

Moving to Work



Atlanta Housing Authority

FY 2013

MTW Annual

Implementation Plan

For Fiscal Year Beginning July 1, 2012

Board Approved
March 28, 2012

Atlanta Housing Authority
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Table of Contents

MTW Background.....	3
I. Executive Summary	5
II. FY 2013 Priorities	7
Priority 1: Implement the business transformation initiative including the integrated Enterprise Resource Planning solution.....	8
Priority 2: Advance AHA’s real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.	12
Priority 3: Advance the human development services strategy through strategic partnerships and new funding strategies.	19
III. MTW Policy Innovations	21
IV. AHA Leadership.....	29

V. Appendices

Appendix A	MTW Annual Plan Cross Reference Guides <ul style="list-style-type: none">• AHA Legacy Attachment B Requirements• HUD Form 50900 Attachment B
Appendix B	FY 2013 MTW Plan Resolution & Certifications <ul style="list-style-type: none">• Resolutions & Exhibits• Secretary's Certificate• Certification Regarding Substantive Information Reporting Requirements• Certifications of Compliance with Regulations• Certification of Payments to Influence Federal Transactions• Certification for a Drug Free Workplace• Public Review and Plan Changes
Appendix C	Ongoing Activities Directory
Appendix D	Housing Opportunities <ul style="list-style-type: none">• Households Served Information• Household Characteristics• Waiting List Characteristics• Units to be Added or Removed• Leasing and Waiting List Information• AHA-Owned, Managed, and Sponsored Communities and Properties
Appendix E	Management Information for Owned/Managed Units at AHA-Owned Communities and Assisted Units at Mixed-Income Communities
Appendix F	AHA Financial Analysis <ul style="list-style-type: none">• Annual Budget – FY 2012• Capital Planning – FY 2013• Combined Statements of Revenue, Expense & Changes in Net Assets – FY 2011
Appendix G	AHA Policy Documents <ul style="list-style-type: none">• <i>Amended and Restated Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments</i>• <i>Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program</i>• <i>Statement of Policies for Supportive Housing</i>
Appendix H	Other Documents <p>Voluntary Conversion (Reformulation) Demonstration for Centennial Place</p>

MTW Background

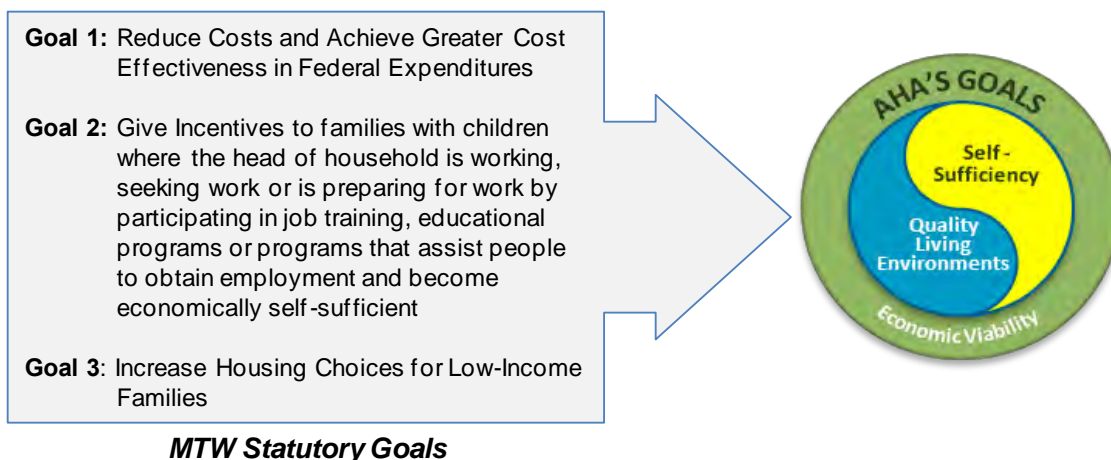
Moving to Work (MTW) is a demonstration program established in 1996 by Congress and administered by the U.S. Department of Housing and Urban Development (HUD), giving certain “high performing” public housing agencies the flexibility to design and test various approaches for (a) facilitating and providing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

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

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

In 2004, AHA submitted to HUD its first long-term strategic Business Plan, using this new statutory and regulatory framework (herein referred to as the “Business Plan”). AHA’s Business Plan and its subsequent annual MTW implementation plans on a cumulative basis outline AHA’s priority projects, activities and initiatives to be conducted during each fiscal year. Fiscal Year 2013 represents AHA’s tenth year of participation in the MTW Demonstration.

MTW Statutory Goals = AHA’s Goals



Housing Opportunities

AHA-Owned Residential Communities

As a result of advancing AHA's Strategic Revitalization Program, since 1994 AHA has demolished or disposed of 30 distressed, obsolete and socially dysfunctional public housing projects. It continues to own 13 public housing assisted residential properties, including 11 senior high-rise communities and two small family communities. Residents of the high-rise communities are elderly age 62 or older, near elderly (age 55-61), and non-elderly disabled adults. AHA contracts with professional private **Property Management Companies** (PMCOs) to manage each community in a comprehensive manner in accordance with AHA's goals, policies and priorities. In addition to day-to-day operations and capital improvements, the PMCOs also provide on-site human services that support AHA's Aging Well strategy to promote independent living at the high-rise communities.

AHA-Sponsored Mixed-Use, Mixed-Income Communities

AHA's Strategic Revitalization Program facilitates the creation of market-rate quality mixed-use, mixed-income communities by **private real estate developers** 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
- Supporting the creation of high performing neighborhood schools (pre-K to high school).

Project Based Rental Assistance (PBRA)

Using the flexibility authorized under its MTW Agreement, AHA implemented the Project Based Rental Assistance Program which utilizes AHA's form of PBRA Agreement and effectively streamlines program activities through site-based administration delivered at the property level. The program leverages the value of a long-term rental assistance arrangement to incent **private real estate developers and owners** to develop 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.

PBRA for Supportive Housing

Project Based Rental Assistance in connection with and in support of local initiatives was developed solely for the purpose of addressing the local housing needs of at-risk populations. The homeless, persons with disabilities, persons with mental health or developmental disabilities, U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in supportive services programs require a stable housing arrangement to ensure the effectiveness of supportive services in achieving positive outcomes. The PBRA Agreement used for Supportive Housing has a shorter term than the standard PBRA Agreement and includes Owner responsibilities with respect to the selection of special needs residents, occupancy arrangements and type of housing, and the provision of specialized supportive services. AHA has made an intentional commitment to ensure that Supportive Housing has a meaningful place in the housing opportunities it makes available to low income families and individuals.

AHA's Housing Choice Tenant-Based Voucher Program

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.

Human Development Services

Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of human development and supportive services – including educational and vocational training, disability services, employment services, home ownership counseling, childcare, mental health services and senior supportive services – with the goals of improving the success of families and their integration into mainstream society.

Section I.

Executive Summary

With the goal to provide quality affordable housing seamlessly in healthy mixed-income communities, AHA leverages all its assets – land, MTW flexibility, know-how, access to funds, partnerships, goodwill – to create quality housing opportunities for low-income families in Atlanta.

Key Priorities for FY 2013

AHA has successfully built sustainable communities while assisting thousands of families along the path to self-sufficiency. As AHA transformed its business model for providing the affordable housing resources over the last 15 years, AHA determined that its corporate structure, business processes, human resources and systems (information technology and others) had not kept pace. In the past 18 months, guided by a global strategy and business consulting firm, AHA has undertaken a comprehensive assessment and analysis of its operations to modernize business processes and systems that support AHA's business model as a diversified real estate company with a public mission and purpose. AHA began implementing such changes in FY 2011 and plans to substantially complete implementation of systems and major operational changes in FY 2013.

AHA, as an enterprise, will focus on three key priorities which align with AHA's goals and objectives and are designed to address unique local challenges. The key priorities for FY 2013 are listed below and described in greater detail in Section II.

1. Implement the business transformation initiative including the integrated Enterprise Resource Planning solution.
2. Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.
3. Advance the human development services strategy through strategic partnerships and new funding strategies.

New Policies to be Implemented in FY 2013

As an outgrowth of the business transformation initiative and business process re-engineering, AHA has clarified and updated some policies, which are incorporated as part of AHA's submission of this plan. AHA MTW policies in effect for AHA-sponsored mixed-income residential rental communities, AHA-owned residential communities, rental housing assisted under the Housing Choice Voucher Program, and properties utilizing Project Based Rental Assistance for the creation of additional mixed-income housing opportunities are captured in two key policy documents (See Appendix G). As a result of lessons learned from working with owners and supportive services providers, a separate *Statement of Policies for Supportive Housing* was conceptualized in AHA's FY 2012 MTW Plan and was approved by AHA's Board in its March 28, 2012 meeting.

Additionally, as part of its business transformation, AHA has streamlined certain operational procedures. Certain of the significant procedural changes to be implemented in FY 2013 are highlighted with other key innovations or reforms in *Section III – MTW Policy Innovations*.



AHA Vision

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

AHA Mission

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

AHA Goals

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

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



AHA's Guiding Principles

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

1. End the practice of concentrating low income families in distressed and isolated neighborhoods.
2. Create healthy mixed-use, mixed-income (children-centered) communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families, (especially children), with emphasis on excellent, high performing neighborhood schools and high quality of life amenities, including first-class retail and green space.
3. Create mixed-income communities with the goal of creating market-rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. Support AHA-assisted families with strategies and programs that help them achieve their life goals, focusing on self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.



Section II.

FY 2013 Priorities

AHA continues to exercise its full MTW flexibility and will continue its focus on implementing initiatives begun in previous years, including its business transformation initiative. Each FY 2013 priority is described in detail, followed by supporting activities. Ongoing activities previously approved by HUD are described in Section V – Appendix C.

Table 1: AHA's FY 2013 Priorities

Priority		AHA Goals		
		1	2	3
1	Implement the business transformation initiative including the integrated Enterprise Resource Planning solution.	*	*	*
2	Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.	*		*
3	Advance the human development services strategy through strategic partnerships and new funding strategies.		*	*

Legend:

AHA's Goal 1 = Quality Living Environments

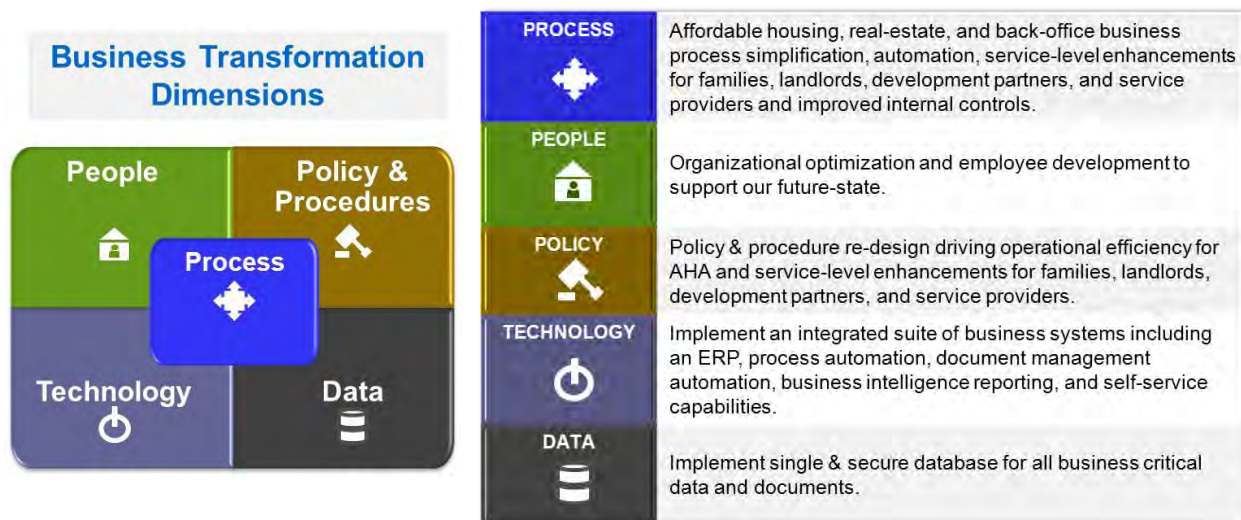
AHA's Goal 2 = Self-Sufficiency

AHA's Goal 3 = Economic Viability

Priority 1: Implement the business transformation initiative including the integrated Enterprise Resource Planning solution.

As an outgrowth of its Revitalization Program, long-term business strategy, and utilizing its MTW flexibility, AHA's composition and mix of assets and business and contractual relationships have changed dramatically during the last 15 years. As part of a strategy to strengthen AHA's business model as a diversified real estate company and to prepare for the "new normal" in the real estate and financial markets, AHA initiated a multi-year effort in FY 2011 (which continues through FY 2013) to align its organizational structure, systems, business processes and operations, personnel and reporting consistent with its transformed delivery systems and new business relationships. AHA's goal is to streamline and to automate core operations, as appropriate, thereby enhancing AHA's opportunities for assisting low-income families.

During FY 2013, AHA expects to begin implementation of the integrated Enterprise Resource Planning solution ("ERP solution"). The ERP solution is a fully integrated enterprise-wide solution designed to provide business process automation across every department at AHA. The ERP solution will: automate business processes internally; automate third-party data-exchange with partners and service providers; eliminate manual, redundant processes and paperwork; introduce broader controls and data security; and integrate business intelligence.



Business process improvements in concert with the ERP solution will significantly increase each employee's and AHA's overall business productivity resulting in a substantial annual monetary return on investment for the enterprise. This investment will support greater productivity of AHA's staff, resulting in AHA providing better customer service to AHA-assisted families and the community at large.

Supporting Activities for FY 2013

Implement the ERP solution.

The ERP solution will be implemented in a phased approach beginning in FY 2013, with an estimated completion in FY 2014. The payback period for the investment is estimated to be approximately four years after full implementation.

Following an intensive design and planning process during FY 2012, each of AHA's multi-departmental project teams has identified the five dimensions of change required for successful roll-out of the business process improvements: process, people, technical requirements for the ERP Solution (technology), data and policy.

By implementing various technology solutions and process improvements, AHA intends to make it easier and more efficient for families, landlords, development partners, owners and service providers to conduct business with AHA. Self-service solutions will significantly reduce administrative time and costs associated with face-to-face office visits. Direct interfaces between AHA's systems and real estate development partners and owners will ensure fewer errors and quicker feedback to address the needs of families and business intelligence to monitor and evaluate performance of each community. Document management solutions will reduce mounds of paperwork and data input, while also enabling AHA to respond more quickly to service requests from families. By improving the quality, accuracy and frequency of interaction between AHA, families, real estate development partners and owners, AHA believes that it can improve relationships resulting in better outcomes for families.

During FY 2013, AHA project teams will continue to work closely with third-party vendors to implement the first phase of AHA's business transformation including ERP through a portfolio of projects defined below:

Table 2: Business Transformation Project Teams

Transformation Teams	Target Outcomes with Full Implementation
Finance, Procurement, Grants	<ul style="list-style-type: none">• Reduced administrative costs• More timely financial reporting• Enhanced business intelligence enabling improved decision-making• Improved cycle-time of real-estate transactions
Housing Choice and Human Development Services	<ul style="list-style-type: none">• Reduced administrative costs• Single point of contact for participants & landlords (case management)• Improved call center services• Reduced cycle time for recertification and inspections resulting in increased service levels• Increased work compliance• Improved service provider interaction
AHA-Owned Residential Communities	<ul style="list-style-type: none">• Reduced administrative costs• Improved transparency of operations driving enhanced service-levels for residents

Table 2: Business Transformation Project Teams – Continued

Transformation Teams	Target Outcomes with Full Implementation
Real Estate Group Services	<ul style="list-style-type: none"> • Streamlined process and interface with real estate development partners and owners • Reduced administrative cost • Enhanced business intelligence • Improved cycle time for real estate transactions
50058 Administration	<ul style="list-style-type: none"> • Reduced administrative costs • Improved 50058 accuracy, completeness, and timeliness • Improved Public and Indian Housing Information Center (PIC) system data compliance • Streamlined process and interface with real estate development partners and owners.
Document Management Automation	<ul style="list-style-type: none"> • Reduced administrative costs • Ensure compliance of retention policy • Ensure document security & confidentiality • Enable document scanning and capture automation
Business Intelligence	<ul style="list-style-type: none"> • Improved data-driven decision-making • Enabled measurement of organizational key performance indicators (KPIs) including progress of families towards self-sufficiency and sustainability of assets & communities • Centralized AHA data warehouse and repository • Enhanced reporting

Build organizational capabilities.

During FY 2012, AHA began implementing a comprehensive people strategy, using best-practice human resource management. As part of this strategy, AHA implemented a state-of-the-art Human Resource Information System (HRIS) to give managers ready access to employee data and performance management tools, equipping them to manage effectively. The system is the foundation for manager and employee self-service that enables managers and employees to be accountable. The key focus area for AHA is building collaboration. In conjunction with a new performance management and a market-driven rewards system intended to compensate and reinforce desired behaviors, managers and employees began change management training.

In FY 2013, AHA will launch AHA University, which will focus on foundational skill-building. AHA will undertake a competency-building learning and education plan to build the enterprise-wide skills and capabilities required to achieve its future-focused business objectives. With particular emphasis on process and technology changes driven by the implementation of the ERP solution, AHA will continue its change management program to prepare individuals for change.

Implement a stakeholder education and engagement initiative.

Under MTW relief and leveraging its revitalization program, AHA has completely transformed its delivery of the affordable housing resource in the City of Atlanta. The MTW Agreement removed most statutory and regulatory barriers, and has enabled AHA to align its policies, business processes and practices utilizing private sector business principles. Through public/private partnerships, AHA is able to do more with less and to create innovative solutions to local problems. The relief provided AHA under the MTW Agreement is essential to AHA's continued success and long-term financial viability.

While many housing authorities around the country have learned about and sought to emulate the Atlanta Model, because AHA's business is so dynamic, an ongoing challenge is keeping its local stakeholders informed and engaged. Many of AHA's local stakeholders – government, elected officials, regulators, private sector businesses and advocates – often do not fully appreciate the multiple facets of AHA's community-building work and investment in and engagement of AHA-assisted families. During FY 2013, AHA will engage stakeholders in gaining a deeper understanding of AHA's business model, the value of its MTW regulatory relief, and long-term vision of community-building for achieving better outcomes for AHA-assisted households.

Initiate a long-term strategic planning process.

During FY 2013, AHA's leadership team intends to engage the AHA Board of Commissioners, the broader community, AHA's real estate partners, the business and civic communities, Atlanta Public Schools, state, county and local political officials, human development service providers and other stakeholders in preparing AHA's five-year strategic plan. Targeted for completion during FY 2013 to implement beginning in FY 2014, the strategic plan would lay out AHA's five-year business plan informed by best practices and lessons learned, changing demographics and the "new normal" in the real estate and financial markets. AHA first articulated its ten-year strategic plan in its Business Plan submitted to HUD in 2004.

Given the current real estate environment and financial markets, AHA must strategically determine the relative value and opportunities for development and management of its real estate holdings throughout the City of Atlanta. As part of the five-year strategic plan, a comprehensive real estate strategy will be developed to address, among other things, new financing strategies, new tools, and short and long-term options for the sites of former public housing developments that were demolished and are not part of any ongoing redevelopment effort or the subject of current negotiations regarding a proposed disposition.

AHA's human development strategy will be focused and expanded to determine how AHA continues to play a role in breaking the cycle of intergenerational poverty, in deconcentrating poverty, in assisting elderly and disabled residents with aging well and in facilitating supportive services for families.

Develop new sources of revenue and funding.

In an era of diminished resources and Federal funding, AHA plans to actively pursue new funding sources and to diversify revenue streams to support and enable its mission. Such activities will include:

- **Fee-Based Contract Administration** – During FY 2013, AHA will continue its business relationship with Georgia HAP Administrators, Inc. d.b.a. National Housing Compliance (NHC). This business operation is self-supporting and no MTW or other AHA restricted funds support the operation. AHA and its NHC partners will continue providing contract administration services under NHC's extended contract with HUD while NHC awaits the outcomes of several proposals for contract administration services it prepared for HUD's current round of competitive solicitations.
- **Consulting Services** – AHA will explore fee-for-service models for consulting services in areas such as performance management reviews, labor compliance, procurement, inspections services, financial management, housing program management, virtualization, and human services.

Priority 2: Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.

Since 1995, AHA and its private sector partners have successfully created quality, mixed-use, mixed-income communities with an economic impact to date of approximately \$2 billion. As the real estate and financial markets strengthen, AHA and its development partners will continue to advance the community sustainability aspects of the Master Plans. These strategies are intended to ensure the long-term sustainability and stability of the communities and the families' progression to self-sufficiency. Most of these additional aspects will be developed using non-HUD funds.

In FY 2013, AHA will continue to invest in capital improvements at its eleven senior high-rises and two family properties. AHA will also continue to use its Project Based Rental Assistance program for incenting private sector developers and owners to facilitate additional quality mixed-income communities. Project Based Rental Assistance will also be instrumental in providing supportive housing opportunities.



Supporting Activities for FY 2013

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

During FY 2012, AHA achieved a major milestone and closed out its HOPE VI revitalization grants for each of the Perry Homes, Carver Homes, Harris Homes, Capitol Homes, McDaniel Glenn and Grady Homes sites. As a pre-condition to closing these grants, AHA and its private sector development partners had successfully met the replacement housing commitment as set forth in the HUD-approved Revitalization Plans for each site.

The community-building strategy used by AHA and its private sector development partners, who act as master developers, is comprehensive and multi-dimensional. The Master Plans are designed to enhance the market competitiveness and desirability of the community. Dimensions of each plan include high-quality, mixed-income, multi-family rentals; single family homes; high-performing neighborhood schools (pre-K to college); quality green space and recreational facilities; and upscale commercial and retail. The development funding for the non-multi-family rental elements will primarily come from conventional, private market sources and non-HUD funds. Details on each of these elements are set forth in the HUD-approved Revised Revitalization Plans for each site.

These elements will be advanced during FY 2013 subject to market demand, financial feasibility and funding availability and conditions in the financial and real estate markets. The revitalization activities proposed for implementation during FY 2013 are described in Table 3.

Acquisitions – AHA has acquired a number of parcels of improved or unimproved real estate in the City of Atlanta in order to facilitate its various Master Plans, including the surrounding neighborhoods. In FY 2013, AHA and its development partner(s) may begin preliminary work related to the repurposing of these properties to align with the respective Master Plans and will seek funding to support these development activities. Subject to funding availability, AHA will continue to engage in acquisition activity during FY 2013 as necessary to support the Master Plans and community sustainability. A listing of properties acquired by AHA is included in Appendix D.

Proposed Land Transactions and Sale of Assets – In addition to property acquisitions, AHA is negotiating land transactions with a number of entities to further support its revitalization efforts at: Capitol Gateway (Capitol Homes Revitalization); Scholar's Landing (University Homes Revitalization); CollegeTown at West End (Harris Homes Revitalization); West Highlands at Heman E. Perry Boulevard (Perry Homes Revitalization); and Centennial Place (Techwood/Clark Howell Revitalization) (details in Table 3).

AHA may dispose of the Herndon Homes site to the State of Georgia (or one of its agencies).

AHA's Real Estate

Development Approach

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

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

In furtherance of its revitalization of Techwood/Clark Howell and community-building activities in the Georgia Tech neighborhood, AHA is negotiating the sale of the Roosevelt Highrise site to the Georgia Board of Regents. AHA is also exploring the feasibility of using the Palmer Highrise site for the development of off-site replacement housing for the revitalization of University Homes to support the Choice Neighborhood application.

Homeownership Down Payment Assistance Program – Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on-hold pending improved conditions in the real estate and financial markets, except at West Highlands. AHA is proactively advancing its homeownership goals through its Builders/Owners Agreement Initiative. Under this initiative, AHA's various private sector development partners have entered into agreements with single-family home builders or owners throughout the City of Atlanta to provide down payment assistance in the form of a subordinated mortgage loan to households that earn up to 80 percent or 115 percent (depending on the funding source) of the metropolitan Atlanta area median income (AMI). These loans reduce the size of the first mortgage that the purchaser must borrow, thus reducing their monthly housing costs so they can qualify for a private mortgage. The Builders/Owners Agreement Initiative has aided in the absorption of Atlanta's "excess" single family home inventory.

Table 3: Revitalization Activities Planned for FY 2013

Development Plans for FY 2013		
Auburn Pointe (Grady Homes Revitalization, includes the revitalization of Antoine Graves High-rise and Antoine Graves Annex)	RENTAL	Second phase of multifamily (and final rental phase) has received an allocation of Low Income Housing Tax Credits (LIHTC). Closing on private and public funding for the development of 150 units anticipated in September, 2012.
	ACQUISITION/ LAND TRANSACTION	Work will continue to remediate the property and demolish structures on off-site land acquired to further long-term sustainability of Auburn Pointe.
Capitol Gateway (Capitol Homes Revitalization)	ACQUISITION/ LAND TRANSACTION	Negotiations will continue with the State of Georgia to swap State-owned land to the west of Capitol Gateway for AHA-Owned land to the north of the site. The land swap will provide AHA with a contiguous parcel to support the ongoing Capitol Homes revitalization. Work will continue to remediate the property and demolish structures on off-site land acquired to further long-term sustainability of the Capitol Gateway and the surrounding neighborhood.
CollegeTown at West End (Harris Homes Revitalization, includes the revitalization of John O. Chiles main building and John O. Chiles Annex)	ACQUISITION/ LAND TRANSACTION	AHA and the Boys & Girls Club of Metro Atlanta will continue to explore a land swap to facilitate the future development of single family homes and the relocation of the John H. Harland Boys and Girls Club. AHA will continue to explore acquisition opportunities within the Master Plan area to further long-term neighborhood sustainability.
The Villages at Carver (Carver Homes Revitalization)	RETAIL & AMENITIES	Work will continue to develop retail sites on-site and off-site. Negotiations will continue with the Atlanta-Fulton Public Library System to build a state-of-the-art public library on an off-site parcel.
Mechanicsville (McDaniel Glenn Revitalization)	ACQUISITION/ LAND TRANSACTION	Determine utilization of the warehouse site which may include demolition or disposition. Identify potential acquisitions to ensure the long-term sustainability of the revitalization investments.
West Highlands at Heman E. Perry Boulevard (Perry Homes Revitalization)	HOMEOWN-ERSHIP	Public improvements will continue to be performed on-site. Production of 6 for-sale affordable homes and 24 market-rate homes.
	LAND TRANSACTION	AHA will continue to explore acquisition opportunities within the Master Plan area to further long-term neighborhood sustainability.
Scholar's Landing (University Homes Revitalization)	RENTAL	Construction has begun on a 100-unit elderly building to be completed by June, 2013. Public Improvement work being executed at the site. Application for an award of LIHTC will be made to support an elderly phase with supportive services and/or an assisted living phase for elderly veterans.
	ACQUISITION/ LAND TRANSACTION	AHA and Clark/Atlanta University are in discussions regarding a potential land swap as AHA and its private sector development partner move forward with the implementation of the Master Plan for the former University Homes site.
Centennial Place (Techwood/Clark Howell Revitalization)	RENTAL	The Cupola Building is being considered for development of rental housing, if financially feasible.
Roosevelt Highrise (Techwood/Clark Howell Revitalization)	LAND TRANSACTION	Negotiating land sale to Georgia Board of Regents to facilitate the education and community-building strategies in the Centennial Place and Georgia Tech neighborhoods.
Palmer Highrise (Techwood/Clark Howell Revitalization)	RENTAL	Exploring the feasibility of using site for the development of off-site replacement housing for the revitalization of University Homes to support the Choice Neighborhood application.

Pursue Choice Neighborhoods Implementation grant.

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

- AHA and its private sector development partner will continue working in collaboration with the Morehouse School of Medicine (MSOM), Morehouse College, Spelman College, and Clark Atlanta University on developing neighborhoods around the Atlanta University Consortium Schools, which includes the sites of the former University Homes (Scholar's Landing) and Harris Homes (CollegeTown at West End). Although MSOM was not awarded a Promise Neighborhood Implementation Grant, the Promise Neighborhood stakeholders are pursuing alternative funding sources to advance the various initiatives outlined in its Promise Neighborhood Implementation Grant application. AHA was awarded a Choice Neighborhood Planning Grant for \$250,000 which is being used in FY 2012 and FY 2013 to support activities needed to apply for a Choice Neighborhoods Implementation Grant for the transformation of the University Homes site and the surrounding neighborhood in the study area.
- AHA may explore the feasibility of applying for funding in FY 2013 to support the revitalization of Englewood Manor, which may include transit-oriented funding. Englewood Manor was demolished as part of AHA's Quality of Life Initiative in 2009. The now vacant 21.9-acre site is located just south of downtown Atlanta and near the City of Atlanta's BeltLine planning area and Tax Allocation District (TAD), one of the City's most ambitious and creative planned redevelopment efforts.

Utilize PBRA as a strategic tool to facilitate housing opportunities.

AHA intends to solicit, through a competitive process, private developers and owners interested in reserving a percentage of their multi-family rental units for low-income families for up to 15 years through AHA's PBRA program. Commitments for PBRA may be extended after the 15-year term, provided the Owner is in compliance with the PBRA Agreement and other related conditions. AHA will continue to use PBRA to expand the availability of quality affordable housing in healthy, mixed-income communities.

Due to the foreclosure crisis, neighborhoods have undergone dramatic changes due to numerous vacant houses on neighborhood streets. During FY 2013, AHA intends to pilot a PBRA demonstration for leasing single family homes that have been acquired and renovated in a neighborhood affected by foreclosures. The lease would be structured to support a lease-to-own program. AHA believes such a demonstration may provide more affordable housing opportunities, while aiding in the preservation and stabilization of a neighborhood impacted by foreclosures in the City of Atlanta.

Expand supportive housing opportunities.

In FY 2013, AHA, in partnership with private sector developers, will continue developing alternative service-enriched housing opportunities for persons with a variety of special needs. The proposed initiatives are as follows:

- **Elderly Designated Housing** – Utilizing its MTW flexibility and in partnership with private sector developers, AHA will continue developing alternative service-enriched housing opportunities for seniors. A principal goal is to facilitate the development of housing in which the elderly can age in place and continue to live independently. As part of any such development, AHA may submit an application to HUD to designate any public housing assisted units at the development only for elderly persons (62 and older). See Appendix D for a list of eligible AHA properties and communities.
- **PBRA for Supportive Housing** – In support of the Regional Commission on Homelessness, AHA will continue to collaborate with United Way of Metropolitan Atlanta in its effort to mitigate chronic homelessness in Atlanta by offering PBRA through a competitive process to developers/owners of

supportive housing targeted for the chronically homeless, persons with mental health or developmental disabilities and other at-risk special needs populations. In support of this effort, AHA has committed funding for 700 PBRA-assisted units. In FY 2013, AHA will conduct an evaluation of PBRA Agreements with supportive housing units to determine whether such arrangements are meeting program objectives. Depending on the results of the evaluation, AHA may need to solicit new proposals from developers/owners of supportive housing. AHA recently adopted the *Statement of Policies for Supportive Housing* (Appendix G) after concluding that typical housing assistance policies and procedures are not always the best fit for supportive service plans and the varying housing needs of the client populations. The newly adopted policies will be applicable to solicitations for PBRA Supportive Housing.

- **Supportive Services for Persons with Mental Disabilities** – AHA will continue working with the Georgia Department of Behavioral Health and Developmental Disabilities to provide services for special needs populations at the AHA-Owned Residential Communities.
- **Proposal for an Affordable Assisted Living Demonstration Project** – AHA and its private sector development partner are developing a proposal for a demonstration project for submission to the State of Georgia Department of Human Resources (DHR) that would allow elderly residents to age-in-place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures through a continuum of care. This demonstration project would provide housing and supportive services for persons with mental or developmental disabilities at the The Gardens at CollegeTown (John O. Chiles Annex building).
- **Veterans Supportive Housing** – AHA is committed to exploring innovative ways to support veterans requiring housing. Options include administering and applying for additional Veterans Affairs Supported Housing (VASH) Program vouchers and development of affordable assisted living targeted to veterans.

Implement conversion (reformulation) demonstration for Centennial Place, a mixed-income, mixed-finance community.

AHA will continue to work with HUD to develop and implement a reformulation demonstration program at Centennial Place (Techwood/Clark Howell Revitalization), the first mixed-use, mixed-income community (with public housing-assisted units) in the United States. Under this demonstration, AHA would convert (or reformulate) the subsidy arrangement for the ACC-assisted units in four rental phases at Centennial Place by converting the HUD operating subsidy under Section 9 of the 1937 Act to rental subsidy funds under Section 8 of the 1937 Act, which would then be project-based pursuant to a PBRA Agreement between AHA and the owner-entity for each rental phase. This reformulation demonstration was conceptualized under AHA's MTW Agreement in order to help update, sustain and preserve public and private investments in Centennial Place.

For details of the proposed demonstration, see Appendix H - Voluntary Conversion (Reformulation) Demonstration for Centennial Place.

Continue EPC implementation and unit upgrades for AHA-Owned Residential Communities.

During FY 2013, AHA, through the private management companies (PMCOs), will continue to implement renovations at the AHA-Owned Residential Communities that support the transformation of these communities from institutional multi-family residences to quality living environments with physical attributes that support delivery of vibrant programs for elderly, near-elderly and disabled residents. In FY 2012, AHA began implementation of a second energy performance contract (EPC) with Johnson Controls, Inc. which will use a \$9.5 million EPC loan and \$2 million in additional MTW funds to implement further energy conservation and efficiency solutions at AHA-Owned Residential Communities. Additionally, in FY 2012, AHA allocated \$1.7 million in MTW funding to provide installation or repair of kitchen cabinets, flooring and closet doors in selected units at each of the Communities. During FY 2013, AHA will complete the implementation of the EPC project and will continue the unit improvements, dedicating additional funds as necessary. These capital improvements will complement and supplement the ARRA-funded (American Recovery and Reinvestment Act) renovations and accelerate AHA's ability to continue the physical changes that support delivery of vibrant aging well programs for its residents.

Reposition and expand property management strategy for AHA-Owned Residential Communities.

AHA's business model for the AHA-Owned Residential Communities utilizes third party professional property management firms (PMCOs) to handle 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. Because existing contracts with AHA's three PMCO firms will expire June 30, 2013, during FY 2013 AHA will review its property management approach in alignment with its overall long-term real estate strategy. This review will include exploration of financing strategies in order to attract developer funding sources from the private market. After this evaluation and determination, AHA expects to begin a competitive solicitation for property management firms during FY 2013. The solicitation will include professional property management services and real estate development services with the intent of attracting private funding in order to update and modernize the properties to market standards.

Priority 3: Advance the human development services strategy through strategic partnerships and new funding strategies.

Since 1995, as AHA has advanced its Revitalization Program, AHA has successfully relocated over 10,000 households from obsolete, distressed and socially dysfunctional public housing developments, primarily using Section 8 vouchers. Based on lessons learned and best practices working with The Integral Group, AHA made a mid-course adjustment in its human development strategy in 1998 because it became apparent that in order for the families to be successful in mainstream America, long-term, family-based coaching and counseling (three to five years, based on funding availability) for the entire family was vital. AHA also developed a comprehensive referral network (Service Provider Network) of supportive services and community resources, through a series of memoranda of agreement for a broad range of services, e.g. child care, job training, life skills, literacy services, GED and other educational programs.

To realize successful outcomes for families, human development services are necessary and essential. Using its MTW funds, AHA continues to facilitate the provision of supportive services. AHA provides referrals for all families, as needed, to its Service Provider Network to connect them to employment, training, education and other opportunities. For families who have more complex needs, AHA facilitates the provision of intensive case management services. Through their respective property management, AHA's private sector business partners continue to administer AHA-assisted housing assistance at AHA-Sponsored Mixed-Income Communities and privately-owned communities that participate in AHA's PBRA program. At the AHA-Owned Residential Communities, each property has a Resident Services Coordinator who assists residents in connecting to appropriate supportive services and also coordinates the on-site wellness activities.

To further enhance its human development strategy, during FY 2013, AHA will develop and implement life-cycle strategies for families, broaden and deepen its strategic partnerships with the education and foundation communities, and establish an endowment fund for long-term sustainability of investments in human development services and other non-HUD funded initiatives.



AHA's Human

Development Approach

AHA's human development approach has been to facilitate opportunities and to support the distinct needs of three populations:

- a) **Families and individuals** to build wealth and reduce their dependency on subsidy, ultimately becoming self-sufficient.
- b) **Children and youth** to ensure school readiness (ages 0-4), improve academic performance (grades K – 12), and support increased high school graduation rates and post-secondary educational opportunities.
- c) **Elderly persons and persons with disabilities** to live independently with enhanced opportunities for socialization, connectivity to the broader community and aging well.



Supporting Activities for FY 2013

Implement comprehensive human development life-cycle strategies leading to family self-sufficiency.

AHA continues to believe strongly in the value, dignity and economic independence that work provides. A hallmark of AHA's success has been the implementation of AHA's work/program participation requirement which applies to all non-elderly and non-disabled adults in all AHA programs. However, the economic recession has challenged Atlanta's low-income families' ability to maintain consistent, full-time employment. AHA will explore additional strategies and partnerships designed to move more families toward self-sufficiency and success.

During FY 2013, AHA will complete a needs assessment and segmentation analysis to better understand needs of families. This analysis is designed to provide insight and guidance for assisting families. With this intelligence, AHA will assess the full range of service providers to determine gaps in services and to ensure that the services are well-utilized and effectively address the needs of the target groups. AHA and its partners can create tools to help identify additional human development services, service provider partnerships and other resources necessary to facilitate family success.

In order to more effectively assess and understand family progress and success, AHA will continue development of a *Thriving Family Index* (TFI) tool (described in FY 2012's MTW Plan). The TFI will include success factors such as educational attainment, income levels, school attendance, youth participation in development programs, and standardized test scores. The TFI serves three purposes. First, it will provide further intelligence necessary to connect families to the most appropriate services and resources. Second, it will serve as a roadmap for families on their path to self-sufficiency. Third, it will facilitate AHA's ability to measure and communicate family success.

Advance early childhood education strategy and other education partnerships.

AHA is collaborating with various educators, foundations, early childhood development professionals, and other stakeholders to advance the creation of world-class early childhood learning centers. Depending on funding opportunities, AHA, its development partners and other stakeholders expect to implement this model in a number of AHA-sponsored revitalized communities.

As a learning organization, AHA has engaged universities to create innovative research to explore the effects of AHA's policies, initiatives and practices on AHA-assisted families and the community at-large. During FY 2013 AHA will explore ways to leverage this research base and foster collaboration amongst its various academic partners to identify new opportunities for research studies; to develop partnerships between AHA, private sector developer partners, universities and public schools; and to implement long-term strategies for improving educational opportunities and achievement by AHA-assisted families and youth as well as in the communities in which AHA has a presence.

Explore establishment of an endowment fund for human development services.

AHA plans to leverage its experience by expanding and deepening its network of strategic partners. AHA will target its efforts to develop new, long-term strategic partnerships with organizations that share a similar vision and mission as AHA in order to create opportunities that mutually benefit both constituencies. Potential partners include foundations, non-profits and private sector organizations that may provide funding, services or other sources for collaborating.

With an objective of long-term sustainability and stability, AHA will explore establishing an endowment fund for supporting AHA initiatives including human development services. By identifying foundations, private sector and other non-profit partners with similarly aligned goals and long-term strategies, AHA seeks to broaden the opportunities for funding and sustainability of key initiatives. Some of the proceeds from the sale of land may be used to establish this fund.

Section III.

MTW Policy Innovations

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

Key Policy Documents

MTW policy innovations in effect for AHA-sponsored mixed-income residential rental communities, AHA-owned residential communities, and rental housing assistance under the tenant-based Housing Choice Voucher Program and properties utilizing Project Based Rental Assistance (PBRA) for the creation of additional mixed-income housing opportunities are captured in two key policy documents:

- *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (“Statement of Corporate Policies”) – Revision 5 of this policy document was adopted by the AHA Board of Commissioners on April 14, 2010. AHA made additional policy changes and the *Amended and Restated Statement of Corporate Policies* was approved by its Board on March 28, 2012 (See Appendix G).
- *Statement of Policies Governing the Housing Choice Tenant-Based Program* (“Statement of Housing Choice Policies”) – Revision 8 was adopted by the AHA Board of Commissioners on April 14, 2010. AHA made additional policy changes and the *Amended and Restated Statement of Housing Choice Policies* was approved by its Board on March 28, 2012 (See Appendix G).

Project Based Rental Assistance was formerly a subsection of AHA’s Statement of Housing Choice Policies until AHA’s Board adopted a revision to those policies on September 3, 2008 (and adopted again in the amended and restated policies in Appendix G) to move PBRA from the Housing Choice program and authorize AHA to develop operating procedures for the implementation and administration of PBRA as a separate program which would be guided by AHA’s related MTW enterprise policy innovations.

As a result of lessons learned from working with owners and supportive services providers, a separate *Statement of Policies for Supportive Housing* was developed.

- *Statement of Policies for Supportive Housing* (“Supportive Housing Policies”) – These policies were conceptualized in AHA’s FY 2012 MTW Plan and were approved by its Board on March 28, 2012 (See Appendix G).

Procedural Enhancements to Explore in FY 2013

After a thorough review of existing policies and current plans for FY 2013, AHA has determined that its current policies, with little change, sufficiently allow AHA to implement its mission in the coming fiscal year. However, as an outgrowth of the business transformation initiative and business process re-engineering, AHA has recognized opportunities to streamline certain operational procedures. AHA believes that the procedural changes will improve the customer experience for AHA-assisted families and the business relationship with its partners, while introducing greater efficiencies within AHA, as a single enterprise.

In accordance with AHA's MTW Agreement, procedural changes require documentation but do not go through the same approval process as the MTW Plan. However, due to their significance, AHA has chosen to highlight a few procedural changes it plans to explore or implement in FY 2013:

- **Case Management Business Model** – In order to improve service delivery and simplify the administration of its Housing Choice Voucher Program (HCVP), AHA will transition its existing assembly-line processes to an integrated case management business model by establishing a single point of contact for each Housing Choice Participant household. Each assigned case manager will be responsible for administering all aspects of the HCVP with their assigned Participants. Case managers will also refer and connect assigned Participants with human development services providers and the Service Provider Network to support them on the path to self-sufficiency.
- **Work/Program Participation Requirement Compliance Administration** – AHA and its partners work closely with families to ensure compliance with the work/program requirement. As the economic downturn has disproportionately affected low-income families, AHA has determined the need to adjust its strategies and procedures for supporting families while ensuring compliance with AHA's work/program requirement. AHA's procedures include the provision of coaching and counseling services to assist non-elderly, non-disabled adults to comply with AHA's work/program requirement and provides compliance relief to families who actively engage in these services. AHA will implement these procedures within the HCVP and at AHA-Owned Residential Communities. Within the HCVP, these procedures will be administered by the case manager, who will have the responsibility and accountability for monitoring and enforcing all aspects of his/her client's obligations as a voucher holder. At the AHA-Owned Residential Communities, AHA's third-party professional property management firms will administer these procedures.
- **Inspections Re-engineering** – As AHA continues to streamline operations while ensuring quality living environments, AHA has identified enhancements to its inspections process designed to promote greater responsibility by landlords in the Housing Choice Tenant Based Voucher Program. First, AHA plans to move to a biennial inspection cycle for qualifying high-quality properties managed by landlords with a record for maintaining the properties according to AHA's enhanced inspections standards. Second, to prompt compliance with AHA's enhanced inspection standards, AHA will explore a 30-day abatement procedure for landlords with failed inspections. In addition, AHA will continue to explore enhancements to its inspections standards, which are applicable to its Tenant Based Program as well as to PBRA-assisted units in mixed-income communities and supportive housing.
- **Housing Assistance Payments (HAP) Contract Update** – In further professionalizing AHA's operations using private sector real estate principles and utilizing the relief under its MTW Agreement, AHA has updated the HAP contract and HAP Lease Addendum. During FY 2012, AHA piloted the new documents now called the Housing Choice Rental Assistance Agreement ("HCRA Agreement") and the Housing Choice Rental Assistance Lease Addendum ("Lease Addendum") as part of introducing more stringent performance standards for owners and landlords. During FY 2013, AHA will continue to explore innovative business approaches with owners by developing enhanced versions of the HCRA Agreement and Lease Addendum in order to attract and retain high quality multi-family communities in the program.
- **Graduation Program** – In facilitating greater family self-sufficiency, AHA will proactively work with families whose income allows them to take strides towards graduating from rental assistance programs. One method under consideration is an annual review of each household's income which will be used to determine continued eligibility and commencement of a structured process to prepare a family's transition from assistance to graduation. During FY 2013, AHA will continue to explore such approaches to family self-sufficiency and the assistance provided by AHA.

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

Enterprise-Wide Policy Enhancements

Under the MTW Agreement, AHA has strategically implemented most housing policy reforms across all programs. This consistency serves multiple purposes. One, families can expect to rise to the same standards that AHA believes lead to self-sufficiency. Two, AHA can align its values and goals with contract terms in partner agreements with developers and service providers. Lastly, AHA gains economies from systematic implementation across the enterprise and by minimizing redundancy, overhead and system changes.

- **Use of MTW Funds** – MTW funds support MTW Eligible Activities (as defined in the MTW Agreement) including, but not limited to: gap financing for the development and/or preservation of mixed-income communities in partnership with private owners and developers; support for human development services with professional providers, job training and referrals; and educational programs for youth and adults.
- **Local Housing Policy Reforms** – AHA has developed and instituted a number of policies under MTW that promote resident accountability and responsibility, self-sufficiency and improves AHA's bottom line. AHA has also adopted reforms that help stabilize the amount that low-income households pay for rent and utilities.
- **Housing Choice Voucher Program** – AHA has used its authority under the MTW Agreement to design and implement local reforms to AHA's Housing Choice Voucher Program, with the goals of mainstreaming families and facilitating progressive "choices" of housing opportunities in economically integrated neighborhoods, with better quality of life amenities. The local reforms have focused on eliminating obstacles and solving problems which have adversely affected the acceptance and use of vouchers in lower impacted neighborhoods.
- **Expanding Housing Opportunities** – This reform highlights innovations implemented to expand the availability of affordable housing seamlessly in mixed-income communities and neighborhoods using market principles and approaches in administering the subsidy and landlord/tenant relations.
- **Human Development** – Highlights a number of initiatives and programs that further promote human development and client self-sufficiency by leveraging MTW Funds, grants and other public/private resources with strategic partners.
- **Work/Program Participation Requirement** – The AHA-wide work requirement applies to all non-elderly and non-disabled adults in all AHA programs.
- **Corporate Support** – Provides an overview of organization-level operational enhancements that improve AHA's financial and business operations.

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

Atlanta Housing Authority MTW Innovations

Use of MTW Funds

- **MTW Single Fund** combines the low-income operating subsidy, capital funds and Housing Choice Voucher funds into a single, authority-wide fund used for MTW Eligible activities as defined in AHA's MTW Agreement and each year's MTW Annual Implementation Plan. Among other things, these funds are used to expand quality, affordable housing in healthy mixed-income communities, support self-sufficiency programs for AHA-assisted households and improve enterprise-wide operations (financial and other).
- **Gap Financing** supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80% of Area Median Income) to include Tax Credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects.
- **Use of MTW Funds in Affordable Residential Properties with Private Owners** enables investment in residential properties owned by private entities to facilitate the creation of mixed-income communities and support the development or rehabilitation of affordable housing units for low-income families. Use of MTW Funds leverages public/private investment to expand quality affordable housing.

MTW Agreement Provision:

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

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

Corporate Support

- **Maximizing the Power of Technology** will be implemented in FY 2013 to link AHA's information technology, financial, procurement, data and business operations into a fully integrated technology system by implementing enterprise resource planning real estate software. As AHA's business model evolves, this integrated enterprise solution will further drive increased productivity and assure continuity of support for the enterprise's day-to-day operations, business process automation, automated third-party data-exchange, document management, and integrated business intelligence ability.
- **Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities** refers to AHA exploration strategies for reformulating the subsidy arrangement for AHA-Sponsored mixed-finance, mixed-income, communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness.
- **Innovative Subsidy Strategies** sustain viability of AHA-Owned Communities by substituting the Section 9 operating subsidy for renewable Project Based Rental Assistance. Similar to the investment strategy above, AHA will be able to design and implement a financing strategy leveraging private resources to continue improving the physical structures and quality of the environment.
- **Local Asset Management Program** replaces HUD's asset management requirements by defining AHA's comprehensive program design, including project-based property management, budgeting, accounting and financial management of AHA-Owned Communities and public housing assisted units in mixed-income communities, and the other aspects of its business operations, based on AHA's Business Plan.

MTW Agreement Provision:

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

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

First Amendment, Section 6: Local Asset Management within MTW

Atlanta Housing Authority MTW Innovations

Local Reform of Housing Policies

- **\$125 Minimum Rent Policy** raises standards of responsibility for AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent. Policy does not apply to households where all members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plans.
- **Elderly and Non-Elderly Disabled Income Disregard Policy** allows an elderly person or non-elderly person with a disability to work without being penalized or having to calculate the employment income when determining rental assistance. The disregard applies only when the person's sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plan income. This policy is applicable to all AHA housing assistance programs. This innovation encourages "aging well" and self-sufficiency.
- **4-to-1 Elderly Admissions Preference Policy** within the AHA-Owned Residential Communities has resulted in a more optimal mix of less than 20 percent non-elderly, disabled adults in each community and fewer complaints. Elderly residents report feeling safer and more satisfied. AHA is addressing sociological and generational lifestyle differences and improving the quality of life of elderly (62 years and older), near elderly (55 to 61 years) and young disabled adults by creating a population mix that is more conducive to shared living space in the high-rise buildings. The 80/20 mix is supported by academic research and independent studies.
- **Rent Simplification Policy** determines adjusted annual income by developing AHA's Standard Deductions that replace HUD's Standard Deductions. All AHA-assisted families benefit from AHA's Standard Deductions as they are more generous and equitable and, in most cases, eliminate the need to consider other deductions while providing for catastrophic hardships. The intent of this policy is to reduce errors and inefficiencies associated with the verification of unreimbursed medical and childcare expenses.

