



Building
Communities



Supporting
Families



Atlanta Housing Authority

FY 2014 Annual Report
Fiscal Year Ended June 30, 2014



Vision

Healthy Mixed-Income Communities;
Healthy Self-Sufficient Families

Mission

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

Goals

AHA's business model has positioned it to achieve three goals:

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



Guiding Principles

In approaching 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 know-how and real estate market principles.
5. Support AHA-assisted families with strategies and programs that help them achieve their life goals, focusing on financial self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.

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About this Report

This document was prepared based on information contained in the *FY 2014 MTW Annual Report – Board Approved September 24, 2014*, as submitted to The U.S. Department of Housing and Urban Development (HUD) on September 24, 2014, and which remains the document of record in accordance with Atlanta Housing Authority's Amended and Restated Moving to Work (MTW) Agreement with HUD.

AHA is the largest public housing agency in Georgia and one of the largest in the nation, serving over 50,000 people. HUD has designated AHA as a high-performing public housing agency permitted to operate under the Moving to Work Demonstration Program. AHA is in its eleventh year operating as an MTW agency.

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



Daniel J.
Halpern,

Chair

Message from the Board of Commissioners

As one of the country's largest public housing authorities, Atlanta Housing Authority (AHA) has earned a reputation as a leader. AHA has changed the look and feel of public housing and is now working diligently to change the lives of its participants by breaking cycles of poverty, unemployment, and dependence on public assistance.

Looking ahead, I am excited that AHA, along with its network of service providers, continues to aspire to doing business using new and innovative solutions for public housing and to meet the needs of the individuals and families it serves.

Please take this opportunity to read about what AHA is doing throughout the city of Atlanta, as well as the impact it is having on the nearly 50,000 individuals whose needs it meets on a daily basis.

I appreciate the opportunity to serve with a very dedicated Board of Commissioners and to work with AHA's leadership team to continue planning for housing and other opportunities to help improve lives.



Joy W.
Fitzgerald

Message from the Interim President & CEO

It is my pleasure to share Atlanta Housing Authority's (AHA) FY 2014 Annual Report. AHA served 21,680 households during the 2014 fiscal year, and we are excited that our goals – providing safe, decent housing in quality living environments and promoting the self-sufficiency of our participants – are being met with success. With our human development services initiative, AHA is promoting quality education, gainful employment, health and wellness, and helping to provide many other meaningful opportunities for our families to contribute to the Atlanta community.

Internally, our efforts are focused on streamlining our business processes to enable our employees to provide optimal customer service to our participants, as well as to our service partners. We are continuously looking for ways to improve our operations and to serve as a model for public housing in the United States and beyond.

We appreciate the opportunity to serve the Atlanta public and contribute to the dynamic growth of the Atlanta region. I hope that you will take the opportunity to read the report and learn about our accomplishments and innovations.



Importance of Moving to Work

Meeting Local Needs Using Federal Resources

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

Congress wanted to create an environment that encouraged and demanded innovation, creativity, imagination, efficiency, effectiveness, and better outcomes for America's low-income families, cities, and counties. Congress also wanted to demonstrate that with greater flexibility more could get accomplished with the same, or possibly fewer, resources from HUD.





With these principles in mind, Congress authorized the Secretary, through these negotiated agreements, to waive all the statutory and regulatory provisions under the U.S. Housing Act of 1937, except certain core issues: Davis Bacon; Civil Rights laws and Fair Housing; Section 504, UFAS, and Americans with Disabilities laws; and demolition and disposition under Section 18. Under the first agreements, HUD and the early MTW agencies took an incrementalist approach. It was not until 2003 that AHA and other agencies were able to convince HUD to provide the complete spectrum of statutory and regulatory relief.

MTW has outperformed Congress's and HUD's expectations. The MTW Program has been expanded beyond 30 housing authorities, and the timeline has been extended. Currently, there are 39 MTW agencies out of 3,400 public housing authorities in the nation.

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

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

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

MTW STATUTORY GOALS

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

Importance of MTW and Single Fund Authority to AHA

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

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

While statutory and regulatory flexibility are foundational elements of the MTW Program, the Single Fund authority is essential to AHA's financial viability. AHA's MTW Agreement permits AHA to combine its low-income housing operating funds, Housing Choice voucher funds, and certain capital funds into an MTW Single Fund or, simply, "MTW Funds." When individual funding sources are combined and converted to MTW Funds under AHA's MTW Agreement, they are relieved of their statutory and regulatory strictures and may be used for MTW-Eligible activities as set forth in AHA's Business Plan and its Annual Implementation Plan.

