



FY 2013 Annual Report

Fiscal Year Ended June 30, 2013

VISION

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

MISSION

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

GOALS

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

Quality Living Environments

Provide quality affordable housing in healthy mixed-income communities with access to excellent quality-of-life amenities.

Self-Sufficiency

Facilitate opportunities for families and individuals to build economic capacity and stability, which reduce their dependency on subsidy, ultimately becoming financially independent;

Facilitate and support initiatives and strategies to support great educational outcomes for children; and

Facilitate and support initiatives that enable the elderly and persons with disabilities to live independently with enhanced opportunities for aging well.

Economic Viability

Maximize AHA's financial soundness and viability to ensure sustainability.

GUIDING PRINCIPLES

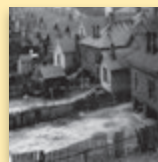
In approaching our work, regardless of the funding source, strategy or programmatic initiative, AHA applies the following guiding principles:

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 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 market-rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector know-how and real estate market principles.
5. Support AHA-assisted families with strategies and programs that help them achieve their life goals, focusing on financial self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.

Opening Doors to Affordable Housing & Opportunity: A 75-Year Timeline

1933

Real Estate Developer Charles Palmer & Educator John Hope partner on clearing Atlanta's slums and securing funding for public housing.



Slums in inner-city Atlanta are replaced by public housing projects.

1935

Techwood Homes opens as the nation's first public housing community.

President Roosevelt speaks at the 1935 dedication of Techwood Homes.



Community life offers many family activities. Under Jim Crow laws, families are segregated by race in public housing.

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This document was prepared based on information contained in the *FY 2013 MTW Annual Report* – Board Approved September 25, 2013, as submitted to HUD on September 27, 2013, and which remains the document of record in accordance with the Atlanta Housing Authority's Amended and Restated Moving to Work (MTW) Agreement with HUD.

AHA is the largest public housing agency in Georgia and one of the largest in the nation, serving over 50,000 people. The U.S. Department of Housing and Urban Development (HUD) has designated AHA as a high-performing public housing agency permitted to operate under the Moving to Work Demonstration Program. AHA is in its tenth year operating as an MTW agency.

For inquiries, please contact us at 404-892-4700 or strategy@atlantahousing.org.

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1937

University Homes, the nation's first housing project for African-Americans, is dedicated.

U.S. Housing Act signed by President Roosevelt subsidizes building of affordable public housing by local authorities.



June 11, 1938

AHA is founded with the Atlanta City Council resolution declaring the need for "safe, affordable housing for families facing temporary financial difficulty." Charles Palmer becomes first chairman.



1943

AHA houses World War II workers in Techwood and Clark Howell Homes as units become vacant.



1961

Housing Act signed by President Kennedy subsidizes senior public housing and admits disabled persons to public housing.



Our 75th Year: Legacy, Strategy and Vision

Renée Lewis Glover

The timing of AHA's 75th anniversary on June 11, 2013, was fortunate. AHA employees had been working extremely hard on the long and complex process of business transformation – implementing new technologies and systems to help us assist more families and serve them even better.



The 75th anniversary gave us a point in time to pause and participate in a valuable exercise – seeing our future in the context of our past. It inspired us to keep up the momentum of business transformation and renewed our sense of purpose.

What we saw on a journey into our past

In preparation for our milestone anniversary, we traveled back in time. We looked through boxes of photos and publications and saw the faces of people AHA had served over the decades, often through difficult times: the Great Depression, World War II, and the Civil Rights Movement. We viewed old videos and listened to accounts told by employees who still have vivid memories of an earlier era.

We found many stories to celebrate. We also saw times when we were challenged to live up to our founding vision. We saw how we responded and how we became stronger.

Over the last decade and a half, AHA reinvented the way we serve families and provide housing opportunities. We determined that concentrating families in poverty was destructive to families, neighborhoods, the city, and the nation.

AHA responded to this determination by completely transforming the way we meet our mission using three strategies: **mainstream the real estate, mainstream the families, and mainstream AHA.**

MTW priorities link to the strategy

This annual report is structured around our three FY 2013 MTW priorities, which align to the three strategies that transformed our way of working:

Mainstreaming Real Estate: Because affordable housing opportunities in economically integrated environments open the door to opportunity, our goal is to be a best-in-class diversified real estate company with a public mission and purpose. We are mainstreaming real estate through public/private partnerships, leveraging the know-how, balance sheets, and brands of great private sector real estate developers. We are also strengthening and structuring our capabilities to work effectively with these partners.

AHA plays a leadership role in bringing partners together to allocate real estate resources in new ways that create healthy environments where the families we assist can thrive. This report highlights the continuation of real estate projects that are complete, in progress, or planned.

1964

Title VII of the Civil Rights Act signed by President Johnson outlaws discrimination against racial, ethnic, national and religious minorities, and women.

City of Atlanta contracts with AHA to provide relocation assistance for households displaced by highway construction and urban renewal.



1965

The Department of Housing and Urban Development (HUD) is created.

AHA constructs the first senior high-rises – John O. Chiles and Antoine Graves. Both are open to all low-income persons, regardless of race.

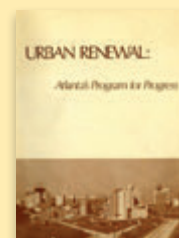


1968

The Fair Housing Act, signed by President Nixon, prohibits racial discrimination in the sale, rental, and financing of housing.

1988

AHA publishes a report on urban renewal projects, addressing construction and the relocation of AHA-assisted residents into new or refurbished housing. This “bricks and mortar” solution does not solve the worsening problems of concentrated poverty in public housing.



Mainstreaming our Families: The combination of real estate and human development is where our success is determined. And success for AHA is when a family makes the transition from assistance to self-sufficiency, or when their children receive an education that prepares them to enter mainstream America. We help pave the way by connecting families to the specific services they need to move out of poverty. This report covers a new customer-centric model that will help us match families to appropriate human development services and a new framework that will strengthen our service provider network.

Mainstreaming AHA: Our MTW priority of business transformation is about adopting best practices from government, nonprofit, and the private sector that will help us deliver improved service to our families more cost-effectively. These best practices include technology solutions along with organizational structures and processes. Our business transformation is a carefully planned reinvention driven by our vision.

Carrying forward our legacy

During our 75th anniversary year, we looked to our past to see which experiences we wanted to celebrate and carry forward into the future. We chose three legacies – leadership, reinvention, vision – which grew out of our founding story and the partnership between an African-American educator, Dr. John Hope, and a white real estate developer, Charles Palmer. These legacies still guide us today: the courage to lead in the face of adversity, the wisdom to reinvent when we need to find a better way, and the vision to open the doors of opportunity and brighter futures for the people we serve.



June 11, 2013, dedication of the 75th anniversary commemorative flag:
"May this flag fly over our land, representing an organization that will always champion our vision of Healthy Mixed-Income Communities; Healthy Self-Sufficient Families."

Hope and Opportunity for Future Generations

By keeping the doors of affordable housing open in Atlanta, AHA has for decades offered hope to people in many different stages of life, including children, youth, adults, the elderly, the disabled, veterans, and the homeless.

One of the most important ways we offer hope, not only to the families we serve today but to future generations, is by planning communities with excellent schools.

Just two years ago, 49 high school graduates, who had all started out in the first class at Centennial Place kindergarten and grew up in one of AHA's mixed-income communities, were college-bound. These high-achievers were headed off to promising futures at different colleges and universities including Boston University, Georgia Tech, Howard, University of Georgia, Morehouse, Princeton, Spelman and others.

On this momentous occasion, former President and CEO Renée Glover said, "Real change comes when a child feels hopeful and excited about their future. These 49 young people are re-writing the history of housing, education, economics, class, dependency, disenfranchisement, isolation, and despair. We are making it possible for every child to fulfill their God-given potential."

1990

Atlanta wins the bid to host 1996 Olympics. The public housing projects have become islands of poverty where crime rates are spiking, crack cocaine is prevalent, and low-income families are becoming isolated.



1994

AHA has been on HUD's list of troubled agencies for years when AHA Board of Commissioners Chair Renée Lewis Glover becomes Executive Director. Glover begins a dramatic turnaround that will lead AHA into a new era of innovation.

AHA uses HOPE VI – a federal program that funds revitalization of distressed public housing – and private investment from The Integral Partnership of Atlanta to develop Centennial Place.

1995

Birth of the Atlanta Model – based on a three-pronged strategy:

1. Deconcentrating poverty through mixed-income communities.
2. Leveraging HUD dollars with private investment.
3. Focusing on community building, including quality housing, excellent schools, access to transportation, recreation centers, and daycare.



The Importance of Moving to Work

Meeting Local Needs Using Federal Resources

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

Congress authorized the Secretary, through these negotiated agreements, to waive all the statutory and regulatory provisions under the 1937 Act, except certain core issues: Davis Bacon; Civil Rights laws and Fair Housing; 504, UFAS, and Americans with Disabilities laws; and demolition and disposition under Section 18.

Under the first agreements, HUD and the MTW agencies took an incrementalist approach. It was not until 2003 that AHA and other agencies were able to convince HUD to provide the complete spectrum of statutory and regulatory relief.

MTW Statutory Goals

- Reduce costs and achieve greater cost effectiveness in federal expenditure.
- Give incentives to families with children where the head of household is working, seeking work or is preparing for work by participating in job training, educational programs or programs that assist people to obtain employment and become economically self-sufficient.
- Increase housing choices for low-income families.

The MTW Program has outperformed the expectations of both Congress and HUD. It has been expanded beyond 30 housing authorities, and the timeline has been extended. In FY 2013, AHA was one of 39 MTW agencies out of 3,400 public housing authorities in the nation.

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

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

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

1996

Centennial Place opens as America's first master-planned, mixed-use, mixed-income community. It is built on the property where Techwood-Clark Howell Homes once stood.

With the Olympic Legacy Program, AHA expands the revitalization model to three additional distressed communities.



2003

AHA signs the Moving to Work (MTW) Agreement with HUD, giving AHA the funding and flexibility to develop innovative local solutions.

2004

AHA implements a work requirement for non-elderly, non-disabled adults as a condition of receiving housing assistance for public housing units and vouchers.

2010

ARRA funding awarded to AHA provides \$26.5 million for repairs, demolition, modernization, and increased energy efficiency in the 11 senior high-rises and two small communities for families.

AHA completes demolition of the last of the dilapidated public housing family projects.

Multi-year business transformation of AHA operations is launched to introduce new tools and processes for working more cost-effectively, delivering better service, and serving more families.