MTW Agreement Provision:

Attachment D, Section I.O: General Conditions

Expanding Housing Opportunities

- **Strategic Revitalization Program** further facilitates AHA's development and rehabilitation activities with private sector development partners and leverages public/private resources. AHA adopts its own policies and procedures to determine and control major development decisions, such as replacing HUD's Total Development Cost (TDC) limits. This streamlined and simplified process allows AHA to be more nimble and responsive in a dynamic real estate market in the creation or rehabilitation of mixed-income communities.
- **Development of Alternative & Supportive Housing Resources** uses AHA's Single Fund to support the development of or facilitate through private sector developers, service-enriched housing for the elderly and persons with disabilities. While reversing the lack of affordable, supportive housing, AHA allows the elderly and disabled to age in place in quality environments.
- **Project Based Rental Assistance as a Development Tool** is AHA's financial incentive and financing tool that provides a renewable rental subsidy to private sector developers and Owners to commit a percentage of units as affordable in quality multi-family developments. PBRA also enhances developers' and Owners' competitive applications for the State's Low-Income Housing Tax Credits Program, earning additional points for the provision of affordable rental housing. PBRA enables AHA to leverage private sector development throughout the City of Atlanta and leverage federal funds with other public and private investment to expand affordable housing resources.
- **Housing Choice Voucher Program (HCVP) Reforms** continue the transformation of AHA's HCVP into a world class operation that identifies quality affordable housing opportunities in healthy neighborhoods. *See Housing Choice Voucher Program chart.*

MTW Agreement Provision:

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

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

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

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

Atlanta Housing Authority MTW Innovations

Housing Choice Voucher Program

- **Housing Choice Voucher Program (HCVP) Reforms** continue the transformation of AHA's HCVP into a world class operation that identifies quality affordable housing opportunities in healthy neighborhoods and streamlines its internal business processes, systems, operations and service delivery practices to reduce the financial and administrative burden of managing the program. These reforms facilitate the development of greater acceptance of the HCVP in Atlanta communities and neighborhoods while creating incentives for families to achieve and maintain economic independence, improve their quality of life and self-sufficiency.
- **30% of Adjusted Income** ensures that all Housing Choice Voucher Program (HCVP) participants' total tenant payments are limited to 30 percent of adjusted income. This innovation ensures continued affordability of the HCVP and uniformity of tenant payments regardless of the source of AHA subsidy.
- **Atlanta Submarket Payment Standards** were created using a market study conducted by a private third-party real estate market firm. These payment standards are used instead of HUD Fair Market Rents. Using comparable rents in the submarkets does not skew the rents paid in the submarket. This innovation has eliminated many financial barriers families often encounter during a housing search and gives participants additional financial leverage in leasing quality affordable housing. Periodically, AHA will update the payment standards, including expanding the number of submarkets to better reflect the market dynamics.
- **Rent Reasonableness Determinations** developed by AHA use independent market analysis to establish the market equivalent rent for each residential unit in AHA's HCVP. This valuable program results in consistent rent determination outcomes and stabilized Housing Choice contract rents in line with the Atlanta rental market and available subsidy resources.
- **Leasing Incentive Fee (LIF)** was established as part of AHA's relocation initiatives to attract landlords and private owners to make housing available to low-income families in lower poverty neighborhoods. Because owners of Class A real estate often require security deposits and application fees, AHA designed the LIF to eliminate these barriers and give families greater leverage to compete in the private market to secure quality housing.
- **Enhanced Inspection Standards** establishes interim and annual inspection "checkpoints" for improving accountability and enforcing the landlords' and participants' responsibility in property upkeep and re-evaluating neighborhood quality. This process develops a positive image and greater acceptance of the HCVP in communities.
- **Housing Choice Homeownership Policies.** AHA established its own policies, procedures, eligibility and participation requirements for eligible families to participate in the Housing Choice Homeownership Program. The program allows qualified participants in the HCVP to use their voucher for mortgage payment assistance and facilitates upward movement from renting to homeownership. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership.
- **Project Based Rental Assistance (PBRA)** moves from the PHA-managed Project-Based Voucher Program model under the traditional Housing Choice Tenant Based Voucher Program and operates as a distinct and separate program from the HCVP. It allows AHA to enter into long-term PBRA Agreements with Owner Entities of quality multi-family rental developments including developments for the elderly and persons with disabilities. The Owner Entities' professional management companies have the full responsibility for administering all aspects of PBRA eligibility, admissions and occupancy at the property level. This process has made the PBRA program attractive to private sector real estate professionals by allowing them to manage and mitigate their market risk associated with owning rental property. In addition, AHA implemented a component of PBRA to expand supportive housing opportunities for at-risk, special needs populations.

MTW Agreement Provision:

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

Atlanta Housing Authority MTW Innovations

Self-Sufficiency

- **Work/Program Requirement** states that as a condition of receiving the housing subsidy, (a) one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members must also maintain employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as a condition of the household's eligibility to receive subsidy assistance. This policy standard establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency.
- **Human Development and Support Services** are provided by social service professionals through individualized coaching and counseling to (a) families impacted by AHA revitalizations and QLI relocation activities, and (b) to families who are non-compliant with the Work/Program Requirement and other obligations. By using MTW funds to finance these vital services, AHA minimizes and/or removes a variety of barriers to self-sufficiency; giving the families more support to achieve success.
- **Good Neighbor Program** is an instructional program established by AHA and Georgia State University. The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AHA leverages MTW Funds with Georgia State University resources to support the implementation of this program.
- **Service Provider Network** is a group of social service agencies formed by AHA to support family and individual self-sufficiency. Leveraging MTW Funds with resources from these established organizations, AHA has provided various opportunities ranging from employment assistance, job training, GED programming, post-secondary education, dental, physical and mental health referrals, and other connections supporting family success.
- **Rapid Response Team** was created to provide a continuum of support to Housing Choice participants adversely and suddenly impacted by private property owner foreclosures or other emergencies, natural disasters or property abatement.
- **Place-Based Supportive Services Strategy Pilot** was created in collaboration with the Atlanta Regional Commission and other partners to leverage grant funds, MTW Funds and other resources. Using the Naturally Occurring Retirement Community (NORC) model, the goal of the pilot is to create a service-enriched living environment for seniors and persons with disabilities to age in place at three AHA-Owned Residential Communities (Marian Road Highrise, Piedmont Road Highrise, and Cheshire Bridge Road Highrise). Best practices learned from the pilot were expanded to other high-rise communities.
- **Aging Well Support Services** are provided to residents of the AHA-Owned Residential Communities to encourage and support independent living. For example, during the ARRA-funded renovations, AHA built computer labs in all buildings coupled with providing structured instruction on the use of computers and the Internet. In helping seniors cross the digital divide, AHA has enabled seniors to live more independently and combat the effects of isolation.

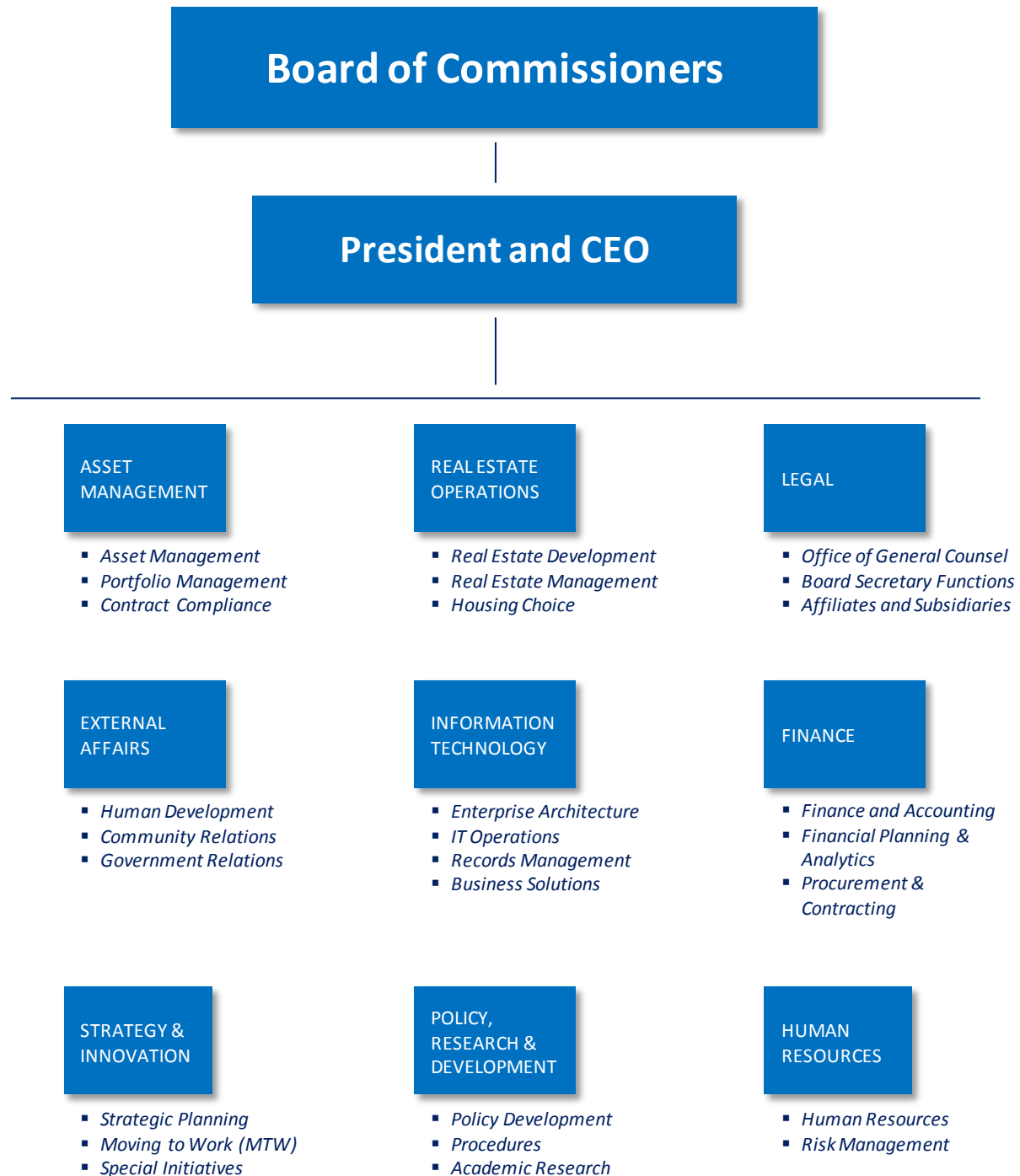
MTW Agreement Provision:

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

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

Section IV.

AHA Leadership



Atlanta Housing Authority Board of Commissioners

Daniel Halpern
Chair

Wayne Jones

Justine Boyd
Vice Chair

Cecil Phillips

Margarette Paulyne Morgan White

James Allen, Jr.

Atlanta Housing Authority Leadership

Renée Lewis Glover
President and Chief Executive Officer

Charlene Crusoe-Ingram
Chief Human Resources Officer

Joy Fitzgerald
Chief Operating Officer, Real Estate Operations

Stanley Goldsboro
Asset Management

Gloria J. Green
Chief Legal Officer and General Counsel

Edward (Mike) Proctor, Ph.D.
Chief Policy Officer

Suzi Reddekopp
Chief Financial Officer

Samir Saini
Chief Information Technology Officer

Tracey Scott
Vice President of Strategy & Innovation

Barney Simms
Chief External Affairs Officer

Appendices

Table of Contents

FY 2013 Annual Plan Appendices

Appendix A	MTW Annual Plan Cross-Reference Guides <ol style="list-style-type: none">1. AHA Legacy Attachment B Requirements2. HUD Form 50900 Attachment B
Appendix B	FY 2013 MTW Plan Resolution & Certifications <ol style="list-style-type: none">1. Resolution & Exhibits2. Secretary's Certificate3. Certification Regarding Substantive Information Reporting Requirements4. Certification of Compliance with Regulations5. Certification of Payments to Influence Federal Transactions6. Certification for a Drug Free Workplace7. Public Review and Plan Changes
Appendix C	Ongoing Activities Directory
Appendix D	Housing Opportunities <ol style="list-style-type: none">1. Households Served Information2. Household Characteristics3. Waiting List Characteristics4. Units to be Added or Removed5. Leasing and Waiting List Information6. AHA-Owned, Managed, and Sponsored Communities and Properties
Appendix E	Management Information for Owned / Managed Units at AHA-Owned Communities and Assisted Units at Mixed-Income Communities <ol style="list-style-type: none">1. Occupancy Rates2. Uncollected Rents3. Emergency Work Order Response4. Routine Work Order Response5. Inspections6. Security
Appendix F	AHA Financial Analysis <ol style="list-style-type: none">1. Annual Budget – FY 20122. Capital Planning – FY 20133. Combined Statements of Revenue, Expense & Changes in Net Assets – FY 2011
Appendix G	AHA Policy Documents <ol style="list-style-type: none">1. <i>Amended and Restated Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments</i>2. <i>Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program</i>3. <i>Statement of Policies for Supportive Housing</i>
Appendix H	Other Documents <ol style="list-style-type: none">1. Voluntary Conversion (Reformulation) Demonstration for Centennial Place

Appendix A - MTW Annual Plan Cross-Reference Guides

1. AHA Legacy Attachment B Requirements

Source: Legacy Attachment B, AHA - Elements for the Annual MTW Plan and Annual MTW Report

Reference: AHA's Amended and Restated Moving to Work Agreement, January 16, 2009

Description: The following table outlines AHA's MTW reporting requirements per AHA's MTW Agreement. Cross-references are provided specifying the location, within the MTW Annual Plan, where the item can be found.

Annual Plan Element	Location in FY 2013 MTW Plan
I. Households Served	
A. Number and characteristics of households served at beginning of period, by: <ul style="list-style-type: none">- unit size- family type (family vs. elderly or disabled)- income group (<30: 30-50; 50-80;>80)- housing type (LRPH, leased, other)- race & ethnicity	Appendix D: Housing Opportunities Information 1. Households Served Information 2. Household Characteristics also Refer to the MTW Benchmarking Study in AHA's FY 2010 MTW Annual Report
B. Identify number and characteristics of households on waiting lists (all housing types). Discuss waiting list issues and proposed actions	Appendix D: Housing Opportunities Information 3. Waiting List Characteristics 5. Leasing and Waiting List Information
C. Number projected to be served at end of period	Appendix D: Housing Opportunities Information 1. Households Served Information
D. Narrative discussion/explanation of change	
II. Occupancy Policies	
A. Statement of policies governing eligibility, selection, admissions, assignment, and occupancy of families, including the admissions policy under section 16(a)(3)(B) for deconcentration of lower-income families	Appendix G: AHA Policy Documents
B. Statement of Rent Policy	
III. Changes in the Housing Stock	
A. Number of units in inventory at beginning of period by program (LRPH, leased, other)	Appendix D: Housing Opportunities Information 1. Households Served Information
B. Projected number at end of period by program	Public Housing inventory is reported to HUD through the PIC system. Housing Choice unit leasing information is submitted monthly through VMS.
IV. Sources and Amounts of Funding	
A. Identify/discuss all sources and amounts of funding included in consolidated budget statement	Appendix F: Financial Analysis 1. Annual Budget – FY 2012
B. Identify/discuss sources, amounts, and planned uses of special purpose funds outside the consolidated budget (e.g., DEP)	
C. Consolidated Budget Statement	

1. AHA Legacy Attachment B Requirements

Appendix A
2 of 8

Annual Plan Element	Location in FY 2013 MTW Plan
V. Uses of Funds	
A. Previous year expenditures by line item	Appendix F: Financial Analysis 3. Combined Statements of Revenue, Expense, & Changes in Net Assets – FY 2011
B. Planned expenditures by line item	Appendix F: Financial Analysis 1. Annual Budget – FY 2012
C. Description of proposed activities/investments by line item/explanation of change from previously approved plan	
D. Reserve balance at beginning of year. Discuss adequacy of reserves.	
VI. Capital Planning	
A. Describe major capital needs and projects, estimated costs, and proposed timetables	Appendix F: Financial Analysis 2. Capital Planning – FY 2013
B. Identify planned expenditures	
C. Demolition and Disposition Requests, if planned	Appendix D: Housing Opportunities Information 6. AHA-Owned, Managed, and Sponsored Communities and Properties
D. Homeownership activities, if any	Appendix D: Housing Opportunities Information 1. Households Served Information Section II. 2013 Priorities, Priority 2
VII. Management Information for Owned/Managed Units	
A. Vacancy (Occupancy) Rates	Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed Income Communities
1. Occupancy rates by property beginning of period	
2. Narrative: issues and proposed action	
3. Target rates by property at end of period	
B. Rent Collections	
1. Rents uncollected (%) beginning of period	
2. Narrative: issues and proposed actions	
3. Target % at end of period	
C. Work Orders	
1. Response rates beginning of period	
▪ % emergency within 24 hrs	
▪ % regular within 30 days	
2. Narrative: issues and proposed actions	
3. Target rates at end of period	
D. Inspections	
1. Description of inspection strategy	
2. Planned inspections (% this FY)	
E. Security	
1. Narrative: security issues and proposed actions	

1. AHA Legacy Attachment B Requirements

Appendix A
3 of 8

Annual Plan Element	Location in FY 2013 MTW Plan
VIII. Management Information for Leased Housing	
A. Leasing Information	
1. Units under lease (%) beginning of period	Appendix D: Housing Opportunities Information 1. Households Served Information
2. Target lease up rate at end of period	Public Housing inventory is reported to HUD through the PIC system. Housing Choice unit leasing information is submitted monthly through VMS.
3. Plans regarding: <ul style="list-style-type: none"> Ensuring rent reasonableness Expanding housing opportunities Deconcentration of low-income families 	Section III. MTW Policy Innovations Appendix C: Ongoing Activities Directory
4. Issues and proposed actions	
B. Inspection Strategy	
1. Description of inspection strategy, including: <p>a) Planned inspections completed (% this FY) by category:</p> <ul style="list-style-type: none"> Annual HQS Inspections Pre-contract HQS Inspections HQS Quality Control Inspections <p>b) HQS Enforcement</p>	AHA will continue to refine its Housing Choice Inspections Standards to ensure that Housing Choice participants have the opportunity to reside in quality living environments including quality housing units and quality neighborhoods. AHA established higher inspection standards than HUD's Housing Quality Standards with a focus on improving the quality of the units on the Housing Choice Voucher Program. Section III. MTW Policy Innovations Appendix C: Ongoing Activities Directory
IX. Resident Programs	
1. Description of activities	Section II. 2013 Priorities, Priority 3
2. Issues and proposed actions	Appendix C: Ongoing Activities Directory

1. AHA Legacy Attachment B Requirements

Annual Plan Element	Location in FY 2013 MTW Plan
X. Other Information as Required	
<p>A. Board Resolution</p> <ul style="list-style-type: none"> ▪ Adopting Plan ▪ Certifying that Public Hearing Requirements were met 	<p>Appendix B: Resolution and Certifications</p> <p>1. Resolution to Authorize Submission of AHA's FY 2013 MTW Annual Implementation Plan</p>
<p>B. Required Certifications and other submissions from which the Agency is not exempted by the MTW Agreement</p>	<p>Appendix B: Resolution and Certifications</p> <p>2. Secretary's Certificate</p> <p>3. Certification Regarding Substantive Information Reporting Requirements</p> <p>4. Certification of Compliance with Regulations</p> <p>5. Certification of Payments to Influence Federal Transactions</p> <p>6. Certification for a Drug Free Workplace</p> <p>NOTE: AHA has replaced HUD's "Disclosure of Lobbying Activities" Certification with form 50071: "Certification of Payments to Influence Federal Transactions" because AHA does not engage in lobbying activities. This action is consistent with AHA's current business practice.</p>
<p>C. Submissions required for the receipt of funds</p>	<p>HUD no longer requires a submission from AHA to request Housing Choice funds; and AHA submitted the CY2012 Public Housing Operating Subsidy Calculations to HUD in November 2011.</p> <p>AHA cannot submit a request for Capital Fund Program (CFP) funds or Replacement Housing Factor (RHF) funds for AHA's FY 2013 Annual Plan since HUD has not yet released the amount of the 2012 grant awards. AHA will submit the required amendments to the Capital Fund Annual Contributions Contract (ACC) and Performance and Evaluation reports to HUD as soon as HUD provides the funding levels.</p>

2. HUD Form 50900 Attachment B

Source: HUD Form 50900, Elements for the Annual MTW Plan and Annual MTW Report

Reference: OMB Approval Number 2577-0216 (expires 12/31/2011)

Description: The following cross-reference chart is provided as a convenience for HUD review. Per AHA's Amended and Restated MTW Agreement, AHA's reporting requirements are based only on Legacy Attachment B (Attachment B to AHA's MTW Agreement).

Annual Plan Element	Location in FY 2013 MTW Plan
I. Introduction	
A. Table of Contents, which includes all the required elements of the Annual MTW Plan; and	
B. Overview of the Agency's MTW goals and objectives for the year, including new and ongoing MTW activities. An MTW activity is defined as any activity the Agency is engaging in that requires MTW flexibility to waive statutory or regulatory requirements.	Section I. Executive Summary Section II. 2013 Priorities (Priorities 1 - 3) Appendix C. Ongoing Activities Directory
II. General Housing Authority Operating Information	
A. Housing Stock Information:	
Number of public housing units at the beginning of the year;	Appendix D: Housing Opportunities Information 1. Households Served Information
General description of any planned significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year);	Appendix F: Financial Analysis 2. Capital Planning – FY 2013
Description of any new public housing units to be added during the year by development (specifying bedroom size, type, accessible features, if applicable);	Appendix D: Housing Opportunities Information 4. Units to be Added or Removed
Number of public housing units to be removed from the inventory during the year by development specifying the justification for the removal;	
Number of MTW Housing Choice Vouchers (HCV) units authorized;	Appendix F: Financial Analysis 1. Annual Budget – FY 2012
Number of non-MTW HCV units authorized; and	
Number of HCV units to be project-based during the Plan year, including description of each separate project.	Appendix D: Housing Opportunities Information 4. Units to be Added or Removed
B. Leasing information, Planned – this information is estimated and may be subject to change during the Plan year.	
Anticipated total number of MTW PH units leased in the Plan year;	Appendix D: Housing Opportunities Information 1. Households Served Information
Anticipated total number of non-MTW PH units leased in the Plan year;	AHA does not have any non-MTW PHA units in its inventory.

2. HUD Form 50900 Attachment B

Appendix A
6 of 8

Annual Plan Element	Location in FY 2013 MTW Plan
Anticipated total number of MTW HCV units leased in the Plan year;	Appendix D: Housing Opportunities Information 1. Households Served Information
Anticipated total number of non-MTW HCV units leased in the Plan year; and	
Description of anticipated issues relating to any potential difficulties in leasing units (HCV or PH).	Appendix D: Housing Opportunities Information 5. Leasing and Waiting List Information
Optional in Plan: Number of project-based vouchers in-use at the start of the Plan year.	Appendix D: Housing Opportunities Information 1. Households Served Information
C. Waiting List Information	
Description of anticipated changes in waiting lists (site-based, community-wide, HCV, merged); and	Appendix D: Housing Opportunities Information 5. Leasing and Waiting List Information
Description of anticipated changes in the number of families on the waiting list(s) and/or opening and closing of the waiting list(s).	
III. Non-MTW Related Housing Authority Information (Optional)	
A. List planned sources and uses of other HUD or other Federal Funds (excluding HOPE VI); and	N/A
B. Description of non-MTW activities proposed by the Agency.	
IV. Long-term MTW Plan (Optional)	
Describe the Agency's long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.	N/A
V. Proposed MTW Activities: HUD approval requested	
(provide the listed items below grouped by each MTW activity)	
A. Describe each proposed MTW activity;	N/A
B. Describe how each proposed activity relates to at least one of the three statutory objectives;	
C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective;	
D. Describe baselines, proposed benchmarks, and metrics to assess outcomes, include anticipated schedules;	
E. Describe the data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW statutory objectives;	

Annual Plan Element	Location in FY 2013 MTW Plan
F. Cite the authorization(s) detailed in Attachment C or D of this Restated Agreement that give the Agency the flexibility to conduct the activity. Every reasonable effort will be made by the Agency to reference the complete and correct statute or regulation application to a particular initiative; however, failure to cite the correct or entire statute or regulation will not be grounds for disapproval of such initiative in an Annual MTW Plan nor will such failure invalidate the use of the MTW authority necessary to implement and support the initiative; and	N/A
G. Provide the following information for any rent reform initiatives:	
• Agency's Board approval of policy;	
• Impact Analysis;	
• Annual reevaluation of rent reform initiative;	
• Hardship case criteria;	
• Transition period; and	
• Documentation of public hearing (may be same as Annual Plan hearing).	Appendix B: Resolution and Certifications 1. Resolution to Authorize Submission of AHA's FY 2013 MTW Annual Implementation Plan 2. Public Review and Plan Changes
VI. Ongoing MTW Activities: HUD approval previously granted	
(provide the listed items below grouped by each MTW activity)	
A. List activities continued from the prior plan year(s); specify the Plan Year in which the activity was first identified and implemented;	Section II. 2013 Priorities (Priorities 1-3) Appendix C. Ongoing Activities Directory
B. Provide an update on the status of the activity;	
C. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations; and	On November 13, 2008, AHA and HUD executed AHA's Amended and Restated MTW Agreement. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement (collectively, the "Amended and Restated MTW Agreement"), which clarified and expanded AHA's ability to use MTW Funds outside of Section 9 and Section 8 of the U.S. Housing Act of 1937, as amended ("1937 Act"). The Amended and Restated MTW Agreement re-affirmed, in all material respects, all of the authorizations set forth in Appendix A of the Original MTW Agreement and includes these authorizations in Attachment D. AHA has all of the authorizations needed from HUD under the Amended and Restated MTW Agreement to implement the activities described in AHA's FY 2013 MTW Annual Plan.

Annual Plan Element	Location in FY 2013 MTW Plan
D. Describe if the Agency is using outside evaluators.	N/A
VII. Sources and Uses of Funding	
A. List planned sources (Operating, Capital, HCV) and uses of MTW funds;	Appendix F: Financial Analysis 1. Annual Budget – FY 2012
B. List planned sources and uses of State or local funds;	
C. If applicable, list planned sources and uses of the COCC;	N/A: no planned sources and uses of Central Office Cost Center (COCC); AHA has a cost allocation methodology.
D. If using a cost allocation or fee-for-service approach that differs from 1937 Act requirements, describe the deviations and the reasons therefore; and	Appendix F: Financial Analysis 1. Annual Budget – FY 2012
E. List or describe use of single-fund flexibility, if applicable, describe uses across traditional program lines or special circumstances in support of an MTW activity.	
F. Optional - List reserve balances at beginning of the Plan year.	
G. Optional - In Plan Appendix, provide planned sources and uses by AMP.	N/A
VIII. Administrative	
The Agency will provide the following:	
A. Resolution signed by the Board of Commissioners, or other authorized PHA official if there is no Board of Commissioners, adopting the Annual MTW Plan Certification of Compliance (provided at the end of this Attachment B); and	Appendix B: Resolution and Certifications 1. Resolution to Authorize Submission of AHA's FY 2013 MTW Annual Implementation Plan
B. Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable.	N/A

EXHIBIT 1
RESOLUTION ADOPTED AT THE REGULAR MEETING
OF THE BOARD OF COMMISSIONERS HELD ON
WEDNESDAY, MARCH 28, 2012

RESOLUTION

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

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

WHEREAS, AHA has prepared its Fiscal Year (FY) 2013 MTW Annual Implementation Plan (also referred to herein as the FY 2013 MTW Annual Plan);

WHEREAS, the FY 2013 MTW Annual Plan identifies AHA's priorities, projects, activities, and initiatives for AHA's FY 2013, and any policy changes to be implemented during FY 2013 to AHA's Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program;

WHEREAS, AHA has developed the Statement of Policies for Supportive Housing, a new set of policies which is designed to support the creation of housing opportunities for at-risk populations;

WHEREAS, at a briefing held on February 7, 2012, AHA's Senior Management consulted with the Board of Commissioners to solicit their input, guidance and direction regarding the proposed projects, activities, initiatives and policy changes that will be implemented during FY 2013, as described in Exhibit EO-1-A;

WHEREAS, AHA's FY 2013 MTW Annual Plan is the product of an inclusive and comprehensive planning process in which AHA's Senior Management spent numerous hours of planning and consultation with AHA's Board of Commissioners, resident association presidents, AHA advisory board groups, public housing-assisted residents, Housing Choice participants and landlords, AHA employees, Atlanta Legal Aid, local political and government officials, other stakeholders and members of the public;

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

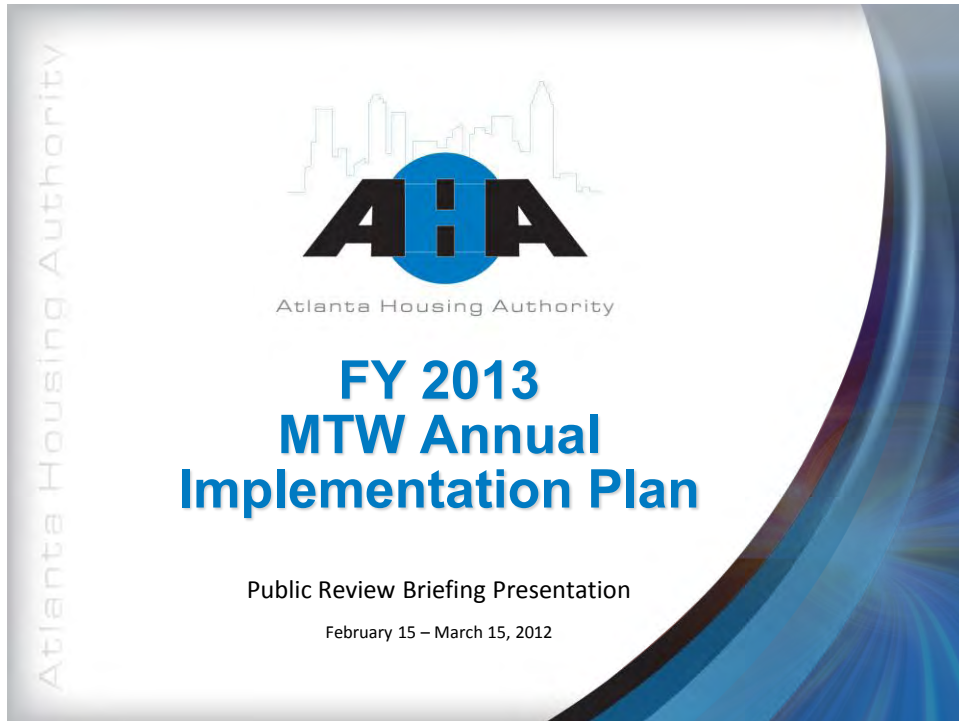
WHEREAS, the consultation process included a properly advertised and noticed public hearing held on March 8, 2012; and

WHEREAS, Senior Management of AHA is now recommending that the Board of Commissioners: (i) approve AHA's FY 2013 MTW Annual Plan; (ii) authorize the submission of AHA's FY 2013 MTW Annual Plan to HUD; (iii) authorize the Chair or the Vice Chair of the Board of Commissioners to execute the HUD Certifications of Compliance, attached as Exhibit EO-1-B; (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2013 MTW Annual Plan; (v) approve the adoption and implementation the Amended and Restated Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program as set forth in the FY2013 MTW Annual Plan; and (vi) approve the adoption and implementation of the new Statement of Policies for Supportive Housing, substantially in the form as attached as Exhibit EO-1-C.

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

1. AHA's FY 2013 MTW Annual Plan, including the projects, activities, initiatives and any policy changes that will be implemented during FY 2013 as described in Exhibit EO-1-A is hereby approved.
2. Each of the Chair or the Vice Chair of the Board of Commissioners, as required, and the President and Chief Executive Officer is hereby authorized to execute Exhibit EO-1-B and any other required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AHA's FY 2013 MTW Annual Plan.
3. The Amended and Restated Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program, as set forth in AHA's FY 2013 MTW Annual Plan, are hereby approved in conjunction with AHA's FY2013 Annual Plan, and AHA is hereby authorized to adopt and implement such policies.
4. The Statement of Policies for Supportive Housing, substantially in the form as attached in Exhibit EO-1-C, is hereby approved in conjunction with AHA's FY 2013 MTW Annual Plan, and AHA is hereby authorized to adopt and implement such policies.
5. The President and Chief Executive Officer is authorized to submit AHA's FY 2013 MTW Annual Plan and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as she shall deem necessary or appropriate or as may be required by HUD.
6. The President and Chief Executive Officer and any person or persons designated and authorized to so act by the President and Chief Executive Officer are hereby authorized to implement the projects, activities, initiatives and any policy changes set forth in the FY 2013 MTW Annual Plan.

**FY 2013 MTW Annual Plan Resolution
Exhibit EO-1-A**



Outline

- Overview of AHA
- FY 2013 MTW Annual Plan Priorities as Proposed
- Policy and Procedure Updates
- Q&A

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

AHA Snapshot



- ▶ 21,267 households – Families, Seniors, Disabled persons
- ▶ Over 50,000 individuals served
- ▶ Over 1,000 acres of land in City of Atlanta
- ▶ 16 mixed-use, mixed-income communities
- ▶ 11 senior high-rise and 2 family residential communities (public housing)
- ▶ Supportive housing
- ▶ Housing Choice tenant-based vouchers
- ▶ \$1.6 billion economic impact on Atlanta
- ▶ 245 Employees
- ▶ \$257 million annual budget for FY 2012

FY2013 MTW Annual Plan Briefing

AHA Goals

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



FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

FY 2013 Priorities

- 1 Implement the business transformation initiative and the integrated Enterprise Resource Planning solution.
- 2 Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.
- 3 Advance the human development services strategy through strategic partnerships and new funding strategies.

FY2013 MTW Annual Plan Briefing

Priority 1 Supporting Activities

1

Implement business transformation initiative and the integrated Enterprise Resource Planning solution.

- A. Implement the **iERP solution**.
- B. Implement a stakeholder education and engagement initiative.
- C. Build **organizational capabilities**.
- D. Initiate a long-term **strategic planning** process.
- E. Develop new sources of revenue and funding.

FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

A. iERP Solution

1

- Objectives:
 - Streamline and automate operations
 - Improve service levels and customer responsiveness
- What will change?
 - iERP will impact AHA's processes, people, policies, technology, and data.



FY2013 MTW Annual Plan Briefing

iERP Solution

1

Business Transformation Dimensions

PROCESS ✚	Public housing, real-estate, and back-office business process simplification, automation, service-level enhancements for families, landlords, development partners, and service providers and improved internal controls.
PEOPLE 👤	Organizational optimization and employee development to support our future-state.
POLICY 📋	Policy & procedure re-design driving operational efficiency for AHA and service-level enhancements for families, landlords, development partners, and service providers.
TECHNOLOGY ⏻	An integrated suite of business systems including an ERP, process automation, document management automation, business intelligence reporting, and self-service capabilities.
DATA 🗄️	Single & secure database for all business critical data and documents.

FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

iERP Solution – FY 2013 Activities

1

Transformation Projects	Target Outcomes
Finance, Procurement & Grant Management	<ul style="list-style-type: none">▪ Reduced administrative costs▪ More timely financial reporting▪ Enhanced business intelligence enabling improved decision making▪ Improved cycle-time of real-estate transactions
Housing Choice and Human Development Services	<ul style="list-style-type: none">▪ Reduced administrative costs▪ Single point of contact for participants & landlords (case management)▪ Improved call center services▪ Reduction in cycle time for recertification and inspections resulting in increased service levels▪ Increased work compliance▪ Improved service provider interaction

FY2013 MTW Annual Plan Briefing

iERP Solution – FY 2013 Activities

1

Transformation Projects	Target Outcomes
AHA-Owned Residential Communities	<ul style="list-style-type: none">▪ Reduced administrative costs▪ Improved transparency of operations driving enhanced service-levels for residents
50058 Administration	<ul style="list-style-type: none">▪ Reduced administrative costs▪ Improved 50058 accuracy, completeness, and timeliness▪ Improved data compliance with HUD's systems

FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

iERP Solution – FY 2013 Activities

1

Transformation Projects	Target Outcomes
Document Management Automation	<ul style="list-style-type: none">▪ Reduced administrative costs▪ Ensure compliance of retention policy▪ Ensure document security & confidentiality▪ Enable document scanning and capture automation
Business Intelligence	<ul style="list-style-type: none">▪ Improved data-driven decision-making▪ Enabled measurement of organizational key performance indicators (KPIs) including progress of families towards self-sufficiency and sustainability of assets & communities▪ Centralized data warehouse▪ Enhanced reporting

FY2013 MTW Annual Plan Briefing

Priority 1 Supporting Activities

1

Implement business transformation initiative and the integrated Enterprise Resource Planning solution.

- A. Implement the **iERP solution**.
- B. Implement a stakeholder education and engagement initiative.
- C. Build **organizational capabilities**.
- D. Initiate a long-term **strategic planning** process.
- E. Develop new sources of revenue and funding.

FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

FY 2013 Priorities

- 1 Implement the business transformation initiative and the integrated Enterprise Resource Planning solution.
- 2 Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.
- 3 Advance the human development services strategy through strategic partnerships and new funding strategies.

FY2013 MTW Annual Plan Briefing

Priority 2 Supporting Activities

2

Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.

- A. Advance master plans for mixed-use, mixed-income communities.
- B. Pursue Choice Neighborhood Implementation grant.
- C. Utilize PBRA as a strategic tool to facilitate housing opportunities.
- D. Expand supportive housing opportunities.
- E. Implement conversion (reformulation) demonstration for Centennial Place.
- F. Continue EPC implementation and unit upgrades for AHA-Owned Residential Communities.
- G. Reposition property management strategy for AHA-Owned Residential Communities.

FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

AHA's Community-Building Approach

2



FY2013 MTW Annual Plan Briefing

Development Plans for FY 2013

2

- Auburn Pointe (Grady Homes sites)
 - Completion of second phase of multifamily.
 - Continue remediation and demolishing structures on off-site acquired land.
- Capitol Gateway (Capitol Homes sites)
 - Continue negotiations for land swap with State of Georgia.
 - Continue remediation and demolishing structures on off-site acquired land.
- CollegeTown at West End (Harris Homes sites)
 - Explore opportunities with Boys & Girls Club of Metro Atlanta for land swap for future homeownership and relocation of the John H. Harland Boys & Girls Club.



FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

Development Plans for FY 2013

2

- Villages of Carver (Carver Homes site)
 - Continue development of retail sites, on-site and off-site.
 - Continue working with Atlanta-Fulton Public Library System to build state-of-the-art public library on off-site parcel.
- Mechanicsville (McDaniel Glenn site)
 - Determine utilization of the warehouse site
 - Identify potential acquisitions to ensure the long term sustainability of the revitalization investments.
- West Highlands (Perry Homes site)
 - Continue public improvements
 - Build for-sale affordable homes and 24 market-rate homes



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Development Plans for FY 2013

2

- Scholar's Landing (University Homes site)
 - Complete construction of 100-unit senior building by June, 2013.
 - May seek LIHTC for affordable senior supportive housing or an assisted living phase for elderly Veterans.
 - Continue discussions with Clark/Atlanta University about potential land swap.
- Centennial Place (Techwood/Clark Howell site)
 - Explore financial feasibility of developing Cupola Building as rental housing.
- Roosevelt Highrise (QLI Site)
 - Negotiating land sale to Georgia Board of Regents to facilitate the education strategy in the Centennial Place and Georgia Tech neighborhoods
- Palmer Highrise (QLI Site)
 - Explore feasibility of off-site replacement housing for revitalization of University Homes



FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

Potential Land Transactions

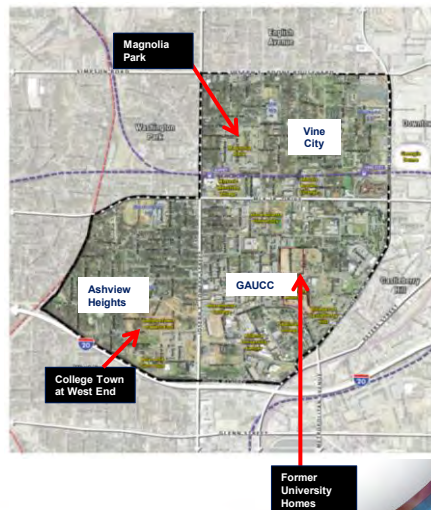
2

- AHA and its development partner(s) may begin preliminary work to repurpose acquisitions as necessary to support the Master Plans and community sustainability.
- Land transactions under consideration or negotiation to support revitalization at:
 - Capitol Gateway (Capitol Homes Revitalization)
 - Scholar's Landing (University Homes Revitalization)
 - CollegeTown at West End (Harris Homes Revitalization)
 - Centennial Place (Techwood/Clark Howell Revitalization)
 - Roosevelt House (Techwood/Clark Howell Revitalization)
 - Palmer House (University Homes Revitalization)
- Herndon Homes under consideration for disposal to State of Georgia (or one of its agencies).

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B. Pursue Choice Neighborhood Implementation grant.

- Revitalization of University Homes
 - Awarded \$250K Choice Neighborhood Planning Grant
 - Applying for Choice Neighborhood Implementation grant



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**FY 2013 MTW Annual Plan Resolution
Exhibit EO-1-A**

Community Engagement



Washington High School



Morehouse College



Kennedy Middle School



Spelman College

C. Utilize PBRA as a strategic tool to facilitate housing opportunities.

2

- Continue to expand the availability of quality affordable housing in healthy, mixed-income communities
- May issue Request for Proposals from private developers and owners
- Explore PBRA demonstration for single family homes in a neighborhood affected by foreclosures.

FY 2013 MTW Annual Plan Resolution Exhibit EO-1-A

D. Expand Supportive Housing opportunities. 2

- Elderly Designated Housing
- PBRA Homeless, Mental Health and Special Needs Demonstration (Regional Commission on Homelessness, United Way)
- Supportive Services for Persons with Mental Disabilities
- Proposal for Affordable Assisted Living Demonstration Project
- Veterans Supportive Housing

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E. Implement conversion (reformulation) demonstration for Centennial Place. 2

- AHA-designed demonstration proposed to HUD in order to sustain and preserve public/private investments in AHA-sponsored mixed-income, mixed-finance communities
- Reformulates subsidy arrangement from Section 9 to Section 8 PBRA
- Seamless to residents
- Designed to ensure continued viability and market competitiveness
- Authorized in AHA's Amended and Restated MTW Agreement



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FY 2013 MTW Annual Plan Resolution Exhibit EO-1-A

2

F. Continue EPC implementation and unit upgrades for AHA-Owned Residential Communities.

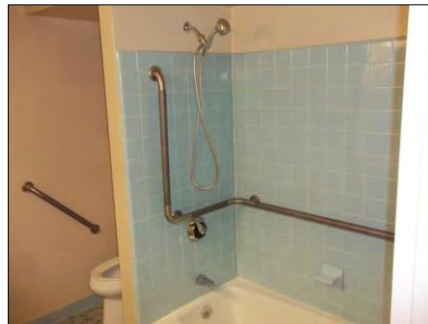
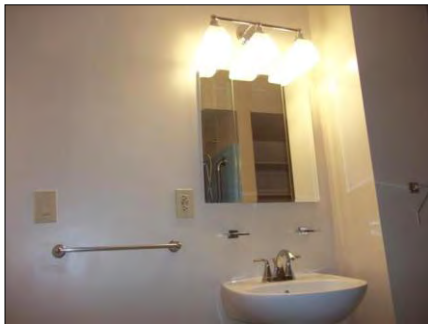
- Complete Energy Performance Contract (EPC) upgrades
- Continue unit upgrades including kitchen cabinets, flooring and closet doors

G. Reposition property management strategy for AHA-Owned Residential Communities.

- Review long-term approach to property management
- Expand scope to include a real estate development component as a vehicle to access private funds for capital improvements
- Initiate competitive solicitation (Contracts end June 30, 2013)

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Bathroom Upgrades



- Paint
- Light
- Sink with lavatory
- Toilet
- Shower wand

FY 2013 MTW Annual Plan Resolution
Exhibit EO-1-A

Kitchen Upgrades



- Cabinets
- Paint
- Light
- Sink with faucet
- Countertop
- Range hood



Unit Upgrades



- Paint
- Flooring
- Blinds
- Ceiling Fan
- Closet Doors

FY 2013 MTW Annual Plan Resolution

Exhibit EO-1-A

FY 2013 Priorities

- 1** Implement the business transformation initiative and the integrated Enterprise Resource Planning solution.
- 2** Advance AHA's real estate initiatives with the goals of community sustainability, market competitiveness and long-term financial sustainability.
- 3** Advance the human development services strategy through strategic partnerships and new funding strategies.

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Priority 3 Supporting Activities

3

Advance the human development services strategy through strategic partnerships and new funding strategies

- A.** Complete needs assessment and development of life-cycle strategies leading to family self-sufficiency.
- B.** Advance early childhood education strategy and other education partnerships.
- C.** Explore establishment of an endowment fund for human development services.

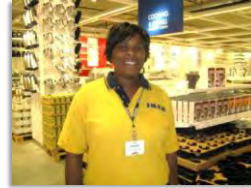
FY2013 MTW Annual Plan Briefing

FY 2013 MTW Annual Plan Resolution Exhibit EO-1-A

A. Complete needs assessment and life-cycle strategies leading to family self-sufficiency.

3

- Complete needs assessment and segmentation analysis
- Determine service provider mix of resources
- Continue development of the *Thriving Family Index*



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B. Advance early childhood education strategy and other education partnerships.

3

- Continue creation of model early childhood learning centers
- Seek funding to support implementation of this model.
- Explore partnerships



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C. Explore establishment of an endowment fund for human development services.

3

- Ensure long-term sustainability and stability
- Broaden long-term partnerships with service providers and foundations
- Proceeds from sale of land assets may be used



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Policy Updates

- Policies govern AHA-sponsored mixed-income residential rental communities, AHA-owned communities, rental housing assisted under the Housing Choice Voucher Program, and guidance for Project Based Rental Assistance.
- Plan submission includes:
 - Updated Policies
 - *Amended and Restated Statement of Corporate Policies*
 - *Amended and Restated Statement of Housing Choice Policies*
 - New Policy
 - *Statement of Policies for Supportive Housing*

FY2013 MTW Annual Plan Briefing

**FY 2013 MTW Annual Plan Resolution
Exhibit EO-1-A**

Update on Procedures

Significant procedural changes being explored or recently implemented:

1. Work/Program Participation Requirement Compliance in Housing Choice tenant-based program
2. Inspections Reengineering
3. Housing Assistance Payments (HAP) Contract and Lease Addendum Update
4. Graduation Program

FY2013 MTW Annual Plan Briefing

Public Comment Period

February 15 – March 15, 2012

Provide comments via the following:

www.atlantahousing.org

strategy@atlantahousing.org

MTW Plan Message Line: 404-817-7458

FY 2013 MTW Annual Plan Resolution
Exhibit EO-1-A



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

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

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2012, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

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

Exhibit EO-1-B

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

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

The Housing Authority of the
City of Atlanta, Georgia
PHA Name

GA 006
PHA Number/HA Code

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

Daniel Halpern
Name of Authorized Official

Chairman, Board of Commissioners
Title

Signature

Date



Statement of Policies for Supportive Housing

Draft for Comment

The Housing Authority of the City of Atlanta, Georgia
Statement of Policies for Supportive Housing

PREAMBLE

The Housing Authority of the City of Atlanta, Georgia (“AHA”) determined that there was a need to develop housing assistance policies for special needs populations such as the homeless, persons with disabilities, persons with mental health or developmental disabilities, U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in supportive services programs and who require a stable housing arrangement to ensure the effectiveness of their respective supportive services plans. Based on its past experience and lessons learned through such activities as the Homeless Demonstration Program, Mental Health Demonstration Program and other Supportive Housing initiatives which were implemented as part of the Project Based Rental Assistance program, AHA concluded that typical housing assistance policies and procedures are not always the best fit for supportive service plans and the varying housing needs of the client populations. In order to fill this gap AHA developed the Statement of Policies for Supportive Housing (“Supportive Housing Policies”).

PART I - INTRODUCTION

ARTICLE ONE. PURPOSE AND APPLICABILITY

The Supportive Housing Policies set forth certain policies that authorize the establishment of operating procedures for project based rental assistance commitments made by AHA in connection with and in support of local initiatives developed solely for the purpose of addressing the local housing needs of at-risk populations. The Supportive Housing Policies are not applicable to rental units designated as *special needs* units pursuant to the State of Georgia’s Qualified Allocation Plan under the Low Income Housing Tax Credit program that comprise less than ten percent of the total units in a mixed-income, mixed-finance rental community.

ARTICLE TWO. APPLICABILITY TO AHA’S MOVING TO WORK AGREEMENT

The Supportive Housing Policies are aligned with the Amended and Restated Moving to Work Agreement (“MTW Agreement”), effective as of November 13, 2008, as further amended by the Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time, by and between the U.S. Department of Housing and Urban Development (“HUD”) and AHA.

1. The MTW Agreement governs and supersedes certain provisions of the United States Housing Act of 1937, as amended, and HUD’s implementing requirements and regulations thereunder, including rules, regulations, contracts, and agreements that have been or will be waived and/or modified by the MTW Agreement. Section VII of Legacy Attachment D of the MTW Agreement authorizes AHA to create its own Housing Choice funded program and develop reasonable policies and processes for providing project based rental assistance.
2. As a Moving to Work agency, AHA will continue to establish, implement and evaluate innovative cost-effective affordable housing strategies that are designed to improve operational efficiencies and help low income families achieve greater economic independence.

Exhibit EO-1-C

3. While recognizing that implementation of various strategic policy initiatives may be immediate, progressive, or refined through various activities and demonstration programs related to special needs populations, the implementation of those policy initiatives, not immediately enumerated in AHA's MTW Annual Plan, may be advanced, provided that such policy initiatives are consistent with the Supportive Housing Policies and the spirit and intent of the authorizations under the MTW Agreement.
4. AHA's President and Chief Executive Officer, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to the Supportive Housing Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision does not alter, change, or modify the original intent of any policy. Any other alterations, changes, and modifications to any policy in Supportive Housing Policies must be approved by the Board of Commissioners.

ARTICLE THREE. SUPPORTIVE HOUSING OPERATING PROCEDURES

1. Project Based Rental Assistance ("PBRA") is an initiative designed and implemented by AHA using its flexibility authorized under its MTW Agreement.
2. PBRA was formerly a subsection of AHA's *Statement of Policies Governing the Housing Choice Tenant-Based Program* ("Housing Choice Policies") until AHA's Board of Commissioners adopted a revision to the Housing Choice Policies on September 3, 2008 to separate PBRA from the Housing Choice program and authorize AHA to develop operating procedures for the implementation and administration of PBRA as a separate program.
3. AHA's Supportive Housing Policies utilize similar operating procedures as those used in AHA's Project Based Rental Assistance program; however, occupancy arrangements, rent determinations, rules regarding continuing assistance and other considerations relating to the special needs of the populations being served will be tailored to various program needs and requirements of the service providers and other professionals operating in the communities to ensure success for participants, service providers, property owners, funders and AHA ("Supportive Housing Operating Procedures").
4. In the event that there is a conflict between PBRA operating procedures and the Supportive Housing Operating Procedures established under the Supportive Housing Policies, then the Supportive Housing Operating Procedures shall govern.
5. A PBRA unit subject to the Supportive Housing Policies and Supportive Housing Operating Procedures is a supportive housing PBRA unit ("Supportive Housing PBRA Unit").

ARTICLE FOUR. SUPPORTIVE HOUSING PARTICIPANT

An eligible family or person who meets the qualifications for admission to and occupancy of an available Supportive Housing PBRA Unit in accordance with the Supportive Housing Policies shall be deemed a participant ("Supportive Housing Participant").

ARTICLE FIVE. SERVICE PROVIDER

A service provider is a qualified organization that has been approved to provide specialized supportive services to Supportive Housing Participants pursuant to Part IV, Article One of the Supportive Housing Policies ("Service Provider").

ARTICLE SIX. SERVICE COORDINATOR

The service coordinator is an organization responsible for developing local strategies for assisting special needs populations, working with public/private resources to identify and/or provide funds for service delivery activities, approving and coordinating Service Providers engaged in specialized supportive services and determining their status as approved Service Providers based on performance, and promoting community engagement and other related activities ("Service Coordinator"). AHA may enter into an agreement with one or more Service Coordinators in connection with AHA's support of one or more Supportive Housing programs and initiatives ("Service Coordinator Agreement") as described herein under Part IV, Article Three. In certain other Supportive Housing programs and initiatives that may be proposed to AHA, AHA, in its discretion, may not require a Service Coordinator and determine that the most effective approach in such cases would be to work directly with service providers, property owners and/or funders.

ARTICLE SEVEN. FAIR HOUSING AND EQUAL OPPORTUNITY

AHA adheres to and supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities. AHA monitors fair housing and equal opportunity compliance at all of the communities governed by the Supportive Housing Policies.

1. AHA acknowledges the protections afforded victims under the *Violence Against Women Act*, and will require owners to include administrative measures to address those protections in their operating procedures, as applicable.
2. AHA acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population residing in Supportive Housing PBRA Units is comprised of LEP persons, AHA will require owners to develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.
3. Owners of Supportive Housing PBRA Units shall assist Supportive Housing Participants with disabilities in accordance with such federal laws, rules and regulations that are applicable to PBRA site-based administration in accordance with the Supportive Housing Policies including, but not limited to application procedures, admission, unit transfer and occupancy requirements, and procedures related to the acceptance, processing and disposition of reasonable accommodation requests.
4. When the Owner is a faith-based organization, the lease between the Supportive Housing Participant and the Owner ("Lease") and/or approved supportive services plan ("Service Plan"), as developed by the Service Provider, cannot require the Supportive Housing Participant's involvement in religious activities.

ARTICLE EIGHT. DECONCENTRATION

In order to realize its corporate vision of Healthy Mixed-Income Communities/Healthy Self-Sufficient Families, AHA is pledged to outcomes that lead to the deconcentration of poverty.