AHA's MTW Agreement has enabled AHA to leverage lessons learned and best practices of its HOPE VI revitalization program, apply private sector business principles to manage resources responsibly, and achieve dramatically better outcomes for AHA-assisted households, AHA-owned real estate, and AHA itself. The funding flexibility provided AHA under the MTW Agreement is essential to AHA's continued success and long-term financial viability.

Goals of MTW

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

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

To deliver on these three goals, AHA uses its MTW flexibility to focus on local strategies and solutions that will have a positive impact on the families, real estate, and the city of Atlanta. From the very beginning of AHA's official status as an MTW agency and as it moves forward, AHA has served and continues to serve substantially the same number of families.



Innovation Using MTW

The MTW Single Fund is important because, after following a rigorous, participatory strategic planning process, AHA can use its MTW Funds for innovative approaches to meet the local needs that grow out of the planning process and as set forth in AHA's MTW Business Plan, as modified, refined and updated in its Annual Implementation Plans. With the MTW Single Fund, AHA is able to pursue opportunities that benefit low-income families and that are not available to non-MTW agencies.

Unique in this industry, AHA maintains a holistic view of itself as an MTW agency. That is to say, unless otherwise prescribed by Congressional appropriations language governing a specific program, AHA does not separate activities as either MTW or non-MTW. For example, AHA's policy innovations like the Work/Program Requirement are applicable to all families except for the elderly and persons with disabilities --across all AHA programs. The success that AHA has achieved as an innovator, fulfilling the promise of the MTW program envisioned by Congress, is apparent in a review of AHA's many initiatives. For more detail, see the section on *MTW Innovations and Policies*.



FY 2014 Accomplishments and Program Highlights

AHA comprehensively operates the entire agency pursuant to its MTW Agreement and utilizes fungibility of its MTW Single Fund in operating and administering its programs. In cases where there are statutory requirements or grant provisions, AHA complies with these terms as required. Each AHA program is designed to leverage all AHA's resources – finances and funding flexibility, knowledge and experience, grant funds, rental subsidies, partner relationships, and land. Through its various housing solutions and programs, all supported by human development services, AHA is able to meet a broad spectrum of housing needs for low-income families, including at-risk populations, in the city of Atlanta.





21,680 HOUSEHOLDS SERVED

366 new households were housed

from the Housing Choice waiting list.

9,595 households

(7,292 of whom live in the city of Atlanta)

participated in the Housing Choice Voucher Program and received rental subsidy assistance during FY 2014.



95 veterans

were housed through the HUD-Veterans Affairs Supportive Housing (VASH) program and AHA's Supportive Housing Program.



20 students were awarded \$42,750

in scholarships through AHA's Atlanta Community Scholars Award.



51 new affordable rental units

were completed in FY 2014 as a part of AHA-Sponsored mixed-use, mixed-income communities developed on the sites of former public housing projects.

The Yardi Voyager platform was implemented for the Housing Choice Voucher Program.

Through AHA's Supportive Housing Program, AHA partnered with the City of Atlanta's Continuum of Care and the United Way of Greater Atlanta and committed

\$1.1 million

to launch two new pilots to reduce or prevent homelessness for

200 families.



38 eligible, first-time home-buyers

received down payment assistance from AHA.