Importance of MTW Flexibility and Single Fund Authority to AHA

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

MTW status has allowed AHA to continue implementing our long-term strategy of mainstreaming families, mainstreaming real estate, and mainstreaming AHA. The legacy that began in 1994 with the revitalization of Techwood Homes/Clark Howell Homes has been enhanced by using MTW flexibility to further human development and use public/private real estate partnerships to revitalize communities.

While statutory and regulatory flexibility are foundational elements of the MTW Program, the Single Fund authority is essential to AHA's continued success and long-term financial viability.

AHA's MTW Agreement permits AHA to combine our low-income operating funds, Housing Choice voucher funds, and certain capital funds into an MTW Single Fund (MTW Funds). When individual funding sources are combined and converted to MTW Funds under AHA's MTW Agreement, they are relieved of their statutory and regulatory strictures and may be used for MTW-Eligible activities as set forth in AHA's Business Plan and Annual Implementation Plan.

AHA's MTW Agreement has enabled AHA to leverage lessons learned and best practices from the HOPE VI revitalization program, apply private-sector business principles to manage resources responsibly, and achieve dramatically better outcomes for AHA-assisted households, AHA-owned real estate, and the AHA organization.

Goals of MTW and AHA

In keeping with the spirit and intent of the MTW Program's statutory goals, AHA established three overarching goals:

1. *Quality Living Environments*
2. *Self-Sufficiency*
3. *Economic Viability*

Using AHA's MTW flexibility, we are delivering on these goals by focusing on local strategies and solutions that allow us to continue improving and expanding our services and impact.



Innovation Using MTW

Following a rigorous, participatory strategic planning process, AHA can use our MTW Funds to pursue innovative opportunities that benefit low-income families and are not available to non-MTW agencies.

Unique in the public housing sector, AHA operates holistically as an MTW agency – we do not separate activities as either MTW or non-MTW, unless otherwise prescribed by Congressional statute. For example, AHA's policy innovations like the Work/Program Requirement are applicable to all families across all AHA programs except for the elderly and persons with disabilities.

The success AHA has achieved as an innovator, fulfilling the promise of the MTW program envisioned by Congress, is apparent in a review of AHA's many initiatives. For more detail, see the *MTW Innovations & Policies* section.

Independent Studies of AHA's Atlanta Model

AHA has engaged multiple third-party academic researchers in evaluating the effectiveness of the Atlanta Model. The studies consistently demonstrate that the Atlanta Model is working and has improved the quality of life for low-income families in Atlanta. For copies of these studies, please visit atlantahousing.org.

2011

Forty-nine high school graduates who started out in Centennial Place kindergarten head to college—proof that the Atlanta Model is breaking the cycle of generational poverty.



2013

As an MTW agency, AHA has the flexibility to offer the following affordable housing solutions, accompanied by human development services that lead to healthy mixed-income communities and thriving, healthy self-sufficient families.

- > AHA-Owned Residential Communities
- > AHA's Housing Choice Tenant-Based Voucher Program
- > Mixed-Income Communities Using Project-Based Rental Assistance
- > AHA-Sponsored Mixed-Use, Mixed-Income Communities
- > Supportive Housing



AHA's FY 2013 Priorities: Impact and Accomplishments

Each fiscal year's accomplishments reflect progressive steps toward making AHA's vision of healthy mixed-income and healthy self-sufficient families a reality.

Over the past 10 years as an MTW agency, AHA has creatively used the tools and flexibility afforded by our MTW Agreement to implement housing policy reforms across all programs (See details in *MTW Innovations & Policies*).

Our work in FY 2013 was guided by the following three priorities set forth in AHA's Annual MTW Implementation Plan. The impact, results and activities related to these priorities are described in the following sections of this report.

AHA's Priorities are Aligned with MTW Goals

FY 2013 Priorities	AHA/MTW Goals		
	Quality Living Environments	Self-Sufficiency	Economic Viability
Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness, and long-term financial sustainability.	*		*
Advance the human development services strategy through strategic partnerships and new funding strategies.		*	*
Implement the business transformation initiative including the integrated Enterprise Resource Planning solution.	*	*	*





The Year at a Glance

(Figures as of June 30, 2013)

21,174

households were served

9,308

households, including

7,043

in the City of Atlanta, participated in the Housing Choice Voucher Program and received rental subsidy assistance

358

new households were assisted from the Housing Choice waiting list. 35 veterans were housed through the HUD-Veterans Affairs Supportive Housing (VASH) program and AHA's Supportive Housing Program

\$15.7 million

in upgrades, including the

\$9.3 million

multi-year project to repair and upgrade select units, were completed using AHA's MTW Funds across the 13 AHA-Owned (public housing-assisted) Residential Communities

2 million

Over documents were scanned as part of our business transformation strategy, advancing our "paperless" strategy and reducing off-site paper storage while increasing information security, accessibility and cost efficiencies

14

students were awarded \$36,350 in scholarships through AHA's Atlanta Community Scholars Award

31

eligible, first-time home-buyers received down payment assistance from AHA

1

point of contact (reduced from as many as six) was introduced during our business transformation to provide better service and quicker turnaround for Housing Choice customers

185

additional VASH vouchers were awarded to AHA by HUD based on our success serving veterans and the local need identified by the Veterans Affairs Medical Center

100

new affordable rental units were completed as a part of AHA-Sponsored Mixed-Use, Mixed-Income Communities developed on the sites of former public housing projects

300

additional vouchers (an increase from 700 to 1,000 vouchers) were made available to the Regional Commission on Homelessness and the United Way through our Project Based Rental Assistance Program, representing AHA's focus on reducing homelessness in Atlanta



PRIORITY:

Real Estate

The building blocks of healthy communities



Over the last 19 years, AHA has partnered with private-sector developers to reposition our public housing properties into 16 mixed-use, mixed-income communities. Affordable housing is a seamless part of these communities, and human development programs are provided to help assisted families follow a path to self-sufficiency. AHA has branded this community-building model that blends private-sector market principles and public-sector safeguards as the “Atlanta Model.”

Public/private partnerships are the key ingredient in this model. AHA leverages the special standing we have with our MTW agreement, charter, goodwill, land, and HUD grants, while each private development

partner leverages their balance sheet, know-how, brand, and track record to raise private equity and incur debt. The interests of AHA and our partners are aligned so that all parties are focused on the success of the community. Since 1995, the mixed-use, mixed-income communities created through our partnerships have also proven successful for the greater Atlanta community by providing an economic impact of approximately \$2 billion.

As the real estate and financial markets strengthen, AHA and our development partners will continue to advance master plans and strategies designed to ensure the long-term sustainability and stability of the communities and the progression of families to self-sufficiency. In the long run, most of these strategies will be carried out using non-HUD funds.

IMPACT OF FY 2013 REAL ESTATE INITIATIVES

AHA and its partners continued to advance phases for the revitalization developments already underway. The following pages highlight these supporting activities that advanced our priority real estate initiatives:

1. Advancing master plans for mixed-use, mixed-income communities
2. Pursuing Choice Neighborhoods Implementation Grant
3. Implementing conversion (reformulation) demonstration for Centennial Place, a mixed-use, mixed-income community
4. Using Project Based Rental Assistance (PBRA) as a strategic tool to facilitate housing opportunities
5. Expanding supportive housing opportunities
6. Continuing the Energy Performance Contract (EPC) implementation and unit upgrades for AHA-Owned Residential Communities

FY 2013 RESULTS

100

PBRA Units Added

35

Supportive Housing
Units Added

31

New
Homeowners

In 2013, AHA advanced our real estate initiatives with the goals of community sustainability, market competitiveness, and long-term financial sustainability.

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

Revitalization Initiatives

Through communities developed, owned, and managed by public/private partnerships, AHA has helped address Atlanta's need for additional high-quality affordable housing in economically integrated environments.

Scholars Landing (University Homes Revitalization) – In FY 2013, AHA's development partner, Integral, completed 100 affordable rentals for seniors at Veranda at Scholars Landing. Due to demand and attractiveness of the location, the property was fully leased a record three months ahead of schedule. AHA has provided PBRA assistance for all the units.

In the Oasis at Scholars Landing development, AHA's private sector partner submitted a 9-percent LIHTC (Low Income Housing Tax Credit) application to develop a 60-unit affordable assisted living community with a preference for veterans and their families. This community is designed to allow elderly residents to age in place, provide alternatives to costly home care, and reduce Medicaid expenditures through a continuum of care. Phase I public improvements were substantially completed in FY 2013 and are slated for completion in FY 2014.

Auburn Pointe (Grady Homes Revitalization) – During FY 2013, Integral, AHA's master developer, substantially completed construction on 150 mixed-income units at Ashley at Auburn Pointe II and expects to begin leasing in FY 2014. Fifty-one of the rental units will be leased to AHA-assisted families, 39 units will be leased to unassisted tax credit-eligible families, and 60 units will be leased to market-rate families.



Scholars Landing

(Developer: Integral Development LLC)

Veranda at Scholars Landing, a 100-unit development located near the Atlanta University Center, was completed and 100% leased in record time.



Acquisitions

To further long-term sustainability of the neighborhood defined by the master plan for West Highlands, AHA purchased a 12-acre property adjacent to the City of Atlanta's new Westside Park. AHA solicited comments from community stakeholders and will work closely with the Master Developer to develop plans for this property.

Land Transactions and Sale of Assets

AHA completed the sale of the Roosevelt Highrise property at fair market value to the Georgia Board of Regents for the benefit of Georgia Tech. As part of the sale, Georgia Tech has agreed with Integral Development and AHA to support the evolution of Centennial Place Elementary School as a Georgia Tech-sponsored STEAM (Science, Technology, Engineering, Arts and Math) school. This effort is being led by Integral Development and is supported by AHA, the YMCA of Metro Atlanta, Coca-Cola and other stakeholders.

(See the *Human Development Services* section of this report for more details on AHA's education strategy.)

First-Time Homebuyer Down Payment Assistance

Using AHA's MTW flexibility, we partnered with the City of Atlanta, Invest Atlanta, AHA's master development partners, and local lenders to provide down payment assistance to 31 low-to-moderate-income, first-time homebuyers purchasing homes in the city of Atlanta.

Pursuing Choice Neighborhoods Implementation Grant

In FY 2011, as part of the revitalization of University Homes, AHA applied for and was awarded a \$250,000 Choice Neighborhoods Planning Grant (CNPg) from HUD for the former University Homes and surrounding Atlanta University Center (AUC) neighborhood. With a strong emphasis on access to high-quality educational opportunities, CNPg provided funds to develop plans for transforming the University Homes site and the surrounding neighborhood into a healthy, sustainable mixed-use, mixed-income neighborhood.

