulation demonstration program

Reformulation Demonstration Program



- Strategic business case to sustain and preserve public/private investments in AHA-sponsored mixed-income, mixed-finance communities and ensure their continued viability and market competitiveness
- Authorized in AHA's Amended and Restated MTW Agreement
- Proposes the reformulation of the subsidy arrangement from public housing operating subsidy to AHA's Project Based Rental Assistance program, as conceptualized, designed and piloted by AHA.
- Seamless to residents.
- AHA would apply and, if approved, HUD would award incremental Housing Choice Voucher funding in connection with (1) a HUD-approved conversion process and (2) amending the mixed-finance transaction documents between AHA, its private sector development partners and their transaction investors.



Priority 5:
**Improve the quality of life at
AHA-owned Communities by
greening the properties and
increasing efficiencies.**



**AHA-Owned Communities
Focus for FY 2012**

- Continue renovations to transform from institutional “feel” to quality living environments
- Promote aging well for elderly and independent living for disabled adults

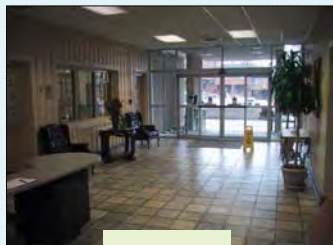
Other Key Activities

- Energy management
 - Implement an energy performance contract
- Utility management and conservation
 - Expand sustainability practices
 - Reduce utility costs in communities
- Aging Well Program
 - Continue current programs
 - Seek new funding sources

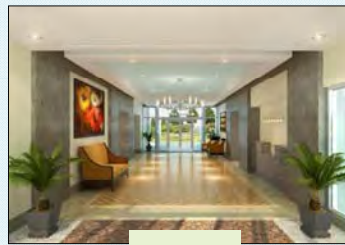


Stimulus Funds

- American Recovery and Reinvestment Act (ARRA) Funds
- Completing \$20 million in renovations of all AHA-Owned properties



Before



After



Candidate Communities for Innovative Subsidy Strategies, Rent Restructuring, Demolition, Disposition or Other Repositioning Activities



AHA-Owned Communities

11 Highrise Communities

- Barge Road
- Cheshire Bridge Road
- Cosby Spears Towers
- East Lake Towers
- Georgia Avenue
- Hightower Manor
- Juniper & 10th St.
- Marian Road Apartments
- Marietta Road
- Peachtree Road
- Piedmont Road

Two Family Communities

- Martin Street Plaza
- Westminster

Priority 6:

**Advance the human
development strategy through
strategic partnerships.**



Human Development Focus for FY 2012



Continue to provide linkages for AHA-assisted families to human services to facilitate and support:

- Opportunities for families to build capacity and resources and to reduce their dependency on subsidy
- Initiatives and strategies for great educational outcomes for children
 - Increase early childhood education opportunities for children ages 0-4 to ensure school readiness.
 - Improve academic performance and high school graduation rates for students in grades K – 12
- Initiatives that enable elderly and persons with disabilities to live independently and age well

Working Adults Activities



- *Thriving Family Index* (TFI) to measure family success and assist families in achieving goals
- Customer needs assessment and segmentation strategy
- Partnerships with groups that provide training and employment opportunities for unemployed and underemployed individuals
- Re-engineer the work/program temporary deferment process
- New funding sources

Pre-K to 12 Education Activities

- Family education about
 - Accredited early childhood education programs
 - Best-in-class K–12 educational opportunities
- Formalized early childhood education program at AHA
- New partnerships and funding sources
 - Early childhood education
 - Academic enrichment programs
- Data-sharing and research partnership with the Atlanta Public Schools



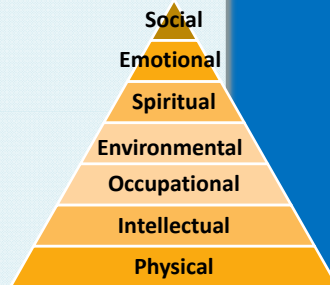
Aging Well Activities

- Aging Well Program at all 11 senior AHA-Owned Communities
- For elderly participant families in the Housing Choice program, work with service provider partners to implement AHA's Aging Well strategy
- Naturally Occurring Retirement Community (NORC) pilot continued implementation
- New federal, state, local, non-profit, foundation and/or private sector funding sources




Aging Well Program Goals

1. Enhance socialization, learning, and wellness opportunities
2. Make the physical spaces vibrant and active with programming
3. Incorporate technology to make spaces alive and improve resident connections to family and friends
4. Enhance connectivity to broader external community



Other Ongoing Activities

- Good Neighbor Program
- Customer and Community Relations Center
- Partnership with the Atlanta Habitat for Humanity
- New partnerships and funding sources
- Community and government relations to share impact of AHA's programs on Atlanta
 - Regular communications with public officials
 - Staff presence at meetings of Neighborhood Planning Unit (NPU) and Atlanta City Council Committees



Priority 7:
**Streamline AHA's Operations and
strengthen AHA's financial
position through new sources of
funding and revenue and by
managing costs .**



FY 2012 Capital Projects

FY 2012 Capital projects & demolition funded with capital funds and accumulated reserves include:

- Remaining QLI demolition activities
- Renovation projects at AHA-Owned Communities
- Land acquisitions in support of revitalization
- Gap financing to support the development of mixed-income, mixed-finance closings

Operational Efficiency Activities

In addition to the integrated ERP, other efficiency activities include:

- Local Asset Management Program
- P-Based Accounting including **Property, Portfolio, Program, Project, Phase.**
- Service level guarantee process for in-house development of standard agreements
- Green initiatives and utility management
- Remote work and telecommuting initiatives




Funding and Revenue Activities

AHA is expanding and exploring alternatives for increasing revenues:


- Fee-Based Contract Administration through business relationship with Georgia HAP Administrators, Inc.
(d.b.a. National Housing Compliance)*
- Consulting Services
- Rooftop revenue strategies for AHA buildings

*AHA earns unrestricted revenue in excess of operating expenses for this business arrangement. No MTW or other AHA restricted funds support this operation.





Priority 8:
Leverage AHA's
human resources.



Human Resources Activities

- People Strategy and Leadership Model
- Comprehensive Change Management Model
- New Performance Management System
- Organizational capabilities assessment
- Human Resource Information System (HRIS System)
- Enterprise-wide training program

Policy Development Process

Two governing policy documents :

- *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (Statement of Corporate Policies)
- *Statement of Policies Governing the Housing Choice Tenant Based Program* (Statement of Housing Choice Policies)



Proposed New Policy

Policies for Special Needs Populations

- Focused on special needs populations such as the homeless, persons with disabilities, U.S. military veterans, at-risk families and youth and other targeted groups that require stable housing to ensure the effectiveness of their supportive services case plans
- Tailored to provide “best fit” for supportive service case plans and unique housing needs
- Similar rent policies as used in AHA’s Project Based Rental Assistance program
- Win-win for participants, service providers, property owners, funders and AHA





**Annual Moving to Work Plan
Certifications of Compliance**

**U.S. Department of Housing and Urban Development
Office of Public and Indian Housing**

**Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2011, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
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Attachment B

1

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18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

The Housing Authority of the

City of Atlanta, Georgia

PHA Name

GA 006

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Cecil Phillips

Name of Authorized Official

Chairman, Board of Commissioners

Title

Signature

Date

SECRETARY'S CERTIFICATE

I, RENÉE LEWIS GLOVER, DO HEREBY CERTIFY that:


1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AHA"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AHA to submit its Fiscal Year 2012 Moving to Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on March 30, 2011 (the "Meeting").
4. The following Board members were present for the Meeting:

Cecil Phillips, Chair
Daniel Halpern
Wayne Jones
Yvonne Cowser Yancy
James Allen, Jr.

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

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 12th day of April 2011.



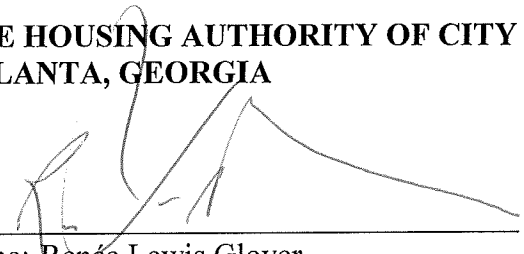


RENÉE LEWIS GLOVER,
Secretary

**CERTIFICATION TO U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT REGARDING THE HOUSING AUTHORITY OF THE CITY
OF ATLANTA, GEORGIA'S FY 2012 CATALYST IMPLEMENTATION PLAN**

On behalf of The Housing Authority of the City of Atlanta, Georgia ("AHA"), and in accordance with AHA's Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (the "MTW Agreement"), I hereby certify that AHA's FY 2012 CATALYST Implementation Plan (the "FY 2012 MTW Annual Plan") meets the substantive information reporting requirements of the Paperwork Reduction Act for the MTW Demonstration Program and HUD Form 50900 (OMB Control Number 2577-0216).

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

By: 
Name: Renée Lewis Glover
Title: President & CEO

Date: April 12, 2011

**Annual Moving to Work Plan
Certifications of Compliance**

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing

**Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2011, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 21, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 20.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

Appendix B - FY 2012 Annual Plan Resolution & Certifications

OMB Control Number: 2577-0216
Expiration Date: 12/31/2011

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

The Housing Authority of the

City of Atlanta, Georgia

PHA Name

GA 006

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Cecil Phillips

Name of Authorized Official

Chairman, Board of Commissioners

Title



Signature



Date

Attachment B

2

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification of Payments
to Influence Federal Transactions

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

Applicant Name

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

Program/Activity Receiving Federal Grant Funding

Moving To Work Demonstration Program

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Renée Lewis Glover

Title

President & Chief Executive Officer

Signature

Date (mm/dd/yyyy)

04/12/2011

Previous edition is obsolete

form HUD 50071 (3/98)
ref. Handbooks 7417.1, 7475.13, 7485.1, & 7485.3

Appendix B - FY 2012 Annual Plan Resolution & Certifications

Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

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

Program/Activity Receiving Federal Grant Funding

Moving To Work Demonstration Program

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;


g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. Sites for Work Performance. The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

See Attachment

Check here ☐ if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.
Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official Renée Lewis Glover	Title President & Chief Executive Officer
Signature 	Date 04/12/2011

X

form HUD-50070 (3/98)
ref. Handbooks 7417.1, 7475.13, 7485.1 & .3

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Table 1: AHA-Owned Residential Communities*

<u>HUD Project Number</u>	<u>Community</u>	<u>St. Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
GA006000540	Barge Rd. Highrise	2440 Barge Rd.	Atlanta,	Georgia	30331
GA006000470	Cheshire Bridge Rd. Highrise	2170 Cheshire Bridge Rd.	Atlanta,	Georgia	30324
GA006000241	Cosby Spear Highrise	355 North Ave.	Atlanta,	Georgia	30308
GA006000300	East Lake Highrise	380 East Lake Blvd.	Atlanta,	Georgia	30317
GA006000250	Georgia Ave. Highrise	174 Georgia Ave.	Atlanta,	Georgia	30312
GA006000530	Hightower Manor Highrise	2610 Martin Luther King Dr.	Atlanta,	Georgia	30311
GA006000430	Juniper and Tenth Highrise	150 Tenth St.	Atlanta,	Georgia	30309
GA006000520	Marian Rd. Highrise	760 Sidney Marcus Blvd.	Atlanta,	Georgia	30324
GA006000580	Marietta Rd. Highrise	2295 Marietta Rd.	Atlanta,	Georgia	30318
GA006000450	Peachtree Rd. Highrise	2240 Peachtree Rd.	Atlanta,	Georgia	30309
GA006000480	Piedmont Rd. Highrise	3601 Piedmont Rd., NE	Atlanta,	Georgia	30305
GA006000560	Martin St. Plaza	600 Martin St., SE	Atlanta,	Georgia	30312
GA006000440	Westminster	1422 Piedmont Ave.	Atlanta,	Georgia	30309

**AHA-Owned Communities are located in Fulton County, except East Lake Highrise which is located in DeKalb County.*

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Table 2: QLI-Impacted Communities*

<u>HUD Project Number</u>	<u>Community</u>	<u>St. Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
GA006000140	Palmer House Highrise ¹	430 Centennial Olympic Park Dr.	Atlanta,	Georgia	30313
GA006000270	Roosevelt House Highrise ¹	582 Centennial Olympic Park Dr.	Atlanta,	Georgia	30313
GA006000280	Bankhead Courts ²	3400 Maynard Ct.	Atlanta,	Georgia	30331
GA006000120	Bowen Homes ²	2804 Yates Dr.	Atlanta,	Georgia	30318
GA006000592	Herndon Homes ²	448 Gray St., NW	Atlanta,	Georgia	30318
GA006000200	Hollywood Courts ²	2515 Hollywood Ct.	Atlanta,	Georgia	30318
GA006000170	Thomasville Heights ²	1038 Henry Thomas Dr., SE	Atlanta,	Georgia	30315
GA0060230	Englewood Manor ³	1271 Gault St., SE	Atlanta,	Georgia	30315
GA0060320	Jonesboro North ³	2291 Jonesboro Rd.	Atlanta,	Georgia	30315
GA0060310	Jonesboro South ³	2471 Jonesboro Rd.	Atlanta,	Georgia	30315
GA0060240	U-Rescue Villa ³	355 North Ave., NE	Atlanta,	Georgia	30308
GA006029	Leila Valley ⁴	2413 Leila Lane, SE	Atlanta,	Georgia	30315

*Quality of Life Initiative (QLI)-Impacted Communities are located in Fulton County. These communities are all vacant and all but Palmer and Roosevelt are demolished. Palmer and Roosevelt demolition should be complete by June 2011 and be removed from PIC early in FY 2012.

1- Demolition should be complete by fiscal year-end 2011

2- AHA request for removal from PIC by fiscal year-end 2011

3- Removed from PIC in FY 2010

4- Removed from PIC in FY 2009

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Table 3: AHA Facilities and Land*

<u>HUD Project Numbers</u>	<u>Facility/Land</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
GA006060/ GA006051	Facilities Maintenance Shop**	749 McDaniel St.	Atlanta	Georgia	30310
GA006016	Fulton St./McDaniel Glenn**	Fulton St.	Atlanta	Georgia	30312
-	Harland Discovery Teen Center**	433 Peeples St., SW	Atlanta	Georgia	30310
GA006002	North Ave. Warehouse**	301 North Ave.	Atlanta	Georgia	30354
GA006033	Gilbert Gardens Annex**	Land Parcel ID: 0014-0033-0001-0107-4	Atlanta	Georgia	30354
GA006002	John Hope Model Building**	365 McDaniel St.	Atlanta	Georgia	30313
GA006000090	Cupola Building, Centennial Pl.	560 Centennial Olympic Park	Atlanta	Georgia	30313
GA006000090	Zell Miller Building	528 Merriots Ave.	Atlanta	Georgia	30313
GA006000100	Roosevelt Administration Building	676 Fair St.	Atlanta	Georgia	30314
-	The Housing Authority of the City of Atlanta, Georgia Corporate Office	230 John Wesley Dobbs Ave., NE	Atlanta	Georgia	30303
GA006000280	Bankhead Courts Community Center	3400 Maynard Ct. NW	Atlanta	Georgia	30331

** Properties are demolished, vacant or other uses.

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions
Table 4: Harris Homes Revitalization

Harris Homes Parcel ID	St. Address	City	State	Zip Code
14-0117-0002-021-5	299 Abbott St.	Atlanta	GA	30310
14-0117-0002-022-3	303 Abbott St.	Atlanta	GA	30310
14-0117-0002-023-1	307 Abbott St.	Atlanta	GA	30310
14-0117-0002-024-9	311 Abbott St.	Atlanta	GA	30310
14-0117-0003-055-2	316 Abbott St.	Atlanta	GA	30310
14-0117-0003-017-2	320 Abbott St.	Atlanta	GA	30310
14-0116-0010-085-1	279-281 Ashby St.	Atlanta	GA	30310
14-0116-0010-086-9	285 Ashby St.	Atlanta	GA	30310
14-0116-0010-119-8	295-299 Ashby St.	Atlanta	GA	30310
14-0117-0003-013	333 Ashby St.	Atlanta	GA	30310
14-0117-0002-029-8	Baldwin Pl.	Atlanta	GA	30310
14-0117-0002-045-4	Baldwin St.	Atlanta	GA	30310
14-0117-0002-046-2	Baldwin St.	Atlanta	GA	30310
14-0117-0002-030-6	291 Baldwin St.	Atlanta	GA	30310
14-0117-0002-031-4	297 Baldwin St.	Atlanta	GA	30310
14-0117-0002-032-2	303 Baldwin St.	Atlanta	GA	30310
14-0117-0002-028-0	304 Baldwin Pl.	Atlanta	GA	30310
14-0117-0002-033-0	309 Baldwin Pl.	Atlanta	GA	30310
14-0117-0002-035-5	315 Baldwin Pl.	Atlanta	GA	30310
14-0117-0002-027-2	1007 Baldwin St.	Atlanta	GA	30310
14-0117-0002-026	1003 Baldwin St.	Atlanta	GA	30310
14-0117-0002-025-6	993 Baldwin St.	Atlanta	GA	30310
14-0117-0002-036	1027 Baldwin St.	Atlanta	GA	30310
14-0117-0002-037-1	1031 Baldwin St.	Atlanta	GA	30310

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions

Table 4: Harris Homes Revitalization *continued*

<u>Harris Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-0002-038-9	1037 Baldwin St.	Atlanta	GA	30310
14-0117-0002-039-7	1041 Baldwin St.	Atlanta	GA	30310
14-0117-0002-040-5	1047 Baldwin St.	Atlanta	GA	30310
14-0117-0002-095-9	1059 Baldwin St.	Atlanta	GA	30310
14-0116-0010-083-6	Frank St.	Atlanta	GA	30314
14-0116-0010-084-4	928-930 Frank St.	Atlanta	GA	30314
14-0116-0010-082-8	936 Frank St.	Atlanta	GA	30314
14-0116-0010-080-2	944 Frank St.	Atlanta	GA	30314
14-0116-0010-079-4	948 Frank St.	Atlanta	GA	30314
14-0116-0010-078-6	952 Frank St.	Atlanta	GA	30314
14-0116-0010-077-8	954 Frank St.	Atlanta	GA	30314
14-0116-0010-076-0	960 Frank St.	Atlanta	GA	30314
14-0116-0010-075-2	964 Frank St.	Atlanta	GA	30314
14-0116-0010-074-5	968 Frank St.	Atlanta	GA	30314
14-0116-0010-109-9	980 Frank St.	Atlanta	GA	30314
14-0117-0003-054-5	325 Joseph E. Lowery Blvd.	Atlanta	GA	30314
14-0116-0010-027-3	Westview Dr.	Atlanta	GA	30314
14-0116-0010-093-5	Westview Dr.	Atlanta	GA	30314
14-0117-0002-003-3	Westview Dr.	Atlanta	GA	30314
14-0117-0003-008-1	Westview Dr.	Atlanta	GA	30314
14-0117-0002-017-3	Westview Dr.	Atlanta	GA	30314
14-0117-0002-014-0	Westview Dr.	Atlanta	GA	30314
14-0117-0003-010-7	926 Westview Dr.	Atlanta	GA	30314
14-0117-0003-009-9	930 Westview Dr.	Atlanta	GA	30314
14-0116-0010-089-3	931 Westview Dr.	Atlanta	GA	30310
14-0116-0010-090-1	935 Westview Dr.	Atlanta	GA	30310
14-0117-0003-007-3	938 Westview Dr.	Atlanta	GA	30310
14-0116-0010-091-9	939 Westview Dr.	Atlanta	GA	30310

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions

Table 4: Harris Homes Revitalization *continued*

Harris Homes Parcel ID	St. Address	City	State	Zip Code
14-0117-0003-064-4	940-42 Westview Dr.	Atlanta	GA	30310
14-0116-0010-092-7	943 Westview Dr.	Atlanta	GA	30310
14-0117-0003-004-0	944-946 Westview Dr.	Atlanta	GA	30310
14-0117-0003-003-2	948 Westview Dr.	Atlanta	GA	30310
14-0116-0010-094-3	949 Westview Dr.	Atlanta	GA	30310
14-0117-0003-002-4	952 Westview Dr.	Atlanta	GA	30310
14-0116-0010-095-0	953 Westview Dr.	Atlanta	GA	30310
14-0116-0010-096-8	957 Westview Dr.	Atlanta	GA	30310
14-0116-0010-108-1	961 Westview Dr.	Atlanta	GA	30310
14-0116-0010-099-2	967 Westview Dr.	Atlanta	GA	30310
14-0116-0010-100-8	975 Westview Dr.	Atlanta	GA	30310
14-0117-0002-101-5	978 Westview Dr.	Atlanta	GA	30310
14-0116-0010-030-7	981 Westview Dr.	Atlanta	GA	30310
14-0117-0002-099-1	984 Westview Dr.	Atlanta	GA	30310
14-0116-0010-029-9	985 Westview Dr.	Atlanta	GA	30310
14-0117-0002-100-7	990 Westview Dr.	Atlanta	GA	30310
14-0116-0010-028-1	993 Westview Dr.	Atlanta	GA	30310
14-0117-0002-019-9	994 Westview Dr.	Atlanta	GA	30310
14-0117-0002-018-1	998 Westview Dr.	Atlanta	GA	30310
14-0117-0002-016-5	1006 Westview Dr.	Atlanta	GA	30310
14-0117-0002-015-7	1012 Westview Dr.	Atlanta	GA	30310
14-0117-0002-013-2	1018 Westview Dr.	Atlanta	GA	30310
14-0117-0002-012-4	1020 Westview Dr.	Atlanta	GA	30310
14-0117-0002-011-6	1022 Westview Dr.	Atlanta	GA	30310
14-0117-0002-010-8	1026 Westview Dr.	Atlanta	GA	30310
14-0117-0002-009-0	1030 Westview Dr.	Atlanta	GA	30310
14-0117-0002-008-2	1032 Westview Dr.	Atlanta	GA	30310
14-0117-0002-007-4	1036 Westview Dr.	Atlanta	GA	30310

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions

Table 4: Harris Homes Revitalization *continued*

<u>Harris Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-0002-006-6	1040 Westview Dr.	Atlanta	GA	30310
14-0117-0002-005-8	1044 Westview Dr.	Atlanta	GA	30310
14-0117-0002-004-1	1052-1054 Westview Dr.	Atlanta	GA	30310
14-0117-0002-002-5	1056 Westview Dr.	Atlanta	GA	30310
14-0117-0002-001-7	1060 Westview Dr.	Atlanta	GA	30310

Acquisitions

The properties in Table 8 below are additional sites that AHA has acquired as part of the revitalization of Harris Homes.

Table 5: Harris Homes Revitalization (*additional sites*)

<u>Harris Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-LL-0010	406 Lawton St.	Atlanta	GA	30310
14-0116-0010-058-8	931 Frank St.	Atlanta	GA	30314
14-0116-0010-059-6	937 Frank St.	Atlanta	GA	30314
14-0116-0010-081-0	940 Frank St.	Atlanta	GA	30314
14-0116-0010-060-4	941 Frank St.	Atlanta	GA	30314
14-0116-0010-061-2	945 Frank St.	Atlanta	GA	30314

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions
Table 6: Magnolia Park Revitalization

<u>Magnolia Park Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0110-0004-034-3	875 Booker Washington Dr. NW	Atlanta	GA	30314
14-0110-0007-007-6	880 Booker Washington Dr.	Atlanta	GA	30314
14-0110-0004-036-8	883 Booker Washington Dr. NW	Atlanta	GA	30314
14-0110-0007-004-3	890/892 Booker Washington Dr.	Atlanta	GA	30314
14-0110-0009-017-3	Carter St. NW	Atlanta	GA	30314
14-0110-0009-019-9	765 Carter St.	Atlanta	GA	30314
14-0110-0009-018-1	767 Carter St. NW	Atlanta	GA	30314
14-0110-0009-021-5	81 James P Brawley Dr.	Atlanta	GA	30314
14-0110-0009-022-3	87 James P Brawley Dr.	Atlanta	GA	30314
14-0110-0009-023-1	91 James P Brawley Dr.	Atlanta	GA	30314
14-0110-0009-024-9	93 James P Brawley Dr.	Atlanta	GA	30314
14-0110-0009-025-6	95 James P Brawley Dr.	Atlanta	GA	30314
14-0110-0009-158-5	111 James P Brawley Dr. NW	Atlanta	GA	30314
14-0110-0009-003-3	760 Magnolia St.	Atlanta	GA	30314
14-0110-0009-002-5	768 Magnolia St.	Atlanta	GA	30314
14-0110-0007-006-8	886 Magnolia St.	Atlanta	GA	30314
14-0110-0007-056-3	892 Magnolia St. NW	Atlanta	GA	30314
14-0110-0005-089-6	791 Spencer St. NW	Atlanta	GA	30314
14-0110-0005-021-9	797 Spencer St. NW	Atlanta	GA	30314
14-0110-0005-022-7	801 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-059-0	835 Spencer St.	Atlanta	GA	30314
14-0110-0004-060-8	843 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-048-3	847 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-056-6	855 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-057-4	859 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-015-2	883 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-016-0	887 Spencer St. NW	Atlanta	GA	30314
14-0110-0004-018-6	895 Spencer St.	Atlanta	GA	30314

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions

Table 6: Magnolia Park Revitalization *continued*

<u>Magnolia Park Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0110-0005-006-0	804 Thurmond St. NW	Atlanta	GA	30314
14-0110-0004-053-3	834 Thurmond St.	Atlanta	GA	30314
14-0110-0004-054-1	838 Thurmond St. NW	Atlanta	GA	30314
14-0110-0004-061-6	846 Thurmond St. NW	Atlanta	GA	30314
14-0110-0004-064-0	842 Thurmond St. NW	Atlanta	GA	30314
14-0010-0004-062-4	850 Thurmond St. NW	Atlanta	GA	30314

Acquisitions

Table 7: Carver Homes Revitalization

<u>Carver Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0072-0002-031-7	0 Pryor Rd. SW	Atlanta	GA	30315
14-0073-LL-008-7	1463 South Pryor Rd. SW	Atlanta	GA	30315
14-0072-0002-007-7	1569 Pryor Rd. SW	Atlanta	GA	30315
14-0072-0002-008-5	1599 Pryor Rd. SW	Atlanta	GA	30315
14-0072-0002-012-7	1623 Pryor Rd. SW	Atlanta	GA	30315
14-0072-0006-095-8	1765 New South Pryor Rd.	Atlanta	GA	30315
14-0072-0006-089-1	0 New South Pryor Rd.	Atlanta	GA	30315
14-0072-0006-094-1	257 Amal Dr.	Atlanta	GA	30315

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions

Table 8: University Homes Revitalization

<u>University Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0084-0005-041-9	605-607 Fair St.	Atlanta	GA	30314
14-0084-0005-043-5	615 Fair St.	Atlanta	GA	30314
14-0109-0005-083-2	649 Fair St.	Atlanta	GA	30314
14-0109-0005-082-4	651 Fair St.	Atlanta	GA	30314
14-0109-0005-041	653 Fair St.	Atlanta	GA	30314
14-0084-0005-073-3	655 Fair St.	Atlanta	GA	30314
14-0084-0005-090-6	136 Vine St.	Atlanta	GA	30314
14-0084-0005-091-4	138 Vine St.	Atlanta	GA	30314
14-0084-0005-051-8	140 Vine St.	Atlanta	GA	30314
14-0084-0005-050-0	146 Vine St.	Atlanta	GA	30314
14-0084-0005-049-2	152 Vine St.	Atlanta	GA	30314
14-0084-0005-048-4	158 Vine St.	Atlanta	GA	30314
14-0109-0005-047	162 Vine St.	Atlanta	GA	30314
14-0084-0005-046-8	168 Vine St.	Atlanta	GA	30314
14-0084-0005-044-3	172 Vine St.	Atlanta	GA	30314
14-0084-0005-034-4	175 Walnut St.	Atlanta	GA	30314

Acquisitions

Table 9: Grady Homes Revitalization

<u>Grady Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0045-0006-037-4	380 Decatur St.	Atlanta	GA	30312
14-0046-0010-204-3	15 Hilliard St.	Atlanta	GA	30312
14-0045-0001-059-3	0 Hilliard St.	Atlanta	GA	30312
14-0045-0001-058-5	20 Hilliard St.	Atlanta	GA	30312
14-0045-0001-029-6	0 William Holmes Borders Sr. Dr.	Atlanta	GA	30312

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions
Table 10: Capitol Homes Revitalization

<u>Capitol Homes Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0046-0010-141-7	333 Auburn Ave	Atlanta	GA	30312
14-0046-0010-140-9	333 Auburn Ave	Atlanta	GA	30312
14-0046-0010-197-9	333 Auburn Ave	Atlanta	GA	30312
14-0044-0001-016-4	341 Memorial Dr.	Atlanta	GA	30312
14-0044-0001-108-9	359 Memorial Dr.	Atlanta	GA	30312
14-0044-0001-109-7	0 Memorial Dr.	Atlanta	GA	30312
14-0044-0001-101-4	361 Memorial Dr.	Atlanta	GA	30312
14-0044-0001-099-0	363 Memorial Dr.	Atlanta	GA	30312
14-0044-0001-022-2 *	381 Memorial Dr.	Atlanta	GA	30312
14-0044-0001-023-0 *	303 Oakland Ave	Atlanta	GA	30312
14-0044-0001-024-8 *	0 Oakland Ave	Atlanta	GA	30312

* To be acquired by fiscal year-end 2011 (4th quarter)

Acquisitions
Table 11: McDaniel Glenn Revitalization

<u>Block 85 Parcel ID</u>	<u>St. Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0085-0013-079-8	0 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-081-4	0 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-082-2	0 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-083-0	0 Ray Aly	Atlanta	GA	30312
14-0085-0013-084-8	394 Crumley St.	Atlanta	GA	30312
14-0085-0013-085-5	390 Crumley St.	Atlanta	GA	30312
14-0085-0013-088-9	376 Crumley St.	Atlanta	GA	30312
14-0085-0013-092-1	579 Ira St.	Atlanta	GA	30312
14-0085-0013-094-7	587 Ira St.	Atlanta	GA	30312
14-0085-0013-095-4	0 Ira St.	Atlanta	GA	30312

Certification for a Drug-Free Workplace Attachment

Appendix B - FY 2012 Annual Plan Resolution & Certifications
Certification for a Drug-Free Workplace Attachment

Acquisitions

Table 11: McDaniel Glenn Revitalization *continued*

Block 85 Parcel ID	St. Address	City	State	Zip Code
14-0085-0013-096-2	0 Ira St.	Atlanta	GA	30312
14-0085-0013-097-0	595 Ira St.	Atlanta	GA	30312
14-0085-0013-098-8	599 Ira St.	Atlanta	GA	30312
14-0085-0013-099-6	603 Ira St.	Atlanta	GA	30312
14-0085-0013-100-2	0 Ira St.	Atlanta	GA	30312
14-0085-0013-101-0	0 Glenn St.	Atlanta	GA	30312
14-0085-0013-102-8	385 Glenn St.	Atlanta	GA	30312
14-0085-0013-105-1	0 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-107-7	0 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-108-5	584 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-110-1	0 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-113-5	0 Ray Aly	Atlanta	GA	30312
14-0085-0013-114-3	592 Whitehall Ter.	Atlanta	GA	30312
14-0085-0013-119-2	602 Whitehall Ter.	Atlanta	GA	30312

Acquisitions

Table 12: Perry Homes Revitalization

Perry Homes Parcel ID	St. Address	City	State	Zip Code
17-0228-LL-022-5	2000 Perry Blvd	Atlanta	GA	30318

Certification for a Drug-Free Workplace Attachment

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 1: AHA-Owned Residential Communities*