AHA saved **\$1.1 million**

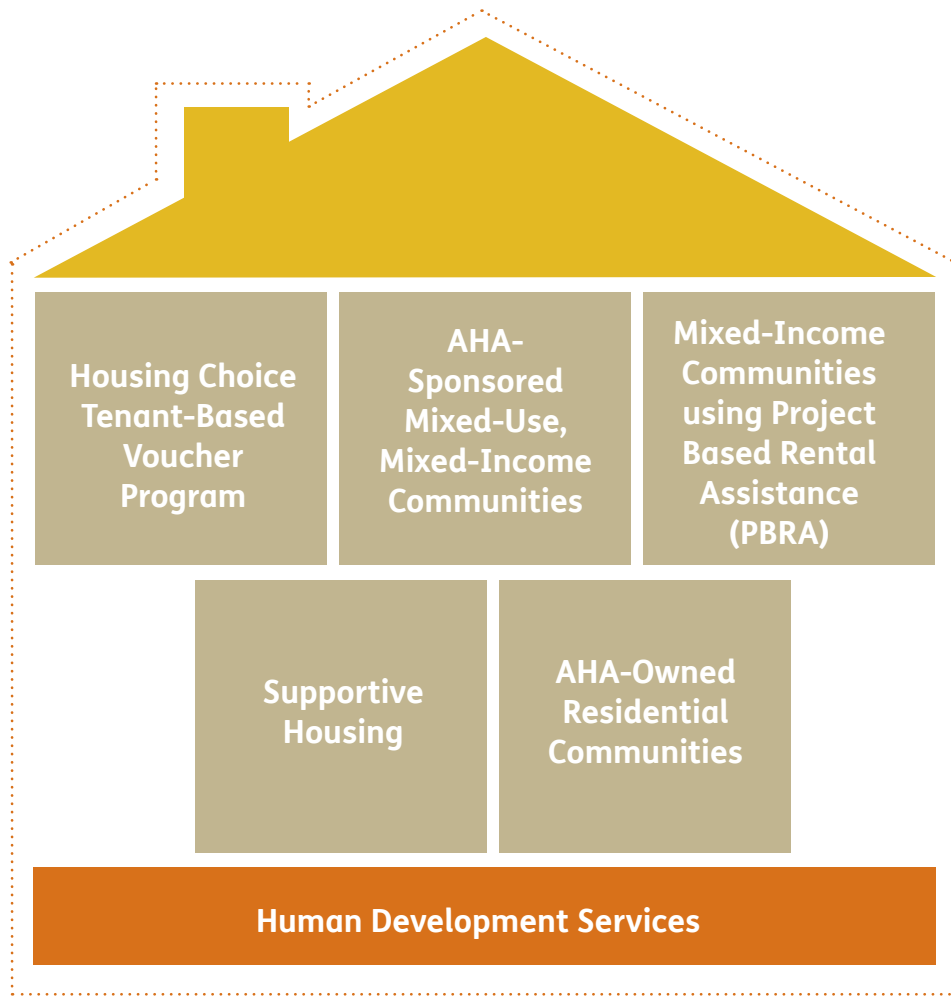
through energy efficiency improvements and conservation efforts in the 13 AHA-Owned (public housing-assisted) Residential Communities. Upgrades were completed under its Energy Performance Contract (EPC).

(Figures as of June 30, 2014)



Programs Supporting Our Families





In FY 2014, these five different housing solutions were used to support AHA-assisted families:

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

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

AHA-Owned Residential Communities

1,942 households **11** senior high-rises **2** family communities

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

Under AHA's site-based and private property management business model, AHA contracts with third-party professional property management and development firms to manage each community in a comprehensive manner in accordance with AHA's goals, policies, and financial resources. Site-based administration includes the daily property operations, maintenance, and capital improvements, as well as admissions and resident services.

The Property Managers-Developers (PMDs) – The Integral Group, Columbia Residential, and The Michaels Organization – are also responsible for creating development plans with the intent to attract private funding for updating and modernizing the properties.



FY 2014 Highlight

Through the Energy Performance Contracting (EPC) project, AHA continued to realize energy savings. As a result of improvements to HVAC, low-flow devices, compact fluorescent lights and conservation by residents in all the AHA-Owned Residential Communities, AHA saved \$1.1 million in energy costs, which can be used to pay the debt service under the EPC loan.

Pictured at Left: Marietta Road Highrise.

AHA values the positive impact of dedicated resident leaders within its communities. A special acknowledgment was presented to Ms. Yana Bari for her contributions to the Piedmont Road Highrise community. A resident for many years, Ms. Bari has generously given her time and talents to property staff, neighbors and friends. Her commitment to quality living for fellow residents includes serving as translator and interpreter for the Russian speaking residents and property staff, helping to resolve community concerns, demonstrating leadership qualities, and building relationships within the community.



Pictured (L-R): Barbara Walker, Property Manager; Ms. Yana Bari; and Cynthia McDonald, AHA Resident Initiatives Oversight Manager.

Housing Choice Tenant-Based Voucher Program

9,595 households

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

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



FY 2014 Highlight

Pulling from our Housing Choice waiting list, AHA provided assistance to 366 new families. AHA will open the waiting list in FY 2015, making housing vouchers available to more families in Atlanta.