As a requirement for applying for an Implementation Grant, in December 2012, AHA successfully submitted our Choice Neighborhoods Transformation Plan to HUD. Throughout the year and with the support of partners, AHA held community planning meetings and submitted an application

for a Choice Neighborhoods Implementation Grant in September 2013.

Implementing AHA's subsidy conversion pilot program to maintain the long-term market-quality of AHA-Sponsored Mixed-Income Residential Communities

On November 2, 2012, HUD approved our proposal to pilot AHA's Reformulation Demonstration Program, which uses AHA's Moving to Work flexibility to convert the subsidy arrangement for Centennial Place from Section 9 to Section 8 of the U.S. Housing Act of 1937.

Centennial Place was developed in 1994 as the first mixed-use, mixed-income community in the United States with public housing-assisted units as a seamless component of the development. Of the 738 residential units in four development phases, 301 units receive Section 9 public housing operating subsidy.

Centennial Place is nearly two decades old, and all units now need to be upgraded to be competitive in the residential rental market. Under the current Section 9 arrangement, the owners were limited in their ability to raise adequate funds for the total renovation because the operating subsidy and tenant rent revenue for the 301 public housing-assisted units cannot be used to service debt.

AHA Brought Many Partners Together for the Atlanta Choice Neighborhoods Initiative

Choice Neighborhoods
People • Housing • Neighborhoods



At community planning meetings, AHA gathered input from many different stakeholders to incorporate into the Neighborhood Transformation Plan.

- > The City of Atlanta
- > Invest Atlanta
- > The Integral Group
- > United Way
- > The Arthur M. Blank Family Foundation
- > Georgia Pacific
- > Annie E. Casey Foundation
- > Atlanta University Center Schools
- > Atlanta Public Schools and Board Vice-Chair Byron Amos
- > University Community Development Corporation
- > Atlanta Neighborhood Development Partnership
- > Vine City Health and Housing Ministry
- > Councilmembers Ivory Young and Cleta Winslow
- > Neighborhood Planning Units L and T
- > Neighborhood associations, businesses, residents and former University Homes residents

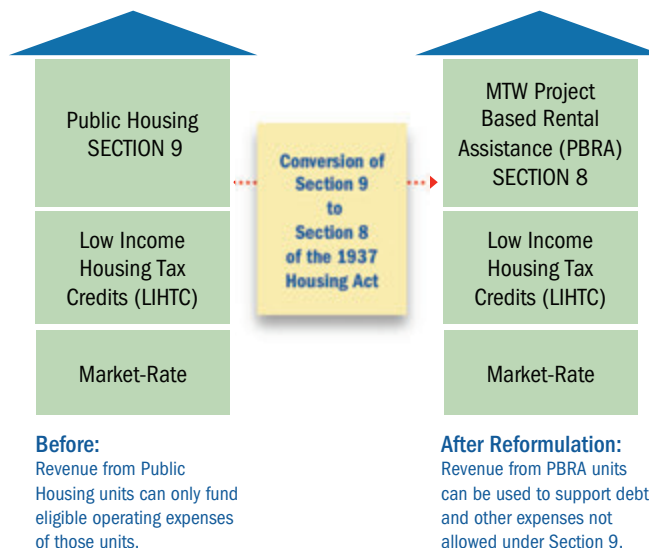
AHA's Solution Is a Win-Win-Win

Under the pilot program developed by AHA, Centennial Place owners will replace their public housing operating subsidy arrangement with AHA's project-based rental assistance (PBRA). In FY 2013, in conjunction with the reformulation of Centennial Place, AHA received additional Housing Choice voucher funding, which will be used as part of the PBRA funding to replace the public housing operating subsidy under Section 9.

Assisted families win because the seamless conversion process does not change the way their rent is calculated, and they'll have an improved apartment in a market-competitive community they will be proud to call home. The reformulation process does not require that residents move out of the community. Most of the renovation will be completed in phases and during times when units are vacant. If residents are required to move during the renovation, it will only be temporary. If they are asked to move to other units on the property or move into a hotel while the work is being completed, the cost of these arrangements will be covered in the development budget.

Private developer partners win because once the properties are converted to Section 8, they no longer have to exclude the public housing units from the valuation of the property, and they will have greater access to private funding for upgrades and capital improvements. The 301 AHA-assisted units will carry their share of the debt service, equity requirements, and operating costs for the property. In FY 2013, in preparation for the conversion, the owners filed 9% Low Income Housing Tax Credit (LIHTC) applications to raise equity for the renovations for the first two phases of Centennial Place.

How an AHA-Designed Reformulation (Conversion) Pilot Helps Maintain High-Quality AHA-Sponsored Mixed-Income Residential Communities



Benefits of AHA's Reformulation

- Resident portion of rent does not change.
- No permanent relocation; residents can remain in their community.
- PBRA can leverage private capital and public equity to refresh the community and improve all residential units.
- Long-term sustainability and market competitiveness of properties can be maintained.

The greater community AHA serves wins because owners are able to maintain the quality of the property, and it remains competitive in the marketplace. The prosperity of the residential property supports the prosperity of the surrounding community, offering our families an amenity-rich, healthy environment where they can thrive and follow a path to self-sufficiency.

This reformulation program is an example of AHA's efforts to find innovative ways to make funding for public housing go farther by leveraging private partnerships and using strategies that help maintain the high quality of our communities long-term.



For Centennial Place, built in the mid-'90s, AHA's Reformulation Program is helping to make it possible for our private developer partners to fund needed upgrades and improvements. This project will contribute to the prosperity of the community for our families, their neighborhood and the surrounding city.

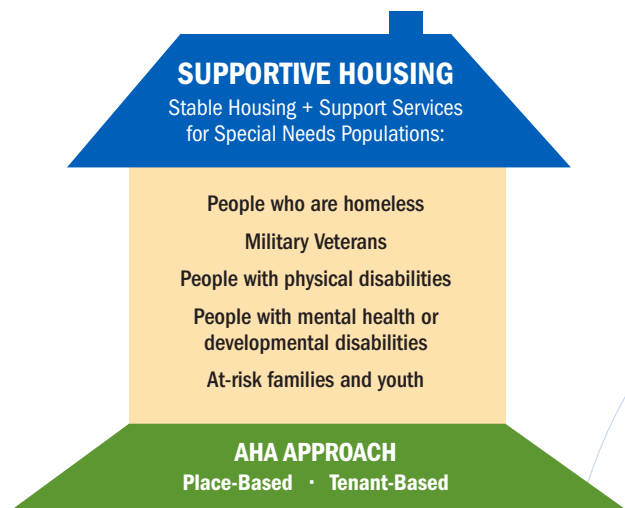
Expanding supportive housing opportunities

When a person or family is in crisis because they lack safe and adequate housing or they are unable to maintain housing because of mental health or developmental disabilities, typical housing assistance policies and programs may be inadequate to address their various needs and the root causes of their problems. AHA has learned this through our experience with the Homeless Demonstration Program, Mental Health Demonstration Program, and other Supportive Housing initiatives.

In FY 2012, AHA's Board of Commissioners approved a new set of policies, the Statement of Policies for Supportive Housing, which includes alternative occupancy arrangements, rent determinations, and rules regarding continuing assistance. In FY 2013, AHA began to structure pilots, procedures, and initiatives under one umbrella called the Supportive Housing Strategy.

Supportive Housing Strategy Involves Collaboration and Many Different Solutions

For AHA, supportive housing equals stable housing plus intensive support services for people with a variety of special needs: the homeless, people with disabilities, military veterans, at-risk families and youth, and other target groups enrolled in supportive services programs.



By taking a strategic perspective, AHA is able to find solutions that help individuals and families stabilize and secure their futures. We do this by leveraging resources, funding, and our MTW flexibility to collaborate with private sector developers/owners and service provider partners.

The challenges for special needs populations are complex, and the solutions require a coordinated approach, multiple partners, and multiple sources of funding. For this reason AHA employs both place-based and tenant-based approaches within the Supportive Housing Strategy.

Place-Based Approaches

Reducing Homelessness with Supportive Housing

Primary Population Served: Homeless individuals and families

Partners: In response to the need in the city of Atlanta, AHA continued our partnerships with the Regional Commission on Homelessness, the United Way of Metropolitan Atlanta, the Atlanta mayor's Unsheltered No More initiative, and HUD to provide housing opportunities for homeless populations.

Description: Under AHA's PBRA for Supportive Housing program, owners and developers of supportive housing receive housing subsidy under PBRA agreement with AHA for up to two years. In return, the owner is required to 1) work with a certified Service Coordinator such as the



Quest Village Gives Veteran the Support She Needs to Get Back on Her Feet



In 2010 **Shunita Averett** lost her job, her house, and her marriage. Though she is an eight-year Navy vet with work experience as a surgical technician, she found herself in a tough situation and became homeless for over a year and a half.

In 2012, her life turned around when she moved into Quest Village, one of AHA's community partners that uses AHA's PBRA to provide supportive housing for up to 20 homeless men and women.

Now Shunita has a sense of stability. Not only does she have a safe place to live, she is getting job and life skills training that will help her find employment and get back on her feet.

United Way and 2) enter into an agreement with one or more service providers that will provide appropriate intensive support services for the target population. They also agree to coordinate with any public agencies and nonprofit organizations that are providing additional case support to individual residents.

As funding becomes available, AHA periodically releases competitive Requests for Proposals for PBRA for Supportive Housing. In FY 2013, AHA issued a new competitive solicitation for developers/owners of new and existing supportive housing programs, which will remain open during FY 2014 until AHA has achieved its plan. AHA awarded a new PBRA agreement for 10 units to Quest Village III, a supportive housing community for homeless veterans. (See sidebar story on page 14.)

AHA has committed 700 vouchers – over 10 percent of our tenant-based Housing Choice vouchers in Atlanta – to support the Regional Commission's fight to end homelessness. As of June 30, 2013, 546 of these units were under current PBRA agreements and another 150 units were under commitment, with construction, completion and occupancy scheduled in FY 2014. In FY 2013, AHA increased our commitment to 1,000 MTW vouchers to support a variety of initiatives to reduce homelessness in Atlanta.

Stabilizing Disabled Individuals

Primary Population Served: Mentally or developmentally disabled individuals

Partners: The Integral Group, Integral Youth and Family Project

Description: In FY 2009, AHA and its partner The Integral Group developed a 26-unit supportive services housing community – the Gardens at CollegeTown – for people with mental or developmental disabilities. This development is part of the larger CollegeTown at West End master-planned, mixed-use, mixed-income community. The Integral Youth and Family Project connects people to needed counseling and supportive services so they can live independently.