<u>HUD Project Number</u>	<u>Community</u>	<u>Street Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
GA006000540	Barge Road Highrise	2440 Barge RD	Atlanta,	Georgia	30331
GA006000470	Cheshire Bridge Road Highrise	2170 Cheshire Bridge RD	Atlanta,	Georgia	30324
GA006000241	Cosby Spear Highrise	355 North AVE	Atlanta,	Georgia	30308
GA006000300	East Lake Highrise	380 East Lake BLVD	Atlanta,	Georgia	30317
GA006000250	Georgia Avenue Highrise	174 Georgia AVE	Atlanta,	Georgia	30312
GA006000530	Hightower Manor Highrise	2610 Martin Luther King DR	Atlanta,	Georgia	30311
GA006000430	Juniper and Tenth Highrise	150 Tenth ST	Atlanta,	Georgia	30309
GA006000520	Marian Road Highrise	760 Sidney Marcus BLVD	Atlanta,	Georgia	30324
GA006000580	Marietta Road Highrise	2295 Marietta RD	Atlanta,	Georgia	30318
GA006000450	Peachtree Road Highrise	2240 Peachtree RD	Atlanta,	Georgia	30309
GA006000480	Piedmont Road Highrise	3601 Piedmont RD, NE	Atlanta,	Georgia	30305
GA006000560	Martin Street Plaza	600 Martin ST, SE	Atlanta,	Georgia	30312
GA006000440	Westminster	1422 Piedmont AVE	Atlanta,	Georgia	30309

*AHA-Owned Residential Communities are located in Fulton County, except East Lake Highrise which is located in DeKalb County. These communities are candidates for demolition, disposition, subsidy reformulation, and/or other repositioning activities.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 2: QLI-Impacted Communities[✱]

<u>HUD Project Number</u>	<u>Community</u>	<u>Street Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>	<u>Status Update</u>
GA006000140	Palmer House Highrise	430 Centennial Olympic Park DR	Atlanta,	Georgia	30313	Demolition should be complete by fiscal year-end 2011
GA006000270	Roosevelt House Highrise	582 Centennial Olympic Park DR	Atlanta,	Georgia	30313	Demolition should be complete by fiscal year-end 2011
GA006000280	Bankhead Courts	3400 Maynard CT	Atlanta,	Georgia	30331	AHA request for removal from PIC by fiscal year-end 2011
GA006000120	Bowen Homes	2804 Yates DR	Atlanta,	Georgia	30318	AHA request for removal from PIC by fiscal year-end 2011
GA006000592	Herndon Homes	448 Gray ST, NW	Atlanta,	Georgia	30318	AHA request for removal from PIC by fiscal year-end 2011
GA006000200	Hollywood Courts	2515 Hollywood CT	Atlanta,	Georgia	30318	AHA request for removal from PIC by fiscal year-end 2011
GA006000170	Thomasville Heights	1038 Henry Thomas DR, SE	Atlanta,	Georgia	30315	AHA request for removal from PIC by fiscal year-end 2011
GA0060230	Englewood Manor	1271 Gault ST, SE	Atlanta,	Georgia	30315	Removed from PIC in FY 2010
GA0060320	Jonesboro North	2291 Jonesboro RD	Atlanta,	Georgia	30315	Removed from PIC in FY 2010
GA0060310	Jonesboro South	2471 Jonesboro RD	Atlanta,	Georgia	30315	Removed from PIC in FY 2010
GA0060240	U-Rescue Villa	355 North AVE, NE	Atlanta,	Georgia	30308	Removed from PIC in FY 2010
GA006029	Leila Valley	2413 Leila LN, SE	Atlanta,	Georgia	30315	Removed from PIC in FY 2009

[✱]Quality of Life Initiative-Impacted Communities are located in Fulton County. These communities are all vacant and all but Palmer and Roosevelt are demolished. Palmer and Roosevelt demolition should be complete by June 2011 and will be removed from PIC early in FY 2012. These properties are all candidates for partial or full disposition or other repositioning activities.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 3: Revitalization Communities^{}**

<u>Former Public Housing Development</u>	<u>New Revitalized Community</u>	<u>Street Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
Grady Homes Antoine Graves Antoine Graves Annex	Auburn Pointe	Refer to Tables 4 & 5 to for Auburn Pointe phases and addresses			
Carver Homes	Villages at Carver	Refer to Table 4 for Villages of Carver phases and addresses			
Capitol Homes	Capitol Gateway	Refer to Tables 4 & 5 for Capitol Gateway phases and addresses			
Harris Homes John O. Chiles John O. Chiles Annex	CollegeTown at West End	Refer to Tables 4 & 5 for CollegeTown phases and addresses			
McDaniel Glenn McDaniel Glenn Annexes Martin Luther King Towers Highrise	Mechanicsville	Refer to Tables 4 & 5 for Mechanicsville phases and addresses			
Perry Homes	West Highlands at Heman E. Perry Boulevard	Refer to Tables 4 & 5 for West Highlands phases and addresses			
University Homes	TBD	-			
Clark Howell/Techwood Homes	Centennial Place	Refer to Table 4 for Centennial PL phases and addresses			

^{**} These communities are in an active redevelopment process, which includes one or more of the following phases: master planning, resident relocation, demolition, disposition, construction, lease-up, and subsidy reformulation.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 4: AHA Sponsored Mixed-Income, Mixed-Finance Communities

<u>HUD Project Number</u>	<u>Community</u>	<u>Street Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
GA006001080	Ashley at Auburn Pointe I ★	322 Decatur ST	Atlanta	Georgia	30312
GA006000930	Ashley CollegeTown I	387 Joseph E. Lowery BLVD SW	Atlanta	Georgia	30310
GA006001090	Ashley CollegeTown II ★	990 Westview DR SW	Atlanta	Georgia	30310
GA006000830	Ashley Courts at Cascade I	1371 Kimberly Way	Atlanta	Georgia	30331
GA006000870	Ashley Courts at Cascade II	1371 Kimberly Way	Atlanta	Georgia	30331
GA006000900	Ashley Courts at Cascade III	1371 Kimberly Way	Atlanta	Georgia	30331
GA006001030	Atrium at CollegeTown ★	435 Joseph E. Lowery BLVD	Atlanta	Georgia	30310
GA006000840	Ashley Terrace at West End	717 Lee ST	Atlanta	Georgia	30310
GA006000970	Capitol Gateway I	79 Woodward AVE	Atlanta	Georgia	30312
GA006000990	Capitol Gateway II ★	79 Woodward AVE	Atlanta	Georgia	30312
GA006000770	Centennial Place I	526 Centennial Olympic Park DR	Atlanta	Georgia	30313
GA006000771	Centennial Place II	526 Centennial Olympic Park DR	Atlanta	Georgia	30313
GA006000772	Centennial Place III	526 Centennial Olympic Park DR	Atlanta	Georgia	30313
GA006000773	Centennial Place IV	526 Centennial Olympic Park DR	Atlanta	Georgia	30313
GA006000920	Columbia Commons ★	2524 Martin Luther King, Jr. DR	Atlanta	Georgia	30311
GA006000950	Columbia Creste at West Highlands	1903 Drew DR NW	Atlanta	Georgia	30318
GA006000890	Columbia Estates at West Highlands	1710 Noel ST NW	Atlanta	Georgia	30318
GA006000960	Columbia Grove at West Highlands	1783 Johnson RD NE	Atlanta	Georgia	30318
GA006000940	Columbia Park Citi at West Highlands	921 Westmoreland AVE	Atlanta	Georgia	30318
GA006001000	Columbia Mechanicsville (Family) Apartments ★	500 McDaniel ST	Atlanta	Georgia	30312
GA006001010	Columbia Senior Residences at Mechanicsville ★	555 McDaniel ST	Atlanta	Georgia	30312
GA006001050	Mechanicsville Crossing ★	565 Wells ST	Atlanta	Georgia	30312
GA006001060	Mechanicsville Station ★	520 Fulton ST	Atlanta	Georgia	30312
GA006000810	Columbia Village ★★	100 Jessica AVE	Decatur	Georgia	30032
GA006001070	Gardens at CollegeTown	899 Park ST	Atlanta	Georgia	30310
GA006000820	Magnolia Park I	60 Paschal BLVD	Atlanta	Georgia	30314
GA006000860	Magnolia Park II	60 Paschal BLVD	Atlanta	Georgia	30314

★ These phases include PBRA and Annual Contributions Contract (ACC) assisted units in their portfolio.

★★ Each AHA sponsored mixed-income, mixed finance community is located in Fulton County, except Columbia Village, which is located in DeKalb County.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 4: AHA Sponsored Mixed-Income, Mixed Finance Communities *continued*

<u>HUD Project Number</u>	<u>Community</u>	<u>Street Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
GA006001040	Veranda at Auburn Pointe ★	115 Hilliard ST	Atlanta	Georgia	30312
GA006000850	Villages at Carver I	174 Moury DR	Atlanta	Georgia	30315
GA006000910	Villages at Carver II	174 Moury DR	Atlanta	Georgia	30315
GA006000880	Villages at Carver III	174 Moury DR	Atlanta	Georgia	30315
GA006001020	Villages at Carver V	174 Moury DR	Atlanta	Georgia	30315
GA006000610	Village at Castleberry Hill I	600 Greensferry AVE	Atlanta	Georgia	30314
GA006000800	Village at Castleberry Hill II	600 Greensferry AVE	Atlanta	Georgia	30314
GA006000650	Villages of East Lake I ★★	460 Eastlake BLVD	Atlanta	Georgia	30317
GA006000780	Villages of East Lake II ★★	460 Eastlake BLVD	Atlanta	Georgia	30317

★ These phases include PBRA and Annual Contributions Contract (ACC) assisted units in their portfolio.

★★ Each AHA sponsored mixed-income, mixed finance community is located in Fulton County, except Villages of East Lake I and II which are located in DeKalb County.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 5: Project Based Rental Assistance (PBRA) Communities*

<u>Community</u>	<u>Street Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
Adamsville Green	3537 Martin Luther King Jr. DR	Atlanta	Georgia	30331
Arcadia at Parkway Village	5150 Thompson RD	Fairburn	Georgia	30213
Ashley at Auburn Pointe I *	322 Decatur ST	Atlanta	Georgia	30312
Ashley CollegeTown II *	990 Westview DR SW	Atlanta	Georgia	30310
Ashton Browns Mill	500 Cleveland AVE	Atlanta	Georgia	30310
Atrium at CollegeTown *	435 Joseph E. Lowery BLVD	Atlanta	Georgia	30310
Auburn Glenn	49 Boulevard SE	Atlanta	Georgia	30312
Avalon Park Family	2798 Peek RD	Atlanta	Georgia	30318
Avalon Park Senior	2748 Donald L. Hollowell PKWY	Atlanta	Georgia	30318
Avalon Ridge	183 Mt. Zion RD	Atlanta	Georgia	30354
Campbell Stone	2911 Pharr CT NW	Atlanta	Georgia	30305
Capitol Gateway II *	79 Woodward AVE	Atlanta	Georgia	30312
Columbia Colony Senior	2999 Continental Colony PKWY	Atlanta	Georgia	30331
Columbia Commons *	2524 Martin Luther King, Jr. DR	Atlanta	Georgia	30311
Columbia Heritage at West Highlands	1900 Perry BLVD NW	Atlanta	Georgia	30318
Columbia High Point Senior	220 Bowen CIR	Atlanta	Georgia	30315
Columbia Mechanicsville Family *	500 McDaniel ST SW	Atlanta	Georgia	30312
Columbia Mechanicsville Senior *	555 McDaniel ST SW	Atlanta	Georgia	30312
Columbia Senior Residences at Blackshear	14 Meldon AVE SW	Atlanta	Georgia	30315
Columbia Senior Residences at Edgewood	1281 Caroline ST	Atlanta	Georgia	30301
Columbia Senior Residences at MLK	125 Logan ST	Atlanta	Georgia	30312
Columbia South River Gardens	3450 Forest Park	Atlanta	Georgia	30354
Columbia at Sylvan Hills	1150 Astor AVE	Atlanta	Georgia	30310
Columbia Tower at MLK Village	380 Martin ST	Atlanta	Georgia	30312
Columbia Townhouse at Edgewood	1412-1420 Hardee ST 84-187 Hutchinson ST 153-187 Lowry ST 130 and 144 Mayson	Atlanta	Georgia	30307

* These phases include PBRA and Annual Contributions Contract (ACC) assisted units in their portfolio.

*PBRA Communities are located in Fulton County.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 5: Project Based Rental Assistance (PBRA) Communities[★] *continued*

<u>Community</u>	<u>Address</u>	<u>City</u>	<u>GA</u>	<u>Zip Code</u>
Constitution Avenue Apartments	960 Constitution AVE	Atlanta	Georgia	30315
Crogman School	1093 West AVE	Atlanta	Georgia	30315
First Step	1250 Donnelly ST	Atlanta	Georgia	30310
Gates Park-Park Commons HFOP	200 Peyton PL	Atlanta	Georgia	30311
Gates Park-Park Commons HFS	150 Peyton PL	Atlanta	Georgia	30311
Gateway at Northside Village	370 Northside DR	Atlanta	Georgia	30318
GE Towers	490 Glenn ST	Atlanta	Georgia	30312
Hampton Oaks	1955 Ladawn LN	Atlanta	Georgia	30318
Heritage Green	2891 Springdale RD	Atlanta	Georgia	30315
Heritage Station I	765 McDaniel ST	Atlanta	Georgia	30310
Heritage Station II	765 McDaniel ST	Atlanta	Georgia	30310
Highbury Terraces	40 Mount Zion RD	Atlanta	Georgia	30319
Legacy at Walton Lakes	4725 Walton XING	Atlanta	Georgia	30331
Mechanicsville Crossing ★	565 Wells ST	Atlanta	Georgia	30312
Mechanicsville Station ★	520 Fulton ST	Atlanta	Georgia	30312
The Parks at Scott's Crossing	1620 Hollywood RD NW	Atlanta	Georgia	30318
The Peaks at MLK	2423 Martin Luther King, Jr. DR	Atlanta	Georgia	30311
Renaissance at Park Place South	240 Amal DR	Atlanta	Georgia	30315
Seven Courts	2800 Martin Luther King, Jr. DR	Atlanta	Georgia	30311
Summit Trail	2045 Graham CIR	Atlanta	Georgia	30316
Veranda at Auburn Pointe ★	115 Hilliard ST	Atlanta	Georgia	30312
Veranda at Auburn Pointe II	55 Hilliard ST	Atlanta	Georgia	30312
Veranda at Auburn Pointe III	315 Tanner ST	Atlanta	Georgia	30312
Veranda at Carver	214 Thirkeld AVE	Atlanta	Georgia	30315
Veranda at CollegeTown	372 Legacy DR	Atlanta	Georgia	30310
Villas of H.O.P.E.	385 Holly ST NW	Atlanta	Georgia	30318
Welcome House	234 Memorial DR	Atlanta	Georgia	30331
Woodbridge at PKWY Village	0 Southwood and Thompson RD	Fairburn	Georgia	30213

★ These phases include PBRA and Annual Contributions Contract (ACC) assisted units in their portfolio.

★ PBRA Communities are located in Fulton County.

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Table 6: AHA Facilities and Land^{}**

<u>HUD Project Numbers</u>	<u>Facility/Land</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>	<u>Status Update</u>
GA006060/ GA006051	Facilities Maintenance Shop	749 McDaniel ST	Atlanta	Georgia	30310	Demolition or Disposition Plans for FY 2011
GA006016	Fulton Street/McDaniel Glenn	0 Fulton ST	Atlanta	Georgia	30312	Vacant Property
-	Harland Discovery Teen Center	433 Peebles ST SW	Atlanta	Georgia	30310	Demolished
GA006002	North Avenue Warehouse	301 North AVE	Atlanta	Georgia	30354	Demolished
GA006033	Gilbert Gardens Annex	Land Parcel ID: 0014-0033-0001-0107-4	Atlanta	Georgia	30354	Demolished
GA006002	John Hope Model Building	365 McDaniel ST	Atlanta	Georgia	30313	Demolished; Converted to a Park
GA006000090	Cupola Building, Centennial Place	560 Centennial Olympic Park	Atlanta	Georgia	30313	Historic property, working with development partner to determine future use
GA006000090	Zell Miller Building	528 Merritts AVE	Atlanta	Georgia	30313	Currently used as offices of Integral Youth and Family Project
GA006000100	Roosevelt Administration Building	676 Fair ST	Atlanta	Georgia	30314	Part of University Choice Neighborhood application.
-	The Housing Authority of the City of Atlanta, Georgia Corporate Office	230 John Wesley Dobbs AVE, NE	Atlanta	Georgia	30303	AHA corporate office
GA006000280	Bankhead Courts Community Center	3400 Maynard CT NW	Atlanta	Georgia	30331	Being used by Atlanta Public Schools through an access agreement. AHA considering disposition application.

^{**}Candidate Properties for Disposition, excluding the Housing Authority of the City of Atlanta, Georgia Corporate Office

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

The properties in Table 7 below were acquired by AHA through a land swap with College Partners, Inc. (CPI) and subsequent condemnations as part of the revitalization of Harris Homes. These properties are also candidates for demolition and/or disposition or will be used to expand AHA's real estate portfolio, provide affordable and/or mixed-income, mixed-use housing opportunities, and support local revitalization initiatives to stabilize local neighborhoods.

Table 7: Harris Homes Revitalization

<u>Harris Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-0002-021-5	299 Abbott ST	Atlanta	GA	30310
14-0117-0002-022-3	303 Abbott ST	Atlanta	GA	30310
14-0117-0002-023-1	307 Abbott ST	Atlanta	GA	30310
14-0117-0002-024-9 *	311 Abbott ST	Atlanta	GA	30310
14-0117-0003-055-2	316 Abbott ST	Atlanta	GA	30310
14-0117-0003-017-2	320 Abbott ST	Atlanta	GA	30310
14-0116-0010-085-1	279-281 Ashby ST	Atlanta	GA	30310
14-0116-0010-086-9	285 Ashby ST	Atlanta	GA	30310
14-0116-0010-119-8	295-299 Ashby ST	Atlanta	GA	30310
14-0117-0003-013	333 Ashby ST	Atlanta	GA	30310
14-0117-0002-029-8	0 Baldwin PL	Atlanta	GA	30310
14-0117-0002-045-4	0 Baldwin ST	Atlanta	GA	30310
14-0117-0002-046-2	0 Baldwin ST	Atlanta	GA	30310
14-0117-0002-030-6	291 Baldwin ST	Atlanta	GA	30310
14-0117-0002-031-4	297 Baldwin ST	Atlanta	GA	30310
14-0117-0002-032-2	303 Baldwin ST	Atlanta	GA	30310
14-0117-0002-028-0	304 Baldwin PL	Atlanta	GA	30310
14-0117-0002-033-0	309 Baldwin PL	Atlanta	GA	30310
14-0117-0002-035-5 *	315 Baldwin PL	Atlanta	GA	30310
14-0117-0002-027-2 *	1007 Baldwin ST	Atlanta	GA	30310
14-0117-0002-026 *	1003 Baldwin ST	Atlanta	GA	30310
14-0117-0002-025-6	993 Baldwin ST	Atlanta	GA	30310
14-0117-0002-036	1027 Baldwin ST	Atlanta	GA	30310
14-0117-0002-037-1	1031 Baldwin ST	Atlanta	GA	30310

^{**} *Candidate Properties for Demolition and/or Disposition*

* *Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 7: Harris Homes Revitalization *continued*

<u>Harris Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-0002-038-9	1037 Baldwin ST	Atlanta	GA	30310
14-0117-0002-039-7	1041 Baldwin ST	Atlanta	GA	30310
14-0117-0002-040-5	1047 Baldwin ST	Atlanta	GA	30310
14-0117-0002-095-9	1059 Baldwin ST	Atlanta	GA	30310
14-0116-0010-083-6	0 Frank ST	Atlanta	GA	30314
14-0116-0010-084-4	928-930 Frank ST	Atlanta	GA	30314
14-0116-0010-082-8	936 Frank ST	Atlanta	GA	30314
14-0116-0010-080-2	944 Frank ST	Atlanta	GA	30314
14-0116-0010-079-4	948 Frank ST	Atlanta	GA	30314
14-0116-0010-078-6	952 Frank ST	Atlanta	GA	30314
14-0116-0010-077-8	954 Frank ST	Atlanta	GA	30314
14-0116-0010-076-0	960 Frank ST	Atlanta	GA	30314
14-0116-0010-075-2	964 Frank ST	Atlanta	GA	30314
14-0116-0010-074-5	968 Frank ST	Atlanta	GA	30314
14-0116-0010-109-9	980 Frank ST	Atlanta	GA	30314
14-0117-0003-054-5	325 Joseph E. Lowery BLVD	Atlanta	GA	30314
14-0116-0010-027-3	0 Westview DR	Atlanta	GA	30314
14-0116-0010-093-5	0 Westview DR	Atlanta	GA	30314
14-0117-0002-003-3	0 Westview DR	Atlanta	GA	30314
14-0117-0003-008-1	0 Westview DR	Atlanta	GA	30314
14-0117-0002-017-3	0 Westview DR	Atlanta	GA	30314
14-0117-0002-014-0	0 Westview DR	Atlanta	GA	30314
14-0117-0003-010-7	926 Westview DR	Atlanta	GA	30314
14-0117-0003-009-9	930 Westview DR	Atlanta	GA	30314
14-0116-0010-089-3	931 Westview DR	Atlanta	GA	30310
14-0116-0010-090-1	935 Westview DR	Atlanta	GA	30310
14-0117-0003-007-3	938 Westview DR	Atlanta	GA	30310
14-0116-0010-091-9	939 Westview DR	Atlanta	GA	30310

^{**} *Candidate Properties for Demolition and/or Disposition*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 7: Harris Homes Revitalization *continued*

<u>Harris Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-0003-064-4	940-42 Westview DR	Atlanta	GA	30310
14-0116-0010-092-7	943 Westview DR	Atlanta	GA	30310
14-0117-0003-004-0	944-946 Westview DR	Atlanta	GA	30310
14-0117-0003-003-2	948 Westview DR	Atlanta	GA	30310
14-0116-0010-094-3	949 Westview DR	Atlanta	GA	30310
14-0117-0003-002-4	952 Westview DR	Atlanta	GA	30310
14-0116-0010-095-0	953 Westview DR	Atlanta	GA	30310
14-0116-0010-096-8	957 Westview DR	Atlanta	GA	30310
14-0116-0010-108-1	961 Westview DR	Atlanta	GA	30310
14-0116-0010-099-2	967 Westview DR	Atlanta	GA	30310
14-0116-0010-100-8	975 Westview DR	Atlanta	GA	30310
14-0117-0002-101-5	978 Westview DR	Atlanta	GA	30310
14-0116-0010-030-7 *	981 Westview DR	Atlanta	GA	30310
14-0117-0002-099-1	984 Westview DR	Atlanta	GA	30310
14-0116-0010-029-9	985 Westview DR	Atlanta	GA	30310
14-0117-0002-100-7	990 Westview DR	Atlanta	GA	30310
14-0116-0010-028-1	993 Westview DR	Atlanta	GA	30310
14-0117-0002-019-9	994 Westview DR	Atlanta	GA	30310
14-0117-0002-018-1	998 Westview DR	Atlanta	GA	30310
14-0117-0002-016-5	1006 Westview DR	Atlanta	GA	30310
14-0117-0002-015-7	1012 Westview DR	Atlanta	GA	30310
14-0117-0002-013-2	1018 Westview DR	Atlanta	GA	30310
14-0117-0002-012-4	1020 Westview DR	Atlanta	GA	30310
14-0117-0002-011-6	1022 Westview DR	Atlanta	GA	30310
14-0117-0002-010-8	1026 Westview DR	Atlanta	GA	30310
14-0117-0002-009-0	1030 Westview DR	Atlanta	GA	30310
14-0117-0002-008-2	1032 Westview DR	Atlanta	GA	30310
14-0117-0002-007-4	1036 Westview DR	Atlanta	GA	30310

^{**} *Candidate Properties for Demolition and/or Disposition*

* *Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 7: Harris Homes Revitalization *continued*

<u>Harris Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-0002-006-6	1040 Westview DR	Atlanta	GA	30310
14-0117-0002-005-8	1044 Westview DR	Atlanta	GA	30310
14-0117-0002-004-1	1052-1054 Westview DR	Atlanta	GA	30310
14-0117-0002-002-5	1056 Westview DR	Atlanta	GA	30310
14-0117-0002-001-7	1060 Westview DR	Atlanta	GA	30310

^{**} *Candidate Properties for Demolition and/or Disposition*

Acquisitions^{**}

The properties in Table 8 below are additional sites that AHA has acquired as part of the revitalization of Harris Homes. These properties are also candidates for demolition and/or disposition.

Table 8: Harris Homes Revitalization (*additional sites*)

<u>Harris Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0117-LL-0010	406 Lawton ST	Atlanta	GA	30310
14-0116-0010-058-8	931 Frank ST	Atlanta	GA	30314
14-0116-0010-059-6	937 Frank ST	Atlanta	GA	30314
14-0116-0010-081-0	940 Frank ST	Atlanta	GA	30314
14-0116-0010-060-4	941 Frank ST	Atlanta	GA	30314
14-0116-0010-061-2	945 Frank ST	Atlanta	GA	30314

^{**} *Candidate Properties for Demolition and/or Disposition*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 9: Magnolia Park Revitalization

<u>Magnolia Park Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0110-0004-034-3	875 Booker Washington DR NW	Atlanta	GA	30314
14-0110-0007-007-6	880 Booker Washington DR	Atlanta	GA	30314
14-0110-0004-036-8	883 Booker Washington DR NW	Atlanta	GA	30314
14-0110-0007-004-3	890/892 Booker Washington DR	Atlanta	GA	30314
14-0110-0009-017-3	755 Carter ST NW	Atlanta	GA	30314
14-0110-0009-019-9	765 Carter ST	Atlanta	GA	30314
14-0110-0009-018-1	767 Carter ST NW	Atlanta	GA	30314
14-0110-0009-021-5	81 James P Brawley DR	Atlanta	GA	30314
14-0110-0009-022-3	87 James P Brawley DR	Atlanta	GA	30314
14-0110-0009-023-1	91 James P Brawley DR	Atlanta	GA	30314
14-0110-0009-024-9	93 James P Brawley DR	Atlanta	GA	30314
14-0110-0009-025-6	95 James P Brawley DR	Atlanta	GA	30314
14-0110-0009-158-5	111 James P Brawley DR NW	Atlanta	GA	30314
14-0110-0009-003-3	760 Magnolia ST	Atlanta	GA	30314
14-0110-0009-002-5	768 Magnolia ST	Atlanta	GA	30314
14-0110-0007-006-8	886 Magnolia ST	Atlanta	GA	30314
14-0110-0007-056-3	892 Magnolia ST NW	Atlanta	GA	30314
14-0110-0005-089-6	791 Spencer ST NW	Atlanta	GA	30314
14-0110-0005-021-9	797 Spencer ST NW	Atlanta	GA	30314
14-0110-0005-022-7	801 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-059-0	835 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-060-8	843 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-048-3	847 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-056-6	855 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-057-4	859 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-015-2	883 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-016-0	887 Spencer ST NW	Atlanta	GA	30314
14-0110-0004-018-6	895 Spencer ST NW	Atlanta	GA	30314

^{**} *Candidate Properties for Demolition and/or Disposition*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 9: Magnolia Park Revitalization *continued*

<u>Magnolia Park Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0110-0005-006-0	804 Thurmond ST NW	Atlanta	GA	30314
14-0110-0004-053-3	834 Thurmond ST NW	Atlanta	GA	30314
14-0110-0004-054-1	838 Thurmond ST NW	Atlanta	GA	30314
14-0110-0004-061-6	846 Thurmond ST NW	Atlanta	GA	30314
14-0110-0004-064-0	842 Thurmond ST NW	Atlanta	GA	30314
14-0010-0004-062-4	850 Thurmond ST NW	Atlanta	GA	30314

^{**} *Candidate Properties for Demolition and/or Disposition*

Acquisitions^{**}

Table 10: Carver Homes Revitalization

<u>Carver Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0072-0002-031-7	0 Pryor RD SW	Atlanta	GA	30315
14-0073-LL-008-7	1463 South Pryor RD SW	Atlanta	GA	30315
14-0072-0002-007-7	1569 Pryor RD SW	Atlanta	GA	30315
14-0072-0002-008-5	1599 Pryor RD SW	Atlanta	GA	30315
14-0072-0002-012-7	1623 Pryor RD SW	Atlanta	GA	30315
14-0072-0006-095-8	1765 New South Pryor RD	Atlanta	GA	30315
14-0072-0006-089-1	0 New South Pryor RD	Atlanta	GA	30315
14-0072-0006-094-1	257 Amal DR	Atlanta	GA	30315

^{**} *Candidate Properties for Demolition and/or Disposition*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 11: University Homes Revitalization

<u>University Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0084-0005-041-9	605-607 Fair ST	Atlanta	GA	30314
14-0084-0005-043-5	615 Fair ST	Atlanta	GA	30314
14-0109-0005-083-2	649 Fair ST	Atlanta	GA	30314
14-0109-0005-082-4	651 Fair ST	Atlanta	GA	30314
14-0109-0005-041	653 Fair ST	Atlanta	GA	30314
14-0084-0005-073-3	655 Fair ST	Atlanta	GA	30314
14-0084-0005-090-6	136 Vine ST	Atlanta	GA	30314
14-0084-0005-091-4	138 Vine ST	Atlanta	GA	30314
14-0084-0005-051-8	140 Vine ST	Atlanta	GA	30314
14-0084-0005-050-0	146 Vine ST	Atlanta	GA	30314
14-0084-0005-049-2	152 Vine ST	Atlanta	GA	30314
14-0084-0005-048-4	158 Vine ST	Atlanta	GA	30314
14-0109-0005-047	162 Vine ST	Atlanta	GA	30314
14-0084-0005-046-8	168 Vine ST	Atlanta	GA	30314
14-0084-0005-044-3	172 Vine ST	Atlanta	GA	30314
14-0084-0005-034-4	175 Walnut ST	Atlanta	GA	30314

^{**} *Candidate Properties for Demolition and/or Disposition*

Acquisitions^{**}

Table 12: Grady Homes Revitalization

<u>Grady Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0045-0006-037-4	380 Decatur ST	Atlanta	GA	30312
14-0046-0010-204-3	15 Hilliard ST	Atlanta	GA	30312
14-0045-0001-059-3	0 Hilliard ST	Atlanta	GA	30312
14-0045-0001-058-5	20 Hilliard ST	Atlanta	GA	30312
14-0045-0001-029-6	0 William Holmes Borders DR	Atlanta	GA	30312

^{**} *Candidate Properties for Demolition and/or Disposition*

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions**

Table 13: Capitol Homes Revitalization

<u>Capitol Homes Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0046-0010-141-7	333 Auburn AVE	Atlanta	GA	30312
14-0046-0010-140-9	333 Auburn AVE	Atlanta	GA	30312
14-0046-0010-197-9	333 Auburn AVE	Atlanta	GA	30312
14-0044-0001-016-4	341 Memorial DR	Atlanta	GA	30312
14-0044-0001-108-9	359 Memorial DR	Atlanta	GA	30312
14-0044-0001-109-7	0 Memorial DR	Atlanta	GA	30312
14-0044-0001-101-4	361 Memorial DR	Atlanta	GA	30312
14-0044-0001-099-0	363 Memorial DR	Atlanta	GA	30312
14-0044-0001-022-2 *	381 Memorial DR	Atlanta	GA	30312
14-0044-0001-023-0 *	303 Oakland AVE	Atlanta	GA	30312
14-0044-0001-024-8 *	0 Oakland AVE	Atlanta	GA	30312

**Candidate Properties for Demolition and/or Disposition

*To be acquired by fiscal year-end 2011 (4th quarter)

Acquisitions**

Table 14: McDaniel Glenn Revitalization

<u>Block 85 Parcel ID</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0085-0013-079-8	0 Whitehall TER	Atlanta	GA	30312
14-0085-0013-081-4	0 Whitehall TER	Atlanta	GA	30312
14-0085-0013-082-2	0 Whitehall TER	Atlanta	GA	30312
14-0085-0013-083-0	0 Ray Alley	Atlanta	GA	30312
14-0085-0013-084-8	394 Crumley ST	Atlanta	GA	30312
14-0085-0013-085-5	390 Crumley ST	Atlanta	GA	30312
14-0085-0013-088-9	376 Crumley ST	Atlanta	GA	30312
14-0085-0013-092-1	579 Ira ST	Atlanta	GA	30312
14-0085-0013-094-7	587 Ira ST	Atlanta	GA	30312
14-0085-0013-095-4	0 Ira ST	Atlanta	GA	30312

**Candidate Properties for Demolition and/or Disposition

Appendix C: AHA-Owned, Managed, and Sponsored Communities and Properties

Acquisitions^{**}

Table 14: McDaniel Glenn Revitalization *continued*

<u>Block 85 Parcel ID</u>	<u>ST Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
14-0085-0013-096-2	0 Ira ST	Atlanta	GA	30312
14-0085-0013-097-0	595 Ira ST	Atlanta	GA	30312
14-0085-0013-098-8	599 Ira ST	Atlanta	GA	30312
14-0085-0013-099-6	603 Ira ST	Atlanta	GA	30312
14-0085-0013-100-2	0 Ira ST	Atlanta	GA	30312
14-0085-0013-101-0	0 Glenn ST	Atlanta	GA	30312
14-0085-0013-102-8	385 Glenn ST	Atlanta	GA	30312
14-0085-0013-105-1	0 Whitehall TER	Atlanta	GA	30312
14-0085-0013-107-7	0 Whitehall TER	Atlanta	GA	30312
14-0085-0013-108-5	584 Whitehall TER	Atlanta	GA	30312
14-0085-0013-110-1	0 Whitehall TER	Atlanta	GA	30312
14-0085-0013-113-5	0 Ray Alley	Atlanta	GA	30312
14-0085-0013-114-3	592 Whitehall TER	Atlanta	GA	30312
14-0085-0013-119-2	602 Whitehall TER	Atlanta	GA	30312

^{**} *Candidate Properties for Demolition and/or Disposition*

Acquisitions^{**}

Table 15: Perry Homes Revitalization

<u>Perry Homes Parcel ID</u>	<u>ST Address</u>	<u>City</u>	<u>State</u>	<u>Zip Code</u>
17-0228-LL-022-5	2000 Perry BLVD	Atlanta	GA	30318

^{**} *Candidate Properties for Demolition and/or Disposition*

NOTE: For the listing of Land Swaps, refer to the HUD-approved Revitalization Plan and *Section III. 2012 Priorities: Priority 2. Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.*

Appendix D: AHA-Owned Residential Communities that are Candidates for Designated Housing

AHA-Owned Residential Communities	
Barge Road Highrise	Juniper and Tenth Highrise
Cheshire Bridge Road Highrise	Marian Road Highrise
Cosby Spear Highrise	Marietta Road Highrise
East Lake Highrise	Peachtree Road Highrise
Georgia Avenue Highrise	Piedmont Road Highrise
Hightower Manor Highrise	

Additional Communities:

AHA and its private sector development partners will designate public housing assisted units in certain facilities to be constructed as part of AHA-sponsored community revitalizations as Elderly Only, Disabled Only, and Non-Elderly Disabled Only. These will be mixed-finance communities where public housing operating subsidy will be used for a percentage of the units. These newly constructed facilities will be identified intermittently through the development and master planning process.