Brianna Harden, a 2014 graduate and member of the legacy class from Coretta Scott King Young Women's Leadership Academy*, is known for inspiring others. She plans to become a criminal defense attorney and fight for those who, in her words, deserve a second chance. Academy Principal Termerion McCrary Lakes says, "I have watched Brianna transform into a real go-getter! She's inspired other students to search for scholarships, and they even go to Brianna for academic advice. I call it the Brianna Effect."

With more than 40 scholarship offers, Brianna chose to attend Fisk University in Nashville, Tennessee. As an avid writer, she is majoring in English which will

also support her dream to attain a law degree and serve others.

Harden's mother, Qjuansella Harden, a Housing Choice participant, is proud of what her daughter is achieving despite the negative influences she encountered while she and her family lived in the former public housing project Bowen Homes. Brianna explains, "My family always told me that I would go far, but growing up, I doubted myself because of our surroundings."

"Now," Brianna says, "I've learned that it's important to find better options for your life, because no matter how hard it gets, those options will always be there."

**Coretta Scott King Young Women's Leadership Academy (CSKYWLA) is a single-gender comprehensive four-year public high school enrolling approximately 300 students in grades 9-12. The school opened in the fall of 2007, offers a rigorous, college-preparatory curriculum and has a singular goal - to ensure each young woman graduates from college ready to make a positive impact on the global community.*

AHA-Sponsored Mixed-Use, Mixed-Income Communities

3,909 AHA-assisted households **16** communities

AHA's Strategic Revitalization Program makes it possible for private real estate developers to create market-rate quality mixed-use, mixed-income communities on the sites of former public housing projects. The community-building model including human development strategies for mixed-use, mixed-income communities is a blend of private sector market principles and public sector safeguards, which AHA has branded the **"Atlanta Model."**

The Master Plans for each site envision transformational community-building by

- developing new mixed-income rental and for-sale units – both affordable and market-rate,
- incorporating great recreational facilities and amenities,
- creating green space and parks,

- providing quality retail and commercial activities, and
- being child-centered and supporting the creation of high-performing neighborhood schools (pre-K to high school).

Public/private partnerships are the key ingredient. AHA leverages its special standing under its charter, its goodwill, its land, its MTW Agreement, and HUD grants, while the private development partner leverages its balance sheet, know-how, brand, and track record to raise private equity and incur debt. In all cases, the partners align their interests so that both parties are focused on the success of the community.

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.



FY 2014 Highlight

150 mixed-income, family units at Auburn Pointe II were completed and fully leased in FY 2014. This completes the rental phases on this site (formerly Grady Homes), which are composed of 121 market rate units, 113 AHA-assisted units, 70 tax credit rental units for families, and three senior buildings with 324 AHA-assisted units. In addition to this intown community's amenities, renters are attracted to its proximity to public transportation, Georgia State University, Grady Hospital, and parks. Future phases include homeownership.

Project Based Rental Assistance Development Program

3,040 AHA-assisted units

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

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

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



FY 2014 Highlight

At Retreat at Edgewood (pictured left), a family community developed by Columbia Residential, residents are within walking distance of shopping, dining, recreation, and transportation, in addition to the amenities provided on-site. AHA supports affordability on 40 units using PBRA.

Photo credit: Creative Sources Photography/Rion Rizzo

Adamsville Green (pictured right) is a supportive housing community developed and managed by Mercy Housing Southeast. With a focus on elderly persons with physical disabilities, Mercy Care Services provides support services to residents. AHA supports affordability on 81 units using PBRA.



AHA Supportive Housing

1,058 households (Across all AHA programs)

When a person or family is in crisis because they lack safe and adequate housing or they are unable to maintain housing because of mental health or developmental disabilities, typical housing assistance policies and programs may be inadequate to address their various needs and the root causes.

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

For AHA, Supportive Housing holds a meaningful place among the housing opportunities we make available to low-income families and individuals.