Tenant-Based Approaches

Helping Veterans with VASH

Primary Population Served: Homeless veterans and their families

Partners: HUD, Veterans Administration (VA)

Description: Under this special voucher program, AHA issues vouchers based on referrals from the VA, then the VA provides case management and other services for each veteran.

In FY 2013, AHA successfully housed 25 veterans and their families using HUD Veterans Affairs Supportive Housing (HUD-VASH) vouchers awarded to AHA in FY 2012 in a cooperative program between HUD and the Veterans Administration (VA).

HUD-VASH is a key component of HUD's strategy to end homelessness among veterans by 2015. Based on AHA's success using the VASH vouchers and the local needs of the Veterans Affairs Medical Center, in FY 2013, HUD awarded AHA an additional 185 VASH vouchers, which will be issued in FY 2014.



Unifying Families and Youth with Family Unification Vouchers

Primary Populations Served: Homeless families with children and former foster care youth between the ages of 18 and 21

Partners: Department of Family and Children Services (DFCS) – Fulton County

Description: Family Unification Program (FUP) vouchers provide rental assistance to families under the care of the Fulton County Department of Family and Children's Services (DFCS) who require housing to stay together or come together. AHA reenergized this program by supplementing the DFCS case support with Family Self-Sufficiency coordinators, who assist families with housing success.

Using Housing Choice Tenant-Based Vouchers for Pilot Programs

Primary Population Served: Homeless families and youth

Description: Using our MTW flexibility and funds in FY 2014, AHA is exploring various rent reforms and homelessness initiatives. For example, AHA is designing a Tenant-Based Supportive Housing pilot that would provide assistance for individuals and families that successfully “graduate” from a permanent supportive housing community into living independently. AHA is also exploring creation of a Short-Term Rental Assistance pilot to prevent homelessness and to support rapid re-housing of families dealing with temporary setbacks.

Supportive Housing is a Priority for AHA

As of June 30, 2013, AHA funds units and vouchers totaling 897. This figure includes PBRA, VASH and FUP special vouchers, and public housing units in AHA-Sponsored Mixed-Income Communities. Based on our plans for new supportive housing initiatives and increased commitments, AHA will nearly double the annual budget to \$15 million by the end of FY 2014. Using our MTW flexibility to partner with the private sector, government agencies, and the service provider community, AHA will continue to expand our supportive housing programs to address the local housing needs of at-risk populations.

Repositioning and expanding property management strategy for AHA-Owned Residential Communities

Because existing contracts with AHA's three PMCO firms expired on June 30, 2013, during FY 2013, AHA reviewed our property management approach and restructured it to align with AHA's long-term real estate strategy.

A competitive solicitation for new Property Manager-Developer (PMD) partners for the AHA-Owned Residential Communities was completed in FY 2013. It included professional property management services and real estate development services with the intent of attracting private funding for updating and modernizing the properties to bring them up to market-rate competitive standards.

As an outcome of the procurement process, AHA selected The Integral Group, The Michaels Organization, and Columbia Residential. The PMDs took over comprehensive management of the AHA-Owned Residential Communities effective July 1, 2013. Through these new strategic relationships and by leveraging debt and equity from private investors, the PMDs will also begin development planning in FY 2014 with the goal of completing the development plans within three years.



Continuing the Energy Performance Contract (EPC) implementation and unit upgrades for AHA-Owned Residential Communities

Under AHA's site-based and private property management business model, third-party professional property management firms (PMCOs: Lane Company, Integral Property Management, and the Habitat Company) managed the 13 AHA-Owned Residential Communities.

The PMCOs have provided comprehensive site-based management in accordance with AHA's goals, policies, and financial resources. Site-based management includes the daily property operations, maintenance, and capital improvements as well as admissions and resident services.

In FY 2013, the PMCOs provided comprehensive construction management for property and building rehabilitation work. This work included completion of a two-year rehabilitation project focused on upgrading units. During the project, AHA spent \$9.3 million on replacing 1,100 damaged kitchen cabinets, installing 574 new closet

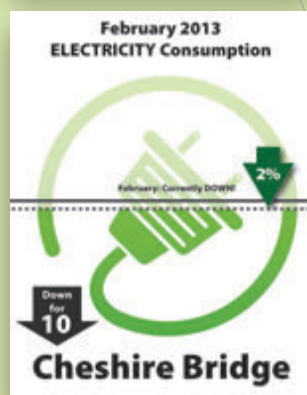
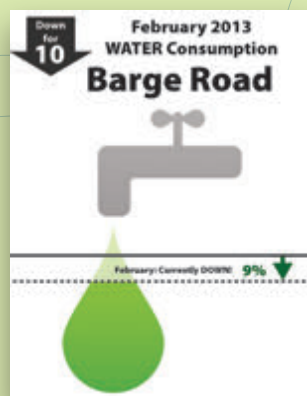
doors, and replacing worn flooring in 1,059 units as well as installing medicine cabinets, blinds and new appliances.

In addition to the unit rehabilitation and other capital improvement projects, working with Johnson Controls, AHA implemented our second energy performance contract (EPC). AHA combined a \$9.1 million EPC loan with \$2 million in MTW funds.

During FY 2013, AHA realized water/sewer savings from the installations of low-flow faucets, showerheads, and toilets as well as electricity savings from the installation of compact fluorescent lights. Through the EPC project, AHA has replaced HVAC systems with new energy-efficient systems and upgraded bathrooms with new sinks and light fixtures. As a result of these improvements and conservation by residents in all the AHA-Owned Residential Communities, AHA saved \$684,000 in utility costs, which have been used to pay the debt service under the EPC loan.

"Down for 10" Energy Conservation Program in AHA High-Rises

First we trained residents on how to save energy and make a difference for their community and the planet. Then in FY 2013, we launched the "Down for 10" Energy Conservation Program. This organized competition among all 11 high-rises is building residents' pride and morale in their communities while reducing utility costs. Each quarter, the winning community is the one closest to the 10 percent reduction goal.



Hands-on training using models of kitchens, lavatories and toilets accompanied the classroom training. Communications including posters, tip sheets, flyers and meeting announcements about the "Down for 10" competition provided information and feedback to reinforce energy-saving habits.



PRIORITY:

Human Development Services

Pathways to new opportunities and self-sufficiency



One of the key lessons AHA has learned through our efforts to transform public housing for the 21st century is that human development services are essential to the success of those we serve.

Using MTW funds, AHA offers a wide range of services provided by community partners. AHA-assisted customers are given referrals to connect them to employment, training, education, and other opportunities. For customers who have more complex needs, AHA is establishing intensive coaching and counseling services through partnerships with professional firms.

IMPACT OF FY 2013 HUMAN DEVELOPMENT SERVICES INITIATIVES

The following pages highlight supporting activities that advanced our two human development priorities:

1. Implementing comprehensive human development life-cycle strategies leading to family self-sufficiency.
2. Advancing early childhood education strategy and other education partnerships.

FY 2013 RESULTS

99%

Work/Program Compliance
in Mixed-Income
Communities

94%

High-rise Resident
Satisfaction Rating

14

College Scholarships Awarded,
Totaling

\$36,350

In FY 2013, AHA advanced the human development services strategy through strategic partnerships.

Implementing human development life-cycle strategies leading to family self-sufficiency

During FY 2013, AHA completed foundational work to refine our human development strategy by focusing on distinct goals for four segments of our population: children, youth, working-age adults, and seniors and disabled adults.

We assessed and then matched the needs of each population with the appropriate mix of human development services and service provider partners. After setting outcome goals for each segment, we began aligning contracts with service providers and setting performance measures using the life-cycle model.

To build core capabilities for each population segment, we added new staff positions, including a director of human development services, a gerontologist, and a youth programs specialist.

AHA also spent Family Self-Sufficiency Program grant funds and MTW funds for on-staff family self-sufficiency coordinators, who assist families in crisis and provide counseling on being compliant with AHA's Work/Program Requirement.

AHA's Life-Cycle Strategy Targets Key Demographic Segments for Human Development Services



Children
(0-5 years)



Youth
(6-17 years)



Working-Age Adults
(18-61 years)



**Senior &
Disabled Adults**

Working-Age Adults: Employment Focus

As a condition of receiving a housing subsidy, non-elderly, non-disabled adults between the ages of 18 and 61 are subject to the requirement that they maintain full-time employment or are engaged in a combination of school, job training, and/or part-time employment.

In AHA-Sponsored Mixed-Income and PBRA Communities, 99 percent of AHA-assisted households with target adults (those subject to the requirement) were in compliance. This excellent rate of compliance validates the success of the Atlanta Model and the impact of mixed-income environments. Because these communities operate under AHA's site-based administration policies, AHA-assisted residents benefit from private property management's support and guidance for gaining and maintaining employment. The culture of work contributes to the success of adults in the target group, which in turn helps maintain the integrity and viability of the entire mixed-income community.

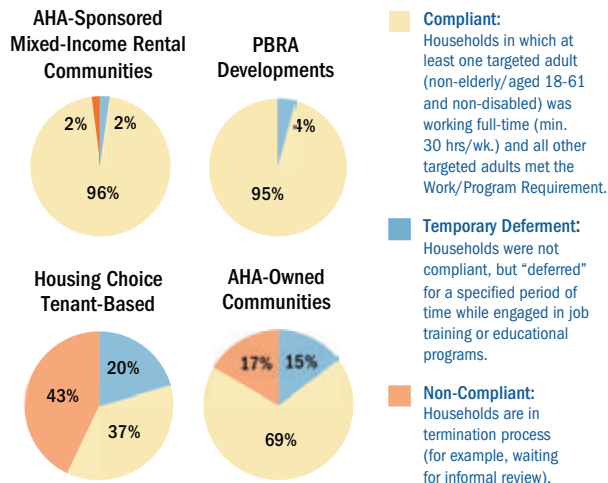
In AHA-Owned Residential Communities, 84 percent of households were in compliance with the Work/Program Requirement, which is also a high rate of success for this very small segment of the AHA-assisted population.



AHA families picnicked and played games at the Harland Boys and Girls Club during an event honoring male role models in the lives of their children. A resource fair offered adults assistance with job training, employment, education, and health.

Work Compliance is Highest in Mixed-Income Rental Communities

(Figures as of June 30, 2013)



Work/Program Requirement Policy: As a condition of receiving the housing subsidy, Households must meet the Work/Program Requirement where: a) one non-elderly (18-61 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.