Designation Definition: Housing designated for occupancy by elderly families only, disabled families only, or elderly and disabled families only.

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

Occupancy Rates

Average Adjusted Occupancy Rate:

As of June 30, 2010, AHA's 99 percent average rate exceeded the 98 percent target average adjusted occupancy rate benchmark. The occupancy rate is a combined adjusted average for public housing-assisted units at AHA-sponsored mixed-income communities; see Table E-1 for details.

NOTE: In accordance with HUD guidelines and for calculation purposes, the adjusted occupancy rate excludes the following types of units:

- essential employee units,
- approved units kept out of occupancy for use by service providers or resident associations,
- units assigned to police officers, vacant units in communities that have been approved for demolition or disposition,
- fire damaged units subject to insurance settlements,
- units that are part of an approved modernization project or
- units that are vacant due to litigation.

Issues and Proposed Actions:

AHA-Owned Residential Communities - During FY 2012, AHA will continue to lease units at the 13 remaining AHA-Owned Residential Communities and does not anticipate any issues with meeting or exceeding occupancy rate benchmark.

AHA-Sponsored Mixed-Income Communities - Although the aggregate occupancy rate percentage of 99 percent is favorable in comparison to the 98 percent benchmark, a few communities experienced occupancy challenges during the period covered by this Plan. AHA cannot ignore the adverse effects of a declining economy coupled with high unemployment in the Atlanta metropolitan area as a contributing factor to leasing and occupancy especially for low-income working families who experienced layoffs or reduced hours. Lease violations resulting in evictions and the inability to fill vacancies with qualified households as quickly as possible did not help matters. The small number of vacancies, while not preferred, does not diminish the effectiveness of the Owner Entity's property management agent to lease public housing-assisted units.

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector Owner Entity formed as a limited partnership with a managing general partner, and is managed by the Owner Entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

Target Average Adjusted Occupancy:

AHA's occupancy rate for FY 2012 should cumulatively be at or above the 98 percent benchmark for annual performance.

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-1 Public Housing-Assisted Units – Occupancy Rates			
Program / Community Type	Target	Percentage of Occupancy Level	Difference
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	98%	100%	2.0%
Cheshire Bridge Road Highrise	98%	99.4%	1.4%
Cosby Spear Highrise	98%	99.3%	1.3%
East Lake Highrise	98%	100%	2.0%
Georgia Avenue Highrise	98%	100%	2.0%
Hightower Manor Highrise	98%	99.2%	1.2%
Juniper and Tenth Highrise	98%	98.6%	0.6%
Marian Road Highrise	98%	99.6%	1.6%
Marietta Road Highrise	98%	98.4%	0.4%
Peachtree Road Highrise	98%	98.5%	0.5%
Piedmont Road Highrise	98%	99.0%	1.0%
Senior Totals	98%	99%	1.2%
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	98%	100%	2.0%
Westminster	98%	100%	2.0%
Family Totals	98%	100%	2.0%
Mixed-Income			
Capitol Gateway I	98%	98.9%	0.9%
Capitol Gateway II	98%	98.0%	0%
Villages at Carver I	98%	99.1%	1.1%
Villages at Carver II	98%	100%	2.0%
Villages at Carver III	98%	100%	2.0%
Villages at Carver V	98%	98.7%	0.7%
Columbia Estate at West Highlands	98%	98.0%	0%
Columbia Park Citi at West Highlands	98%	96.7%	-1.3%
Columbia Creste at West Highlands	98%	98.4%	0.4%
Columbia Grove at West Highlands	98%	100%	2.0%
Columbia Mechanicsville (Family) Apartments	98%	96.8%	-1.2%
Columbia Senior Residences at Mechanicsville	98%	100%	2.0%

This data reflects occupancy rates as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-1 Public Housing-Assisted Units – Occupancy Rates - <i>continued</i>			
Program / Community Type	Target	Percentage of Occupancy Level	Difference
Mixed-Income - <i>continued</i>			
Mechanicsville Station	98%	100%	2.0%
Veranda at Auburn Pointe	98%	100%	2.0%
Ashley CollegeTown	98%	97.4%	-0.6%
Atrium at CollegeTown	98%	100%	2.0%
Gardens at CollegeTown	98%	96.2%	-1.8%
Ashley Courts at Cascade I	98%	95.7%	-2.3%
Ashley Courts at Cascade II	98%	97.6%	-0.4%
Ashley Courts at Cascade III	98%	93.1%	-4.9%
Centennial Place I	98%	100%	2.0%
Centennial Place II	98%	100%	2.0%
Centennial Place III	98%	100%	2.0%
Centennial Place IV	98%	100%	2.0%
Magnolia Park I	98%	97.7%	-0.3%
Magnolia Park II	98%	98.6%	0.6%
Village at Castleberry Hill I	98%	100%	2.0%
Village at Castleberry Hill II	98%	99.1%	1.1%
Ashley Terrace at West End	98%	100%	2.0%
Columbia Commons	98%	100%	2.0%
Columbia Village	98%	100%	2.0%
Villages of East Lake I	98%	96.7%	-1.3%
Villages of East Lake II	98%	99.4%	1.4%
Mixed-Income Totals	98%	98.7%	0.7%
PUBLIC HOUSING-ASSISTED TOTALS	98%	99%	1%

This data reflects occupancy rates as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

Rent Collections

Average Percentage of Uncollected Rents:

As of June 30, 2010, AHA collected 99 percent of rents (i.e. AHA did not collect 1 percent of rent), therefore, exceeded the less than or equal to two percent target goal. The percentages of uncollected rents for public housing-assisted units at AHA-Owned Residential Communities and AHA-sponsored mixed-income communities are illustrated in Table E-2.

Issues and Proposed Actions:

AHA-Owned Residential Communities – Every AHA-Owned Residential Community maintained an uncollected rent rate well below the two percent benchmark for FY 2010.

AHA-Sponsored Mixed-Income Communities - Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector Owner Entity formed as a limited partnership with a managing general partner, and is managed by the Owner Entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

Although the aggregate percentage of uncollected rents at 1.7 percent fell within the two percent benchmark, a few communities were challenged during the period covered by this Plan. Certainly, the adverse effects of a declining economy coupled with high unemployment in the Atlanta metropolitan area contributed to the volatility of rent collections especially for low income working families who experienced layoffs or reduced hours. Unfortunately, any resident who would not pay their rent based on the household's adjusted income were evicted. Another contributing factor is related to accrued rent receipts on slow-pay accounts that were paid after the quarterly reporting period thereby impacting the overall percentage of uncollected rents. Such communities ended the final quarter of the annual reporting period with deficits due to rolling unpaid balances from each of the three previous quarters.

Target Projection for Percentage of Uncollected Rents:

While considering rent changes, AHA does not foresee any issues that will impede its performance in collecting rent during FY 2012. Therefore, AHA anticipates the average percentage of uncollected rents will be at or below the two percent benchmark for FY 2012.

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-2 Public Housing-Assisted Units - % Uncollected Rents			
Program / Community Type	Target	Percentage of Rents Uncollected	Difference
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	2%	0%	-2.0%
Cheshire Bridge Road Highrise	2%	0%	-2.0%
Cosby Spear Highrise	2%	0.5%	-1.5%
East Lake Highrise	2%	0.8%	-1.2%
Georgia Avenue Highrise	2%	0%	-2.0%
Hightower Manor Highrise	2%	0%	-2.0%
Juniper and Tenth Highrise	2%	0%	-2.0%
Marian Road Highrise	2%	0.2%	-1.8%
Marietta Road Highrise	2%	0%	-2.0%
Peachtree Road Highrise	2%	0%	-2.0%
Piedmont Road Highrise	2%	0%	-2.0%
Senior Totals	2%	0.2%	-1.8%
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	2%	1.6%	-0.4%
Westminster	2%	0%	-2.0%
Family Totals	2%	1.0%	-1.0%
Mixed-Income			
Capitol Gateway I	2%	0%	-2.0%
Capitol Gateway II	2%	0%	-2.0%
Villages at Carver I	2%	2.0%	0%
Villages at Carver II	2%	3.9%	1.9%
Villages at Carver III	2%	1.3%	-0.7%
Villages at Carver V	2%	2.5%	0.5%
Columbia Estate at West Highlands	2%	0%	-2.0%
Columbia Park Citi at West Highlands	2%	17.8%	15.8%
Columbia Creste at West Highlands	2%	0%	-2.0%
Columbia Grove at West Highlands	2%	0%	-2.0%
Columbia Mechanicsville (Family) Apartments	2%	0%	-2.0%
Columbia Senior Residences at Mechanicsville	2%	0%	-2.0%
Mechanicsville Crossing	2%	-1.1%	-3.1%

This data reflects uncollected rents as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-2 Public Housing-Assisted Units - % Uncollected Rents - <i>continued</i>			
Program / Community Type	Target	Percentage of Rents Uncollected	Difference
Mixed-Income - <i>continued</i>			
Mechanicsville Station	2%	0%	-2.0%
Veranda at Auburn Pointe	2%	0%	-2.0%
Ashley CollegeTown	2%	0%	-2.0%
Atrium at CollegeTown	2%	0%	-2.0%
Gardens at CollegeTown	2%	0%	-2.0%
Ashley Courts at Cascade I	2%	3.9%	1.9%
Ashley Courts at Cascade II	2%	9.3%	7.3%
Ashley Courts at Cascade III	2%	6.2%	4.2%
Centennial Place I	2%	3.5%	1.5%
Centennial Place II	2%	0.6%	-1.4%
Centennial Place III	2%	1.7%	-0.3%
Centennial Place IV	2%	-1.0%	-3.0%
Magnolia Park I	2%	8.0%	6.0%
Magnolia Park II	2%	1.8%	-0.2%
Village at Castleberry Hill I	2%	-2.0%	-4.0%
Village at Castleberry Hill II	2%	-3.0%	-5.0%
Ashley Terrace at West End	2%	0%	-2.0%
Columbia Commons	2%	-0.1%	-2.1%
Columbia Village	2%	0%	-2.0%
Villages of East Lake I	2%	1.0%	-1.0%
Villages of East Lake II	2%	0.4%	-1.6%
Mixed-Income Totals	2%	1.7%	-0.3%
PUBLIC HOUSING-ASSISTED TOTALS	2%	1.0%	-0.3%

This data reflects uncollected rents as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

Work Orders

Percentage of Emergency Work Orders with a Response Time of Less than 24 Hours/ Average Response Time for Routine Work Orders within 7 days:

As of June 30, 2010, AHA-Owned Residential Communities and AHA-sponsored mixed-income communities completed or abated 100 percent of all emergency work orders in less than 24 hours, exceeding the target goal of 99 percent. Table E-3 illustrates the individual community outcomes. The average response time for routine non-emergency work orders for each community was 1.8 days, which is better than AHA's target of 7 days; refer to Table E-4 for details.

Issues and Proposed Actions:

AHA-Owned Residential Communities - Through its development partners and PMCOs, AHA has remained responsive to emergency and non-emergency work order turnaround.

AHA-Sponsored Mixed-Income Communities - Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector Owner Entity formed as a limited partnership with a managing general partner, and is managed by the Owner Entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

Target Projection of Work Orders: AHA's MTW benchmark goal is to complete or abate emergency work orders in less than 24 hours of issuance 99 percent of the time and complete routine non-emergency work orders in less than seven days. As long as AHA continues to receive adequate funding, AHA, through the efforts of the development partners and PMCOs, expects to continue meeting the MTW benchmark for responding to emergency and routine work orders during FY 2012.

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-3 Public Housing-Assisted Units - Emergency Work Order Responses			
Program / Community Type	Target	% of Emergency Work Orders Completed or Abated within 24 hours	Difference
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	99%	100%	1%
Cheshire Bridge Road Highrise	99%	100%	1%
Cosby Spear Highrise	99%	100%	1%
East Lake Highrise	99%	100%	1%
Georgia Avenue Highrise	99%	100%	1%
Hightower Manor Highrise	99%	100%	1%
Juniper and Tenth Highrise	99%	100%	1%
Marian Road Highrise	99%	100%	1%
Marietta Road Highrise	99%	100%	1%
Palmer House Highrise	99%	100%	1%
Piedmont Road Highrise	99%	100%	1%
Senior Totals	99%	100%	1%
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	99%	100%	1%
Westminster	99%	100%	1%
Family Totals	99%	100%	1%
Mixed-Income			
Capitol Gateway I	99%	100%	1%
Capitol Gateway II	99%	100%	1%
Villages at Carver I	99%	100%	1%
Villages at Carver II	99%	100%	1%
Villages at Carver III	99%	100%	1%
Villages at Carver V	99%	100%	1%
Columbia Estate at West Highlands	99%	100%	1%
Columbia Park Citi at West Highlands	99%	100%	1%
Columbia Creste at West Highlands	99%	100%	1%
Columbia Grove at West Highlands	99%	100%	1%
Columbia Mechanicsville (Family) Apartments	99%	100%	1%
Columbia Senior Residences at Mechanicsville	99%	100%	1%

This data reflects the percentage of emergency work order responses as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-3 Public Housing-Assisted Units - Emergency Work Order Responses <i>- continued</i>			
Program/Community Type	Target	% of Emergency Work Orders Completed or Abated within 24 hours	Difference
Mixed-Income - continued			
Mechanicsville Crossing	99%	100%	1%
Mechanicsville Station	99%	100%	1%
Veranda at Auburn Pointe	99%	100%	1%
Ashley CollegeTown	99%	100%	1%
Atrium at CollegeTown	99%	100%	1%
Gardens at CollegeTown	99%	100%	1%
Ashley Courts at Cascade I	99%	100%	1%
Ashley Courts at Cascade II	99%	100%	1%
Ashley Courts at Cascade III	99%	100%	1%
Centennial Place I	99%	100%	1%
Centennial Place II	99%	100%	1%
Centennial Place III	99%	100%	1%
Centennial Place IV	99%	100%	1%
Magnolia Park I	99%	100%	1%
Magnolia Park II	99%	100%	1%
Village at Castleberry Hill I	99%	100%	1%
Village at Castleberry Hill II	99%	100%	1%
Ashley Terrace at West End	99%	100%	1%
Columbia Commons	99%	100%	1%
Columbia Village	99%	100%	1%
Villages of East Lake I	99%	100%	1%
Villages of East Lake II	99%	100%	1%
Mixed-Income Totals	99%	100%	1%
PUBLIC HOUSING-ASSISTED TOTALS	99%	100%	1%

This data reflects the percentage of emergency work order responses as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-4 Public Housing-Assisted Units - Routine Work Order Responses			
Program / Community Type	Target	Average Number of Days to Complete Routine Work Orders	Difference
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	7	1.1	-5.9
Cheshire Bridge Road Highrise	7	1.0	-6.0
Cosby Spear Highrise	7	1.5	-5.5
East Lake Highrise	7	1.0	-6.0
Georgia Avenue Highrise	7	2.5	-4.5
Hightower Manor Highrise	7	1.7	-5.3
Juniper and Tenth Highrise	7	1.5	-5.5
Marian Road Highrise	7	2.0	-5.0
Marietta Road Highrise	7	1.5	-5.5
Peachtree Road Highrise	7	1.0	-6.0
Piedmont Road Highrise	7	1.0	-6.0
Senior Totals	7	1.4	-5.4
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	7	3.4	-3.6
Westminster	7	1.5	-5.5
Family Totals	7	2.9	-4.1
Mixed-Income Totals			
Capitol Gateway I	7	1	-6
Capitol Gateway II	7	1	-6
Villages at Carver I	7	1	-6
Villages at Carver II	7	1	-6
Villages at Carver III	7	1	-6
Villages at Carver V	7	1	-6
Columbia Estate at West Highlands	7	1	-6
Columbia Park Citi at West Highlands	7	1	-6
Columbia Creste at West Highlands	7	1	-6
Columbia Grove at West Highlands	7	1	-6
Columbia Mechanicsville (Family) Apartments	7	1	-6
Columbia Senior Residences at Mechanicsville	7	1	-6

This data reflects the percentage of routine work order responses as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-4 Public Housing-Assisted Units - Routine Work Order Responses - <i>continued</i>			
Program / Community Type	Target	Average Number of Days to Complete Routine Work Orders	Difference
Mixed-Income - <i>continued</i>			
Mechanicsville Crossing	7	1	-6
Mechanicsville Station	7	1	-6
Veranda at Auburn Pointe	7	1	-6
Ashley CollegeTown	7	1	-6
Atrium at CollegeTown	7	1	-6
Gardens at CollegeTown	7	1	-6
Ashley Courts at Cascade I	7	1	-6
Ashley Courts at Cascade II	7	1	-6
Ashley Courts at Cascade III	7	1	-6
Centennial Place I	7	1	-6
Centennial Place II	7	1	-6
Centennial Place III	7	1	-6
Centennial Place IV	7	1	-6
Magnolia Park I	7	1	-6
Magnolia Park II	7	1	-6
Village at Castleberry Hill I	7	1	-6
Village at Castleberry Hill II	7	1	-6
Ashley Terrace at West End	7	1	-6
Columbia Commons	7	1	-6
Columbia Village	7	1	-6
Villages of East Lake II	7	1	-6
Mixed-Income Totals	7	1	-6
PUBLIC HOUSING-ASSISTED TOTALS	7	1.8	-5.2

This data reflects the percentage of routine work order responses as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

Inspections for AHA-Owned Residential Communities

Inspection Strategy: AHA will continue its enhanced integrated inspection process for AHA-Owned Residential Communities during FY 2012. For all the inspections listed below, the PMCOs will be notified of all deficiencies discovered and they will report back to AHA to confirm when the deficiencies have been corrected. The integrated inspection system for FY 2012 includes the following types of inspections:

- Enhanced Uniform Physical Conditions Standards (UPCS) and Real Estate Assessment Center (REAC) inspection:** AHA properties will be evaluated through REAC inspections as well UPCS+ inspections. Each PMCO is required to inspect 10 percent of the units at each property monthly. At year end, each PMCO is required to certify that 100 percent of all units, buildings, and common areas have been inspected and work orders have been completed to address deficiencies. The inspection includes an inspection of the building major systems to monitor the operational status of major building systems and confirm that routine preventative maintenance has been performed. AHA will inspect each property at least once during the fiscal year as part of the quality control plan. Most properties will be inspected twice during the year, however if a property is rated as excellent during the first inspection, the property will not be inspected a second time. Each quality control inspection will include enough units to meet or exceed the benchmark of inspecting 1.4 percent of the units.
- Elevator Inspections:** Proactive elevator inspections involve examining the current condition of elevators as well as evaluating performance and the level of preventative maintenance. Elevator inspections will be conducted at every high-rise property twice during FY 2012. After the initial inspections, a second inspection will be conducted to validate the correction of any deficiencies. This process ensures that elevators meet quality standards for maximized operational efficiency, which result in fewer safety risks, malfunctions, and resident complaints.
- Community Safety Inspection:** AHA plans to inspect every property twice during FY 2012; however, if a property is rated as excellent during the first inspection, the property will not be inspected a second time. The inspection focuses on: visible signs of community decay, operational site lighting, operational access control systems, video surveillance, video call down systems, maintenance of banned lists, and quality of guard force. This inspection also includes the review of site risk control to include security systems, emergency systems, path of travel and other areas of potential risk in a community.
- Rental Integrity Monitoring (RIM) Review:** This review focuses on resident file documentation to include the verification of income and deductible expenses and the calculation of rent. AHA will inspect every property once during the year.
- Procurement and Labor Compliance Review:** The intent of this review is to evaluate PMCO compliance with their corporate sourcing strategy and appropriate federal regulations. A team from the AHA Acquisition Management Services Department will perform these reviews by checking a sample of the operational and capital improvement contract files for each PMCO. This review will be conducted a minimum of once for each PMCO during FY 2012.

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

6. **Financial Review:** Fiscal accountability is one of AHA's top priorities. Each property management office will be reviewed once during FY 2012. The reviews cover the 11 functional areas of: Tenant Accounts Receivables and Tenant Ledgers, Allowance for Doubtful Accounts, Prepaid Expenses, Accounts Payable, Accrued Payroll & Payroll Related Liabilities, Prepaid Rents & Deferred Revenue, Security Deposit Liability, Petty Cash, Cash Handling, Bad Debt Write-offs & Collections, and Revenue & Expenses.
7. **Accessibility Review:** This review was developed to ensure each community's compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AHA's related policies and procedures. The accessibility inspection includes a Physical portion in which the common areas, exterior site, and a sampling of UFAS Units are inspected for ongoing UFAS compliance. It also includes a Documentation/Procedure portion in which the property management's reporting and record-keeping are inspected to ensure proper handling of UFAS occupancy, reasonable accommodation requests, and related issues. Each property will be reviewed once during FY 2012.

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-5 Public Housing-Assisted Units - Unit and Common Areas Inspections			
Program / Community Type	Target	Percentage of Units and Common Areas Inspected	Difference
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	100%	100%	0%
Cheshire Bridge Road Highrise	100%	100%	0%
Cosby Spear Highrise	100%	100%	0%
East Lake Highrise	100%	100%	0%
Georgia Avenue Highrise	100%	100%	0%
Hightower Manor Highrise	100%	100%	0%
Juniper and Tenth Highrise	100%	100%	0%
Marian Road Highrise	100%	100%	0%
Marietta Road Highrise	100%	100%	0%
Peachtree Road Highrise	100%	100%	0%
Piedmont Road Highrise	100%	100%	0%
Senior Totals	100%	100%	0%
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	100%	100%	0%
Westminster	100%	100%	0%
Family Totals	100%	100%	0%
Mixed-Income			
Ashley CollegeTown	100%	100%	0%
Ashley Courts at Cascade I	100%	100%	0%
Ashley Courts at Cascade II	100%	100%	0%
Ashley Courts at Cascade III	100%	100%	0%
Ashley Terrace at West End	100%	100%	0%
Atrium at CollegeTown	100%	100%	0%
Capitol Gateway I	100%	100%	0%
Capitol Gateway II	100%	100%	0%
Centennial Place I	100%	100%	0%
Centennial Place II	100%	100%	0%
Centennial Place III	100%	100%	0%

This data reflects the percentage of unit and common areas inspections as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

E-5 Public Housing-Assisted Units - Unit and Common Areas Inspections - <i>continued</i>			
Program / Community Type	Target	Percentage of Units and Common Areas Inspected	Difference
Mixed-Income - <i>continued</i>			
Centennial Place IV	100%	100%	0%
Columbia Commons	100%	100%	0%
Columbia Creste	100%	100%	0%
Columbia Estate	100%	100%	0%
Columbia Grove	100%	100%	0%
Columbia Mechanicsville Apartments	100%	100%	0%
Columbia Residences at CollegeTown	100%	100%	0%
The Gardens at CollegeTown	100%	100%	0%
Mechanicsville Crossing	100%	100%	0%
Mechanicsville Station	100%	100%	0%
Columbia ParkCiti	100%	100%	0%
Columbia Village	100%	100%	0%
Magnolia Park I	100%	100%	0%
Magnolia Park II	100%	100%	0%
Veranda at Auburn Pointe	100%	100%	0%
Village of Carver I	100%	100%	0%
Village of Carver II	100%	100%	0%
Village of Carver III	100%	100%	0%
Village of Carver V	100%	100%	0%
The Village at Castleberry Hill I	100%	100%	0%
The Village at Castleberry Hill II	100%	100%	0%
Village at Eastlake I	100%	100%	0%
Village at Eastlake II	100%	100%	0%
Mixed-Income Totals	100%	100%	0%
PUBLIC HOUSING-ASSISTED TOTALS	100%	100%	0%

This data reflects the percentage of unit and common areas inspections as of June 30, 2010

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities

Community Safety (Security)

AHA continues to address crime and safety in the communities through collaborative strategies with its private development partners, PMCOs, local law enforcement, and residents. AHA is focused on improving community safety at the AHA-Owned Residential Communities and AHA-sponsored mixed-income communities by:

- 1) Working with the PMCOs and development partners to maintain a security presence at the properties,
- 2) Collaborating with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AHA-Owned Residential Communities and AHA-sponsored mixed-income communities,
- 3) Receiving and reviewing crime data and police reports from the Atlanta Police Department and disseminating this information to our partners to aid their efforts towards community safety,
- 4) Continuing utilization of enhanced criminal screening standards and processes and strict lease enforcement, and
- 5) Completing the necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.

Appendix F: FY 2012 Housing Opportunities Data

1. FY 2012 Housing Stock Projections

			Units by Type					Added Units (projected)	TOTAL Units (projected)
			Beginning of FY 2012					End of FY 2012	As of FY
Community & Program Type	Type of Assistance (1)	Type of Inventory	Family	Senior	Older Persons 55+	Special Needs	Under Construction (2)	Total Units	
AHA-Owned Residential Communities	PH	Housing Stock	92	1,861				1,953	
		Leased	91	1,825				1,916	
AHA-Sponsored Mixed-Income Communities	PH	Housing Stock	2,106	168		26	47	2,347	
		Leased	2,064	167		25		2,256	
AHA-Sponsored PBRA Mixed-Income Developments	PBRA HCV	Housing Stock	1,090	2,019	354	383	499	4,345	
		Leased	1,047	1,979	347	375		3,748	
Housing Choice Tenant-Based	HCV	Leased	7,431					7,431	
Housing Choice Ports	HCV	Leased	2,684					2,684	
Family Unification Program (FUP)	NON-MTW HCV	Leased				300		300	
Mainstream Program	NON-MTW HCV	Leased				225		225	
TOTAL Units in Housing Stock			3,288	4,048	354	409	546	8,645	
TOTAL Units Leased			13,317	3,971	347	925	0	18,560	

(1)AHA does not have any non-MTW public housing-assisted units in its portfolio.

PH = Public Housing; PBRA= AHA's project based rental assistance; HCV= Housing Choice Voucher

(2)Units under construction will be added to inventory during FY 2012, however, they may or may not be available for occupancy by the end of FY 2012.

Appendix F: FY 2012 Housing Opportunities Data

2. FY 2012 Housing Stock Projections for Project-Based Developments

PBRA Development (Existing and/or Under Agreement)	Units by Type				
	Family	Senior	Older Persons 55+	Special Needs	TOTAL Units
Adamsville Green		35		46	81
Arcadia at Parkway Village	116				116
Ashley Auburn Pointe I				8	8
Ashley Collegetown II				9	9
Ashton Browns Mill			74	5	79
Atrium at Collegetown		114			114
Auburn Glenn	108				108
Avalon Park Family	53				53
Avalon Park Senior		136			136
Avalon Ridge	89				89
Campbell Stone		201			201
Capitol Gateway II	16				16
Columbia at Sylvan Hills	37			39	76
Columbia Colony Senior		37			37
Columbia Commons	15				15
Columbia Heritage at West Highlands		124			124
Columbia High Point Senior		94			94
Columbia Mechanicsville Family	35				35
Columbia Mechanicsville Senior		81			81
Columbia Senior Residences at Blackshear		77			77
Columbia Senior Residences at Edgewood		135			135
Columbia Senior Residences at MLK		122			122
Columbia Tower at MLK Village		56		39	95
Constitution Avenue Apartments	67				67
Crogman School	42				42
First Step			40		40
Gateway at Northside Village	40				40
GE Towers	81				81
Hampton Oaks	50				50

Appendix F: FY 2012 Housing Opportunities Data

2. FY 2012 Housing Stock Projections for Project-Based Developments

PBRA Development (Existing and/or Under Agreement)	Units by Type				TOTAL Units
	Family	Senior	Older Persons 55+	Special Needs	
Heritage Green	44				44
Heritage Station I	88				88
Heritage Station II		150			150
Highbury Terraces	17				17
Legacy at Walton Lakes		24			24
Mechanicsville Crossing	30				30
Mechanicsville Station	35				35
Odyssey at Villas				32	32
Park Commons-Gates Park HFOP			130	22	152
Park Commons-Gates Park HFS			110	19	129
Renaissance at Park Place South Senior		80			80
Seven Courts				30	30
Summit Trail				40	40
The Legacy at Walton Lakes				7	7
The Parks at Scott's Crossing	54				54
The Peaks at MLK	73				73
Veranda at Auburn Pointe		86			86
Veranda at Auburn Pointe II		93		5	98
Veranda at Auburn Pointe III		96		6	102
Veranda at Carver		90			90
Veranda at CollegeTown		90			90
Villas of H.O.P.E.				35	35
Welcome House				41	41
Woodbridge at Parkway Village		98			98
TOTAL PBRA Units	1,090	2,019	354	383	3,846

Appendix F: FY 2012 Housing Opportunities Data

3. Public Housing Units to be Added⁽³⁾ by Development in FY 2012

Development Type	Type of Assistance	Unit Type	Studio	1 Bedroom	2 Bedroom	3 Bedroom	4+ Bedroom	TOTAL Units by Unit Type
Mechanicsville 6 ⁽⁴⁾	PBRA	family		11	15	6		32
Mechanicsville 6 ⁽⁴⁾	PH	family		17	23	7		47
Columbia South River Gardens	PBRA	family		15	26	10		51
Columbia Townhouse at Edgewood	PBRA	family		9	22	9		40
Gateway East Point	PBRA	senior		100				100
The Manor at Scott's Crossing	PBRA	senior		100				100
Veranda at UniversityHomes ⁽⁵⁾	PBRA	senior		90	10			100
O'Hern House	PBRA	special needs	76					76
TOTAL Units by Bedroom Size			76	342	96	32	0	546

⁽³⁾ These units will be under construction and will be added to inventory during FY 2012, however, they may or may not be available for occupancy by the end of FY 2012.