1. In its discretion, AHA may develop a comprehensive deconcentration strategy that would place limitations on the occupancy of assisted households in high poverty areas within the City of Atlanta with the goal and intent of reducing high poverty concentrations.
2. AHA has the authority under its MTW Agreement to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient and effective ways of providing quality, residential communities to low income families.
3. AHA will ensure that the placement of Supportive Housing PBRA Units in residential communities will be sensitive and thoughtful in addressing community standards while promoting the unique requirements of Supportive Housing Participants.

ARTICLE NINE. FRAUD AND MISREPRESENTATION

1. Supportive Housing Participants are required to provide truthful, complete information relating to program participation, supportive service provider requirements, all sources of income, family composition, and all relevant family background information in order to qualify for initial eligibility and continued participation.
2. Supportive Housing Participants who engage in acts of fraud and misrepresentation are subject to loss of PBRA benefits and prosecution under State and Federal laws, and where appropriate, will be referred for prosecution by AHA.
3. A Supportive Housing Participant who has made any misrepresentation or engaged in acts of fraud at the time of admission, during any subsequent recertification, or at any other time shall be denied admission or be subject to termination by the owner, as applicable.

PART II – PROPOSAL SELECTION AND SITE-BASED ADMINISTRATION

In addressing the housing issues of special needs populations, AHA uses PBRA as a development tool and financial incentive for private developers and owners to expand the availability of new or existing high quality Supportive Housing PBRA Units.

ARTICLE ONE. PROPOSAL SELECTION

AHA will periodically solicit developers/owners ("Owner") for new construction, rehabilitation and existing properties who are interested in providing Supportive Housing PBRA Units.

1. AHA will comply with its established procurement protocols for Request for Proposals (RFP) to solicit proposals for Supportive Housing PBRA Units from interested Owners ("Owner Proposal").

Exhibit EO-1-C

2. The details and scope of requirements for the preparation of Owner Proposals will be outlined in the RFP for Supportive Housing PBRA Units.
3. Owner Proposals for Supportive Housing PBRA Units will be selected in accordance with the evaluation criteria set forth in the RFP.
4. Upon approval of a selected Owner Proposal by the AHA Board of Commissioners, AHA will issue a PBRA commitment to the Owner that will expire on a date certain as set forth in the commitment ("PBRA Commitment"). The PBRA Commitment shall acknowledge that AHA will provide Supportive Housing PBRA Units contingent upon the Owner fulfilling the terms and conditions set forth in the PBRA Commitment with respect to the Owner's Proposal. The Owner's failure to meet the terms and conditions before the expiration date of the PBRA Commitment will result in the automatic termination of the PBRA Commitment unless AHA, in its discretion extends the term of the PBRA Commitment.
5. Upon fulfilling the terms and conditions of the PBRA Commitment, AHA and the Owner will enter into a PBRA Agreement for Supportive Housing PBRA Units ("Supportive Housing PBRA Agreement").

ARTICLE TWO. SUPPORTIVE HOUSING PBRA AGREEMENT

Because AHA does not own or control the Owner's Supportive Housing PBRA Units, the Owner shall be responsible for leasing, operating and maintaining the Supportive Housing PBRA Units in accordance with the Supportive Housing PBRA Agreement and Supportive Housing Policies.

1. The Owner shall execute AHA's form of Supportive Housing PBRA Agreement.
2. The term of the Supportive Housing PBRA Agreement shall be two years, unless AHA, in its discretion, approved a longer term in its PBRA Commitment to the Owner.
3. The Owner and Service Provider shall enter into a service provider agreement in a form approved by AHA ("Service Provider Agreement"). An executed copy of the Service Provider Agreement shall be an exhibit to the Supportive Housing PBRA Agreement.
4. The provisions controlling the business relationship between AHA and the Owner shall be outlined in the Supportive Housing PBRA Agreement including, but not limited to, the Owner's obligations related to selecting and entering into an agreement with a qualified Service Provider, site-based administration and other management obligations with respect to the operation of the Supportive Housing PBRA Units, the subsidy arrangement between the Owner and AHA and the submission of reports, as required by AHA, including evaluations and resolution of issues with respect to the performance of the Service Provider in discharging its duties pursuant to the Service Provider Agreement.

ARTICLE THREE. OWNER'S OPERATING PROCEDURES

The Owner is responsible for developing and implementing written operating procedures for communities with Supportive Housing PBRA Units ("Owner's Operating Procedures").

1. The Owner's Operating Procedures must be consistent with the Supportive Housing Policies and Supportive Housing Operating Procedures, and to the requirements of other funding sources and Service Provider Agreements. To the extent that the Service

Exhibit EO-1-C

Coordinator, funding sources and Service Providers have special requirements regarding the occupancy and conduct of Supportive Housing Participants with respect to their Service Plans, such requirements must be included in the Owner's Operating Procedures.

2. The Owner's Operating Procedures must describe how Supportive Housing Participants are selected and admitted into Supportive Housing PBRA Units in coordination with the Service Provider and as may be further provided for in the Service Provider Agreement. The selection of qualified Supportive Housing Participants shall be made by the Service Provider in consultation with the Owner and in accordance with the provisions of the Service Provider Agreement. Qualified Supportive Housing Participants shall be placed on the Supportive Housing PBRA site-based waiting list that the Owner maintains and administers in an equitable and consistent manner. The Owner must maintain records regarding the selection and admission of Supportive Housing Participants and make such records available to AHA upon AHA's request.
3. The Owner's Operating Procedures are subject to review by AHA in order to ensure consistency with the intent of the Supportive Housing Policies.

ARTICLE FOUR. RENT DETERMINATIONS

AHA will follow the rent determination procedures established for the PBRA program in setting the rents for Supportive Housing PBRA Units. When setting rents for single-room occupancy and congregate housing arrangements, AHA will take into consideration the weighted value of shared facilities and amenities.

ARTICLE FIVE. TRAINING

Owners, Service Providers and property management staff who are responsible for the operation of the Supportive Housing PBRA Units and the delivery of supportive services to Supportive Housing Participants are required to attend AHA-organized and/or AHA-sponsored training sessions regarding Supportive Housing Policies, Supportive Housing Operating Procedures, site-based administration, Owner/Services Provider coordination and other related matters.

PART III - ADMISSION AND RESIDENCY REQUIREMENTS

Supportive Housing Participants must comply with all Supportive Housing Policies related to their admission to and residency of Supportive Housing PBRA Units.

ARTICLE ONE. SUPPORTIVE HOUSING ELIGIBILITY REQUIREMENTS

1. The Service Provider shall determine the initial and ongoing eligibility of a family or person as a qualified Supportive Housing Participant for referral to the Owner's site-based waiting list and placement in a Supportive Housing PBRA Unit pursuant to the Supportive Housing Policies and the Service Provider Agreement between the Owner and Service Provider.
2. Each Supportive Housing Participant must have a written Service Plan prepared by the Service Provider that documents the Supportive Housing Participant's agreement to comply with the terms and conditions of the Service Plan.

Exhibit EO-1-C

3. In lieu of AHA's work/program requirements, Supportive Housing Participants must remain in compliance with their Service Plans. Service Providers will maintain a written record of each Supportive Housing Participant's progress in fulfilling Service Plan goals.
4. Supportive Housing Participants must qualify as very-low income members of one or more special needs populations such as the homeless, persons with disabilities, persons with mental health or developmental disabilities, U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in a supportive services program with a Service Provider and who require a stable housing arrangement to ensure the effectiveness of their respective Service Plans.
5. AHA shall establish reasonable program integrity and audit procedures to ensure that the selection, admission and occupancy oversight of Supportive Housing Participants in Supportive Housing PBRA Units are being performed in accordance with the Supportive Housing Policies.

ARTICLE TWO. OCCUPANCY ARRANGEMENTS

Due to the varying housing and service delivery needs of special needs populations, the building format and configuration of Supportive Housing PBRA Units may also vary.

1. Supportive Housing Participants may occupy Supportive Housing PBRA Units in shared housing, single-room occupancy and congregate housing arrangements with shared facilities and amenities.
2. Under the supervision of the Service Provider and in accordance with individual Service Plans, two or more unrelated Supportive Housing Participants may share a single unit provided the number of persons occupying the Supportive Housing PBRA Unit is in compliance with AHA's occupancy standards established for the PBRA program.

ARTICLE THREE. DENIAL OF ADMISSION AND TERMINATION OF ASSISTANCE

1. Owners of Supportive Housing PBRA Units may deny admission or terminate PBRA assistance to a Supportive Housing Participant if it is determined that a Supportive Housing Participant has been or is engaged in a violent criminal activity that could reasonably be expected to be an immediate threat to the health, safety or welfare of others.
2. Pursuant to HUD requirements, Owners of Supportive Housing PBRA Units may deny admission or terminate PBRA assistance to a Supportive Housing Participant if it is determined that such Supportive Housing Participant:
 - A. Has been evicted from federally assisted housing for drug related criminal activity within the three year period preceding application;
 - B. Is currently engaging in the illegal use of drugs;
 - C. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - D. Is subject to a lifetime registration requirement under a state sex offender registration program; or

Exhibit EO-1-C

- E. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.
- 3. Consistent with the intent of Supportive Housing, the Owner and Service Provider may determine to mitigate factors in a Supportive Housing Participant's history through the provisions set forth in such participant's Service Plan.

ARTICLE FOUR. TERM OF RENTAL ASSISTANCE

- 1. Supportive Housing Participants are eligible for rental assistance for as long as they are a resident of an approved Supportive Housing PBRA Unit and continue to comply with the terms and conditions of the Owner's lease agreement and the provisions of the service plan developed by the participant's designated Service Provider.
- 2. In the event that a Supportive Housing Participant voluntarily moves from the Supportive Housing PBRA Unit or is evicted by the Owner for cause, the rental assistance for such Supportive Housing Participant shall terminate and shall not be transferable.
- 3. In the event that a Supportive Housing Participant voluntarily withdraws from the care of the Service Provider or fails to comply with the terms and conditions of the Service Plan which results in the participant's removal from the Service Provider's care, the rental assistance for such Supportive Housing Participant shall terminate and shall not be transferable.
 - a. A determination relating to a former Supportive Housing Participant's continued occupancy as an unassisted resident shall be made in accordance with the terms of the Lease and the Service Plan.
 - b. When the rental assistance is terminated for a Supportive Housing Participant in a shared, single-room occupancy or congregate housing Supportive Housing arrangement, the former Supportive Housing Participant must move from the unit in accordance with the terms and conditions of the Lease and Service Plan for such Supportive Housing arrangements.
- 4. Upon termination or nonrenewal of a Supportive Housing PBRA Agreement, the rental assistance for all Supportive Housing Participants covered by the agreement shall terminate and shall not be transferable.

PART IV - SERVICE PROVIDER ARRANGEMENTS

The Owner and the Service Provider must enter into a Service Provider Agreement that remains active and is fully funded throughout the term of the Supportive Housing PBRA Agreement.

ARTICLE ONE. APPROVAL OF THE SERVICE PROVIDER

In order to provide supportive services to Supportive Housing Participants in Supportive Housing PBRA Units, a Service Provider must be approved by either the Service Coordinator, AHA when there is no Service Coordinator or a state or local agency authorized to make such approvals. If the Service Provider is approved by an authorized state or local agency, the Service Provider shall be required to provide evidence of such approval to the Service Coordinator or AHA when there is no

Exhibit EO-1-C

Service Coordinator. When there is a Service Coordinator, the Service Coordinator will ensure that the Service Provider is qualified to provide specialized supportive services geared to the needs of Supportive Housing Participants. The Service Coordinator shall provide a list of approved Service Providers to AHA on a periodic basis or upon AHA's request.

ARTICLE TWO. SERVICE DELIVERY COORDINATION

The Owner and Service Provider shall coordinate the delivery of services to Supportive Housing Participants in Supportive Housing PBRA Units. When there is a change in the status of a Supportive Housing Participant, the Owner shall notify AHA and the Service Provider shall notify the Service Coordinator and AHA.

ARTICLE THREE. SERVICE COORDINATOR AGREEMENT

1. AHA may enter into a Service Coordinator Agreement with one or more Service Coordinators in connection with AHA's support of one or more Supportive Housing programs and initiatives.
2. The Service Coordinator Agreement shall set forth the obligations of the Service Coordinator to approve, monitor and evaluate the performance of Service Providers and AHA's role as a subsidy provider for Supportive Housing.
3. Pursuant to the Service Coordinator Agreement, the Service Coordinator shall:
 - a. Ensure that Service Providers are qualified to provide specialized supportive services geared to the needs of Supportive Housing Participants.
 - b. Provide a list of such approved Service Providers to AHA on a periodic basis or upon AHA's request.
 - c. Provide periodic progress reports to AHA regarding the performance of Service Providers in serving the needs of Supportive Housing Participants.
4. AHA and the Service Coordinator will mutually agree on the terms and conditions to be set forth in the Service Coordinator Agreement including provisions for the termination of said agreement.

[END]

SECRETARY'S CERTIFICATE

I, RENÉE LEWIS GLOVER, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AHA"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AHA to submit its Fiscal Year 2013 Moving To Work (MTW) Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on March 28, 2012 (the "Meeting").
4. The following Board members were present for the Meeting:

Justine Boyd, Vice Chair
Cecil Phillips
Margarette Paulyne Morgan White
James Allen, Jr.

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

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 29th day of March 2012.

SEAL



RENÉE LEWIS GLOVER,
Secretary

**CERTIFICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN
DEVELOPMENT REGARDING THE HOUSING AUTHORITY OF
THE CITY OF ATLANTA, GEORGIA'S
FY 2013 MOVING TO WORK ANNUAL IMPLEMENTATION PLAN**

On behalf of The Housing Authority of the City of Atlanta, Georgia ("AHA"), and in accordance with AHA's Amended and Restated Moving to Work ("MTW") Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (the "MTW Agreement"), I hereby certify that AHA's FY 2013 MTW Annual Implementation Plan (the "FY 2013 MTW Annual Plan") meets the substantive information reporting requirements of the Paperwork Reduction Act for the MTW Demonstration Program and HUD Form 50900 (OMB Control Number 2577-0216).

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

By: 

Name: Renée Lewis Glover

Title: President & CEO

Date: April 11, 2012

Annual Moving to Work Plan Certifications of Compliance

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

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2012, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

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

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

The Housing Authority of the

City of Atlanta, Georgia

PHA Name

GA 006

PHA Number/HA Code

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

Daniel Halpern

Name of Authorized Official

Signature



Chairman, Board of Commissioners

Title

Date

03.28.12

JB

**Certification of Payments
to Influence Federal Transactions**U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

Applicant Name

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

Program/Activity Receiving Federal Grant Funding

Moving To Work Demonstration Program

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

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

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

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

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

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

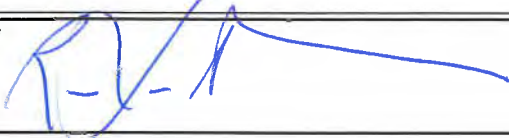
Name of Authorized Official

Renée Lewis Glover

Title

President & Chief Executive Officer

Signature



Date (mm/dd/yyyy)

04/11/2012

Certification for a Drug-Free Workplace

U.S. Department of Housing
and Urban Development

Applicant Name

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

Program/Activity Receiving Federal Grant Funding

Moving To Work Demonstration Program

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

See attached.

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

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

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.

(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Renée Lewis Glover

Title

President & Chief Executive Officer

Signature

Date

X

04/11/2012

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

AHA-Owned Residential Communities

#	Community	Street Address	City	State	Zip Code
1	Barge Road Highrise	2440 Barge Rd	Atlanta	GA	30331
2	Cheshire Bridge Road Highrise	2170 Cheshire Bridge Rd	Atlanta	GA	30324
3	Cosby Spear Highrise	355 North Ave	Atlanta	GA	30308
4	East Lake Highrise ⁽¹⁾	380 East Lake Blvd	Atlanta	GA	30317
5	Georgia Avenue Highrise	174 Georgia Ave	Atlanta	GA	30312
6	Hightower Manor Highrise	2610 Martin Luther King Dr	Atlanta	GA	30311
7	Juniper and Tenth Highrise	150 Tenth St	Atlanta	GA	30309
8	Marian Road Highrise	760 Sidney Marcus Blvd	Atlanta	GA	30324
9	Marietta Road Highrise	2295 Marietta Rd	Atlanta	GA	30318
10	Peachtree Road Highrise	2240 Peachtree Rd	Atlanta	GA	30309
11	Piedmont Road Highrise	3601 Piedmont Rd NE	Atlanta	GA	30305
12	Martin Street Plaza	600 Martin St SE	Atlanta	GA	30312
13	Westminster	1422 Piedmont Ave	Atlanta	GA	30309

⁽¹⁾ Each community is located in Fulton County, except East Lake Highrise which is located in DeKalb County.

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

Former Public Housing Communities

#	Former Public Housing Community	Street Address	City	GA	Zip Code	HUD Project Number	Status
1	Palmer House Highrise	430 Centennial Olympic Park Dr	Atlanta	GA	30313	GA006000140	Demolished
2	Roosevelt House Highrise	582 Centennial Olympic Park Dr	Atlanta	GA	30313	GA006000270	Demolished
3	Bankhead Courts	3400 Maynard Ct	Atlanta	GA	30331	GA006000280	Demolished
4	Bowen Homes	2804 Yates Dr	Atlanta	GA	30318	GA006000120	Demolished
5	Herndon Homes	448 Gray St NW	Atlanta	GA	30318	GA006000592	Demolished
6	Hollywood Courts	2515 Hollywood Ct	Atlanta	GA	30318	GA006000200	Demolished
7	Thomasville Heights	1038 Henry Thomas Dr SE	Atlanta	GA	30315	GA006000170	Demolished
8	Englewood Manor	1271 Gault St SE	Atlanta	GA	30315	GA0060230	Demolished
9	Jonesboro North	2291 Jonesboro Rd	Atlanta	GA	30315	GA0060320	Demolished
10	Jonesboro South	2471 Jonesboro Rd	Atlanta	GA	30315	GA0060310	Demolished
11	U-Rescue Villa	355 North Ave NE	Atlanta	GA	30308	GA0060240	Demolished
12	Leila Valley	2413 Leila Ln SE	Atlanta	GA	30315	GA006029	Demolished

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

Facilities and Land

Facility / Land	Street Address	City	State	Zip Code	HUD Project Number	Status
Facilities Maintenance Shop	749 McDaniel St	Atlanta	GA	30310	GA006060 / GA006051	Demolition/disposition application approved; working with development partner to determine future use
Fulton Street/McDaniel Glenn	0 Fulton St	Atlanta	GA	30312	GA006016	Vacant Property
Harland Discovery Teen Center	433 Peebles St SW	Atlanta	GA	30310	-	Demolished
North Avenue Warehouse	301 North Ave	Atlanta	GA	30354	GA006002	Demolished
Gilbert Gardens Annex	Land Parcel ID: 0014-0033-0001-0107-4	Atlanta	GA	30354	GA006033	Demolished
John Hope Model Building	365 McDaniel St	Atlanta	GA	30313	GA006002	Demolished; Converted to a Park
Cupola Building, Centennial Place	560 Centennial Olympic Park Dr	Atlanta	GA	30313	GA006000090	Historic property, working with development partner to determine future use
Zell Miller Building	528 Merritts Ave	Atlanta	GA	30313	GA006000090	Used as office space for service providers
Roosevelt Administration Building	676 Fair St	Atlanta	GA	30314	GA006000100	Part of University Homes
The Housing Authority of the City of Atlanta, Georgia Corporate Office	230 John Wesley Dobbs Ave NE	Atlanta	GA	30303	-	AHA corporate offices
Bankhead Courts Community Center	3400 Maynard Ct NW	Atlanta	GA	30331	GA006000280	Used by Atlanta Public Schools through an access agreement. AHA considering disposition application

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

Acquisitions

	Parcel ID	Address	City	State	Zip Code	Revitalization Community
(1)	14-0117-0002-021-5	299 Abbott St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-022-3	303 Abbott St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-023-1	307 Abbott St	Atlanta	GA	30310	Harris Homes
(1)(3)	14-0117-0002-024-9	311 Abbott St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-055-2	316 Abbott St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-017-2	320 Abbott St	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-085-1	279-281 Ashby St	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-086-9	285 Ashby St	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-119-8	295-299 Ashby St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-013	333 Ashby St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-029-8	0 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-045-4	0 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-046-2	0 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-030-6	291 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-031-4	297 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-032-2	303 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-028-0	304 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-033-0	309 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1)(3)	14-0117-0002-035-5	315 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1)(3)	14-0117-0002-027-2	1007 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)(3)	14-0117-0002-026	1003 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-025-6	993 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-036	1027 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-037-1	1031 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-038-9	1037 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-039-7	1041 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-040-5	1047 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-095-9	1059 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-083-6	0 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-084-4	928-930 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-082-8	936 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-080-2	944 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-079-4	948 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-078-6	952 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-077-8	954 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-076-0	960 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-075-2	964 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-074-5	968 Frank St	Atlanta	GA	30314	Harris Homes

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

Acquisitions

	Parcel ID	Address	City	State	Zip Code	Revitalization Community
(1)	14-0116-0010-109-9	980 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-054-5	325 Joseph E. Lowery Blvd	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-027-3	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-093-5	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0002-003-3	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-008-1	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0002-017-3	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0002-014-0	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-010-7	926 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-009-9	930 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-089-3	931 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-090-1	935 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-007-3	938 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-091-9	939 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-064-4	940-42 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-092-7	943 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-004-0	944-946 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-003-2	948 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-094-3	949 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-002-4	952 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-095-0	953 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-096-8	957 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-108-1	961 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-099-2	967 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-100-8	975 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-101-5	978 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)(3)	14-0116-0010-030-7	981 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-099-1	984 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-029-9	985 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-100-7	990 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-028-1	993 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-019-9	994 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-018-1	998 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-016-5	1006 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-015-7	1012 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-013-2	1018 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-012-4	1020 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-011-6	1022 Westview Dr	Atlanta	GA	30310	Harris Homes

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
(1) 14-0117-0002-010-8	1026 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-009-0	1030 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-008-2	1032 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-007-4	1036 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-006-6	1040 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-005-8	1044 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-004-1	1052-1054 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-002-5	1056 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-001-7	1060 Westview Dr	Atlanta	GA	30310	Harris Homes
(2) 14-0117-LL-0010	406 Lawton St	Atlanta	GA	30310	Harris Homes
(2) 14-0116-0010-058-8	931 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-059-6	937 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-081-0	940 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-060-4	941 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-061-2	945 Frank St	Atlanta	GA	30314	Harris Homes
14-0110-0004-034-3	875 Booker Washington Dr NW	Atlanta	GA	30314	Magnolia Park
14-0110-0007-007-6	880 Booker Washington Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0004-036-8	883 Booker Washington Dr NW	Atlanta	GA	30314	Magnolia Park
14-0110-0007-004-3	890/892 Booker Washington Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-017-3	755 Carter St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-019-9	765 Carter St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-018-1	767 Carter St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-021-5	81 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-022-3	87 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-023-1	91 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-024-9	93 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-025-6	95 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-158-5	111 James P Brawley Dr NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-003-3	760 Magnolia St	Atlanta	GA	30314	Magnolia Park
14-0110-0009-002-5	768 Magnolia St	Atlanta	GA	30314	Magnolia Park
14-0110-0007-006-8	886 Magnolia St	Atlanta	GA	30314	Magnolia Park
14-0110-0007-056-3	892 Magnolia St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-089-6	791 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-021-9	797 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-022-7	801 Spencer St NW	Atlanta	GA	30314	Magnolia Park

Attachment, Certification for a Drug-Free Workplace (HUD-50070)
AHA-Owned Facilities and Land (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
14-0110-0004-059-0	835 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-060-8	843 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-048-3	847 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-056-6	855 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-057-4	859 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-015-2	883 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-016-0	887 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-018-6	895 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-006-0	804 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-053-3	834 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-054-1	838 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-061-6	846 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-064-0	842 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0010-0004-062-4	850 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0072-0002-031-7	0 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0073-LL-008-7	1463 South Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0002-007-7	1569 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0002-008-5	1599 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0002-012-7	1623 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0006-095-8	1765 New South Pryor Rd	Atlanta	GA	30315	Carver Homes
14-0072-0006-089-1	0 New South Pryor Rd	Atlanta	GA	30315	Carver Homes
14-0072-0006-094-1	257 Amal Dr	Atlanta	GA	30315	Carver Homes
14-0084-0005-041-9	605-607 Fair St	Atlanta	GA	30314	University Homes
14-0084-0005-043-5	615 Fair St	Atlanta	GA	30314	University Homes
14-0109-0005-083-2	649 Fair St	Atlanta	GA	30314	University Homes
14-0109-0005-082-4	651 Fair St	Atlanta	GA	30314	University Homes
14-0109-0005-041	653 Fair St	Atlanta	GA	30314	University Homes
14-0084-0005-073-3	655 Fair St	Atlanta	GA	30314	University Homes
14-0084-0005-090-6	136 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-091-4	138 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-051-8	140 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-050-0	146 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-049-2	152 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-048-4	158 Vine St	Atlanta	GA	30314	University Homes
14-0109-0005-047	162 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-046-8	168 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-044-3	172 Vine St	Atlanta	GA	30314	University Homes

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Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
14-0084-0005-034-4	175 Walnut St	Atlanta	GA	30314	University Homes
14-0045-0006-037-4	380 Decatur St	Atlanta	GA	30312	Grady Homes
14-0046-0010-204-3	15 Hilliard St	Atlanta	GA	30312	Grady Homes
14-0045-0001-059-3	0 Hilliard St	Atlanta	GA	30312	Grady Homes
14-0045-0001-058-5	20 Hilliard St	Atlanta	GA	30312	Grady Homes
14-0045-0001-029-6	0 William Holmes Borders Dr	Atlanta	GA	30312	Grady Homes
14-0046-0010-141-7	333 Auburn Ave	Atlanta	GA	30312	Capitol Homes
14-0046-0010-140-9	333 Auburn Ave	Atlanta	GA	30312	Capitol Homes
14-0046-0010-197-9	333 Auburn Ave	Atlanta	GA	30312	Capitol Homes
14-0044-0001-016-4	341 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-108-9	359 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-109-7	0 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-101-4	361 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-099-0	363 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-022-2	381 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-023-0	303 Oakland Ave	Atlanta	GA	30312	Capitol Homes
14-0044-0001-024-8	0 Oakland Ave	Atlanta	GA	30312	Capitol Homes
14-0085-0013-079-8	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-081-4	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-082-2	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-083-0	0 Ray Alley	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-084-8	394 Crumley St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-085-5	390 Crumley St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-088-9	376 Crumley St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-092-1	579 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-094-7	587 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-095-4	0 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-096-2	0 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-097-0	595 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-098-8	599 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-099-6	603 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-100-2	0 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-101-0	0 Glenn St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-102-8	385 Glenn St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-105-1	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-107-7	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-108-5	584 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-110-1	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn

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Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
14-0085-0013-113-5	0 Ray Alley	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-114-3	592 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-119-2	602 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
17-0228-LL-022-5	2000 Perry Blvd	Atlanta	GA	30318	Perry Homes

⁽¹⁾ Properties were acquired by AHA through a land swap with College Partners, Inc. (CPI) and subsequent condemnations as part of the revitalization of Harris Homes.

⁽²⁾ Properties are additional sites that AHA acquired as part of the revitalization of Harris Homes.

⁽³⁾ Condemned lots; Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation.

NOTE: For the listing of Land Swaps, refer to the HUD-approved Revitalization Plan and Section II. 2013 Priorities: Priority 2

7. Public Review and Plan Changes

Public Review

Atlanta Housing Authority's Fiscal Year 2013 Moving to Work (MTW) Annual Implementation Plan is the product of an inclusive and comprehensive annual planning process involving consultation and strategy development with AHA's Board of Commissioners, executive leadership and employees, AHA-assisted families and advisory groups. AHA further collaborates with strategic partners and service providers, state and local agencies, local community and housing advocacy organizations, and public officials.

The Notice of the FY 2013 MTW Annual Plan Availability and Public Hearing was communicated externally via letters, newsletters and notices to stakeholders and AHA-assisted families and seniors, and through advertisements placed in the following mass media publications on dates as specified below:

Atlanta Journal Constitution

February 19, 2012
March 4, 2012

Fulton County Daily Report

March 1, 2012
March 5, 2012

Atlanta Daily World

March 1, 2012

Mundo Hispanico

March 1, 2012

Atlanta Voice

March 1, 2012

The Champion

March 1, 2012

Additionally, to address the diversity of AHA residents in the AHA-Owned Residential Communities, the public hearing notice was distributed in English, Chinese, Korean, Russian and Spanish.

On Thursday, March 8, 2012, AHA held its FY 2013 MTW Annual Plan Public Hearing to present its proposed Plan and policy changes. The public hearing was held at AHA's corporate office (230 John Wesley Dobbs Avenue, Atlanta, Georgia), where 50 people attended. For the elderly and residents with disabilities living in the AHA-Owned Residential Communities who were unable to attend the public hearing, AHA broadcast a video of the event on AHA's local community channel throughout and after the public comment period closed. The broadcast video incorporated sign-language interpretation.

The comment and review period for the draft FY 2013 MTW Annual Plan was February 15, 2012 through March 15, 2012. The Plan was made available in printed form at AHA's corporate office and AHA-Owned Residential Communities and electronically via AHA's website. Additionally, printed and electronic copies were provided to organizations that participated in briefing sessions, as listed below. Comments could be submitted in-person at a hearing or briefing, by letter (in person at AHA's corporate office, U.S. Post Office or fax), via the website, email, or voicemail.

During the public review period ended March 15, 2012, comments and suggestions were received by AHA and are taken into account in the final version of the Plan as presented for approval by the AHA Board of Commissioners.

Plan Changes

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

BRIEFING SESSIONS FOR FY 2013 MTW ANNUAL PLAN	
February 7, 2012	AHA Board of Commissioners
February 16, 2012	Georgia Department of Community Affairs Atlanta Legal Aid
February 21, 2012	Housing Choice Landlord & Community Advisory Groups
February 22, 2012	AHA-Owned Residential Property Management Companies
February 23, 2012	Public Officials and Atlanta Public School Board Research and Academic Partners Jurisdiction-wide Resident Council Housing Choice Customer Advisory Group
February 27, 2012	The Atlanta Development Authority d/b/a Invest Atlanta Atlanta BeltLine, Inc.
February 28, 2012	AHA Employees
February 29, 2012	Atlanta Regional Commission
March 1, 2012	City of Atlanta Department of Planning & Community Development
March 8, 2012	Service Provider Network
March 8, 2012	Public Hearing

Appendix C: Ongoing Activities Directory (FY 2005 - FY 2012)

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

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

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

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

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
5	Acquisitions NOTE: During FY 2005 to FY 2009, this activity was captured under Real Estate Development and Acquisitions	To further advance its Revitalization Program, AHA will continue acquiring a number of improved or unimproved real estate parcels to support the creation of mixed-use, mixed-income communities, support local revitalization initiatives and stabilize local neighborhoods.	2005	O
6	Administration of HCVP Waiting List NOTE: From FY2007-FY2010, was referred to as "Intake / Waitlist Re-engineering (Housing Choice Supporting Projects - Participant Services)"	Housing Choice undertook the review, purging and automation of the waitlist to create a "ready state" pool of about 6,000 applicants who have confirmed their interest in remaining on the waitlist and who meet CATALYST eligibility requirements and are easily accessed should the waitlist open. In FY 2011, policies were clarified with respect to the equitable methods of ranking Applicants on the Waiting List and the processes for organizing, updating and maintaining Applicant records as set forth in the Operating Procedures. AHA, in its discretion, may establish reasonable procedures for re-evaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the Waiting List must notify AHA of their interest within a specified period of time in order to remain on the Waiting List.	2007	O
7	Affordable Assisted Living Demonstration NOTE: During FY 2005, FY 2006, FY 2007 & FY 2010 was referenced in several ways: "Affordable Assisted Living Demonstration Program", "Developing Supportive Housing" and "Alternative and Supportive Housing" (includes Affordable Assisted Living and Service-Enriched Housing)	AHA will explore and implement strategies that create affordable assisted living opportunities for low-income elderly persons and persons with disabilities. These strategies will leverage resources with Medicaid Waivers or other service funding.	2005	O
8	Affordable Fixed Rent Demonstration NOTE: During FY 2005, FY 2006, & FY 2007, was referred to as the "Affordable Flat Rent Demonstration."	AHA will explore different rent structures for both the Public Housing and Housing Choice Program to further align the program with private sector practices as well as maximize the use of the subsidy resource. During FY 2009, AHA postponed implementation of the Affordable Fixed Rent Demonstration in Housing Choice.	2005	P (2009)
9	Aging Well Program	Recognizing that there are higher percentages of older adults who live independently and want to maintain their quality of life, AHA introduced this program to provide our residents with vibrant physical spaces, active programming, and enhanced opportunities for socialization, learning, and wellness.	2011	O
10	AHA Annual Budget and Previous Year's Expenditures	As part of AHA's Attachment B requirements, AHA includes in its MTW Annual Plan its corresponding fiscal year comprehensive budget and an unaudited report of its previous year's expenditures by line item. AHA's audited financial statements are included in its annual MTW Report.	2005	O
11	AHA Submarket Payment Standards	Using a third-party real estate market research firm, AHA developed its own Payment Standards based on local market conditions and identified submarkets that exist within the City of Atlanta. Separate payment standard schedules will be implemented for each of the identified submarkets upon establishment of new HAP contracts and at the recertification of existing contracts.	2006	O
12	AHA4You Customer and Community Relations	See Customer Community Relations Center		
13	Annual Contributions Contract Waiver	AHA has the MTW flexibility to amend the execution of Annual Contributions Contract's (ACC's) during the MTW Agreement period and can attach waivers to the CFP ACC's that were executed prior to 2004.	2004	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
14	Annual Recertification Re-engineering (Housing Choice Supporting Projects - Participant Services)	AHA is re-engineering its business processes in order to realign its participant recertification annual rent review, annual inspections and annual contract renewals. AHA is exploring and piloting methods for recertification such as mail-in, online, and self-service portals.	2008	O
15	ARRA Funds	The American Recovery and Reinvestment Act of 2009 (ARRA) legislation released the award of a \$2.985 billion Capital Fund formula grant to local housing authorities across the country, with AHA receiving approximately \$26.5 million. AHA used \$6.6 million in ARRA funds for demolition activities at several vacated, obsolete and distressed public housing communities and \$19.9 million to rehabilitate and make quality of life improvements at 13 AHA-Owned Residential Communities.	2010	O
16	Asset Management Systems	AHA is developing a comprehensive asset management system and related infrastructure. AHA will also implement technology projects that support AHA's transformation to an asset management organization, including the development of an integrated database and reporting system that meets AHA's operational needs. See also <i>Integrated Enterprise Resource Planning (ERP) Solution</i>	2006	O
17	Asset Management Under the New Operating Subsidy Rule	AHA uses its MTW Authority in how it implements project-based accounting, project-based management and asset management systems at its properties and Central Office. AHA's approach deviates from HUD's Operating Subsidy Rule methodology which focuses strictly on property operations without regard to the agency's overall strategy and without considering the full life cycle of the property. AHA's Asset Management strategy is further described under Local Asset Management Program.	2008	O
18	Atlanta Community Scholars Awards (ACSA)	The ACSA awards post secondary scholarships to AHA-assisted residents (via an application and selection process) to attend the college, university or technical school of their choice. The United Negro College Fund (UNCF), provides fiscal oversight for grants and gifts received for ACSA and scholarship disbursements to awardees. The funding for the scholarships are underwritten by AHA, its employees and other community donors who support AHA youth in achieving their educational goals.	2006	O
19	Automated Collections Process (Re-engineering Housing Choice Operations)	This activity focused on the development and implementation of an automated system for fraud recovery and tracking of repayment agreements in the voucher program. AHA has postponed the development and implementation of this initiative.	2008	P (2008)
20	Automated Hearing Database (Housing Choice Supporting Projects - Participant Services)	In the participant hearing process, a tracking system was developed using the AHA Oracle database. The results yielded significant improvements with the efficiency, timeliness and objectivity of the scheduling, processing and disposition of participant hearings.	2008	O
21	Automated Outbound Portability Billing (Housing Choice Supporting Projects - Participant Services)	See Port Administration Re-engineering		
22	Business Transformation	To realize its full potential as a diversified real estate company with a public mission and purpose, AHA is undergoing a Business Transformation initiative. The initiative is a three-phase strategy that (I) assesses and evaluates AHA's current business systems and practices, (II) develops and recommends an efficient and effective business model patterned after the best practices of successful private-sector real estate companies and the state-of-the-art information systems that support such companies and (III) develops and launches a business transformation implementation plan. See also <i>Integrated Enterprise Resource Planning (ERP) Solution</i> .	2010	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
23	CATALYST Resource Guide	AHA will continue to publish and distribute the CATALYST Resource Guide which provides a listing of a variety of mainstream resources and opportunities to include educational services, disability services, employment and training, homeownership counseling services, childcare, mental health services, and elderly supportive services. The guide will be updated periodically to remain current and to ensure needed resources are captured in those areas where families reside.	2006	O
24	Clean and Safe Environment Requirement	AHA continues to enforce higher health and safety standards regarding how residents and Housing Choice program participants maintain their housing units. Beginning fiscal year 2005, AHA implemented a more aggressive enforcement of higher standards among residents and Housing Choice Program participants. Under MTW, AHA made meeting these higher standards a requirement for families to receive and maintain their vouchers. AHA is enforcing these standards in partnership with its development partners and private management partners for the Public Housing program, and directly for the Housing Choice program.	2005	O
25	Client Education Seminars	Preceding the start of relocation activities under the Quality of Life Initiative (QLI), AHA provided a variety of educational seminars to families, which included training for participants' success in the Housing Choice Voucher Program; tips and tools on ensuring a successful move; adjusting to a new environment; and utility seminars to educate families on conservation and managing their budgets. AHA will continue facilitating client education and training through the "Empowering S.E.L.F. through the Good Neighbor Outreach Initiative" to further promote life-long learning among assisted households.	2007	O
26	Client Services	See Human Development and Support Services		
27	Comcast Cable Partnership	AHA will continue to use technology at its high-rises to improve the quality of life for elderly & disabled by giving access to two primary cable channels: Security channel to carry security camera feeds; Info channel to broadcast alerts and other announcements.	2006	O
28	Communications Plan	See Media Management		
29	Comprehensive Graduation Program	AHA will develop and implement a comprehensive graduation program for assisted families who have achieved economic self-sufficiency and financial stability and who no longer need rental assistance. AHA will use the standard income levels for determining eligibility as the benchmark for success and will develop and implement strategies to ensure the smooth transition of successful families who have graduated. Such strategies may include financial counseling and homeownership opportunities.	2012	O
30	Comprehensive Homeownership Program	AHA will continue implementing its Comprehensive Homeownership Program which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate- income families in becoming successful homeowners utilizing the following approaches: HOPE VI Homeownership Program - provides a subordinate mortgage loan (which is forgivable over time if certain conditions are met) to low- and moderate- income first-time home buyers; Housing Choice Voucher Homeownership Program-provides mortgage payment assistance to qualified Housing Choice clients seeking homeownership.	2007	O
31	Contract Administration	See Fee-Based Contract Administration		

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
32	Corporate Culture Project NOTE: <i>In FY 2006, this activity was referred to as the "Corporate Culture Plan"</i>	AHA will continue evolving as an organization that values professionalism, integrity, accountability and collaborative teamwork of its human resources. The Corporate Culture Project is now enveloped into AHA's Business Transformation Priority which is assessing and providing recommendations on the business enterprise to include AHA's organizational structure, personnel, business processes and delivery systems.	2006	O
33	Customer Community Relations Center NOTE: <i>From FY2008-FY2011, was referred to as "AHA4You Customer Community Relations"</i>	AHA established and operates a Customer and Community Relations Center including access to a dedicated phone line (1-888-AHA-4YOU) for the community to voice neighborhood and/or client compliments or concerns to AHA. Staff are deployed to respond and investigate concerns in the community as well as attend Neighborhood and Community meetings to build relations and further connect with community and neighborhood residents.	2008	O
34	Deconcentration Strategy NOTE: <i>In FY 2005, this initiative was discussed under "Using the Housing Choice Vouchers to Provide Income-Eligible Families with Access to Communities of Opportunity"</i>	As part of AHA's Housing Choice Voucher Administration, AHA is developing a deconcentration strategy with the goal of reducing significant levels of poverty concentration created by the high absorption rate of assisted housing in impacted communities. As part of this strategy, AHA is implementing place-based and people-based transformation initiatives. The place-based approach works to track, analyze and measure success in reducing the level of assisted housing poverty concentration and to institute processes and procedures that promote the delivery of affordable housing. People-based initiatives focus on providing families human development and coaching and counseling services to connect them to mainstream society, improve their economic viability and to assist them in making more informed choices outside of current mobility patterns. In support of this strategy, see also Project Based Rental Assistance as a Development Tool, Quality of Life Initiative, and Revitalization Priorities.	2005	O
35	Designation of Elderly and Disabled Public Housing Units	AHA uses an alternate process for designating public housing units for elderly and/or disabled persons.	2008	O
36	Developing Alternative & Supportive Housing Resources NOTE: <i>In FY 2006, this was listed as two separate activities: 1. "Developing Alternative Housing Resources" & 2. "Developing Supportive Housing." In FY 2010, this category included: "John O. Chiles Annex Supportive Housing Pilot", "Permanent Designated Housing", and "Affordable Assisted Living Demonstration."</i>	AHA will continue developing and implementing alternative and supportive housing resources for income eligible families. Resources include Elderly Designated Housing, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living or other supportive housing initiatives.	2005	O
37	Document Management Automation NOTE: <i>In FY 2010, this activity was listed under "Housing Choice Supporting Projects - Program Support." In 2011, this activity was referred to as "File Purge and E-Copy"</i>	AHA began transitioning to all electronic participant and landlord document management and file system in the Housing Choice Program. With the implementation of the business transformation and ERP solution, this initiative was extended enterprise-wide. See also <i>Integrated Enterprise Resource Planning (ERP) Solution</i> and <i>Business Transformation</i> .	2007	O
38	Early Childhood Learning Initiative	AHA is working with Atlanta Public Schools, various educators, foundations and other stakeholders on the improvement of early childhood education opportunities. AHA will work with its development partners and other stakeholders to establish world-class Early Childhood Learning Centers at several AHA-sponsored revitalized communities.	2012	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
39	Elderly Income Disregard	As part of this rent policy, when determining annual household income, AHA will disregard the employment income of an Elderly Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan. Provided the employment income does not result in the discontinuance of the elderly person's sole source of annual fixed income, then employment income will be disregarded and not used in calculating annual income. This policy will be applicable to all AHA housing assistance programs and serve as the replacement for applicable HUD rules and regulations.	2005	O
40	Energy Management Initiative <i>NOTE: In FY 2008 and FY 2009, this activity was referred to as "Energy Performance Contracting."</i>	AHA continues to employ energy conservation and efficiency standards, practices and improvements to its properties while enhancing the quality of the living environment for its residents. AHA is utilizing an Energy Performance Contract (EPC) to facilitate upgrades at its AHA-Owned Residential Communities as well as pursuing other funding for green initiatives.	2008	O
41	Enhanced Accessibility Initiative <i>NOTE: In FY2007-FY2011, this activity was also known as the Voluntary Compliance Agreement (VCA).</i>	AHA made improvements and enhancements to its facilities, programs, policies, and procedures to make them accessible to persons with disabilities and will continue making accessibility improvements, as appropriate, to include reasonable accommodations for persons with disabilities.	2007	O
42	Enhanced Business Systems (Lease / Family Obligation Document Enforcement, Enhanced Criminal Screening and Health and Safety Standards)	AHA will continue to enhance the business processes associated with enforcing CATALYST policies and family obligations to include: (1) Streamlining the work program compliance review process and engaging a vendor to expedite the criminal background screening process; (2) Coordinating between Housing Choice and Resident Services to ensure that the needs of participants with disabilities or disabled family members are being met with reasonable accommodations for their circumstances; (3) Utilizing processes to expedite responses to support participants under events of emergency or personal safety, such as foreclosures, natural disasters or Violence Against Women Act (VAWA) issues.	2006	O
43	Enhanced Housing Marketing	See Housing Marketing		
44	Enhanced Inspection Standards <i>NOTE: In 2010, was referred to as Inspections (Housing Choice Supporting Projects - Housing Assistance Payments Contracting). From FY2005 -FY2009, this activity was referred to as "Enhanced Real Estate Inspection Systems."</i>	Components of AHA's Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadraplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections. AHA will continue enhancing its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants.	2005	O
45	Enhanced Relocation Procedures and Database Enhancements <i>NOTE: In FY2006-FY2008, this activity was referred to as "Enhanced Relocation Process and Database Enhancements."</i>	AHA manages and operates a Consolidated Relocation Management System (CRMS) which is used to track and manage residents affected by relocation. Upon completion of the QLI Relocation initiative in FY2011, AHA has continued using the CRMS as a tool for case management.	2006	O
46	Fee-Based Contract Administration <i>NOTE: In FY 2006, this activity was referred to as "Contract Administration."</i>	AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide project-based administration services to HUD. AHA will continue to conduct management and occupancy reviews for over 7,000 units located in the City of Atlanta and Fulton County. Additionally, a portion of revenues earned in excess of expenses as a GA HAP subcontractor will continue to be allocated for AHA community and corporate stewardship activities and self-sufficiency programs.	2006	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
47	Fee-For-Service Methodology	Under this system, AHA charges each property, program, or grant a fixed rate for administration and will continue the implementation of this methodology throughout the life of its MTW Agreement. AHA describes this approach in its Fee-for-Service Implementation Protocol and its Local Asset Management Program. AHA will explore fee-for-service models for consulting services in areas such as performance management reviews, labor compliance, procurement, inspections, virtualization, and human services.	2006	O
48	Financial Management <i>NOTE: In FY 2010, this activity was listed under "Housing Choice Supporting Projects - Financial and Business Operations."</i>	AHA continues to strengthen internal controls related to the processing of Housing Assistance Payments to eligible landlords participating in the Housing Choice Program.	2010	O
49	Financial Operations	AHA combines its Low-Income Operating subsidy, Housing Choice Voucher income and Capital Fund income into a Single Fund to be used for eligible MTW activities.	2005	O
50	Gap Financing	AHA supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80% of Area Median Income) to include Tax Credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects.	2011	O
51	Good Neighbor Program II <i>NOTE: During FY 2006, this activity was referenced under "Program Participation Requirement"</i>	AHA's Good Neighbor Program (GNP) is an instructional program established by AHA and taught by Georgia State University (GSU). The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AHA leverages MTW Funds with GSU resources to support the implementation of this program. The program expanded its coursework to include a certification requirement for participants under three "real life" issues: (1) conflict resolution and problem solving; (2) community expectations – "It takes a Village"; and, (3) valuing life-long education. Also referred to as "Empowering S.E.L.F."	2005	O
52	Homeownership Standards	See Comprehensive Homeownership Program		
53	Housing Choice Budget Utilization Benchmark	The Housing Choice Budget Utilization Benchmark is one of the 12 annual performance benchmarks incorporated in AHA's MTW Agreement. This benchmark requires that the expenditure of fiscal year Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities be greater than or equal to the target benchmark of 98 percent. In its FY 2007 Implementation Plan, AHA added clarifying language for this benchmark. As part of the FY 2008 Implementation Plan, AHA included further clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year until such time that a 12-month period has elapsed and is incorporated in the Revision of MTW Benchmark Protocol. AHA made this clarification in light of changes that HUD has made in funding vouchers based on a calendar year versus a fiscal year.	2005	O
54	Housing Choice Community Advisory Group (Financial and Business Operations)	In an effort to further the success of the Housing Choice Voucher Program in Atlanta's neighborhoods, AHA established a community advisory board aimed at building collaborative relationships among elected officials, neighborhood leaders, advocacy groups, property owners, law enforcement and Housing Choice participants.	2010	O
55	Housing Choice Fair Market Rent Standards	See AHA Submarket Payment Standards		

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
56	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	AHA re-engineered its Housing Choice FSS program in alignment with its CATALYST Plan goals. As a result, AHA developed a simplified FSS Program designed to provide mortgage assistance to eligible Housing Choice participants who were first-time homebuyers. This program transitioned as an opportunity under AHA's Comprehensive Homeownership Program until the FSS grant ended.	2007	C (2008)
57	Housing Choice Fixed Subsidy Initiative	During FY 2007, AHA explored the establishment of a "fixed" subsidy structure for Housing Choice participants. This initiative contemplated a staged reduction of subsidy assistance to Housing Choice participants based on time in the program and other factors and a single annual recertification process with no interim reporting or subsidy change procedures. Although no fixed subsidy structure has been implemented, AHA did implement changes in its recertification process that require a family, during recertification, to only report interim income changes that increase household income.	2007	O
58	Housing Choice Inspection Fees	AHA contemplated charging landlords reasonable fees for pre-inspections and subsequent re-inspections following the initial re-inspection to cover the administrative costs associated with these additional inspections. AHA also contemplated charging participant households a fee to cover the administrative costs of re-inspections due to certain deficiencies which were the responsibility of the household and remained unaddressed. AHA postponed the implementation of this project.	2006	P (2008)
59	Housing Choice Landlord Certification and Training	AHA delayed its plans to develop a mandatory Landlord Certification and Training Program to educate landlords on the requirements for placing and maintaining their properties in the Housing Choice Program. However, landlord briefings with experienced property owners and landlords participating in the tenant-based HC program have been implemented as an informational and relationship management strategy. See Landlord Relationship Management.	2006	P (2008)
60	Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)	During FY 2010, AHA implemented a major system conversion of its HC information technology infrastructure from DDI to Oracle E Business Suite. AHA will continue to refine its business processes and make enhancements to the Oracle system for managing participant and landlord information and to further develop property-level information.	2010	O
61	Housing Choice Voucher Program HAP Abatement Policy	AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the HCVP fails to comply with the AHA's Inspection Standards. The procedures and practices established under this policy are set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.	2011	O
62	Housing Choice Voucher Related MTW Income	AHA's annual funding level from HUD for Housing Choice Voucher funds (i.e.: Section 8 Tenant Based Subsidy) is calculated using the methodology outlined in AHA's MTW Agreement, Attachment A (Calculation of Subsidies). Once received, AHA combines, along with Low-Income Operating funds and certain Capital Funds, into a Single Fund to be used for MTW Eligible Activities.	2005	O
63	Housing Marketing NOTE: In FY 2008, was referred to as "Enhanced Housing Marketing"	AHA will continue to enhance its market approach for attracting and fostering long-term relationships with landlords, private owners, property management companies, and rental housing industry groups to expand AHA's housing resource network for its Housing Choice Voucher Program.	2008	O