By contrast, adults subject to the work requirement in the Housing Choice Voucher Program found it harder to find jobs or retrain for new ones. As of June 30, 2013, 57 percent of Housing Choice households were in compliance. This rate is composed of 37 percent of households working full-time plus 20 percent of households in which the target adults were engaged in a combination of work, school, or training for less than 30 hours per week and given temporary deferments. (In some cases, AHA grants temporary deferments to a household while target adults complete their education or job training program.)

AHA recognizes that many families need ongoing human development support. Adults may find it difficult to obtain full-time employment, especially if they lack marketable skills, knowledge, or certifications necessary for success in the new economy. To help families along their path to self-sufficiency, AHA refers target adults to our Service Provider Network partners. In FY 2013, one of these partners, the Atlanta Workforce Development Agency, provided training and services for 1,770 participants. In FY 2014, to further improve families' success, AHA will invest in intensive coaching and counseling services for households that are non-compliant and need extra support in obtaining and retaining jobs.

AHA Puts Housing Choice Participants on Their Path to Training and Employment



Work Experience Develops New Skills

Through the Atlanta Workforce Development Agency (AWDA), **Harvey Moton**, 51, was referred to and enrolled in the Automotive & Diesel Technology program at Atlanta Technical College in July 2010.

After graduating in May 2012, Moton was able to enroll in a work experience program with the City of Atlanta Fleet Services as a mechanic.

Moton credits AWDA and AHA for encouraging him to seize every opportunity to take his training to the next level.

“Back when I lost my job, I really didn’t know how I was ever going to get back on my feet,” Moton said. “Even though I was unsure of myself, AWDA really motivated me to go back to school and then to get involved in this training program.”

Work Program Leads To Job Training, Then To A Job

In 2011, after 30 years as a sales associate, **Alicia Wheeler** was laid off. Being thrust into the job market in the “new economy” was tough.

Alicia turned to AHA’s program for help. Through that program, she enrolled in a job readiness training class at the Atlanta Workforce Development Agency (AWDA). Once she completed that class, she was selected for the Occupational Skills Training Program, which prepared her to seek and secure a full-time job working with DTZ Unicoi Service on the Clark Atlanta University campus.

Through AWDA, she continued working on getting her GED and says, “You are never too old to learn, and I thank AHA and AWDA for giving me the chance to realize that.”



GED and Technical Training Opens Up New Career

When she was 19, **Cory Hackney** decided to go back to school for her GED because she wanted to have a better life.

“I enrolled in the GED program with AHA, and after completing the state tests, I went on to obtain a Culinary Arts diploma from Atlanta Technical College,” Hackney said. When she participated in an internship program at the Sheraton in 2011, managers observed her attention to detail (especially the fruit and vegetable trays, she said!) and hired her full-time.

“There were times that I wanted to give up,” Hackney said, “but the team at AHA told me I could make it. I’m so glad I did.”



Elderly and Disabled: Aging Well Focus

AHA's Aging Well program encourages independent living and empowers older adults to be active and control decisions that affect their lives and aging process. The program promotes wellness, offers social engagement opportunities, and enhances connections to family, friends and the broader community. Based on the success of this program in the AHA-Owned Residential Communities, AHA will expand the offerings to elderly and disabled families in Housing Choice in FY 2014.

Building Harmony and Respect

Piloted in FY 2012 in two communities, this program uses cultural awareness, understanding, and communication to strengthen a sense of community and help the elderly enjoy a higher quality of life as they age in place. During FY 2013, 64 percent of residents (1,237 residents) at the AHA-Owned Residential Communities participated. In the sessions developed and facilitated by Dr. Joy Carver, residents engage in dialogues that challenge their assumptions about racial,

ethnic, and cultural differences. As a result of this program, residents have come to appreciate the value of diversity in their communities.



Flu shots, vision screening, dental screening, blood glucose screening, fall risk assessment, memory and depression screening were part of a **SPARC (Sickness Prevention Achieved through Regional Collaboration)** event for high-rise residents.

AHA Scholarship Leads to Education and Career Opportunity in Civil Engineering



"My dream is to work for an international architecture company that will allow me to travel and see the world"

Sade Trammell, 23-year-old, Atlanta Community Scholars Award (ACSA) alumna and Georgia Southern University's first female Civil Engineering graduate, was living in Thomasville Heights, one of AHA's distressed public housing projects, when she graduated from Therrell High School.

Going to college was an example she wanted to set for her siblings. "I'm the first in my family to make it this far with education. I didn't want my sisters to think they had to grow up and live from paycheck to paycheck or be stuck in that kind of neighborhood," she said.

Trammell worked with her high school guidance counselor to apply for college scholarships and was happy to learn about the ACSA Program. "AHA's scholarship helped me to go to Georgia Southern without any loans," Trammell said.

Trammell graduated from Georgia Southern in May 2013 and now works for the Georgia Department of Transportation on a variety of projects, including road repaving and bridge building. In two years she plans to go back to school for a master's degree in structural engineering.

"I really appreciate AHA for the extra encouragement they are giving to students like me," Trammell said. "I'm so motivated to move forward! I've got goals, and I do not plan to stop!"

Children & Youth: Education Focus

In FY 2013, AHA hired a youth programs specialist to help develop programs and strengthen partnerships with community organizations that support the educational advancement of youth.



Under an expanded commitment to Centennial Place Elementary, Georgia Tech faculty and students will be helping to create a STEAM (Science, Technology, Engineering, Arts and Math) curriculum.

AHA and the United Negro College Fund (UNCF) continued their partnership on the Atlanta Community Scholars Awards (ACSA). UNCF provides fiscal oversight for grants and gifts given by AHA and its employees, including disbursements and scholarships. The scholarships are awarded by a committee of AHA employees and other community benefactors. For the 2013/2014 academic year, AHA awarded 14 scholarships totaling \$36,350 to deserving AHA-assisted youth for post-secondary education.

Advancing early childhood education strategy and other education partnerships

In support of Centennial Place Elementary School, AHA and The Integral Group (AHA's Master Developer for Centennial Place) further advanced a partnership with the Georgia Institute of Technology (Georgia Tech). In a memorandum of understanding signed as part of the sale of the Roosevelt Highrise property to Georgia Tech, all parties – Georgia Tech, Integral, and AHA – agreed to strengthen and expand educational offerings at Centennial Place Elementary.

Georgia Tech's role will be to provide engineering and arts faculty expertise and student involvement to create a high-performing, state-of-the-art, hands-on STEAM (Science, Technology, Engineering, Arts and Math) curriculum.

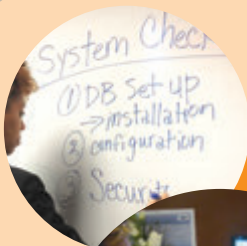
The Integral Group is leading an initiative in which Atlanta Public Schools, AHA, the YMCA, Centennial Place Elementary PTA, and other community stakeholders will collaborate on expanding Centennial Place Elementary from a K-5 school to pre-K to eighth grade. This will lay the groundwork for a seamless educational path from early childhood through college.

During FY 2013, AHA and its partners Columbia Residential and BrockBuilt supported the opening of Westside Atlanta Charter School, a new charter school adjacent to the West Highlands at Heman Perry Boulevard community. This new school provides a quality, public educational alternative for the economically and socially diverse Westside neighborhood.



West Highlands (Developer: Columbia Residential)

The first day at the Westside Atlanta Charter School is a day to celebrate because these children, including those who live in AHA's West Highlands community, will have access to an excellent education that opens the doors to future success.



PRIORITY:

Business Transformation

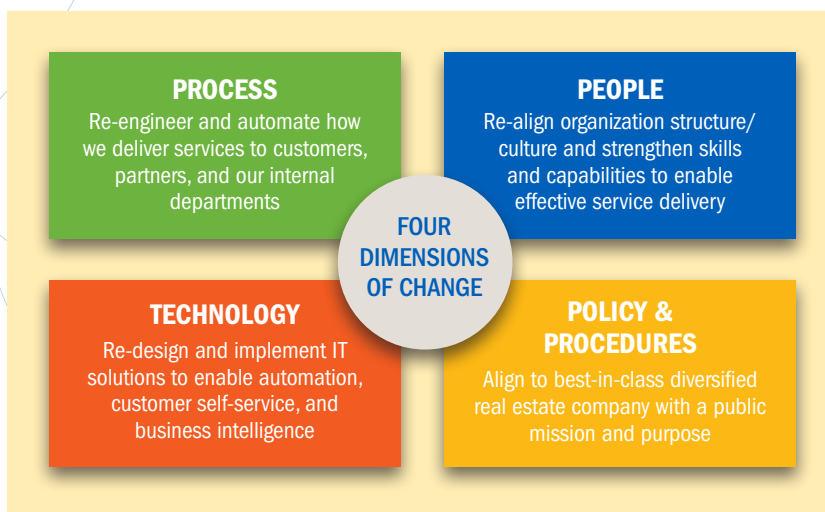
Improved service and productivity



A multi-year strategy was initiated by AHA in FY 2011 and continued through FY 2013 with the goal of strengthening AHA's business model as a diversified real estate company and preparing for the “new normal” in the real estate and financial markets.

In FY 2013, AHA's business transformation affected operations in every area of AHA and involved four dimensions of change: process, people, technology, and policy and procedures.

All our business process improvements in concert with our new technology platform will significantly increase business productivity and provide better customer service to AHA-assisted families, internal and external customers, partners, and the community at-large.



IMPACT OF FY 2013 BUSINESS TRANSFORMATION INITIATIVE

During FY 2013, AHA continued to make significant progress toward our goals of streamlining and automating core operations; automating third-party data-exchange with partners and service providers; and eliminating manual, redundant processes and paperwork. To support this work, AHA strengthened core competencies through staffing, coaching, training, and organizational restructuring.

The following pages highlight these supporting activities that are advancing our business transformation:

1. Implementing the ERP Solution
2. Building organizational capabilities
3. Implementing a stakeholder education and engagement initiative

In FY 2013, AHA implemented the business transformation initiative, including the integrated Enterprise Resource Planning solution, in order to streamline and automate operations and ensure the economic viability of AHA.

Implementing the ERP Solution

The implementation of AHA's integrated ERP projects has resulted in cost and time efficiencies throughout the agency – all linked to providing more effective service to customers. The following examples illustrate the immediate impact of change in FY 2013.

Improved Customer Service Model

AHA reorganized and bolstered Housing Choice operations by providing one-stop services for families with one housing services administrator assigned to each family. Before the reorganization, families regularly interacted with as many as six employees to carry out routine business. AHA also integrated the Human Development Services function with Housing Services to form the Customer Services Group.

The result is quicker turnaround, better customer care, improved efficiency, and greater visibility into human development challenges and solutions.