Photo credit: Creative Sources Photography/
Rion Rizzo

FY 2014 Highlight

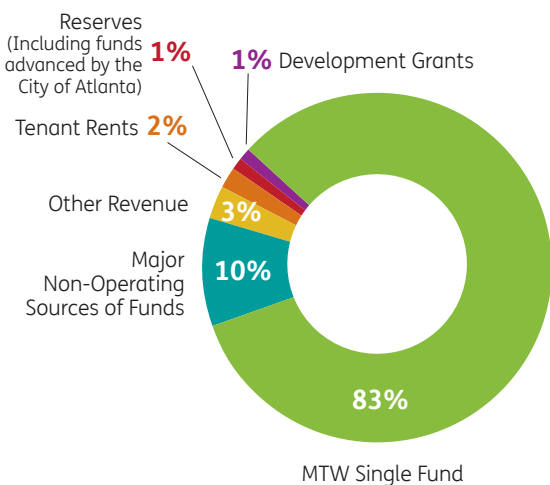
The historic 1910 Imperial Hotel in downtown Atlanta was renovated and opened by Columbia Residential and National Church Residences to provide housing for homeless adults who need specialized supportive services.

The renovated building is uniquely designed with the special needs of residents in mind. Social, educational, therapeutic, vocational and health care services are on-site, including assessment and referral, crisis intervention, integrated behavioral and health care, and peer support groups. On-site facilities for residents include a fitness center, health resource room, job training office, laundry room, and library/community room equipped with computers.

This development was made possible by AHA's commitment to provide PBRA assistance for all 90 units. National Church Residences in conjunction with partners Mercy Care Services and CaringWorks provide support services.

Summary of FY 2014 Audited Financials

Sources of Funds

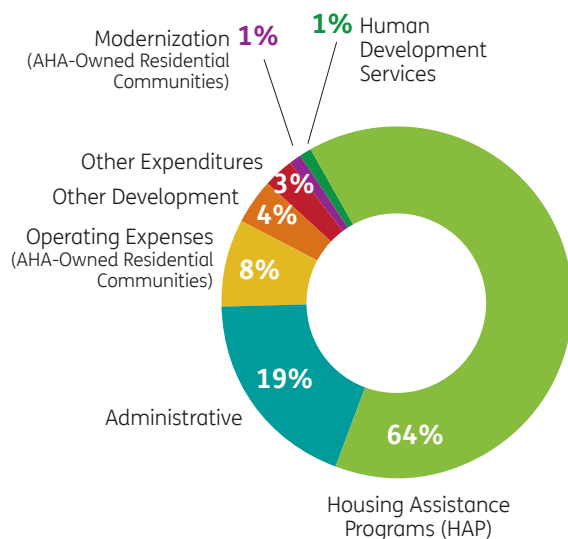


During FY 2014, most of AHA's funding came from HUD in the form of Housing Choice Voucher Funds, Public Housing Operating Subsidy, and Capital Fund grants.

AHA also received revenue from these sources:

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

Uses of Funds



In FY 2014, AHA continued to facilitate quality affordable housing opportunities for low-income families in the following ways:

- Provided a total of \$91 million in housing assistance payments for households under the tenant-based Housing Choice Voucher Program
- Provided a total of \$33 million in PBRA payments supporting PBRA units in mixed-income communities and units in PBRA developments
- Used MTW Funds to provide \$15 million to cover operating costs for AHA-assisted units in the AHA-Sponsored Mixed-Income Communities
- Used MTW Funds to cover \$13 million in operating expenses, human development support, and capital improvements to support 1,942 households in AHA-Owned Residential Communities



Priority Activities







- Advance AHA's Real Estate Initiatives
- Advance AHA's Human Development Initiatives
- Implement the Business Transformation Initiative

Each fiscal year's accomplishments reflect progressive steps toward making AHA's vision a reality. Over the past 11 years as an MTW agency, AHA has creatively used the tools and flexibility afforded by its MTW Agreement to implement housing policy reforms across all programs.

During FY 2014, AHA focused on the following priorities as articulated in its FY 2014 MTW Annual Implementation Plan.



AHA'S PRIORITIES ARE ALIGNED WITH MTW GOALS

FY 2014 Priorities	AHA/MTW Goals		
	Quality Living Environment	Self-Sufficiency	Economic Viability
Advance AHA's Real Estate Initiatives with the goal of facilitating opportunity-rich housing in healthy mixed-income communities.			
Advance AHA's Human Development Initiatives , with the goal of building healthy self-sufficient families through life-long learning, workforce participation, wealth-building, and aging well initiatives.			
Implement the Business Transformation Initiative , including the integrated Enterprise Resource Planning solution, with the goals of greater effectiveness and efficiency, enhanced capabilities, and an improved customer experience.			

See details on MTW-enabled innovations in MTW Innovations & Policies.