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64	Human Development & Support Services <i>Note: During FY 2005 this activity was captured under "Client Services" and in FY 2006 and FY 2007, this activity was referred to as "Human Services Management"</i>	AHA continues to underwrite the cost of professional Human Development and Support Services which provides intensive coaching, counseling and connection to quality resources for families impacted by revitalization or AHA's Quality of Life Initiative (QLI). Additionally, AHA will use on-staff Client Service Counselors to assist residents and HC participants not impacted by revitalization or QLI.	2005	O
65	Human Resources Development <i>NOTE: During FY2008-FY2009, this activity was referred to as "Organizational Initiatives."</i>	As an integral part of AHA's strategic team, the Human Resources Department serves as a resource to all associates and leaders providing guidance in the development, implementation and administration of Human Resource policies, programs and systems to support AHA's goals and objectives. Human Resources, along with executive leadership, will develop the "people strategy" needed to support the transformation of AHA into a diversified real estate company. Initiatives include: people strategy and leadership model, performance management and rewards system, talent management system, human resource information system (HRIS), and an enterprise-wide learning and education program.	2006	O
66	Human Services Management	See Human Development and Support Services		
67	Identity of Interest (IOI) Implementation Protocol	AHA has initiated a new approval process for Identity of Interest (IOI) relationships between an AHA-procured Development Partner and the Development Partner's affiliated general contractor to initiate mixed-finance development construction activities without a competitive bid process. AHA is only required to certify that it adheres to the HUD Site Selection requirements and provisions based on objective estimates for construction costs.	2008	O
68	Individual Development Accounts (IDAs)	Having eliminated the Federal Earned Income Disallowance for residents paying an income adjusted rent, at its discretion, AHA explored the implementation of an IDA initiative which would promote and encourage economic independence among residents through a monetary incentive program. Due to the implementation of AHA's Quality of Life Initiative, AHA discontinued exploring this program and during FY 2009 postponed any further development.	2005	P (2009)
69	Innovative Subsidy Strategies for AHA's Affordable Communities providing Housing for Seniors and Residents with Disabilities	AHA will use innovative strategies for substituting the Section 9 subsidy arrangement for renewable Project Based Rental Assistance at AHA-Owned Residential Communities. The opportunity for such affordable communities to achieve long-term viability can only be realized by either removing (through disposition) or restructuring the Section 9 ACCs (Annual Contributions Contract) governing the group of communities that AHA will retain for a longer period in its real estate-owned portfolio. For further implementation of this strategy, AHA will continue working with HUD to obtain approval of its substitution of Section 9 subsidy with Section 8 subsidy in the AHA-Owned Residential Communities protocol.	2008	O
70	Integrated Enterprise Resource Planning (ERP) Solution <i>NOTE: In FY 2010-2011, this activity was referred to as the "Comprehensive Integrated and Relational Agency-wide Database"</i>	As AHA continues its business transformation, AHA will implement a fully integrated enterprise-wide solution designed to provide business process automation across every department at AHA. The new system will automate business processes internally; automate third-party data-exchange with partners and service providers; eliminate manual, redundant processes and paperwork; introduce broader controls and data security; and integrate business intelligence. The system will include an Enterprise Content Management system as well as Data Warehouse and Business Intelligence system. The system will support greater productivity of AHA's staff, resulting in AHA providing better customer service to AHA-assisted families and the community at large.	2010	O

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71	John O. Chiles Annex Supportive Housing Pilot NOTE: <i>In FY 2008 and 2009, was discussed under "Project Based Rental Assistance as a Development Tool: Developing Alternative and Supportive Housing Resources"</i>	In collaboration with The Integral Group, this pilot program provides comprehensive and intensive support services targeted to low-income residents with developmental and mental disabilities who often struggle to retain stable housing. Providing people who have special needs with a way to connect to various in-home services and resources aids to accomplish the goal of reducing instances where such individuals require emergency public services. Residents are assisted with establishing and maintaining connections to their service providers within the community.	2008	O
72	Landlord Eligibility and Performance Standards	AHA is implementing more rigorous landlord eligibility standards at point of entry and performance standards for continued participation including developing a landlord rating system and incentives for high-performing landlords. See also <i>Housing Choice Landlord Certification and Training</i> .	2012	O
73	Landlord Relationship Management (Housing Choice Supporting Projects - Landlord Services)	To further build upon its relationship with quality property owners and landlords participating in the tenant-based voucher program, AHA will continue enhancing its processes and procedures, and where appropriate, develop policies to effectively manage its landlord pool. This will include the creation of a Landlord Advisory Board, conducting landlord briefings and training, and establishing relationship managers within the Landlord Services Group so that landlords have a primary point of contact on matters pertaining to their participation in the Housing Choice Program.	2010	O
74	Leasing Incentive Fee (LIF)	Deconcentration strategy providing financial incentives to encourage landlords and property owners to lease available housing to families impacted by relocation.	2008	O
75	Local Asset Management Program (LAMP)	The Local Asset Management Program (LAMP) outlines the cost accounting system under which AHA operates. LAMP replaces HUD's asset management requirements by defining AHA's comprehensive program design, including project-based property management, budgeting, accounting and financial management of AHA-Owned Residential Communities and public housing assisted units in Mixed-Income communities, and the other aspects of its business operations, based on AHA's Business Plan.	2010	O
76	Low Income Operating Subsidy and Related Income	HUD implemented a new Low-Income Operating Subsidy funding methodology beginning in 2007. This new funding methodology introduced project (property) based calculations for determining HUD subsidy. Subsequently in FY 2009, AHA developed and submitted to HUD its Local Asset Management Program as part of its FY 2010 MTW Annual Plan. AHA will use the methodology outlined in LAMP for determining property operating subsidy calculations that are submitted to HUD for determining annual Low Income Operating Subsidy levels.	2007	O
77	Mark-to-Market Program	As a HUD-designated Participating Administrative Entity, AHA conducts multi-family asset restructurings in Georgia and, in doing so, determines whether an asset should receive a rent reduction to market or enter into a debt restructuring to ensure that the asset will remain viable over a specified period of time, usually 20 years. AHA continues to hold the contract on this program through its sunset in September, 2011.	2006	O
78	Master Database of Real Estate Owned Portfolio	AHA will build and manage a master database of all AHA-owned or affiliate-owned real estate. By centralizing data that resides throughout the enterprise and establishing quality control protocols, AHA can ensure that the database is an accurate and comprehensive tool for effective portfolio management.	2012	O
79	Media Management NOTE: <i>In FY 2006 - FY 2008 referred to as "Communications Plan"</i>	As part of its communication plan, AHA relies on the procured services of the Alisias Group, an Atlanta-based public relations firm, to manage media relationships at the national, state and local levels; manage certain external community relationships; develop innovative approaches to positive and consistent messaging to AHA-assisted households, local, state and national political bodies and stakeholders. This work includes developing communication materials that are designed to inform, educate and motivate AHA-assisted families as well as the broader community.	2006	O

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80	Mixed Income Communities "Working Laboratory Initiative"	See Private Sector Innovation		
81	MTW Benchmarking Study	During FY 2005, AHA engaged Dr. Thomas D. Boston of EuQuant to conduct an independent, longitudinal study of AHA's MTW Program. AHA's goals under MTW are to facilitate access to better housing opportunities, better neighborhoods and great economic self-sufficiency for assisted families. The study measures the extent to which AHA has achieved these goals. So far, Dr. Boston has provided to AHA a FY 2006 Baseline Report that was included in AHA's FY 2006 MTW Annual Report and a FY 2008 Interim Report included in AHA's FY 2008 MTW Annual Report. Dr. Boston's final report from the three-part study is included in AHA's FY 2010 MTW Annual Report.	2005	O
82	MTW Mixed-Finance Closing Procedures Protocol	AHA carries out a HUD-approved procedure for managing and closing mixed-finance transactions involving MTW or development funds. AHA must identify the type of funds to be used for eligible development, itemize the funds accordingly, and prepare the appropriate documents to close-out the transactions.	2005	O
83	Neighborhood Stabilization Program	AHA will explore establishing a demonstration program to facilitate the stabilization of neighborhoods where it has made significant investments. Under the demonstration program, project based rental assistance may be provided to an Owner-Entity for dispersed single family homes with the neighborhood. Such rental assistance may be structured as part of a lease purchase option for participants.	2012	O
84	Next Generation Solutions Project <i>Note: In FY 2010 Plan, referred to as "Housing Choice Operating System (Housing Choice Supporting Projects- Financial and Business Operations)"</i>	The Next Generation Solutions Project (NGSP) is a comprehensive and integrated system that automates Housing Choice back office operations. Ongoing work on this activity is captured under Housing Choice Operating System (Housing Choice Supporting Projects- Financial and Business Operations)	2006	O
85	Non-Elderly Disabled Income Disregard	AHA amended its Income Disregard policy to include that AHA, in determining annual household income, will disregard the employment income of a Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations.	2011	O
86	Operational Enhancements (Housing Choice Supporting Projects - Housing Assistance Payments Contracting)	During FY 2010, the HAP Contracting group focused on making core business process improvements and procedural changes that create a seamless HAP contracting process. This included conducting a requirements gathering process to look at all major components in their current state, and based on the desired future state, refine and institute Housing Choice and other departmental requirements.	2010	O
87	Organizational Initiatives	Incorporates three enterprise-wide initiatives: Communications Plan, Corporate Culture Project and Human Resources Development. See respective initiatives for details.	2006	O
88	Oversight of Turnkey III Assets <i>NOTE: During FY 2006, this activity was referred to as "Close-out of the Turnkey of Homebuyers Program."</i>	During FY 2009, AHA concluded its Turnkey III Homebuyers Program. The final Turnkey III Annual Contributions Contract was ended with the disposition of the last two lots, which have been transferred to AHA's real estate owned portfolio for later development as homeownership for low-income families.	2006	C (2009)

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
89	Participant Relationship Management (Housing Choice Supporting Projects - Participant Services)	Housing Choice Operations continues to implement strategies to further develop its relationship with participants in order to facilitate self-sufficiency, improve service delivery and ensure their success in mixed-income neighborhoods. Such strategies include educational sessions, enhanced communications, improved phone and walk-in customer service, and conducting a participant needs assessment. Housing Choice and other AHA departmental staff also continue to be trained and briefed in support of this effort.	2010	O
90	PBRA Site & Neighborhood Standards	In lieu of the HUD Site & Neighborhood Standards ("HUD Standards") and in accordance with AHA's MTW Agreement., AHA has developed its own site and neighborhood standards for PBRA developments while complying with the Fair Housing Act and Title VI of the Civil Rights Act of 1964.	2008	O
91	Performance-based Inspections for Multi-family Properties	See <i>Enhanced Inspection Standards</i>	2012	O
92	Permanent Designated Housing NOTE: In FY 2005, referred to as "Designated Housing"	In partnership with private sector developers, AHA will continue to examine approaches in solving the problem of mixing elderly residents and young persons with mental disabilities. A principal goal is to facilitate the development of housing in which the elderly and young persons with disabilities can live independently.	2005	O
93	Place-Based and People-Based De-concentration Plan / Strategy	See Deconcentration Strategy		
94	Place-Based Supportive Services Strategy Pilot	In support of AHA's efforts to enhance the delivery of case management and supportive services to elderly and persons with disabilities in AHA high-rise communities, AHA in collaboration with Atlanta Regional Commission Area Agency on Aging and other partners, implemented a place-based supportive services pilot using the NORC (Naturally Occurring Retirement Community) model. The NORC is a national program model focused on enabling adults to "age in place" and builds the community capacity to support the process. A strong emphasis is placed on resident involvement with priorities set by residents and new initiatives that capitalize on the economy of scale created by the concentration of individuals with similar needs. See also Aging Well.	2006	O
95	Policy Changes (Housing Choice Supporting Projects - Participant Services)	Housing Choice Operations will continue to develop, refine and institute policy and procedures using its MTW flexibility in order to address local challenges and barriers to the effective delivery of housing assistance in the Atlanta market.	2010	O
96	Port Administration Re-engineering NOTE: During FY2006-FY2008, this activity was referred to as "AHA Standards and Incoming / Outgoing Ports." In FY2009, was referred to as "Automated Outbound Portability Billing." In FY2010, was referred to as "Port Administration (Housing Choice Supporting Projects - Financial and Business Operations)."	AHA will continue to build its collaborative relationships with metro Atlanta PHAs to explore strategies for creating seamless mobility administration arrangements and agreed upon procedures and business terms that would be implemented through intergovernmental agreements. AHA is also exploring strategies for contractually passing on its MTW flexibility to partnering PHAs through these intergovernmental agreements.	2006	O
97	Pre-Qualification of Units (Re-engineering Housing Choice Operations)	As described in the FY 2008 MTW Annual Plan, this activity focuses on establishing a methodology to pre-qualify available housing units prior to listing on AHA's website. AHA postponed the development and implementation of this activity.	2008	P (2009)

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98	Pre-Relocation Client Education	As part of its Quality of Life Initiative (QLI), AHA provided a variety of educational seminars to families in advance of relocation efforts to include training on the Housing Choice Voucher program and utility seminars to educate families on conservation and managing their budgets. All QLI-impacted households were successfully relocated during FY 2010 and continue to receive post-relocation support through Human Development and Support Service Providers and AHA's Service Provider Network.	2008	C (2010)
99	Private Sector Innovation <i>NOTE: In FY 2006 - FY 2007, was referred to as Mixed-Income Communities "Working Laboratory Initiative"</i>	The public/private partnerships formed to own AHA-sponsored, mixed-income, multi-family rental apartment communities (Owner Entities) have been authorized by AHA, through various agreements, to leverage the authority under its Restated MTW Agreement to use innovative private sector approaches to eliminate redundancy or unnecessary activity tied to the Section 9 or Section 8 operating subsidy. AHA's asset management function has been organized with respect to the mixed-income rental communities and the PBRA-assisted communities to take a unified approach focused on items such as subsidy considerations, leasing and occupancy reporting, financial reporting, site-based waiting list management, policy-related matters and compliance, as well as oversight guidance with a goal of long-term success and sustainability of these properties.	2006	O
100	Process for Project Based Rental Assistance Developer Selection	AHA may decide to, without a competitive process, provide PBRA to a community where (i) AHA has a direct or indirect ownership interest in the entity that owns the community; (ii) AHA owns the land on which the community has been or is to be developed; or (iii) AHA is funding a portion of the construction costs of the community and subsidizing the operating costs or rents of the community.	2008	O
101	Procurement Enhancements	AHA completely reorganized its procurement functions and department to expand the breadth of its acquisition activities, streamline operations, increase efficiency and enhance quality control. AHA continues to make procurement enhancements to improve its acquisition process and to provide more efficient contract administration.	2008	O
102	Program Flexibility for Special Purpose Vouchers Protocol	HUD allows AHA to incorporate special purpose voucher funding into the Single Fund when the voucher has reached its renewal. In addition, Housing Choice participants receiving special purpose vouchers must comply with the Housing Choice Program requirements. HUD permits AHA to transfer the special purpose voucher 50058 to the MTW 50058 in order to report to HUD accurately.	2008	O
103	Program Moves (Housing Choice Supporting Projects - Participant Services) <i>NOTE: In FY 2006, this activity was referred to as "Voucher Administration Reform: Residential Moves."</i>	In recent years, the destabilizing influence of the excessive number of participant moves occurring with less than one year of tenancy led AHA to initiate a minimum two-year tenancy requirement in FY 2007 - 2008. This strategy has been successful at reducing the volume of program moves by 50%; however, moving forward, AHA views multi-year tenancy as a goal, but not as defined family requirement. AHA will do a total file review and engage in detailed discussions with the family about their individual circumstances and family needs as an approach to enhance family stability and success.	2006	O
104	Program Performance Indicators (Housing Choice Supporting Projects - Program Support)	AHA developed a broader group of financial and operational performance reports to facilitate improved fact-based decision making by the HC management team. Key operational reports (monthly/quarterly) cover MTW benchmark performance, contract and document administration, HC technology enhancements, progress monitoring, compliance activity, applicant and participant demographics, waitlist status, eligibility processing, voucher issuance, RTA processing, program moves, site inspections, annual and interim recertification, and landlords' outreach, application and contract status.	2009	O
105	Project Based Accounting and Financial Systems	AHA continue to refine its finance and accounting approach to include: project-based accounting, business intelligence and enhanced reporting capabilities. AHA will implement best practice solutions for budgeting, forecasting and modeling while aligning specialized roles with the needs of the business.	2006	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
106	Project Based Rental Assistance as a Development Tool <i>Note: During FY 2005 - 2007, was referred to as "Project Based Voucher as a Development Tool"</i>	AHA will continue executing long-term contracts for Project Based Rental Assistance (PBRA) with private developers and owners to facilitate housing opportunities in mixed-income communities and further develop supportive services housing.	2005	O
107	Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration <i>Note: During FY 2006 - 2007, was captured under "Developing Alternative and Supportive Housing Resources"</i>	In support of the Regional Commission on Homelessness' goal to end homelessness in the City of Atlanta, AHA has established a Homeless Demonstration Program in collaboration with United Way of Metropolitan Atlanta, Inc. AHA utilizes PBRA to facilitate the development of supportive services housing for homeless persons by private sector developers. Additionally, AHA may solicit proposals from developers and owners of multi-family developments that provide housing to persons with mental health disabilities and special needs, and who can also provide evidence of a supportive services agreement with a United Way-approved service provider.	2006	O
108	Project Based Rental Assistance Inside of Mixed Income Communities <i>Note: During FY 2006, was referred to as "Project Based Voucher as a Development Tool"</i>	Through a competitive process, AHA solicits private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years through AHA's PBRA program. Commitments for PBRA may be extended beyond the ten year period after meeting agreed upon conditions. AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities for families and the elderly.	2006	O
109	Project Based Rental Assistance Mental Health Demonstration	See Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration		
110	Project Based Rental Assistance Regional Expansion Program	As AHA receives and approves proposals from developers for multi-family rental properties outside of AHA's jurisdiction, AHA will continue to negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metropolitan area, subject to the provisions of State law to permit site-based administration of AHA's Project Based Rental Assistance Program in those jurisdictions.	2008	O
111	Project Based Rental Assistance Site Based Administration	AHA developed and is implementing a Project Based Rental Assistance Agreement, which replaces the former Project Based HAP contract, for the effective implementation of the PBRA Site Based Administration. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AHA inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to PBRA assisted units.	2008	O
112	Project Based Rental Assistance Special Needs Demonstration Program	See Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration		
113	Project Based Voucher as a Development Tool	See Project Based Rental Assistance as a Development Tool		
114	Project Based Voucher On-Site Administration (Housing Choice Voucher Administration Reform) <i>NOTE: In FY 2006, activity was referred to as "Voucher Administration Reform: On-Site Administration."</i>	See Project Based Rental Assistance Site Based Administration		

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
115	Proposed Land Swaps <i>NOTE: In FY 2006-2009, was in Real Estate Development and Acquisitions acquisition strategy for communities undergoing revitalization</i>	As part of its property acquisitions, AHA negotiates and executes land transactions including swaps with a number of entities to further support its revitalization efforts. AHA continues to negotiate land swap transactions to support the communities actively undergoing revitalization.	2006	O
116	Quality of Life (QLI) Initiative	During FY 2007, AHA embarked on the Quality of Life Initiative (QLI) to relocate approximately 2,700 households from 12 deteriorating and obsolete public housing developments to better quality housing, in healthy mixed-income communities. During February, 2010, AHA successfully relocated impacted households from the 12 properties. AHA determines, using its guiding principles, programmatic and return on investment criteria to inform redevelopment plans for the vacated sites of the QLI-impacted communities.	2007	C (2010)
117	Rapid Response Team <i>NOTE: In FY 2008, was referred to as the "Rapid Response Assistance Team"</i>	During FY 2008, AHA established a Rapid Response Assistance Team to expeditiously assist Housing Choice participants impacted by property owner foreclosures. The Team offers a continuum of support leading to the resettlement of impacted families into a new living environment. This team also provides similar services to families impacted by other emergency situations such as natural disasters or property abatement.	2008	O
118	Re-engineering Property Owner / Vendor Process (Re-engineering Housing Choice Operations)	AHA is re-engineering the process for approval and processing of property owners prior to execution of the Housing Assistance Payment (HAP) contract and eliminating paper checks and mailing of remittance forms to landlords by creating web-based access for each property owner.	2008	O
119	Re-engineering the Housing Choice Voucher Program <i>NOTE: From FY2007-FY2010, was referred to as "Re-engineering Housing Choice Operations"</i>	AHA will continue the transformation of its Housing Choice Voucher Program with the goal of developing greater acceptance of the program in Atlanta neighborhoods. AHA will focus on identifying quality affordable housing opportunities in healthy neighborhoods, streamline its internal business processes, systems, operations and service delivery practices, utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program, and create incentives for families in achieving economic independence and self-sufficiency. Initiatives include: customer-focused case management, exploring rent strategies to encourage two-income/two-parent households, batch Enterprise Income Verification (EIV) processing, batch criminal screening processing, and an update of the Housing Choice Operations Manual.	2007	O
120	Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities <i>NOTE: From FY2006-FY2010, was referred to as "Sustaining Mixed Income Investments." In FY2005, was referred to as "Sustaining Investments in Mixed-Income, Mixed-Finance Communities."</i>	AHA is exploring strategies to reformulate the subsidy arrangement for AHA-Sponsored mixed-income, mixed-finance communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under a PBRA Agreement), in order to sustain and preserve investments in these multi-family rental communities AHA will work with HUD to develop the program structure and process for implementation.	2005	O
121	Relocation Policies (Re-engineering Housing Choice Operations)	During FY 2007, AHA developed corporate policies for discretionary actions under the Uniform Relocation Act (URA) to guide relocation staff in providing relocation assistance and processing relocation claims. AHA incorporated the relocation policies as part of its on-going business operations.	2007	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
122	Rent Reasonableness NOTE: During FY 2007, was referred to as the "Automated Rent Reasonableness System"	AHA developed and initiated rent reasonableness determinations in which an independent market analysis is conducted to establish the market equivalent rent for each residential unit in AHA's Housing Choice Voucher Program. This will result in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.	2007	O
123	Rent Simplification / AHA Standard Deductions	During FY2008 AHA adopted a policy, which was clarified in FY2011, that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets used to calculate an assisted household's portion of the contract rent. This policy was adopted and is implemented across all AHA housing and rental assistance programs.	2008	O
124	Re-Occupancy Process	AHA will continue conducting the re-occupancy relocation of households returning to revitalized communities. AHA will improve the functionality and reporting of its Consolidated Relocation Management System (CRMS) allowing Real Estate Operations and Relocation staff to more accurately and effectively track returning residents.	2008	O
125	Replacement Housing Factor Funds	AHA established a Replacement Housing Factor (RHF) - Obligation and Expenditure Implementation Protocol which outlines the process to which AHA manages and utilizes RHF funds to further advance AHA's revitalization activities.	2008	O
126	Resident Survey	In place of the PHAS Resident Survey, AHA conducts a survey annually with all AHA-assisted residents and publishes the results in the MTW Annual Report.	2004	O
127	Resource Development to Support Family Success	AHA continues to develop partnerships and collaborate with established community-based organizations to ensure that all families have access to necessary services and resources for healthy human transformation. AHA researches and applies for grant opportunities that support these activities.	2011	O
128	Responsible Relocation NOTE: In FY 2006, was referred to as "Enhanced Relocation Process"	AHA provides families with the tools to make informed choices about the best housing opportunities for their family. Such opportunities include transfers to remaining AHA high-rise communities (for elderly and disabled residents); moving to private rental communities with a limited percentage of Section 8 project based rental assistance; and utilization of tenant-based vouchers to move to the location of their choice.	2006	O
129	Revitalization Program NOTE: In FY 2005, was referred to as "Repositioning Portfolio" and "Real Estate Development and Acquisitions". Starting in FY 2008, was referred to as "Revitalization Program"	In partnership with excellent private sector developers, AHA will continue transforming conventional public housing developments into economically sustainable, market rate quality, mixed-use, mixed-income communities through its Strategic Revitalization Program. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great recreational facilities and green space; (3) upscale retail and commercial activities; and (4) high performing neighborhood schools.	2005	O
130	School Attendance Requirement	During FY 2006, the Georgia state legislature passed a law that requires minors to be in school in order to receive a work permit. Because of this new law, AHA eliminated its FY 2005 requirement that 16 and 17 year olds work full-time if they are not in school, and instead require all minors under 18 years of age to attend school as a condition of the AHA-assisted family maintaining or receiving subsidy assistance. AHA will continue working with Atlanta Public Schools and will undertake a more aggressive enforcement of the lease requirement for youth to attend school.	2006	O
131	Service Provider Network	The Service Provider Network (SPN) is a focused group of established Atlanta-based service providers that are committed to serving as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. AHA will continue to implement and refine its referral system that connects AHA-assisted families to services and resources available through the Service Provider Network (SPN). Furthermore, AHA will continue using its Human Services providers and Client Services Counselors to facilitate clients' connection to mainstream resources.	2006	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
132	Setting Market Rents Under Housing Choice; Fixed Subsidy	See AHA Submarket Payment Standards and Rent Reasonableness		
133	Single Family Unit Residency / Homeownership Standards	See Standards for Residency in Single Family Homes		
134	Staff Capacity (Housing Choice Supporting Projects - Participant Services)	Housing Choice will enhance and further develop its staff so that work responsibilities align with staff core competencies, communication with internal and external customers is consistent and well informed, and interactions with its customers and clients are more responsive and timely.	2010	O
135	Standards for Residency in Single Family Homes NOTE: <i>In FY 2006, was referred to as "Single Family Unit Residency/Homeownership Standards"</i>	AHA contemplated adopting and implementing single family home eligibility standards (1-4 units) to assure that families are prepared financially and otherwise to live in single family homes and be successful in neighborhoods. Due to other priority Housing Choice Re-engineering efforts, this activity was postponed in FY 2008.	2006	P (2008)
136	Statement of Corporate Policies (SCP) Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)	The Statement of Corporate Policies is the policy document that governs the leasing and residency of public housing-assisted apartments owned, affiliated, or sponsored by AHA. The last amendment of this policy document was approved and adopted by AHA's Board of Commissioners on April 10, 2010.	2005	O
137	Statement of Policies for Special Needs Populations	AHA will develop policies designed to facilitate housing opportunities for special needs populations such as homeless persons, persons with disabilities, military veterans, at-risk families and youth, and other targeted groups who may be enrolled in supportive services programs. AHA has concluded that customized policies and procedures must be developed to accommodate supportive service strategies and the unique housing needs of the clients. AHA's housing assistance policies for special needs populations will use the same rent methodologies as those used in AHA's Project Based Rental Assistance program; however, occupancy arrangements, rent determinations, rules regarding continuing assistance and other considerations relating to the special needs of the populations being served will be adapted.	2012	O
138	Statement of Policies Governing the Housing Choice Tenant-Based Program (Statement of Housing Choice Policies) NOTE: <i>During FY 2007 & FY 2008, this policy was referred to as the "Administrative Plan."</i>	The Statement of Housing Choice Policies (formerly the "Administrative Plan Governing the Housing Choice Voucher Program"), forms the broad policy basis of and authorizes the establishment of administrative procedures and practices that govern AHA's Housing Choice Tenant-Based Program. The last amendment of this policy document was approved and adopted by AHA's Board of Commissioners on April 10, 2010.	2005	O
139	Streamlining Property-Level Operations NOTE: <i>In FY 2005, was discussed under "Sustaining Investments in Mixed-Income, Mixed-Finance Communities"</i>	The central focus of this initiative is to streamline operating procedures at the property level by examining the various regulatory requirements that are attached to financing and funding development activities, as well as to look for ways to reduce duplication of effort and obsolete systems in meeting requirements for HUD and other funding and equity sources. While meeting its due diligence requirements and fulfilling its fiduciary responsibilities, AHA will use a combination of oversight functions internal and external to the organization that will implement compliance procedures sensitive to the various funding sources during FY 2010.	2005	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
140	Subsidy Conversion <i>NOTE: In FY 2005, was discussed under "Real Estate Development and Acquisitions"</i>	See Innovative Subsidy Strategies for AHA's Affordable Communities providing Housing for Seniors and Residents with Disabilities		
141	Subsidy Layering Review and Approval	AHA has established its own subsidy layering review and approval process for PBRA proposals in which it is not or will not be a direct or indirect owner. AHA may use an independent third-party consultant to conduct such reviews.	2010	O
142	Tax Credit Compliance Model	See Streamlining Property-Level Operations		
143	Technology Solutions (Housing Choice Supporting Projects - Participant Services)	See Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)		
144	Technology Solutions (Housing Choice Supporting Projects - Housing Assistance Payments Contracting & Landlord Services)	Core to the operational enhancements of the HAP Contracting group is the requirement to develop or improve its IT solutions. AHA will make investments to improve its landlord/vendor, inspections and pre-HAP contract system modules to correspond to any procedural or process improvements as part of the Housing Choice Program re-engineering. AHA will explore consolidation of its Property Owner Application and Request for Tenancy Approval documents into a single Housing Choice Rental Application form for electronic completion and submission via AHA's Landlord Portal and will establish a state-of-the-art system for listing available housing opportunities.	2010	O
145	Thriving Family Index	In order to more effectively measure and communicate family progress and success, AHA will develop a Thriving Family Index (TFI) tool. The TFI will include success factors such as educational attainment, work status, income levels, school attendance, youth participation in youth development programs, and outcomes of standardized tests. The TFI will provide further intelligence necessary to connect families to the most appropriate services and resources through AHA's Service Provider Network. It will serve as a roadmap for families on their path to self-sufficiency and will facilitate AHA's ability to measure and communicate family success.	2012	O
146	Transforming All Conventional Public Housing Assisted Communities to Market Rate, Mixed-Income Communities	See Revitalization Program		
147	UHAP Bankcards (Housing Choice Supporting Projects - Program Support)	During FY 2008, paper checks for payment of Utility Housing Assistance Payments were eliminated and bankcards were issued to eligible participants. AHA continues to implement the UHAP bank card business system for eligible program participants. Beginning in FY 2009, AHA procured a new vendor, J.P. Morgan Chase, to provide UHAP debit card services to participants on an on-going basis.	2008	O
148	Use of MTW Funds	On January 16, 2009, AHA and HUD executed a second amendment to AHA's Amended and Restated Agreement, clarifying AHA's use of its MTW funds (combined public housing operating, capital funds and voucher program funds). The second amendment reinstates AHA's ability to invest MTW Funds in real estate transactions pursuant to its "Use of MTW Funds" Implementation Protocol and reaffirms that AHA's MTW Funds may be used for MTW eligible activities as defined in the Amended and Restated Agreement and is not restricted to those uses specified in Sections 8 and 9 of the 1937 Act. AHA will implement projects and initiatives that will use a portion of its MTW Funds for housing for low-income families, beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended.	2009	O

NO.	Supporting Activity / Project / Initiative	Description	MTW Plan Start Year	Current Status
149	Utility Allowance Waiver	During FY 2009, AHA examined the cost/benefit of its Excess Utility Billing Program at its remaining AHA-Owned Residential Communities. AHA's analysis found that administrative costs outweighed the collected revenue and AHA elected to discontinue the program beginning in FY 2010. AHA will continue to assess the effects of this change and implement supplemental resident education forums for encouraging energy conservation behaviors.	2007	D (2010)
150	Video Call Down System	This system enables AHA to work closely with Atlanta Police Department, the Property Management Companies and the contracted security companies to increase the effectiveness of the video monitoring and the roving security patrols at all AHA-Owned Residential Communities. This activity actually began the latter part of FY 2005 but was described in FY 2006 MTW Plan (implemented subsequent to submission of FY 2005 MTW Plan).	2005	D (2011)
151	Violence Against Women Act (VAWA)	The Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109-162) articulates requirements in the law that serve and protect the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. With respect to this Act, AHA developed administrative procedures for its Public Housing and Housing Choice programs and continues to enforce them.	2007	O
152	Work/Program Participation Requirement NOTE: In FY 2006, this activity was referred to as "Program Participation Requirement."	Effective October 1, 2004, AHA's work/program participation policy requires that (a) one non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.	2005	O

Appendix D: Housing Opportunities Information

1. Households Served - Projections

		Household Totals	
Community & Program Type	Type of Assistance ⁽⁴⁾	Projected End of FY 2012	Projected End of FY 2013
AHA-Owned Residential Communities	PH	1,942	1,942
AHA-Sponsored Mixed-Income Communities	PH	2,471	2,471
	PBRA	1,408	1,508
	LIHTC-only	1,013	1,013
PBRA Mixed-Income / Supportive Housing	PBRA	2,895	2,895
	LIHTC-only	1,690	1,690
Housing Choice Tenant-Based ⁽¹⁾	HCV	6,972	6,972
Housing Choice Ports	HCV	2,480	2,480
Housing Choice Homeownership ⁽²⁾	HCV	85	101
Homeownership - Other ⁽³⁾	Down-payment	250	287
TOTAL		21,206	21,359

NOTES:

PH = Public Housing (ACC-assisted), PBRA= Project Based Rental Assistance, LIHTC-only = Low-Income Housing Tax Credits only, HCV= Housing Choice Voucher

⁽¹⁾ Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, and port-ins being administered by AHA for other PHAs as well as 25 VASH vouchers (FY 13 only).

⁽²⁾ In FY 2012, four households from the Housing Choice program elected to relinquish their vouchers and become homeowners using downpayment assistance. Therefore, these four households are now reflected in the Homeownership - Other category.

⁽³⁾ Homeownership - Other category includes down payment assistance through the Builders/Owners Initiative or through AHA's Revitalization Program.

⁽⁴⁾ AHA does not have any non-MTW PH or PBRA units in its portfolio. Most PH and PBRA-assisted units in mixed-income, mixed-finance communities are developed using low income housing tax credit equity and are also tax credit units. For reporting purposes, these units are categorized only as PH or PBRA units (not as LIHTC-only units).

2. Household Characteristics (actuals as of June 30, 2011)

Community & Program Type	Unit size					Family type			Income Group by percent Area Median Income (AMI)			
	0/1	2	3	4	4+	Family	Elderly	Non-Elderly Disabled	<30%	30-50%	50-80%	>80%
AHA-Owned Residential Communities ⁽¹⁾	1,835	43	20	29	0	60	1,587	280	1,725	175	25	2
AHA-Sponsored Mixed-Income Communities ^{(2) (3)}	1,319	1,433	569	52	0	1,640	1,230	503	1,337	1,426	608	2
PBRA Mixed-Income / Supportive Housing ^{(2) (4)}	1,128	965	198	5	0	925	955	416	1,083	780	433	0
Housing Choice Tenant-Based	1,264	2,414	2,570	837	156	4,306	747	2,188	5,449	1,475	305	12
Housing Choice Ports	333	892	1,036	267	53	1,893	183	505	2,062	431	86	2

NOTES:

⁽¹⁾ "Almost Elderly" households (442 households in which the head or co-head is 55-61 years of age) are included in the Elderly household counts.

⁽²⁾ AHA does not capture household characteristics for LIHTC-only units within AHA-Sponsored Mixed-Income Communities and PBRA Mixed-Income Developments.

⁽³⁾ Numbers shown do not include data for Ashley Collegetown II or Veranda at Auburn Pointe II as these communities had not reached stabilized occupancy as of June 30, 2011.

⁽⁴⁾ Numbers shown do not include data for Adamsville Green or Woodbridge at Parkway Village as these communities had not reached stabilized occupancy as of June 30, 2011.

3. Waiting List Characteristics (actuals as of June 30, 2011)

Community & Program Type	# Waiting List Households by Percent Area Median Income (AMI)				# Waiting List Households by Bedroom Size Requested					TOTAL
	<30%	30-50%	51-80%	>80%	Studio	1 BR	2 BR	3 BR	4+ BR	
AHA-Owned Residential Communities	1,639	162	24	0	176	1,273	275	77	24	1,825
AHA-Sponsored Mixed-Income Communities ^{(1) (3)}	8,907	7,302	978	5	0	4,062	8,088	4,338	704	17,192
PBRA Mixed-Income / Supportive Housing ^{(2) (3)}	573	4,409	159	0	0	1,308	2,507	1,325	1	5,141
Housing Choice Tenant-Based ⁽⁴⁾	3,873	1,395	29	2						5,299
TOTAL	14,992	13,268	1,190	7	176	6,643	10,870	5,740	729	29,457

Community & Program Type	# Waiting List Households by Family Size (# of Members)					TOTAL
	1	2	3	4	5+	
Housing Choice Tenant-Based ⁽⁴⁾	821	1,259	1,377	982	860	5,299

NOTES:

⁽¹⁾ Numbers shown do not include data for Ashley Collegetown II or Veranda at Auburn Pointe II as these communities had not reached stabilized occupancy as of June 30, 2011.

⁽²⁾ Numbers shown do not include data for Adamsville Green or Woodbridge at Parkway Village as these communities had not reached stabilized occupancy as of June 30, 2011.

⁽³⁾ Numbers shown do not include data for Supportive Housing communities that are leased through referrals from a contracted service provider who provides supportive services to the target population.

⁽⁴⁾ AHA does not capture waiting list data on the Mainstream waiting list and does not maintain a FUP waiting list, because FUP family and youth vouchers are issued through referrals from the public child welfare agency (PCWA) under agreement with AHA.

4. PH and PBRA Units to be Added or Removed (during FY 2013)

Community	Type of Assistance	Units by Bedroom Size					TOTAL Units Added
		Studio	1 BR	2 BR	3 BR	4+ BR	
Veranda at Scholar's Landing	PBRA	0	90	10	0	0	100
TOTAL		0	90	10	0	0	100

5. Leasing and Waiting List Information

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

Community & Program Type	Potential Issues Leasing Units	Potential Changes in Waiting Lists
AHA-Owned Residential Communities	AHA does not expect to experience any issues when leasing units.	<p>AHA engages in recurring dialog with its Property Management Companies (PMCOs) to ensure that they maintain adequate and appropriate waiting lists to optimize community occupancy at AHA-Owned Residential Communities. Operating procedures relative to waiting lists are working well and will continue in FY 2013.</p> <p>AHA does not anticipate any significant changes to the number of families on the waiting list.</p>
AHA-Sponsored Mixed-Income Communities & PBRA Mixed-Income / Supportive Housing	The Owners and Management Agents are responsible for all aspects of leasing and occupancy of the assisted units. While it is difficult to project any potential leasing issues, AHA's Asset Management group, through its Portfolio Management function, will continue to monitor the performance benchmarks for the entire portfolio and work with the Owners and Management Agents to address any adverse trends.	<p>The waiting list at these communities are administered at the sites by the respective Owners and Management Agents. Each is responsible for the opening, closing, ongoing maintenance and purging the site-based waiting list pursuant to their business needs and as defined in their management procedures.</p> <p>AHA is not able to assess the potential change in the number of families on the waiting list since the Owners and Management Agents may, at any time, decide to open or purge the site-based waiting list.</p>
Housing Choice Tenant-Based	AHA does not anticipate any issues for Housing Choice participants in leasing quality rental units in the Atlanta market. In addition, AHA does not anticipate experiencing any issues with the expenditure of the fiscal year Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities.	<p>AHA expects that there will be no changes in the management of its Housing Choice waiting lists for FY 2013.</p> <p>AHA conducted a purge of its Housing Choice waiting list in 2008. Due to a large number of inquiries from individuals who were purged from the waiting list, AHA developed a reinstatement procedure as a formal way to review individuals with legitimate claims to be reinstated on the waiting list. AHA does not anticipate opening the waiting list during FY 2013.</p>

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Definitions - Types of Assistance:

- PH = Public Housing (ACC-assisted) units
- PBRA = Project Based Rental Assistance units
- LIHTC-only = Low-Income Housing Tax Credits only units. Most PH and PBRA-assisted units in mixed-income, mixed-finance communities are developed using low income housing tax credit equity and are also tax credit units. For reporting purposes, these units are categorized only as PH or PBRA units (not as LIHTC-only units).

AHA-Owned Residential Communities

AHA's public housing residential communities serving mostly seniors and disabled adults (11 high-rises) and families (2 communities). Units are under Section 9 Annual Contributions Contracts (ACC).

These communities are candidates for demolition, disposition, subsidy reformulation, and/or other repositioning activities.

#	Community	Former Public Housing Community	Type of Assistance		
			PH	PBRA	LIHTC-only
1	Barge Road Highrise	N/A	X		
2	Cheshire Bridge Road Highrise	N/A	X		
3	Cosby Spear Highrise	N/A	X		
4	East Lake Highrise ⁽¹⁾	N/A	X		
5	Georgia Avenue Highrise	N/A	X		
6	Hightower Manor Highrise	N/A	X		
7	Juniper and Tenth Highrise	N/A	X		
8	Marian Road Highrise	N/A	X		
9	Marietta Road Highrise	N/A	X		
10	Peachtree Road Highrise	N/A	X		
11	Piedmont Road Highrise	N/A	X		
12	Martin Street Plaza	N/A	X		
13	Westminster	N/A	X		

⁽¹⁾ Each community is located in Fulton County, except East Lake Highrise which is located in DeKalb County.

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

AHA Sponsored Mixed-Income, Mixed-Finance Communities

AHA's Strategic Revitalization Program facilitates, by private real estate developers, the creation of market-rate quality mixed-use, mixed-income communities associated with the sites of former public housing projects. Portions of the sites have been disposed of to new owner entities to facilitate the development of the rental phases below. Development of the rental phases is funded through conventional debt, HUD funds, and Low Income Housing Tax Credits (LIHTC).

#	Community	Former Public Housing Community	Type of Assistance		
			PH	PBRA	LIHTC-only
1	Ashley Auburn Pointe I	Grady Homes	X	X	X
2	Ashley CollegeTown I	Harris Homes	X		X
3	Ashley CollegeTown II	Harris Homes	X	X	X
4	Ashley Courts at Cascade I	Kimberly Courts	X	X	X
5	Ashley Courts at Cascade II	Kimberly Courts	X	X	X
6	Ashley Courts at Cascade III	Kimberly Courts	X	X	X
7	Ashley Terrace at West End	Kimberly Courts	X		X
8	Atrium at CollegeTown	Harris Homes	X	X	
9	Capitol Gateway I	Capitol Homes	X	X	X
10	Capitol Gateway II	Capitol Homes	X	X	X
11	Centennial Place I	Clark Howell Techwood Homes	X		X
12	Centennial Place II	Clark Howell Techwood Homes	X		X
13	Centennial Place III	Clark Howell Techwood Homes	X		X
14	Centennial Place IV	Clark Howell Techwood Homes	X		X
15	Columbia Commons	East Lake	X	X	X
16	Columbia Creste at West Highlands	Perry Homes	X		X
17	Columbia Estates at West Highlands	Perry Homes	X		X
18	Columbia Grove at West Highlands	Perry Homes	X		X
19	Columbia Heritage	Perry Homes		X	
20	Columbia High Point Senior	Carver Homes		X	
21	Columbia Mechanicsville (Family) Apartments	McDaniel Glenn	X	X	X
22	Columbia Park Citi at West Highlands	Perry Homes	X		X

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

AHA Sponsored Mixed-Income, Mixed-Finance Communities

#	Community	Former Public Housing Community	Type of Assistance		
			PH	PBRA	LIHTC-only
23	Columbia Senior Residences at Mechanicsville	McDaniel Glenn	X	X	X
24	Columbia Senior Residences at MLK	Capitol Homes		X	
25	Columbia Tower at MLK Village	Capitol Homes		X	
26	Columbia Village ⁽¹⁾	East Lake	X		X
27	Gardens at CollegeTown	Harris Homes	X		
28	Magnolia Park I	John Eagan Homes	X		X
29	Magnolia Park II	John Eagan Homes	X		X
30	Mechanicsville Crossing	McDaniel Glenn	X	X	
31	Mechanicsville Station	McDaniel Glenn	X	X	
32	Veranda at Auburn Pointe	Grady Homes	X	X	
33	Veranda at Auburn Pointe II	Grady Homes		X	
34	Veranda at Carver	Carver Homes		X	
35	Veranda at CollegeTown	Harris Homes		X	
36	Veranda at Scholar's Landing ⁽²⁾	University Homes			
37	Village at Castleberry Hill I	John Hope Homes	X		X
38	Village at Castleberry Hill II	John Hope Homes	X		X
39	Villages at Carver I	Carver Homes	X	X	X
40	Villages at Carver II	Carver Homes	X		X
41	Villages at Carver III	Carver Homes	X	X	X
42	Villages at Carver V	Carver Homes	X	X	X
43	Villages of East Lake I ⁽¹⁾	East Lake	X		
44	Villages of East Lake II ⁽¹⁾	East Lake	X		

⁽¹⁾ Each community is located in Fulton County, except Columbia Village and Villages of East Lake I and II, which are located in DeKalb County.

⁽²⁾ Veranda at Scholar's Landing is still under development.

Note: Grady Homes, Carver Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Perry Homes, University Homes, and Clark Howell/Techwood Homes are all in an active redevelopment process, which includes one or more of the following phases: master planning, resident relocation, demolition, disposition, construction, lease-up, and/or subsidy reformulation.

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

PBRA Mixed-Income / Supportive Housing

Using the flexibility under its MTW Agreement, AHA has designed its own Project Based Rental Assistance (PBRA) program. The program leverages and/or incents development by local Atlanta private real estate developers and Owner Entities to create additional mixed-income developments and supportive housing opportunities. AHA contracts with them for up to 15 years to provide rental assistance that guarantees the availability of affordable units to low-income families for the life of the agreement. Development funding may consist of conventional debt, HUD funds, and Low Income Housing Tax Credits (LIHTC).

#	Community	Former Public Housing Community	Type of Assistance		
			PH	PBRA	LIHTC-only
1	Adamsville Green	N/A		X	
2	Arcadia at Parkway Village	N/A		X	X
3	Ashton Browns Mill	N/A		X	
4	Auburn Glenn	N/A		X	X
5	Avalon Park Family	N/A		X	X
6	Avalon Park Senior	N/A		X	
7	Avalon Ridge	N/A		X	X
8	Campbell Stone	N/A		X	X
9	Columbia at Sylvan Hills	N/A		X	X
10	Columbia Colony Senior	N/A		X	X
11	Columbia Senior Residences at Blackshear	N/A		X	
12	Columbia Senior Residences at Edgewood	N/A		X	
13	Constitution Avenue Apartments	N/A		X	X
14	Crogman School Apartments	N/A		X	X
15	First Step	N/A		X	
16	Gateway at Northside Village	N/A		X	X
17	GE Towers	N/A		X	X
18	Hampton Oaks	N/A		X	
19	Heritage Green	N/A		X	X
20	Heritage Station I	N/A		X	X

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

PBRA Mixed-Income / Supportive Housing

#	Community	Former Public Housing Community	Type of Assistance		
			PH	PBRA	LIHTC-only
21	Heritage Station II	N/A		X	
22	Highbury Terraces	N/A		X	
23	Legacy at Walton Lakes	N/A		X	X
24	Odyssey at Villas	N/A		X	
25	Park at Scott's Crossing	N/A		X	X
26	Park Commons HFOP	N/A		X	X
27	Park Commons HFS	N/A		X	X
28	Peaks at MLK	N/A		X	X
29	Renaissance at Park Place South	N/A		X	X
30	Seven Courts	N/A		X	X
31	Summit Trail	N/A		X	
32	Villas of H.O.P.E.	N/A		X	
33	Welcome House	N/A		X	X
34	Woodbridge at Parkway Village	N/A		X	

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Former Public Housing Communities

These former public housing communities are all vacant and demolished. These properties are all candidates for partial or full disposition and/or other repositioning activities.

#	Former Public Housing Community	HUD Project Number
1	Palmer House Highrise	GA006000140
2	Roosevelt House Highrise	GA006000270
3	Bankhead Courts	GA006000280
4	Bowen Homes	GA006000120
5	Herndon Homes	GA006000592
6	Hollywood Courts	GA006000200
7	Thomasville Heights	GA006000170
8	Englewood Manor	GA0060230
9	Jonesboro North	GA0060320
10	Jonesboro South	GA0060310
11	U-Rescue Villa	GA0060240
12	Leila Valley	GA006029

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Facilities and Land

These properties are all candidates for demolition and/or disposition.