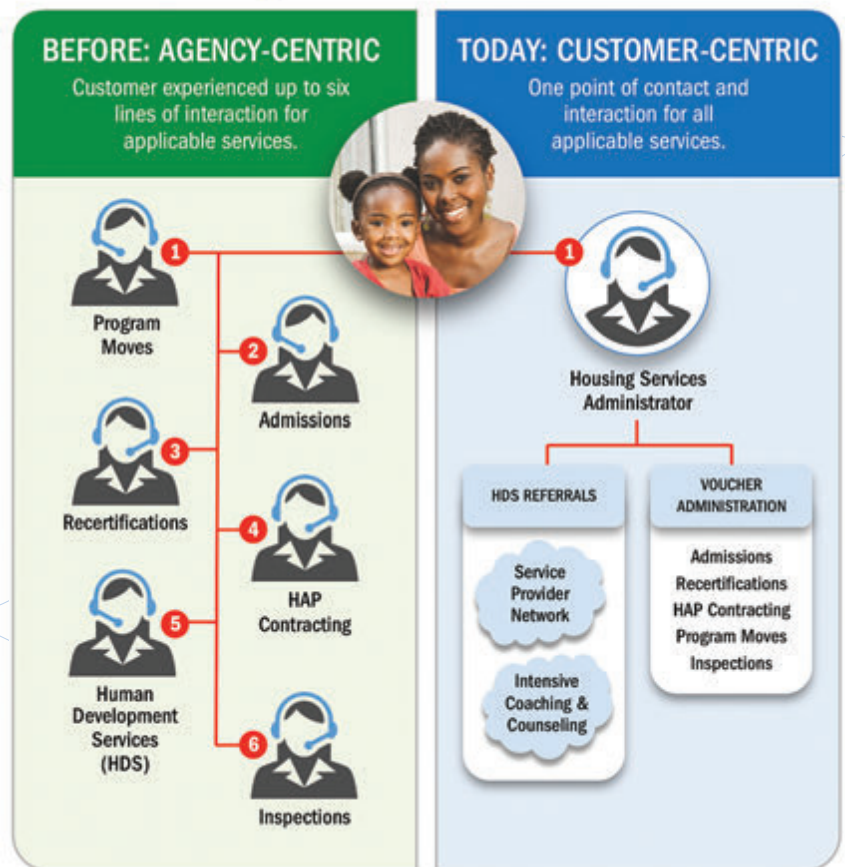
Introduced a Corporate Card Program

By replacing purchase orders for micro-purchases under \$5,000, AHA was able to reduce administrative costs by 80% from \$88 to \$17 per transaction. Use of corporate cards also reduced the number of small purchase orders by 66% from 1,500 to 530 in the initial year.

Implemented an Automated Procurement System

AHA implemented an automated Procurement Solution that allows vendor registration and management through an online platform. Over 300 new and existing suppliers used self-service features to register with AHA, which reduced AHA's sourcing administration costs by 40%.

One-Stop Customer Service Model



Digitized and Centralized Millions of Documents

AHA scanned over 2 million documents, resulting in a 5% reduction in off-site paper storage. In conjunction with a newly adopted retention schedule, centralized scanning of new documents increases the security and availability of information when working with customers.

Began Implementation of Yardi Core System and Automation

AHA has used new technology to automate and streamline business processes. During FY 2013, AHA completed the rollout of the Yardi Core System, as well as the Financial, Procurement and Grants modules and the operational elements for ports administration in the Housing Choice Voucher Program. Ports administration encompasses the actions taken by the sending and receiving agencies to support a family's move from one jurisdiction to another.

Automation has resulted in increased efficiencies and productivity in ports administration, payment processing (Housing Assistance and Utility Allowance payments) and document management (including intake, search/retrieval, and workflow). With the full rollout of the ERP solution, AHA will realize further efficiencies and cost savings.

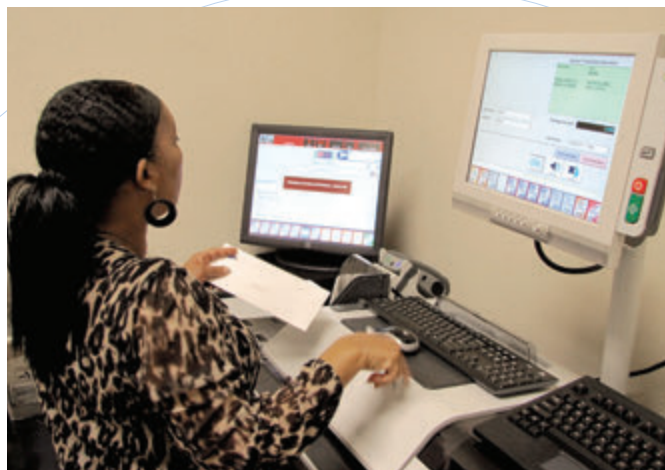
Building organizational capabilities

The effectiveness of new technology, tools, and systems is dependent on the people who use them. The following examples illustrate how AHA has built the core capabilities of our people through development, training, and restructuring to support collaboration and shared resources.



Strengthened Core Capabilities

To prepare for the future state, AHA began by identifying the skills and capabilities that would best leverage the new technology and provide superior customer service to participants and partners. To fill the skill gaps required for the future state and build bench strength around core competencies, AHA implemented a "Build-Buy-Borrow" strategy. Build: First, we developed, coached, and promoted qualified employees for future state roles. Buy: When a needed skillset did not exist internally, AHA recruited experienced talent externally. Borrow: For projects that have required immediate skills for a specific period with a



In AHA's centralized service center, new postal equipment is part of an automated workflow where correspondence is coded and uploaded to SharePoint and then received by machines that do everything from printing to sealing and stamping. New high-volume scanners that can process over 500 pages in less than four minutes enabled AHA to scan over two million documents in FY 2013, supporting our transition toward a paperless workflow.

defined beginning and end date, AHA hired contractors and consultants.

Reorganized and aligned operations with service delivery

Before MTW flexibility, organizational structures and departments were created to align with sources of funding. Leveraging that flexibility, AHA has been able to change its organizational structure. We manage a variety of real estate assets, and all of our experts need to work closely together to make the best use of resources.

Using best practices in the real estate industry, AHA consolidated three areas into one Real Estate Group: 1) real estate development, 2) real estate oversight and services, and 3) real estate investments and finance.

This organizational change will help strengthen AHA's core competencies and skills, open up new career development opportunities, facilitate more collaborative working relationships, and position the agency to deal more effectively with real estate professionals.

This consolidation of real estate activities, along with the restructuring of Housing Choice and Human Development into the Customer Services Group, streamlined AHA's organization so that core work is performed in these two groups. All other departments are considered to be Centers of Expertise, providing professional services that support customers, partners, and other AHA departments.

Launched AHA University

AHA University was introduced to encompass both technical and professional development programs. In FY 2013, AHA created and introduced role-based training for positions that use the new Yardi system. The role-based approach supports sustained learning over time, and its modular framework enables AHA to customize the curriculum for each individual's role and align the future-state business processes with organizational goals. Role-based training also leverages its development investments by allowing efficient modifications or additions to modules, rather than to the entire curriculum, when processes or roles change.

AHA also implemented a core curriculum of leadership skills training needed by executives and managers. This work will be ongoing.

Developed and implemented a new orientation and onboarding program

The new 90-day program called Blueprint for Success is designed to help all employees collaborate, connect and succeed from the start, knowing how their role ties into the agency's mission. The curriculum includes an introduction presented by senior leadership to all areas of AHA, classroom education, property tours, and a ride-along with an inspections team member to see their work firsthand.

AHA launched the program in April 2013 and requires it for all new hires, including anyone hired since April 2012.

Implementing a stakeholder education and engagement initiative

During intense phases of business transformation in FY 2013, AHA focused education and engagement initiatives around its employees, who are primary stakeholders.

AHA took advantage of the 75th anniversary as a time to tell the story of how our business model and community-building strategy have evolved and continue to evolve to achieve better outcomes for AHA-assisted households and the city of Atlanta. This milestone celebration allowed AHA to share its story with a broader external audience including local and regional HUD officials, elected officials, and community partners who participated in presentations highlighting AHA's legacy and vision.

Through an expansion of communications media, clear messaging, and increased frequency, AHA has kept employees engaged in changes and improvements to AHA processes and service enhancements. These are a few of the ways we expanded communications:

- **Installed monitors** on each floor to highlight news, training tips, and ERP milestone announcements giving context to the agency's mission and vision.
- **Held all-staff programs** with guest presentations from AHA-assisted families who have achieved successes to demonstrate the purpose and outcomes of our daily work.



Chantil Coleman, a 2012 Gates Millennium Scholar and sophomore at Wesleyan College, grew up in the Centennial Place mixed-use, mixed-income community. Speaking to AHA employees on our 75th anniversary, she said, "I'm proud to be seen as a success story for AHA."

AHA history banner on display in the lobby for our customers, visitors, and employees to view through 2013, tracks the critical eras of AHA, including its MTW designation.



AHA Business Lines and Programs Serving Our Families

On June 11, 1938, when The Atlanta City Council created the Atlanta Housing Authority, their resolution declared the need for “safe, affordable housing for families facing temporary financial difficulty.” Seventy-five years later, our mission is the same, but our strategies have changed to fit the needs of our times.

Today, we interpret safe housing to mean healthy neighborhoods, and we work with private development partners to build them.

Today, we know that financial difficulty is seldom temporary unless families are given the support they need to break out of the cycle of poverty. That’s why we offer human development services that guide people on their path to self-sufficiency.

Today, we offer many forms of housing. We manage real estate resources in ways that make the best use of finances, experience, grant funds, rental subsidies and land. In FY2013, these five different housing solutions were used to serve AHA-assisted families:

- > AHA-Owned Residential Communities
- > Housing Choice Tenant-Based Voucher Program
- > AHA-Sponsored Mixed-Use, Mixed-Income Communities
- > Supportive Housing
- > Mixed-Income Communities using Project Based Rental Assistance (PBRA)

The Atlanta Model, introduced in the ‘90s, ushered in a new era of public housing that led to the variety of housing solutions we have today. Operating as an MTW agency gives us the flexibility to continue seeking new ways to bring hope and opportunity to low-income families and at-risk populations in Atlanta.



BUSINESS LINES AND PROGRAMS

AHA-Owned Residential Communities

1,942

Households

11

Senior High-Rises

2

Family Communities

AHA owns 13 public housing assisted residential properties, including 11 senior high-rise communities and two small family communities.

AHA contracts with professional private Property Manager-Developers (PMDs) to manage each community in a comprehensive manner in accordance with AHA's goals, policies, and priorities.