Priority: Real Estate

FY 2014 Goal: Advance AHA's Real Estate Initiatives with the goal of facilitating opportunity-rich housing in healthy mixed-income communities.

Over the last 20 years, AHA and its private sector development partners have repositioned AHA's former public housing properties into 16 mixed-use, mixed-income communities with a seamless affordable housing component.

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 projects will be developed using non-HUD funds.



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

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

Auburn Pointe (Grady Homes Revitalization)

Construction was completed on the new mixed-income multi-family property Ashley at Auburn Pointe II in FY 2014 and the property is leased-up. Fifty-one of the rental units are leased to AHA-assisted families, 39 units are leased to unassisted tax credit-eligible families, and 60 units are leased to market-rate families. This phase completes the final phase of rental construction on the former Grady Homes footprint.

Capitol Gateway (Capitol Homes Revitalization)

- Structures on parcels (303 Oakland Street, 361 Memorial Drive, 381 Memorial Drive) that AHA previously acquired were demolished in FY 2014. Remediation will continue throughout FY 2015.
- In partnership with the City of Atlanta, the Georgia Department of Transportation, and the Atlanta Regional Commission, work was completed on the Livable Centers Initiative to enhance the streetscape and connectivity on Memorial Drive in front of Capitol Gateway.



Ashley at Auburn Pointe II

Centennial Place (Techwood/Clark Howell Homes Revitalization)

- Centennial Place Phase I received an allocation of Low Income Housing Tax Credits in FY 2014. Closing is anticipated to occur in FY 2015, at which time the ownership of the structures will transfer to an owner-entity affiliate of the master developer, and subsidy for assisted units will transition from Section 9 to Section 8 (Project Based Rental Assistance) making it possible to begin substantial rehabilitation.
- AHA is working in partnership with Atlanta Public Schools (APS) and the Georgia Institute of Technology (Georgia Tech) to expand Centennial Academy (formerly Centennial Place School) to a K-8 school, having received approval from APS in FY 2014 to operate as a charter school.



Mechanicsville Crossing

Mechanicsville (McDaniel Glenn Revitalization)

AHA's development partner has been engaged in pre-development activities for the development of 75 scattered-site rental units that will be affordable through the Low Income Housing Tax Credit Program for a 15-year period as part of a lease-to-own program promoting neighborhood stabilization. Twenty-five of these units will be on AHA property under the terms of a ground lease that will provide an option for sale at the end of the 15-year compliance period. AHA anticipates a closing in FY 2015, pending approval of the disposition from HUD's Special Application Center (SAC).



Veranda at Scholars Landing

Scholars Landing (University Homes Revitalization)

- The leasing of the newly constructed 100-unit affordable independent living senior building, Veranda at Scholars Landing, was completed in FY 2014. AHA has provided PBRA assistance for all the units.
- In December 2013, AHA and its development partner closed on the development of a 60-unit affordable assisted living community – Oasis at Scholars Landing. Site remediation and public improvements started in FY 2014, and AHA expects construction will be completed in FY 2015.
- Scholars Landing is part of the larger revitalization initiative known as Choice Neighborhoods. AHA continues to work with the City of Atlanta and Invest Atlanta to develop a comprehensive strategy for land acquisition in the Choice Neighborhoods area.

Villages at Carver (Carver Homes Revitalization)

A vacant parcel (1463 Pryor Road) was sold to Fulton County on May 12, 2014, to develop a regional library on the site that will provide a wonderful amenity to families in the revitalized community.

West Highlands at Heman Perry Boulevard (Perry Homes Revitalization)

- In FY 2014, 44 homes were built and sold by AHA's development partner at West Highlands. These included 31 market-rate homes and 13 for-sale affordable homes for families at 80% of Area Median Income.

- In partnership with AHA's master developer and AHA, the Westside Atlanta Charter School began operation in the basement of a rental building at West Highlands in FY 2014 and is quickly becoming an integral part of the West Highlands community. The school will expand to include K–3rd grades in FY 2015. AHA ground leased 1.04 acres for a five-year period for the construction of temporary educational modules to allow for the expansion of the school.



West Highlands

Advance Other Real Estate Development Initiatives

Acquisitions

On April 4, 2014, AHA acquired a property with a vacant structure located at 311 North Avenue. In FY 2015, AHA will demolish the newly acquired structure in anticipation of future development pending appropriate real estate and financial conditions. This property is adjacent to an AHA-Owned Residential Community, Cosby Spear Highrise, which provides affordable housing for seniors.