Facility / Land	Address	City	State	Zip Code	Status
Facilities Maintenance Shop	749 McDaniel St	Atlanta	GA	30310	Demolition/disposition application approved; working with development partner to determine future use
Fulton Street/McDaniel Glenn	0 Fulton St	Atlanta	GA	30312	Vacant Property
Harland Discovery Teen Center	433 Peeples St SW	Atlanta	GA	30310	Demolished
North Avenue Warehouse	301 North Ave	Atlanta	GA	30354	Demolished
Gilbert Gardens Annex	Land Parcel ID: 0014-0033-0001-0107-4	Atlanta	GA	30354	Demolished
John Hope Model Building	365 McDaniel St	Atlanta	GA	30313	Demolished; Converted to a Park
Cupola Building, Centennial Place	560 Centennial Olympic Park Dr	Atlanta	GA	30313	Historic property; working with development partner to determine future use
Zell Miller Building	528 Merritts Ave	Atlanta	GA	30313	Used as office space for service providers
Roosevelt Administration Building	676 Fair St	Atlanta	GA	30314	Part of University Homes
The Housing Authority of the City of Atlanta, Georgia Corporate Office	230 John Wesley Dobbs Ave NE	Atlanta	GA	30303	AHA corporate offices
Bankhead Courts Community Center	3400 Maynard Ct NW	Atlanta	GA	30331	Used by Atlanta Public Schools through an access agreement. AHA considering disposition application

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
<i>These properties are all candidates for demolition and/or disposition or will be used to expand AHA's real estate portfolio, provide affordable and/or mixed-income, mixed-use housing opportunities, and support local revitalization initiatives to stabilize local neighborhoods.</i>					
(1) 14-0117-0002-021-5	299 Abbott St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-022-3	303 Abbott St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-023-1	307 Abbott St	Atlanta	GA	30310	Harris Homes
(1)(3) 14-0117-0002-024-9	311 Abbott St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0003-055-2	316 Abbott St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0003-017-2	320 Abbott St	Atlanta	GA	30310	Harris Homes
(1) 14-0116-0010-085-1	279-281 Ashby St	Atlanta	GA	30310	Harris Homes
(1) 14-0116-0010-086-9	285 Ashby St	Atlanta	GA	30310	Harris Homes
(1) 14-0116-0010-119-8	295-299 Ashby St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0003-013	333 Ashby St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-029-8	0 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-045-4	0 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-046-2	0 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-030-6	291 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-031-4	297 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-032-2	303 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-028-0	304 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-033-0	309 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1)(3) 14-0117-0002-035-5	315 Baldwin Pl	Atlanta	GA	30310	Harris Homes
(1)(3) 14-0117-0002-027-2	1007 Baldwin St	Atlanta	GA	30310	Harris Homes
(1)(3) 14-0117-0002-026	1003 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-025-6	993 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-036	1027 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-037-1	1031 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-038-9	1037 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-039-7	1041 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-040-5	1047 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-095-9	1059 Baldwin St	Atlanta	GA	30310	Harris Homes
(1) 14-0116-0010-083-6	0 Frank St	Atlanta	GA	30314	Harris Homes
(1) 14-0116-0010-084-4	928-930 Frank St	Atlanta	GA	30314	Harris Homes
(1) 14-0116-0010-082-8	936 Frank St	Atlanta	GA	30314	Harris Homes
(1) 14-0116-0010-080-2	944 Frank St	Atlanta	GA	30314	Harris Homes
(1) 14-0116-0010-079-4	948 Frank St	Atlanta	GA	30314	Harris Homes
(1) 14-0116-0010-078-6	952 Frank St	Atlanta	GA	30314	Harris Homes
(1) 14-0116-0010-077-8	954 Frank St	Atlanta	GA	30314	Harris Homes

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Acquisitions

	Parcel ID	Address	City	State	Zip Code	Revitalization Community
(1)	14-0116-0010-076-0	960 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-075-2	964 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-074-5	968 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-109-9	980 Frank St	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-054-5	325 Joseph E. Lowery Blvd	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-027-3	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-093-5	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0002-003-3	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-008-1	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0002-017-3	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0002-014-0	0 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-010-7	926 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0117-0003-009-9	930 Westview Dr	Atlanta	GA	30314	Harris Homes
(1)	14-0116-0010-089-3	931 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-090-1	935 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-007-3	938 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-091-9	939 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-064-4	940-42 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-092-7	943 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-004-0	944-946 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-003-2	948 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-094-3	949 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0003-002-4	952 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-095-0	953 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-096-8	957 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-108-1	961 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-099-2	967 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-100-8	975 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-101-5	978 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)(3)	14-0116-0010-030-7	981 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-099-1	984 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-029-9	985 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-100-7	990 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0116-0010-028-1	993 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-019-9	994 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-018-1	998 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-016-5	1006 Westview Dr	Atlanta	GA	30310	Harris Homes
(1)	14-0117-0002-015-7	1012 Westview Dr	Atlanta	GA	30310	Harris Homes

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
(1) 14-0117-0002-013-2	1018 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-012-4	1020 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-011-6	1022 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-010-8	1026 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-009-0	1030 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-008-2	1032 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-007-4	1036 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-006-6	1040 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-005-8	1044 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-004-1	1052-1054 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-002-5	1056 Westview Dr	Atlanta	GA	30310	Harris Homes
(1) 14-0117-0002-001-7	1060 Westview Dr	Atlanta	GA	30310	Harris Homes
(2) 14-0117-LL-0010	406 Lawton St	Atlanta	GA	30310	Harris Homes
(2) 14-0116-0010-058-8	931 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-059-6	937 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-081-0	940 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-060-4	941 Frank St	Atlanta	GA	30314	Harris Homes
(2) 14-0116-0010-061-2	945 Frank St	Atlanta	GA	30314	Harris Homes
14-0110-0004-034-3	875 Booker Washington Dr NW	Atlanta	GA	30314	Magnolia Park
14-0110-0007-007-6	880 Booker Washington Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0004-036-8	883 Booker Washington Dr NW	Atlanta	GA	30314	Magnolia Park
14-0110-0007-004-3	890/892 Booker Washington Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-017-3	755 Carter St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-019-9	765 Carter St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-018-1	767 Carter St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-021-5	81 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-022-3	87 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-023-1	91 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-024-9	93 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-025-6	95 James P Brawley Dr	Atlanta	GA	30314	Magnolia Park
14-0110-0009-158-5	111 James P Brawley Dr NW	Atlanta	GA	30314	Magnolia Park
14-0110-0009-003-3	760 Magnolia St	Atlanta	GA	30314	Magnolia Park
14-0110-0009-002-5	768 Magnolia St	Atlanta	GA	30314	Magnolia Park
14-0110-0007-006-8	886 Magnolia St	Atlanta	GA	30314	Magnolia Park
14-0110-0007-056-3	892 Magnolia St NW	Atlanta	GA	30314	Magnolia Park

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
14-0110-0005-089-6	791 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-021-9	797 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-022-7	801 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-059-0	835 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-060-8	843 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-048-3	847 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-056-6	855 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-057-4	859 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-015-2	883 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-016-0	887 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-018-6	895 Spencer St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0005-006-0	804 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-053-3	834 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-054-1	838 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-061-6	846 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0110-0004-064-0	842 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0010-0004-062-4	850 Thurmond St NW	Atlanta	GA	30314	Magnolia Park
14-0072-0002-031-7	0 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0073-LL-008-7	1463 South Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0002-007-7	1569 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0002-008-5	1599 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0002-012-7	1623 Pryor Rd SW	Atlanta	GA	30315	Carver Homes
14-0072-0006-095-8	1765 New South Pryor Rd	Atlanta	GA	30315	Carver Homes
14-0072-0006-089-1	0 New South Pryor Rd	Atlanta	GA	30315	Carver Homes
14-0072-0006-094-1	257 Amal Dr	Atlanta	GA	30315	Carver Homes
14-0084-0005-041-9	605-607 Fair St	Atlanta	GA	30314	University Homes
14-0084-0005-043-5	615 Fair St	Atlanta	GA	30314	University Homes
14-0109-0005-083-2	649 Fair St	Atlanta	GA	30314	University Homes
14-0109-0005-082-4	651 Fair St	Atlanta	GA	30314	University Homes
14-0109-0005-041	653 Fair St	Atlanta	GA	30314	University Homes
14-0084-0005-073-3	655 Fair St	Atlanta	GA	30314	University Homes
14-0084-0005-090-6	136 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-091-4	138 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-051-8	140 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-050-0	146 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-049-2	152 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-048-4	158 Vine St	Atlanta	GA	30314	University Homes

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
14-0109-0005-047	162 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-046-8	168 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-044-3	172 Vine St	Atlanta	GA	30314	University Homes
14-0084-0005-034-4	175 Walnut St	Atlanta	GA	30314	University Homes
14-0045-0006-037-4	380 Decatur St	Atlanta	GA	30312	Grady Homes
14-0046-0010-204-3	15 Hilliard St	Atlanta	GA	30312	Grady Homes
14-0045-0001-059-3	0 Hilliard St	Atlanta	GA	30312	Grady Homes
14-0045-0001-058-5	20 Hilliard St	Atlanta	GA	30312	Grady Homes
14-0045-0001-029-6	0 William Holmes Borders Dr	Atlanta	GA	30312	Grady Homes
14-0046-0010-141-7	333 Auburn Ave	Atlanta	GA	30312	Capitol Homes
14-0046-0010-140-9	333 Auburn Ave	Atlanta	GA	30312	Capitol Homes
14-0046-0010-197-9	333 Auburn Ave	Atlanta	GA	30312	Capitol Homes
14-0044-0001-016-4	341 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-108-9	359 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-109-7	0 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-101-4	361 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-099-0	363 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-022-2	381 Memorial Dr	Atlanta	GA	30312	Capitol Homes
14-0044-0001-023-0	303 Oakland Ave	Atlanta	GA	30312	Capitol Homes
14-0044-0001-024-8	0 Oakland Ave	Atlanta	GA	30312	Capitol Homes
14-0085-0013-079-8	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-081-4	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-082-2	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-083-0	0 Ray Alley	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-084-8	394 Crumley St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-085-5	390 Crumley St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-088-9	376 Crumley St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-092-1	579 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-094-7	587 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-095-4	0 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-096-2	0 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-097-0	595 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-098-8	599 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-099-6	603 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-100-2	0 Ira St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-101-0	0 Glenn St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-102-8	385 Glenn St	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-105-1	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn

6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2011)

Acquisitions

Parcel ID	Address	City	State	Zip Code	Revitalization Community
14-0085-0013-107-7	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-108-5	584 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-110-1	0 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-113-5	0 Ray Alley	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-114-3	592 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
14-0085-0013-119-2	602 Whitehall Ter	Atlanta	GA	30312	McDaniel Glenn
17-0228-LL-022-5	2000 Perry Blvd	Atlanta	GA	30318	Perry Homes

⁽¹⁾ Properties were acquired by AHA through a land swap with College Partners, Inc. (CPI) and subsequent condemnations as part of the revitalization of Harris Homes.

⁽²⁾ Properties are additional sites that AHA acquired as part of the revitalization of Harris Homes.

⁽³⁾ Condemned lots; Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation.

NOTE: For the listing of Land Swaps, refer to the HUD-approved Revitalization Plan and Section II. 2013 Priorities: Priority 2

Appendix E: Management Information for Owned / Managed Units at AHA-Owned Residential Communities and Assisted Units at Mixed-Income Communities (as of June 30, 2011)

1. Occupancy Rate			
The ratio of occupied public housing units to available units as of the last day of the fiscal year shall be greater than or equal to the target benchmark.			
Program / Community Type	AHA MTW Target (at least)	Actual Occupancy Rate (%)	Difference
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	98%	100%	2.0%
Westminster	98%	100%	2.0%
Family Communities Average	98%	100%	2.0%
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	98%	98.4%	0.4%
Cheshire Bridge Road Highrise	98%	99.4%	1.4%
Cosby Spear Highrise	98%	100%	2.0%
East Lake Highrise	98%	100%	2.0%
Georgia Avenue Highrise	98%	100%	2.0%
Hightower Manor Highrise	98%	99.2%	1.2%
Juniper and Tenth Highrise	98%	98.7%	0.7%
Marian Road Highrise	98%	100%	2.0%
Marietta Road Highrise	98%	97.7%	-0.3% *
Peachtree Road Highrise	98%	100%	2.0%
Piedmont Road Highrise	98%	99.5%	1.5%
Senior Communities Average	98%	99.5%	1.5%
AHA-Sponsored Mixed-Income Communities			
Ashley Auburn Pointe I	98%	90.7%	-7.3% *
Ashley CollegeTown	98%	89.7%	-8.3% *
Ashley Courts at Cascade I	98%	97.8%	-0.2% *
Ashley Courts at Cascade II	98%	90.2%	-7.8% *
Ashley Courts at Cascade III	98%	96.6%	-1.4% *
Ashley Terrace at West End	98%	97.1%	-0.9% *
Atrium at CollegeTown	98%	100%	2.0%
Capitol Gateway I	98%	98.9%	0.9%
Capitol Gateway II	98%	95.9%	-2.1% *
Centennial Place I	98%	98.6%	0.6%
Centennial Place II	98%	90.0%	-8.0% *
Centennial Place III	98%	100%	2.0%
Centennial Place IV	98%	98.8%	0.8%
Columbia Commons	98%	93.8%	-4.3% *
Columbia Creste	98%	93.4%	-4.6% *
Columbia Estate	98%	98.0%	0.0%
Columbia Grove	98%	96.4%	-1.6% *
Columbia Mechanicsville Apartments	98%	93.5%	-4.5% *

Program / Community Type	AHA MTW Target (at least)	Actual Occupancy Rate (%)	Difference	
AHA-Sponsored Mixed-Income Communities, cont.				
Columbia Park Citi	98%	90.2%	-7.8%	*
Columbia Senior Residences at Mechanicsville	98%	94.4%	-3.6%	*
Columbia Village	98%	96.7%	-1.3%	*
Gardens at CollegeTown	98%	96.2%	-1.8%	*
Magnolia Park I	98%	96.6%	-1.4%	*
Magnolia Park II	98%	95.9%	-2.1%	*
Mechanicsville Crossing	98%	100%	2.0%	
Mechanicsville Station	98%	98.4%	0.4%	
Veranda at Auburn Pointe	98%	100%	2.0%	
Village at Castleberry Hill I	98%	97.0%	-1.0%	*
Village at Castleberry Hill II	98%	99.1%	1.1%	
Village of East Lake I	98%	97.8%	-0.2%	*
Village of East Lake II	98%	98.9%	0.9%	
Villages at Carver I	98%	96.4%	-1.6%	*
Villages at Carver II	98%	100%	2.0%	
Villages at Carver III	98%	90.7%	-7.3%	*
Villages at Carver V	98%	91.0%	-7.0%	*
Mixed-Income Communities Average	98%	96.1%	-2%	
Public Housing-Assisted Average	98%	98%	Meets Benchmark	

A. MANAGEMENT NOTES:

Overall, AHA met this benchmark by achieving a combined occupancy rate of 98% for public housing assisted units in AHA-Owned Residential Communities and AHA-Sponsored Mixed-Income Communities. Although there was a noticeable shortfall in benchmark performance in some of the AHA-Sponsored Mixed-Income Communities (starred items above), this shortfall is generally attributable to factors unrelated to the viability of the communities. The occupancy rate within communities with a low number of assisted units can easily be skewed downward with just one or two vacancies. Additionally, vacant unit turnovers in some communities that occurred near the end of FY 2011 were subsequently leased during the first month of the new fiscal year. Finally, situations unique to some communities, such as extraordinary repairs and property manager turnover, impacted the timing of leasing units before the reporting deadline. AHA's portfolio management staff will continue to monitor occupancy in collaboration with the professional management companies responsible for the AHA-Sponsored Mixed-Income Communities in order to improve performance.

Each of the AHA-Sponsored Mixed-Income Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance (including conducting periodic inspections, audits, and business process reviews), reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

2. Percent Rents Uncollected			
Gross tenant rents receivable through the last day of the fiscal year divided by the total amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.			
Program / Community Type	AHA MTW Target (at most)	Actual Rents Uncollected (%)	Difference
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	2%	1%	-1.1%
Westminster	2%	1%	-1.4%
Family Communities Average	2%	1%	-1.2%
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	2%	0.0%	-2.0%
Cheshire Bridge Road Highrise	2%	0.0%	-2.0%
Cosby Spear Highrise	2%	0%	-1.7%
East Lake Highrise	2%	0%	-2.0%
Georgia Avenue Highrise	2%	0%	-1.9%
Hightower Manor Highrise	2%	0.1%	-1.9%
Juniper and Tenth Highrise	2%	0.1%	-1.9%
Marian Road Highrise	2%	0%	-1.7%
Marietta Road Highrise	2%	0.0%	-2.0%
Peachtree Road Highrise	2%	0%	-2.0%
Piedmont Road Highrise	2%	0.2%	-1.8%
Senior Communities Average	2%	0.1%	-1.9%
AHA-Sponsored Mixed-Income Communities			
Ashley Auburn Pointe I	2%	0.0%	-2.0%
Ashley CollegeTown	2%	1.0%	-1.0%
Ashley Courts at Cascade I	2%	10.5%	8.5%
Ashley Courts at Cascade II	2%	14.1%	12.1%
Ashley Courts at Cascade III	2%	16.4%	14.4%
Ashley Terrace at West End	2%	0.0%	-2.0%
Atrium at CollegeTown	2%	0%	-2.0%
Capitol Gateway I	2%	1.4%	-0.6%
Capitol Gateway II	2%	0.0%	-2.0%
Centennial Place I	2%	0.3%	-1.7%
Centennial Place II	2%	1.5%	-0.5%
Centennial Place III	2%	1%	-1.0%
Centennial Place IV	2%	0.2%	-1.8%
Columbia Commons	2%	0.0%	-2.0%
Columbia Creste	2%	0.0%	-2.0%
Columbia Estate	2%	-3.4%	-5.4%
Columbia Grove	2%	1.1%	-0.9%
Columbia Mechanicsville Apartments	2%	-5.3%	-7.3%

*
*
*

Program / Community Type	AHA MTW Target (at most)	Actual Rents Uncollected (%)	Difference
AHA-Sponsored Mixed-Income Communities, cont.			
Columbia Park Citi	2%	0.0%	-2.0%
Columbia Senior Residences at Mechanicsville	2%	0.4%	-1.6%
Columbia Village	2%	0.0%	-2.0%
Gardens at CollegeTown	2%	2.8%	0.8%
Magnolia Park I	2%	3.3%	1.3%
Magnolia Park II	2%	2.6%	0.6%
Mechanicsville Crossing	2%	0%	-2.3%
Mechanicsville Station	2%	8.1%	6.1%
Veranda at Auburn Pointe	2%	0.0%	-2.0%
Village at Castleberry Hill I	2%	2.3%	0.3%
Village at Castleberry Hill II	2%	-1.0%	-3.0%
Village of East Lake I	2%	-5.4%	-7.4%
Village of East Lake II	2%	1.6%	-0.4%
Villages at Carver I	2%	1.4%	-0.6%
Villages at Carver II	2%	0%	-2.0%
Villages at Carver III	2%	0.0%	-2.0%
Villages at Carver V	2%	2.3%	0.3%
Mixed-Income Communities Average	2%	1.4%	-1%
Public Housing-Assisted Totals	2%	0%	Exceeds Benchmark

A. MANAGEMENT NOTES:

Overall, AHA exceeded this benchmark. The AHA-Sponsored Mixed-Income Communities that fell below this benchmark (starred items above) were addressing issues relating to the impact of the economic downturn on resident households comprised mostly of families. AHA's portfolio management staff will continue to monitor uncollected rents in collaboration with the professional management companies responsible for the AHA-Sponsored Mixed-Income Communities in order to improve performance.

Each of the AHA-Sponsored Mixed-Income Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance (including conducting periodic inspections, audits, and business process reviews), reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

3. Emergency Work Orders Completed or Abated in <24 Hours			
The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as “emergency resolved through temporary measure, and a work order for long term resolution has been issued.”)			
Program / Community Type	AHA MTW Target (at least)	Actual Emergency Work Orders Completed / Abated in <24 hrs (%)	Difference
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	99%	100%	1.0%
Westminster	99%	100%	1.0%
Family Communities Average	99%	100%	1.0%
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	99%	100%	1.0%
Cheshire Bridge Road Highrise	99%	100%	1.0%
Cosby Spear Highrise	99%	100%	1.0%
East Lake Highrise	99%	100%	1.0%
Georgia Avenue Highrise	99%	100%	1.0%
Hightower Manor Highrise	99%	100%	1.0%
Juniper and Tenth Highrise	99%	100%	1.0%
Marian Road Highrise	99%	100%	1.0%
Marietta Road Highrise	99%	100%	1.0%
Peachtree Road Highrise	99%	100%	1.0%
Piedmont Road Highrise	99%	100%	1.0%
Senior Communities Average	99%	100%	1.0%
AHA-Sponsored Mixed-Income Communities			
Ashley Auburn Pointe I	99%	100%	1.0%
Ashley CollegeTown	99%	100%	1.0%
Ashley Courts at Cascade I	99%	100%	1.0%
Ashley Courts at Cascade II	99%	100%	1.0%
Ashley Courts at Cascade III	99%	100%	1.0%
Ashley Terrace at West End	99%	100%	1.0%
Atrium at CollegeTown	99%	100%	1.0%
Capitol Gateway I	99%	100%	1.0%
Capitol Gateway II	99%	100%	1.0%
Centennial Place I	99%	100%	1.0%
Centennial Place II	99%	100%	1.0%
Centennial Place III	99%	100%	1.0%
Centennial Place IV	99%	100%	1.0%
Columbia Commons	99%	100%	1.0%
Columbia Creste	99%	100%	1.0%
Columbia Estate	99%	100%	1.0%
Columbia Grove	99%	100%	1.0%
Columbia Mechanicsville Apartments	99%	100%	1.0%

Program / Community Type	AHA MTW Target (at least)	Actual Emergency Work Orders Completed / Abated in <24 hrs (%)	Difference
AHA-Sponsored Mixed-Income Communities, cont.			
Columbia Park Citi	99%	100%	1.0%
Columbia Senior Residences at Mechanicsville	99%	100%	1.0%
Columbia Village	99%	100%	1.0%
Gardens at CollegeTown	99%	100%	1.0%
Magnolia Park I	99%	52.6%	-46.4% *
Magnolia Park II	99%	61.0%	-38.0% *
Mechanicsville Crossing	99%	100%	1.0%
Mechanicsville Station	99%	100%	1.0%
Veranda at Auburn Pointe	99%	100%	1.0%
Village at Castleberry Hill I	99%	100%	1.0%
Village at Castleberry Hill II	99%	100%	1.0%
Village of East Lake I	99%	100%	1.0%
Village of East Lake II	99%	100%	1.0%
Villages at Carver I	99%	100%	1.0%
Villages at Carver II	99%	100%	1.0%
Villages at Carver III	99%	100%	1.0%
Villages at Carver V	99%	100%	1.0%
Mixed-Income Communities Average	99%	97.6%	-1%
Public Housing-Assisted Totals	99%	99%	Meets Benchmark

A. MANAGEMENT NOTES:

All AHA-Sponsored Mixed-Income Communities documented 100% compliance of this benchmark with the exception of the two phases of Magnolia Park (starred items above). AHA is monitoring Magnolia Park I and Magnolia Park II on a weekly basis to ensure that the community fulfills its obligations. AHA senior management, the limited partner, the managing general partner and the professional management company are working together to improve the community's overall performance.

Each of the AHA-Sponsored Mixed-Income Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance (including conducting periodic inspections, audits, and business process reviews), reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

4. Routine Work Orders Completed in < 7 Days			
The average number of days that all non-emergency work orders will be active during the fiscal year shall be 7 days or less.			
Program / Community Type	AHA MTW Target (at most)	Actual Average Days to Complete Routine Work Orders (# days)	Difference
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	7	1.7	-5.3
Westminster	7	1.9	-5.1
Family Communities Average	7	1.8	-5.2
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	7	1.9	-5.1
Cheshire Bridge Road Highrise	7	1	-6.0
Cosby Spear Highrise	7	1	-6.0
East Lake Highrise	7	1	-6.0
Georgia Avenue Highrise	7	1.3	-5.7
Hightower Manor Highrise	7	1.9	-5.1
Juniper and Tenth Highrise	7	1.7	-5.3
Marian Road Highrise	7	2.3	-4.7
Marietta Road Highrise	7	1.7	-5.3
Peachtree Road Highrise	7	1.1	-5.9
Piedmont Road Highrise	7	1	-6.0
Senior Communities Average	7	1.4	-5.6
AHA-Sponsored Mixed-Income Communities			
Ashley Auburn Pointe I	7	1	-6.0
Ashley CollegeTown	7	1	-6.0
Ashley Courts at Cascade I	7	1	-6.0
Ashley Courts at Cascade II	7	1	-6.0
Ashley Courts at Cascade III	7	1	-6.0
Ashley Terrace at West End	7	1	-6.0
Atrium at CollegeTown	7	1	-6.0
Capitol Gateway I	7	1	-6.0
Capitol Gateway II	7	1	-6.0
Centennial Place I	7	1	-6.0
Centennial Place II	7	1	-6.0
Centennial Place III	7	1	-6.0
Centennial Place IV	7	1	-6.0
Columbia Commons	7	1	-6.0
Columbia Creste	7	1	-6.0
Columbia Estate	7	1	-6.0
Columbia Grove	7	1	-6.0
Columbia Mechanicsville Apartments	7	1	-6.0

Program / Community Type	AHA MTW Target (at most)	Actual Average Days to Complete Routine Work Orders (# days)	Difference
AHA-Sponsored Mixed-Income Communities, cont.			
Columbia Park Citi	7	1	-6.0
Columbia Senior Residences at Mechanicsville	7	1	-6.0
Columbia Village	7	1	-6.0
Gardens at CollegeTown	7	1	-6.0
Magnolia Park I	7	1	-6.0
Magnolia Park II	7	1	-6.0
Mechanicsville Crossing	7	1	-6.0
Mechanicsville Station	7	1	-6.0
Veranda at Auburn Pointe	7	1	-6.0
Village at Castleberry Hill I	7	1	-6.0
Village at Castleberry Hill II	7	1	-6.0
Village of East Lake I	7	1	-6.0
Village of East Lake II	7	1	-6.0
Villages at Carver I	7	1	-6.0
Villages at Carver II	7	1	-6.0
Villages at Carver III	7	1	-6.0
Villages at Carver V	7	1	-6.0
Mixed-Income Communities Average	7	1.0	-6.0
Public Housing-Assisted Totals	7	1.1	Exceeds Benchmark

A. MANAGEMENT NOTES:

AHA exceeded this benchmark by fulfilling routine work orders on average within one day, which is far less time than the 7-day target.

5. Percent Planned Inspections Completed			
The percentage of all occupied units and common areas that are inspected during the fiscal year shall be greater than or equal to the target benchmark.			
Program / Community Type	AHA MTW Target (at least)	Actual Inspections Completed (%)	Difference
AHA-Owned Residential Communities (Family)			
Martin Street Plaza	100%	100%	0%
Westminster	100%	100%	0%
Family Communities Average	100%	100%	0%
AHA-Owned Residential Communities (Senior)			
Barge Road Highrise	100%	100%	0%
Cheshire Bridge Road Highrise	100%	100%	0%
Cosby Spear Highrise	100%	100%	0%
East Lake Highrise	100%	100%	0%
Georgia Avenue Highrise	100%	100%	0%
Hightower Manor Highrise	100%	100%	0%
Juniper and Tenth Highrise	100%	100%	0%
Marian Road Highrise	100%	100%	0%
Marietta Road Highrise	100%	100%	0%
Peachtree Road Highrise	100%	100%	0%
Piedmont Road Highrise	100%	100%	0%
Senior Communities Average	100%	100%	0%
AHA-Sponsored Mixed-Income Communities			
Ashley Auburn Pointe I	100%	100%	0%
Ashley CollegeTown	100%	100%	0%
Ashley Courts at Cascade I	100%	100%	0%
Ashley Courts at Cascade II	100%	100%	0%
Ashley Courts at Cascade III	100%	100%	0%
Ashley Terrace at West End	100%	100%	0%
Atrium at CollegeTown	100%	100%	0%
Capitol Gateway I	100%	100%	0%
Capitol Gateway II	100%	100%	0%
Centennial Place I	100%	100%	0%
Centennial Place II	100%	100%	0%
Centennial Place III	100%	100%	0%
Centennial Place IV	100%	100%	0%
Columbia Commons	100%	100%	0%
Columbia Creste	100%	100%	0%
Columbia Estate	100%	100%	0%
Columbia Grove	100%	100%	0%
Columbia Mechanicsville Apartments	100%	100%	0%

Program / Community Type	AHA MTW Target (at least)	Actual Inspections Completed (%)	Difference
AHA-Sponsored Mixed-Income Communities, cont.			
Columbia Park Citi	100%	100%	0%
Columbia Senior Residences at Mechanicsville	100%	100%	0%
Columbia Village	100%	100%	0%
Gardens at CollegeTown	100%	100%	0%
Magnolia Park I	100%	100%	0%
Magnolia Park II	100%	100%	0%
Mechanicsville Crossing	100%	100%	0%
Mechanicsville Station	100%	100%	0%
Veranda at Auburn Pointe	100%	100%	0%
Village at Castleberry Hill I	100%	100%	0%
Village at Castleberry Hill II	100%	100%	0%
Village of East Lake I	100%	100%	0%
Village of East Lake II	100%	100%	0%
Villages at Carver I	100%	100%	0%
Villages at Carver II	100%	100%	0%
Villages at Carver III	100%	100%	0%
Villages at Carver V	100%	100%	0%
Mixed-Income Communities Average	100%	100%	0%
Public Housing-Assisted Totals	100%	100%	Meets Benchmark

A. MANAGEMENT NOTES:

AHA completed 100 percent of its planned inspections. Each AHA-Owned Residential Community and the Owner Entity of the AHA-Sponsored Mixed-Income Communities, through their respective property management agents, are required to inspect 10 percent of the public housing-assisted units at each property monthly. At year end, each site's agent is required to certify that 100 percent of all units, buildings, and common areas have been inspected and work orders have been completed to address deficiencies.

Inspections Strategy:

AHA Reviews of AHA-Sponsored Mixed-Income Communities

(1) **Physical Real Estate/Operational:** An annual Business Process Review is conducted at all Mixed-Income Communities. The Business Process Review includes a review of the property operations as well as a physical review of a sample of the greater of five (5) units or 5% of the AHA-Assisted Units. The purpose of the annual review is 1) to confirm that site-based administration activities are in compliance with AHA policies, federal requirements and various legal agreements defining the obligations of the owner entities and professional property management companies with respect to the management, maintenance and operations of the respective properties, and 2) to streamline and enhance the compliance review process by utilizing audits, inspections and compliance reviews conducted by other agencies and compliance contractors.

(2) **Business Process Reviews:** Through the Business Process Reviews, Asset Management has been able to strengthen AHA's internal controls and external oversight of owner entity and property management performance related to maintenance of the site-based waiting list, operations, physical conditions of the portfolio, enforcement of AHA's CATALYST requirements, rent determination, and accessibility.

(3) **Financial:** AHA also reviews the audited financial statements of the Mixed-Income Communities, identifying any trends that may affect the long-term financial viability and sustainability of the underlying asset. When there are going concerns, impairments, audit findings or material adverse changes that may impact the ability to meet current or future obligations, AHA works with the Owner to ensure the deficiencies are resolved and develop a corrective action plan, as necessary.

AHA Reviews of AHA-Owned Residential Communities

Through its enhanced real estate inspection system, AHA is focused on maintaining quality living environments throughout the AHA-Owned real estate portfolio. AHA provides an integrated assessment of the status of each property, and works closely with its Property Management Company (PMCO) partners to identify and proactively address issues at the properties.

The major focus and results of each element of the quality assurance program are as follows:

(1) **Uniform Property Conditions Standards (UPCS):** AHA conducts UPCS quality assurance inspections semi-annually. A minimum of 5% of the units, common areas, and building systems were inspected. The inspections result in a reduction of systemic maintenance issues and an overall improvement in the physical condition of the communities.

(2) **Elevator:** AHA's elevator consultant continues to provide an annual audit for each elevator, as well as to coordinate with the PMCOs on equipment modernization and ongoing routine maintenance. Improved equipment maintenance has led to improved operational up-time as well as a significant decrease in resident complaints concerning elevators.

(3) **Rental Integrity Monitoring (RIM):** The RIM review focuses on procedures related to the complete occupancy life-cycle from the application to termination. The findings from RIM help in the design of staff training, which has, in turn, reduced the amount of errors identified. Procurement/Contracts: AHA conducts this on-site review to audit procedures related to the PMCO procurements and contract management. PMCO staff make significant progress in maintaining best practices for documentation of contract administration and in public transparency and accountability.

(4) **Finance/Accounting:** The internal financial audit is beneficial in identifying areas of concern within the properties' fiscal operations.

(5) **Community Safety/Risk:** This quarterly inspection of requirements for property administrative, technical, and physical security systems enables the PMCOs to identify and mitigate safety issues at the communities. This inspection also includes items in accordance with AHA's RISK/Safety program (inspections, analysis, etc.), which complies with the Insurer's Work Plan instituted by our liability insurance company. AHA insurance premiums have been reduced as a result of AHA's RISK/Safety program.

(6) **Accessibility:** Accessibility inspections are conducted annually to ensure each community's compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AHA's related policies and procedures. These inspections enable AHA to have early detection and resolution of accessibility issues, identify process improvements, and identify topics for staff training.

(7) **Resident Services:** In FY 2012, AHA began a review of the operation of resident services programs at the properties. This review focuses on documentation related to resident activities sponsored by the property such as schedules, sign-in sheets, and feedback surveys. Also, the audit includes a review of service provider referrals and follow-up in regards to meeting resident needs.

6. Security

AHA has continued to address crime and safety in the communities through collaborative strategies with its private development partners, PMCOs, local law enforcement, and residents. With the Quality of Life Initiative and demolition of the family properties, AHA has greatly reduced the number of crimes taking place within its portfolio. AHA aggressively combats crime by:

- (1) Vacating and demolishing obsolete family communities where concentrated poverty has been a haven for perpetrators of crime,
- (2) Dedicating over \$1.22 million during FY 2011 to maintain the security presence of security officers / concierges on the properties,
- (3) Utilizing visitor management systems at high-rises to further monitor access to the buildings,
- (4) Collaborating with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AHA-Owned Communities and AHA-Sponsored mixed-income communities,
- (5) Continuing utilization of enhanced criminal screening standards and processes and strict lease enforcement, and
- (6) Completing the necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.



The Housing Authority of the City of Atlanta, Georgia

**Fiscal Year 2012
Budget**

**Approved by the Board of Commissioners at
the June 15, 2011 AHA Board Meeting**

TABLE OF CONTENTS

Table of Contents.....	1
Mission and Vision Statements.....	2
AHA’s Board of Commissioners.....	3
AHA’s Organization Chart	4
Budget Overview	5
Sources and Uses of Funds Graphic	14
General Budget Assumptions	15
Sources of Funds Assumptions.....	15
Use of Accumulated Cash Balances	20
Uses of Funds Assumptions.....	22

FY2012 Budget

Supporting Schedules

A	Sources and Uses of Funds by Major Activity and Programs
B	Housing Assistance Payments (HAP) and Voucher Portability Administrative Fees
B-1	Tenant-Based and Homeownership Vouchers and Voucher Portability Administrative Fees
B-2	Project Based Rental Assistance (PBRA)
B-3	Mixed-income Communities Operating Subsidy
C-1	Administrative Expenses-Direct Operating Divisions
C-2	Administrative Expenses-Corporate Overhead
D	Community and Governmental Relations & Human Development Support Services
E	Operating Expenses for AHA-Owned Properties
F	Demolition/Modernization of AHA-Owned Properties
G	Development and Revitalization
H	AHA Business Transformation-iERP Expenditures
I	AHA Business Transformation-Non-iERP Hardware & Software Solutions

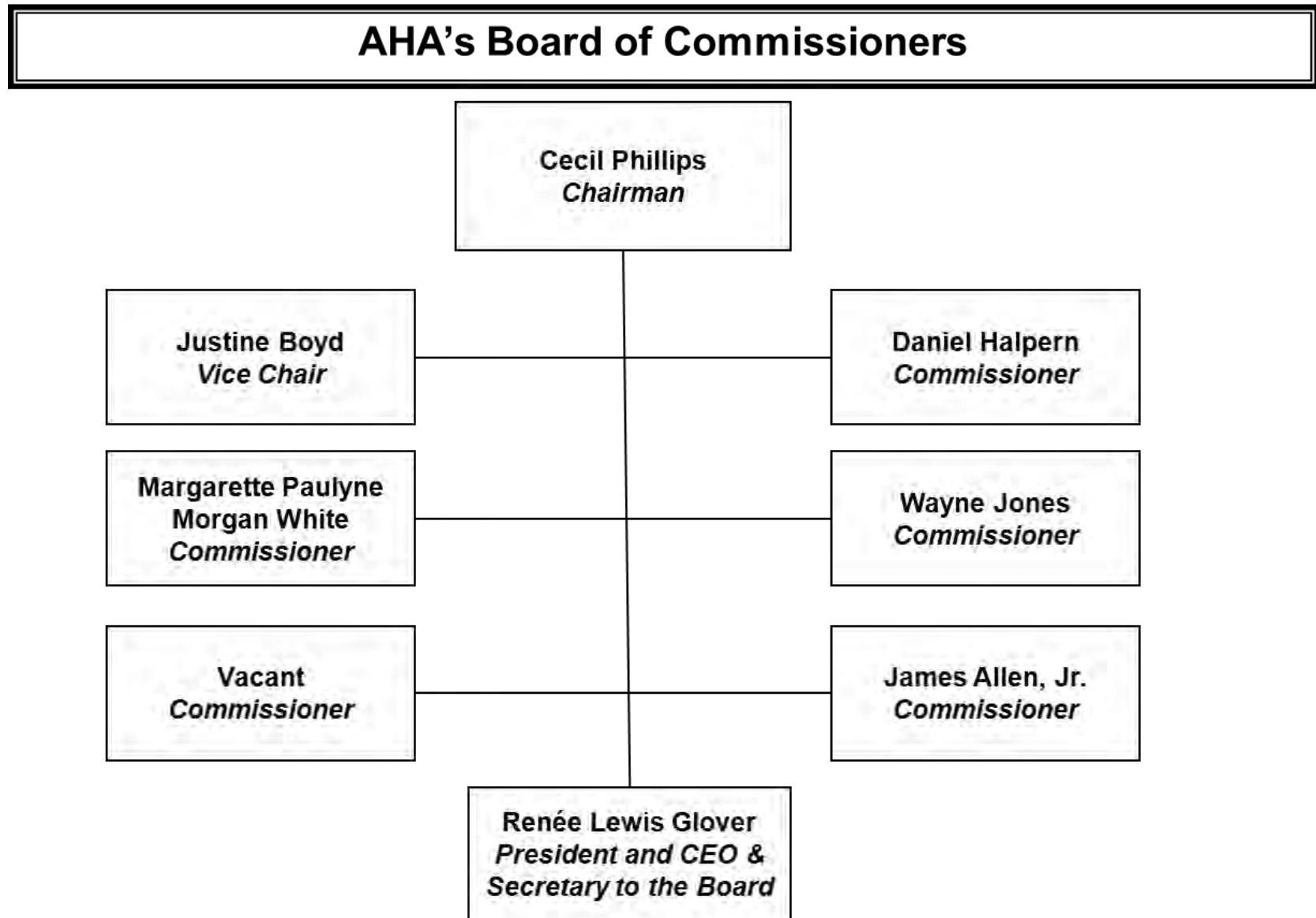
MISSION STATEMENT

To provide quality affordable housing for the betterment of the community.



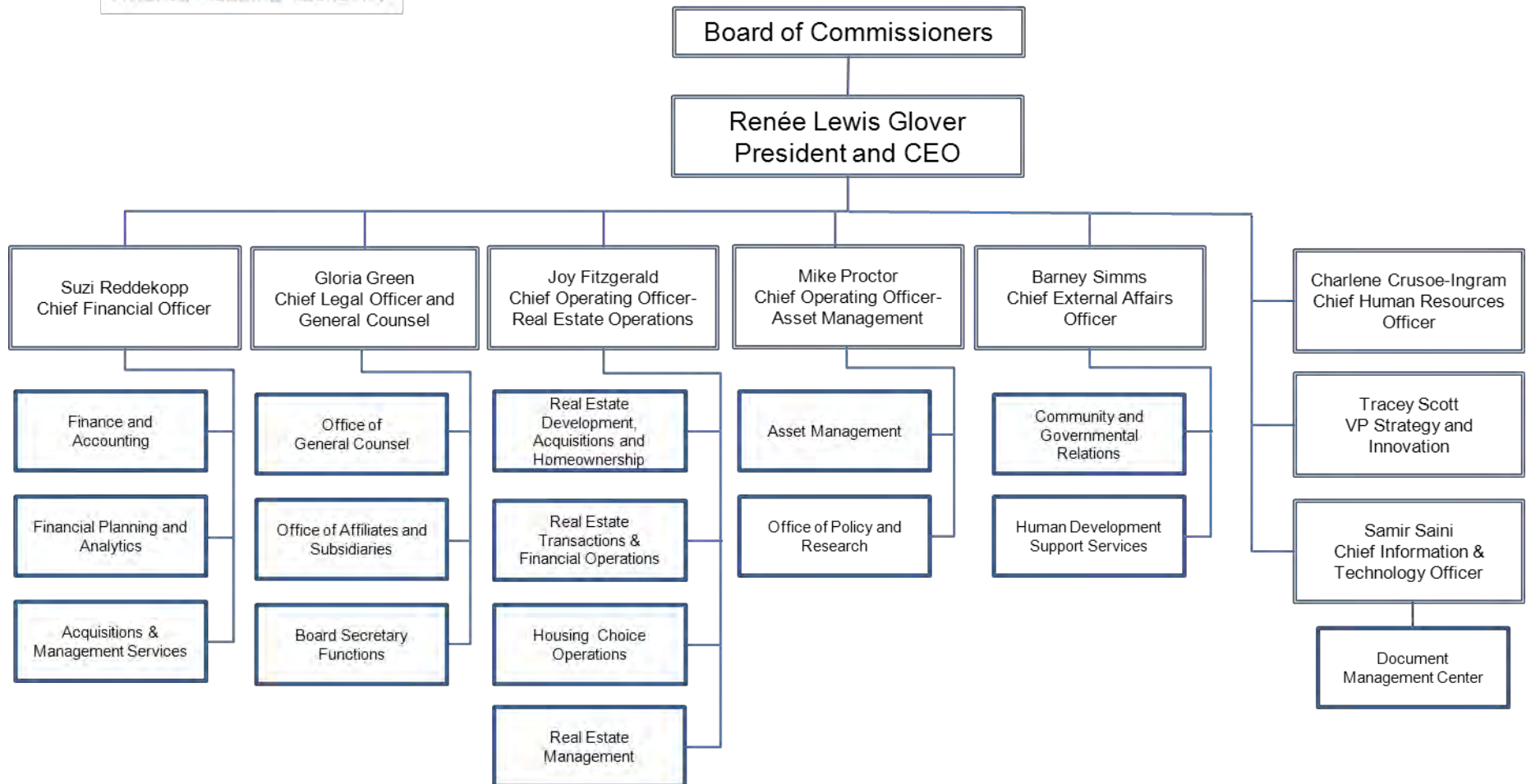
VISION STATEMENT

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families





Atlanta Housing Authority Organization Chart



BUDGET OVERVIEW

As the senior leadership of the Atlanta Housing Authority (AHA) approached the preparation of our FY2012 Budget (the Budget), we agreed, as an enterprise, on the following Guiding Principles:

1. Produce a balanced budget, excluding the costs related to advancing the various revitalization plans and implementing the Integrated Enterprise Resources Planning solution (iERP). The iERP was approved by the Board of Commissioners on January 26, 2011 on the premise that it is a necessary and essential investment in order for AHA to deliver a higher level of service and achieve greater efficiency and effectiveness. AHA's senior management is accountable for and committed to a three-year payback, achieved through targeted cost savings commencing in FY2013.
2. AHA's highest priority is serving families in healthy, amenity-rich and economically integrated communities.
3. The number of families served, and the quality of housing provided will not be reduced or downgraded until every other avenue of cost savings, including AHA's corporate overhead, has been examined and reduced.
4. Each department head must evaluate and justify the number of AHA FTEs, total overhead costs and service levels against the projects and initiatives AHA has committed to deliver during FY2012. A blend of employees (within and from other departments) and consultants (who would be hired to address temporary surges in activity and needs for specialized expertise) should be considered. Core competency and productivity (based on current and future needs) must be considered. We have committed to doing more with less, which translates into fewer but more highly qualified and accountable employees in today's economy.
5. As an enterprise, each department will use a standardized project management approach in delivering projects and major initiatives.
6. Each departmental project and initiative must support one of AHA's eight FY2012 priorities. If not, a business case must be made to establish why resources and time are being expended on such project or initiative.
7. AHA is committed to seeking new sources of funding (from local, state and federal governments) and new sources of revenue from business and entrepreneurial activity.

AHA's FY2012 Budget was developed in conjunction with and as a part of our FY2012 Moving to Work Implementation Plan (the FY2012 Plan). The FY2012 Plan was approved by AHA's Board of Commissioners in March and was submitted to U. S. Department of Housing and Urban Development (HUD) in April 2011. The Budget must be approved by the Board and submitted to HUD by June 30, 2011.

AHA's Budget encompasses sources and uses of funds that support the eight key priorities established in the FY2012 Plan, which include:

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

A high level overview of each key priority and associated activities projected for FY2012 is provided below. Please refer to the FY2012 Plan for additional information. The sources of funds (sources) and associated expenditures (uses) to support these priorities are provided in the Sources and Uses of Funds section of this narrative.

Priority 1: Implement the Integrated Enterprise Resource Planning Solution (iERP)

To continue AHA's evolution as a diversified real estate company with a public mission and purpose we began, in partnership with a professional consulting group, an assessment in FY2010 to identify a fully integrated enterprise-wide solution to drive increased business productivity and efficiency and to ensure continuity and enhanced support for our day-to-day operations. As part of this strategy during FY2011, AHA selected and contracted with the iERP vendors, advanced the re-engineering of its business processes and identified the key components of AHA's iERP solution.

During FY2012, AHA will finalize the discovery, design and planning phase and enter the implementation phase for the iERP, which is designed to provide enterprise-wide business process automation, automated third-party data-exchange, document management, and integrated business intelligence. The iERP solution will vastly improve each employee's and AHA's overall business productivity while saving millions of dollars annually for the enterprise.

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

Significant savings will begin in FY2013, following implementation of the iERP solution. AHA has committed to its customers, investors, regulator and stakeholders not to compromise its service levels and, therefore, AHA will not be able to right-size its workforce during the implementation phase.

Priority 2: Advance the Master Plans for AHA-sponsored Master-planned Mixed-use, Mixed-income Communities

AHA, in partnership with its private sector development partners, will continue to advance the master plans for sustainable, market-rate quality, mixed-use, mixed-income communities. For the last 16 years, AHA and its private sector development partners have repositioned 16 of its public housing properties into master-planned, mixed-use, mixed-income communities with a seamless affordable residential component. Since 1996, AHA's revitalization efforts with private developer partners have produced over 7,456 rental units including 3,802 AHA-assisted and affordable rental units and 3,654 market rate rental units. In addition, more than 243 newly constructed single family homes have been sold. In order to promote affordable home ownership, AHA has provided downpayment assistance to eligible homebuyers, who purchased homes within surrounding neighborhoods of various AHA-sponsored revitalization developments.

AHA's projected revitalization activities for FY2012 include the following:

- With its private sector development partners, update Master Plans and continue to advance phases for the

revitalization projects already underway, utilizing a variety of public and private financial resources, including Project Based Rental Assistance (PBRA) as a development tool to support the development (new construction or rehabilitation) and creation of additional market rate quality mixed-use, mixed-income communities. Subject to market conditions and financial feasibility, AHA and its partners will seek to advance the non-residential components of the Master Plans, including early childhood development centers, improved neighborhood public schools, retail and commercial uses, and other quality of life amenities.

- Develop a comprehensive real estate strategy for former QLI property sites and other AHA-Owned properties, with a focus on the need for and feasibility of creating additional mixed-use, mixed-income communities.
- Acquire improved or unimproved real estate in its jurisdiction in order to facilitate its revitalization program, to support the creation of mixed-use projects or mixed-income housing opportunities, and to support local revitalization initiatives to stabilize local neighborhoods surrounding AHA-Owned properties.

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

AHA will continue the transformation of its Housing Choice Voucher Program into a world class operation focused on identifying quality affordable housing opportunities in healthy neighborhoods, while creating incentives for families to achieve and maintain economic independence, improving their quality of life and self-sufficiency. AHA is working to expand

its relationship with the private real estate market through creative outreach to landlords with the goals of improving the quality of the product for AHA clients; improving customer relations; increasing accountability with participants and landlord/property owners and developing greater acceptance of the program in Atlanta communities and neighborhoods. As part of gaining greater neighborhood acceptance, AHA will begin the research and design of a broader de-concentration initiative for the administration of its Housing Choice Tenant-Based Voucher Program during FY2012. Improvements will also include streamlining internal business processes, systems, operations and service delivery practices utilizing its Moving to Work (MTW) flexibility to reduce the financial and administrative costs of managing the program.

During FY2012, AHA will focus on achieving the following goals:

- Identifying and facilitating, upon turnover, additional quality affordable housing opportunities in sustainable communities.
- Streamlining AHA's internal business processes and systems, operations and service delivery to reduce the financial and administrative costs of managing the program.
- Establishing strategic relationships with landlords/property owners and utilizing private sector business practices.
- Designing and partnering with stakeholders to provide incentives for families to achieve and maintain economic independence, improving their quality of life and self-sufficiency.

As part of its transformation, during FY2012, Housing Choice will incorporate into its business practices private sector real estate principles and the operational discipline and strategies necessary to enhance the long-term sustainability of the program.

Priority 4: Evolve AHA's Asset Management Business Model

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

During FY2012, AHA will continue to explore strategies through AHA's proposed Reformulation Demonstration Program (Reformulation Proposal) that will improve the long-term financial sustainability of the Mixed-income Communities currently receiving Section 9 Public Housing Operating Subsidy. This program is designed to sustain and preserve public and private investments in the Mixed-income Communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance utilizing AHA's PBRA model conceptualized under AHA's MTW Agreement. Since the Reformulation Proposal is still under review by HUD, the financial effects of the reformulation have not been addressed in the FY2012 Budget. The Reformulation Proposal, as submitted, seeks the incremental funding needed to improve the nature and level of operating subsidy provided to the Owner Entities so that the AHA-assisted units in the Mixed-income Communities can contribute to the long-term sustainability and market competitiveness of such communities and to support any refinancing by the Owner Entities in the private market in order to refresh the properties.

In support of the Atlanta Metropolitan Regional Commission on Homelessness, the United Way of Metropolitan Atlanta, the City of Atlanta and other stakeholders, AHA implemented the Homeless Demonstration Program during FY2006. Under this program, AHA enters into renewable PBRA agreements with private sector owners and developers who partner with the United Way and service providers to provide residential rental apartments and appropriate supportive services to homeless families and individuals. AHA initially committed funding for 500 PBRA units in support of the Homeless Demonstration

Program. During FY2012, AHA will fund an additional 200 units expanding its commitment to 700 units to assist the region in addressing the need for supportive housing. Based on lessons learned from the Homeless Demonstration Program, AHA has concluded that customized policies and procedures must be developed to accommodate supportive service strategies and the unique housing needs of clients in order to facilitate housing opportunities for special needs populations which include the homeless, persons with disabilities, U.S. military veterans, at-risk families and youth, children aging out of foster care, persons with mental and developmental disabilities and other targeted populations.

During FY2012, AHA will also continue to expand its capacity in the areas of the determination of market equivalent rents, the analysis of market trends, the financial underwriting of real estate transactions and the implementation of metrics for measuring sustainable communities. The analysis of volatile rental market trends is an ongoing process from year-to-year, providing AHA with visibility of those trends and enabling AHA to control expenses and adjust strategies with respect to its rental assistance programs and inform decisions as to where to invest in new affordable housing opportunities and reposition its portfolio of assets.

Also during FY2012, AHA will continue its PBRA initiative to expand the availability of quality, affordable housing in healthy Mixed-income Communities within its jurisdiction through long-term PBRA arrangements with professional private sector owners. Providing project based rental assistance in upscale multi-family residential rental communities differs from the Housing Choice Tenant-Based Voucher Program where the

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

Priority 5: Improve the Quality of Life at AHA-Owned Residential Communities by Greening the Properties and Increasing Efficiencies

With the completion of the Quality of Life Initiative, AHA continues to own 13 public housing assisted residential properties, including 11 senior high-rise communities and two small family communities collectively referred to as “AHA-Owned Residential Communities”. In line with AHA’s strategic goal to support independent living for seniors and persons with disabilities, AHA has devoted resources and staff to better understand the needs of its residents and collaborated with community partners to plan for the provision of more on-site support services from established service providers. AHA has focused its capital investments and policy enhancements consistent with improving the quality of life for seniors “aging in place” and disabled adults living in AHA-Owned Residential Communities.

During FY2012, AHA will continue to implement renovations at its AHA-Owned Residential Communities that support the transformation of these communities from institutional multi-family residences to quality living environments with physical attributes that support delivery of vibrant programs for AHA residents. AHA’s business model for the AHA-Owned Residential Communities utilizes third-party professional

Private Management Companies (PMCOs) to provide comprehensive management of these properties in accordance with AHA’s goals, objectives, and financial resources. The PMCOs also handle site-based management, including the day-to-day property operations, maintenance and capital improvements.

By July 1, 2011 (the beginning of the FY2012 Budget period), AHA’s projections assume approximately \$25.7 million of its \$26.6 million allocation of American Recovery and Reinvestment Act (ARRA) formula Capital Funds will have been expended for demolition of selected QLI properties and to address priorities for critical building viability upgrades, energy conservation measures, exterior and site improvements, renovation of main floor common areas and furniture, fixtures and equipment at the AHA-Owned Residential Communities.

The balance of the ARRA funds (approximately \$1 million) must be spent by March 18, 2012. These funds, along with supplemental MTW funds, and the projected renovation costs for the AHA-Owned Residential Communities are reflected in the Budget.

The improvements to the physical environment of AHA-Owned Residential Communities will support appropriate programming to improve socialization, lifelong learning, wellness, and recreation; and provide broadband access for community residents.

During FY2012, AHA has projected entering into an energy performance contract (EPC) which will use an EPC loan along with supplemental MTW funds to further implement energy

conservation and efficiency solutions at the AHA-Owned Residential Communities. These capital improvements will complement and supplement the ARRA renovations and accelerate AHA's ability to continue the physical improvements and the creation of spaces that support delivery of vibrant "aging well" programs for its residents.

Priority 6: Advance the Human Development Strategy through Strategic Partnerships

Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of supportive services leading to each family's success and progression to the mainstream. Currently, all Housing Choice participants and seniors and disabled families in AHA-Owned Residential Communities can benefit from AHA's human development support services.

During FY2012, AHA will make targeted investments that support the distinct needs of three populations, as follows:

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

In addition, during FY2012, AHA also plans to focus on providing human services by building stronger, more outcome-

focused relationships with strategic partners in the most cost-effective manner. AHA established the Service Provider Network (SPN) as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. Any AHA staff member can refer a family to on-staff Client Services Counselors who assess needs and facilitate connections to the appropriate service provider. AHA will assess the full range of service providers to determine gaps in services and to ensure that the services are well-utilized and address effectively the needs of the target groups.

In order to more effectively measure and communicate family progress and success, during FY2012, AHA will develop a Thriving Family Index (TFI) tool. The TFI will include success factors such as educational attainment, work status, income levels, school attendance, youth participation in youth development programs, and outcomes of standardized tests.

The TFI serves three purposes. First, it will provide further intelligence necessary to connect families to the most appropriate services and resources through AHA's Service Provider Network. Secondly, it will serve as a roadmap for families on their path to self-sufficiency. Third, it will facilitate AHA's ability to measure and communicate family success.

Priority 7: Streamline AHA's Operations and Strengthen AHA's Financial Position through New Sources of Funding and Revenue and by Managing Costs

AHA's MTW Agreement removed most statutory and regulatory barriers, and has enabled AHA to align its policies,

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

Under AHA's MTW Agreement, AHA has completely transformed its delivery of affordable housing resources in the City of Atlanta. As a consequence, AHA's composition and mix of assets, business and contractual relationships have changed dramatically. For long-term sustainability of AHA's business model, AHA must ensure that its organizational structure, systems, business processes, operations, financials, personnel, and data are aligned consistent with its transformed delivery systems and new business relationships. In an era of lower funding levels and tighter budgets from the Federal government and its agencies, in addition to managing costs, AHA must actively pursue new funding sources and revenue streams to support and enable its mission.