⁽⁴⁾ HOPE VI Sites

⁽⁵⁾ Choice Neighborhoods Site

4. Public Housing Units to be Removed⁽⁶⁾ from Inventory in FY 2012

Development Name	Family	Senior	Older Persons 55+	Special Needs	Total Units to be Removed
Palmer House Highrise		250			250
Roosevelt House Highrise		257			257
TOTAL Units		507			507

⁽⁶⁾ These communities are part of AHA's Quality of Life Initiative (QLI). They became vacant in FY 2010 and are undergoing demolition that will be complete late FY 2011. The project will be closed out with the site stabilized by early FY 2012.

Appendix F: FY 2012 Housing Opportunities Data

5. Leasing and Waiting List Information

Since the start of the Moving To Work Demonstration, AHA has gauged its progress annually through established performance benchmark goals guided by AHA's Revision of MTW Benchmarks Protocol. The extension of the MTW Demonstration Period (from FY 2010 to FY 2018) will enable AHA to continue reporting its outcomes based on a set of performance measures and target goals.

	Potential Issues Leasing Units	Potential Changes in Waiting Lists
PBRA & Mixed-Income Communities	The Owners and Management Agents are responsible for all aspects of leasing and occupancy of the assisted units. While it is difficult to project any potential leasing issues, AHA's Asset Management group, through its Portfolio Management function, will continue to monitor the performance benchmarks for the entire portfolio and work with the Owners and Management Agents to address any adverse trends.	<p>The waiting list at these communities are administered at the sites by the respective Owners and Management Agents. Each is responsible for the opening, closing, ongoing maintenance and purging the site-based waiting list pursuant to their business needs and as defined in their management procedures.</p> <p>AHA is not able to assess the potential change in the number of families on the waiting list since the Owners and Management Agents may, at any time, decide to open or purge the site-based waiting list.</p>
AHA-Owned Residential Communities	AHA does not expect to experience any issues when leasing units.	<p>AHA engages in recurring dialog with its Property Management Companies (PMCOs) to ensure that they maintain adequate and appropriate waiting lists to optimize community occupancy at our AHA-Owned Residential Communities. Our operating procedures relative to waiting lists are working well and will continue in FY 2012.</p> <p>AHA does not anticipate any significant changes to the number of families on the waiting list.</p>
Housing Choice Program	AHA does not anticipate experiencing any issues with the expenditure of the fiscal year Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities.	<p>AHA expects that there will be no changes in the management of its waiting lists for FY 2012.</p> <p>AHA conducted a purge of its Housing Choice waiting list in 2008. Due to a large number of inquiries from individuals who were purged from the waiting list, AHA developed a reinstatement procedure as a formal way to review individuals with legitimate claims to be reinstated on the waiting list. AHA does not anticipate opening the waiting list during FY 2012.</p>

NOTE:

As of the submission date of the FY 2012 CATALYST Plan, HUD has not yet provided AHA's final Calendar Year 2011 Public Housing Operating Fund or Housing Choice Voucher funding levels. Both of these are integral components of AHA's FY 2012 budget which runs from July 2011 to June 2012. Nor has it provided the amount of the 2011 Capital Fund awards. These three funding sources constitute AHA's MTW Single fund and provide 80% of AHA's annual revenue.

AHA will seek approval from its Board of Commissioners for the FY 2012 Budget prior to the beginning of FY 2012 based on the best information available at the time. AHA will provide HUD with the final FY 2012 Budget Narrative and Schedules following AHA Board approval.

The subsequent budget discussion which follows is, therefore, AHA's Board-approved FY 2011 Comprehensive Operating and Capital Budget for the period ending June 30, 2011. AHA will provide the FY 2012 Budget in a similar format.



The Housing Authority of the City of Atlanta, Georgia Comprehensive Budget for fiscal year ending June 30, 2011

**Approved by the Board of Commissioners
on June 21, 2010**



Prepared June 17, 2010

GENERAL BUDGET ASSUMPTIONS

The FY2011 Budget (the Budget) is presented in a Sources and Uses of Funds format. Non-cash accounts such as depreciation are not included. In addition, the Budget does not include funds received from the City of Atlanta for public improvements in the public right-of-way in support of the Revitalization Program.

SOURCES OF FUNDS ASSUMPTIONS

(See Schedule A for Details)

Congressional Appropriations Process and HUD Funding

HUD's Housing Choice Voucher Program, Public Housing Operating Subsidy (Low Income Operating Subsidy) and Capital Fund Program (CFP) are funded through the annual federal appropriations process. Congress has approved and the President has signed the FY2010 HUD Appropriation Act which includes the funds that HUD will provide to public housing authorities for calendar year 2010 (HUD's Funding Year) (HFY).

AHA's fiscal year begins on July 1 and ends on June 30. The AHA FY2011 Budget includes six months (July-December 2010) which will be funded based on HFY2010. HUD has provided the HFY2010 funding level for AHA's Housing Choice Voucher Program but has not yet provided the final 2010 funding level for the Low Income Operating Subsidy Program, nor has it provided the amount of the 2010 CFP award.

The last six months of AHA's FY2011 Budget will be funded based on HFY2011 funding. Because the Congressional Fiscal Year 2011 appropriations process is not complete, AHA cannot be sure of the outcome of the appropriations process and its impact on AHA's FY2011 funding levels, especially in light of the Federal deficit and competing national priorities.

AHA's FY2011 Budget is based on the best information available at the time of the publication of this Budget.

Moving to Work Single Fund (MTW Single Fund)

Under AHA's MTW Agreement, AHA administers its funding for the Housing Choice Voucher, Low Income Operating Subsidy, and Capital Fund Programs as a single MTW fund in a substantially less regulated environment with increased programmatic flexibility. Notwithstanding this increased flexibility, there remain ongoing program-specific budgeting, accounting, and reporting responsibilities to HUD. AHA will continue to receive funds from these three program areas in accordance with HUD's annual appropriations process.

MTW Housing Choice Voucher Funds

- HUD has provided AHA with the Housing Choice Voucher Program fund award for HFY2010. AHA's FY2011 Budget includes six months of this funding and assumes that the last

Comparison of AHA's Fiscal Year to HUD's Funding Year																							
Calendar Year 2010												Calendar Year 2011											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HUD Funding Year 2010												HUD Funding Year 2011											
AHA Fiscal Year 2010						AHA Fiscal Year 2011												AHA Fiscal Year 2012					

six months will be funded at the same levels with appropriate adjustments for new voucher increments that were only partially funded in FY2010, but will be funded for a full year as MTW vouchers in FY2011.

- This Budget does not include any additional vouchers which HUD may award AHA in FY2011.
- In its HFY2010 calculations, HUD applied a 1.00% Annual Adjustment Factor and a 99.5% proration factor to AHA's MTW funding. AHA applied the same values to its funding assumptions for January – June 2011.
- AHA estimates that it will receive approximately \$192.0 million in total Housing Choice Voucher Funds for FY2011.
- While AHA receives most of its Housing Choice Voucher Funds as part of its MTW Single Fund; it receives separate funds for Non-MTW Vouchers. These include Mainstream and Family Unification vouchers which are not eligible for the Single Fund flexibility under MTW and are calculated using HUD's standard formulas.
- During FY2011, HUD will provide approximately \$7.6 million in Housing Assistant Payments (HAP) and an estimated \$452,000 in administrative fees to fund these Non-MTW vouchers. For simplicity of presentation, these 525 vouchers and their related revenue and expenses are included as MTW Housing Choice vouchers in the Sources and Uses table, although they are managed as special purpose vouchers and reported to HUD separately.

“Calculation of Budget Utilization Rate Benchmark”

Pursuant to AHA's MTW Agreement, AHA expects to meet the budget utilization rate benchmark of 98 percent for the next fiscal year. Under AHA's FY 2008 Implementation Plan, AHA included clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year until such time that a 12-month period has elapsed. AHA made this clarification in light of changes that HUD made in funding vouchers based on a calendar year versus a fiscal year.

Low Income Operating Subsidy

- During FY2011, AHA projects HUD will provide \$21.7 million in Low Income Operating Subsidy based on the following:
 - AHA submitted its calculations for HFY2010 Low Income Operating Subsidy to HUD in March 2010. HUD currently projects 100% proration for the initial six months of AHA's FY2011 projections based on the HFY2010 funding year.

HUD recently announced that its actual proration and funding levels for HFY2010 will not be published until September 2010.

- AHA will submit its calculations for HFY2011 for Low Income Operating Subsidy to HUD by October 2010. The FY2011 projections include an estimate of six months of that funding year at a conservative 90% proration.
- A significant component of the Low Income Operating Subsidy is related to utility use. Although AHA is planning to initiate a second Energy Performance Contracting (EPC) program, the FY2011 Budget does not reflect any impact of such program. Once the EPC program is structured, any revenue or expense impacts will be included in subsequent FY2011 revisions to the Budget.

Capital Fund Program (CFP) Funding

- HUD establishes CFP budgets at the time of annual grant award based on characteristics of public housing assisted units subsidized by AHA under its Annual Contributions Contract, with HUD, as amended. While CFP funds are part of the MTW Single Fund, they are provided to AHA on a reimbursable basis and recorded as revenue at the time costs are incurred. Any unexpended portion of the grant may be used for future year expenditures during the term of the grant award.

- Since HUD has not provided the amount of the HFY2010 CFP grant award at this time, this Budget anticipates an estimated award of \$11.8 million based on eligible units and using the most recently published funding levels.
- In addition to the estimated \$11.8 million from the new CFP grant award, AHA will use the unexpended portion of prior year CFP grant awards during FY2011. Therefore, AHA's FY2011 Budget includes \$6.1 million in unexpended CFP grant funds as a source of FY2011 CFP funds.

Funding Not Included in the MTW Single Fund

HOPE VI and Replacement Housing Factor Grants

- **HOPE VI Grants** are awarded by HUD on a competitive basis. Each such HOPE VI grant award is provided to AHA on a reimbursable basis for expenditures related to the revitalization of the subject AHA-owned residential property. They are recorded as revenue at the time costs are incurred. Any unexpended portion of the grant may be used for future year expenditures during the term of the grant award. During FY2011 AHA projects use of \$14.1 million in funds from the three remaining HOPE VI grants, fully expending all but the Grady Homes HOPE VI grant.
- **Replacement Housing Factor (RHF) Grants** are used to fund activities under AHA's Revitalization Program. HUD calculates RHF funding based on the characteristics of public housing assisted units subsidized by AHA which have been demolished or sold and the replacement of which has not otherwise been funded by HUD. Similar to CFP and HOPE VI funds, they are provided to AHA on a

reimbursable basis for expenditures. They are recorded as revenue at the time costs are incurred. Any unexpended portion of the grant may be used for future year expenditures during the term of the grant award. During FY2011, AHA has projected the use of \$14.6 million in RHF funds related to the revitalization of AHA-owned residential properties.

American Recovery and Reinvestment Act (ARRA) Grant

- On March 18, 2009, HUD awarded AHA \$26.6 million in American Recovery and Reinvestment Act (ARRA) funds. AHA is using the ARRA funds to complete the demolition of selected Quality of Life Initiative properties (\$4.5 million) and for the modernization of AHA-owned residential properties (\$17.7 million). AHA projects that it will have spent \$4.4 million of the ARRA grant by June 30, 2010. The Budget assumes that AHA will expend and receive the remaining \$22.2 million in ARRA funds during FY2011. This will completely expend the ARRA grant before the March 17, 2012 federal deadline.

Tenant Dwelling Revenue

- AHA projects it will earn \$5.4 million in Tenant Dwelling Revenue from the AHA-owned residential properties during FY2011.
- Rent collected from AHA-assisted residents in Mixed-Income, Mixed-Finance communities is not revenue to AHA because AHA does not own or control these properties. AHA provides operating subsidy to the owner entities of these communities for the AHA-assisted units to the extent rent

collected from the AHA-assisted residents does not cover the operating cost for such units pursuant to the regulatory and operating agreement between the owner entity and AHA.

Other Revenue

AHA anticipates approximately \$668,000 in other revenue from non-residential leases and other income not addressed elsewhere.

Development and Transaction Fees

AHA projects that it will close one Mixed-Income, Mixed-Finance transaction in FY2011 and is projected to earn approximately \$318,000 in Development and Transaction Fees. These funds are not considered available for expenditure in FY2011.

Interest Income

AHA anticipates earning approximately \$302,000 in interest income on its investments and cash balances in FY2011.

Fees Earned from Georgia HAP Administrators, Inc.

AHA performs contract administration services for HUD as a Performance-Based Contract Administrator through Georgia HAP Administrators, Inc. (GA HAP). AHA forecasts that it will receive \$1.5 million in administration and incentive fees for services performed for GA HAP in FY2011.

USE OF AHA'S RESERVES

The \$21.1 million Budget shortfall between FY2011 Sources and FY2011 Uses will be funded from AHA's reserves primarily to advance the Revitalization Program. Such uses include strategic land acquisition for future development; implementation of public improvements in the public right-of-way; site improvements and homeownership downpayment assistance.

AHA's reserves were accumulated in prior years in conjunction with AHA's revitalization activities including:

- Repayment of loans, developer fees, and transaction fees (referred to as Program Income)
- Revenue received from the disposition of AHA land (referred to as Disposition Proceeds)

The Atlanta Development Authority (ADA) has advised AHA that, subject to market conditions, it plans to issue bonds supported by tax increments generated in the Perry/Bolton Tax Allocation District (Perry/Bolton TAD). The Perry/Bolton TAD was formed to incent and facilitate development and investment within its boundaries. The revitalization of Perry Homes is one of the major projects in the Perry/Bolton TAD. By June 30, 2011, AHA projects it will have expended approximately \$26 million on public improvements, site remediation, and other related costs to advance the revitalization of Perry Homes. If ADA issues the Perry/Bolton TAD Bonds, AHA expects to be reimbursed for all or a portion of such costs, depending on the size of the bond issue.

USES OF FUNDS ASSUMPTIONS

In the FY2011 Budget all revitalization expenditures are included in Development and Revitalization (see Schedule L). In previous years, revitalization expenses which did not impact the Balance Sheet (e.g. demolition, certain administrative expenses and human development expenses) were spread to the corresponding expense line within the Budget.

Housing Assistance Payments (Schedule B)

AHA projects it will provide Housing Assistance Payments (HAP) totaling \$158.3 million during FY2011 to various owner entities through the following programs:

- **Housing Choice Tenant Based and Homeownership Vouchers** The Budget includes \$113.0 million in HAP to support AHA's Housing Choice Tenant Based Voucher program. This Budget will support approximately 10,500 Housing Choice participant households including approximately 7,500 participant households in AHA's jurisdiction and 3,000 participant households for whom AHA is responsible, but who reside outside of AHA's jurisdiction and have "ported" their voucher to that jurisdiction under HUD's voucher portability policy. Also included are 87 vouchers used to assist qualified households in making monthly homeownership mortgage payments.
- **Project Based Rental Assistance (PBRA)** The Budget includes \$31.5 million in HAP to support AHA's PBRA program. A percentage of the units at these PBRA properties receive AHA assistance pursuant to a PBRA Agreement between the owner entity and AHA. This Budget will support

over 4,000 AHA-assisted households at over 40 participating mixed-income communities or supportive services communities.

- **Mixed-Income Mixed-Finance (MIMF)** The Budget includes \$13.9 million in HAP to support over 2,400 households at 36 AHA-sponsored MIMF properties.

Administrative Expenses (Schedule C)

- **Direct Operating Divisions** The Budget includes \$22.1 million for expenses directly related to AHA's business lines. This includes the administration of tenant-based vouchers and human development programs; the asset management of AHA-owned residential properties and MIMF communities; the supervision of AHA's PBRA program, and the management of AHA's development and revitalization activities. These expenses include, but are not limited to:
 - AHA employee staff and non-staff administrative expenses in AHA's Housing Choice, Real Estate Management, Asset Management, Community, Governmental and External Affairs, and Real Estate Development and Acquisition departments.
 - Private management company administrative expenses incurred in managing and operating AHA-owned residential properties.
- **Corporate Overhead and Indirect Costs** The Budget includes \$17.2 million for administrative expenses which indirectly support AHA's business lines; provide guidance and administration to AHA as a whole; or who provide

logistical or administrative support in the AHA Headquarters Office. These expenses include, but are not limited to:

- AHA employee staff and non-staff administrative expenses in AHA's Executive, Legal; Risk Management, Finance, Human Resources, Information Technology, Acquisition and Management Services, and Distribution departments.
- Administrative Expenses also include the costs of professional services from contractors supporting AHA's operations, but which are not directly supporting one of AHA's business lines.

Strategic Planning and Business Transformation Expenses (Schedule D)

AHA forecasts spending a total of \$12.8 million in FY2010 as part of its Strategic Planning and Business Transformation initiative. This includes a preliminary estimate of the costs involved in designing and implementing organizational and process improvements and technology solutions which will significantly enhance AHA's future effectiveness and efficiency.

Human Development Services (Schedule E)

AHA projects spending approximately \$4.1 million to support human development services for tenants at AHA-owned residential properties and participants in AHA's Housing Choice program. AHA will spend \$1.3 million of this to support case management assistance and coaching and counseling services to families who moved from AHA properties under the Quality of Life Initiative (QLI). The balance of these expenses includes programs that provide services to AHA-assisted households, including the costs of services and programs to enrich the lives of elderly and disabled persons.

Utilities, Maintenance, Protective Services and Operations (Schedule F)

AHA is projecting to spend \$12.7 million in these categories to support AHA-owned residential properties including the AHA headquarters building; as well as the continued property maintenance and security of AHA-owned real estate, which was vacated as part of QLI.

General Expenses (Schedule G)

AHA is projecting to spend \$4.4 million for the administration of Housing Choice vouchers out of AHA's jurisdiction, insurance for operations and AHA properties, payments in lieu of taxes (PILOT) for AHA-owned residential properties and AHA-assisted MIMF communities, tuition assistance; employer match for AHA's defined contribution retirement program, severance pay and other general expenses. AHA's defined benefit pension program is currently sufficiently funded and no contribution is anticipated in FY2011.

Contributions and Loans to Owner Entities for Accessibility Improvements (Schedule H)

AHA is projecting to spend \$1.3 million in FY2011 to complete accessibility improvements at MIMF communities. These improvements are being implemented in accordance with AHA's Voluntary Compliance Agreement with HUD.

Demolition of QLI Properties (Schedule I)

AHA is projecting to spend \$5.7 million on the completion of the demolition of the remaining QLI properties (Bowen Homes, Palmer House Highrise, Thomasville Heights, Hollywood Courts, Roosevelt House Highrise, Bankhead Courts, and Herndon Homes) funded with a portion of the ARRA grant and supplemented with MTW funds.

Debt Service (Principal and Interest) (Schedule J)

AHA is projecting approximately \$470,000 in principal and interest payments on the mortgage debt incurred to acquire AHA's corporate headquarters.

Modernization of AHA-Owned Residential Properties and Corporate Office (Schedule K)

AHA is projecting to spend \$22.6 million in FY2011 to improve the physical conditions of the AHA-owned residential properties and to improve the quality of life of residents at AHA-owned residential properties. These improvements will be funded primarily using ARRA grant and MTW funds.

In FY2011 AHA will also explore the feasibility of an energy performance contract to pay for energy related improvements at such properties.

In FY2011, AHA will accomplish the following:

- Make improvements to lobbies, common areas and specialty function room renovations.
- Make improvements to building envelop, major systems and dwelling units to include energy efficiency improvements.
- Make site improvements to parking lots, sidewalks and street repairs as well as erosion control, landscaping and exterior recreation space enhancements.
- Enhance the residents' quality of life with common area computers, furniture, exercise equipment, and laundry facility washers/dryers.

Development and Revitalization (Schedule L)

AHA projects that it will spend \$48.0 million on development and revitalization activities in FY2010 as it continues its efforts to advance the completion of market-rate quality mixed-use, mixed-income communities.

The FY2011 budget supports revitalization activities as described below:

- **Auburn Pointe** (Grady Homes Revitalization, which includes the revitalization of Antoine Graves and Graves Annex senior high-rises and University Homes)

- Public improvements
- On-going construction of Ashley I multi-family MIMF rental community
- On-going construction of Veranda II senior rental community
- On-going construction of Veranda III senior rental community
- Demolition of Antoine Graves
- Land Acquisitions

- **Capitol Gateway** (Capitol Homes Revitalization)

- Public improvements
- Homeownership downpayment assistance
- Land acquisitions

- **Collegetown at West End** (Harris Homes Revitalization, which includes the revitalization of John O. Chiles main building and John O. Chiles Annex)

- Public improvements
- Ongoing construction of Ashley Collegetown
- Homeownership downpayment assistance
- Land Acquisitions

- **Mechanicsville** (McDaniel Glenn Revitalization, which includes the revitalization of McDaniel Glenn Annex buildings and Martin Luther King Jr. senior high-rise)

- Closing and construction of McDaniel Glenn Phase VI
- Land acquisitions

- **The Villages at Carver** (Carver Homes Revitalization)

- Land Acquisitions

- **West Highlands at Herman E. Perry Boulevard** (Perry Homes Revitalization)
 - Public improvements to be reimbursed by Perry Bolton Tax Allocation District (TAD). See note under Use of Reserves.
 - Homeownership downpayment assistance

In addition to acquisitions included in the communities identified above, the budget supports additional land acquisitions by Westside Affordable Housing, Inc., an AHA affiliate entity to support AHA's overall Revitalization Program.

Georgia HAP Administrators, Inc.

AHA projects that it will spend approximately \$775,000 of the revenue earned from Georgia HAP Administrators to fund the costs of supporting that program.

Appendix G - FY 2011 Budget - DRAFT
The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget
(Excluding Non-Cash Items and City-Funded Public Improvements)

Schedule	Sources and Uses of Funds	
	Sources of Funding:	
	MTW Single Fund:	
	Housing Choice Voucher Funds	\$191,984,046
	Low Income Operating Subsidy	21,724,241
	Capital Funds Program	17,909,505
	Total MTW Single Fund	\$231,617,792
	HOPE VI and Replacement Housing Factor Grants	\$28,739,218
	American Recovery and Reinvestment Act (ARRA) Grant	22,223,421
	Tenant Dwelling Revenue	5,355,085
	Other Revenue	668,129
	Development and Transaction Fees	317,836
	Interest Income	301,642
A	Fees earned from Georgia HAP Administrators, Inc.	1,515,400
	Total Sources before Use of Reserves	\$290,738,523
	Use of Reserves	\$21,051,041
A	Total Sources of Funding and Use of Reserves	\$311,789,564
	Uses of Funding and Reserves:	
A	Expenses Related to Georgia HAP Administrators, Inc.	\$775,464
B	Housing Assistance Payments	158,327,951
C	Administrative Expenses - Direct Operating Divisions	22,084,495
C	Administrative Expenses - Corporate Overhead and Indirect	17,217,205
D	Strategic Planning and Business Transformation Expenses	12,795,078
E	Human Development Services	4,097,179
F	Utilities, Maintenance & Operations and Protective Services	12,691,909
G	General Expenses	4,383,238
H	Contributions or Loans to Owner Entities for Accessibility Improvements	1,346,145
I	Demolition of QLI Properties	5,698,215
J	Debt Service (Principal & Interest)	470,311
K	Modernization of AHA-owned Residential Properties	22,600,874
L	Development and Revitalization	48,015,682
	Total Uses of Funding and Reserves	\$310,503,746
	Funds Not Used in Current Year's Operations	\$1,285,818

Appendix G - FY 2011 Budget - DRAFT
The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget By Major Activity and Funding Sources
Schedule A

Schedule					
	MTW	ARRA Grant	Georgia HAP Administrators, Inc.	Development and Revitalization	Total FY2011 Budget
Sources of Funding:					
	Housing Choice Voucher Funds	\$191,984,046	\$0	\$0	\$191,984,046
	Low Income Operating Subsidy	21,724,241	-	-	21,724,241
	Capital Funds Program	17,909,505	-	-	17,909,505
	HOPE VI and Replacement Housing Factor Grants	-	-	28,739,218	28,739,218
	American Recovery and Reinvestment Act (ARRA) Grant	-	22,223,421	-	22,223,421
	Tenant Dwelling Revenue	5,355,085	-	-	5,355,085
	Other Revenue	668,129	-	1,500,000	2,168,129
	Development and Transaction Fees	-	-	317,836	317,836
	Interest Income	73,596	-	228,046	317,042
	Total Sources before Reserves	\$237,714,602	\$22,223,421	\$1,515,400	\$29,285,100
	Use of Reserves	\$1,709,955	\$0	\$0	\$19,341,086
A	Total Sources of Funding and Use of Reserves	\$239,424,557	\$22,223,421	\$1,515,400	\$48,626,186
Uses of Funding and Reserves:					
B	Housing Assistance Payments	\$158,327,951	\$0	\$0	\$158,327,951
C	Direct Operating Divisions	22,052,184	-	775,464	32,311
C	Corporate Overhead and Indirect	17,217,205	-	-	17,217,205
D	Strategic Planning and Business Transformation	12,795,078	-	-	12,795,078
E	Human Development Services	4,097,179	-	-	4,097,179
F	Utilities, Maintenance & Operations and Protective Services	12,663,409	-	-	28,500
G	General Expenses	4,379,427	-	-	3,811
H	Contributions and Loans to Owner Entities for Accessibility Improvements	1,346,145	-	-	1,346,145
I	Demolition of QLI Properties	1,216,660	4,481,555	-	5,698,215
J	Debt Service (Principal & Interest)	470,311	-	-	470,311
K	Modernization of AHA-owned Residential Properties	4,859,008	17,741,866	-	22,600,874
L	Development and Revitalization	-	-	-	48,015,682
	Total Uses of Funding and Reserves	\$239,424,557	22,223,421	\$775,464	48,080,304
	Funds Not Used in Current Year's Operations	\$0	\$0	\$739,936	\$545,882

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**Housing Assistance Payments (HAP)
Schedule B**

Tenant-Based and Homeownership Vouchers	Schedule B-1	\$113,002,189
Project-Based Rental Assistance	Schedule B-2	31,475,000
Mixed-Income, Mixed-Finance Operating Subsidy for AHA-assisted Units	Schedule B-3	13,850,762
Total Housing Assistance Payments		\$158,327,951

The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Housing Assistance Payments (HAP)
Tenant-Based and Home ownership Vouchers
Schedule B-1

Tenant Based Vouchers inside AHA's Jurisdiction	\$87,853,292
Tenant-Based Vouchers outside AHA's Jurisdiction	24,253,897
Homeownership Vouchers	895,000

Total

\$113,002,189

The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Housing Assistance Payments
Project-Based Rental Assistance (PBRA)
Schedule B-2

Existing Units	Communities Receiving PBRA Rental Assistance	Subsidy
	Arcadia at Parkway Village	\$904,800
	Ashton Browns Mill	616,200
	Atrium at Collegetown	984,960
	Auburn Glenn	1,244,160
	Avalon Park Family	546,960
	Avalon Park Senior	1,175,040
	Avalon Ridge	726,240
	Campbell Stone	1,555,740
	Capitol Gateway II	192,000
	Columbia at Sylvan Hills	606,480
	Columbia Colony Senior	284,160
	Columbia Commons	108,000
	Columbia Heritage Senior	1,071,360
	Columbia High Point Senior	648,600
	Columbia Mechanicsville Apartments	357,000
	Columbia Senior Residences at Blackshear	570,960
	Columbia Senior Residences at Edgewood	1,312,200
	Columbia Senior Residences at Mechanicsville	660,960
	Columbia Senior Residences at MLK	936,960
	Columbia Tower at MLK Village	798,000
	Constitution Avenue Apartments	510,540
	Crogman Schools Apartments	302,400
	First Step	278,400
	Gateway at Northside Village	345,600
	GE Towers	680,400
	Hampton Oaks	554,400
	Heritage Greene	293,040
	Heritage Station I	839,520
	Heritage Station II	1,368,000
	Highbury Terraces	146,880
	Legacy at Walton Lakes	267,840
	Mechanicsville Crossing	259,200
	Mechanicsville Station	340,200
	Odyssey Villas	276,480
	Park Commons HFOP	1,231,200
	Park Commons HFS	1,006,200

The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Housing Assistance Payments
Project-Based Rental Assistance (PBRA)
Schedule B-2 (continued)

Existing Units	Communities Receiving PBRA Rental Assistance	Units	Subsidy
	Renaissance at Park Place South		\$508,800
	Seven Courts		243,000
	Summit Trail (Safety Net)		345,600
	The Parks at Scotts Crossing		517,539
	The Peaks at MLK		713,940
	Veranda at Auburn Pointe		696,600
	Veranda at Carver		756,000
	Veranda at Collegetown		680,400
	Villas of H.O.P.E.		233,280
	Welcome House		309,960
	Replacement Special Needs Units		960,480
	Total	3,616	\$29,966,679
On-line in FY2011	Adamsville Green		\$34,992
	Ashley Auburn Point		6,912
	Ashley Collegetown II		7,776
	O'Hern House		32,832
	Veranda at Auburn Pointe II		42,336
	Regional Commission on Homelessness Units		\$172,500
	LIHTC units at MIMF Communities AHA-Sponsored Communities		755,550
	Total	672	\$1,052,898
Other	Impact of new Utility Allowance schedules effective 7/1/2010		\$455,423
	Total Project-Based Rental Assistance (PBRA) HAP		\$31,475,000
	Total Units Projected as of June 30, 2011	4,288	

Appendix G - FY 2011 Budget - DRAFT
The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Housing Assistance Payments
Mixed-Income, Mixed-Finance Communities Operating Subsidy
Schedule B-3

	Communities Receiving Operating Subsidy	Units	Subsidy
Existing Units	Ashley Collegetown		\$326,693
	Ashley Courts at Cascade I		302,564
	Ashley Courts at Cascade II		304,295
	Ashley Courts at Cascade III		223,577
	Ashley Terrace at West End		151,048
	Atrium at Collegetown		399,477
	Capitol Gateway I		418,789
	Capitol Gateway II		327,457
	Centennial Place I		369,290
	Centennial Place II		222,028
	Centennial Place III		261,084
	Centennial Place IV		313,500
	Columbia Commons		336,880
	Columbia Creste		472,498
	Columbia Estates		350,091
	Columbia Grove		371,036
	Columbia Mechanicsville Apartments		509,969
	Columbia Park Citi		367,375
	Columbia Sr Residences at Mechanicsville		311,409
	Columbia Village		146,266
	Magnolia Park I		323,567
	Magnolia Park II		360,544
	Mechanicsville Crossing		475,897
	Mechanicsville Station		474,064
	The Gardens at Collegetown		266,392
	The Villages at Carver I		672,443
	The Villages at Carver II		380,545
	The Villages at Carver III		741,569
	The Villages at Carver V		486,320
	Veranda at Auburn Pointe		385,168
	Villages at Castleberry Hill I		392,978
	Villages at Castleberry Hill II		639,618
	Villages of East Lake I		579,712
	Villages of East Lake II		1,133,312
	Total	2,300	\$13,797,452
On-line in FY2011	Ashley Auburn Pointe I		\$24,532
	Ashley College Town II		28,778
	Total	124	\$53,310
	Total Mixed-Income, Mixed-Finance Rental Communities Operating Subsidy for AHA-assisted Units		\$13,850,762
	Total Units Projected as of June 30, 2011	2,424	