Melissa Firestone, a resident of Cosby Spear Highrise, is pictured here gardening and showing off her bountiful produce. Ms. Firestone serves on the Commission on Disability Affairs (CODA). Her leadership is an asset to the community, where she encourages others to get involved in new programs like community gardening.

FY2013 HIGHLIGHT

Community gardens were completed in all communities. Using a grant from Enterprise Community Partners, residents received training on sustainable gardening techniques.

Housing Choice Tenant-Based Voucher Program

9,308

Households

AHA's Housing Choice Tenant-Based Voucher Program offers families the greatest mobility and broader range of choice in selecting where they live. Using an AHA voucher, families can identify quality housing anywhere in the city of Atlanta with the assurance that they will not have to pay more than 30 percent of adjusted income towards their rent and utilities. Families may also choose to use their AHA voucher to move outside the city limits of Atlanta.

Property owners/landlords of single family homes and apartments manage the properties and enter into landlord/tenant relationships with the families.



Bertha Wilcher moved into public housing when she was laid off from work. Later, when the "projects" were demolished, she was given the opportunity to rent a house using a Housing Choice voucher. Now she's happy to have a home where it's safe for her son to go out and play. Her son is flourishing in school. She says, "Today I am blessed. This is all I could hope for."

FY2013 HIGHLIGHT

Pulling from our Housing Choice waiting list, AHA provided assistance to 358 new families. AHA may open the waiting list in FY 2014, making housing vouchers available to more families in Atlanta.

BUSINESS LINES AND PROGRAMS

AHA-Sponsored Mixed-Use, Mixed-Income Communities

4,992

Households

16

Communities

AHA's Strategic Revitalization Program makes it possible for private real estate developers to create market-rate quality mixed-use, mixed-income communities on the sites of former public housing projects. The Master Plans for each site envision transformational community-building by

- > *developing new mixed-income rental and for-sale units – both affordable and market-rate,*
- > *incorporating great recreational facilities and amenities,*
- > *creating green space and parks,*
- > *providing quality retail and commercial activities, and*
- > *being child-centered and supporting the creation of high-performing neighborhood schools (pre-K to high school).*

FY2013 HIGHLIGHT

AHA's partners were awarded tax credits for the development of an affordable assisted living community to be named Oasis at Scholars Landing. The first affordable assisted living facility in Georgia, it will provide housing for aging residents who require more assistance.



150 mixed-income, family units at Auburn Pointe are currently under construction with occupancy anticipated in FY 2014.

Supportive Housing

897

Households

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

FY2013 HIGHLIGHT

“As part of its standing commitment to be a facilitator of affordable and quality supportive housing, AHA expanded its Supportive Housing Project Based Rental Assistance program from 700 to 1,000 units. AHA will implement two pilot programs, a tenant-based supportive housing pilot and a short-term rental assistance pilot to address episodic homelessness,” said Mike Proctor, AHA's Chief Policy Officer.

For AHA, Supportive Housing plays an important role among the housing opportunities we make available to low-income families and individuals.



The historic 1910 Imperial Hotel in downtown Atlanta is being renovated by Columbia Residential and National Church Residences to provide housing for homeless adults who need specialized supportive services. The development deal was made possible by AHA's commitment to provide PBRA assistance for all 90 units.

BUSINESS LINES AND PROGRAMS

Mixed-Income Communities Using Project Based Rental Assistance

4,593

Households



The construction of Retreat at Edgewood was championed by the Zeist Foundation, a family foundation established by Atlanta philanthropists Dr. and Mrs. George W. Brumley to address the needs of at-risk children, youth and families. While Dr. Brumley was head of pediatrics at Emory University, the Foundation had established a school-based clinic for children in the Edgewood neighborhood. After his death, the family honored him with a continued commitment to the Edgewood neighborhood. They bought a run-down apartment community, relocated the residents with assistance from AHA, and partnered with Columbia Residential to redevelop it. The award-winning Retreat at Edgewood property is an energy-efficient, transit-oriented development where AHA is providing PBRA for 40 of the 100 units.

Using MTW flexibility, AHA created and implemented the Project Based Rental Assistance Program (PBRA) – AHA's form of PBRA Agreement that streamlines program activities through site-based administration delivered at the property level.

This program leverages the value of a long-term rental assistance arrangement for private real estate developers and owners to develop or make affordable quality mixed-income communities. Upon completion of the community, AHA and the owner enter into a PBRA Agreement for a period up to 15 years to provide rental assistance to eligible residents in the PBRA units covered by AHA's commitment.

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

FY2013 HIGHLIGHT

AHA actively engaged partners in the business transformation initiative by collaborating on ways to use technology to enhance and streamline business processes related to site-based administration and HUD reporting.

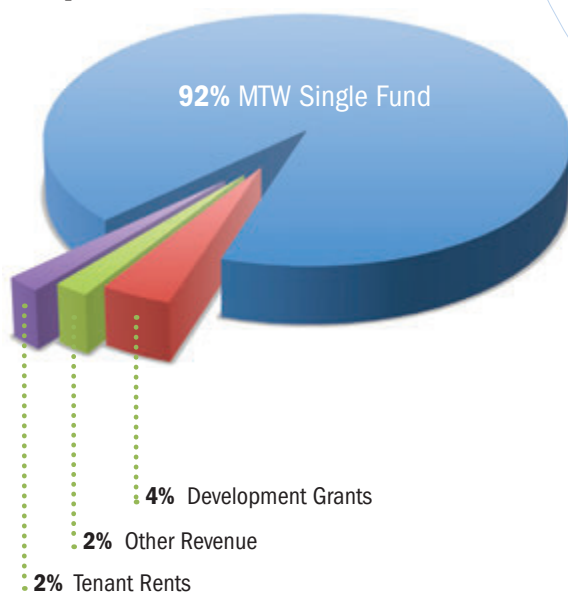
Summary of FY 2013 Audited Financials

Sources of Funds

During FY 2013, most of AHA's funding came from HUD in the form of Housing Choice Voucher Funds, Public Housing Operating Subsidy, and Capital Fund grants.

AHA also received revenue from these sources:

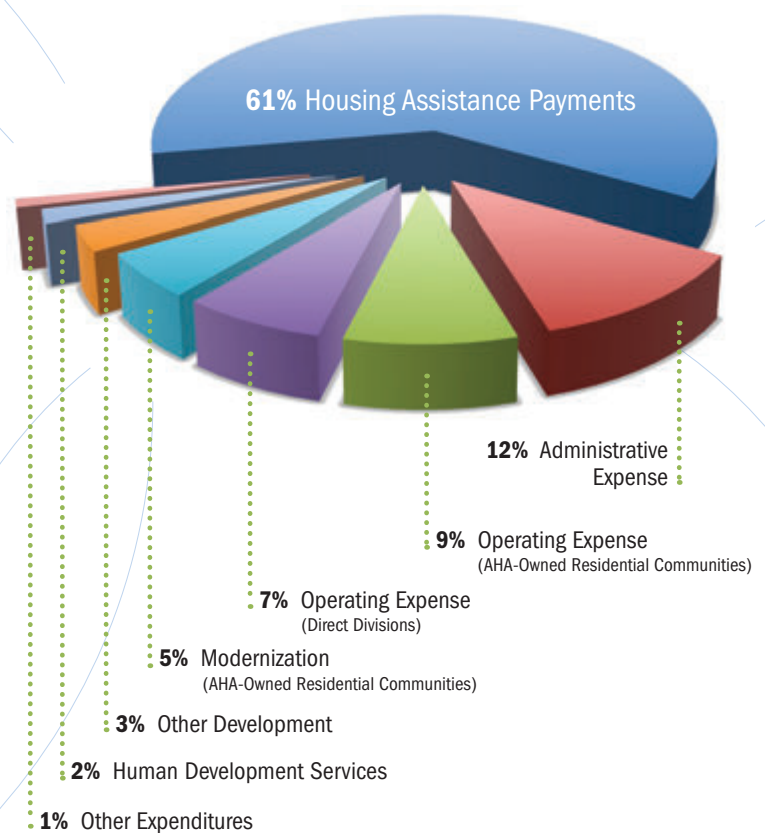
- > Rents paid by residents of the 13 AHA-Owned Residential Communities
- > Fees earned in connection with development activities under its Revitalization Program
- > Participation with the individual Owner Entities in net cash flows from mixed-income, mixed-finance rental communities (in the form of interest and fees)
- > Profit participation from the sale of single family homes
- > Fees earned as a subcontractor and member of Georgia HAP Administrators, Inc. dba National Housing Compliance



Uses of Funds

In FY 2013, AHA continued to facilitate quality affordable housing opportunities for low-income families in the following ways:

- > Provided a total of \$90 million in housing assistance payments for households under the tenant-based Housing Choice Voucher Program
- > Provided a total of \$33 million in PBRA payments supporting PBRA units in mixed-income communities
- > Provided \$15 million in operating subsidy to cover operating costs for AHA-assisted units in the AHA-Sponsored Mixed-Income Communities
- > Funded \$19 million in operating expenses including human development services to support 1,942 households in AHA-Owned Residential Communities





Under the MTW Agreement, AHA has strategically implemented our housing policy reforms across all programs. This consistency serves three purposes:

- > Families can expect to rise to the same standards that AHA believes lead to self-sufficiency.*
- > AHA can align our values with the contract terms in various agreements with developers and service providers.*
- > AHA gains economies from systematic implementation across the agency.*

As a result of AHA's participation in the MTW Demonstration Program and strategic implementation of numerous innovations or reforms, Atlanta families are living in quality, affordable housing and improving the quality of their lives.

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

Innovations & Policies



Designates an AHA invention or significant innovation

Economic Viability



Households Served (HUD Funding Availability)

To address the volatility in the availability of HUD funding, this protocol defines "AHA households served" as all households in the Housing Choice voucher program and all households earning 80% and below of area median income (AMI) residing in communities in which AHA owns, sponsors, subsidizes, or invests funds.

Fee-for-Service Methodology

As a simplified way to allocate indirect costs to its various grants and programs, AHA developed a fee-for-service methodology replacing the traditional salary allocation system. More comprehensive than HUD's Asset Management program, AHA charges fees, not just at the property-level, but in all aspects of AHA's business activities, which are often not found in traditional HUD programs.

Local Asset Management Program

A comprehensive program for project-based property management, budgeting, accounting and financial management. In addition to the fee-for-service system, AHA differs from HUD's asset management system in that it defines its cost objectives at a different level; specifically, AHA defined the MTW program as a cost objective and defined direct and indirect costs accordingly.