To assist AHA as it undertakes this organizational assessment and realignment, AHA hired a professional consulting group to assess its core infrastructure, staff assets, processes and financial resources in preparation for future investments, then to recommend and develop an implementation plan. During FY2011, AHA reviewed and enhanced several of its ongoing business initiatives, began implementing a number of the recommendations stemming from the business transformation efforts and will continue and expand the implementation into FY2012, including:

- Implementation of an Integrated Enterprise Resource Planning solution (iERP).
- Fee-Based Contract Administration – During FY2012 AHA, through its business relationship with Georgia HAP Administrators, Inc. (*dba* National Housing Compliance), will continue to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. AHA earns unrestricted revenue in excess of operating expenses for this business arrangement. No MTW or other AHA restricted funds support this operation. AHA and its partners expect to respond to any Request for Proposals issued by HUD seeking similar services in multiple states.
- Business Development – AHA will explore creation of a formal new business development program using a robust idea generation process, tracking of new opportunities, business opportunity analysis, and business case development.
- Consulting Services – AHA will explore fee-for-service models for consulting services in areas such as performance management reviews, labor compliance, procurement, inspections, virtualization, and human services.
- Other Revenue Opportunities – AHA will explore rooftop revenue strategies for buildings in AHA-Owned Residential Communities as well as AHA's headquarters building at 230 J.W. Dobbs Avenue.

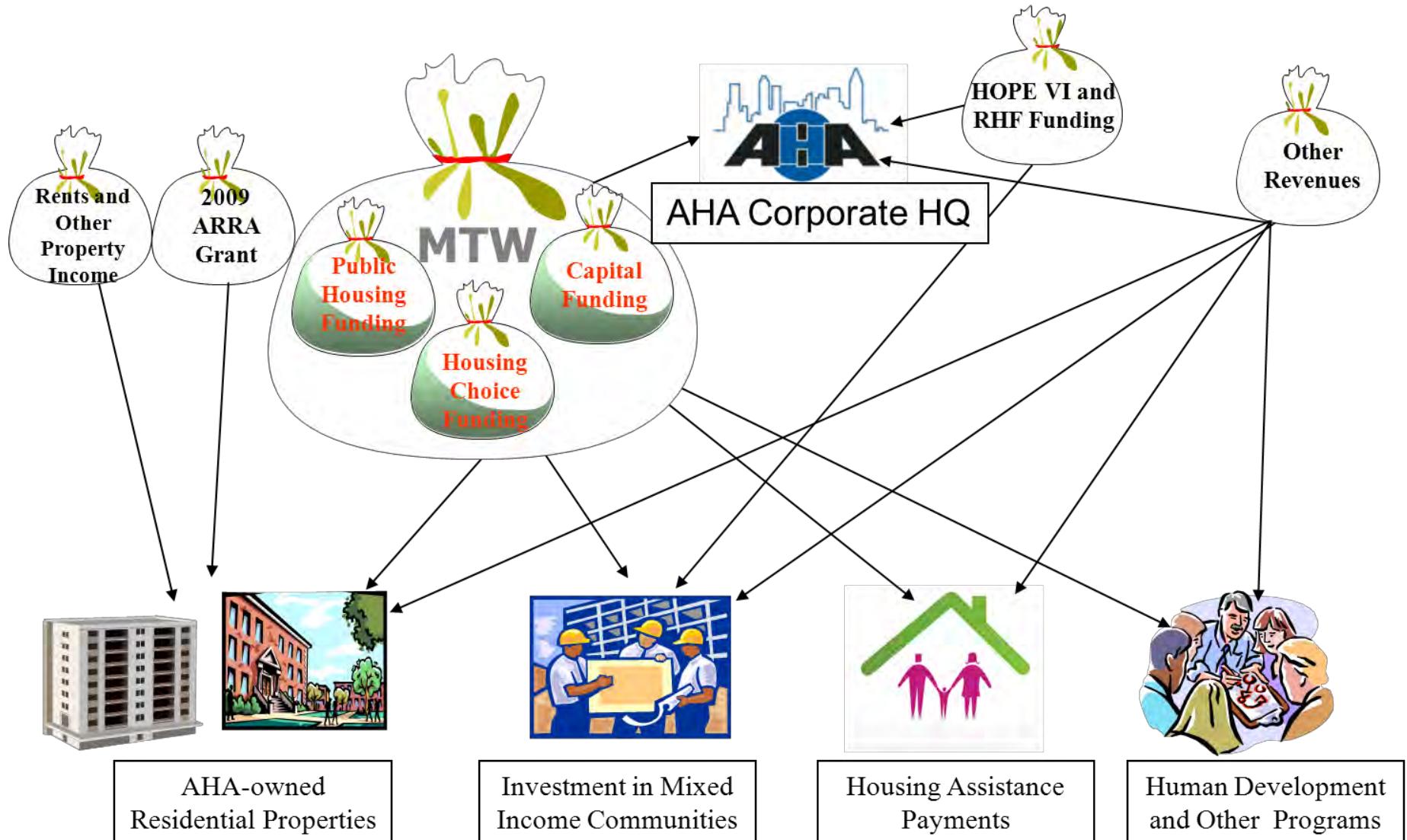
Priority 8: Leverage AHA's Human Resources

As AHA evolves as a diversified real estate company with a public mission and purpose, management recognizes the need to assess the organizational capabilities and performance systems necessary to fulfill this vision.

During FY2012, AHA will develop and implement a comprehensive and efficacious people strategy using best practice human resource management practices. Foundational research and planning was completed in FY2011 with the business transformation initiative. This priority requires not only development of the programs and processes, but an investment in the technological and monitoring systems that enable continuous execution of the objectives.

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

Sources and Uses of Funds



GENERAL BUDGET ASSUMPTIONS

The FY2012 Budget (the Budget) is presented in a Sources and Uses of Funds format which covers income statement revenue and expense items as well as capitalized expenditures. Non-cash accounts such as depreciation and amortization are not included in this presentation.

SOURCES OF FUNDS ASSUMPTIONS

Congressional Appropriations Process and HUD Funding

HUD's Housing Choice Voucher Program, Public Housing Operating Subsidy and Capital Fund Program (CFP) are funded through the annual federal appropriations process. In April, 2011 Congress approved the Department of Defense and Full-Year Continuing Appropriations Act, (2011 Appropriations Act) which includes the funds that HUD will provide to public housing authorities for calendar year 2011 (HUD's Funding Year) (HFY).

AHA's fiscal year begins on July 1 and ends on June 30. The AHA FY2012 Budget includes six months (July-December 2011) which will be funded based on HFY2011. HUD has not yet provided AHA with the HFY2011 funding levels for AHA's Housing Choice Voucher Program, the Public Housing Operating Subsidy Program, or the amount of the HFY2011 CFP award.

The last six months of AHA's FY2012 Budget will be funded based on HFY2012 funding. Because the Congressional Fiscal Year 2012 appropriations process has just begun, AHA cannot be sure of the outcome of the appropriations process and its impact on AHA's FY2012 funding levels, especially in light of the Federal deficit and competing national priorities.

HUD Proration Factors

HUD funds a public housing authority (PHA) based on its determination of the PHA's authorization using calculations unique to each HUD program. HUD compares the total authorizations for all PHAs with the funds provided by Congress for each program. HUD then applies a reduction factor, known as proration, to each PHA's authorization to determine the actual level of funding.

Since HUD has not provided the funding levels for HFY2011 or HFY2012, AHA has made the following proration assumptions based on best available information which is described further for each funding source.

HUD Program	HFY2011 Proration	HFY2012 Proration
Housing Choice Vouchers	99.0%	98.0%
Public Housing Operating Funds	92.0%	85.0%
Capital Fund Program	80.0%	50.0%

Comparison of AHA's Fiscal Year to HUD's Funding Year																							
Calendar Year 2011												Calendar Year 2012											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HUD Funding Year 2011												HUD Funding Year 2012											
AHA Fiscal Year 2011						AHA Fiscal Year 2012																AHA Fiscal Year 2013	

Moving to Work (MTW) Single Fund

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

MTW Housing Choice Voucher Funds

- AHA projects it will receive \$189.9 million from HUD in Housing Choice Voucher funding.
- Since HUD has not yet provided AHA with the Housing Choice Voucher Program fund award for HFY2011, AHA has estimated that funding will be calculated based on the same criteria as for HFY2010. AHA's FY2012 Budget includes six months at this funding level and assumes that the last six months will be funded at the same levels adjusted for inflation.
- From time to time, HUD provides AHA additional vouchers when property owners involved in other HUD programs opt out of those programs, and HUD authorizes tenant assistance vouchers to the affected residents to be administered by AHA. HUD has notified AHA that it will receive 51 "opt out" vouchers in FY2012.
- The 2011 Appropriations Act is expected to provide HFY2011 Housing Choice Voucher Funds with a proration factor of 99.0%, the rate this Budget uses herein to calculate the first six months of AHA's FY2012 funding.
- Because of the increasing federal deficit and calls for reductions in all federal discretionary non-defense programs, AHA has reduced the proration factor estimate to 98% for Housing Choice funding for the last six months of AHA's FY2012 funding.
- AHA estimates that it will receive approximately \$182.0 million in total Housing Choice Voucher Funds based on HUD funding authorization for 18,760 MTW vouchers in FY2012.
- While AHA receives most of its Housing Choice Voucher Funds as part of its MTW Single Fund, it receives separate funds for 525 special purpose Non-MTW vouchers. These Non-MTW Vouchers are Mainstream and Family Unification Program vouchers which are not eligible for the Single Fund flexibility under MTW and are calculated using HUD's standard formulas. During FY2012, HUD will provide approximately \$7.5 million in Housing Assistant Payments (HAP) and an estimated \$452,000 in administrative fees to fund these Non-MTW vouchers. Participants using these vouchers are included in AHA's MTW program, but special accommodations apply in accordance with HUD guidance for these special vouchers. *For simplicity of presentation, these 525 vouchers and their related revenue and expenses are included as MTW Housing Choice vouchers in the Sources and Uses table,*

although they are managed as special purpose vouchers and reported to HUD separately.

“Calculation of Budget Utilization Rate Benchmark”

Pursuant to AHA’s MTW Agreement, AHA expects to meet the budget utilization rate benchmark of 98% for the next fiscal year. Under AHA’s FY2008 Implementation Plan, AHA included clarifying language that the 98% expenditure rate only applies to vouchers that are fully funded throughout AHA’s entire fiscal year, and that any new vouchers received intermittently during the fiscal year are to be excluded from the 98% requirement until the following fiscal year, until such time that a 12-month period has elapsed. AHA included this clarification in light of changes that HUD made in funding vouchers based on a calendar year versus a fiscal year.

Public Housing Operating Subsidy

During FY2012, AHA projects that HUD will provide \$15.0 million in Public Housing Operating Subsidy based on the following assumptions:

HUD has not yet requested that AHA submit its calculations for HFY2011 Public Housing Operating Subsidy to HUD. HUD currently estimates a 92% proration for the initial six months of AHA’s FY2012 projections based on the HFY2011 funding year, although HUD has announced that this proration

will change based on the total combined requirements of all PHAs. This Budget uses the current estimate of 92% to calculate FY2012 revenue for the first six months of AHA’s FY2012 funding.

AHA is scheduled to submit its calculations for HFY2012 for Public Housing Operating Subsidy to HUD by October, 2011, but HUD has provided no guidance on the factors to be used in the calculation, nor on the HFY2012 proration.

Because the proration for HFY2012 is unknown at this time, AHA is projecting an 85% proration for Public Housing Operating Subsidy during the last six months of AHA’s FY2012 Budget.

Capital Fund Program (CFP) Funding

HUD establishes CFP budgets at the time of annual grant award based on characteristics of public housing assisted units subsidized by AHA under its Annual Contributions Contract with HUD, as amended. While CFP funds are part of the MTW Single Fund, they are provided to AHA on a reimbursable basis and recorded as revenue at the time costs are incurred. Any unexpended portion of the grant may be used for future year expenditures during the term of the grant award. AHA projects the availability of approximately \$13.0 million in CFP funds in FY2012.

HUD has not announced the amount of the HFY2011 CFP grant award at this time, but is required to use the same methodology for calculating the HFY2011 grant as in previous years. This calculation, however, will be reduced based on the level of Congressional funding. Congress

authorized 80% of the President's 2011 request for CFP. This Budget anticipates an estimated award of \$8.3 million based on eligible units, the most recently published funding levels, and 80% proration. Although not included as a funding source in the FY2012 Budget, AHA estimates that proration for the HFY2012 CFP award will be 50%.

In addition to the estimated \$8.3 million from the new CFP grant award, AHA will use the unexpended portion of prior year CFP grant awards during FY2012. Therefore, AHA's FY2012 Budget includes \$4.7 million in unexpended CFP grant funds as an additional source of FY2012 CFP funds, for a total of \$13.0 million.

Reformulation Demonstration Program

During FY2012, AHA will continue to explore strategies that will improve the long-term financial sustainability of the Mixed-income Communities currently receiving Section 9 Public Housing Operating Subsidy through AHA's proposed Reformulation Demonstration Program. This program is designed to sustain and preserve public and private investments in the mixed-income rental communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance, utilizing AHA's PBRA program as designed and implemented pursuant to AHA's MTW Agreement.

AHA has proposed an implementation protocol that outlines a conversion process that will include HUD's master approval of the reformulation, provision of Housing Choice voucher funding to support the reformulation and the steps AHA, its

private sector development partners and the mixed-finance transaction investors will take to amend the current mixed-finance closing documents. Documents will be appropriately designed and approved for mixed-finance transactions utilizing PBRA. The FY2012 budget does not include the impact of reformulation.

Funding Not Included in the MTW Single Fund

HOPE VI, Replacement Housing Factor Grants and Choice Neighborhood Planning Grant

- **HOPE VI Grants** are awarded by HUD on a competitive basis. Each such HOPE VI grant award is provided to AHA on a reimbursable basis for expenditures related to the revitalization of the subject AHA-Owned residential property. They are recorded as revenue at the time costs are incurred. Any unexpended portion of the grant may be used for future year expenditures during the term of the grant award. During FY2012 AHA projects the use and draw down of \$1.5 million in funds from HOPE VI grants.
- **Replacement Housing Factor (RHF) Grants** are used to fund activities under AHA's Revitalization Program. HUD calculates RHF funding based on the characteristics of public housing assisted units subsidized by AHA which have been demolished or sold and the replacement of which has not otherwise been funded by HUD. Similar to CFP and HOPE VI funds, these are provided to AHA on a reimbursable basis for expenditures. They are recorded as revenue at the time costs are incurred. Any unexpended portion of the grant may be used for future year

expenditures during the term of the grant award. During FY2012, AHA has projected the use and draw down of \$9.7 million in RHF funds related to the revitalization of AHA-Owned Residential Communities.

- **Choice Neighborhood Planning Grant**

On March 18, 2011 AHA received a \$250,000 Choice Neighborhood Planning Grant award from HUD for the revitalization of the University Homes site and the surrounding neighborhood. This grant award will allow AHA to create a comprehensive “Transformation Plan,” or road map, for the revitalization of the University Homes area.

American Recovery and Reinvestment Act (ARRA) Grant Award An ARRA Grant of \$26.6 million was awarded by HUD to AHA on March 18, 2009. AHA is using the ARRA funds to complete the demolition of selected Quality of Life Initiative properties (\$8.1 million) and for the modernization of AHA-Owned Residential Communities (\$18.5 million). The majority of the ARRA-funded work will be completed by June 30, 2011. During FY2012, AHA will use the remaining funds of approximately \$1 million to complete planned modernization work and the demolition of Palmer House.

Tenant Dwelling Revenue

AHA projects it will receive \$5.4 million in Tenant Dwelling Revenue from the 13 AHA-Owned Residential Communities during FY2012.

Rent collected by the Owner Entities from AHA-assisted residents in Mixed-income Communities is not revenue to AHA because AHA does not own or control these properties. AHA provides operating subsidy to the Owner Entities of these communities for the AHA-assisted units to the extent rent collected from the AHA-assisted residents does not cover the operating cost for such units, pursuant to the regulatory and operating agreement between the Owner Entity and AHA.

Fees Earned from Georgia HAP Administrators, Inc. *dba* National Housing Compliance

AHA performs contract administration services for HUD as a Performance-Based Contract Administrator through Georgia HAP Administrators, Inc. (GA HAP) *dba* as National Housing Compliance. AHA forecasts that it will receive \$1.5 million in administration and incentive fees for services performed in FY2012.

Energy Performance Contract (EPC) Loan Draws

During FY2012, AHA projects consummating an energy performance contract (EPC) which will use an EPC loan along with supplemental MTW funds to further implement energy conservation and efficiency solutions at the AHA-Owned Residential Communities. The EPC structure provides for the loan to be repaid through future utility savings. Upon approval by the Board of Commissioners, AHA intends to enter into a \$9.5 million loan agreement with a qualified lender, with \$3.5 million expected to be drawn in FY2012.

Development and Transaction Fees

AHA projects that it will close one mixed-income, mixed finance transaction in FY2012 and is projected to earn approximately \$350,000 in Development and Transaction Fees related to that transaction. In addition, AHA anticipates earning approximately \$50,000 from participation in profits resulting from the sale of single-family affordable homes.

Interest Income, net of Banking Fees

AHA anticipates earning approximately \$74,000 in interest income, net of banking fees, on its investments and cash balances in FY2012.

USE OF ACCUMULATED CASH BALANCES

AHA has accumulated cash in prior years which is classified as either “Unrestricted” or “Restricted” based on HUD guidance.

- *Unrestricted Cash* — includes cash that is available for any program purposes including current operations. Because the funds are not tied to a certain program or property, they are classified as unrestricted. They remain subject, however, to varying degrees of restrictions. For example, HUD approval is required, with some limited exceptions, to use or deploy these funds strategically outside of the ordinary course of AHA’s business under the MTW Agreement. In all cases, AHA’s assets are subject to the limitations of AHA’s charter and the Housing Authorities Laws of the State of Georgia.

- *Restricted Cash* — includes cash that is only to be expended for specific purposes based on the source of the money. AHA’s restricted cash generally includes: proceeds from the sale of property acquired with grant or development funds; program income from specific grants; income generated from development activities; partnership operating reserves and public improvement funds. The majority of these restricted funds are restricted to revitalization activities.

Cash Balances Accumulated and Restricted for Revitalization Activities

AHA, in partnership with its private sector development partners, will continue to advance its revitalization master plans for sustainable, market-rate quality, mixed-use, mixed-income communities. During FY2012, AHA anticipates using \$7.6 million in Restricted Cash that has been accumulated for these purposes. The balance of the FY2012 revitalization activities will be funded primarily with HUD grants and City of Atlanta Public Improvement funds.

Cash Balances Accumulated for the Integrated Enterprise Resource Planning Solution (iERP)

On January 26, 2011, AHA’s Board of Commissioners authorized AHA to enter into contracts with qualified vendors for iERP discovery and planning services, enterprise resource planning software, system implementation, data conversion services, related software and hardware, and technology consulting services, for a total of \$4.4 million, as well as an enterprise content management solution for \$1.3 million. In

addition, the Board had previously approved Business Transformation consulting services to support the iERP solution of \$4.3 million for total budget authority of almost \$10.0 million.

In late FY2011 or early FY2012, AHA will request additional budget authority of approximately \$2.8 million to enter into contracts with qualified vendors for work in FY2012 and beyond to complete iERP requirements including bolt-ons, extensions, integrations and related costs.

Based on Board approval of the additional \$2.8 million, AHA anticipates using a total of \$7.3 million in accumulated unrestricted cash in FY2012 to fund the full design and implementation of iERP.

Perry/Bolton Tax Allocation District Funds

The Atlanta Development Authority (ADA) has advised AHA that, subject to market conditions, it plans to issue bonds supported by tax increments generated in the Perry/Bolton Tax Allocation District (Perry/Bolton TAD). The Perry/Bolton TAD was formed in 2002 to incent and facilitate development and investment within its boundaries. The revitalization of Perry Homes is the largest project in the Perry/Bolton TAD. By June 30, 2012, AHA projects it will have expended approximately \$26 million on public improvements, site remediation, and other related costs to advance the revitalization of Perry Homes. If ADA issues the Perry/Bolton TAD Bonds, AHA expects to be reimbursed for all or a portion of such costs, depending on the size of the bond issue. ADA has advised AHA that, in order for AHA to be reimbursed for

its total need of \$52.1 million, several bond issues will have to be effectuated. A large portion of the proceeds will be used to fund additional public improvements to further the development of the Perry/Bolton TAD area. The FY2012 Budget does not include Perry/Bolton TAD bond proceeds expected from the first bond issue, and will be revised, as required, should such funds become available.

USES OF FUNDS ASSUMPTIONS

Housing Assistance Payments (HAP) and Voucher Portability Administrative Fees (Schedule B)

During FY2012 AHA projects it will provide Housing Assistance Payments (HAP) totaling \$154.5 million to various owner entities, and pay Voucher Portability Administrative Fees as follows:

- **Tenant-Based and Homeownership Vouchers and Voucher Portability Administrative Fees (Schedule B-1)**

The Budget includes \$100.7 million in HAP to support AHA's Housing Choice Tenant-Based and Homeownership Voucher Programs. This Budget will support approximately 10,100 Housing Choice participant households including approximately 7,400 households in AHA's jurisdiction and 2,700 households for whom AHA is responsible, but who reside outside of AHA's jurisdiction and have "ported" their voucher to that jurisdiction under HUD's voucher portability policy. AHA will pay approximately \$2.0 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers. Also included in these budgeted expenditures are payments for 87 vouchers used to assist qualified households in making monthly homeownership mortgage payments.

- **Project Based Rental Assistance (PBRA) (Schedule B-2)**

The Budget includes \$36.7 million in HAP to support AHA's PBRA program. Pursuant to a PBRA Agreements between the Owner Entities and AHA, a percentage of the units at each PBRA community receives AHA assistance. This Budget will support 4,516 AHA-assisted households at over 56 participating mixed-income or supportive services communities.

- **Mixed-income Communities Operating Subsidy (Schedule B-3)**

Each AHA-sponsored Mixed-income rental community is owned by a public/private partnership. As a part of the development agreement, AHA provides subsidy for assisted units. The Budget includes \$15.2 million in HAP in the form of subsidy to support 2,471 households at 37 AHA-sponsored Mixed-income rental communities.

Administrative Expenses

- **Direct Operating Divisions (Schedule C-1)**

AHA's Direct Operating Divisions provide direct support to AHA's product lines, interacting directly with AHA's tenants and voucher participants, as well owner/managers of the PBRA communities and development partners of Mixed-income Communities. The Budget includes \$19.5 million for expenses directly related to AHA's operating divisions:

- Housing Choice Operations manages AHA's Tenant-Based Voucher Program.
- Real Estate Management services are provided through a strategic program management agreement. This department monitors the operation and capital improvement work performed by professional management companies for the AHA-Owned Residential Communities and the corporate headquarters. This department also supports the other operating divisions by providing technical and specialty services on an as-needed basis.
- Asset Management manages AHA's investments in the PBRA and Mixed-income rental communities and AHA's real estate, excluding AHA-Owned Residential Communities and corporate headquarters. This department also performs fee based contract administration for GA HAP *dba* National Housing Compliance.
- Real Estate Development and Acquisitions manages AHA's development and revitalization activities.
- Community and Governmental Relations & Human Development Support Services manages AHA's relations with local government and community stakeholders. This department also facilitates connections to human development services for AHA-assisted households.

- **Corporate Overhead (Schedule C-2)**

AHA's Corporate Overhead includes executive, legal, financial, and other support to AHA's Operating Divisions. The Budget includes \$21.6 million for administrative expenses which support the following:

- The Executive Office provides strategic leadership and guidance to the enterprise.
- The Department of General Counsel provides legal support for all of AHA's business lines and activities through in-house counsel and external legal services.
- Finance provides financial leadership and services including accounting, budget and planning, reporting and business intelligence.
- The Document Management Center supports the management of AHA's physical and electronic documents and provides printing, copying and other administrative services.
- Information Technology leads the technology strategy for AHA including design, implementation and management of the systems required to support operations. This department also provides day-to-day support to the enterprise.
- Acquisition & Management Services leads AHA's contracting and procurement function.

- Human Resources leads the people strategy for AHA including organizational design, recruitment, talent management, retention and professional development. This department also manages employee benefits.
- Strategy and Innovation provides leadership in long-term business planning and development of new businesses, and prepares the annual MTW plans and reports for HUD.
- Pension contributions are based on preliminary actuarial research provided by a professional benefits firm; AHA estimates that \$1.5 million will be required to adequately fund its defined benefit program in FY2012.
- **Pay for Performance Program** AHA will initiate a revised employee performance management and compensation program in FY2012. This program will more closely tie employee compensation to corporate and individual performance. The FY2012 Budget includes \$1.3 million in bonuses and related employer costs to support the Pay for Performance component of the program. Because the distribution of this amount will not be known until the end of FY2012, Schedules C-1 and C-2 split the budget between the Direct Operating Divisions and the Corporate Overhead cost centers.

Community and Governmental Relations & Human Development Support Services (Schedule D)

AHA projects spending approximately \$1.4 million for programs and activities that enhance AHA's relationships with local government and community stakeholders and facilitate connections to human development services for AHA-assisted households. These services are in addition to those provided directly by PMCOs at AHA-Owned Residential Communities, which are addressed in Schedule E.

Operating Expenses for AHA-Owned Properties (Schedule E)

AHA is projecting to spend \$18.5 million to operate AHA-Owned Communities including human development services. In addition, this budget supports property maintenance and security at the AHA headquarters and at other AHA-Owned real estate.

Demolition/Modernization of AHA-Owned Properties (Schedule F)

AHA is projecting to spend \$9.8 million in FY2012 to improve the physical conditions of the AHA-Owned Residential Communities and to improve the quality of life of the residents. Of the \$9.8 million, \$5.5 million will be used for energy related improvements (see Sources section for details on the EPC loan) and \$3.8 million will be used for non-energy related renovations.

AHA also projects to spend \$255,834 on the demolition of Palmer House which will complete the demolition stage of the Quality of Life Initiative. Finally, \$156,744 is budgeted to support modernization at AHA's Headquarters.

Development and Revitalization (Schedule G)

AHA projects that it will spend \$21.3 million on development and revitalization activities in FY2012 as it continues its efforts to advance the master plans for eight AHA-sponsored master-planned mixed-use, mixed-income communities, and to explore uses for other AHA properties. Additional details by community are provided in AHA's FY2012 MTW Annual Implementation Plan.

AHA Business Transformation - iERP Expenditures (Schedule H)

As addressed in the Sources Section of this document, on January 26, 2011, AHA's Board of Commissioners authorized AHA to enter into contracts with qualified vendors for iERP discovery and planning services, enterprise resource planning software, system implementation, data conversion services, related software, hardware, and technology consulting services for \$4.4 million, as well as an enterprise content management solution for \$1.3 million. In addition, the Board had previously approved Business Transformation consulting services to support the iERP solution of \$4.3 million for total budget authority of almost \$10.0 million.

In late FY2011 or early FY2012, AHA will request additional budget authority of approximately \$2.8 million to enter into contracts with qualified vendors to complete iERP requirements including bolt-ons, extensions, integrations and related costs.

Based on Board approval of the \$2.8 million, AHA anticipates using \$7.3 million in unrestricted cash in FY2012 to fund the full design and implementation of iERP.

AHA Business Transformation – non-iERP Hardware and Software Solutions (Schedule I)

In addition to the implementation of iERP, AHA anticipates implementing additional hardware and software solutions in FY2012, subject to Board approval. AHA projects that it will spend \$1.1 million in total on the following:

- Integrated People Information System and Payroll Solution (Workday)
- Enterprise Project Management Software
- Virtual Desktop Solution
- Security Software

The Housing Authority of the City of Atlanta, Georgia
FY2012 Budget
(Excludes Non-Cash Items)

Schedule

Sources and Uses of Funds

Sources of Funds:

Current Year Sources of Funds

MTW Single Fund

Housing Choice Voucher Funds \$189,905,614

Public Housing Operating Subsidy 14,982,159

Capital Fund Program 13,025,461

Total MTW Single Fund \$217,913,234

HOPE VI, Replacement Housing Factor Grants and Choice Neighborhood Planning Grant \$10,001,917

American Recovery and Reinvestment Act (ARRA) Grant 962,725

Tenant Dwelling Revenue 5,415,827

Georgia HAP Administrators, Inc. *dba* National Housing Compliance 1,503,279

Energy Performance Contract (EPC) Loan Draws 3,500,000

Development and Transaction Fees 400,000

Interest Income, net of Banking Fees 74,009

Other Revenue 10,328

Total Current Year Sources of Funds \$239,781,319

Other Sources of Funds

Cash Balances Accumulated and Restricted for Revitalization Activities \$7,567,712

Cash Balances Accumulated for the iERP Solution 7,288,820

Public Improvements Funds Provided by the City of Atlanta and Affiliates 2,570,060

Total Sources of Funds \$257,207,911

A

The Housing Authority of the City of Atlanta, Georgia
FY2012 Budget
(Excludes Non-Cash Items)

Schedule	Sources and Uses of Funds	
	Uses of Funds:	
B	Housing Assistance Payments and Voucher Portability Administrative Fees	\$154,528,503
C-1	Administrative Expenses-Direct Operating Divisions	19,510,541
C-2	Administrative Expenses-Corporate Overhead	21,566,391
D	Community and Governmental Relations & Human Development Support Services	1,381,029
E	Operating Expenses for AHA-Owned Properties	18,459,485
F	Modernization and Demolition of AHA-Owned Properties	9,757,694
G	Development and Revitalization	21,325,572
H	AHA Business Transformation-iERP Expenditures	7,288,820
I	AHA Business Transformation-Non-iERP Hardware and Software Solutions	1,116,000
	Debt Service	331,315
	Expenses related to Georgia HAP Administrators, Inc. <i>dba</i> National Housing Compliance	792,561
	Total Uses of Funds	\$256,057,911
	Sources in Excess of Uses	\$1,150,000

Sources & Uses of Funds by Major Activity and Programs

Schedule A

	MTW Program	ARRA Grant	Georgia HAP DBA NHC	Revitalization Program	Total FY2012 Budget
Sources of Funds:					
Current Year Sources of Funds					
Housing Choice Voucher Funds	\$189,905,614	\$0	\$0	\$0	\$189,905,614
Public Housing Operating Subsidy	14,982,159	0	0	0	14,982,159
Capital Fund Program	12,276,341	0	0	749,120	13,025,461
HOPE VI, Replacement Housing Factor Grants and Choice Neighborhood Planning Grant	0	0	0	10,001,917	10,001,917
American Recovery and Reinvestment Act (ARRA) Grant	0	962,725	0	0	962,725
Tenant Dwelling Revenue	5,415,827	0	0	0	5,415,827
Georgia HAP Administrators, Inc. <i>dba</i> National Housing Compliance	0	0	1,503,279	0	1,503,279
Energy Performance Contract (EPC) Loan Draws	3,500,000	0	0	0	3,500,000
Development and Transaction Fees	0	0	0	400,000	400,000
Interest Income, net of Banking Fees	31,939	0	5,307	36,763	74,009
Other Revenue	10,328	0	0	0	10,328
Total	\$226,122,208	\$962,725	\$1,508,586	\$11,187,800	\$239,781,319
Other Sources of Funds					
Cash Balances Accumulated and Restricted for Revitalization Activities	\$0	\$0	\$0	\$7,567,712	\$7,567,712
Cash Balances Accumulated for the iERP Solution	7,288,820	0	0	0	7,288,820
Public Improvements Funds Provided by the City of Atlanta and Affiliates	0	0	0	2,570,060	2,570,060
Total Current Year Sources of Funds	\$233,411,028	\$962,725	\$1,508,586	\$21,325,572	\$257,207,911
Uses of Funds:					
Housing Assistance Payments and Voucher Portability Administrative Fees	\$154,528,503	\$0	\$0	\$0	\$154,528,503
Administrative Expenses-Direct Operating Divisions	18,866,041	0	0	0	18,866,041
Administrative Expenses-Corporate Overhead	22,210,891	0	0	0	22,210,891
Community and Governmental Relations & Human Development Support Services	1,381,029	0	0	0	1,381,029
Operating Expenses for AHA-Owned Properties	18,459,485	0	0	0	18,459,485
Modernization and Demolition of AHA-Owned Properties	8,794,969	962,725	0	0	9,757,694
Development and Revitalization	0	0	0	21,325,572	21,325,572
AHA Business Transformation-iERP Expenditures	7,288,820	0	0	0	7,288,820
AHA Business Transformation-Non-iERP Hardware and Software Solutions	1,116,000	0	0	0	1,116,000
Debt Service	331,315	0	0	0	331,315
Expenses related to Georgia HAP Administrators, Inc. <i>dba</i> National Housing Compliance	0	0	792,561	0	792,561
Total Uses of Funds	\$232,977,053	\$962,725	\$792,561	\$21,325,572	\$256,057,911
Funding in Excess of Uses	\$433,975	\$0	\$716,025	\$0	\$1,150,000

**Housing Assistance Payments (HAP) and
Voucher Portability Administrative Fees
Schedule B**

Tenant-Based and Homeownership Vouchers and Fees (See Note)	Schedule B-1	\$102,652,580
Project Based Rental Assistance - PBRA (See Note)	Schedule B-2	36,676,156
Mixed-income Communities Operating Subsidy for AHA-Assisted Units	Schedule B-3	15,199,767

Total Housing Assistance Payments and Administrative Fees

\$154,528,503

Note: Approximately 250 households that are currently supported under the PBRA program are scheduled to receive tenant-based vouchers during FY2012. Due to the uncertainty of the effective dates, the budget for these units are included in Schedule B-2 Project Based Rental Assistance.

**Housing Assistance Payments (HAP)
Tenant-Based and Homeownership Vouchers
and Voucher Portability Administrative Fees
Schedule B-1**

Tenant-Based Vouchers (See Note)	\$76,386,880
Tenant-Based Vouchers outside AHA's Jurisdiction	23,475,886
Homeownership Vouchers	822,090

Total Tenant-Based and Homeownership Vouchers	\$100,684,856
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Voucher Portability Administrative Fees	\$1,967,724
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Total Tenant-Based and Homeownership Vouchers and Voucher Portability Administrative Fees	\$102,652,580
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Note: Approximately 250 households that are currently supported under the PBRA program are scheduled to receive tenant-based vouchers during FY2012. Due to the uncertainty of the effective dates, the budget for these units are included in Schedule B-2 Project Based Rental Assistance.

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

PBRA Communities Receiving Rental Assistance		Amount
Existing Units	Adamsville Green	\$680,909
	Arcadia at Parkway Village	782,059
	Ashley Auburn Pointe	96,716
	Ashley Collegetown II	75,657
	Ashton Browns Mill	513,330
	Atrium at Collegetown	979,134
	Auburn Glenn	1,280,174
	Avalon Park Family	557,698
	Avalon Park Senior	1,297,524
	Avalon Ridge	780,468
	Campbell Stone	1,484,999
	Capitol Gateway II	193,432
	Columbia at Sylvan Hills	648,196
	Columbia Colony Senior	294,744
	Columbia Commons	63,561
	Columbia Heritage Senior	1,100,704
	Columbia High Point Senior	643,058
	Columbia Mechanicsville Apartments	377,870
	Columbia Senior Residences at Blackshear	584,653
	Columbia Senior Residences at Edgewood	1,344,369
	Columbia Senior Residences at Mechanicsville	673,463
	Columbia Senior Residences at MLK	919,558
	Columbia Tower at MLK Village	808,614
	Constitution Avenue Apartments	554,453
	Crogman Schools Apartments	318,099
	First Step	283,934
	Gateway at Northside Village	265,795
	GE Towers	712,293
	Hampton Oaks	394,728
	Heritage Greene	288,141
	Heritage Station I	887,328
	Heritage Station II	1,393,435

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

PBRA Communities Receiving Rental Assistance		Amount	
Existing Units - Continued	Highbury Terraces		139,424
	Legacy at Walton Lakes		216,390
	Mechanicsville Crossing		295,383
	Mechanicsville Station		352,887
	Odyssey Villas		269,331
	Park Commons HFOP		1,118,124
	Park Commons HFS		928,261
	Renaissance at Park Place South		645,485
	Seven Courts		233,254
	Summit Trail		217,496
	The Parks at Scotts Crossing		312,405
	The Peaks at MLK		723,396
	Veranda at Auburn Pointe		717,943
	Veranda at Auburn Pointe II		818,121
	Veranda at Carver		748,241
	Veranda at Collegetown		753,450
	Villas of H.O.P.E.		246,863
	Welcome House		125,458
	LIHTC units at AHA-Sponsored Mixed-income Communities		1,212,378
Total AHA Assisted Units/Subsidy		3,805	\$31,353,386
On-Line in FY2012	Replacement Special Needs Units		\$960,480
	Special Needs PBRA Units		1,681,258
	Woodbridge at Parkway Village		674,189
	Columbia at South River Gardens		428,721
	Veranda at Auburn Pointe III		780,554
	Columbia Townhomes at Edgewood		336,252
	Mechanicsville VI		191,516
	O'Hearn House		269,800
	Total AHA-Assisted Units/Subsidy	711	\$5,322,770
Total AHA-Assisted Units at June 30, 2012 /		4,516	\$36,676,156
Total Subsidy for AHA-Assisted Units			

**Housing Assistance Payments
Mixed-income Communities Operating Subsidy
Schedule B-3**

Mixed-income Communities Receiving Operating Subsidy		Amount
Existing Units	Ashley Auburn Pointe I	\$266,802
	Ashley College Town	343,028
	Ashley College Town II	307,845
	Ashley Courts at Cascade I	317,692
	Ashley Courts at Cascade II	319,510
	Ashley Courts at Cascade III	234,756
	Ashley Terrace at West End	158,600
	Atrium at College Town	419,451
	Capitol Gateway I	439,728
	Capitol Gateway II	343,830
	Centennial Place I	387,755
	Centennial Place II	233,129
	Centennial Place III	274,138
	Centennial Place IV	329,175
	Columbia Commons	353,724
	Columbia Creste	496,123
	Columbia Estates	367,596
	Columbia Grove	389,588
	Columbia Mechanicsville Apartments	535,467
	Columbia Mechanicsville Crossing	499,692
	Columbia Mechanicsville Station	497,767
	Columbia Park Citi	385,744
	Columbia Sr Residences at Mechanicsville	326,979
	Columbia Village	153,579
	Magnolia Park I	339,745
	Magnolia Park II	378,571
	The Gardens at Collegetown	199,745
	The Villages at Carver I	706,065
	The Villages at Carver II	399,572
	The Villages at Carver III	778,647
	The Villages at Carver V	510,636
	Veranda at Auburn Pointe	404,426
	Villages at Castleberry Hill I	412,627
	Villages at Castleberry Hill II	671,599
	Villages of East Lake I	608,698
	Villages of East Lake II	1,189,978
Total AHA-Assisted Units/Subsidy		2,424 14,982,007
On-line in FY2012	McDaniel Glenn Phase VI	47 217,760
Total AHA-Assisted Units at June 30, 2012/ Total Subsidy for AHA-Assisted Units		2,471 \$15,199,767

**Administrative Expenses
Direct Operating Divisions
Schedule C-1**

	Salaries, Benefits and Taxes	Program Management including Staff Augmentation	Professional Services including Staff Augmentation	Software/Hardware, Maintenance, Licenses and Communications	Other	Total
Administrative Expenses-Direct Operating Divisions						
Housing Choice	\$6,858,063	\$100,912	\$988,804	\$0	\$173,755	\$8,121,534
Real Estate Management-AHA-Owned Properties	237,209	2,578,688	257,254	0	26,530	3,099,681
Real Estate Management-Other Services	0	697,872	0	0	0	697,872
Asset Management	1,585,122	203,520	544,500	67,560	17,850	2,418,552
Real Estate Development and Acquisition	2,079,159	201,824	532,100	0	22,724	2,835,807
Community and Governmental Relations & Human Development Support Services	1,647,836	0	0	750	44,009	1,692,595
Pay for Performance Program	644,500	0	0	0	0	644,500
Total Direct Operating Divisions	\$13,051,889	\$3,782,816	\$2,322,658	\$68,310	\$284,868	\$19,510,541

**Administrative Expenses
Corporate Overhead
Schedule C-2**

	Salaries, Benefits and Taxes	Program Management including Staff Augmentation	Professional Services including Staff Augmentation	Software/Hardware, Maintenance, Licenses and Communications	Other	Total
Administrative Expenses-Corporate Overhead						
Executive Office	\$543,437	\$0	\$750,000 *	\$0	\$119,243	\$1,412,680
General Counsel including External Legal Services	1,980,429	0	925,000	0	74,376	2,979,805
Finance	1,778,922	0	400,000	0	70,750	2,249,672
Document Management Center	580,091	0	0	363,945	505,200	1,449,236
Information Technology	3,016,259	0	1,507,160	1,360,050	187,500	6,070,969
Acquisition & Management Services	766,154	0	2,000	0	56,384	824,538
Human Resources	942,002	0	720,000	35,000	1,073,630	2,770,632
Strategy and Innovation	678,361	126,080	12,000	0	48,927	865,368
Pension Contributions	0	0	0	0	1,500,000	1,500,000
Other: Internal Compliance Function, Corporate Insurance, Enterprise-wide Office Supplies and Special Projects Support	368,801	0	152,500	0	277,690	798,991
Pay for Performance Program	644,500	0	0	0	0	644,500
Total Corporate Overhead	\$11,298,956	\$126,080	\$4,468,660	\$1,758,995	\$3,913,700	\$21,566,391

* Other projects have been proposed and additional Professional Services may be required, subject to funding external to AHA.

Community and Governmental Relations & Human Development Support Services Schedule D

Intergovernmental Relations and Community Affairs	\$129,400
Human Development Support	825,229
Job Training and Education	426,400

Total Community and Governmental Relations & Human Development Support Services	\$1,381,029
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This Schedule excludes the operating expenses of the Department of Community and Governmental Relations & Human Development Support Services which are addressed on Schedule C-1.

See Schedule E for human development services provided by PMCOs to the AHA-Owned residential communities.

Operating Expenses for AHA-Owned Properties Schedule E

	Administrative Expenses	Utilities	Maintenance & Operations	Protective Services	Other (See Note)	Human Development Services	Total
AHA-Owned Residential Properties							
Barge Road Highrise	\$216,498	\$246,114	\$263,568	\$140,701	\$36,903	\$131,049	\$1,034,833
Cheshire Bridge Road Highrise	313,393	266,891	333,086	133,924	37,095	159,474	1,243,863
Cosby Spear Highrise	423,755	635,840	703,697	289,186	53,951	188,999	2,295,428
East Lake Highrise	267,445	277,158	352,164	132,045	33,122	124,364	1,186,298
Georgia Avenue Highrise	168,561	177,763	282,898	132,195	15,038	98,901	875,356
Hightower Manor Highrise	232,475	194,101	279,484	145,412	42,134	135,516	1,029,122
Juniper and Tenth Highrise	225,485	274,716	289,947	142,460	39,639	120,055	1,092,302
Marian Road Highrise	356,556	440,744	361,454	153,826	63,274	203,567	1,579,421
Marietta Road Highrise	199,513	219,099	278,762	144,557	35,345	129,639	1,006,915
Martin Street Plaza	119,825	353,614	220,151	161,344	12,388	75,234	942,556
Peachtree Road Highrise	357,616	417,624	407,397	134,199	41,199	165,063	1,523,098
Piedmont Road Highrise	339,284	503,723	483,378	130,995	31,121	153,964	1,642,465
Westminster	55,128	99,063	104,663	42,218	10,476	16,020	327,568
Total AHA-Owned Residential Properties	\$3,275,534	\$4,106,450	\$4,360,649	\$1,883,062	\$451,685	\$1,701,845	\$15,779,225
Other AHA-Owned Properties							
AHA Headquarters Building	\$291,422	\$285,550	\$539,294	\$194,982	\$163,300	\$0	\$1,474,548
Zell Miller Center	0	32,226	23,060	0	0	0	55,286
Other AHA Land	0	310,000	557,365	0	283,061	0	1,150,426
Total Other AHA-Owned Properties	\$291,422	\$627,776	\$1,119,719	\$194,982	\$446,361	\$0	\$2,680,260
Total AHA-Owned Properties	\$3,566,956	\$4,734,226	\$5,480,368	\$2,078,044	\$898,046	\$1,701,845	\$18,459,485

Note: Other expenses include, but are not limited to, insurance, Payment in Lieu of Taxes (PILOT) and collection losses.

Demolition/Modernization of AHA-Owned Properties

Schedule F

		Modernization		Total
		Non-EPC	EPC	
AHA-Owned Residential Properties	Demolition	Renovations	Renovations	
Barge Road Highrise	\$0	\$1,200,000	\$395,857	\$1,595,857
Cheshire Bridge Road Highrise	0	479,872	465,175	945,047
Cosby Spear Highrise	0	445,815	742,232	1,188,047
East Lake Highrise	0	93,000	492,608	585,608
Georgia Avenue Highrise	0	183,933	248,387	432,320
Hightower Manor Highrise	0	90,000	184,292	274,292
Juniper and Tenth Highrise	0	385,800	280,538	666,338
Marian Road Highrise	0	432,425	833,903	1,266,328
Marietta Road Highrise	0	20,000	397,884	417,884
Martin Street Plaza	0	22,374	214,285	236,659
Peachtree Road Highrise	0	326,204	489,199	815,403
Piedmont Road Highrise	0	165,693	666,571	832,264
Westminster	0	0	89,069	89,069
Total AHA-Owned Residential Properties	\$0	\$3,845,116	\$5,500,000	\$9,345,116
Demolition of QLI Properties				
Palmer House Highrise	255,834	0	0	255,834
AHA-Owned Residential Properties	\$255,834	\$3,845,116	\$5,500,000	\$9,600,950
AHA Headquarters	\$0	\$156,744	\$0	\$156,744
Total Demolition/Modernization of AHA-Owned Properties				\$9,757,694

Development and Revitalization
Schedule G (See Note)

Revitalization Communities	Auburn Pointe	Capitol Gateway	Centennial Place	College Town at West End	Mechanicsville	University	The Villages at Carver	West Highlands at Herman E. Perry	Magnolia Perimeter Properties	QLI Revitalizations	Total
Development and Revitalization Expenses											
Demolition	\$0	\$115,000	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$215,000
Extraordinary Sitework	200,000	0	0	0	0	0	460,000	0	120,000	0	780,000
Public Improvement Expenses	531,047	2,454,679	700,000	203,000	149,074	900,000	0	1,392,000	0	0	6,329,800
Legal Expense	158,000	137,500	20,000	137,000	116,500	195,000	150,000	100,000	10,000	0	1,024,000
Grounds Maintenance for Vacant Properties	0	0	0	0	0	63,874	0	0	12,000	0	75,874
Professional Services	30,000	75,000	85,000	39,226	25,000	840,560	35,000	15,000	0	355,000	1,499,786
Contributions	800,000	0	0	0	0	0	0	0	0	0	800,000
Human Development Services	98,000	0	0	157,170	0	0	0	0	0	0	255,170
Developer Loans	1,369,073	0	375,000	0	1,960,574	267,575	0	0	0	0	3,972,222
Acquisition Loans	0	0	0	2,842,838	0	0	0	0	0	0	2,842,838
Homeownership Subsidy	0	0	0	320,000	300,000	0	0	120,000	0	0	740,000
Site Acquisition related costs	0	225,000	0	32,500	0	65,000	1,060,000	0	15,000	0	1,397,500
Site Improvements	531,382	0	300,000	0	0	562,000	0	0	0	0	1,393,382
Total Development and Revitalization Expenses	\$3,717,502	\$3,007,179	\$1,480,000	\$3,731,734	\$2,551,148	\$2,894,009	\$1,705,000	\$1,627,000	\$257,000	\$355,000	\$21,325,572
Source of Funds											
HOPE VI, RHF and Capital Grants	3,468,351	\$855,102	\$0	\$397,500	\$2,402,074	2,828,010	\$200,000	\$0	\$245,000	\$355,000	\$10,751,037
City of Atlanta and Affiliates	45,665	1,812,077	700,000	0	12,318	0	0	0	0	0	2,570,060
Cash Balances Accumulated for Revitalization Activities	203,486	340,000	780,000	3,110,226	0	0	1,495,000	1,627,000	12,000	0	7,567,712
Funds from Development and Transaction Fees and Interest Income	0	0	0	224,008	136,756	65,999	10,000	0	0	0	436,763
Total Source of Funds	\$3,717,502	\$3,007,179	\$1,480,000	\$3,731,734	\$2,551,148	\$2,894,009	\$1,705,000	\$1,627,000	\$257,000	\$355,000	\$21,325,572

Note: Includes all known FY2012 AHA Development and Revitalization expenses except for City of Atlanta-funded public improvements. Some activities scheduled and budgeted for FY11 may be delayed until FY12 and such expenditures, along with related funding, are not included. AHA will address any variances between budget and actual in FY12 resulting from these expenditures.

**AHA Business Transformation
iERP Expenditures
Schedule H**

iERP Expenditures:

YARDI

Discovery, Design and Planning (DDP)	\$60,000
Annual Software License Cost	377,295
Implementation Services	2,219,090
Total YARDI	\$2,656,385

Enterprise Content Management (ECM)

GBTI Professional Services	\$493,984
Software Maintenance	25,497
Total ECM	\$519,481

Bolt-ons, Extensions, Integrations and Related Services

2,518,212

Transformation Professional Services

1,594,742

Total iERP Expenditures

\$7,288,820

Use of Cash Balances for iERP Solution

Use of Cash Balances Accumulated for iERP Solution <i>Budget Authority approved by AHA's Board on January 26, 2011</i>	\$4,770,608
Additional Use of Cash Balances Accumulated for iERP Solutions	2,518,212
Total Use of Cash Balances for iERP Expenditures	\$7,288,820

* The iERP is supported by all of AHA's direct operating divisions and administrative cost centers.

iERP Cost Projections by Fiscal Year

FY2011	\$3,849,114
FY2012	7,288,820
FY2013 - 2015	1,605,312
Total iERP Projected Costs	\$12,743,246

AHA Business Transformation
Non-iERP Hardware & Software Solutions
Schedule I

Non-iERP Software Solutions and Related Services

Integrated People and Information System and Payroll Solution	\$535,000
Enterprise Project Management Software	220,000
Virtual Desktop Solution	211,000
Security Software	150,000

Total Non-iERP Software Solutions and Related Services

\$1,116,000

2. Capital Planning – FY 2013

Major Capital Needs and Projects, Estimated Costs and Proposed Timetables

This section describes AHA's capital plans using MTW funds. In FY 2013, AHA projects it will dedicate approximately \$5 million toward capital improvement projects and related construction management and design fees at the 13 AHA-Owned Residential Communities.

AHA established three priorities for FY 2013 capital improvement at the AHA-Owned Residential Communities:

1. Health and safety of residents
2. Property viability
3. Unit rehabilitation (Cabinets, Flooring, and Closet Doors)

The expected sites for the work include all of the AHA-Owned Residential Communities (Barge Road Highrise, Cheshire Bridge Road Highrise, Cosby Spear Highrise, East Lake Highrise, Georgia Avenue Highrise, Hightower Manor Highrise, Juniper and Tenth Highrise, Marian Road Highrise, Marietta Road Highrise, Martin Street Plaza, Peachtree Road Highrise, Piedmont Road Highrise, and Westminster).