Appendix G - FY 2011 Budget - DRAFT
The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Administrative Expenses						
Direct Operating Divisions and Corporate Overhead and Indirect						
Schedule C						
	Salaries, Benefits and Taxes	Program Management	Professional Services and Legal Fees	Other Overhead	Fees for Service Reimbursement*	Total
Direct Operating Divisions						
Housing Choice	\$6,921,065	\$0	\$956,000	\$217,102	\$0	\$8,094,167
Real Estate Management including AHA-owned Residential Properties	1,992,901	3,726,848	1,150,078	1,402,331	-	8,272,158
Asset Management	1,453,028	-	285,000	49,730	-	1,787,758
Real Estate Development and Acquisition	1,961,278	188,496	348,660	55,405	(1,178,636)	1,375,203
Community, Governmental and External Affairs	2,270,589	-	97,900	88,820	-	2,457,309
Total Direct Operating Division Expenses	\$14,598,861	\$3,915,344	\$2,837,638	\$1,813,388	(\$1,178,636)	\$22,084,495
Corporate Overhead and Indirect						
Executive Office	\$489,690	\$0	\$800,000	\$129,706	\$0	\$1,419,396
General Counsel	1,772,981	-	1,245,000	29,075	-	3,047,056
Risk Management	77,589	-	2,500	2,505	-	82,594
Finance	1,888,251	-	350,000	463,170	-	2,701,421
Distribution Center	241,181	-	-	384,059	-	625,240
AHA Headquarters Building (Carter Building Management)	165,331	-	16,500	112,138	-	293,969
Information Technology	3,281,032	-	1,016,800	1,899,223	-	6,197,055
Acquisition and Management Services	867,750	-	5,500	494,486	-	1,367,736
Human Resources	753,954	-	239,950	393,834	-	1,387,738
Total Corporate Overhead and Indirect Expenses	\$9,537,759	\$0	\$3,676,250	\$3,908,196	\$0	\$17,217,205

* See Development and Revitalization Schedule L

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**Strategic Planning and Business Transformation
Schedule D**

Salaries, Taxes and Benefits	\$265,669
Program Management	641,671
Consulting Services - Business Transformation	6,007,420
IT Systems	4,841,318
Staff Augmentation	500,000
Incentives/Other	500,000
Miscellaneous	39,000
Total	\$12,795,078

Appendix G - FY 2011 Budget - DRAFT
The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Human Development Services
Schedule E

Housing Choice Participant Relocation Assistance		\$175,000
Human Development Services for Housing Choice Participants		199,279
Human Development Services for QLI-impacted families		1,328,597
Human Development Services at AHA-owned Residential Properties		
Barge Road Highrise	\$203,593	
Cheshire Bridge Road Highrise	220,451	
Cosby Spear Highrise	289,768	
East Lake Highrise	177,048	
Georgia Avenue Highrise	110,027	
Hightower Manor Highrise	223,235	
Westminster	36,259	
Juniper and Tenth Highrise	171,948	
Marietta Road Highrise	204,053	
Marion Road Highrise	239,075	
Martin Street Plaza	81,689	
Peachtree Road Highrise	242,027	
Piedmont Road Highrise	195,130	
Total AHA-owned Residential Properties		\$2,394,303
Total Human Development Services		\$4,097,179

The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Maintenance, Protective Services and Utilities
Schedule F

	Maintenance and Operation	Protective Services	Utilities	Total
AHA-owned Residential Properties				
Barge Road Highrise	\$289,891	\$121,356	\$251,058	\$612,600
Cheshire Bridge Road Highrise	412,179	81,920	274,395	703,538
Cosby Spear Highrise	745,455	270,387	669,835	1,556,184
East Lake Highrise	405,094	113,123	324,961	775,511
Georgia Avenue Highrise	350,295	113,153	183,828	595,490
Hightower Manor Highrise	297,477	122,066	198,077	570,737
Juniper and Tenth Highrise	320,344	121,546	265,756	653,529
Marietta Road Highrise	297,908	121,466	246,906	615,969
Marion Road Highrise	430,787	121,666	453,889	926,885
Martin Street Plaza	321,142	159,268	374,331	793,019
Westminster	131,882	62,560	105,066	277,529
Peachtree Road Highrise	478,143	81,920	436,407	912,943
Piedmont Road Highrise	527,802	112,898	496,436	1,043,917
Total AHA-owned Residential Properties	\$5,008,398	\$1,603,329	\$4,280,944	\$10,892,671
Other AHA-owned Properties				
AHA Headquarters Building	\$924,024	\$405,454	\$270,897	\$1,600,375
Westside Affordable Housing Properties	-	-	28,500	28,500
Zell Miller Center	-	-	23,651	23,651
Total Other AHA-owned Properties	\$924,024	\$405,454	\$323,048	\$1,652,526
Other Maintenance Expenses	\$146,712	\$0	\$0	\$146,712
Total Maintenance, Protective Services and Utilities	\$6,079,134	\$2,008,783	\$4,603,992	\$12,691,909

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**General Expense
Schedule G**

AHA-owned Residential Properties		
Insurance	\$348,448	
Other General Expense	109,294	
Total AHA-owned Residential Properties		\$457,742
Housing Choice Portability Administration Fee		\$1,967,724
Payment in Lieu of Taxes (PILOT) at AHA-assisted		
Mixed Income Communities		\$301,871
AHA Headquarters		
Insurance	\$529,901	
Other General Expense	1,126,000	
Total AHA Headquarters		\$1,655,901
Total General Expenses		\$4,383,238

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**Contributions or Loans to Owner Entities
for Accessibility Improvements
Schedule H**

Mixed-Income, Mixed-Finance Communities

Centennial Place	\$895,948
Magnolia Park	430,197
East Lake	20,000

**Total Contributions or Loans to Owner Entities
for Accessibility Improvements**

\$1,346,145

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**Demolition of QLI Properties
Schedule I**

QLI Property

Palmer House Highrise	\$2,511,585
Roosevelt House Highrise	1,542,140
Bankhead Courts	707,875
Bowen Homes	454,785
Herndon Homes	249,830
Hollywood Courts	178,000
Thomasville Heights	54,000

Total Demolition of QLI Properties

\$5,698,215

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**Debt Service (Principal & Interest)
Schedule J**

JW Dobbs Debt Service

Principal Reduction	\$317,148
Interest Expense	153,163
Total Debt Service	\$470,311

**The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget**

**Modernization of AHA-Owned Properties
Schedule K**

AHA Headquarters		\$202,050
AHA-owned Residential Properties		
Barge Road Highrise	\$1,741,825	
Cosby Spear Highrise	2,036,687	
Cheshire Bridge Road Highrise	3,221,326	
East Lake Highrise	2,733,810	
Georgia Avenue Highrise	368,905	
Hightower Manor Highrise	2,142,402	
Juniper and Tenth Highrise	655,370	
Marietta Road Highrise	1,118,082	
Marion Road Highrise	2,411,790	
Martin Street Plaza	429,102	
Peachtree Road Highrise	2,921,954	
Piedmont Road Highrise	2,127,739	
Westminster	489,832	
AHA-owned Residential Properties		\$22,398,824
Total Modernization of AHA-owned Properties		\$22,600,874

Appendix G - FY 2011 Budget - DRAFT
The Housing Authority of the City of Atlanta, Georgia
FY2011 Comprehensive Budget

Development and Revitalization Schedule L								
Revitalization Community	Auburn Point	Capitol Gateway	Collegetown at West End	Mechanicsville	The Villages at Carver	West Highlands at Herman E. Perry	Magnolia Perimeter Acquisitions	Total
Development and Revitalization Expenses								
Demolition	\$255,032	\$0	\$0	\$0	\$0	\$0	\$0	\$255,032
Extraordinary Sitework	900,872	-	744,201	-	-	-	-	1,645,073
Public Improvement Expenses (AHA-funded)	168,794	2,040,296	1,262,931	-	-	-	-	3,472,021
Fees For Service	559,070	-	-	619,567	-	-	-	1,178,637
Legal Expense	78,933	190,000	40,000	100,000	90,000	-	-	498,933
Professional Services	1,541,663	-	-	100,000	-	-	-	1,641,663
Relocation	99,000	-	-	-	-	-	-	99,000
Human Development Services	762,867	-	174,250	-	-	-	-	937,117
Total Development and Revitalization Expenses	\$4,366,231	\$2,230,296	\$2,221,382	\$819,567	\$90,000	\$0	\$0	\$9,727,476
Expenditures Impacting the Balance Sheet								
Public Improvement Advances	\$0	\$744,202	\$183,305	\$0	\$0	\$7,394,203	\$0	\$8,321,710
Developer Loans	6,196,559	-	6,233,651	4,679,000	-	-	-	17,109,210
Homeownership Subsidy	-	1,218,630	400,000	-	-	350,000	-	1,968,630
Site Acquisitions	541,681	2,782,536	-	1,500,000	4,495,000	-	536,000	9,855,217
Site Improvements	1,033,439	-	-	-	-	-	-	1,033,439
Total Expenditures Impacting the Balance Sheet	\$7,771,679	\$4,745,368	\$6,816,956	\$6,179,000	\$4,495,000	\$7,744,203	\$536,000	\$38,288,206
Total Development and Revitalization Expenses	\$12,137,909	\$6,975,664	\$9,038,338	\$6,998,567	\$4,585,000	\$7,744,203	\$536,000	\$48,015,682

Appendix H: Capital Planning

Major Capital Needs and Projects, Estimated Costs and Proposed Timetables

This section represents AHA's Capital Planning projects using American Recovery and Reinvestment Act (ARRA) and MTW Funds. As discussed in the ARRA narrative section of AHA's FY 2012 MTW Annual Plan, AHA received approximately \$26.6 million in ARRA funding. AHA has dedicated approximately \$20 million to capital projects and related construction management and design fees, and approximately \$6.6 million for demolition and related construction management fees. The \$6.6 million portion of ARRA funding budgeted for demolition is focused on four of the seven QLI Phase II properties: Herndon Homes, Hollywood Courts, Palmer House Highrise and Roosevelt House Highrise.

AHA established three priorities for the \$20 million in ARRA funds dedicated to capital projects:

- (1) the health and safety of our residents,
- (2) sustainability, energy efficiency and viability of AHA-Owned Residential Communities,
- (3) quality of life enhancements.

The following chart outlines the major work items that are being completed using the ARRA funds. Detail on this work is included in the ARRA grant Annual Statement Part I and II. AHA exceeded the 60% expense requirement as of the March 17, 2011 required date. AHA intends to have the majority of the work completed and expensed prior to the end of FY 2011; however the demolition work at Palmer House Highrise and Roosevelt House Highrise, as well as some of the capital projects, may carry over into the first quarter of FY 2012. AHA will modify the Annual Statement for ARRA funds in FY 2012 to account for project change orders and to provide the final ARRA budget to reflect actual expenditures.

Planned Expenditures for ARRA Grant

Capital Projects	Account No.	Grant Budget	Property
Dwelling Structures/Major systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements.	1460	\$3,519,445	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster

Appendix H: Capital Planning

Capital Projects	Account No.	Grant Budget	Property
Site Improvements - Parking lot, sidewalk and street repairs, erosion control, landscaping and exterior recreation space enhancements.	1450	\$2,705,817	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Common Areas - Lobby, common area and special function room renovations.	1470	\$8,454,836	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Non- Dwelling Equipment - Computers, common area equipment, laundry facilities including washers/dryers	1475	\$965,992	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Fees and Costs - Design and construction management fees for capital projects	1430	\$4,319,608	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster

Appendix H: Capital Planning

Capital Projects	Account No.	Grant Budget	Property
Fees and Costs - Construction management fees for demolition	1430	\$601,170	Herndon Homes Hollywood Courts Roosevelt House Highrise Palmer House Highrise
Demolition	1485	\$6,012,300	Herndon Homes Hollywood Courts Roosevelt House Highrise Palmer House Highrise
Total:		\$26,579,168	

AHA provided \$5.3 million in MTW funds to supplement ARRA funding on the capital projects identified above. The majority of these funds will be expensed in FY 2011; however, some of the projects may carry over into the first quarter FY 2012 at which time the final expenses will occur. These supplemental MTW funds are not included in the chart below.

As described in Section III, Priority 5, AHA plans to enter into an EPC agreement which will result in \$11 million in utility conservation projects at AHA-Owned Residential Communities. These EPC-related projects will occur primarily in FY 2012 and will be funded through a combination of a \$9 million EPC loan and \$2.0 million of FY 2012 MTW funds. In addition, AHA is budgeting \$2,000,000 to support priority capital projects that will be identified in FY 2012. The following chart outlines the plan for MTW-funded capital projects in FY 2012:

Capital Projects using MTW Funds in FY2012	FY2012 Budget	Property
Construction and Fees and Costs– to support the EPC Contract which includes improvements to: <ul style="list-style-type: none"> • Building envelop weatherization • Heating, ventilation and air conditioning of units and common areas • Interior and Exterior lighting • Bathroom- water efficiency, plumbing and lighting 	\$11,000,000	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Construction and Fees and Costs – construction and design and construction management fees and costs to support the repair of the Barge Road facade	\$1,200,000	Barge Road Highrise
Construction and Fees and Costs – construction and design and construction management fees and costs to support construction needs that require immediate attention	\$800,000	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster

Appendix I: Previous Year's Expenditures by Line Item

The Atlanta Housing Authority Previous Year's Expenditures by Line Item	
FY 2010	
Operating Expenses:	
Housing Assistance Payments	\$ 147,254,397
Administrative, including Direct Operating Division Expenses	43,529,497
Utilities, Maintenance, and Protective Services	13,076,757
Resident and Participant Services	1,023,137
General Expenses	4,603,610
Expenses related to Georgia HAP Administrators, Inc.	582,641
Depreciation and Amortization	8,152,155
Total operating expenses	\$ 218,222,194
Non-operating Expenses:	
Demolition and Remediation Expenses	\$ 14,843,453
Other Revitalization Expenses	4,126,847
Relocation-related Expenses	6,939,322
Grants to Owner Entities of Mixed-Income Communities (UFAS)	27,616
Valuation Allowance	985,601
Interest Expense	175,851
Total Non-Operating Expenses	\$ 27,098,690
TOTAL EXPENSES	\$ 245,320,884

Appendix J: ARRA Funds: Revised Capital Fund Annual Statements Part I & II

This ARRA Annual Statement/Performance and Evaluation Report (P&E) was submitted in March 2011. As typical with the nature of renovation work, several change orders have been processed for the ARRA projects which have resulted to changes to the P&E. The current P&E updates the project costs and expenditures as of March 23, 2011.

AHA anticipates that as the ARRA construction continues, there will be more changes that require additional modifications to the P&E. Therefore, the final Annual Statement/Performance and Evaluation Report will be submitted by the end of the first quarter of fiscal year 2012 to accurately capture the final budget and expenses for all of the ARRA renovations.

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

Annual Statement / Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary					
PHA Name Th Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: GA06S006501-09 Date of CFFP: _____		Replacement Housing Factor Grant No: _____	
				FFY of Grant 2009	
				FFY of Grant Approval 2009	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input checked="" type="checkbox"/> Revised Annual Statement (Revision no: 4) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
		Total Estimated Cost		Total Actual Cost ¹	
Line	Summary by Development Account	Original	Revised ²	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs	\$4,713,828	\$4,920,779	\$4,920,779	\$4,162,528
8	1440 Site Acquisition				
9	1450 Site Improvement	\$3,389,403	\$2,705,816	\$2,705,816	\$1,673,313
10	1460 Dwelling Structures	\$3,504,643	\$3,519,444	\$3,519,444	\$2,783,013
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures	\$7,910,408	\$8,454,837	\$8,454,837	\$6,483,306
13	1475 Non-dwelling Equipment	\$1,594,681	\$965,992	\$965,992	\$1,019,510
14	1485 Demolition	\$5,466,205	\$6,012,300	\$6,012,300	\$4,481,498
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities ⁴				
18a	1501 Collateralization or Debt Service paid by the PHA				
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 – 19)	\$26,579,168	\$26,579,168	\$26,579,168	\$20,603,168
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security – Soft Costs				
24	Amount of line 20 Related to Security – Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

¹ To be completed for the Performance and Evaluation Report

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement

³ PHAs with under 220 units in management may use 100% of CFP Grants for operations

⁴ RHF funds shall be included here

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

Annual Statement / Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

Part I: Summary			
PHA Name The Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: GA06S006501-09 Date of CFFP:	Replacement Housing Factor Grant No: FFY of Grant 2009 FFY of Grant Approval 2009
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Performance and Evaluation Report for Period Ending:		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (Revision no: 4) <input type="checkbox"/> Final Performance and Evaluation Report	
Signature of Executive Director		Total Estimated Cost	Total Actual Cost ¹
Date 3/23/2011		Signature of Public Housing Director	Date

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

Annual Statement / Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/2011

Part II: Supporting Pages								
PHA Name: The Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: GA06S006501-09 CFFP:(Yes/ No): NO Replacement Housing Factor Grant No:				Federal FFY of Grant: 2009		
Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
GA006000140								
Palmer House Highrise								
	Construction Mgt Fees	1430		225,826	236,476	236,476	123,205	
	Demolition	1485		2,258,259	2,364,759	2,364,759	1,153,698	
GA006000200								
Hollywood Courts								
	Construction Mgt Fees	1430		99,650	99,650	99,650	73,741	
	Demolition	1485		996,500	996,500	996,500	965,250	
GA006000241								
Cosby Spear Highrise								
	Fees and Costs - Design fees and construction management fees	1430		705,270	667,678	667,678	619,701	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		1,052,128	1,052,128	1,052,128	547,183	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		225,581	225,581	225,581	166,082	
	Common Areas - Lobby, common area and specialty function room renovations	1470		1,243,345	1,243,345	1,243,345	1,018,636	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		193,993	193,993	193,993	148,629	

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For submission to HUD 3/31/2011

Page 3 of 10

form HUD-50075.1 (4/2008)

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
GA006000250								
Georgia Avenue Highrise								
	Fees and Costs - Design fees and construction management fees	1430		217,644	218,737	218,737	207,014	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		7,035	7,035	7,035	7,035	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		63,746	63,746	63,746	60,251	
	Common Areas - Lobby, common area and specialty function room renovations	1470		437,924	448,319	448,319	448,319	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		104,759	104,759	104,759	68,917	
GA006000270								
Roosevelt House Highrise								
	Construction Mgt Fees	1430		142,695	186,595	186,595	122,982	
	Demolition	1485		1,426,945	1,866,541	1,866,541	1,590,169	

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For submission to HUD 3/31/2011

Page 4 of 10

form HUD-50075.1 (4/2008)

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Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
GA006000300								
East Lake Highrise								
	Fees and Costs - Design fees and construction management fees	1430		303,243	331,624	331,624	331,624	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		37,741	37,741	37,741	32,357	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		94,611	94,610	94,610	85,549	
	Common Areas - Lobby, common area and specialty function room renovations	1470		660,876	660,876	660,876	656,633	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		107,588	107,588	107,588	96,301	
GA006000430								
Juniper and Tenth Highrise								
	Fees and Costs - Design fees and construction management fees	1430		217,124	213,398	213,398	175,314	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		68,110	69,565	69,565	67,438	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		152,102	146,485	146,485	137,220	
	Common Areas - Lobby, common area and specialty function room renovations	1470		532,785	521,552	521,552	440,660	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		25,702	25,702	25,702	7,994	

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For submission to HUD 3/31/2011

Page 5 of 10

form HUD-50075.1 (4/2008)

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Development Number/ Name HA-Wide Activities	General Description of Major Work Categories	Dev. Acct No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised	Funds Obligated	Funds Expended	
GA006000440								
Westminster								
	Fees and Costs - Design fees and construction management fees	1430		141,451	140,612	140,612	119,471	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		70,893	55,893	55,893	54,386	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		291,653	339,573	339,573	333,307	
	Common Areas - Lobby, common area and specialty function room renovations	1470		176,898	152,819	152,819	145,746	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		11,219	11,219	11,219	559	
GA006000450								
Peachtree Road Highrise								
	Fees and Costs - Design fees and construction management fees	1430		804,926	791,649	791,649	657,298	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		824,923	432,108	432,108	274,586	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		411,087	451,261	451,261	346,436	
	Common Areas - Lobby, common area and specialty function room renovations	1470		1,113,163	1,308,913	1,308,913	616,064	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		435,422	60,350	60,350	254,349	

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For submission to HUD 3/31/2011

Page 6 of 10

form HUD-50075.1 (4/2008)

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

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				Original	Revised	Funds Obligated	Funds Expended	
GA006000470								
Cheshire Bridge Road Highrise								
	Fees and Costs - Design fees and construction management fees	1430		465,265	482,780	482,780	377,061	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		598,910	331,818	331,818	84,582	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		470,380	482,128	482,128	165,656	
	Common Areas - Lobby, common area and specialty function room renovations	1470		1,021,286	1,469,489	1,469,489	527,514	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		456,826	191,045	191,045	248,683	
GA006000480								
Piedmont Road Highrise								
	Fees and Costs - Design fees and construction management fees	1430		333,669	338,339	338,339	327,613	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		155,515	155,515	155,515	155,515	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		198,819	198,819	198,819	197,384	
	Common Areas - Lobby, common area and specialty function room renovations	1470		696,860	696,860	696,860	696,860	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		84,751	84,751	84,751	80,789	

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For submission to HUD 3/31/2011

Page 7 of 10

form HUD-50075.1 (4/2008)

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

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				Original	Revised	Funds Obligated	Funds Expended	
GA006000520								
Marian Road Highrise								
	Fees and Costs - Design fees and construction management fees	1430		313,455	311,325	311,325	271,480	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		190,913	158,310	158,310	147,571	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		279,051	279,051	279,051	279,051	
	Common Areas - Lobby, common area and specialty function room renovations	1470		586,294	583,563	583,563	583,563	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		57,605	57,605	57,605	51,190	
GA006000530								
Hightower Manor Highrise								
	Fees and Costs - Design fees and construction management fees	1430		261,646	260,656	260,656	231,617	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		109,605	126,385	126,385	105,115	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		445,373	445,373	445,373	408,396	
	Common Areas - Lobby, common area and specialty function room renovations	1470		392,540	426,035	426,035	411,292	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		38,531	38,531	38,531	10,674	

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For submission to HUD 3/31/2011

Page 8 of 10

form HUD-50075.1 (4/2008)

Appendix J: ARRA Funds Revised Capital Fund Annual Statements Part I & II

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				Original	Revised	Funds Obligated	Funds Expended	
GA006000540								
Barge Road Highrise								
	Fees and Costs - Design fees and construction management fees	1430		277,549	277,549	277,549	232,086	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		36,824	36,824	36,824	36,728	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		570,512	482,423	482,423	300,450	
	Common Areas - Lobby, common area and specialty function room renovations	1470		442,251	493,943	493,943	493,021	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		40,815	40,815	40,815	25,522	
GA006000560								
Martin Street Plaza								
	Fees and Costs - Design fees and construction management fees	1430		59,245	62,694	62,694	61,099	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		145,666	140,169	140,169	58,492	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		54,162	49,264	49,264	42,102	

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Page 9 of 10

form HUD-50075.1 (4/2008)

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				Original	Revised	Funds Obligated	Funds Expended	
GA006000580								
Marietta Road Highrise								
	Fees and Costs - Design fees and construction management fees	1430		224,621	222,567	222,567	192,705	
	Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450		91,140	102,325	102,325	102,325	
	Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460		247,566	261,130	261,130	261,129	
	Common Areas - Lobby, common area and specialty function room renovations	1470		448,286	449,123	449,123	444,998	
	Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475		37,470	49,634	49,634	25,903	
GA006000592								
Herndon Homes								
	Construction Mgt Fees	1430		78,450	78,450	78,450	38,518	
	Demolition	1485		784,500	784,500	784,500	772,380	
				26,579,168	26,579,168	26,579,168	20,603,167	

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Page 10 of 10

form HUD-50075.1 (4/2008)

Appendix K: Public Review and Plan Changes

Public Review

Atlanta Housing Authority's Fiscal Year 2012 Moving to Work (MTW) Implementation Plan is the product of an inclusive and comprehensive annual planning process involving consultation and strategy development with AHA's Board of Commissioners, executive leadership and employees, AHA-assisted families and advisory groups. AHA further collaborates with representatives from local community and housing advocacy organizations, elected officials, strategic partners and service providers.

The notice of the FY 2012 MTW Annual Plan Availability and Public Hearing was communicated externally via letters and notices to AHA's stakeholders, residents and through advertisements that were placed in the following newspaper publications on dates as specified below:

Atlanta Journal Constitution

February 20, 2011
February 27, 2011

Fulton County Daily Report

February 21, 2011
February 28, 2011

Atlanta Daily World

February 24, 2011

Mundo Hispanico

February 24, 2011

Atlanta Voice

February 24, 2011

Additionally, the public hearing notice was made available in several languages: English, Chinese, Russian and Spanish for AHA residents in the AHA-Owned Residential Communities.

On Thursday, March 3, 2011, AHA held its FY 2012 MTW Annual Plan Public Hearing to present its proposed Plan and policy changes. The public hearing was held at the Loudermilk Conference Center, 40 Courtland Avenue, Atlanta, Georgia, where approximately 75 individuals attended. For seniors and residents with disabilities living in the AHA-Owned Residential Communities who were unable to attend the public hearing, AHA broadcast a video of the event on AHA's local community channel in each building throughout and after the public comment period close. The video incorporated sign-language interpretation.

The comment and review period for the draft FY 2012 MTW Annual Plan was February 14, 2011 through March 14, 2011. The Plan was made available in printed form at AHA's corporate office and AHA-Owned Residential Communities and electronically via AHA's website. Additionally, hard and/or electronic copies were provided to organizations that participated in briefing sessions, as listed below, which presented an overview of key components of the Plan. Comments could be submitted in-person at a hearing or briefing, by letter (in person at AHA's corporate office, U.S. Post Office or fax), via the website and email, or using a voice mailbox.

Appendix K: Public Review and Plan Changes

BRIEFING SESSIONS FOR FY 2012 MTW ANNUAL PLAN	
February 28, 2011	Atlanta Regional Commission
March 1, 2011	Atlanta BeltLine, Inc.
March 2, 2011	Georgia Department of Community Affairs
March 4, 2011	Atlanta Development Authority
March 8, 2011	Public Officials and Atlanta Public School Board Housing Choice Landlord & Community Advisory Groups
March 9, 2011	Atlanta Legal Aid Jurisdiction-wide Resident Council Housing Choice Participant Advisory Board
March 10, 2011	Service Provider Network and Private Management Research and Academia Partners City of Atlanta Department of Planning & Community Development
March 11, 2011	AHA Board of Commissioners

Plan Changes

Moving forward, AHA may make changes to the MTW Annual Implementation Plan without a Public Hearing or resident consultation provided that such changes do not constitute a “substantial deviation” or “significant amendment or modification.” A “substantial deviation” or “significant amendment or modification” to the Plan is defined as changes, modifications, or amendments that materially and significantly modify AHA’s business plan goals or priority activities. A change in AHA’s objectives or strategies in reaching those goals will not be considered a “substantial deviation” or “significant amendment or modification.”



*Statement of Corporate Policies
Governing the Leasing and Residency of Assisted Apartments*

Adopted by the Board of Commissioners
June 16, 2004

Revision 5

Amended by the Board of Commissioners
April 14, 2010

The Housing Authority of the City of Atlanta, Georgia

Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments Revision 5 ¹

Preamble	1
Part I.	
Introduction.....	2
Article One. Objective.....	2
Article Two. Management and Administration.....	2
Article Three. Moving to Work Annual Plan.....	2
Article Four. Applicability of Policies to Applicants and Residents	3
Article Five. Site-Based Waiting List Policy.....	3
Article Six. Fair Housing and Equal Opportunity.....	4
Article Seven. Reasonable Accommodation.....	4
Article Eight. Deconcentration of Poverty.....	5
Article Nine. Fraud and Misrepresentation	6
Article Ten. Private Sector Innovation	7
Part II.	
Applicant and Resident Suitability.....	7
Article One. Definitions of Family.....	7
Article Two. Determining Criteria.....	8
Article Three. Initial Leasing Considerations.....	9
Article Four. Applicant Selection Policies.....	10
Article Five. Order of Selection for UFAS-Accessible Units.....	14
Article Six. Screening of Applicants and Residents.....	18
Article Seven. Criminal History Screening.....	19
Part III.	
Resident Benefits and Opportunities.....	24
Article One. Rent, Individual Development Accounts, and Security Deposits.....	24
Article Two. Basic Lease Obligations and Responsibilities.....	28
Article Three. Occupancy, Charges and Allowances.....	31
Article Four. Transfers.....	32
Article Five. Individual Development Account (IDA) Program.....	34
Article Six. Pet Policy.....	35
Article Seven. Disputing Decisions of Manager.....	37
Part IV.	
Miscellaneous.....	38
Article One. Availability of Official Leasing Documents.....	38
Article Two. Special Program, Policy and/or Strategic Initiatives.....	39
Article Three. Response to Federally Declared Disasters and Other Federally Declared Emergencies.....	39
Article Three. Approval of Management Practices.....	40
Article Four. Revisions to the Statement of Corporate Policies	40

¹ The *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (Statement of Corporate Policies) was originally adopted by the Board of Commissioners on June 16, 2004. The Board of Commissioners adopted amendments to the Statement of Corporate Policies on April 25, 2005, September 9, 2005, December 12, 2005, April 25, 2007 and April 30, 2008. The current Revision 5 is based on amendments adopted by the Board of Commissioners on April 14, 2010.

The Housing Authority of the City of Atlanta, Georgia
Statement of Corporate Policies
Governing the Leasing and Residency of Assisted Apartments

PREAMBLE

This *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (“Statement of Corporate Policies”) is the policy document that governs the leasing and residency of public housing-assisted apartments owned, affiliated, or sponsored by The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing Authority”). The Statement of Corporate Policies is organized around Atlanta Housing Authority’s guiding principles and its corporate vision, Healthy Mixed-Income Communities.

For purposes of the Statement of Corporate Policies, any apartment that receives public housing operating subsidy, regardless of the ownership structure of the community in which the apartment is located, is referred to as an “Assisted Apartment.” Atlanta Housing Authority-owned public housing developments with Assisted Apartments are referred to as “Affordable Communities.” Privately-owned market rate, mixed income communities with a percentage of Assisted Apartments are referred to as “Signature Communities” or “Mixed-Income, Mixed-Finance Communities.” These communities are owned by a limited partnership or similar ownership structure (“Owner Entity”); are sponsored and/or developed, in part, by Atlanta Housing Authority, who may or may not have a ground lease on the real estate; and are independently operated by the Owner Entity’s managing general partner and professional management company.

Atlanta Housing Authority and the U.S. Department of Housing and Urban Development (HUD) entered into the Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time (“MTW Agreement”). As a result of the statutory and regulatory relief provided to Atlanta Housing Authority under the MTW Agreement, the Statement of Corporate Policies outlines policies that support the creative design and implementation of initiatives to enhance the quality of life of residents, promote resident economic and lifestyle independence and foster the development of excellent, mixed-income communities.

The Statement of Corporate Policies was adopted by Atlanta Housing Authority’s Board of Commissioners on June 16, 2004. Four revisions of the Statement of Corporate Policies have been approved subsequent to the original date of adoption. This is the fifth revision of these policies.

Administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach shall be developed following the intent of the Statement of Corporate Policies and may be amended from time to time at the discretion of Atlanta Housing Authority.

PART I- INTRODUCTION

ARTICLE ONE. OBJECTIVE

The Statement of Corporate Policies is Atlanta Housing Authority's policy document for the leasing and occupancy of Assisted Apartments in support of Atlanta Housing Authority's Vision of Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

ARTICLE TWO. MANAGEMENT AND ADMINISTRATION

1. The Operations Division is responsible for developing and implementing written operating procedures for the Affordable Communities that are consistent with the Statement of Corporate Policies.
2. Owner Entities and their professional private-sector management companies are responsible for developing and implementing written operating procedures for the Signature Communities that are consistent with the Statement of Corporate Policies and to the requirements of other funding sources to the extent that Signature Communities may be subject to stricter requirements. Such operating procedures are subject to review by Atlanta Housing Authority in coordination with the oversight procedures of other funding sources in order to ensure consistency with the intent of all policies and requirements.
3. For the purposes of the Statement of Corporate Policies the written operating procedures under Sections 1 and 2 above are referred to as Management Operating Procedures.
4. For the purposes of the Statement of Corporate Policies, Atlanta Housing Authority and Owner Entity private management companies, collectively or individually, as appropriate, will be referred to as "Management Agent.")

ARTICLE THREE. MOVING TO WORK ANNUAL PLAN

1. As a Moving to Work agency, Atlanta Housing Authority will establish, implement and evaluate innovative cost-effective affordable housing strategies for Assisted Apartments that are designed to improve operational efficiencies and help low income families achieve greater economic independence.

2. While recognizing that implementation of various policy initiatives may be immediate, progressive, or refined through various activities and demonstration programs, the implementation of those strategic initiatives, not immediately enumerated in Atlanta Housing Authority's Moving to Work (MTW) Annual Plan, may be advanced, provided such strategic initiatives are consistent with the Statement of Corporate Policies and the spirit and intent of the authorizations under the MTW Agreement.

ARTICLE FOUR. APPLICABILITY OF POLICIES TO APPLICANTS AND RESIDENTS

The Statement of Corporate Policies applies to all Applicants, Residents, and members of Applicant and Resident households, including the heads of household, with respect to their compliance with all policies related to their application for and residency of an Assisted Apartment. The singular use of the terms "Resident" and "Applicant" shall be deemed to include all household members for the purposes of this Statement of Corporate Policies.

ARTICLE FIVE. SITE-BASED WAITING LIST POLICY

The Site-Based Waiting List Policy established the equitable and consistent administration of independent site-based waiting lists at each AHA-owned Affordable Community and each Signature Community. This policy provides for the fair and equitable selection of eligible and qualified Applicants from a community waiting list rather than from a centralized pool. Although an Applicant can only lease one Assisted Apartment, Applicants have the freedom to submit applications to the site-based waiting list of the community or communities of their choice, provided the site-based waiting list is open and receiving applications.

HUD's Assistant Secretary of Fair Housing and Equal Opportunity approved Atlanta Housing Authority's Site-Based Waiting List Policy for the Olympic Legacy Program by letter dated June 28, 1996. The Mixed-Income, Mixed-Finance Community Site-Based Waiting List Policy Addendum to the Olympic Legacy Program was approved on June 25, 1999. The Affordable Housing Community Site-Based Waiting List Policy was adopted by Atlanta Housing Authority's Board of Commissioners on January 30, 2002. The implementing protocols for the Site-Based Waiting List Policy are memorialized as separate policy documents and are hereby included, by reference, in this Statement of Corporate Policies.

ARTICLE SIX. FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities. Atlanta Housing Authority monitors fair housing and equal opportunity compliance at all of the communities governed by this Statement of Corporate Policies.
2. Atlanta Housing Authority acknowledges the protections afforded victims under the *Violence Against Women Act*, and has included administrative measures to address those protections in its Management Operating Procedures, as applicable.
3. Atlanta Housing Authority acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population residing in an Affordable Community is comprised of LEP persons, Atlanta Housing Authority will develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.

ARTICLE SEVEN. REASONABLE ACCOMMODATION

1. Atlanta Housing Authority shall assist persons with disabilities who are Applicants, Residents, employees and visitors to Atlanta Housing Authority offices and communities to participate in programs on the same basis as persons who do not have such disabilities. Atlanta Housing Authority will make reasonable and necessary accommodations for persons with disabilities so that each such person may participate in a meaningful manner, and benefit from, all Atlanta Housing Authority-sponsored programs and activities. These reasonable accommodations shall extend to Atlanta Housing Authority's applications procedures, program participation and facilities enhancement activities.

2. Atlanta Housing Authority and Owner Entities through their respective Management Agents shall (i) set forth a process for Applicants, Residents and members of the public who participate in programs in Affordable Communities and/or Signature Communities to request reasonable accommodations; (ii) provide forms for individuals to request reasonable accommodation(s); (iii) set forth specific procedures regarding the acceptance, processing and disposition of reasonable accommodation request(s), including timeframes; and (iv) provide formal appeal/grievance procedures for individuals who have been denied reasonable accommodation(s).
3. As a component of Atlanta Housing Authority's reasonable accommodation efforts, Atlanta Housing Authority will advise Applicants, Residents, employees and members of the public of the right to effective communication in programs, services and activities. Management Operating Procedures will ensure that:
 - A. Interested persons, including persons with hearing, visual or cognitive disabilities, can obtain information concerning the existence and location of accessible services, activities, and facilities;
 - B. Atlanta Housing Authority, Owner Entities, or Management Agents shall furnish appropriate auxiliary aids and services, where necessary, to afford a person with disabilities an equal opportunity to participate in programs, services and activities. In determining what auxiliary aids are necessary, Atlanta Housing Authority, Owner Entities, or Management Agents shall give primary consideration to the requests of the person with disabilities unless doing so would result in a fundamental alteration of programs or activities, or an undue financial and administrative burden; and
 - C. Residents and Applicants are aware of alternative, non-written methods to request a reasonable accommodation and the availability of forms and information in alternative formats.

ARTICLE EIGHT. DECONCENTRATION OF POVERTY

1. In order to realize its corporate vision of Healthy Mixed-Income Communities, Atlanta Housing Authority is pledged to outcomes that lead to the deconcentration of poverty in the management of its Affordable Communities and the creation of market rate, mixed income communities.

2. Atlanta Housing Authority's fair and equitable Site-Based Waiting List Policy for Assisted Apartments at each Affordable and Signature Community strengthens the concepts of community building and housing choice. Based on available housing opportunities, Applicants choose communities according to location, amenities, job opportunities, schools, and neighborhoods. The result is a policy approach that supports the deconcentration of poverty.
3. Under Moving to Work, Atlanta Housing Authority has the authority to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient and effective ways of providing quality, mixed-income housing to low income families
4. Atlanta Housing Authority will also continue to reposition its portfolio of distressed and obsolete public housing developments through a variety of strategies, foremost of which is the transformation of its conventional public housing developments into market-rate, mixed-income communities, each with a seamless affordable component and households having a range of incomes and diverse backgrounds.

ARTICLE NINE. FRAUD AND MISREPRESENTATION

1. Applicants and Residents are required to provide truthful, complete information relating to participation in other housing subsidy programs, income from all sources, household composition, and all household background information to qualify for initial eligibility and continued residency in an Assisted Apartment.
2. Applicants and Residents who engage in acts of fraud and misrepresentation are subject to prosecution under State and Federal laws, and where appropriate, will be referred for such prosecution by Atlanta Housing Authority.
3. Any Applicant or Resident who has made any intentional misrepresentation at the time of admission, during any subsequent Lease Renewal Review, or at any other time shall be denied admission or be subject to termination or non-renewal of tenancy, as applicable.
4. Applicants who are denied admission due to intentional misrepresentation of his/her criminal history shall have the right to an informal review as set forth in the Statement of Corporate Policies.

ARTICLE TEN. PRIVATE SECTOR INNOVATION

In order to take advantage of private sector innovation, Atlanta Housing Authority may make available to the Owner Entities of Signature Communities the least restrictive regulatory requirements to achieve goals in accordance with the MTW Annual Plan. Owner Entities may engage in innovative activities in developing and implementing management practices and streamlined processes; higher community standards; and quality of life initiatives in order to create quality living environments.

1. Owner Entities are authorized, subject to the approval of the Atlanta Housing Authority, to create, adopt and implement their own occupancy, leasing and rent policies for public housing-assisted Residents and eligible Applicants with respect to their communities.
2. Innovative policies and procedures could include, but are not limited to, new rent structures such as affordable fixed rents; standard deductions; application and waiting list procedures; eligibility and/or suitability criteria; meaningful economic independence milestones; and term limits.
3. Such innovative policies and procedures, once approved by Atlanta Housing Authority, will supplement and will not be considered in conflict with this Statement of Corporate Policies and Atlanta Housing Authority's requirements for Assisted Apartments.

PART II - APPLICANT AND RESIDENT SUITABILITY

ARTICLE ONE. DEFINITIONS OF FAMILY

1. A Family is defined as two or more persons who may or may not be related that are residing together in the same household.
2. An Elderly Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is age 62 or older.
3. A Disabled Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is a person with a verifiable disability.

4. Any member of an Elderly Family or Disabled Family who is not elderly (62 years or older) or a person with a verifiable disability, other than an approved live-in-aide or a household member who is otherwise needed in the home as a reasonable accommodation to care for an elderly and/or disabled household member based on verifiable circumstances for a recognized period of time, must be in compliance with the qualifications outlined in Article Two and Article Four of this Part II.

ARTICLE TWO. DETERMINING CRITERIA

1. An Applicant desiring to lease an Assisted Apartment must first demonstrate that (a) Applicant meets one of the definitions of Family and is an eligible low income household based on total annual household income pursuant to and verified according to U. S. Department of Housing and Urban Development (HUD) rules and regulations and as provided in Atlanta Housing Authority's MTW Annual Plan; (b) Applicant satisfies HUD's statutory and regulatory requirements for citizenship/eligible immigrant status; (c) each school-age member of the Applicant's household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll and attend an accredited public or private secondary academic or technical school (d) provided the Applicant household is not an Elderly Family or a Disabled Family as defined in Article One of this Part II, at least one adult member of the Applicant household, 18 years of age or older, is either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Management Operating Procedures; (e) each other member of the Applicant's household, 18 years of age and older, including each other household member in an Elderly Family or Disabled Family, is either (1) legally and gainfully employed or self-employed (as described above) on a full-time basis for at least 30 hours per week; (2) a full-time student at an Atlanta Housing Authority recognized school or institution; (3) employed (but not self-employed) on a part-time basis and either attending an Atlanta Housing Authority recognized school or institution on a part-time basis or participating in an Atlanta Housing Authority-approved training program for a combined minimum total of 30 hours per week for employment and education/training;

(4) elderly; or (5) disabled; and (f) Applicant would be a suitable Resident based on past satisfactory behavior including, but not limited to, housekeeping performance, acceptable payment records for rent and/or utilities (as applicable), acceptable credit history, acceptable criminal background record, and a commitment to abide by the Dwelling Lease offered to eligible Applicants (the "Lease").

2. A Resident of an Assisted Apartment must continue to demonstrate that the Resident is a suitable Resident based on satisfactory behavior as a renter including, but not limited to, housekeeping performance, good payment records for rent, other charges and utilities, satisfactory record of lease compliance, and an acceptable criminal background record.
3. All Applicants and Residents must certify at application, and Residents must certify at recertification, that they have the ability to comply with all requirements of the Lease, including, but not limited to, those which require the ability to exit the building in the event of an emergency and such other related certifications as deemed appropriate by Atlanta Housing Authority, without Atlanta Housing Authority having to provide services beyond those stated in the Lease. This responsibility applies to all Applicants and Residents, including those Applicants and Residents who may have physical or mental impairments that otherwise cannot be addressed by reasonable accommodations.

ARTICLE THREE. INITIAL LEASING CONSIDERATIONS

1. An Applicant desiring to lease an Assisted Apartment must apply at the community or communities of the Applicant's choice according to the Management Operating Procedures.
2. An Applicant who applies will be placed on the applicable site-based waiting list for the community or communities in accordance with the Applicant Selection Policies.
3. Certain communities with Assisted Apartments may require Applicants to pay an appropriate non-refundable leasing fee, which may be applied to the Applicant's security deposit, provided the Applicant is offered and accepts the offer of an Assisted Apartment.
4. Applicants will provide all information on all household members requested in the application for admission on the form in use by the Management Agent.

5. The application for admission will give persons with disabilities the opportunity to (i) specify whether they need a unit with accessible features and describe the necessary accessibility features they require; (ii) specify if they require reasonable accommodation(s) in their housing and/or during the application process; and (iii) request a copy of Atlanta Housing Authority's Reasonable Accommodation Policy.
6. Application information for Applicants will include the name and contact information of the Management Agent for each community, and the name and contact information of Atlanta Housing Authority's Section 504/ADA Coordinator, including the TDD/TTY number or Georgia Relay Service telephone number.

ARTICLE FOUR. APPLICANT SELECTION POLICIES

Applicants for Assisted Apartments, whether located in Affordable Communities or Signature Communities, will be placed on the applicable site-based waiting list in accordance with the requirements as set forth in this Article Four.

1. Order of Applicant Selection for Communities where the Resident Population is comprised of Elderly, Almost-Elderly and/or Non-Elderly Disabled Residents:
 - A. To be considered for a Community for Elderly, Almost-Elderly and/or Non-Elderly Disabled Residents, an Applicant must be a household whose head or spouse (if married) or sole member is:
 - (i) Elderly (62 years of age or older);
 - (ii) Almost Elderly (55-61 years of age); or
 - (iii) Non-Elderly Disabled (a person less than 62 years of age with a disability).

Applicants who do not qualify as outlined above are not eligible for admission.

- B. Atlanta Housing Authority pursuant to its MTW Annual Plan will strive to achieve an optimal balance of Elderly, Almost Elderly, and Non-Elderly Disabled Residents in senior communities that do not have a designation pursuant to paragraph C of this Section. The Management Agents of such communities shall be permitted to admit applicants from the waiting list at a ratio of four (4) Elderly and Almost Elderly Applicants to one (1) Non-Elderly Disabled Applicant in order to achieve the optimal balance.

- C. Atlanta Housing Authority in accordance with its Moving to Work Annual Plan may designate up to 100% of the Assisted Apartments in a community for Elderly, Almost Elderly, or Non-Elderly Disabled Residents, as applicable and appropriate.
 - D. In the event there is an insufficient number of Elderly and Almost Elderly Applicants to admit to Assisted Apartments pursuant to paragraphs B and C above, Atlanta Housing Authority may, in its sole discretion, exercise its authority to permit Elderly and/or Almost Elderly Applicants on the Housing Choice Program waiting list to be selected for screening and admission, if approved, to a senior community with Assisted Apartments.
 - E. To the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
2. Order of Applicant Selection for a Community.
- A. The order of selection of an Applicant from a site-based waiting list in a community with Assisted Apartments will be according to the ranking of the Applicant's application by either date-and-time of application or lottery, as applicable. To the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
 - B. Provided the Applicant is not an Elderly Family or a Disabled Family as defined in Article One of this Part II, at least one adult member of the Applicant household, 18 years of age or older, must be either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Management Operating Procedures; and all other members of the household, including such other household members in an Elderly Family or Disabled Family, must be either:

- i. 18 to 61 years old and legally and gainfully employed or self-employed (as described above) on a full-time basis at least 30 hours per week;
 - ii. 18 to 61 and attending an Atlanta Housing Authority recognized school or institution as a full-time student;
 - iii. 18 to 61 years of age and engaged in a combination, totaling at least 30 hours per week, of legal employment (but not self employment), education (attending an Atlanta Housing Authority recognized school or institution) and/or participation in an Atlanta Housing Authority-approved training program ;
 - iv. Elderly; or
 - v. Disabled.
- 3. General Considerations for Applicant Selection from a Site-Based Waiting List.
 - A. To be eligible for selection, an Applicant's eligibility and qualifications must be verified through appropriate documentation as reasonably required by the Management Agent in the Management Operating Procedures.
 - B. An Applicant's placement on a site-based waiting list at an Affordable Community and/or Signature Community shall be based on either the date-and-time of application or a random method such as a lottery, as determined by the Management Agent in accordance with the Statement of Corporate Policies and the Management Operating Procedures. In either case, to the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
 - C. The site-based waiting list will be opened following a public notice which will contain the following information:
 - i. Location of the Affordable or Signature Community where applications may be placed;
 - ii. Availability of Assisted Apartments by bedroom size;
 - iii. Explanation of basic eligibility criteria for Applicants; Special Qualifications, if any (e.g. work/program requirement);

- iv. Method of Selecting Applications (date and time of application, or by a random method such as a lottery);
- v. Fair Housing Logo or statement; and
- vi. Accessibility Logo or statement.

6

- D. If the public notice does not include the closing date of the site-base waiting list then a separate public notice must be published to announce the closing date of the site-based waiting list.
- E. The Management Agent will ensure that the opening and/or closing of a site-based waiting list will be published in selected newspapers of general public circulation, including minority and foreign language newspapers (for persons with LEP) that may be available to potential Applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the Management Operating Procedures and/or Affirmative Fair Housing Marketing Plan, as applicable.
- F. The method used in ranking Applicants on the site-based waiting list for an Assisted Apartment determines the organization of applicants on the site-based waiting list. Applicants ranked by date-and-time of application will be organized according to bedroom size eligibility whereby the application with the earliest date-and-time will be first. Applicants ranked by lottery will be organized according to bedroom size eligibility in sequential numerical order, first to last, of the random selection. In the case of the reoccupancy of a revitalized community, eligible returning residents of the former public housing project will be placed on the applicable site-based waiting list and given first consideration as Applicants for an Assisted Apartment prior to any consideration given to other Applicants who were placed on the applicable site-based waiting list according to a public notice.
- G. The maintenance of a site-based waiting list with respect to updating applications, notice letters, and purges will be detailed in the Management Operating Procedures.

4. General Consideration for Mixed-Income, Mixed-Finance Communities
 - A. At least five percent (5%) of all Assisted Apartments in Mixed-Income, Mixed-Finance Communities will be available to eligible and qualified Applicants and Residents with disabilities who require UFAS-Accessible Units, provided the Assisted Apartment unit count remains within the limits established by the governing legal and financial agreements should the percentage exceed five (5%).
 - B. While still subject to the requirements of the Low Income Housing Tax Credit program under Section 42 of the federal Internal Revenue Code, and in consideration of the expected income levels of residents of apartments other than Assisted Apartments being contemplated by Owner Entities of Mixed Income Mixed Finance communities with Assisted Apartments, such Owner Entities are hereby permitted to manage admissions to an appropriate goal of a broad range of incomes whereby fifty percent (50%) of Assisted Apartments would be occupied by Resident families with incomes less than thirty percent (30%) of area Median Income for the Atlanta, Georgia MSA (adjusted for family size) and fifty percent (50%) by Resident families with incomes equal to or greater than thirty percent (30%) Median Income for the Atlanta, Georgia MSA (adjusted for family size).

ARTICLE FIVE. ORDER OF SELECTION FOR UFAS-ACCESSIBLE UNITS

1. Atlanta Housing Authority identifies and prioritizes the needs of eligible Residents and Applicants who require the accessibility features of a UFAS-Accessible Unit in a centralized database according to the date and time of a Resident's transfer request, or the date and time or ranking by lottery, as applicable, of an Applicant's application. This database ("UFAS-Accessible Unit Database") maintains data on such Residents and Applicants for both the Affordable Communities and Signature Communities.
2. Each Affordable Community and each Signature Community will maintain a separate, site-based UFAS-Accessible Unit Waiting List ("UFAS Waiting List") for eligible Applicants and Residents with disabilities that require UFAS-Accessible Units.

3. The UFAS-Accessible Unit Database is established to provide:
 - A. Direct assistance to Residents and Applicants with disabilities, upon request, in the application for an available UFAS-Accessible Unit in any Affordable Community or Signature Community;
 - B. A process for notifying and referring residents from the database to the Affordable Communities and Signature Communities with openings on the respective site-based UFAS Waiting Lists;
 - C. A process for notifying and referring Applicants from the database to the Affordable Communities and Signature Communities with openings on the respective site-based UFAS Waiting Lists; and
 - D. A method for monitoring the maximization of occupancy of Assisted Apartments that are UFAS-Accessible Units, in Affordable Communities and Signature Communities, by Residents who require the accessibility features of those units.
4. When a UFAS-Accessible Unit becomes available in the appropriate bedroom size in an Affordable Community, the Management Agent shall offer the UFAS-Accessible Unit as follows:
 - A. First, to a current Resident with disabilities in an Affordable Community who is being relocated due to Atlanta Housing Authority revitalization activities and who requires the accessibility features of the available UFAS-Accessible Unit;
 - B. Second, to a current Resident with disabilities in the same Affordable Community who requires the accessibility features of the available UFAS-Accessible Unit and is occupying a unit without those features;
 - C. Third, if there is no current Resident in the same Affordable Community who requires the accessibility features of the available UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Resident with disabilities, according to date and time of transfer request, residing in another Affordable Community, who requires the accessibility features of the available, UFAS-Accessible Unit and is occupying a unit without these features;

- D. Fourth, if there is no current Resident in any Affordable Community who requires the accessibility features of the vacant, UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Applicant with disabilities, according to date and time of application on the site-based waiting list of the same Affordable Community who requires the accessibility features of the available UFAS-Accessible Unit;
 - E. Fifth, if there is no qualified Applicant on the site-based waiting list of the same Affordable Community who requires the accessibility features of the vacant, UFAS-Accessible Unit, then it will be offered to an eligible, qualified Applicant with disabilities, according to date and time of application, on the site-based waiting list of another Affordable Community who requires the accessibility features of the available, UFAS-Accessible Unit; and
 - F. Sixth, if there is not an eligible, qualified Resident or Applicant with disabilities in the Affordable Communities who wishes to reside in the available, UFAS-Accessible Unit, then the unit may be offered to the next Applicant or Resident, according to the date and time of the transfer request or application, in the Affordable Community who does not need the accessibility features of the unit. The occupying Resident will sign a lease or lease addendum that requires the Resident of any UFAS-Accessible Unit in an Affordable Community who does not need the accessibility features of that unit to relocate, at no expense to the Resident, to a vacant, non-accessible unit within thirty (30) days of notice by the Affordable Community when there is an eligible, qualified current Applicant or Resident with disabilities who requires the accessibility features of the unit.
5. When an Assisted Apartment that is a UFAS-Accessible Unit becomes available in the appropriate bedroom size in a Signature Community, the Management Agent shall offer the UFAS-Accessible Unit to Residents and/or Applicants, as follows:
- A. First, to a current Resident with disabilities in the same Signature Community who requires the accessibility features of the available, UFAS-Accessible unit and is occupying a unit without those features;

- B. Second, if there is no current Resident in the same Signature Community who requires the accessibility features of the vacant, UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Applicant for an Assisted Apartment, according to date and time of application, on the site-based waiting list of the same Signature Community who requires the accessibility features of the available, UFAS-Accessible Unit;
- C. Third, if there is no qualified Applicant for an Assisted Apartment on the site-based waiting list of the same Signature Community who requires the accessibility features of the vacant UFAS-Accessible Unit, then the Signature Community will coordinate with Atlanta Housing Authority's Section 504/ADA Coordinator for referrals from the Affordable and Signature UFAS-Accessible Unit Database. If Atlanta Housing Authority identifies a current Resident or Applicant on the Affordable and Signature UFAS-Accessible Unit Database, Atlanta Housing Authority shall refer the Resident or Applicant, according to date and time of transfer request or application, to the Signature Community; and
- D. Fourth, if there is no eligible, qualified Resident or Applicant with disabilities in the Signature Community or referred by Atlanta Housing Authority pursuant to a review of the Affordable and Signature UFAS-Accessible Unit Database, who wishes to reside in the available, UFAS-Accessible Unit, then the unit may be offered to the next Applicant or Resident, according to date and time of transfer request or application, in the Signature Community who does not need the accessibility features of the unit. The occupying Resident will sign a lease or lease addendum that requires the Resident of any UFAS-Accessible Unit in a Signature Community who does not need the accessibility features of that unit to relocate, at no expense to the Resident, to a vacant, non-accessible unit within thirty (30) days of notice by the Signature Community when there is an eligible, qualified current Applicant or Resident with disabilities who requires the accessibility features of the unit.

ARTICLE SIX. SCREENING OF APPLICANTS AND RESIDENTS

1. Applicants and Residents, at least 16 years of age or older, are subject to initial and ongoing screening to ensure that they can demonstrate their current and continued suitability as a Resident of a community with Assisted Apartments. The Management Agent shall be responsible for: (1) screening household members 16 years old and over; and (2) ensuring that all background information, including deductions and allowances, are properly verified.
2. Applicants shall undergo and complete the screening process prior to the offer of an Assisted Apartment. Residents shall undergo and complete the screening process annually, on an interim basis, or over some longer interval of time in accordance with the MTW Annual Plan.
3. Screening practices that are common and customary for the purpose of leasing apartments in the State of Georgia shall be utilized including, but not limited to examination of landlord and dispossessory records; review of past and current apartment management records; review of housekeeping performance based on a home visit; and requesting credit reports, utility records, and criminal background histories.
4. Applicants and Residents are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic reexamination process. The period of the authorization will be established in the Management Operating Procedures.
5. Applicants and Residents are required to cooperate with the Management Agent during the screening process by providing truthful, complete information relating to all income, household composition, criminal history background, and all other household background information.
6. An Applicant with an unsatisfactory screening report will be denied and sent a suitability denial notice. A Resident household with an unsatisfactory screening report will be subject to termination or nonrenewal of the Resident household's Lease.

7. Applicants and Residents with unsatisfactory screening reports will be presented with a suitability denial notice, which will include a copy of any adverse report(s) or reason(s), and the opportunity to dispute the accuracy and relevance of the adverse report(s) or reason(s). Applicants and Residents desiring to dispute such determinations, including those with adverse criminal history reports, may do so as set forth in the Statement of Corporate Policies, as applicable, based on the circumstances.
8. Atlanta Housing Authority and Management Agents may share information with one another on the denial of admission of Applicants and the termination of Residents in order to avoid any duplication of effort and ensure the integrity of the screening process.

ARTICLE SEVEN. CRIMINAL HISTORY SCREENING

Atlanta Housing Authority, Owner Entities, and/or Management Agents may deny admission to Applicants or terminate or not renew the leases of Residents if any of their household members are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of other residents, Atlanta Housing Authority, Owner Entity, and/or Management Agent staff.

1. OFFENSES SPECIFICALLY IDENTIFIED BY HUD

- A. Pursuant to 24 CFR § 960.204, Applicants may be denied admission if any member of their households:
 - i. Has been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
 - ii. Is currently engaging in the illegal use of drugs;
 - iii. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - iv. Is subject to a lifetime registration requirement under a State sex offender registration program; or

- v. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.

B. Residents will also be subject to termination if, subsequent to admission, Atlanta Housing Authority determines that any of the statements included in Paragraph A above were applicable to Resident households at the time of admission.

2. VIOLENT OR DRUG-RELATED OFFENSES

Applicants may be denied admission and Residents may be subject to termination of tenancy if any member of their households have been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any Violent or Drug-Related Offenses. Examples of Violent or Drug-Related Offenses include, but are not limited to, the following:

- A. Homicide, Murder, Voluntary Manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate or Destroy;
- I. Assault and Battery (Simple and Aggravated);
- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. "Carjacking;"
- L. Robbery;
- M. Hate Crimes;

N. Criminal Damage to Property Endangering Life, Health and Safety;

O. Aiding and Abetting in the Commission of a Crime Involving Violence; and

P. Other Violent or Drug-Related Offenses that may Pose a Threat to Public Health and Safety.

3. OTHER CRIMINAL OFFENSES (Not Violent or Drug-related)

Applicants may be denied admission and Residents may be subject to termination of tenancy if any member of their households have, within the five year period preceding application or at any time during tenancy, been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any other criminal offenses that do not involve violence or drugs. Examples of Other Criminal Offenses (not violent or drug-related) include, but are not limited to the following:

A. Child Neglect;

B. Disorderly Conduct;

C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);

D. Motor Vehicle Theft;

E. Burglary, Larceny, Receiving Stolen Goods;

F. Prostitution and Solicitation of Prostitution;

G. Vandalism; and

H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.

4. ADVERSE CRIMINAL HISTORY DECISIONS

A. NOTICE: Denied Applicants and Residents for whom termination is proposed will receive a written notice outlining:

- i. The specific reasons for the denial or proposed termination;
- ii. The dispute process; and
- iii. The process for requesting reasonable accommodation in the dispute process for persons with disabilities.

B. Dispute Process Available to Applicants Denied for Criminal History

- i. INFORMAL REVIEW: Denied Applicants have the right to request an informal review by an impartial person designated by the Management Agent who did not have any prior role in processing the Applicant's application and who is not the subordinate of the person who made the initial decision. Informal reviews must be requested in writing within ten (10) days from the date of receipt of the denial notice. If the Applicant requires assistance with making a written request, the Applicant may come into the management office before the end of the ten (10) day period to request assistance with the written request. If the Applicant does not submit a written request for an informal review within this time period, the decision will be considered final.
- ii. DOCUMENT REVIEW: Prior to the informal review, a denied Applicant may request an opportunity to examine the application file and to copy any relevant documents at the Applicant's cost.
- iii. WITNESSES AND REPRESENTATIVES: The Applicant may bring witnesses, representatives (including attorneys) or letters of support to the informal review. In the event the Management Agent presents any witnesses, the Applicant will have a right to cross-examine them.

- iv. DISPOSITIONS: Denied Applicants are encouraged to bring to the informal review a copy of the disposition of the criminal offenses which form the basis of the denial. If, however, a denied Applicant admits that he or she committed a crime, was convicted of a crime or that he or she entered a guilty plea for the criminal offense in question, the Applicant will not be required to provide additional information regarding a criminal conviction or a guilty plea. This does not mean, however, that an Applicant who admits to committing a crime, was convicted of a crime or entered a guilty plea will not be allowed to discuss the circumstances or any of the review considerations set forth below if he or she wants the Management Agent to consider such additional information.
- v. REVIEW CONSIDERATIONS: At the informal review, a denied Applicant may present, and Management Agent will consider, evidence (including verbal and written statements) of the following:
 - a. Circumstances: Circumstances of the criminal case(s) and mitigating or aggravating circumstances;
 - b. Conduct: The time, nature and extent of the Applicant's conduct (including the severity of the conduct and the seriousness of the offense);
 - c. Future Danger: Whether the conduct indicates that the Applicant would pose a danger to the health, safety or welfare of other residents; whether the Applicant has been rehabilitated so as not to pose such a danger; and other facts which would prevent the Applicant from posing a danger.
- vi. REVIEW DECISIONS: A written review decision should be provided to the denied Applicant within ten (10) days following the informal review or , if the reviewer requested additional information from the Applicant, within ten (10) days following the date the information was submitted, or was due if not submitted, whichever comes first. If the reviewer's decision is to deny the application, the decision shall set forth the reasons for the denial in detail.

- C. Residents subject to Lease termination who desire to dispute the accuracy and relevance of the criminal history information may do so as set forth in Part III, Article Seven: “Disputing Decisions of Manager.”