Revised MTW Benchmarks

AHA and HUD defined 11 MTW Program Benchmarks to measure performance. AHA is not subject to HUD's Public Housing Assessment System (PHAS) or Section 8 Management Assessment Program (SEMAP) because each party recognized that such measurements were inconsistent with the terms and conditions of AHA's MTW Agreement.

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AND IMPACT

Counts families
based on funding
source

Counts all
households
affected by AHA
programs and
investments

Cost allocation
based on labor
costs

Accounts for
all costs

HUD Asset
Management

Effective,
customized
approach

PHAS & SEMAP

Simplified and
focused on
outcomes

Human Development and Self-Sufficiency

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Work/Program Requirement

This policy establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. As a condition of receiving the housing subsidy, (a) one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members must also maintain full-time employment or participate in a combination of school, job training and/or part-time employment.

Service Provider Network

For the benefit of AHA-assisted households and individuals, AHA formed this group of social service agencies to support family and individual self-sufficiency, leveraging MTW Funds with resources and expertise from established organizations.



Intensive Coaching and Counseling Services

AHA has used over \$30 million of MTW Funds to pay for family counseling services for families transitioning from public housing to mainstream, mixed-income environments and for self-sufficiency.



30% of Adjusted Income

This innovation ensures housing affordability and uniformity of tenant payments, regardless of the source of AHA subsidy, by establishing that the total tenant payments of all AHA-assisted households (including HCVP participants) will at no time exceed 30 percent of adjusted income.



\$125 Minimum Rent

Policy that raises standards of responsibility for some AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent to at least \$125. Policy does not apply to households where all members are either elderly and/or disabled.

Elderly and Non-Elderly Disabled Income Disregard

This policy encourages healthy aging and self-sufficiency by excluding employment income when determining rental assistance for elderly persons or non-elderly persons with a disability.



4-to-1 Elderly Admissions Policy

AHA created this policy to address sociological and generational lifestyle differences between elderly and young disabled adults living in the AHA-Owned Residential Communities (public housing-assisted communities). This policy creates a population mix conducive to shared living space for the elderly.

Rent Simplification

AHA determines adjusted annual income with its own Standard Deductions that replace HUD's Standard Deductions, and, in most cases, eliminate the need to consider other deductions. This policy reduces errors and inefficiencies associated with the verification of unreimbursed medical and childcare expenses.

Good Neighbor Program

An instructional program established in partnership with Georgia State University, the curriculum includes training on the roles and responsibilities necessary to be a good neighbor in mainstream, mixed-income environments. The program supports acceptance of the Housing Choice program by members of the community.

None

All able-bodied adults must be working or engaged in programs to prepare for work.

None

Uses partnership model to leverage MTW Funds

None

Enabled by MTW Single Fund

Only applies to public housing

Increases housing choices in lower poverty neighborhoods

\$25

\$125

n/a

Encourages independent living and incents employment

None

Improves quality of life for all residents

\$480 per child, \$400 for elderly/disabled and requires receipts

Simplifies administration: \$750 per child, \$1000 for elderly/disabled households


None

Improves quality of life and community acceptance

Human Development and Self-Sufficiency *Continued*

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 **Aging Well Initiative**
Recognizing the needs of older adults to live independently and maintain their quality of life, AHA introduced a program to provide residents with vibrant physical spaces, active programming, support services, and enhanced opportunities for socialization, learning, and wellness.

None

Enabled by
MTW Funds

Alternate Resident Survey

This protocol, which replaces and satisfies the requirements for HUD's PHAS Resident Survey, allows AHA to monitor and assess customer service performance in public housing using AHA's own resident survey.

PHAS Resident
Survey

AHA customized
resident survey

MTW Benchmarking Study—Third Party Evaluation

In order to measure the impact of AHA's MTW Program, AHA uses an independent, third-party researcher to conduct a study of the Program and its impact.

n/a

Empirical evaluation
by independent
third-party

Early Childhood Learning

Because strong communities are anchored by good schools, AHA partners with the public schools, foundations and developers to create physical spaces for early childhood learning centers.


None

Leverages land
to break cycle
of poverty

Expanding Housing Opportunities

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 **Mixed-Income / Mixed-Finance Development Initiative**
AHA strategically approaches development and rehabilitation activities by utilizing public/private partnerships, private sector development partners, and by leveraging public/private resources. AHA has evolved its policies and procedures to determine and control major development decisions. This streamlined approach allows AHA to be more nimble and responsive in a dynamic real estate market in the creation of mixed-income communities.

n/a

Pioneered by AHA
and now called
"The Atlanta Model"

Public-Private Partnerships

The public/private partnerships formed to own AHA-Sponsored Mixed-Income Communities (Owner Entities) have been authorized by AHA to leverage the authority under AHA's MTW Agreement and to utilize innovative private sector approaches and market principles.

n/a

Leverages public funds
and private sector funds
and know-how

Total Development Cost (TDC) limits

AHA replaced HUD's Total Development Cost (TDC) limits with a more comprehensive formula to better facilitate development transactions.

Limited

Enables public-
private partnership

Managing Replacement Housing Factor (RHF) Funds

AHA established a RHF Obligation and Expenditure Implementation Protocol to outline the process with which AHA manages and utilizes RHF funds to further advance AHA's revitalization activities.

Restricted

Clearly defined options
for combining or
accumulating RHF funds

Mixed-Finance Closing Procedures

AHA carries out a HUD-approved procedure for managing and closing mixed-finance transactions involving MTW or development funds.

n/a

Streamlines procedures

Expanding Housing Opportunities *Continued*

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Gap Financing

AHA may support the financial closings of mixed-income rental communities through gap financing that alleviates the challenges in identifying investors and funders for proposed development projects.

n/a

Enables opportunities to preserve and/or develop additional mixed-income communities

Project Based Rental Assistance (PBRA) as a Development Tool

AHA created a unique program that incents private real estate developers/owners to create quality affordable housing. For PBRA development deals, AHA has authorization to determine eligibility for PBRA units, determine the type of funding and timing of rehabilitation and construction, and perform subsidy layering reviews.

Project Based
Vouchers program

Unique PBRA program developed with local Atlanta developers

PBRA Site-Based Administration

Through AHA's PBRA Agreement (which replaces the former Project Based HAP contract), the owner entities of PBRA developments and their professional management agents have full responsibility, subject to AHA inspections and performance reviews, for all administrative and programmatic functions including admissions and occupancy procedures and processes relating to PBRA-assisted units. Allows private owners to manage and mitigate their financial and market needs.

PBV administered
by PHA

Allows private owner to optimize management and viability of property

Reformulating the Subsidy Arrangement

AHA is implementing strategies to reformulate the subsidy arrangement for AHA-Sponsored Mixed-Income Communities and AHA-Owned Residential Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under an AHA-devised PBRA Agreement), in order to sustain and preserve investments in these rental communities.

n/a

Unique program enhances long-term viability of real estate

Supportive Housing

AHA supports, in partnership with private sector developers, service-enriched housing for target populations such as the homeless, persons with mental health or developmental disabilities, at-risk families and youth, and others requiring a unique and supportive environment to ensure a stable housing situation. AHA utilizes PBRA funding to provide rental assistance and has established separate housing assistance policies for these developments that match the unique needs of the client population.

Requires waivers
for preferences

Expands affordable housing for at-risk populations

Builders/Owners Agreement Initiative

Agreements with single-family homebuilders throughout Atlanta to provide down payment assistance for first-time buyers. Designed to facilitate great opportunities for low-income families in a soft real estate market, this initiative has successfully aided in the absorption of Atlanta's "excess" inventory of high-quality, recently constructed, single-family homes.

n/a

Expands affordable, high-quality housing opportunities

Affordable Assisted Living

AHA and a private sector partner are developing a facility primarily for elderly veterans and their spouses who require assistance with daily living activities. AHA seeks to fill the unmet need for affordable assisted living alternatives by leveraging multiple sources of funding.

n/a

Expands affordable housing for at-risk population

Expanding Housing Opportunities *Continued*

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Housing Choice Voucher Program (HCVP) Reforms

AHA's MTW Agreement allows it to develop its own Housing Choice Voucher Program. In addition to agency-wide policies, following are key features of the program.

HCRA Agreement

Replaces the HUD HAP Agreement and is based on private sector real estate models.

Multi-family Rent Schedules

By agreement with certain high-performing multi-family property owners, establishes standard rents and annual review for a property.



Atlanta Submarket Payment Standards

AHA established standards in seven local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.



Rent Reasonableness Determinations

AHA uses local market comparables to determine rents for each unit and ensure that AHA is not overpaying in any given market.



Leasing Incentive Fee (LIF)

Allows families greater buying power in lower poverty neighborhoods where security deposits and application fees would normally create a barrier. Attracts more landlords in lesser-impacted markets.

Occupancy Policies

Occupancy standards, including a broad definition of a family, are set by AHA to improve long-term self-sufficiency of the family.

Housing Choice Homeownership Policies

AHA established its own policies, procedures, eligibility, and participation requirements for families to participate in the Housing Choice Homeownership Program and use their voucher for mortgage payment assistance.



Special Purpose Vouchers Program Flexibility

Allows AHA to apply its program standards after the first year for vouchers such as Family Unification.



Enhanced Inspection Standards

AHA created more comprehensive inspections standards and processes than HUD HQS in order to improve the delivery of quality, safe and affordable housing to assisted families. Ensures the quality and financial viability of the product and the neighborhood.

Site and Neighborhood Standards

In lieu of the HUD Site & Neighborhood Standards, AHA has adopted the PBRA Site & Neighborhood Standards as set forth in Section VII.B.3 of Attachment D of AHA's MTW Agreement for the evaluation of HOPE VI and other HUD-funded master-planned developments.

Standard HAP
agreement

Market-based with lease
addendum

Single Fair Market
Rent for Atlanta

Increases availability of
quality housing while
reducing operational costs

Single Fair Market
Rent for Atlanta

Increases choices
for families

Varies

Aligns rents with market

None

Lowers barriers
for families

Strict

Increases access to housing

None

Supports long-term success
of low-income families

Restricted by
funding source

Aligns MTW goals
and flexibility

HUD's HQS

Unit + site and neighborhood

Limited

Flexible standards to leverage
local market realities

Atlanta Housing Authority
230 John Wesley Dobbs Avenue
Atlanta, GA 30303
www.atlantahousing.org

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Senior Vice President
Policy & Strategy

INQUIRIES

Please contact us at
404-892-4700
or strategy@atlantahousing.org

AHA's MTW Annual Report and audited
financials for Fiscal Year 2013
are available via:
www.atlantahousing.org/profile



Atlanta Housing Authority

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