3. Combined Statements of Revenue, Expense and Changes in Net Assets

For the Year Ended June 30, 2011

	FY 2011
Operating revenue:	
MTW Single Fund used for operations	\$ 220,387,957
ARRA grant used for non-capitalized expense	4,816,316
Tenant dwelling revenue	5,415,284
HOPE VI grants used for non-capitalized expense	3,187,142
Fees earned from Georgia HAP	1,813,846
Other operating revenue	<u>2,283,393</u>
Total operating revenue	237,903,938
Operating expense:	
Housing assistance payments	147,352,440
Administrative including direct operating division expense	47,572,716
Utilities, maintenance and protective services	12,504,797
Resident and participant services	1,215,962
General expense	3,489,006
Expense related to Georgia HAP	758,881
Depreciation and amortization	<u>7,478,954</u>
Total operating expense	<u>220,372,756</u>
Net operating income	17,531,182
Non-operating revenue/(expense):	
Interest and investment income	428,162
Gain on sale of fixed asset	84,118
Capital asset write-off	-
Demolition and remediation expense	(7,463,417)
Other revitalization expense	(1,204,574)
Relocation-related expense	(2,579,158)
Grants to Owner Entities of mixed-income communities (UFAS)	-
Valuation allowance expense	(1,874,749)
Interest expense	<u>(151,992)</u>
Net non-operating expense	<u>(12,761,610)</u>
Capital grant revenue including ARRA — modernization of AHA-Owned communities	21,266,200
Capital grant revenue — revitalization related	19,637,997
Change in net assets	45,673,769
Net assets — beginning of year	<u>390,134,303</u>
Net assets — end of year	<u>\$ 435,808,072</u>

SOURCE: AHA Audit for the fiscal years ended June 30, 2010 and 2011



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

Adopted by the Board of Commissioners

March 28, 2012

The Housing Authority of the City of Atlanta, Georgia

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

Preamble	1
Part I.	Introduction 2
Article One.	Objective..... 2
Article Two.	Management and Administration..... 2
Article Three.	Moving to Work Annual Plan..... 2
Article Four.	Applicability of Policies to Applicants and Residents 3
Article Five.	Site-Based Waiting List Policy..... 3
Article Six.	Fair Housing and Equal Opportunity..... 4
Article Seven.	Reasonable Accommodation..... 4
Article Eight.	Deconcentration of Poverty..... 5
Article Nine.	Fraud and Misrepresentation 6
Article Ten.	Private Sector Innovation 6
Part II.	Applicant and Resident Suitability 7
Article One.	Definitions of Family..... 7
Article Two.	Determining Criteria..... 8
Article Three.	Initial Leasing Considerations..... 9
Article Four.	Applicant Selection Policies..... 10
Article Five.	Order of Selection for UFAS-Accessible Units..... 14
Article Six.	Screening of Applicants and Residents..... 17
Article Seven.	Criminal History Screening..... 19
Part III.	Resident Benefits and Opportunities 23
Article One.	Rent, Individual Development Accounts, and Security Deposits..... 23
Article Two.	Basic Lease Obligations and Responsibilities..... 28
Article Three.	Occupancy, Charges and Allowances..... 30
Article Four.	Transfers..... 31
Article Five.	Individual Development Account (IDA) Program..... 34
Article Six.	Pet Policy..... 35
Article Seven.	Disputing Decisions of Manager..... 36
Part IV.	Miscellaneous 38
Article One.	Availability of Official Leasing Documents..... 38
Article Two.	Special Program, Policy and/or Strategic Initiatives..... 38
Article Three.	Response to Federally Declared Disasters and Other Federally Declared Emergencies..... 39
Article Four.	Approval of Management Practices..... 39
Article Five.	Revisions to the Statement of Corporate Policies 40

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

PREAMBLE

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

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

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

The Statement of Corporate Policies was adopted by Atlanta Housing Authority’s Board of Commissioners on June 16, 2004. Five revisions of the Statement of Corporate Policies have been approved subsequent to the original date of adoption. This document represents the amendment and restatement of those policies and therefore supersedes all prior versions of Atlanta Housing Authority’s Statement of Corporate Policies.

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

PART I- INTRODUCTION

ARTICLE ONE. OBJECTIVE

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

ARTICLE TWO. MANAGEMENT AND ADMINISTRATION

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

ARTICLE THREE. MOVING TO WORK ANNUAL PLAN

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

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

ARTICLE FOUR. APPLICABILITY OF POLICIES TO APPLICANTS AND RESIDENTS

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

ARTICLE FIVE. SITE-BASED WAITING LIST POLICY

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

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

ARTICLE SIX.

FAIR HOUSING AND EQUAL OPPORTUNITY

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

ARTICLE SEVEN.

REASONABLE ACCOMMODATION

1. Atlanta Housing Authority shall assist persons with disabilities who are Applicants, Residents, employees and visitors to Atlanta Housing Authority offices and communities to participate in programs on the same basis as persons who do not have such disabilities. Atlanta Housing Authority will make reasonable and necessary accommodations for persons with disabilities so that each such person may participate in a meaningful manner, and benefit from, all Atlanta Housing Authority-sponsored programs and activities. These reasonable accommodations shall extend to Atlanta Housing Authority's applications procedures, program participation and facilities enhancement activities.
2. Atlanta Housing Authority and Owner Entities through their respective Management Agents shall (i) set forth a process for Applicants, Residents and members of the public who participate in programs in Affordable Communities and/or Signature Communities to request reasonable accommodations; (ii) provide forms for individuals to request reasonable accommodation(s); (iii)

set forth specific procedures regarding the acceptance, processing and disposition of reasonable accommodation request(s), including timeframes; and (iv) provide formal appeal/grievance procedures for individuals who have been denied reasonable accommodation(s).

3. As a component of Atlanta Housing Authority's reasonable accommodation efforts, Atlanta Housing Authority will advise Applicants, Residents, employees and members of the public of the right to effective communication in programs, services and activities. Management Operating Procedures will ensure that:
 - A. Interested persons, including persons with hearing, visual or cognitive disabilities, can obtain information concerning the existence and location of accessible services, activities, and facilities;
 - B. Atlanta Housing Authority, Owner Entities, or Management Agents shall furnish appropriate auxiliary aids and services, where necessary, to afford a person with disabilities an equal opportunity to participate in programs, services and activities. In determining what auxiliary aids are necessary, Atlanta Housing Authority, Owner Entities, or Management Agents shall give primary consideration to the requests of the person with disabilities unless doing so would result in a fundamental alteration of programs or activities, or an undue financial and administrative burden; and
 - C. Residents and Applicants are aware of alternative, non-written methods to request a reasonable accommodation and the availability of forms and information in alternative formats.

ARTICLE EIGHT. DECONCENTRATION OF POVERTY

1. In order to realize its corporate vision of Healthy Mixed-Income Communities/Healthy Self-Sufficient Families, Atlanta Housing Authority is pledged to outcomes that lead to the deconcentration of poverty in the management of its Affordable Communities and the creation of market rate, mixed income communities.
2. Atlanta Housing Authority's fair and equitable Site-Based Waiting List Policy for Assisted Apartments at each Affordable and Signature Community strengthens the concepts of community building and housing choice. Based on available housing opportunities, Applicants choose communities according to location, amenities, job opportunities, schools, and neighborhoods.

The result is a policy approach that supports the deconcentration of poverty.

3. Under Moving to Work, Atlanta Housing Authority has the authority to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient and effective ways of providing quality, mixed-income housing to low income families
4. Atlanta Housing Authority will also continue to reposition its portfolio of distressed and obsolete public housing developments through a variety of strategies, foremost of which is the transformation of its conventional public housing developments into market-rate, mixed-income communities, each with a seamless affordable component and households having a range of incomes and diverse backgrounds.

ARTICLE NINE. FRAUD AND MISREPRESENTATION

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

ARTICLE TEN. PRIVATE SECTOR INNOVATION

In order to take advantage of private sector innovation, Atlanta Housing Authority may make available to the Owner Entities of Signature Communities the least restrictive regulatory requirements to achieve goals in accordance with the MTW Annual Plan. Owner

Entities may engage in innovative activities in developing and implementing management practices and streamlined processes; higher community standards; and quality of life initiatives in order to create quality living environments.

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

PART II - APPLICANT AND RESIDENT SUITABILITY

ARTICLE ONE. DEFINITIONS OF FAMILY

1. A Family is defined as one or more persons who may or may not be related that are residing together in the same household.
2. An Elderly Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is age 62 or older.
3. A Disabled Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is a person with a verifiable disability.
4. Any adult member of a Resident household who is not elderly (62 years or older) or a person with a verifiable disability, other than an approved live-in-aide or a household member who is otherwise needed in the home as a reasonable accommodation to care for an elderly and/or disabled household member based on verifiable circumstances for a recognized period of time, must be in compliance with the qualifications outlined in Article Two and Article Four of this Part II.

5. Any member of a Resident household who is under the age of 18, a person (other than the head or spouse) with a verifiable disability and a full-time student (subject to documented verification) up to the age of 24 will be considered a dependent of the Resident household.

ARTICLE TWO. DETERMINING CRITERIA

1. An Applicant desiring to lease an Assisted Apartment must first demonstrate that (a) Applicant meets one of the definitions of Family and is an eligible low income household based on total annual household income pursuant to and verified according to U. S. Department of Housing and Urban Development (HUD) rules and regulations and as provided in Atlanta Housing Authority's MTW Annual Plan; (b) Applicant satisfies HUD's statutory and regulatory requirements for citizenship/eligible immigrant status; (c) each school-age member of the Applicant's household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll and attend an accredited public or private secondary academic or technical school (d) provided the Applicant household is not an Elderly Family or a Disabled Family as defined in Article One of this Part II, at least one adult member of the Applicant household, 18 years of age or older, is either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Management Operating Procedures; (e) each other member of the Applicant's household, 18 years of age and older, including such other adult household members in an Elderly Family or Disabled Family that must first comply with the above-stated requirements, is either (1) legally and gainfully employed or self-employed (as described above) on a full-time basis for at least 30 hours per week; (2) a full-time student at an Atlanta Housing Authority recognized school or institution; (3) employed (but not self-employed) on a part-time basis and either attending an Atlanta Housing Authority recognized school or institution on a part-time basis or participating in an Atlanta Housing Authority-approved training program for a combined minimum total of 30 hours per week for employment and education/training; (4) elderly; or (5) disabled; and (f) Applicant would be a suitable Resident based on past satisfactory behavior including, but not limited to, housekeeping performance, acceptable payment records for rent and/or utilities (as applicable), acceptable credit history,

acceptable criminal background record, and a commitment to abide by the Dwelling Lease offered to eligible Applicants (the "Lease").

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

ARTICLE THREE. INITIAL LEASING CONSIDERATIONS

1. An Applicant desiring to lease an Assisted Apartment must apply at the community or communities of the Applicant's choice according to the Management Operating Procedures.
2. An Applicant who applies will be placed on the applicable site-based waiting list for the community or communities in accordance with the Applicant Selection Policies.
3. Certain communities with Assisted Apartments may require Applicants to pay an appropriate non-refundable leasing fee, which may be applied to the Applicant's security deposit, provided the Applicant is offered and accepts the offer of an Assisted Apartment.
4. Applicants will provide all information on all household members requested in the application for admission on the form in use by the Management Agent.
5. The application for admission will give persons with disabilities the opportunity to (i) specify whether they need a unit with accessible features and describe the necessary accessibility features they require; (ii) specify if they require reasonable

accommodation(s) in their housing and/or during the application process; and (iii) request a copy of Atlanta Housing Authority's Reasonable Accommodation Policy.

6. Application information for Applicants will include the name and contact information of the Management Agent for each community, and the name and contact information of Atlanta Housing Authority's Section 504/ADA Coordinator, including the TDD/TTY number or Georgia Relay Service telephone number.

ARTICLE FOUR. APPLICANT SELECTION POLICIES

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

1. Order of Applicant Selection for Communities where the Resident Population is comprised of Elderly, Almost-Elderly and/or Non-Elderly Disabled Residents:

- A. To be considered for a Community for Elderly, Almost-Elderly and/or Non-Elderly Disabled Residents, an Applicant must be a household whose head or spouse (if married) or sole member is:

- (i) Elderly (62 years of age or older);
- (ii) Almost Elderly (55-61 years of age); or
- (iii) Non-Elderly Disabled (persons less than 62 years of age with a disability, and for the purpose of admission policy under the following subsection B., persons less than 55 years of age).

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

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

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

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

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

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

ARTICLE FIVE.

ORDER OF SELECTION FOR UFAS-ACCESSIBLE UNITS

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

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

who requires the accessibility features of the available UFAS-Accessible Unit;

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

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

ARTICLE SIX.

SCREENING OF APPLICANTS AND RESIDENTS

1. Applicants and Residents, at least 16 years of age or older, are subject to initial and ongoing screening to ensure that they can demonstrate their current and continued suitability as a Resident of a community with Assisted Apartments. The Management Agent shall be responsible for: (1) screening household members 16 years old and over; and (2) ensuring that all background information, including deductions and allowances, are properly verified.

2. Applicants shall undergo and complete the screening process prior to the offer of an Assisted Apartment. Residents shall undergo and complete the screening process annually, on an interim basis, or over some longer interval of time in accordance with the MTW Annual Plan.
3. Screening practices that are common and customary for the purpose of leasing apartments in the State of Georgia shall be utilized including, but not limited to examination of landlord and dispossessory records; review of past and current apartment management records; review of housekeeping performance based on a home visit; and requesting credit reports, utility records, and criminal background histories.
4. Applicants and Residents are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic reexamination process. The period of the authorization will be established in the Management Operating Procedures.
5. Applicants and Residents are required to cooperate with the Management Agent during the screening process by providing truthful, complete information relating to all income, household composition, criminal history background, and all other household background information.
6. An Applicant with an unsatisfactory screening report will be denied and sent a suitability denial notice. A Resident household with an unsatisfactory screening report will be subject to termination or nonrenewal of the Resident household's Lease.
7. Applicants and Residents with unsatisfactory screening reports will be presented with a suitability denial notice, which will include a copy of any adverse report(s) or reason(s), and the opportunity to dispute the accuracy and relevance of the adverse report(s) or reason(s). Applicants and Residents desiring to dispute such determinations, including those with adverse criminal history reports, may do so as set forth in the Statement of Corporate Policies, as applicable, based on the circumstances.
8. Atlanta Housing Authority and Management Agents may share information with one another on the denial of admission of Applicants and the termination of Residents in order to avoid any duplication of effort and ensure the integrity of the screening process.

ARTICLE SEVEN. CRIMINAL HISTORY SCREENING

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

1. OFFENSES SPECIFICALLY IDENTIFIED BY HUD

- A. Pursuant to 24 CFR § 960.204, Applicants may be denied admission if any member of their households:
 - i. Has been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
 - ii. Is currently engaging in the illegal use of drugs;
 - iii. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - iv. Is subject to a lifetime registration requirement under a State sex offender registration program; or
 - v. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.
- B. Residents will also be subject to termination if, subsequent to admission, Atlanta Housing Authority determines that any of the statements included in Paragraph A above were applicable to Resident households at the time of admission.

2. VIOLENT OR DRUG-RELATED OFFENSES

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

- A. Homicide, Murder, Voluntary Manslaughter;
 - B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
 - C. Child Molestation, Child Sexual Exploitation;
 - D. Drug Charges;
 - E. Kidnapping, False Imprisonment;
 - F. Terrorism;
 - G. Arson;
 - H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate or Destroy;
 - I. Assault and Battery (Simple and Aggravated);
 - J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
 - K. "Carjacking;"
 - L. Robbery;
 - M. Hate Crimes;
 - N. Criminal Damage to Property Endangering Life, Health and Safety;
 - O. Aiding and Abetting in the Commission of a Crime Involving Violence; and
 - P. Other Violent or Drug-Related Offenses that may Pose a Threat to Public Health and Safety.
3. OTHER CRIMINAL OFFENSES (Not Violent or Drug-related)

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

- A. Child Neglect;
 - B. Disorderly Conduct;
 - C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);
 - D. Motor Vehicle Theft;
 - E. Burglary, Larceny, Receiving Stolen Goods;
 - F. Prostitution and Solicitation of Prostitution;
 - G. Vandalism; and
 - H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.
4. ADVERSE CRIMINAL HISTORY DECISIONS
- A. NOTICE: Denied Applicants and Residents for whom termination is proposed will receive a written notice outlining:
 - i. The specific reasons for the denial or proposed termination;
 - ii. The dispute process; and
 - iii. The process for requesting reasonable accommodation in the dispute process for persons with disabilities.
 - B. Dispute Process Available to Applicants Denied for Criminal History
 - i. INFORMAL REVIEW: Denied Applicants have the right to request an informal review by an impartial person designated by the Management Agent who did not have any prior role in processing the Applicant's application and who is not the subordinate of the person who made the initial decision. Informal reviews must be requested in writing within ten (10) days from the date of receipt of the denial notice. If the Applicant requires assistance with making a written request, the Applicant may come into the management office before the end of the ten (10) day period to request assistance with the written request. If the Applicant does not submit a written request for an informal review within this time period, the decision will be considered final.

- ii. DOCUMENT REVIEW: Prior to the informal review, a denied Applicant may request an opportunity to examine the application file and to copy any relevant documents at the Applicant's cost.
- iii. WITNESSES AND REPRESENTATIVES: The Applicant may bring witnesses, representatives (including attorneys) or letters of support to the informal review. In the event the Management Agent presents any witnesses, the Applicant will have a right to cross-examine them.
- iv. DISPOSITIONS: Denied Applicants are encouraged to bring to the informal review a copy of the disposition of the criminal offenses which form the basis of the denial. If, however, a denied Applicant admits that he or she committed a crime, was convicted of a crime or that he or she entered a guilty plea for the criminal offense in question, the Applicant will not be required to provide additional information regarding a criminal conviction or a guilty plea. This does not mean, however, that an Applicant who admits to committing a crime, was convicted of a crime or entered a guilty plea will not be allowed to discuss the circumstances or any of the review considerations set forth below if he or she wants the Management Agent to consider such additional information.
- v. REVIEW CONSIDERATIONS: At the informal review, a denied Applicant may present, and Management Agent will consider, evidence (including verbal and written statements) of the following:
 - a. Circumstances: Circumstances of the criminal case(s) and mitigating or aggravating circumstances;
 - b. Conduct: The time, nature and extent of the Applicant's conduct (including the severity of the conduct and the seriousness of the offense);
 - c. Future Danger: Whether the conduct indicates that the Applicant would pose a danger to the health, safety or welfare of other residents; whether the Applicant has been rehabilitated so as not to pose such a danger; and other facts which would prevent the Applicant from posing a danger.

vi. REVIEW DECISIONS: A written review decision should be provided to the denied Applicant within ten (10) days following the informal review or , if the reviewer requested additional information from the Applicant, within ten (10) days following the date the information was submitted, or was due if not submitted, whichever comes first. If the reviewer's decision is to deny the application, the decision shall set forth the reasons for the denial in detail.

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

PART III - RESIDENT BENEFITS AND OPPORTUNITIES

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

1. Residents are required to pay rent according to the instructions provided by the Management Agent pursuant to the terms of the Lease.
2. Atlanta Housing Authority may, from time to time, establish various rent structures that will combine the rent charged to Residents with the budgeted federal subsidy in order to balance affordability and operating expenses to ensure that the financial obligations of each community with Assisted Apartments are covered.
3. Rent structures will be evaluated on a property-by-property basis with the goal of using the rent structure that best positions the individual community to remain self-sustaining. The appropriate rent structure for each community with Assisted Apartments may be established by using one or a combination of the following income and non-income based approaches:
 - A. "Income Adjusted Rent" which is a rent structure based on a percentage of the Resident's adjusted household income; and/or

- B. "Affordable Fixed Rent" which is a rent structure based on several property-related factors, including, but not limited to, the particular community in question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package.
4. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, the amount of a Resident's rent will be based on whether a Resident selects either the "Income Adjusted Rent," or an "Affordable Fixed Rent."
 5. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, a Resident will be subject to a "Rent Adjustment Fee" if the Resident changes the method of rent payment during the calendar year, unless the Resident can document a hardship reason as to why the change is necessary.
 6. Affordable Fixed Rents may be the only rent structure offered in certain communities identified under Atlanta Housing Authority's Annual MTW Plan. Income-adjusted Rents will not be available in those communities. All Residents residing in these communities will have to pay the applicable Affordable Fixed Rent for Assisted Apartments in accordance with the schedule established for their community.
 7. Atlanta Housing Authority, in its discretion, may explore innovative rent simplification strategies and methodologies for determining Rent that are beneficial to Residents, while streamlining administrative processes and procedures for Atlanta Housing Authority, Management Agents and Residents ("Rent Simplification"). Prior to the implementation of any proposed Rent Simplification strategy or methodology, AHA will conduct an impact analysis to determine whether the implementation of any change in determining Rent will produce an unreasonable rent burden on Residents ("Rent Burden Impact Analysis"). The Rent Burden Analysis supporting any proposed Rent Simplification strategy or methodology must be submitted to and approved by the Atlanta Housing Authority Board of Commissioners before implementation.

8. Atlanta Housing Authority, in its discretion, may establish fixed-rate or standard deductions and asset determination procedures to be used in calculating Income-Adjusted Rents. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating Income-Adjusted Rents. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets. If it is determined that the implementation of any such revision could impact Tenant Rent, a Rent Burden Impact Analysis and Board of Commissioners approval will be required.
9. Resident, or any Resident household member, whose employment status was either (i) reasonably relied upon by the Management Agent in determining the Resident's initial eligibility for admission; or (ii) achieved to satisfy Atlanta Housing Authority's work requirement and related policies, who then becomes unemployed due to her/his resignation, quitting, termination for cause, or other reasons based on the Resident's or Resident household member's actions after the execution of the Lease for an Assisted Apartment and during the Resident's ongoing term of tenancy in an Assisted Apartment, shall not receive any rent relief as a result of the loss of employment and shall continue to pay the Income Adjusted Rent or Affordable Fixed Rent based on prior employment status, as applicable, for the Resident in the Assisted Apartment. This provision may be waived if the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment was based on an event that was beyond the control of the Resident and for which the Resident was not at fault.
10. Residents paying an Income Adjusted Rent must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing Authority may set from time to time.
11. The minimum rent requirement does not apply to Resident households, in which all adult household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such Resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.

12. AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.
13. Such Elderly and Non-Elderly Disabled Residents will still be expected to pay the Income Adjusted Rent based on the Annual Fixed Income and any adjustments to the Annual Fixed Income.
14. Security deposits shall be maintained at such levels as Atlanta Housing Authority, Owner Entities, and/or Management Agents may determine based on the bedroom size and the particular community with Assisted Apartments.
15. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent or other rent structure described in paragraph 3 of this Article will create a hardship since no such rent initiatives will go into effect without providing at least sixty (60) days advance notice. Even so, a household who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.
 - A. A hardship may exist for a Resident household when any one of the following circumstances is present: (i) the household is no longer eligible for (through no fault of the household) or is waiting for an eligibility determination for a Federal, State, or local assistance program; (ii) the income of the household has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the household); (iii) although the household is diligently seeking to increase the household's income, the increase is not yet sufficient to fully pay the new rent ; or (iv) such other extraordinary circumstances as the Management Agent may determine.

- B. The Management Agent shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the Resident household is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the household.
 - C. Such actions under paragraph B above may include, but not be limited to:
 - i. Temporary suspension of the minimum rent requirement under such terms as the Management Agent shall direct. Such suspensions shall not last greater than ninety (90) days unless otherwise extended upon the written request of the Resident household based on verifiable circumstances reasonably affecting the Resident household's ability to pay the minimum rent. The period of the temporary suspension may be extended by the Management Agent after supervisory review and documented approval of the request;
 - ii. Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;
 - iii. Referral to third party agencies who assist residents with the payment of rent; and
 - iv. Such other actions as the Management Agent shall direct.
 - D. The Resident household will not be required to pay minimum rent arrearages that accumulated during the entire period of an approved temporary suspension of the minimum rent as set forth in paragraph C above.
16. Atlanta Housing Authority, in its discretion, may explore strategies that recognize the progression of Residents toward economic self-sufficiency which lead to their graduation from housing assistance. Such strategies may only be incorporated in the Management Operating Procedures upon authorization by the President and Chief Executive Officer.

ARTICLE TWO. BASIC LEASE OBLIGATIONS AND RESPONSIBILITIES

1. Residents are to live in the apartment in such a manner so as to not adversely impact the quiet, peaceful enjoyment of the premises by other residents while meeting all of the obligations set forth in the Lease, including, but not limited to, those obligations relating to the work requirement, housekeeping, other health and safety concerns, criminal activity prohibitions, reporting criminal activity on the premises, and economic independence initiatives.
2. Each Resident household must undergo a "Lease Renewal Review" or recertification process in a manner and at a frequency determined by the Management Agent based on the particular community in which the Resident resides. Lease Renewal Reviews may be conducted annually, on an interim basis, or over some longer interval of time according to the Moving to Work Annual Plan and as established in the Management Operating Procedures.
3. All household members, 16 years of age or older, are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic recertification process in order to ensure Residents meet all criteria for continued occupancy. The period of the authorization will be established in the Management Operating Procedures.
4. Each adult Resident (18 to 61 years of age) is required to be gainfully employed on a full-time basis (see Part Two, Article Four) unless the resident is Elderly or Disabled.
5. Resident households with adult members who are neither Elderly nor Disabled and who are not legally and gainfully employed or self-employed on a full-time basis as defined by the Management Operating Procedures are subject to Lease termination.
6. The Management Agent may approve, in its sole discretion subject to verification, any combination of full-time or part-time gainful employment and full-time or part-time attendance at an Atlanta Housing Authority-recognized school, institution, and/or Atlanta Housing Authority-approved training program, provided that, when combined, total a minimum number of 30 hours equivalent to the full-time employment required in accordance with eligibility and qualification requirements of this Statement of Corporate Policies.

7. Any Resident, who loses Resident's job or welfare benefit for whatever reason due to Resident's own fault, shall continue to pay the Rent based on the Resident's prior employment income or welfare benefit status, unless the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment or welfare benefit was not the Resident's fault.
8. Residents who are not working full-time may be required to enroll and satisfactorily participate in an established and Atlanta Housing Authority-approved economic independence program, and may be required to have part-time employment.
9. Each Resident, regardless of the Resident's work status (full or part-time employment), may be required to participate in an approved economic and life-style initiative that has as one of its components, the completion of an approved planning document, which charts out a path for the Resident towards economic, and life-style independence and devises strategies to address any barriers confronting the Resident.
10. Each adult Resident (18 to 61 year old), who is enrolled in and attending a training component of an approved economic independence program, or attending school, but is not in training or class at least 30 hours per week, must work the required number of hours to achieve, at a minimum, a combination of training/schooling *and* work hours of 30 hours per week.
11. Upon review of a Resident's circumstances related to a verified disability of a member or members of the Resident household, the Management Agent may consider and document extensions of the work/program participation requirement as a reasonable accommodation if justified by the circumstances.
12. HUD established the Community Service and Self-Sufficiency Requirement (CSSR) which requires most unemployed public housing residents ages 18 - 61, who are not receiving TANF benefits, exempt from work requirements, engaged in work activities or unable to comply because of a disability, to contribute the HUD-specified number of hours each month to community service or an economic self-sufficiency program. Residents in compliance with Atlanta Housing Authority's full-time employment requirement of 30 hours per week, or a combination of training/schooling *and* work hours of 30 hours per week, are considered by Atlanta Housing Authority to be in compliance with CSSR.

13. Any school age member of the Resident household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll in and attend an accredited public or private secondary academic or technical school.
14. Each Resident is responsible for ensuring that all school age members of the Resident household attend school on a regular basis in accordance with local school board policies and state law. Resident shall provide the Management Agent with such information, releases and authority so that the Management Agent can inquire into the attendance status of any school age child on the Lease.
15. Each Resident Head of Household and Resident household member shall be responsible for the actions and activities of household members, visitors, guests, and invitees while those persons are either a member of the household, visiting the household, or are on the property.
16. Residents who fail to fulfill the obligations and responsibilities under the provisions of this Part III, Article Two, or under the provisions of the Lease shall be subject to the denial or significant reduction in rental subsidy resulting in an increase in the amount of Rent, or the nonrenewal or termination of their Lease.

ARTICLE THREE. OCCUPANCY, CHARGES AND ALLOWANCES

1. To avoid overcrowding and the conditions that may arise from overcrowding, Residents will be assigned to an apartment so that generally no more than two adults occupy a bedroom. Additional consideration, as determined by the Management Agent, may be given to households with small children or households with other significant circumstances, who may be requesting a larger apartment.
2. A Live-in Aide that is essential for the care and support of an Elderly or Disabled Resident, the need for which having been certified by a medical professional, may reside in the Assisted Apartment with the Elderly or Disabled Resident. In that the Management Agent has the sole authority to approve a Live-in Aide, a Live-in Aide must demonstrate her/his suitability as a Resident pursuant to Part II of this Statement of Corporate Policies prior to occupancy, and continue to demonstrate her/his

suitability as a Resident and status as a Live-in Aide for as long as the Live-in Aide resides in the Assisted Apartment.

3. Atlanta Housing Authority or the Owner Entity (with the approval of Atlanta Housing Authority) may establish utility allowances by bedroom size for each community based on the reasonable rate of actual utility consumption by energy conservative households; and may, after considering the existing condition of a community, including the age of building infrastructures, amount of insulation, and air circulation, adjust such allowances to account for the actual utility consumption required to maintain a reasonable quality of life environment under such conditions.
4. Atlanta Housing Authority, in its discretion, may charge Residents for excess utility usage that exceeds the utility allowances established for the Affordable Community.
5. The Management Agent may establish and, if approved by Atlanta Housing Authority or the Owner Entity, publish for each community with Assisted Apartments a schedule of reasonable fees and charges, including but not limited to Maintenance Charges, Transfer Fees, Application Fees, Damage Fees, Supplemental Screening Fees, Pet Deposits, Pet Application Fees, and Dispossessory Fees which may be charged to residents in addition to rent and excess utility charges, as applicable.

ARTICLE FOUR. TRANSFERS

1. Residents may request a transfer to another Assisted Apartment within the same community with Assisted Apartments subject to approval by the Management Agent ("Community Transfer"). A request to move to another community is not considered a Community Transfer. Residents cannot initiate a transfer to another community. Residents must submit an application to the other community and, if approved, provide the appropriate notice under the current Lease, except as provided for in Section 6 of this Article Four.
2. Residents who have requested a Community Transfer must be current in all obligations under the Lease including, but not limited to having no outstanding charges for rent or other charges; no chronic rent delinquency (more than one late payment in a four month period); and no insufficient fund charges for the preceding six months.

3. A Resident's request for a Community Transfer shall not be approved if the Resident has resided in the current apartment for less than one year, except in those cases where there are verifiable medical reasons or a verifiable disability requiring special features, which cannot be provided through a reasonable accommodation in the current unit.
4. If the Community Transfer is approved by the Management Agent, the Resident may be required to pay a "Transfer Fee" based on the schedule of fees published for the particular community with Assisted Apartments.
5. Residents will not have to pay the Transfer Fee if the Community Transfer is required or initiated by Atlanta Housing Authority, Owner Entity, or Management Agent, or for such other valid reason, such as a reasonable accommodation as outlined in Section 6, as determined by the Management Agent.
6. The following policies apply to reasonable accommodation transfers.
 - A. All reasonable accommodation transfers have priority over all other transfers, except natural disaster transfers, emergency transfers and relocations;
 - B. Residents with disabilities who require a transfer to another Affordable Community as a reasonable accommodation will not be required to make a separate application at the desired Atlanta Housing Authority Affordable Community;
 - C. A Resident's initial security deposit will be transferred to the new unit and no additional security deposit charges will be incurred when the Resident with disabilities transfers to another Affordable Community as a reasonable accommodation; and
 - D. Residents with disabilities who require a transfer as a reasonable accommodation will not incur any termination penalties for early lease termination.
 - E. Management Agents of Affordable Communities and Signature Communities will maintain a Transfer List that prioritizes the transfer of Residents who require a transfer due to a disability over new admissions of Applicants. The Transfer List will document the following:

- i. Date and time of each reasonable accommodation transfer request;
 - ii. Name and address of Resident(s) to be transferred;
 - iii. Reason(s) for transfer, including information regarding the Resident's reasonable accommodation request(s) and/or request for a UFAS-Accessible Unit or an Assisted Apartment with accessible features;
 - iv. Current disposition of reasonable accommodation transfer request;
 - v. Date of transfer; and
 - vi. Name of Resident transferred out of an Assisted Apartment to accommodate a Resident's disability per the Management Agent's execution of a lease addendum that requires a Resident without a disability to relocate to a vacant, non-accessible unit, at no expense to that Resident.
7. Atlanta Housing Authority may initiate "Relocation Transfers" outside of a community from time to time to facilitate Atlanta Housing Authority's property repositioning strategy, which includes, but is not limited to, the sale of property, revitalization activities, and/or development opportunities related to Atlanta Housing Authority-owned property, or for other valid reasons as determined by Atlanta Housing Authority.
8. Relocation Transfers are transfers from one Atlanta Housing Authority-owned community to another Atlanta Housing Authority-owned community ("Destination Community"). Relocation Transfers are not considered Community Transfers, as described above in this Article Four, and Residents are not subject to the same requirements as set forth above for Community Transfers. Residents who are subject to Relocation Transfers bypass the waiting list at the Destination Community and receive priority consideration for the first available Assisted Apartment at the Destination Community. Such Residents must meet the eligibility and suitability requirements outlined in Part II of the Statement of Corporate Policies in order to be transferred to the Destination Community.
9. In order to accommodate a Resident household and to avoid overcrowding when a suitably sized apartment is not available, the Resident may request and the Management Agent may approve a Community Transfer from one apartment to two apartments

("Split-Family Transfer"). The Resident's request must be in writing stating the reason for the Split-Family Transfer, unless initiated by the Management Agent. Whether requested by the Resident or initiated by the Management Agent, the Resident must agree in writing to a Split-Family Transfer.

10. To qualify for a Split-Family Transfer, the Resident household must meet the requirements of this Article Four and the proposed Heads-of-Household of the units to be assigned under the Split-Family Transfer must be: (a) listed on the existing Lease as a member of the household as of the most recent recertification; and (b) legally capable of executing a lease.
11. Split-Family Transfers may be used by Resident households subject to Relocation Transfers when a suitably sized apartment is not available in a Destination Community. Such Resident households must qualify for the Split-Family Transfer pursuant to this Article Four, as applicable.

ARTICLE FIVE. INDIVIDUAL DEVELOPMENT ACCOUNT (IDA) INITIATIVE

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

1. The IDA initiative would be linked to meaningful capacity-building initiatives offered by a variety of organizations and institutions in Atlanta.
2. A mechanism would be created for eligible Residents which would allow them to accrue a portion of their rental payments, which is in excess of a monetary threshold as determined by Atlanta Housing Authority, in a separate IIDA.
3. To fulfill the eligibility requirements of the program, all Residents would be enrolled in the IDA initiative, and would be required to participate in a personal economic development program approved by Atlanta Housing Authority.
4. The IDA initiative would give Residents the opportunity to accumulate financial resources to assist in their transition off of subsidy assistance.

5. The IDA initiative incentive would require eligible Residents to participate successfully by obtaining employment and achieving other economic independence milestones established under an approved economic independence program.
6. As Residents achieve their individualized milestones, Atlanta Housing Authority would collect and defer a portion of the rents collected beyond the assessed carrying cost of the Assisted Apartment in an IDA fund.
7. Residents that achieve the self-sufficiency and economic independence milestones would be eligible for reimbursement of IDA funds. Those who do not achieve their milestones would not be eligible for the IDA initiative nor would they be eligible to receive a reimbursement of any portion of the funds in the IDA account.

ARTICLE SIX.

PET POLICY

1. Atlanta Housing Authority will permit Residents of communities with Assisted Apartments to keep common household pets or other animals that are widely acknowledged and accepted as household pets, provided the Resident's keeping of a pet is not a threat to the health and safety of other residents and otherwise meets the requirements established by the Management Agent for the community.
2. Residents of communities with Assisted Apartments are not allowed to keep animals that are not widely acknowledged and accepted as household pets; to keep unregistered household pets; to keep household pets temporarily; or train or engage in any business activity related to household pets in the Resident's apartment, or anywhere else within the community.
3. Residents in a Signature Community, who desire to keep a common household pet, may only do so if household pets are generally allowed at the community except as provided for in Section 5 below, and then only in strict accordance with the household pet procedures prescribed at the Resident's Signature Community.
4. Certain Signature Communities may exclude common household pets altogether if it is in the best interest of the community to do so, except as provided for in Section 5 below.

5. Management Agents will make reasonable accommodations for an “assistance animal” or a pet that Atlanta Housing Authority reasonably considers as a common household pet required as part of treatment for a demonstrated and verified medical condition tantamount to a disability or handicap. Pet policies for Affordable Communities and Signature Communities shall:
 - A. Expressly exclude Assistance Animals;
 - B. Clarify that an “Assistance Animal” is an animal that is needed as a reasonable accommodation for persons with disabilities and is not subject to the general pet policy;
 - C. Define an “Assistance Animal” as an animal that is needed as a reasonable accommodation for persons with disabilities (Assistance Animals are animals that work, provide assistance, or perform tasks for the benefit of a person with a disability; or animals that provide emotional support that alleviate one or more identified symptoms or effects of a person’s disability);
 - D. Remove height and weight restrictions for Assistance Animals;
 - E. Remove breed restrictions for Assistance Animals, except in accordance with local laws or ordinances;
 - F. Remove pet deposits for Assistance Animals; and
 - G. Clarify that any household pet exclusions in any community’s policies do not apply to Assistance Animals required by Residents of Assisted Apartments.

ARTICLE SEVEN. DISPUTING DECISIONS OF MANAGER

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

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

1. DISPUTE PROCESS FOR APPLICANTS

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

2. DISPUTE PROCESS FOR RESIDENTS

- A. The Management Agent is authorized under the terms of the Lease, Lease Addenda, and Apartment Rules to initiate an adverse action against a Resident with respect to leasing and occupancy violations that may result in a denial, significant reduction or termination of benefits otherwise due a Resident.
- B. Residents may dispute such adverse actions.
- C. Residents must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of notice of the adverse action or in accordance with the dispute handling procedures in effect at the Resident's community with Assisted Apartments.
- D. The period of time within which the Resident must request a meeting may be shorter if the Resident's Lease is being terminated for criminal activity and the Management Agent has reasonably determined that the Resident poses a threat to the health and safety of the Community.
- E. A Resident's request for a meeting must be in writing.

- F. The dispute process at each community with Assisted Apartments must allow the Resident to meet with an impartial designee of the Management Agent who did not participate in the initial decision affecting the Resident. The impartial designee may not be a subordinate of the person who made the initial decision. Any Resident meetings with the person who made the initial decision and the impartial designee may be combined, at the discretion of the Management Agent. A Resident may bring a representative to this meeting or meetings to assist the Resident.
- G. The impartial designee of the Management Agent is under no obligation to meet with the Resident about the dispute after the conclusion of the final meeting.
- H. A written decision should be provided to the Resident within a reasonable time following the conclusion of the meeting. If the impartial designee's decision is to rule against the Resident, the decision shall set forth the reasons for the denial, significant reduction or termination of benefits.

PART IV - MISCELLANEOUS

ARTICLE ONE.

AVAILABILITY OF OFFICIAL LEASING DOCUMENTS

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

ARTICLE TWO.

SPECIAL PROGRAM, POLICY AND/OR STRATEGIC INITIATIVES

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

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

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

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

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

ARTICLE FOUR. APPROVAL OF MANAGEMENT PRACTICES

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

ARTICLE FIVE. REVISIONS TO THE STATEMENT OF CORPORATE POLICIES

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

[END]



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

Adopted by the Board of Commissioners

March 28, 2012

The Housing Authority of the City of Atlanta, Georgia

Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program

Preamble	1
Part I.	Introduction 2
Article One.	Objective..... 2
Article Two.	Program Management and Operating Procedures..... 2
Article Three.	Moving To Work Demonstration Program..... 2
Article Four.	Fair Housing and Equal Opportunity..... 3
Article Five.	Fraud and Misrepresentation..... 4
Part II.	Admission to the Program 4
Article One.	Waiting List Notification..... 4
Article Two.	Special Admissions..... 5
Article Three.	Application..... 6
Article Four.	Organization and Maintenance..... 6
Article Five.	Selection to the Program (“Selection”)..... 6
Part III.	Eligibility 8
Article One.	Determination and Verification..... 8
Article Two.	Participant Obligations and Responsibilities..... 8
Article Three.	Suitability..... 9
Article Four.	Ineligibility Determination..... 9
Article Five.	Economic Self-Sufficiency..... 9
Part IV.	Rent 9
Article One.	Housing Affordability Policy..... 9
Article Two.	Tenant Rent..... 10
Article Three.	Utility Allowance Schedule..... 10
Article Four.	Minimum Rent..... 10
Article Five.	Elderly/Non Elderly Income Disregard..... 12
Article Six.	Rent Simplification..... 12
Part V.	Subsidy Standards 13
Article One.	Voucher Size..... 13
Article Two.	Effect of Live-In Aide on Voucher Size..... 13
Part VI.	Alignment of AHA Payment Standards with Market Rents 14
Article One.	MTW Authorization..... 14
Article Two.	Setting Market Rents..... 14
Article Three.	AHA Payment Standards..... 15
Article Four.	Deconcentration..... 15
Part VII.	Voucher Issuance 16
Article One.	Family Briefings..... 16
Article Two.	Term of Voucher Issuance..... 16
Article Three.	Transfer of Assistance..... 17

The Housing Authority of the City of Atlanta, Georgia

Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program

Part VIII.	Inter-Jurisdictional Cooperation.....	17
Article One.	Cooperative Agreements.....	17
Article Two.	Portability.....	17
Part IX.	Inspections.....	18
Article One.	Quality Units.....	18
Article Two.	Program Marketing and Outreach.....	18
Article Three.	Frequency of Inspections.....	18
Part X.	Business Relationship Between Atlanta Housing Authority and Owners/Landlords.....	19
Article One.	Business Relationship with Owners/Landlords.....	19
Article Two.	Lease Addendum.....	19
Article Three.	Enhancements to HCRA Agreement and Lease Addendum.....	19
Article Four	Business Relationships Program Procedures.....	19
Part XI.	Reexaminations.....	20
Article One.	Reexamination Policy.....	20
Article Two.	Reexamination Program Procedures.....	20
Part XII.	Terminations.....	20
Article One.	Lease Termination.....	20
Article Two.	Program Moves.....	20
Article Three.	Denial and Termination of Assistance.....	20
Article Four.	Other Terminations of HAP Contracts and Assistance.....	23
Article Five.	Termination of Assistance Notification.....	24
Article Six.	Informal Reviews and Informal Hearings.....	24
Part XIII.	Special Programs.....	25
Article One.	Special Programs Policy.....	25
Part XIV.	Response to Federally Declared Disasters... ..	25
Article One.	Agency-Wide Disaster and Other Emergency Relief Plans.....	25
Part XV.	Project Based Rental Assistance.....	26
Article One.	Project Based Rental Assistance Policy.....	26
PART XVI.	Homeownership Policy.....	27
Article One.	Authorization.....	27
Article Two.	Program Implementation and Administration.....	27

The Housing Authority of the City of Atlanta, Georgia

Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program

PREAMBLE

This Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program (“Statement of Housing Choice Policies”) forms the broad policy basis of and authorizes the establishment of administrative procedures and practices that govern the Housing Choice Tenant-Based Program of The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing Authority”).

The Statement of Housing Choice Policies is organized around the guiding principles of Atlanta Housing Authority’s continuing success as a provider or sponsor of quality affordable housing in its role as a leader in community building initiatives that create vibrant and safe environments for families, seniors and persons with disabilities.

The Statement of Housing Choice Policies envisions and supports a Housing Choice Tenant-Based Program that is creative in design, effective in the development of procedures and processes, and nimble in the successful implementation of the program and related initiatives that enhance the quality of life of participating families, seniors and persons with disabilities. The Housing Choice Tenant-Based Program is a means for eligible participants to access quality housing in communities of opportunity and promote participant economic and lifestyle self-sufficiency.

The Statement of Housing Choice Policies is aligned with the Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time, by and between the U.S. Department of Housing and Urban Development and Atlanta Housing Authority (“MTW Agreement”). The MTW Agreement governs and supersedes, as appropriate, applicable Federal laws, rules, regulations, contracts, and agreements that have been or will be waived and/or modified by the MTW Agreement.

Housing Choice policies were adopted by the Atlanta Housing Authority’s Board of Commissioners on August 25, 2004. Eight amendments to Housing Choice policies have been approved subsequent to the initial date of adoption. This document represents the amendment and restatement of those Housing Choice policies and therefore supersedes all prior versions of Atlanta Housing Authority’s Statement of Housing Choice Policies.

This Statement of Housing Choice Policies may be amended or modified by the President and Chief Executive Officer at any time without a vote of the Board of Commissioners, provided that such amendments and modifications do not materially change the intent of those Policies.

PART I - INTRODUCTION

ARTICLE ONE. OBJECTIVE

This Statement of Housing Choice Policies is Atlanta Housing Authority's policy document for the Housing Choice Tenant-Based Program ("Program") in support of Atlanta Housing Authority's Vision of Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

ARTICLE TWO. PROGRAM MANAGEMENT AND OPERATING PROCEDURES

1. The Operations Division performs all program management functions related to the implementation and administration of the Program. The Operations Division is responsible for developing and implementing written Program operating procedures ("Operating Procedures") that are consistent with the policies outlined in this Statement of Housing Choice Policies.
2. The Operations Division may create and apply technology solutions to improve the efficiency and effectiveness of applicable program management functions in order to create, where appropriate and practical, a paperless environment. The Operations Division will include the requirements, procedures and processes for the implementation and administration of technology solutions and concomitant applications in the Operating Procedures.

ARTICLE THREE. MOVING TO WORK DEMONSTRATION PROGRAM

1. As a Moving to Work agency, Atlanta Housing Authority will establish, implement and evaluate innovative affordable housing strategies that are designed to achieve greater success in helping low income families achieve economic independence.
2. While recognizing that implementation of strategic initiatives may be immediate, progressive, or refined through various activities and demonstration programs, the implementation of those strategic initiatives, not immediately enumerated in Atlanta Housing Authority's Moving to Work (MTW) Annual Plan, may be advanced, provided such strategic initiatives are consistent with the Statement of Housing Choice Policies and the spirit and intent of the authorizations under the MTW Agreement.

3. Administrative procedures, processes and general management practices for new strategic initiatives shall be developed following the intent of this Statement of Housing Choice Policies and may be amended from time to time at the discretion of Atlanta Housing Authority.
4. The President and Chief Executive Officer of Atlanta Housing Authority, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Statement of Housing Choice Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Statement of Housing Choice Policies does not alter, change, or modify the original intent of any policy. Any other alterations, changes, and modifications to any policy in this Statement of Housing Choice Policies must be approved by the Board of Commissioners.

ARTICLE FOUR. FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable U.S. Department of Housing and Urban Development (“HUD”) regulations in all housing and program activities. This support is evident in communities that Atlanta Housing Authority owns and those that Atlanta Housing Authority sponsors through revitalization and development activities. Atlanta Housing Authority monitors fair housing and equal opportunity compliance throughout its portfolio.
2. Atlanta Housing Authority acknowledges the protections afforded victims under the *Violence Against Women Act*, and has included administrative measures to address those protections in the Operating Procedures, as applicable.
3. Atlanta Housing Authority acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population served by the Program is comprised of LEP persons, Atlanta Housing Authority will develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.

4. Atlanta Housing Authority shall assist Applicants and Participants with disabilities in accordance with such federal laws, rules and regulations that are applicable to the administration of the Program with respect to application procedures, ongoing program participation, and procedures related to the acceptance, processing and disposition of reasonable accommodation requests.

ARTICLE FIVE. FRAUD AND MISREPRESENTATION

1. The terms Applicant and Participant are defined to include all family/household members with respect to their compliance with the policies set forth in the Statement of Housing Choice Policies and implemented through the Operating Procedures.
2. Applicants and Participants are required to provide truthful, complete information relating to participation in other housing subsidy programs, income from all sources, family composition, and all family background information to qualify for initial eligibility and continued participation in the Program.
3. Applicants and Participants who engage in acts of fraud and misrepresentation are subject to loss of Program benefits and prosecution under State and Federal laws, and where appropriate, will be referred for prosecution by Atlanta Housing Authority.
4. An Applicant or Participant who has made any misrepresentation or engaged in acts of fraud at the time of admission, during any subsequent recertification, or at any other time shall be denied admission or be subject to termination, as applicable.

PART II - ADMISSION TO THE PROGRAM

ARTICLE ONE. WAITING LIST NOTIFICATION

1. Atlanta Housing Authority will comply with all Fair Housing and Equal Opportunity requirements applicable to public notices announcing the opening and closing of the Program waiting list ("Waiting List") for a Housing Choice Tenant-Based Voucher ("Voucher").
2. Atlanta Housing Authority will make reasonable efforts to provide adequate notification to potential applicants with

respect to applicant eligibility, the period of the opening, reasonable accommodations needs and other details related to the acceptance of applications to the Waiting List as set forth in the Operating Procedures.

ARTICLE TWO. SPECIAL ADMISSIONS

1. Atlanta Housing Authority may accept applications from eligible households who have relocated from a community owned by Atlanta Housing Authority due to demolition, repositioning, disposition or other related Atlanta Housing Authority activities without opening the Waiting List.
2. Atlanta Housing Authority, in its discretion, may authorize the special admission of eligible and qualified applicants to the Program, in order to implement special initiatives; offer homeownership opportunities to eligible households; admit households impacted by an owner opt-out of a housing assistance contract on a HUD-insured multi-family development; address an urgent local need as determined and approved by Atlanta Housing Authority including, but not limited to, foreclosure assistance and natural disasters; or provide relocation and/or transfer assistance to an eligible and qualified person with a verifiable disability who resides in an Atlanta Housing Authority-owned community or whose name is on a transfer/waiting list to be assisted under any Atlanta Housing Authority housing program as a reasonable accommodation.
3. Any household eligible for a special admission under this Article Two will not be denied a Voucher for admission to the Housing Choice Program provided that no member of the household has committed an offense specifically identified by HUD pursuant to 24 CFR 982.353 as described in Part XII, Article Three, paragraph 2 of this Statement of Housing Choice Policies. Atlanta Housing Authority, in its discretion, may deny special admission to a household if any member of the household has committed a violent offense as described in Part XII, Article Three, paragraph 3 of this Statement of Housing Choice Policies.
4. Procedures, processes and general management practices for special admissions are outlined in the Operating Procedures.

ARTICLE THREE. APPLICATION

The application process and administrative procedures for placing Applicants on the Waiting List and determining eligibility and qualification for selection and program participation are set forth in the Operating Procedures.

ARTICLE FOUR. ORGANIZATION AND MAINTENANCE

1. The equitable methods of ranking Applicants on the Waiting List and the processes for organizing, updating and maintaining Applicant records are set forth in the Operating Procedures. AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the Waiting List must notify AHA of their interest within a specified period of time in order to remain on the Waiting List.
2. The maintenance of the Waiting List with respect to updating applications, notice letters, and purges is detailed in the Operating Procedures.
3. Applicant responsibilities and requirements for updating changes to the information reported during the application process and for responding to requests for information are stated in the Operating Procedures.

ARTICLE FIVE. SELECTION TO THE PROGRAM ("SELECTION")

1. Definitions of Family.
 - A. A Family is defined as one or more persons who may or may not be related that are residing together in the same household.
 - B. An Elderly Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is age 62 or older.
 - C. A Disabled Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is a person with a verifiable disability.
2. Any adult member of a Participant household who is not elderly (62 years or older) or a person with a verifiable disability, other than an approved live-in-aide or a household member who is otherwise needed in the home as a reasonable accommodation to care for an elderly and/or disabled household member based on verifiable circumstances for a recognized period of time, must be in compliance with the qualifications outlined in this Article Five.

3. Any member of a Participant household who is under the age of 18, a person (other than the head or spouse) with a verifiable disability and a full-time student (subject to documented verification) up to the age of 24 will be considered a dependent of the Participant household.

4. Selection Qualifications.

Provided the Applicant household is not an Elderly Family or a Disabled Family, at least one adult member of the Applicant household, 18 years of age or older, must be either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Operating Procedures; and all other members of the household, including such other adult household members in an Elderly Family or Disabled Family that must first comply with the above-stated requirements, must be either:

- A. 18 to 61 years old, and legally and gainfully employed or self-employed (as described above) on a full-time basis at least 30 hours per week;
- B. 18 to 61 years old and a full-time student at an Atlanta Housing Authority recognized school or institution;
- C. 18 to 61 years old and employed (but not self-employed) on a part-time basis and either attending an Atlanta Housing Authority-recognized school or institution on a part-time basis or participating in an Atlanta Housing Authority-approved training program for a combined minimum total of thirty (30) hours per week for employment and education/training;
- D. Elderly; or
- E. Disabled.