PART III - RESIDENT BENEFITS AND OPPORTUNITIES

ARTICLE ONE. RENT, INDIVIDUAL DEVELOPMENT ACCOUNTS, AND SECURITY DEPOSITS

1. Residents are required to pay rent according to the instructions provided by the Management Agent pursuant to the terms of the Lease.
2. Atlanta Housing Authority may, from time to time, establish various rent structures that will combine the rent charged to Residents with the budgeted federal subsidy in order to balance affordability and operating expenses to ensure that the financial obligations of each community with Assisted Apartments are covered.
3. Rent structures will be evaluated on a property-by-property basis with the goal of using the rent structure that best positions the individual community to remain self-sustaining. The appropriate rent structure for each community with Assisted Apartments may be established by using one or a combination of the following income and non-income based approaches:
 - A. “Income Adjusted Rent” which is a rent structure based on a percentage of the Resident’s adjusted household income; and/or
 - B. “Affordable Fixed Rent” which is a rent structure based on several property-related factors, including, but not limited to, the particular community in question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package.
4. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident’s community, the amount of a Resident’s rent will be based on whether a Resident selects either the “Income Adjusted Rent,” or an “Affordable Fixed Rent.”

5. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, a Resident will be subject to a "Rent Adjustment Fee" if the Resident changes the method of rent payment during the calendar year, unless the Resident can document a hardship reason as to why the change is necessary.
6. Affordable Fixed Rents may be the only rent structure offered in certain communities identified under Atlanta Housing Authority's Annual MTW Plan. Income-adjusted Rents will not be available in those communities. All Residents residing in these communities will have to pay the applicable Affordable Fixed Rent for Assisted Apartments in accordance with the schedule established for their community.
7. Atlanta Housing Authority, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating Income-Adjusted Rents. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating Income-Adjusted Rents. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets.
8. Resident, or any Resident household member, whose employment status was either (i) reasonably relied upon by the Management Agent in determining the Resident's initial eligibility for admission; or (ii) achieved to satisfy Atlanta Housing Authority's work requirement and related policies, who then becomes unemployed due to her/his resignation, quitting, termination for cause, or other reasons based on the Resident's or Resident household member's actions after the execution of the Lease for an Assisted Apartment and during the Resident's ongoing term of tenancy in an Assisted Apartment, shall not receive any rent relief as a result of the loss of employment and shall continue to pay the Income Adjusted Rent or Affordable Fixed Rent based on prior employment status, as applicable, for the Resident in the Assisted Apartment.

This provision may be waived if the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment was based on an event that was beyond the control of the Resident and for which the Resident was not at fault.

9. Residents paying an Income Adjusted Rent must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing Authority may set from time to time.
10. The minimum rent requirement does not apply to Resident households, in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such Resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.
11. AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.
12. Such Elderly and Non-Elderly Disabled Residents will still be expected to pay the Income Adjusted Rent based on the Annual Fixed Income and any adjustments to the Annual Fixed Income.
13. Security deposits shall be maintained at such levels as Atlanta Housing Authority, Owner Entities, and/or Management Agents may determine based on the bedroom size and the particular community with Assisted Apartments.
14. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent or other rent structure described in paragraph 3 of this Article will create a hardship since no such rent initiatives will go into effect without providing at least sixty (60) days advance notice. Even so, a household who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.

- A. A hardship may exist for a Resident household when any one of the following circumstances is present: (i) the household is no longer eligible for (through no fault of the household) or is waiting for an eligibility determination for a Federal, State, or local assistance program; (ii) the income of the household has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the household); (iii) although the household is diligently seeking to increase the household's income, the increase is not yet sufficient to fully pay the new rent ; or (iv) such other extraordinary circumstances as the Management Agent may determine.
- B. The Management Agent shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the Resident household is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the household.
- C. Such actions under paragraph B above may include, but not be limited to:
 - i. Temporary suspension of the minimum rent requirement under such terms as the Management Agent shall direct. Such suspensions shall not last greater than ninety (90) days unless otherwise extended upon the written request of the Resident household based on verifiable circumstances reasonably affecting the Resident household's ability to pay the minimum rent. The period of the temporary suspension may be extended by the Management Agent after supervisory review and documented approval of the request;
 - ii. Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;
 - iii. Referral to third party agencies who assist residents with the payment of rent; and
 - iv. Such other actions as the Management Agent shall direct.
- D. The Resident household will not be required to pay minimum rent arrearages that accumulated during the entire period of an approved temporary suspension of the minimum rent as set forth in paragraph C above.

ARTICLE TWO. BASIC LEASE OBLIGATIONS AND RESPONSIBILITIES

1. Residents are to live in the apartment in such a manner so as to not adversely impact the quiet, peaceful enjoyment of the premises by other residents while meeting all of the obligations set forth in the Lease, including, but not limited to, those obligations relating to the work requirement, housekeeping, other health and safety concerns, criminal activity prohibitions, reporting criminal activity on the premises, and economic independence initiatives.
2. Each Resident household must undergo a “Lease Renewal Review” or recertification process in a manner and at a frequency determined by the Management Agent based on the particular community in which the Resident resides. Lease Renewal Reviews may be conducted annually, on an interim basis, or over some longer interval of time according to the Moving to Work Annual Plan and as established in the Management Operating Procedures.
3. All household members, 16 years of age or older, are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic recertification process in order to ensure Residents meet all criteria for continued occupancy. The period of the authorization will be established in the Management Operating Procedures.
4. Each adult Resident (18 to 61 years of age) is required to be gainfully employed on a full-time basis (see Part Two, Article Four) unless the resident is Elderly or Disabled.
5. Resident households with adult members who are neither Elderly nor Disabled and who are not legally and gainfully employed or self-employed on a full-time basis as defined by the Management Operating Procedures are subject to Lease termination.

6. The Management Agent may approve, in its sole discretion subject to verification, any combination of full-time or part-time gainful employment and full-time or part-time attendance at an Atlanta Housing Authority-recognized school, institution, and/or Atlanta Housing Authority-approved training program, provided that, when combined, total a minimum number of 30 hours equivalent to the full-time employment required in accordance with eligibility and qualification requirements of this Statement of Corporate Policies.
7. Any Resident, who loses Resident's job or welfare benefit for whatever reason due to Resident's own fault, shall continue to pay the Rent based on the Resident's prior employment income or welfare benefit status, unless the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment or welfare benefit was not the Resident's fault.
8. Residents who are not working full-time may be required to enroll and satisfactorily participate in an established and Atlanta Housing Authority-approved economic independence program, and may be required to have part-time employment.
9. Each Resident, regardless of the Resident's work status (full or part-time employment), may be required to participate in an approved economic and life-style initiative that has as one of its components, the completion of an approved planning document, which charts out a path for the Resident towards economic, and life-style independence and devises strategies to address any barriers confronting the Resident.
10. Each adult Resident (18 to 61 year old), who is enrolled in and attending a training component of an approved economic independence program, or attending school, but is not in training or class at least 30 hours per week, must work the required number of hours to achieve, at a minimum, a combination of training/schooling *and* work hours of 30 hours per week.
11. Upon review of a Resident's circumstances related to a verified disability of a member or members of the Resident household, the Management Agent may consider and document extensions of the work/program participation requirement as a reasonable accommodation if justified by the circumstances.

12. HUD established the Community Service and Self-Sufficiency Requirement (CSSR) which requires most unemployed public housing residents ages 18 - 61, who are not receiving TANF benefits, exempt from work requirements, engaged in work activities or unable to comply because of a disability, to contribute the HUD-specified number of hours each month to community service or an economic self-sufficiency program. Residents in compliance with Atlanta Housing Authority's full-time employment requirement of 30 hours per week, or a combination of training/schooling *and* work hours of 30 hours per week, are considered by Atlanta Housing Authority to be in compliance with CSSR.
13. Any school age member of the Resident household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll in and attend an accredited public or private secondary academic or technical school.
14. Each Resident is responsible for ensuring that all school age members of the Resident household attend school on a regular basis in accordance with local school board policies and state law. Resident shall provide the Management Agent with such information, releases and authority so that the Management Agent can inquire into the attendance status of any school age child on the Lease.
15. Each Resident Head of Household and Resident household member shall be responsible for the actions and activities of household members, visitors, guests, and invitees while those persons are either a member of the household, visiting the household, or are on the property.
16. Residents who fail to fulfill the obligations and responsibilities under the provisions of this Part III, Article Two, or under the provisions of the Lease shall be subject to the denial or significant reduction in rental subsidy resulting in an increase in the amount of Rent, or the nonrenewal or termination of their Lease.

ARTICLE THREE. OCCUPANCY, CHARGES AND ALLOWANCES

1. To avoid overcrowding and the conditions that may arise from overcrowding, Residents will be assigned to an apartment so that generally no more than two adults occupy a bedroom. Additional consideration, as determined by the Management Agent, may be given to households with small children or households with other significant circumstances, who may be requesting a larger apartment.
2. A Live-in Aide that is essential for the care and support of an Elderly or Disabled Resident, the need for which having been certified by a medical professional, may reside in the Assisted Apartment with the Elderly or Disabled Resident. In that the Management Agent has the sole authority to approve a Live-in Aide, a Live-in Aide must demonstrate her/his suitability as a Resident pursuant to Part II of this Statement of Corporate Policies prior to occupancy, and continue to demonstrate her/his suitability as a Resident and status as a Live-in Aide for as long as the Live-in Aide resides in the Assisted Apartment.
3. Atlanta Housing Authority will establish utility allowances by bedroom size for each community based on the reasonable rate of utility consumption by energy conservative households; and may, after considering the existing condition of a community, including the age of building infrastructures, amount of insulation, and air circulation, adjust such allowances to account for the utility consumption required to maintain a reasonable quality of life environment under such conditions.
4. Residents who exceed the utility allowances will be charged for the excess utility usage.
5. The Management Agent may establish and, if approved by Atlanta Housing Authority or the Owner Entity, publish for each community with Assisted Apartments a schedule of reasonable fees and charges, including but not limited to Maintenance Charges, Transfer Fees, Application Fees, Damage Fees, Supplemental Screening Fees, Pet Deposits, Pet Application Fees, and Dispossessory Fees which may be charged to residents in addition to rent and excess utility charges, as applicable.

ARTICLE FOUR. TRANSFERS

1. Residents may request a transfer to another Assisted Apartment within the same community with Assisted Apartments subject to approval by the Management Agent (“Community Transfer”). A request to move to another community is not considered a Community Transfer. Residents cannot initiate a transfer to another community. Residents must submit an application to the other community and, if approved, provide the appropriate notice under the current Lease, except as provided for in Section 6 of this Article Four.
2. Residents who have requested a Community Transfer must be current in all obligations under the Lease including, but not limited to having no outstanding charges for rent or other charges; no chronic rent delinquency (more than one late payment in a four month period); and no insufficient fund charges for the preceding six months.
3. A Resident’s request for a Community Transfer shall not be approved if the Resident has resided in the current apartment for less than one year, except in those cases where there are verifiable medical reasons or a verifiable disability requiring special features, which cannot be provided through a reasonable accommodation in the current unit.
4. If the Community Transfer is approved by the Management Agent, the Resident must pay a “Transfer Fee” based on the schedule of fees published for the particular community with Assisted Apartments.
5. Residents will not have to pay the Transfer Fee if the Community Transfer is required or initiated by Atlanta Housing Authority, Owner Entity, or Management Agent, or for such other valid reason, such as a reasonable accommodation as outlined in Section 6, as determined by the Management Agent.
6. The following policies apply to reasonable accommodation transfers.
 - A. All reasonable accommodation transfers have priority over all other transfers, except natural disaster transfers, emergency transfers and relocations;
 - B. Residents with disabilities who require a transfer to another Affordable Community as a reasonable accommodation will not be required to make a separate application at the desired Atlanta Housing Authority Affordable Community;

- C. A Resident's initial security deposit will be transferred to the new unit and no additional security deposit charges will be incurred when the Resident with disabilities transfers to another Affordable Community as a reasonable accommodation; and
- D. Residents with disabilities who require a transfer as a reasonable accommodation will not incur any termination penalties for early lease termination.
- E. Management Agents of Affordable Communities and Signature Communities will maintain a Transfer List that prioritizes the transfer of Residents who require a transfer due to a disability over new admissions of Applicants. The Transfer List will document the following:
 - i. Date and time of each reasonable accommodation transfer request;
 - ii. Name and address of Resident(s) to be transferred;
 - iii. Reason(s) for transfer, including information regarding the Resident's reasonable accommodation request(s) and/or request for a UFAS-Accessible Unit or an Assisted Apartment with accessible features;
 - iv. Current disposition of reasonable accommodation transfer request;
 - v. Date of transfer; and
 - vi. Name of Resident transferred out of an Assisted Apartment to accommodate a Resident's disability per the Management Agent's execution of a lease addendum that requires a Resident without a disability to relocate to a vacant, non-accessible unit, at no expense to that Resident.
- 7. Atlanta Housing Authority may initiate "Relocation Transfers" outside of a community from time to time to facilitate Atlanta Housing Authority's property repositioning strategy, which includes, but is not limited to, the sale of property, revitalization activities, and/or development opportunities related to Atlanta Housing Authority-owned property, or for other valid reasons as determined by Atlanta Housing Authority.

8. Relocation Transfers are transfers from one Atlanta Housing Authority-owned community to another Atlanta Housing Authority-owned community ("Destination Community"). Relocation Transfers are not considered Community Transfers, as described above in this Article Four, and Residents are not subject to the same requirements as set forth above for Community Transfers. Residents who are subject to Relocation Transfers bypass the waiting list at the Destination Community and receive priority consideration for the first available Assisted Apartment at the Destination Community. Such Residents must meet the eligibility and suitability requirements outlined in Part II of the Statement of Corporate Policies in order to be transferred to the Destination Community.
9. In order to accommodate a Resident household and to avoid overcrowding when a suitably sized apartment is not available, the Resident may request and the Management Agent may approve a Community Transfer from one apartment to two apartments ("Split-Family Transfer"). The Resident's request must be in writing stating the reason for the Split-Family Transfer, unless initiated by the Management Agent. Whether requested by the Resident or initiated by the Management Agent, the Resident must agree in writing to a Split-Family Transfer.
10. To qualify for a Split-Family Transfer, the Resident household must meet the requirements of this Article Four and the proposed Heads-of-Household of the units to be assigned under the Split-Family Transfer must be: (a) listed on the existing Lease as a member of the household as of the most recent recertification; and (b) legally capable of executing a lease.
11. Split-Family Transfers may be used by Resident households subject to Relocation Transfers when a suitably sized apartment is not available in a Destination Community. Such Resident households must qualify for the Split-Family Transfer pursuant to this Article Four, as applicable.

ARTICLE FIVE.

INDIVIDUAL DEVELOPMENT ACCOUNT (IDA) INITIATIVE

Having eliminated the federal earned income disallowance for Residents paying an Income Adjusted Rent, Atlanta Housing Authority, in its discretion, may implement an IDA initiative which would promote and encourage personal economic independence among Residents through a monetary incentive program.

1. The IDA initiative would be linked to meaningful capacity-building initiatives offered by a variety of organizations and institutions in Atlanta.
2. A mechanism would be created for eligible Residents which would allow them to accrue a portion of their rental payments, which is in excess of a monetary threshold as determined by Atlanta Housing Authority, in a separate IIDA.
3. To fulfill the eligibility requirements of the program, all Residents would be enrolled in the IDA initiative, and would be required to participate in a personal economic development program approved by Atlanta Housing Authority.
4. The IDA initiative would give Residents the opportunity to accumulate financial resources to assist in their transition off of subsidy assistance.
5. The IDA initiative incentive would require eligible Residents to participate successfully by obtaining employment and achieving other economic independence milestones established under an approved economic independence program.
6. As Residents achieve their individualized milestones, Atlanta Housing Authority would collect and defer a portion of the rents collected beyond the assessed carrying cost of the Assisted Apartment in an IDA fund.
7. Residents that achieve the self-sufficiency and economic independence milestones would be eligible for reimbursement of IDA funds. Those who do not achieve their milestones would not be eligible for the IDA initiative nor would they be eligible to receive a reimbursement of any portion of the funds in the IDA account.

ARTICLE SIX.

PET POLICY

1. Atlanta Housing Authority will permit Residents of communities with Assisted Apartments to keep common household pets or other animals that are widely acknowledged and accepted as household pets, provided the Resident's keeping of a pet is not a threat to the health and safety of other residents and otherwise meets the requirements established by the Management Agent for the community.
2. Residents of communities with Assisted Apartments are not allowed to keep animals that are not widely acknowledged and accepted as household pets; to keep unregistered household pets; to keep household pets temporarily; or train or engage in any business activity related to household pets in the Resident's apartment, or anywhere else within the community.

3. Residents in a Signature Community, who desire to keep a common household pet, may only do so if household pets are generally allowed at the community except as provided for in Section 5 below, and then only in strict accordance with the household pet procedures prescribed at the Resident's Signature Community.
4. Certain Signature Communities may exclude common household pets altogether if it is in the best interest of the community to do so, except as provided for in Section 5 below.
5. Management Agents will make reasonable accommodations for an "assistance animal" or a pet that Atlanta Housing Authority reasonably considers as a common household pet required as part of treatment for a demonstrated and verified medical condition tantamount to a disability or handicap. Pet policies for Affordable Communities and Signature Communities shall:
 - A. Expressly exclude Assistance Animals;
 - B. Clarify that an "Assistance Animal" is an animal that is needed as a reasonable accommodation for persons with disabilities and is not subject to the general pet policy;
 - C. Define an "Assistance Animal" as an animal that is needed as a reasonable accommodation for persons with disabilities (Assistance Animals are animals that work, provide assistance, or perform tasks for the benefit of a person with a disability; or animals that provide emotional support that alleviate one or more identified symptoms or effects of a person's disability);
 - D. Remove height and weight restrictions for Assistance Animals;
 - E. Remove breed restrictions for Assistance Animals, except in accordance with local laws or ordinances;
 - F. Remove pet deposits for Assistance Animals; and
 - G. Clarify that any household pet exclusions in any community's policies do not apply to Assistance Animals required by Residents of Assisted Apartments.

ARTICLE SEVEN. DISPUTING DECISIONS OF MANAGER

The purpose of Article Seven is to provide Applicants and Residents with a dispute process to address eligibility, general admissions, occupancy and leasing issues, and requests for reasonable accommodations in a manner that seeks equitable resolutions to such issues in an expedient and responsive manner. Applicants and Residents with disabilities may request reasonable accommodations in order to participate in the dispute process.

The dispute process outlined in this Article Seven shall not govern the process related to the denial of admission based on the findings of a criminal history report as outlined in Part II, Article Seven, Paragraph 4 (Adverse Criminal History Decision) of the Statement of Corporate Policies.

1. DISPUTE PROCESS FOR APPLICANTS

- A. Applicants for Assisted Apartments who are denied admission based on eligibility and general admissions criteria and desire to dispute this action must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of the disputed action.
- B. An Applicant's request for a meeting must be in writing.
- C. The Management Agent will schedule the meeting within a reasonable period of time, provided the Applicant's written request for the meeting was received in a timely manner.
- D. An Applicant may bring a representative to this meeting to assist the Applicant.
- E. The Management Agent is under no obligation to meet with the Applicant after the conclusion of the requested meeting.
- F. A written decision should be provided to the Applicant within a reasonable time following the conclusion of the meeting. If the Management Agent's decision is to deny the application, the decision shall set forth the reasons for the denial.

2. DISPUTE PROCESS FOR RESIDENTS

- A. The Management Agent is authorized under the terms of the Lease, Lease Addenda, and Apartment Rules to initiate an adverse action against a Resident with respect to leasing and occupancy violations that may result in a denial, significant reduction or termination of benefits otherwise due a Resident.

- B. Residents may dispute such adverse actions.
- C. Residents must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of notice of the adverse action or in accordance with the dispute handling procedures in effect at the Resident's community with Assisted Apartments.
- D. The period of time within which the Resident must request a meeting may be shorter if the Resident's Lease is being terminated for criminal activity and the Management Agent has reasonably determined that the Resident poses a threat to the health and safety of the Community.
- E. A Resident's request for a meeting must be in writing.
- F. The dispute process at each community with Assisted Apartments must allow the Resident to meet with an impartial designee of the Management Agent who did not participate in the initial decision affecting the Resident. The impartial designee may not be a subordinate of the person who made the initial decision. Any Resident meetings with the person who made the initial decision and the impartial designee may be combined, at the discretion of the Management Agent. A Resident may bring a representative to this meeting or meetings to assist the Resident.
- G. The impartial designee of the Management Agent is under no obligation to meet with the Resident about the dispute after the conclusion of the final meeting.
- H. A written decision should be provided to the Resident within a reasonable time following the conclusion of the meeting. If the impartial designee's decision is to rule against the Resident, the decision shall set forth the reasons for the denial, significant reduction or termination of benefits.

PART IV - MISCELLANEOUS

ARTICLE ONE.

AVAILABILITY OF OFFICIAL LEASING DOCUMENTS

- 1. Official leasing-related documents will be maintained in the management office of any community with Assisted Apartments.

2. Official leasing-related documents can be reviewed by Applicants, Residents, and other interested parties upon reasonable request and notice during normal office hours.
3. Amendments and/or updates to Fee Schedules, Rent Structures, Utility Allowances, Routine Maintenance and other charges may be approved from time to time. Such amendments and/or updates shall be implemented only after Residents have been given reasonable notice of the effective date.

ARTICLE TWO. SPECIAL PROGRAM, POLICY AND/OR STRATEGIC INITIATIVES

Atlanta Housing Authority may establish special programs, policies and strategies designed to address Resident economic or life-style self-sufficiency programs, *Moving to Work Demonstration Program* initiatives, safe and secure community enhancements and admission policies related to the use of bona fide law enforcement agencies or personnel, and homeownership opportunities.

Written proposals outlining procedures and processes developed for any special program, policy and/or strategy must be approved and/or authorized by the President and Chief Executive Officer for inclusion in the MTW Annual Plan or protocol before the initiative can be implemented.

ARTICLE THREE. RESPONSE TO FEDERALLY DECLARED DISASTERS AND OTHER FEDERALLY DECLARED EMERGENCIES

In order to respond to federally declared disasters and other federally declared emergencies Atlanta Housing Authority may provide disaster or other emergency relief utilizing Atlanta Housing Authority-owned conventional public housing apartments, subject to HUD or another third party providing additional funding or other resources for these purposes.

1. The President and Chief Executive Officer is authorized to develop an agency-wide disaster or other emergency relief plan to address the needs arising from a disaster or other emergency in a strategic, meaningful, and effective manner pursuant to applicable rules, regulations, emergency legislation, and Executive Orders.

2. The President and CEO is further authorized to take any action that the President and CEO may deem necessary and appropriate pursuant to federal disaster relief authorizations applicable to housing programs within the scope of the resources available to Atlanta Housing Authority, and to waive Atlanta Housing Authority's administrative policies governing Atlanta Housing Authority-owned conventional public housing communities related to intake procedures including but not limited to establishing a preference for disaster victims on waiting lists for Atlanta Housing Authority-owned conventional public housing, rent collections, subsidy payments, work program compliance, and other related and relevant administrative policies.
3. The President and CEO will provide the Board of Commissioners with a full report on a disaster or emergency relief plan implemented pursuant to this Article Three.

ARTICLE FOUR. APPROVAL OF MANAGEMENT PRACTICES

Management Operating Procedures, administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach in this Statement of Corporate Policies shall be developed following the intent of this Statement of Corporate Policies and may be approved, amended, or withdrawn at the discretion of Atlanta Housing Authority.

ARTICLE FIVE. REVISIONS TO THE STATEMENT OF CORPORATE POLICIES

The President and Chief Executive Officer of Atlanta Housing Authority, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Statement of Corporate Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Statement of Corporate Policies does not alter, change, or modify the original intent of any policy. Any other such alterations, changes, and modifications to any policy in this Statement of Corporate Policies must be approved by the Board of Commissioners.

[END]



*Statement of Policies
Governing the Housing Choice Tenant-Based Program*

First Adopted by the Board of Commissioners on August 25, 2004
As the *Administrative Plan Governing the Housing Choice Voucher Program*

Revision 8

Amended by the Board of Commissioners
April 14, 2010

The Housing Authority of the City Of Atlanta, Georgia

Statement of Policies Governing the Housing Choice Tenant-Based Program

Preamble	1
Part I. Introduction	2
Article One. Objective.....	2
Article Two. Program Management and Operating Procedures.....	2
Article Three. Moving To Work Demonstration Program.....	2
Article Four. Fair Housing and Equal Opportunity.....	3
Article Five. Fraud and Misrepresentation.....	4
Part II. Admission to the Program	4
Article One. Waiting List Notification.....	4
Article Two. Special Admissions.....	5
Article Three. Application.....	6
Article Four. Organization and Maintenance.....	6
Article Five. Selection to the Program (“Selection”).....	6
Part III. Eligibility	8
Article One. Determination and Verification.....	8
Article Two. Participant Obligations and Responsibilities.....	8
Article Three. Suitability.....	9
Article Four. Ineligibility Determination.....	9
Part IV. Rent	9
Article One. Housing Affordability Policy.....	9
Article Two. Tenant Rent.....	9
Article Three. Utility Allowance Schedule.....	10
Article Four. Minimum Rent.....	10
Article Five. Elderly Income Disregard.....	11
Article Six. Standard Income Deductions and Treatment of Assets.....	12
Part V. Subsidy Standards	12
Article One. Voucher Size.....	12
Article Two. Effect of Live-In Aide on Voucher Size.....	13
Part VI. Alignment of AHA Payment Standards with Market Rents	13
Article One. MTW Authorization.....	13
Article Two. Setting Market Rents.....	13
Article Three. AHA Payment Standards.....	14
Article Four. Deconcentration.....	15
Part VII. Voucher Issuance	15
Article One. Family Briefings.....	15
Article Two. Term of Voucher Issuance.....	16
Article Three. Transfer of Assistance.....	16

The Housing Authority of the City Of Atlanta, Georgia

Statement of Policies Governing the Housing Choice Tenant-Based Program

Part VIII.	Inter-Jurisdictional Cooperation.....	16
Article One.	Cooperative Agreements.....	16
Article Two.	Portability.....	16
Part IX.	Inspections.....	17
Article One.	Quality Units.....	17
Article Two.	Program Marketing and Outreach.....	17
Article Three.	Frequency of Inspections.....	18
Part X.	Business Relationship Between Atlanta Housing Authority and Owners/Landlords.....	18
Article One.	Business Relationship with Owners/Landlords.....	18
Article Two.	Business Relationships Program Procedures.....	18
Part XI.	Reexaminations.....	18
Article One.	Reexamination Policy.....	18
Article Two.	Reexamination Program Procedures.....	18
Part XII.	Terminations.....	19
Article One.	Lease Termination.....	19
Article Two.	Program Moves.....	19
Article Three.	Denial and Termination of Assistance.....	19
Article Four.	Other Terminations of HAP Contracts and Assistance.....	22
Article Five.	Termination of Assistance Notification.....	23
Article Six.	Informal Reviews and Informal Hearings.....	23
Part XIII.	Special Programs.....	24
Article One.	Special Programs Policy.....	24
Part XIV.	Response to Federally Declared Disasters... ..	24
Article One.	Agency-Wide Disaster and Other Emergency Relief Plans.....	24
Part XV.	Project Based Rental Assistance.....	25
Article One.	Project Based Rental Assistance Policy.....	25
PART XVI.	Homeownership Policy.....	25
Article One.	Authorization.....	25
Article Two.	Program Implementation and Administration.....	26

The Housing Authority of the City of Atlanta, Georgia

Statement of Policies Governing the Housing Choice Tenant-Based Program

PREAMBLE

This Statement of Policies Governing the Housing Choice Tenant-Based Program ("Statement of Housing Choice Policies"), formerly the Administrative Plan Governing the Housing Choice Voucher Program, forms the broad policy basis of and authorizes the establishment of administrative procedures and practices that govern the Housing Choice Tenant-Based Program of The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing Authority").

This Statement of Housing Choice Policies is organized around the guiding principles of Atlanta Housing Authority's continuing success as a provider or sponsor of quality affordable housing in its role as a leader in community building initiatives that create vibrant and safe environments for families, seniors and persons with disabilities.

This Statement of Housing Choice Policies envisions and supports a Housing Choice Tenant-Based Program that is creative in design, effective in the development of procedures and processes, and nimble in the successful implementation of the program and related initiatives that enhance the quality of life of participating families, seniors and persons with disabilities. The Housing Choice Tenant-Based Program is a means for eligible participants to access quality housing in communities of opportunity and promote participant economic and lifestyle self-sufficiency.

This Statement of Housing Choice Policies is aligned with the Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time, by and between the U.S. Department of Housing and Urban Development and Atlanta Housing Authority ("MTW Agreement"). The MTW Agreement governs and supersedes, as appropriate, applicable Federal laws, rules, regulations, contracts, and agreements that have been or will be waived and/or modified by the MTW Agreement.

Housing Choice policies were adopted by the Atlanta Housing Authority's Board of Commissioners on August 25, 2004. Seven amendments to the plan have been approved subsequent to the initial date of adoption, whereupon this is the eighth amendment. This Statement of Housing Choice Policies supersedes all prior versions of Atlanta Housing Authority's Housing Choice administrative plan policies and has precedence over all administrative procedures and management practices that may be in conflict with it.

This Statement of Housing Choice Policies may be amended or modified by the President and Chief Executive Officer at any time without a vote of the Board of Commissioners, provided that such amendments and modifications do not materially change the intent of those Policies.

PART I - INTRODUCTION

ARTICLE ONE. OBJECTIVE

This Statement of Housing Choice Policies is Atlanta Housing Authority's policy document for the Housing Choice Tenant-Based Program ("Program") in support of Atlanta Housing Authority's Vision of Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

ARTICLE TWO. PROGRAM MANAGEMENT AND OPERATING PROCEDURES

1. The Operations Division performs all program management functions related to the implementation and administration of the Program. The Operations Division is responsible for developing and implementing written Program operating procedures ("Operating Procedures") that are consistent with the policies outlined in this Statement of Housing Choice Policies.
2. The Operations Division may create and apply technology solutions to improve the efficiency and effectiveness of applicable program management functions in order to create, where appropriate and practical, a paperless environment. The Operations Division will include the requirements, procedures and processes for the implementation and administration of technology solutions and concomitant applications in the Operating Procedures.

ARTICLE THREE. MOVING TO WORK DEMONSTRATION PROGRAM

1. As a Moving to Work agency, Atlanta Housing Authority will establish, implement and evaluate innovative affordable housing strategies that are designed to achieve greater success in helping low income families achieve economic independence.
2. While recognizing that implementation of strategic initiatives may be immediate, progressive, or refined through various activities and demonstration programs, the implementation of those strategic initiatives, not immediately enumerated in Atlanta Housing Authority's Moving to Work (MTW) Annual Plan, may be advanced, provided such strategic initiatives are consistent with the Statement of Housing Choice Policies and the spirit and intent of the authorizations under the MTW Agreement.

3. Administrative procedures, processes and general management practices for new strategic initiatives shall be developed following the intent of this Statement of Housing Choice Policies and may be amended from time to time at the discretion of Atlanta Housing Authority.
4. The President and Chief Executive Officer of Atlanta Housing Authority, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Statement of Housing Choice Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Statement of Housing Choice Policies does not alter, change, or modify the original intent of any policy. Any other alterations, changes, and modifications to any policy in this Statement of Housing Choice Policies must be approved by the Board of Commissioners.

ARTICLE FOUR. FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable U.S. Department of Housing and Urban Development (“HUD”) regulations in all housing and program activities. This support is evident in communities that Atlanta Housing Authority owns and those that Atlanta Housing Authority sponsors through revitalization and development activities. Atlanta Housing Authority monitors fair housing and equal opportunity compliance throughout its portfolio.
2. Atlanta Housing Authority acknowledges the protections afforded victims under the *Violence Against Women Act*, and has included administrative measures to address those protections in the Operating Procedures, as applicable.
3. Atlanta Housing Authority acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population served by the Program is comprised of LEP persons, Atlanta Housing Authority will develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.