3. General Considerations for Selection

- A. Participants, or any member of the Participant's household, whose employment status was either (1) reasonably relied upon by Atlanta Housing Authority in determining the Participant's initial eligibility for admission; or (2) achieved to satisfy Atlanta Housing Authority's work requirement and related policies, and who then becomes unemployed

after Selection due to her/his resignation, quitting, termination for cause, or other reasons based on the Participant's or member's actions, shall not receive any rent relief as a result of the loss of employment and shall continue to be responsible for the entire Total Tenant Payment based on prior employment status.

- B. The provision in the preceding paragraph may be waived if the Participant can document, to the satisfaction of Atlanta Housing Authority, with the burden of proof on the Participant, that the reason for the Participant's loss of employment was based on an event that was beyond the control of the Participant and for which the Participant was not at fault.
- C. To be eligible for Selection in accordance with this Article, an Applicant's qualifications for Selection as a Participant must be verified through appropriate documentation as set forth in the Operating Procedures

PART III - ELIGIBILITY

ARTICLE ONE. DETERMINATION AND VERIFICATION

An Applicant desiring to participate in the Program must complete a full application in accordance with the Operating Procedures and demonstrate that: (a) Applicant meets one of the definitions of Family and is an eligible low income household based on total annual household income pursuant to and verified according to HUD rules and regulations and this Statement of Housing Choice Policies; (b) Applicant fully satisfies HUD's statutory and regulatory requirements for citizenship and/or eligible immigrant status; (c) Applicant is in compliance with the qualifications outlined in Part II, Article Five; (d) Applicant would be a suitable Participant based on past satisfactory behavior including, but not limited to, an acceptable criminal background record; and (e) Applicant is able to comply with all Program obligations.

ARTICLE TWO. PARTICIPANT OBLIGATIONS AND RESPONSIBILITIES

- 1. Participants must occupy their assisted unit as their sole place of residence and conduct themselves in an acceptable and responsible manner that would not adversely impact the quiet and peaceful enjoyment of the premises and neighborhood by other community residents.

2. Participants must meet all obligations set forth in this Statement of Housing Choice Policies as implemented through the Operating Procedures, including, but not limited to those obligations relating to lease violations, housekeeping, other health and safety concerns, criminal activity prohibitions, and economic independence initiatives.

ARTICLE THREE. SUITABILITY

Atlanta Housing Authority determines Participant eligibility for the Program in accordance with the Operating Procedures but does not otherwise screen Participants as to their suitability as tenants. It is the rental property owner's (Owner/Landlord) responsibility to screen the suitability and acceptability of Participants as prospective tenants using their screening criteria in compliance with the Fair Housing Act.

ARTICLE FOUR. INELIGIBILITY DETERMINATION

Atlanta Housing Authority will notify Applicants, in writing, of an ineligibility determination. Such notification will set forth the reasons for the ineligibility determination and provide instructions regarding how the ineligible Applicant may request a review of the determination.

ARTICLE FIVE. ECONOMIC SELF-SUFFICIENCY

Atlanta Housing Authority, in its discretion, may explore strategies that recognize the progression of Participants toward economic self-sufficiency which lead to their graduation from the Program. Such strategies may only be incorporated in the Operating Procedures upon approval by the President and Chief Executive Officer.

PART IV – RENT

ARTICLE ONE. HOUSING AFFORDABILITY POLICY

In order to preserve housing affordability for Participants of the Program, each Participant, unless subject to the minimum rent established by Atlanta Housing Authority, will pay no more than 30% of the household's monthly adjusted income for rent and utilities and other services ("Total Tenant Payment").

ARTICLE TWO. TENANT RENT

The rent payable to the Owner/Landlord by the Participant is the Tenant Rent. The Tenant Rent will be equal to the Total Tenant Payment unless the Total Tenant Payment has been reduced by an allowance for any utility or service for which the Participant has full financial responsibility pursuant to the lease agreement between the Participant and Owner/Landlord. Determinations of the Total Tenant Payment and Tenant Rent will be in accordance with the Operating Procedures.

ARTICLE THREE. UTILITY ALLOWANCE SCHEDULE

The schedule of utilities and other services (“Utility Allowance Schedule”) used in calculating Tenant Rent will be analyzed on a periodic and ongoing basis in order to identify any fluctuations and trends in the cost of utilities and services within Atlanta Housing Authority’s jurisdiction. If such analysis reveals an extraordinary increase in the cost of utilities and services that will have a discernible impact on Participants, Atlanta Housing Authority will revise the Utility Allowance Schedule and implement it within a reasonable time frame in order to preserve housing affordability for Participants. Such ongoing analysis notwithstanding, Atlanta Housing Authority will conduct a comprehensive review of the cost of utilities and services on an annual basis and issue a Utility Allowance Schedule each calendar year in accordance with the Operating Procedures.

ARTICLE FOUR. MINIMUM RENT

1. Participants must pay a minimum rent of \$125, or such other amount approved by Atlanta Housing Authority.
2. The minimum rent requirement does not apply to Participants, in which all adult household members are either elderly and/or disabled.
3. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent will create a hardship since no such rent initiatives will go into effect without providing advance notice. Even so, a Participant who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.

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

ARTICLE FIVE. ELDERLY/NON-ELDERLY INCOME DISREGARD

1. AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

ARTICLE SIX. RENT SIMPLIFICATION

1. Atlanta Housing Authority, in its discretion, may explore innovative rent simplification strategies and methodologies for determining Tenant Rent that are beneficial to Participants, while streamlining administrative processes and procedures for Atlanta Housing Authority, Owners/Landlords and Participants ("Rent Simplification"). Prior to the implementation of any proposed Rent Simplification strategy or methodology, AHA will conduct an impact analysis to determine whether the implementation of any change in determining Tenant Rent will produce an unreasonable rent burden on Participants ("Rent Burden Impact Analysis"). The Rent Burden Analysis supporting any proposed Rent Simplification strategy or methodology must be submitted to and approved by the Atlanta Housing Authority Board of Commissioners before implementation.
2. Atlanta Housing Authority, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating annual income. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating annual income. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets. If

it is determined that the implementation of any such revision could impact Tenant Rent, a Rent Burden Impact Analysis and Board of Commissioners approval will be required.

PART V - SUBSIDY STANDARDS

ARTICLE ONE. VOUCHER SIZE

1. The size of the rental housing unit that a Participant may lease under the Program is based on the number of bedrooms Atlanta Housing Authority has approved for the Participant's Voucher ("Voucher Size").
2. A Participant may not lease a rental housing unit that has more bedrooms than the Voucher Size unless approved by Atlanta Housing Authority. In the event Atlanta Housing Authority approves a Participant's request for a change in the Voucher Size, a new Voucher with the approved Voucher Size will be issued to the Participant.
3. To avoid overcrowding and the conditions that may arise from overcrowding, the Voucher Size of the Voucher issued to each eligible Participant will be determined in accordance with Operating Procedures based on the verifiable needs of the Participant household. A variety of factors, including, but not limited to, the number of people in the household, the age and gender of household members, special needs and reasonable accommodations requests, will be considered in determining Voucher Size.

ARTICLE TWO. EFFECT OF LIVE-IN AIDE ON VOUCHER SIZE

One additional bedroom may be added to increase the Voucher Size when it is determined that a Live-in Aide that is essential for the care and support of an elderly or disabled Participant or household member will reside in the assisted unit with the elderly or disabled Participant or household member, but only after the need for a Live-In Aide has been certified by a medical professional and approved by Atlanta Housing Authority in accordance with the Operating Procedures.

PART VI - ALIGNMENT OF AHA PAYMENT STANDARDS WITH MARKET RENTS

ARTICLE ONE. MTW AUTHORIZATION

1. The MTW Agreement recognizes the spirit and intent of Atlanta Housing Authority's overarching goal of being a superior provider of affordable housing that will expand, improve and diversify Atlanta Housing Authority's influence on the affordable housing market and promote and support Participant self sufficiency.
2. In establishing Atlanta Housing Authority's Housing Choice Tenant-Based Program, the provisions of the MTW Agreement authorize Atlanta Housing Authority to determine reasonable contract rents and increases to such rents, rent reasonableness methodologies and adjustments to the payment standards.
3. Atlanta Housing Authority, in its discretion and pursuant to the MTW authorizations as summarized in this Article One, may explore, establish and implement different rent structures to further align the Program with private sector practices as well as to maximize the use of the subsidy resource to promote and support economic independence among Program Participants.

ARTICLE TWO. SETTING MARKET RENTS

1. Methodologies for setting market rents will utilize data derived from a variety of resources including, but not limited to, market rent studies (whether conducted by Atlanta Housing Authority or other public or private entities), HUD Fair Market Rent data from Atlanta and/or other comparable metropolitan markets, private sector databases, academic and other empirical studies, and regional economic forecasts.
2. Atlanta Housing Authority will utilize market practices and other recognized methods for establishing subsidy standards ("AHA Payment Standards") in order to determine the contract rents that will be paid to Owners/Landlords. These standards will be used in place of the Fair Market Rents published annually in the Federal Register and will be used as the basis for establishing reasonable contract rents.

ARTICLE THREE. AHA PAYMENT STANDARDS

1. AHA Payment Standards will be consistent with the objectives and determinations for setting market rents outlined in this Part VI with respect to aligning the Program with private sector practices and maximizing the use of the subsidy resource in support of strategies that promote the deconcentration of poverty and broader opportunities, enhance opportunities for the development of affordable housing, provide reasonable accommodation for disabled and elderly Participants, and provide for the sustainability of the Program.
2. Atlanta Housing Authority, in its discretion, will establish, implement and publish a Schedule of AHA Payment Standards for each submarket area within its jurisdiction or a Schedule of Payment Standards applicable to a broader area in support of portability initiatives.
3. Atlanta Housing Authority, in its discretion, may amend the AHA Payment Standards based on changing market conditions.
4. The procedures for implementing the AHA Payment Standards will be outlined in the Operating Procedures.
5. Exceptions to the AHA Payment Standards may be granted on a case-by-case basis with director-level or above approval based on the quality of the housing regardless of submarket, the location of the housing with respect to its proximity to revitalization activities, a reasonable accommodation request, and other reasonable requests related to achieving Atlanta Housing Authority's goals. The procedures for granting exceptions will be included in the Operating Procedures.

ARTICLE FOUR. DECONCENTRATION

1. Atlanta Housing Authority's policies regarding AHA Payment Standards and Setting Market Rents support effective strategies for the deconcentration of poverty by providing Participants with meaningful and broader housing opportunities in accessing quality affordable housing.
2. Atlanta Housing Authority has an established policy that no more than forty percent (40%) of the units in a multifamily community, as defined in the Operating Procedures, will be

assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended, unless (i) the multifamily community has been designated as housing for Elderly Families and/or Disabled Families; or (ii) the multifamily community was built or substantially rehabilitated for occupancy by Elderly Families and/or Disabled Families.

3. Atlanta Housing Authority has an established policy that up to 100% of the units may be assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended, in a multifamily community, as defined in the Operating Procedures, that has been designated as housing for Elderly Families and/or Disabled Families or was built or substantially rehabilitated for occupancy by Elderly Families and/or Disabled Families.
4. Atlanta Housing Authority, in its discretion, may develop a deconcentration strategy that would limit the percentage of Program Participants in designated census tracts in the City of Atlanta with the goal and intent of limiting occupancy in areas with high poverty concentrations.

PART VII - VOUCHER ISSUANCE

ARTICLE ONE.

FAMILY BRIEFINGS

Applicants and Participants are required to participate in an information briefing in order to receive a Voucher. The purpose of the briefing is to inform and educate Applicants and Participants regarding Program procedures, obligations and housing opportunities. The briefing will be conducted in accordance with the Operating Procedures.

ARTICLE TWO.

TERM OF VOUCHER ISSUANCE

Vouchers are issued to Applicants and Participants for a reasonable period of time in accordance with the Operating Procedures. Extensions to the term of the Voucher may be granted on a case-by-case basis, reasonable accommodation requests, and other reasonable requests related to an Atlanta Housing Authority special or strategic initiative. The procedures for granting extensions will be included in the Operating Procedures.

ARTICLE THREE. TRANSFER OF ASSISTANCE

1. An Applicant or Participant cannot transfer her/his Voucher to another person or family. There is no expressed nor implied right that permits or entitles the selective transfer of a Voucher that was issued to an Applicant or Participant for her/his exclusive use as head-of-household on behalf of an assisted household.
2. If the Voucher holder, as the head-of-household of a housing unit assisted under the Program, abandons the household or is involuntarily removed from the household, Atlanta Housing Authority will determine the disposition of the Voucher in accordance with the Operating Procedures.

PART VIII - INTER-JURISDICTIONAL COOPERATION

ARTICLE ONE. COOPERATIVE AGREEMENTS

Atlanta Housing Authority will seek to establish cooperative agreements and similar arrangements between and among other housing agencies in other jurisdictions administering the Housing Choice Tenant-Based Program with respect to Voucher portability relating to eligibility, inspections, program requirements, fee sharing, billing and other arrangements that would promote and benefit inter-jurisdictional cooperation.

ARTICLE TWO. PORTABILITY

1. Voucher portability procedures, processes and general administrative practices are set forth in the Operating Procedures.
2. Voucher portability will generally follow the applicable HUD rules and regulations unless modified by an inter-jurisdictional cooperative agreement and applicable authorizations under Atlanta Housing Authority's MTW Agreement.
3. Atlanta Housing Authority will require Participants porting to other jurisdictions to comply with Atlanta Housing Authority's policies, including the work requirement, including the training and program participation components. Atlanta Housing Authority may, at its discretion, waive such requirements for Participants where Atlanta Housing Authority determines that it is not feasible to administer program compliance for such Participants.

PART IX - INSPECTIONS

ARTICLE ONE. QUALITY UNITS

1. Atlanta Housing Authority established and may amend enhanced local standards (“AHA Local Inspection Standards”) periodically to ensure that assisted units offer Participants quality housing in healthy communities. Factors such as levels of concentrated poverty, neighborhood crime, proximity to good neighborhood schools, access to public transportation, and access to retail businesses, among other factors, will be considered. Unit, site, and neighborhood conditions must continue to meet AHA Local Inspection Standards for as long as the assisted unit remains on the Program. It is the goal of the Program to provide opportunities for all Participants to reside in units in neighborhoods that promote and enhance educational and employment goals, good citizenship, and peaceful and cooperative community living.
2. Atlanta Housing Authority policy requires that only Owners/Landlords with quality housing units can participate in the Program. Atlanta Housing Authority, in its discretion, can disapprove the participation of Owners/Landlords with substandard or marginal housing units for Program participation.
3. AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the Program fails to comply with the AHA Local Inspection Standards. The procedures and practices established under this policy will be set forth in the Operating Procedures and implemented as a substitute for any applicable HUD rules and regulations.

ARTICLE TWO. PROGRAM MARKETING AND OUTREACH

Atlanta Housing Authority will continue to educate the public about the Program and to foster successful relationships throughout human services organizations, local and state governments, and the business community in order to ensure the availability of quality affordable housing units and family self-sufficiency opportunities for Program participants. This effort includes outreach activities to Owners/Landlords with quality housing units.

ARTICLE THREE. FREQUENCY OF INSPECTIONS

To ensure ongoing compliance with the AHA Local Inspection Standards, Atlanta Housing Authority will inspect all units assisted under the Program prior to occupancy, on a periodic but planned basis and under special circumstances related to health and safety issues and quality assurance measures in accordance with the

procedures, processes and general administrative practices set forth in the Operating Procedures.

PART X – BUSINESS RELATIONSHIP BETWEEN ATLANTA HOUSING AUTHORITY AND OWNERS/LANDLORDS

ARTICLE ONE. BUSINESS RELATIONSHIP WITH OWNERS/LANDLORDS

The Housing Choice Rental Assistance Agreement, (“HCRA Agreement”), or any successor or related agreement that Atlanta Housing Authority may develop and implement pursuant to its authorizations under the MTW Agreement is the controlling agreement that defines the business relationship between Atlanta Housing Authority and Owners/ Landlords.

ARTICLE TWO. LEASE ADDENDUM

The Housing Choice Rental Lease Addendum, (“Lease Addendum”), or any successor or related lease addendum that Atlanta Housing Authority may develop and implement pursuant to its authorizations under the MTW Agreement is the controlling document that defines business relationship between Participants and Owners/ Landlords with respect to their participation in the Program.

ARTICLE THREE. ENHANCEMENTS TO HCRA AGREEMENT AND LEASE ADDENDUM

Atlanta Housing Authority may develop enhanced versions of the HCRA Agreement and Lease Addendum in order to attract and retain high quality multifamily communities in the Program.

ARTICLE FOUR. BUSINESS RELATIONSHIP PROGRAM PROCEDURES

Atlanta Housing Authority’s Program procedures governing the conduct of the business relationship between Atlanta Housing Authority and Owners/Landlords are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

PART XI - REEXAMINATIONS

ARTICLE ONE. REEXAMINATION POLICY

Atlanta Housing Authority will reexamine the income, family composition and program compliance of each Participant on a periodic basis in accordance with the authorizations under the MTW Agreement and as set forth in the Operating Procedures.

ARTICLE TWO. REEXAMINATION PROGRAM PROCEDURES

Atlanta Housing Authority's Program procedures governing the conduct of reexaminations and Participant obligations and responsibilities are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

PART XII - TERMINATIONS

ARTICLE ONE. LEASE TERMINATION

Procedures, processes and general administrative guidelines governing lease terminations and the resulting termination of the HCRA Agreement are set forth in the Operating Procedures.

ARTICLE TWO. PROGRAM MOVE

A Participant may give written notice to move from a unit assisted under the Program pursuant to the terms of the lease between the Participant and the Owner/Landlord and the Participant's obligations under the Program ("Program Move"). The procedures, processes and general administrative guidelines governing Program Moves are set forth in the Operating Procedures. Atlanta Housing Authority may initiate a Program Move due to Owner/Landlord non-compliance with Program requirements; requests for reasonable accommodations; victim protection under the Violence Against Women Act; relocation activities or for other strategic reasons set forth in the Operating Procedures.

ARTICLE THREE. DENIAL AND TERMINATION OF ASSISTANCE

1. Atlanta Housing Authority may deny admission to Applicants or terminate housing assistance benefits of Participants if they or any household member are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others.

2. OFFENSES SPECIFICALLY IDENTIFIED BY HUD: Pursuant to 24 CFR § 982.353, Applicants may be denied admission if any member of the household:
 - A. Has been evicted from federally assisted housing for drug related criminal activity within the three year period preceding application;
 - B. Is currently engaging in the illegal use of drugs;
 - C. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - D. Is subject to a lifetime registration requirement under a state sex offender registration program; or
 - E. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.
3. VIOLENT OR DRUG-RELATED OFFENSES

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

- A. Homicide, Murder, Voluntary manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate, or Destroy;

- I. Assault and Battery (Simple and Aggravated);
- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. Carjacking;
- L. Robbery;
- M. Hate Crimes;
- N. Criminal Damage to Property Endangering Life, Health and Safety;
- O. Aiding and Abetting in the Commission of a Crime Involving Violence; and
- P. Other Violent or Drug-Related Offenses that may *Pose a Threat to Public Health and Safety*.

4. OTHER CRIMINAL OFFENSES (Not Violent or Drug-Related)

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

- A. Child Neglect;
- B. Disorderly Conduct;
- C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);
- D. Motor Vehicle Theft;
- E. Burglary. Larceny, Receiving Stolen Goods;
- F. Prostitution and Solicitation of Prostitution;
- G. Vandalism; and

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

5. APPLICANT/PARTICIPANT RESPONSE TO ADVERSE CRIMINAL HISTORY INFORMATION DECISIONS

Based on adverse criminal history information gathered during the screening process, Paragraphs 2, 3, and 4 of this Article set forth the presumptions that Atlanta Housing Authority is entitled to rely upon when denying admission to Applicants and terminating the contracts of Participants who fall within the scope of this Article.

Applicants and Participants will be afforded the opportunity to prove, with the burden of proof resting with the Applicant or Participant that the provisions under Paragraphs 2, 3, and/or 4 do not apply to the subject Applicant/Participant.

6. OTHER DENIAL OF ASSISTANCE APPLICABLE TO APPLICANTS PARTICIPANTS

In addition the causes for termination outlined in Sections 1-5 of this Article Two, Applicants and Participants can be denied assistance for the following reasons.

- A. An Applicant or Participant that owes rent or other amounts to Atlanta Housing Authority or to another housing agency in connection with Program.
- B. An Applicant or household member, either of whom being a former Program Participant or former public housing resident, who failed to reimburse Atlanta Housing Authority or another housing agency for overpaid assistance or underpaid rent or for any outstanding charges owed to an Owner/Landlord under an assisted lease paid by Atlanta Housing Authority or another housing agency.
- C. An Applicant or Participant who is not in compliance with this Statement of Housing Choice Policies.

ARTICLE FOUR. OTHER TERMINATIONS OF HCRA AGREEMENTS AND PARTICIPANT ASSISTANCE

- 1. Atlanta Housing Authority may terminate a HCRA Agreement if the Owner/Landlord is not in compliance with the terms and conditions of the HCRA Agreement.

2. Atlanta Housing Authority may deny or terminate assistance if Atlanta Housing Authority has reason to believe that a Participant household member has failed to abide by Program rules, regulations, or family obligations, regardless of whether the household member has been arrested or convicted. Atlanta Housing Authority shall have the discretion to consider all of the circumstances in each case, including the seriousness of the offense, if the violation is a first offense or a pattern of behavior, the extent of participation by the household member, and the effects that denial or termination would have on the other members of the Participant household not involved in the prescribed activity.

ARTICLE FIVE.

TERMINATION OF ASSISTANCE NOTIFICATION

If Atlanta Housing Authority deems it necessary to terminate assistance, Atlanta Housing Authority will give both the Participant and the Owner/Landlord written termination notices in accordance with the Operating Procedures.

ARTICLE SIX.

INFORMAL REVIEWS AND INFORMAL HEARINGS

1. Applicants may exercise the right to an Informal Review regarding certain adverse actions that may result in the denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Review must be made in writing within ten (10) business days from the date of the notice of ineligibility or denial of assistance from the Atlanta Housing Authority. The Informal Review will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review nor the subordinate of such person. Both the Applicant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Review. An Informal Review decision shall be provided in writing to the Applicant within fifteen (15) business days from the date of the Informal Review. Requests for Informal Reviews, supporting documentation, and a copy of the final decision shall be retained in the applicant's file.
2. Participants may exercise the right to an Informal Hearing regarding certain adverse actions that may result in a denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Hearing must be made in writing within ten (10) business days from the date of the notice of denial or termination of assistance from the Atlanta Housing Authority. The Informal Hearing will be conducted by a person

appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review, nor the subordinate of such person. Both the Participant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Hearing. An Informal Hearing decision shall be provided in writing to the Participant within fifteen (15) business days from the date of the Informal hearing. Requests for Informal Hearings, supporting documentation, and a copy of the final decision shall be retained in the Participant's file.

3. Applicants and Participants with disabilities may request reasonable accommodation in order to participate in the Informal Review/Informal Hearing process, as applicable.

PART XIII - SPECIAL PROGRAMS

ARTICLE ONE. SPECIAL PROGRAMS POLICY

Atlanta Housing Authority, in its discretion, and as a policy matter may develop special programs and initiatives utilizing the regulatory relief and authorizations granted Atlanta Housing Authority under the MTW Agreement that address an identified need and support Atlanta Housing Authority's Vision, Mission and Guiding Principles.

PART XIV - RESPONSE TO FEDERALLY DECLARED DISASTERS

In order to respond to federally declared disasters and other federally declared emergencies Atlanta Housing Authority may provide disaster or other emergency relief utilizing Vouchers on a funding availability and resource allocation basis.

ARTICLE ONE. AGENCY-WIDE DISASTER OR OTHER EMERGENCY RELIEF PLANS

1. The President and Chief Executive Officer is authorized to develop an agency-wide disaster or other emergency relief plan to address the needs arising from a disaster or other emergency in a strategic, meaningful, and effective manner pursuant to applicable rules, regulations, emergency legislation, and Executive Orders.
2. The President and CEO is further authorized to take any action that the President and CEO may deem necessary and appropriate pursuant to federal disaster relief authorizations applicable to housing programs within the scope of the

resources available to Atlanta Housing Authority, and to waive Atlanta Housing Authority's administrative policies governing the Program related to intake procedures including but not limited to establishing a preference for disaster victims on waiting lists for the Program, rent collections, subsidy payments, work program compliance, and other related and relevant administrative policies.

3. The President and CEO will provide the Board of Commissioners with a full report on a disaster or emergency relief plan implemented pursuant to this Article Seven.

PART XV - PROJECT BASED RENTAL ASSISTANCE

ARTICLE ONE. PROJECT BASED RENTAL ASSISTANCE POLICY

Project-Based Rental Assistance, a major business plan priority of Atlanta Housing Authority, was developed pursuant to MTW authorizations for project-basing housing assistance under Section 8 of the 1937 Housing Act, as amended.

1. Project Based Rental Assistance, as a business plan component, is administered independent of and separate from the Housing Choice Tenant-Based Voucher Program.
2. Atlanta Housing Authority will not enter into HCRA Agreements for Housing Choice Tenant-Based Vouchers in a property that is under an executed Project Based Rental Assistance Agreement or a written commitment to enter into a Project Based Rental Assistance Agreement, unless authorization is otherwise granted to do so in an executed Project Based Rental Assistance Agreement or a written commitment to enter into a Project Based Rental Assistance Agreement.
3. The implementation and administration of Project Based Rental Assistance, including Fair Housing and Equal Opportunity requirements, site-based administration of all program activities by the owner entity's professional management agent, are set forth in separate operating procedures for Project Based Rental Assistance.

PART XVI - HOMEOWNERSHIP POLICY

ARTICLE ONE. AUTHORIZATION

The Housing Choice Homeownership Program was first authorized under Section 555 of the Quality Housing and Work Responsibility Act of 1998. Pursuant to the statutory and regulatory relief afforded Atlanta Housing Authority under its MTW Agreement, Section VI.A, paragraph 22 of the Statement of Authorizations authorizes Atlanta Housing Authority to determine the structure, terms and implementation of any homeownership program using Housing Choice Program Vouchers. Accordingly, Atlanta Housing Authority may use Housing Choice Program Vouchers in implementing and administering initiatives to create and promote homeownership opportunities that are consistent with Atlanta Housing Authority's guiding principles and Business Plan priorities.

ARTICLE TWO. PROGRAM IMPLEMENTATION AND ADMINISTRATION

1. The Housing Choice Homeownership Program will be implemented and administered independent of and separate from the Housing Choice Tenant-Based Voucher Program by a division of the Atlanta Housing Authority designated by the President and Chief Executive Officer.
2. The division designated by the President and Chief Executive Officer is responsible for developing the structure, terms and written procedures for the implementation and ongoing administration of the Housing Choice Homeownership Program in accordance with the authorizations afforded Atlanta Housing Authority under its MTW Agreement.

[END]



Statement of Policies for Supportive Housing

Adopted by the Board of Commissioners

March 28, 2012

The Housing Authority of the City of Atlanta, Georgia

Statement of Policies for Supportive Housing

Preamble	1
Part I.	
Introduction.....	1
Article One. Purpose and Applicability.....	1
Article Two. Applicability to AHA's Moving to Work Agreement.....	1
Article Three. Supportive Housing Operating Procedures.....	2
Article Four. Supportive Housing Participant.....	2
Article Five. Service Provider.....	3
Article Six. Service Coordinator.....	3
Article Seven. Fair Housing and Equal Opportunity.....	3
Article Eight. Deconcentration	4
Article Nine. Fraud and Misrepresentation	4
Part II.	
Proposal Selection and Site-Based Administration.....	4
Article One. Proposal Selection.....	4
Article Two. Supportive Housing PBRA Agreement.....	5
Article Three. Owner's Operating Procedures.....	6
Article Four. Rent Determinations.....	6
Article Five. Training.....	6
Part III.	
Admission and Residency Requirements.....	6
Article One. Supportive Housing and Eligibility Requirements.....	7
Article Two. Occupancy Arrangements.....	7
Article Three. Denial of Admission and Termination of Assistance.....	7
Article Four. Term of Rental Assistance.....	8
Part IV.	
Service Provider Arrangements.....	9
Article One. Approval of Service Provider.....	9
Article Two. Service Delivery Coordination.....	9
Article Three. Service Coordinator Agreement.....	9
.....	

The Housing Authority of the City of Atlanta, Georgia

Statement of Policies for Supportive Housing

PREAMBLE

The Housing Authority of the City of Atlanta, Georgia (“AHA”) determined that there was a need to develop housing assistance policies for special needs populations such as the homeless, persons with disabilities, persons with mental health or developmental disabilities, U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in supportive services programs and who require a stable housing arrangement to ensure the effectiveness of their respective supportive services plans. Based on its past experience and lessons learned through such activities as the Homeless Demonstration Program, Mental Health Demonstration Program and other Supportive Housing initiatives which were implemented as part of the Project Based Rental Assistance program, AHA concluded that typical housing assistance policies and procedures are not always the best fit for supportive service plans and the varying housing needs of the client populations. In order to fill this gap AHA developed the Statement of Policies for Supportive Housing (“Supportive Housing Policies”).

PART I - INTRODUCTION

ARTICLE ONE. PURPOSE AND APPLICABILITY

The Supportive Housing Policies set forth certain policies that authorize the establishment of operating procedures for project based rental assistance commitments made by AHA in connection with and in support of local initiatives developed solely for the purpose of addressing the local housing needs of at-risk populations. The Supportive Housing Policies are not applicable to rental units designated as *special needs* units pursuant to the State of Georgia’s Qualified Allocation Plan under the Low Income Housing Tax Credit program that comprise less than ten percent of the total units in a mixed-income, mixed-finance rental community.

ARTICLE TWO. APPLICABILITY TO AHA’S MOVING TO WORK AGREEMENT

The Supportive Housing Policies are aligned with the Amended and Restated Moving to Work Agreement (“MTW Agreement”), effective as of November 13, 2008, as further amended by the Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time, by and between the U.S. Department of Housing and Urban Development (“HUD”) and AHA.

1. The MTW Agreement governs and supersedes certain provisions of the United States Housing Act of 1937, as amended, and HUD’s implementing requirements and regulations thereunder, including rules, regulations, contracts, and agreements that have been or will be waived and/or modified by the MTW Agreement. Section VII of Legacy Attachment D of the MTW Agreement authorizes AHA to create its own Housing Choice funded program and develop reasonable policies and processes for providing project based rental assistance.
2. As a Moving to Work agency, AHA will continue to establish, implement and evaluate innovative cost-effective affordable housing strategies that are designed to improve operational efficiencies and help low income families achieve greater economic independence.

3. While recognizing that implementation of various strategic policy initiatives may be immediate, progressive, or refined through various activities and demonstration programs related to special needs populations, the implementation of those policy initiatives, not immediately enumerated in AHA's MTW Annual Plan, may be advanced, provided that such policy initiatives are consistent with the Supportive Housing Policies and the spirit and intent of the authorizations under the MTW Agreement.
4. AHA's President and Chief Executive Officer, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to the Supportive Housing Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision does not alter, change, or modify the original intent of any policy. Any other alterations, changes, and modifications to any policy in Supportive Housing Policies must be approved by the Board of Commissioners.

ARTICLE THREE. SUPPORTIVE HOUSING OPERATING PROCEDURES

1. Project Based Rental Assistance ("PBRA") is an initiative designed and implemented by AHA using its flexibility authorized under its MTW Agreement.
2. PBRA was formerly a subsection of AHA's *Statement of Policies Governing the Housing Choice Tenant-Based Program* ("Housing Choice Policies") until AHA's Board of Commissioners adopted a revision to the Housing Choice Policies on September 3, 2008 to separate PBRA from the Housing Choice program and authorize AHA to develop operating procedures for the implementation and administration of PBRA as a separate program.
3. AHA's Supportive Housing Policies utilize similar operating procedures as those used in AHA's Project Based Rental Assistance program; however, occupancy arrangements, rent determinations, rules regarding continuing assistance and other considerations relating to the special needs of the populations being served will be tailored to various program needs and requirements of the service providers and other professionals operating in the communities to ensure success for participants, service providers, property owners, funders and AHA ("Supportive Housing Operating Procedures").
4. In the event that there is a conflict between PBRA operating procedures and the Supportive Housing Operating Procedures established under the Supportive Housing Policies, then the Supportive Housing Operating Procedures shall govern.
5. A PBRA unit subject to the Supportive Housing Policies and Supportive Housing Operating Procedures is a supportive housing PBRA unit ("Supportive Housing PBRA Unit").

ARTICLE FOUR. SUPPORTIVE HOUSING PARTICIPANT

An eligible family or person who meets the qualifications for admission to and occupancy of an available Supportive Housing PBRA Unit in accordance with the Supportive Housing Policies shall be deemed a participant ("Supportive Housing Participant").

ARTICLE FIVE. SERVICE PROVIDER

A service provider is a qualified organization that has been approved to provide specialized supportive services to Supportive Housing Participants pursuant to Part IV, Article One of the Supportive Housing Policies ("Service Provider").

ARTICLE SIX. SERVICE COORDINATOR

The service coordinator is an organization responsible for developing local strategies for assisting special needs populations, working with public/private resources to identify and/or provide funds for service delivery activities, approving and coordinating Service Providers engaged in specialized supportive services and determining their status as approved Service Providers based on performance, and promoting community engagement and other related activities ("Service Coordinator"). AHA may enter into an agreement with one or more Service Coordinators in connection with AHA's support of one or more Supportive Housing programs and initiatives ("Service Coordinator Agreement") as described herein under Part IV, Article Three. In certain other Supportive Housing programs and initiatives that may be proposed to AHA, AHA, in its discretion, may not require a Service Coordinator and determine that the most effective approach in such cases would be to work directly with service providers, property owners and/or funders.

ARTICLE SEVEN. FAIR HOUSING AND EQUAL OPPORTUNITY

AHA adheres to and supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities. AHA monitors fair housing and equal opportunity compliance at all of the communities governed by the Supportive Housing Policies.

1. AHA acknowledges the protections afforded victims under the *Violence Against Women Act*, and will require owners to include administrative measures to address those protections in their operating procedures, as applicable.
2. AHA acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population residing in Supportive Housing PBRA Units is comprised of LEP persons, AHA will require owners to develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.
3. Owners of Supportive Housing PBRA Units shall assist Supportive Housing Participants with disabilities in accordance with such federal laws, rules and regulations that are applicable to PBRA site-based administration in accordance with the Supportive Housing Policies including, but not limited to application procedures, admission, unit transfer and occupancy requirements, and procedures related to the acceptance, processing and disposition of reasonable accommodation requests.
4. When the Owner is a faith-based organization, the lease between the Supportive Housing Participant and the Owner ("Lease") and/or approved supportive services plan ("Service Plan"), as developed by the Service Provider, cannot require the Supportive Housing Participant's involvement in religious activities.

ARTICLE EIGHT. DECONCENTRATION

In order to realize its corporate vision of Healthy Mixed-Income Communities/Healthy Self-Sufficient Families, AHA is pledged to outcomes that lead to the deconcentration of poverty.

1. In its discretion, AHA may develop a comprehensive deconcentration strategy that would place limitations on the occupancy of assisted households in high poverty areas within the City of Atlanta with the goal and intent of reducing high poverty concentrations.
2. AHA has the authority under its MTW Agreement to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient and effective ways of providing quality, residential communities to low income families.
3. AHA will ensure that the placement of Supportive Housing PBRA Units in residential communities will be sensitive and thoughtful in addressing community standards while promoting the unique requirements of Supportive Housing Participants.

ARTICLE NINE. FRAUD AND MISREPRESENTATION

1. Supportive Housing Participants are required to provide truthful, complete information relating to program participation, supportive service provider requirements, all sources of income, family composition, and all relevant family background information in order to qualify for initial eligibility and continued participation.
2. Supportive Housing Participants who engage in acts of fraud and misrepresentation are subject to loss of PBRA benefits and prosecution under State and Federal laws, and where appropriate, will be referred for prosecution by AHA.
3. A Supportive Housing Participant who has made any misrepresentation or engaged in acts of fraud at the time of admission, during any subsequent recertification, or at any other time shall be denied admission or be subject to termination by the owner, as applicable.

PART II – PROPOSAL SELECTION AND SITE-BASED ADMINISTRATION

In addressing the housing issues of special needs populations, AHA uses PBRA as a development tool and financial incentive for private developers and owners to expand the availability of new or existing high quality Supportive Housing PBRA Units.

ARTICLE ONE. PROPOSAL SELECTION

AHA will periodically solicit developers/owners (“Owner”) for new construction, rehabilitation and existing properties who are interested in providing Supportive Housing PBRA Units.

1. AHA will comply with its established procurement protocols for Request for Proposals (RFP) to solicit proposals for Supportive Housing PBRA Units from interested Owners ("Owner Proposal").
2. The details and scope of requirements for the preparation of Owner Proposals will be outlined in the RFP for Supportive Housing PBRA Units.
3. Owner Proposals for Supportive Housing PBRA Units will be selected in accordance with the evaluation criteria set forth in the RFP.
4. Upon approval of a selected Owner Proposal by the AHA Board of Commissioners, AHA will issue a PBRA commitment to the Owner that will expire on a date certain as set forth in the commitment ("PBRA Commitment"). The PBRA Commitment shall acknowledge that AHA will provide Supportive Housing PBRA Units contingent upon the Owner fulfilling the terms and conditions set forth in the PBRA Commitment with respect to the Owner's Proposal. The Owner's failure to meet the terms and conditions before the expiration date of the PBRA Commitment will result in the automatic termination of the PBRA Commitment unless AHA, in its discretion extends the term of the PBRA Commitment.
5. Upon fulfilling the terms and conditions of the PBRA Commitment, AHA and the Owner will enter into a PBRA Agreement for Supportive Housing PBRA Units ("Supportive Housing PBRA Agreement").

ARTICLE TWO. SUPPORTIVE HOUSING PBRA AGREEMENT

Because AHA does not own or control the Owner's Supportive Housing PBRA Units, the Owner shall be responsible for leasing, operating and maintaining the Supportive Housing PBRA Units in accordance with the Supportive Housing PBRA Agreement and Supportive Housing Policies.

1. The Owner shall execute AHA's form of Supportive Housing PBRA Agreement.
2. The term of the Supportive Housing PBRA Agreement shall be two years, unless AHA, in its discretion, approved a longer term in its PBRA Commitment to the Owner.
3. The Owner and Service Provider shall enter into a service provider agreement in a form approved by AHA ("Service Provider Agreement"). An executed copy of the Service Provider Agreement shall be an exhibit to the Supportive Housing PBRA Agreement.
4. The provisions controlling the business relationship between AHA and the Owner shall be outlined in the Supportive Housing PBRA Agreement including, but not limited to, the Owner's obligations related to selecting and entering into an agreement with a qualified Service Provider, site-based administration and other management obligations with respect to the operation of the Supportive Housing PBRA Units, the subsidy arrangement between the Owner and AHA and the submission of reports, as required by AHA, including evaluations and resolution of issues with respect to the performance of the Service Provider in discharging its duties pursuant to the Service Provider Agreement.

ARTICLE THREE. OWNER'S OPERATING PROCEDURES

The Owner is responsible for developing and implementing written operating procedures for communities with Supportive Housing PBRA Units ("Owner's Operating Procedures").

1. The Owner's Operating Procedures must be consistent with the Supportive Housing Policies and Supportive Housing Operating Procedures, and to the requirements of other funding sources and Service Provider Agreements. To the extent that the Service Coordinator, funding sources and Service Providers have special requirements regarding the occupancy and conduct of Supportive Housing Participants with respect to their Service Plans, such requirements must be included in the Owner's Operating Procedures.
2. The Owner's Operating Procedures must describe how Supportive Housing Participants are selected and admitted into Supportive Housing PBRA Units in coordination with the Service Provider and as may be further provided for in the Service Provider Agreement. The selection of qualified Supportive Housing Participants shall be made by the Service Provider in consultation with the Owner and in accordance with the provisions of the Service Provider Agreement. Qualified Supportive Housing Participants shall be placed on the Supportive Housing PBRA site-based waiting list that the Owner maintains and administers in an equitable and consistent manner. The Owner must maintain records regarding the selection and admission of Supportive Housing Participants and make such records available to AHA upon AHA's request.
3. The Owner's Operating Procedures are subject to review by AHA in order to ensure consistency with the intent of the Supportive Housing Policies.

ARTICLE FOUR. RENT DETERMINATIONS

AHA will follow the rent determination procedures established for the PBRA program in setting the rents for Supportive Housing PBRA Units. When setting rents for single-room occupancy and congregate housing arrangements, AHA will take into consideration the weighted value of shared facilities and amenities.

ARTICLE FIVE. TRAINING

Owners, Service Providers and property management staff who are responsible for the operation of the Supportive Housing PBRA Units and the delivery of supportive services to Supportive Housing Participants are required to attend AHA-organized and/or AHA-sponsored training sessions regarding Supportive Housing Policies, Supportive Housing Operating Procedures, site-based administration, Owner/Services Provider coordination and other related matters.

PART III - ADMISSION AND RESIDENCY REQUIREMENTS

Supportive Housing Participants must comply with all Supportive Housing Policies related to their admission to and residency of Supportive Housing PBRA Units.

ARTICLE ONE. SUPPORTIVE HOUSING ELIGIBILITY REQUIREMENTS

1. The Service Provider shall determine the initial and ongoing eligibility of a family or person as a qualified Supportive Housing Participant for referral to the Owner's site-based waiting list and placement in a Supportive Housing PBRA Unit pursuant to the Supportive Housing Policies and the Service Provider Agreement between the Owner and Service Provider.
2. Each Supportive Housing Participant must have a written Service Plan prepared by the Service Provider that documents the Supportive Housing Participant's agreement to comply with the terms and conditions of the Service Plan.
3. In lieu of AHA's work/program requirements, Supportive Housing Participants must remain in compliance with their Service Plans. Service Providers will maintain a written record of each Supportive Housing Participant's progress in fulfilling Service Plan goals.
4. Supportive Housing Participants must qualify as very-low income members of one or more special needs populations such as the homeless, persons with disabilities, persons with mental health or developmental disabilities, U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in a supportive services program with a Service Provider and who require a stable housing arrangement to ensure the effectiveness of their respective Service Plans.
5. AHA shall establish reasonable program integrity and audit procedures to ensure that the selection, admission and occupancy oversight of Supportive Housing Participants in Supportive Housing PBRA Units are being performed in accordance with the Supportive Housing Policies.

ARTICLE TWO. OCCUPANCY ARRANGEMENTS

Due to the varying housing and service delivery needs of special needs populations, the building format and configuration of Supportive Housing PBRA Units may also vary.

1. Supportive Housing Participants may occupy Supportive Housing PBRA Units in shared housing, single-room occupancy and congregate housing arrangements with shared facilities and amenities.
2. Under the supervision of the Service Provider and in accordance with individual Service Plans, two or more unrelated Supportive Housing Participants may share a single unit provided the number of persons occupying the Supportive Housing PBRA Unit is in compliance with AHA's occupancy standards established for the PBRA program.

ARTICLE THREE. DENIAL OF ADMISSION AND TERMINATION OF ASSISTANCE

1. Owners of Supportive Housing PBRA Units may deny admission or terminate PBRA assistance to a Supportive Housing Participant if it is determined that a Supportive

Housing Participant has been or is engaged in a violent criminal activity that could reasonably be expected to be an immediate threat to the health, safety or welfare of others.

2. Pursuant to HUD requirements, Owners of Supportive Housing PBRA Units may deny admission or terminate PBRA assistance to a Supportive Housing Participant if it is determined that such Supportive Housing Participant:
 - A. Has been evicted from federally assisted housing for drug related criminal activity within the three year period preceding application;
 - B. Is currently engaging in the illegal use of drugs;
 - C. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - D. Is subject to a lifetime registration requirement under a state sex offender registration program; or
 - E. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.
3. Consistent with the intent of Supportive Housing, the Owner and Service Provider may determine to mitigate factors in a Supportive Housing Participant's history through the provisions set forth in such participant's Service Plan.

ARTICLE FOUR. TERM OF RENTAL ASSISTANCE

1. Supportive Housing Participants are eligible for rental assistance for as long as they are a resident of an approved Supportive Housing PBRA Unit and continue to comply with the terms and conditions of the Owner's lease agreement and the provisions of the service plan developed by the participant's designated Service Provider.
2. In the event that a Supportive Housing Participant voluntarily moves from the Supportive Housing PBRA Unit or is evicted by the Owner for cause, the rental assistance for such Supportive Housing Participant shall terminate and shall not be transferable.
3. In the event that a Supportive Housing Participant voluntarily withdraws from the care of the Service Provider or fails to comply with the terms and conditions of the Service Plan which results in the participant's removal from the Service Provider's care, the rental assistance for such Supportive Housing Participant shall terminate and shall not be transferable.
 - a. A determination relating to a former Supportive Housing Participant's continued occupancy as an unassisted resident shall be made in accordance with the terms of the Lease and the Service Plan.
 - b. When the rental assistance is terminated for a Supportive Housing Participant in a shared, single-room occupancy or congregate housing Supportive Housing arrangement, the former Supportive Housing Participant must move from the unit in accordance with the terms and conditions of the Lease and Service Plan for such Supportive Housing arrangements.

4. Upon termination or nonrenewal of a Supportive Housing PBRA Agreement, the rental assistance for all Supportive Housing Participants covered by the agreement shall terminate and shall not be transferable.

PART IV - SERVICE PROVIDER ARRANGEMENTS

The Owner and the Service Provider must enter into a Service Provider Agreement that remains active and is fully funded throughout the term of the Supportive Housing PBRA Agreement.

ARTICLE ONE. APPROVAL OF THE SERVICE PROVIDER

In order to provide supportive services to Supportive Housing Participants in Supportive Housing PBRA Units, a Service Provider must be approved by either the Service Coordinator, AHA when there is no Service Coordinator or a state or local agency authorized to make such approvals. If the Service Provider is approved by an authorized state or local agency, the Service Provider shall be required to provide evidence of such approval to the Service Coordinator or AHA when there is no Service Coordinator. When there is a Service Coordinator, the Service Coordinator will ensure that the Service Provider is qualified to provide specialized supportive services geared to the needs of Supportive Housing Participants. The Service Coordinator shall provide a list of approved Service Providers to AHA on a periodic basis or upon AHA's request.

ARTICLE TWO. SERVICE DELIVERY COORDINATION

The Owner and Service Provider shall coordinate the delivery of services to Supportive Housing Participants in Supportive Housing PBRA Units. When there is a change in the status of a Supportive Housing Participant, the Owner shall notify AHA and the Service Provider shall notify the Service Coordinator and AHA.

ARTICLE THREE. SERVICE COORDINATOR AGREEMENT

1. AHA may enter into a Service Coordinator Agreement with one or more Service Coordinators in connection with AHA's support of one or more Supportive Housing programs and initiatives.
2. The Service Coordinator Agreement shall set forth the obligations of the Service Coordinator to approve, monitor and evaluate the performance of Service Providers and AHA's role as a subsidy provider for Supportive Housing.
3. Pursuant to the Service Coordinator Agreement, the Service Coordinator shall:
 - a. Ensure that Service Providers are qualified to provide specialized supportive services geared to the needs of Supportive Housing Participants.
 - b. Provide a list of such approved Service Providers to AHA on a periodic basis or upon AHA's request.
 - c. Provide periodic progress reports to AHA regarding the performance of Service Providers in serving the needs of Supportive Housing Participants.

4. AHA and the Service Coordinator will mutually agree on the terms and conditions to be set forth in the Service Coordinator Agreement including provisions for the termination of said agreement.

[END]

VOLUNTARY CONVERSION (REFORMULATION) DEMONSTRATION FOR CENTENNIAL PLACE

HUD Voluntary Conversion Process Requirements

Under the terms of AHA's MTW Agreement (in particular, section V.II.C. of Attachment D), AHA is authorized to explore and pilot a subsidy conversion (reformulation) program. As set forth in the Centennial Conversion Proposal submitted by AHA to HUD in late 2011/early 2012, AHA proposed an implementation process (the "Conversion Implementation Strategy") for the conversion that is consistent with its MTW authority and the waivers afforded by the MTW Agreement. The Conversion Implementation Strategy includes AHA's proposed modifications, pursuant to its MTW flexibility and authority, to HUD's current subsidy conversion requirements and procedures. This Strategy would be the vehicle AHA would use to implement the conversion of the 301 ACC Units in the four rental phases of Centennial Place from operating subsidy to project-based rental assistance ("PBRA"). Further, the Conversion Implementation Strategy establishes procedures for converting ACC units that are replicable across AHA's mixed finance, mixed-income community portfolio, and thus, as funding becomes available, could be used as standard conversion procedures by AHA and HUD for other AHA-sponsored mixed-finance communities.

In order to make Centennial Place eligible for vouchers, AHA would apply to HUD under a Voluntary Conversion Application, modified as appropriate given the Conversion Implementation Strategy, with approval of such application sought pursuant to AHA's MTW authority. Because voluntary conversion provides for tenant protection vouchers, AHA's Conversion Implementation Strategy includes a subsidy conversion protocol that would allow those vouchers to be funded into the Centennial Place phases via PBRA Agreements between AHA and the owners of each of the four phases.

The additional information set forth below is included pursuant to the requirements of HUD's Voluntary Conversion process.

Description of Voluntary Conversion Assessment and Plan for Centennial Place

Development names, project numbers, and Asset Management Project Numbers are as follows:

PROJECT PHASE	HOPE VI GRANT NO.	AMP NO.
Centennial I	GA06URD006I193	GA006000770
Centennial II	GA06URD006I193	GA006000771
Centennial III	GA06URD006I193	GA006000772
Centennial IV	GA06URD006I193	GA006000773

Rehabilitation improvements in the amount of approximately \$20,000 per dwelling unit are required to bring the aging Centennial Place community up to current market-competitive condition. Section 8 subsidy received by AHA following the Centennial Conversion will be sufficient to fund the pro rata share of the rehabilitation loan debt service attributable to the AHA-assisted units at Centennial Place.

Following completion of such improvements, there should be an increase in the fair market value of the four Centennial Place phases. From a balance sheet perspective, however, this value increase would be offset by the debt incurred to fund the improvements.

To effect this subsidy conversion, AHA, contemporaneously with its Voluntary Conversion Application, will apply to HUD for 160 tenant protection vouchers, funded at the level of AHA's 2011 Housing Choice MTW-PUC. Upon its receipt of such vouchers and pursuant to its authority under its MTW Agreement, AHA will fund its converted subsidy into Centennial Place as project-based rental assistance paid via PBRA agreements between AHA and the Centennial Place phase owners.

Other than the obvious benefit of the rehabilitation improvements to bring Centennial Place up to current market-competitive condition, there are not likely to be any impacts of voluntary conversion on the Centennial Place community, given the fact that the AHA-assisted units will continue to "float" within this mixed-income, mixed-finance community, and be indistinguishable from (i.e., remain identical in design and improvements to) the LIHTC and Market Rate units in the development phases. The existing tenants will remain at Centennial Place under their leases, and although some movement between rental units within the community will be necessary in order for completion of the rehabilitation improvements within each unit, no relocation from the Centennial Place community will be required. At such time as AHA has received conditional approvals from HUD on its conversion and tenant protection voucher applications, AHA will proceed to contact and consult with the residents of the AHA-assisted units at Centennial Place regarding the conversion process.

Detailed financial analyses to be provided as part of the Voluntary Conversion Plan will demonstrate that the Conversion Plan accurately describes and supports the findings of the Voluntary Conversion Assessment. AHA consulted with the appropriate public officials with respect to the Centennial Conversion Proposal and the corresponding Voluntary Conversion Plan by virtue of (i) its inclusion of a description of the Conversion Plan in its 2013 MTW Plan, (ii) noting the Centennial Conversion Proposal as a highlight of the 2013 MTW Plan in AHA's notification letter to public officials of public meetings concerning the MTW Plan, (iii) dedicating a portion of the public presentation of the 2013 MTW Plan towards addressing the Centennial Place conversion, and (iii) briefing its Board of Commissioners, the members of which are appointed by the Mayor of Atlanta, regarding the Conversion Plan. As required, AHA certifies to HUD that such consultation process has taken place.



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