4. Atlanta Housing Authority shall assist Applicants and Participants with disabilities in accordance with such federal laws, rules and regulations that are applicable to the administration of the Program with respect to application procedures, ongoing program participation, and procedures related to the acceptance, processing and disposition of reasonable accommodation requests.

ARTICLE FIVE. FRAUD AND MISREPRESENTATION

1. The terms Applicant and Participant are defined to include all family/household members with respect to their compliance with the policies set forth in the Statement of Housing Choice Policies and implemented through the Operating Procedures.
2. Applicants and Participants are required to provide truthful, complete information relating to participation in other housing subsidy programs, income from all sources, family composition, and all family background information to qualify for initial eligibility and continued participation in the Program.
3. Applicants and Participants who engage in acts of fraud and misrepresentation are subject to loss of Program benefits and prosecution under State and Federal laws, and where appropriate, will be referred for prosecution by Atlanta Housing Authority.
4. An Applicant or Participant who has made any misrepresentation or engaged in acts of fraud at the time of admission, during any subsequent recertification, or at any other time shall be denied admission or be subject to termination, as applicable.

PART II - ADMISSION TO THE PROGRAM

ARTICLE ONE. WAITING LIST NOTIFICATION

1. Atlanta Housing Authority will comply with all Fair Housing and Equal Opportunity requirements applicable to public notices announcing the opening and closing of the Program waiting list ("Waiting List") for a Housing Choice Tenant-Based Voucher ("Voucher").

2. Atlanta Housing Authority will make reasonable efforts to provide adequate notification to potential applicants with respect to applicant eligibility, the period of the opening, reasonable accommodations needs and other details related to the acceptance of applications to the Waiting List as set forth in the Operating Procedures.

ARTICLE TWO. SPECIAL ADMISSIONS

1. Atlanta Housing Authority may accept applications from eligible households who have relocated from a community owned by Atlanta Housing Authority due to demolition, repositioning, disposition or other related Atlanta Housing Authority activities without opening the Waiting List.
2. Atlanta Housing Authority, in its discretion, may authorize the special admission of eligible and qualified applicants to the Program, in order to implement special initiatives; offer homeownership opportunities to eligible households; admit households impacted by an owner opt-out of a housing assistance contract on a HUD-insured multi-family development; address an urgent local need as determined and approved by Atlanta Housing Authority including, but not limited to, foreclosure assistance and natural disasters; or provide relocation and/or transfer assistance to an eligible and qualified person with a verifiable disability who resides in an Atlanta Housing Authority-owned community or whose name is on a transfer/waiting list to be assisted under any Atlanta Housing Authority housing program as a reasonable accommodation.
3. Any household eligible for a special admission under this Article Two will not be denied a Voucher for admission to the Housing Choice Program provided that no member of the household has committed an offense specifically identified by HUD pursuant to 24 CFR 982.353 as described in Part XII, Article Three, paragraph 2 of this Statement of Housing Choice Policies. Atlanta Housing Authority, in its discretion, may deny special admission to a household if any member of the household has committed a violent offense as described in Part XII, Article Three, paragraph 3 of this Statement of Housing Choice Policies.
4. Procedures, processes and general management practices for special admissions are outlined in the Operating Procedures.

ARTICLE THREE. APPLICATION

The application process and administrative procedures for placing Applicants on the Waiting List and determining eligibility and qualification for selection and program participation are set forth in the Operating Procedures.

ARTICLE FOUR. ORGANIZATION AND MAINTENANCE

1. The equitable methods of ranking Applicants on the Waiting List and the processes for organizing, updating and maintaining Applicant records are set forth in the Operating Procedures. AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the Waiting List must notify AHA of their interest within a specified period of time in order to remain on the Waiting List.
2. The maintenance of the Waiting List with respect to updating applications, notice letters, and purges is detailed in the Operating Procedures.
3. Applicant responsibilities and requirements for updating changes to the information reported during the application process and for responding to requests for information are stated in the Operating Procedures.

ARTICLE FIVE. SELECTION TO THE PROGRAM (“SELECTION”)

1. Definitions of Family.
 - A. A Family is defined as two or more persons who may or may not be related that are residing together in the same household.
 - B. An Elderly Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is age 62 or older.
 - C. A Disabled Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is a person with a verifiable disability.
 - D. Any member of an Elderly Family or Disabled Family who is not elderly (62 years or older) or a person with a verifiable disability, other than an approved live-in-aide or a household member who is otherwise needed in the home as a reasonable accommodation to care for an elderly and/or disabled household member based on verifiable circumstances for a recognized period of time, must be in compliance with the qualifications outlined in this Article Five.

2. Selection Qualifications.

Provided the Applicant household is not an Elderly Family or a Disabled Family, at least one adult member of the Applicant household, 18 years of age or older, must be either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Operating Procedures; and all other members of the household, including such other household members in an Elderly Family or Disabled Family, must be either:

- A. 18 to 61 years old, and legally and gainfully employed or self-employed (as described above) on a full-time basis at least 30 hours per week;
- B. 18 to 61 years old and a full-time student at an Atlanta Housing Authority recognized school or institution;
- C. 18 to 61 years old and employed (but not self-employed) on a part-time basis and either attending an Atlanta Housing Authority-recognized school or institution on a part-time basis or participating in an Atlanta Housing Authority-approved training program for a combined minimum total of thirty (30) hours per week for employment and education/training;
- D. Elderly; or
- E. Disabled.

3. General Considerations for Selection

- A. Participants, or any member of the Participant's household, whose employment status was either (1) reasonably relied upon by Atlanta Housing Authority in determining the Participant's initial eligibility for admission; or (2) achieved to satisfy Atlanta Housing Authority's work requirement and related policies, and who then becomes unemployed after Selection due to her/his resignation, quitting, termination for cause, or other reasons based on the Participant's or member's actions, shall not receive any rent relief as a result of the loss of employment and shall continue to be responsible for the entire Total Tenant Payment based on prior employment status.

- B. The provision in the preceding paragraph may be waived if the Participant can document, to the satisfaction of Atlanta Housing Authority, with the burden of proof on the Participant, that the reason for the Participant's loss of employment was based on an event that was beyond the control of the Participant and for which the Participant was not at fault.
- C. To be eligible for Selection in accordance with this Article, an Applicant's qualifications for Selection as a Participant must be verified through appropriate documentation as set forth in the Operating Procedures

PART III - ELIGIBILITY

ARTICLE ONE. DETERMINATION AND VERIFICATION

An Applicant desiring to participate in the Program must complete a full application in accordance with the Operating Procedures and demonstrate that: (a) Applicant meets one of the definitions of Family and is an eligible low income household based on total annual household income pursuant to and verified according to HUD rules and regulations and this Statement of Housing Choice Policies; (b) Applicant fully satisfies HUD's statutory and regulatory requirements for citizenship and/or eligible immigrant status; (c) Applicant is in compliance with the qualifications outlined in Part II, Article Five; (d) Applicant would be a suitable Participant based on past satisfactory behavior including, but not limited to, an acceptable criminal background record; and (e) Applicant is able to comply with all Program obligations.

ARTICLE TWO. PARTICIPANT OBLIGATIONS AND RESPONSIBILITIES

- 1. Participants must occupy their assisted unit as their sole place of residence and conduct themselves in an acceptable and responsible manner that would not adversely impact the quiet and peaceful enjoyment of the premises and neighborhood by other community residents.
- 2. Participants must meet all obligations set forth in this Statement of Housing Choice Policies as implemented through the Operating Procedures, including, but not limited to those obligations relating to housekeeping, other health and safety concerns, criminal activity prohibitions, and economic independence initiatives.

ARTICLE THREE. SUITABILITY

Atlanta Housing Authority determines Participant eligibility for the Program in accordance with the Operating Procedures but does not otherwise screen Participants as to their suitability as tenants. It is the rental property owner's (Owner/Landlord) responsibility to screen the suitability and acceptability of Participants as prospective tenants using their screening criteria in compliance with the Fair Housing Act.

ARTICLE FOUR. INELIGIBILITY DETERMINATION

Atlanta Housing Authority will notify Applicants, in writing, of an ineligibility determination. Such notification will set forth the reasons for the ineligibility determination and provide instructions regarding how the ineligible Applicant may request a review of the determination.

PART IV – RENT

ARTICLE ONE. HOUSING AFFORDABILITY POLICY

In order to preserve housing affordability for Participants of the Program, each Participant, unless subject to the minimum rent established by Atlanta Housing Authority, will pay no more than 30% of the household's monthly adjusted income for rent and utilities and other services ("Total Tenant Payment").

ARTICLE TWO. TENANT RENT

The rent payable to the Owner/Landlord by the Participant is the Tenant Rent. The Tenant Rent will be equal to the Total Tenant Payment unless the Total Tenant Payment has been reduced by an allowance for any utility or service for which the Participant has full financial responsibility pursuant to the lease agreement between the Participant and Owner/Landlord. Determinations of the Total Tenant Payment and Tenant Rent will be in accordance with the Operating Procedures.

ARTICLE THREE. UTILITY ALLOWANCE SCHEDULE

The schedule of utilities and other services (“Utility Allowance Schedule”) used in calculating Tenant Rent will be analyzed on a periodic and ongoing basis in order to identify any fluctuations and trends in the cost of utilities and services within Atlanta Housing Authority’s jurisdiction. If such analysis reveals an extraordinary increase in the cost of utilities and services that will have a discernible impact on Participants, Atlanta Housing Authority will revise the Utility Allowance Schedule and implement it within a reasonable time frame in order to preserve housing affordability for Participants. Such ongoing analysis notwithstanding, Atlanta Housing Authority will conduct a comprehensive review of the cost of utilities and services on an annual basis and issue a Utility Allowance Schedule each calendar year in accordance with the Operating Procedures.

ARTICLE FOUR. MINIMUM RENT

1. Participants must pay a minimum rent of \$125, or such other amount approved by Atlanta Housing Authority.
2. The minimum rent requirement does not apply to Participants, in which all household members are either elderly and/or disabled.
3. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent will create a hardship since no such rent initiatives will go into effect without providing advance notice. Even so, a Participant who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.
 - A. A hardship may exist when any one of the following circumstances is present: (i) the family has lost eligibility for (through no fault of the family) or is waiting eligibility determination for a Federal, State or local assistance program; (ii) the income of the family has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the family); (iii) although the family is diligently seeking to increase the family’s income, the increase is not yet sufficient to fully pay the minimum rent; or (iv) such other extraordinary circumstances as Atlanta Housing Authority may determine.

- B. Atlanta Housing Authority shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the family is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the family. Such actions may include, but not be limited to:
- i. Temporary suspension of the entire minimum rent under such terms as Atlanta Housing Authority shall direct. Such suspensions shall not last greater than ninety (90) days unless otherwise extended upon the written request of the Participant household based on verifiable circumstances reasonably affecting the Participant household's ability to pay the minimum rent. The period of the temporary suspension may be extended by the Atlanta Housing Authority after supervisory review and documented approval of the request;
 - ii. Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;
 - iii. Referral to third party agencies who assist participants with the payment of rent; and
 - iv. Such other actions as Atlanta Housing Authority shall direct.
- C. The Participant household will not be required to pay minimum rent arrearages that accumulated during the entire period of an approved temporary suspension of the minimum rent as set forth in paragraph B above.

ARTICLE FIVE. ELDERLY INCOME DISREGARD

1. AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

ARTICLE SIX. **STANDARD INCOME DEDUCTIONS AND ASSET DETERMINATIONS**

1. Atlanta Housing Authority, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating annual income. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating annual income. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets.

PART V - SUBSIDY STANDARDS

ARTICLE ONE. **VOUCHER SIZE**

1. The size of the rental housing unit that a Participant may lease under the Program is based on the number of bedrooms Atlanta Housing Authority has approved for the Participant's Voucher ("Voucher Size").
2. A Participant may not lease a rental housing unit that has more bedrooms than the Voucher Size unless approved by Atlanta Housing Authority. In the event Atlanta Housing Authority approves a Participant's request for a change in the Voucher Size, a new Voucher with the approved Voucher Size will be issued to the Participant.
3. To avoid overcrowding and the conditions that may arise from overcrowding, the Voucher Size of the Voucher issued to each eligible Participant will be determined in accordance with Operating Procedures based on the verifiable needs of the Participant household. A variety of factors, including, but not limited to, the number of people in the household, the age and gender of household members, special needs and reasonable accommodations requests, will be considered in determining Voucher Size.

ARTICLE TWO. EFFECT OF LIVE-IN AIDE ON VOUCHER SIZE

One additional bedroom may be added to increase the Voucher Size when it is determined that a Live-in Aide that is essential for the care and support of an elderly or disabled Participant or household member will reside in the assisted unit with the elderly or disabled Participant or household member, but only after the need for a Live-In Aide has been certified by a medical professional and approved by Atlanta Housing Authority in accordance with the Operating Procedures.

**PART VI - ALIGNMENT OF AHA PAYMENT STANDARDS
WITH MARKET RENTS**

ARTICLE ONE. MTW AUTHORIZATION

1. The MTW Agreement recognizes the spirit and intent of Atlanta Housing Authority's overarching goal of being a superior provider of affordable housing that will expand, improve and diversify Atlanta Housing Authority's influence on the affordable housing market and promote and support Participant self sufficiency.
2. In establishing Atlanta Housing Authority's Housing Choice Tenant-Based Program, the provisions of the MTW Agreement authorize Atlanta Housing Authority to determine reasonable contract rents and increases to such rents, rent reasonableness methodologies and adjustments to the payment standards.
3. Atlanta Housing Authority, in its discretion and pursuant to the MTW authorizations as summarized in this Article One, may explore, establish and implement different rent structures to further align the Program with private sector practices as well as to maximize the use of the subsidy resource to promote and support economic independence among Program Participants.

ARTICLE TWO. SETTING MARKET RENTS

1. Methodologies for setting market rents will utilize data derived from a variety of resources including, but not limited to, market rent studies (whether conducted by Atlanta Housing Authority or other public or private entities), HUD Fair Market Rent data from Atlanta and/or other comparable metropolitan markets, private sector databases, academic and other empirical studies, and regional economic forecasts.

2. Atlanta Housing Authority will utilize market practices and other recognized methods for establishing market rent standards (“AHA Payment Standards”) in order to determine the market contract rents that will be paid to Owners/Landlords. These standards will be used in place of the Fair Market Rents published annually in the Federal Register and will be used as the basis for establishing reasonable contract rents

ARTICLE THREE. AHA PAYMENT STANDARDS

1. AHA Payment Standards will be consistent with the objectives and determinations for setting market rents outlined in this Part VI with respect to aligning the Program with private sector practices and maximizing the use of the subsidy resource in support of strategies that promote the deconcentration of poverty and broader opportunities, enhance opportunities for the development of affordable housing, provide reasonable accommodation for disabled and elderly Participants, and provide for the sustainability of the Program.
2. Atlanta Housing Authority, in its discretion, will establish, implement and publish a Schedule of AHA Payment Standards for each submarket area within its jurisdiction or a Schedule of Payment Standards applicable to a broader area in support of portability initiatives.
3. Atlanta Housing Authority, in its discretion, may amend the AHA Payment Standards based on changing market conditions.
4. The procedures for implementing the AHA Payment Standards will be outlined in the Operating Procedures.
5. Exceptions to the AHA Payment Standards may be granted on a case-by-case basis with director-level or above approval based on the quality of the housing regardless of submarket, the location of the housing with respect to its proximity to revitalization activities, a reasonable accommodation request, and other reasonable requests related to achieving Atlanta Housing Authority’s goals. The procedures for granting exceptions will be included in the Operating Procedures.

ARTICLE FOUR. DECONCENTRATION

1. Atlanta Housing Authority's policies regarding AHA Payment Standards and Setting Market Rents support effective strategies for the deconcentration of poverty by providing Participants with meaningful and broader housing opportunities in accessing quality affordable housing.
2. Atlanta Housing Authority has an established policy that no more than forty percent (40%) of the units in a multifamily community will be assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended, unless (i) the multifamily community has been designated as housing for Elderly Families and/or Disabled Families; or (ii) the multifamily community was built or substantially rehabilitated for occupancy by Elderly Families and/or Disabled Families.
3. Atlanta Housing Authority has an established policy that up to 100% of the units may be assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended, in a multifamily community that has been designated as housing for Elderly Families and/or Disabled Families or was built or substantially rehabilitated for occupancy by Elderly Families and/or Disabled Families.
4. Atlanta Housing Authority, in its discretion, may develop a deconcentration strategy that would limit the percentage of Program Participants in designated census tracts in the City of Atlanta with the goal and intent of limiting occupancy in areas with high poverty concentrations.

PART VII - VOUCHER ISSUANCE

ARTICLE ONE. FAMILY BRIEFINGS

Applicants and Participants are required to attend an information briefing in order to receive a Voucher. The purpose of the briefing is to inform and educate Applicants and Participants regarding Program procedures, obligations and housing opportunities. The briefing will be conducted in accordance with the Operating Procedures.

ARTICLE TWO. TERM OF VOUCHER ISSUANCE

Vouchers are issued to Applicants and Participants for a reasonable period of time in accordance with the Operating Procedures. Extensions to the term of the Voucher may be granted on a case-by-case basis with director-level or above approval based on relocation activities, reasonable accommodation requests, and other reasonable requests related to an Atlanta Housing Authority special or strategic initiative. The procedures for granting extensions will be included in the Operating Procedures.

ARTICLE THREE. TRANSFER OF ASSISTANCE

1. An Applicant or Participant cannot transfer her/his Voucher to another person or family. There is no expressed nor implied right that permits or entitles the selective transfer of a Voucher that was issued to an Applicant or Participant for her/his exclusive use as head-of-household on behalf of an assisted household.
2. If the Voucher holder, as the head-of-household of a housing unit assisted under the Program, abandons the household or is involuntarily removed from the household, Atlanta Housing Authority will determine the disposition of the Voucher in accordance with the Operating Procedures.

PART VIII - INTER-JURISDICTIONAL COOPERATION

ARTICLE ONE. COOPERATIVE AGREEMENTS

Atlanta Housing Authority will seek to establish cooperative agreements and similar arrangements between and among other housing agencies in other jurisdictions administering the Housing Choice Tenant-Based Program with respect to Voucher portability relating to eligibility, inspections, program requirements, fee sharing, billing and other arrangements that would promote and benefit inter-jurisdictional cooperation.

ARTICLE TWO. PORTABILITY

1. Voucher portability procedures, processes and general administrative practices are set forth in the Operating Procedures.
2. Voucher portability will generally follow the applicable HUD rules and regulations unless modified by an inter-jurisdictional cooperative agreement and applicable authorizations under Atlanta Housing Authority's MTW Agreement.

3. Atlanta Housing Authority will require Participants porting to other jurisdictions to comply with Atlanta Housing Authority's CATALYST requirements, including the work requirement, including the training and program participation components. Atlanta Housing Authority may, at its discretion, waive such requirements for Participants where Atlanta Housing Authority determines that it is not feasible to administer program compliance for such Participants.

PART IX - INSPECTIONS

ARTICLE ONE. QUALITY UNITS

1. Atlanta Housing Authority established and may amend enhanced local standards ("AHA Local Inspection Standards") periodically to ensure that assisted units offer Participants quality housing in healthy communities. Factors such as levels of concentrated poverty, neighborhood crime, proximity to good neighborhood schools, access to public transportation, and access to retail businesses, among other factors, will be considered. Unit, site, and neighborhood conditions must continue to meet AHA Local Inspection Standards for as long as the assisted unit remains on the Program. It is the goal of the Program to provide opportunities for all Participants to reside in units in neighborhoods that promote and enhance educational and employment goals, good citizenship, and peaceful and cooperative community living.
2. Atlanta Housing Authority policy requires that only Owners/Landlords with quality housing units can participate in the Program. Atlanta Housing Authority, in its discretion, can disapprove the participation of Owners/Landlords with substandard or marginal housing units for Program.
3. AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the Program fails to comply with the AHA Local Inspection Standards. The procedures and practices established under this policy will be set forth in the Operating Procedures and implemented as a substitute for any applicable HUD rules and regulations.

ARTICLE TWO. PROGRAM MARKETING AND OUTREACH

Atlanta Housing Authority will continue to educate the public about the Program and to foster successful relationships throughout human services organizations, local and state governments, and the business community in order to ensure the availability of quality affordable housing units and family self-sufficiency opportunities for Program participants. This effort includes outreach activities to Owners/Landlords with quality housing units.

ARTICLE THREE. FREQUENCY OF INSPECTIONS

To ensure ongoing compliance with the AHA Local Inspection Standards, Atlanta Housing Authority will inspect all units assisted under the Program prior to occupancy, annually and under special circumstances related to health and safety issues and quality assurance measures in accordance with the procedures, processes and general administrative practices set forth in the Operating Procedures.

PART X – BUSINESS RELATIONSHIP BETWEEN ATLANTA HOUSING AUTHORITY AND OWNERS/LANDLORDS

ARTICLE ONE. BUSINESS RELATIONSHIP WITH OWNERS/LANDLORDS

The Housing Assistance Payments Contract or any successor agreement that Atlanta Housing Authority may develop and implement pursuant to its authorizations under the MTW Agreement is the controlling agreement that defines the business relationship between Atlanta Housing Authority and Owners/Landlords.

ARTICLE TWO. BUSINESS RELATIONSHIP PROGRAM PROCEDURES

Atlanta Housing Authority's Program procedures governing the conduct of the business relationship between Atlanta Housing Authority and Owners/Landlords are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

PART XI – REEXAMINATIONS

ARTICLE ONE. REEXAMINATION POLICY

Atlanta Housing Authority will reexamine the income, family composition and program compliance of each Participant on a periodic basis in accordance with the authorizations under the MTW Agreement and as set forth in the Operating Procedures.

ARTICLE TWO. REEXAMINATION PROGRAM PROCEDURES

Atlanta Housing Authority's Program procedures governing the conduct of reexaminations and Participant obligations and responsibilities are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

PART XII - TERMINATIONS

ARTICLE ONE. LEASE TERMINATION

Procedures, processes and general administrative guidelines governing lease terminations and the resulting termination of the Housing Assistance Payments Contract are set forth in the Operating Procedures.

ARTICLE TWO. PROGRAM MOVE

A Participant may give written notice to move from a unit assisted under the Program pursuant to the terms of the lease between the Participant and the Owner/Landlord and the Participant's obligations under the Program ("Program Move"). The procedures, processes and general administrative guidelines governing Program Moves are set forth in the Operating Procedures. Atlanta Housing Authority may initiate a Program Move due to Owner/Landlord non-compliance with Program requirements; requests for reasonable accommodations; victim protection under the Violence Against Women Act; relocation activities or for other strategic reasons set forth in the Operating Procedures.

ARTICLE THREE. DENIAL AND TERMINATION OF ASSISTANCE

1. Atlanta Housing Authority may deny admission to Applicants or terminate housing assistance benefits of Participants if they or any household member are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others.
2. OFFENSES SPECIFICALLY IDENTIFIED BY HUD: Pursuant to 24 CFR § 982.353, Applicants may be denied admission if any member of the household:
 - A. Has been evicted from federally assisted housing for drug related criminal activity within the three year period preceding application;
 - B. Is currently engaging in the illegal use of drugs;
 - C. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - D. Is subject to a lifetime registration requirement under a state sex offender registration program; or

- E. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.

3. VIOLENT OR DRUG-RELATED OFFENSES

Applicants may be denied admission and Participants may be subject to termination of housing subsidy benefits if any member of their households have been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any Violent or Drug-Related Offenses. Examples of Violent or Drug-Related Offenses include, but are not limited to the following:

- A. Homicide, Murder, Voluntary manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate, or Destroy;
- I. Assault and Battery (Simple and Aggravated);
- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. Carjacking;
- L. Robbery;
- M. Hate Crimes;
- N. Criminal Damage to Property Endangering Life, Health and Safety;

O. Aiding and Abetting in the Commission of a Crime Involving Violence; and

P. Other Violent or Drug-Related Offenses that may *Pose a Threat to Public Health and Safety*.

4. OTHER CRIMINAL OFFENSES (Not Violent or Drug-Related)

Applicants may be denied admission and Participants may be subject to termination if any member of their households have, within the five year period preceding application or at any time during program participation, been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any other criminal offenses that do not involve violence or drugs. Examples of Other Criminal Offenses (not violent or drug related) include, but are not limited to the following:

A. Child Neglect;

B. Disorderly Conduct;

C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);

D. Motor Vehicle Theft;

E. Burglary. Larceny, Receiving Stolen Goods;

F. Prostitution and Solicitation of Prostitution;

G. Vandalism; and

H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.

5. APPLICANT/PARTICIPANT RESPONSE TO ADVERSE CRIMINAL HISTORY INFORMATION DECISIONS

Based on adverse criminal history information gathered during the screening process, Paragraphs 2, 3, and 4 of this Article set forth the presumptions that Atlanta Housing Authority is entitled to rely upon when denying admission to Applicants and terminating the contracts of Participants who fall within the scope of this Article.

Applicants and Participants will be afforded the opportunity to prove, with the burden of proof resting with the Applicant or Participant that the provisions under Paragraphs 2, 3, and/or 4 do not apply to the subject Applicant/Participant.

6. OTHER DENIAL OF ASSISTANCE APPLICABLE TO APPLICANTS PARTICIPANTS

In addition the causes for termination outlined in Sections 1-5 of this Article Two, Applicants and Participants can be denied assistance for the following reasons.

- A. An Applicant or Participant that owes rent or other amounts to Atlanta Housing Authority or to another housing agency in connection with Program.
- B. An Applicant or household member, either of whom being a former Program Participant or former public housing resident, who failed to reimburse Atlanta Housing Authority or another housing agency for overpaid assistance or underpaid rent or for any outstanding charges owed to an Owner/Landlord under an assisted lease paid by Atlanta Housing Authority or another housing agency.
- C. An Applicant or Participant who is not in compliance with this Statement of Housing Choice Policies.

ARTICLE FOUR. OTHER TERMINATIONS OF HOUSING ASSISTANCE PAYMENTS CONTRACTS AND PARTICIPANT ASSISTANCE

- 1. Atlanta Housing Authority may terminate a Housing Assistance Payments Contract if the Owner/Landlord is not in compliance with the terms and conditions of the Housing Assistance Payments Contract.
- 2. Atlanta Housing Authority may deny or terminate assistance if Atlanta Housing Authority has reason to believe that a Participant household member has failed to abide by Program rules, regulations, or family obligations, regardless of whether the household member has been arrested or convicted. Atlanta Housing Authority shall have the discretion to consider all of the circumstances in each case, including the seriousness of the offense, if the violation is a first offense or a pattern of behavior, the extent of participation by the household member, and the effects that denial or termination would have on the other members of the Participant household not involved in the prescribed activity.

ARTICLE FIVE. TERMINATION OF ASSISTANCE NOTIFICATION

If Atlanta Housing Authority deems it necessary to terminate assistance, Atlanta Housing Authority will give both the Participant and the Owner/Landlord written termination notices in accordance with the Operating Procedures.

ARTICLE SIX. INFORMAL REVIEWS AND INFORMAL HEARINGS

1. Applicants may exercise the right to an Informal Review regarding certain adverse actions that may result in the denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Review must be made in writing within ten (10) business days from the date of the notice of ineligibility or denial of assistance from the Atlanta Housing Authority. The Informal Review will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review nor the subordinate of such person. Both the Applicant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Review. An Informal Review decision shall be provided in writing to the Applicant within fifteen (15) business days from the date of the Informal Review. Requests for Informal Reviews, supporting documentation, and a copy of the final decision shall be retained in the applicant's file.
2. Participants may exercise the right to an Informal Hearing regarding certain adverse actions that may result in a denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Hearing must be made in writing within ten (10) business days from the date of the notice of denial or termination of assistance from the Atlanta Housing Authority. The Informal Hearing will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review, nor the subordinate of such person. Both the Participant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Hearing. An Informal Hearing decision shall be provided in writing to the Participant within fifteen (15) business days from the date of the Informal hearing. Requests for Informal Hearings, supporting documentation, and a copy of the final decision shall be retained in the Participant's file.
3. Applicants and Participants with disabilities may request reasonable accommodation in order to participate in the Informal Review/Informal Hearing process, as applicable.

PART XIII – SPECIAL PROGRAMS

ARTICLE ONE. SPECIAL PROGRAMS POLICY

Atlanta Housing Authority, in its discretion, and as a policy matter may develop special programs and initiatives utilizing the regulatory relief and authorizations granted Atlanta Housing Authority under the MTW Agreement that address an identified need and support Atlanta Housing Authority's Vision, Mission and Guiding Principles.

PART XIV - RESPONSE TO FEDERALLY DECLARED DISASTERS

In order to respond to federally declared disasters and other federally declared emergencies Atlanta Housing Authority may provide disaster or other emergency relief utilizing Vouchers on a funding availability and resource allocation basis.

ARTICLE ONE. AGENCY-WIDE DISASTER OR OTHER EMERGENCY RELIEF PLANS

1. The President and Chief Executive Officer is authorized to develop an agency-wide disaster or other emergency relief plan to address the needs arising from a disaster or other emergency in a strategic, meaningful, and effective manner pursuant to applicable rules, regulations, emergency legislation, and Executive Orders.
2. The President and CEO is further authorized to take any action that the President and CEO may deem necessary and appropriate pursuant to federal disaster relief authorizations applicable to housing programs within the scope of the resources available to Atlanta Housing Authority, and to waive Atlanta Housing Authority's administrative policies governing the Program related to intake procedures including but not limited to establishing a preference for disaster victims on waiting lists for the Program, rent collections, subsidy payments, work program compliance, and other related and relevant administrative policies.
3. The President and CEO will provide the Board of Commissioners with a full report on a disaster or emergency relief plan implemented pursuant to this Article Seven.

PART XV - PROJECT BASED RENTAL ASSISTANCE

ARTICLE ONE. PROJECT BASED RENTAL ASSISTANCE POLICY

Project-Based Rental Assistance, a major business plan priority of Atlanta Housing Authority, was developed pursuant to MTW authorizations for project-basing housing assistance under Section 8 of the 1937 Housing Act, as amended.

1. Project Based Rental Assistance, as a business plan component, is administered independent of and separate from the Housing Choice Tenant-Based Voucher Program.
2. Atlanta Housing Authority will not enter into Housing Assistance Payments Contracts for Housing Choice Tenant-Based Vouchers in a property that is under an executed Project Based Rental Assistance Agreement or a written commitment to enter into a Project Based Rental Assistance Agreement.
3. The implementation and administration of Project Based Rental Assistance, including site-based administration of all program activities by the owner entity's professional management agent, are set forth in separate operating procedures for Project Based Rental Assistance.

PART XVI - HOMEOWNERSHIP POLICY

ARTICLE ONE. AUTHORIZATION

The Housing Choice Homeownership Program was first authorized under Section 555 of the Quality Housing and Work Responsibility Act of 1998. Pursuant to the statutory and regulatory relief afforded Atlanta Housing Authority under its MTW Agreement, Section VI.A, paragraph 22 of the Statement of Authorizations authorizes Atlanta Housing Authority to determine the structure, terms and implementation of any homeownership program using Housing Choice Program Vouchers. Accordingly, Atlanta Housing Authority may use Housing Choice Program Vouchers in implementing and administering initiatives to create and promote homeownership opportunities that are consistent with Atlanta Housing Authority's guiding principles and Business Plan priorities.

ARTICLE TWO. PROGRAM IMPLEMENTATION AND ADMINISTRATION

1. The Housing Choice Homeownership Program will be implemented and administered independent of and separate from the Housing Choice Tenant-Based Voucher Program by a division of the Atlanta Housing Authority designated by the President and Chief Executive Officer.
2. The division designated by the President and Chief Executive Officer is responsible for developing the structure, terms and written procedures for the implementation and ongoing administration of the Housing Choice Homeownership Program in accordance with the authorizations afforded Atlanta Housing Authority under its MTW Agreement.

END



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