Land Transactions and Sale of Assets

In September 2013, AHA completed the sale of the Roosevelt Highrise property at fair market value to the Georgia Board of Regents (the governing and management authority of public higher education in Georgia) for the benefit of Georgia Tech. As part of the sale, Georgia Tech has agreed with Integral Development and AHA to support the evolution of Centennial Academy as a Georgia Tech-sponsored STEAM (Science, Technology, Engineering, Arts, and Math) school.

This effort is being led by Integral Development and is supported by AHA, the Metropolitan YMCA, Coca-Cola and other stakeholders. (See *Human Development* section for more details on AHA's education strategy.)

Homeownership Down Payment Assistance

Using its MTW flexibility, AHA partnered with the City of Atlanta, Invest Atlanta, AHA's master development partners, and local lenders to provide down payment assistance to 38 low-to-moderate income, first-time homebuyers purchasing homes throughout the city of Atlanta.

Choice Neighborhoods Implementation Grant

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

AHA prepared and submitted an application to HUD in response to the FY 2013 Choice Neighborhood Implementation Grant Notice of Funds Availability in September 2013. Though selected as one of six finalists, AHA was not selected for a final award in June 2014. AHA intends to strengthen its program and pursue a second application for a Choice Neighborhoods Implementation Grant in FY 2015.



Expand housing opportunities utilizing PBRA and Housing Choice

Utilize PBRA as a strategic tool to facilitate housing opportunities

AHA continues to facilitate affordable housing opportunities for low-income families under the PBRA program. Currently, AHA uses PBRA to support 4,427 units in mixed-income environments both in AHA-Sponsored Communities and privately owned developments. AHA made commitments or signed PBRA agreements (new or renewals) for 14 properties. These agreements ensure the availability of 561 affordable housing units for 2 to 15 years.

NEW & RENEWAL PBRA AGREEMENTS

Ashton at Browns Mill	79 units
Columbia Sylvan Hills	39 units
Columbia Tower at MLK Village	39 units
Crogman School	42 units
First Step	40 units
Highbury Terraces	17 units
O'Hern House	76 units
Odyssey Villas	32 units
Park Commons/Gate Park-HFS	19 units
Park Commons/Gate Park-HFOP	22 units
Pavilion Place	48 units
Renaissance at Park Place South	32 units
Summit Trail	40 units
Villas of Hope	36 units

Expand availability of affordable supportive housing

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

The challenges for these special needs populations are complex and the solutions require a coordinated approach, multiple partners, and multiple sources of funding. For this reason, AHA employs both place-based (using PBRA) and tenant-based (using Housing Choice tenant-based vouchers) approaches to further its Supportive Housing Strategy.



Under AHA's PBRA for Supportive Housing program, owners and developers of supportive housing receive housing subsidy under PBRA agreements with AHA for up to two years. In return, the owner is required to 1) work with a certified Service Coordinator such as the United Way and 2) enter into an agreement with one or more service providers who will provide appropriate support services for the target population. Owners also agree to coordinate with any public agencies and non-profit organizations that are providing additional case support to individual residents.

- In FY 2014, AHA issued a new competitive solicitation and awarded a new PBRA commitment to National Church Residences for Commons at Nelms, a 95-unit supportive housing community targeting homeless veterans.
- In FY 2013, AHA increased its commitment to 1,000 MTW vouchers – over 10 percent of its tenant-based Housing Choice vouchers in Atlanta – to support a variety of initiatives to reduce homelessness in Atlanta. As of June 30, 2014, 646 of these

units were under current PBRA agreements and another 95 units were under commitment, with construction, completion, and occupancy scheduled in FY 2015.

- In FY 2014, AHA successfully housed 95 veterans and their families using HUD Veterans Affairs Supportive Housing (HUD-VASH) vouchers awarded to AHA in FY 2012 in a cooperative program between HUD and the Veterans Administration (VA). Under this special voucher program, AHA issues vouchers based on referrals from the VA, with the VA providing case management and other services for each veteran.



- Construction began on Oasis at Scholars Landing, a 60-unit affordable assisted living community for veterans and their families. This community is designed to allow elderly residents to age in place, provide alternatives to costly home care, and reduce Medicaid expenditures through a continuum of care.
- Using its MTW flexibility in FY 2014, AHA designed and received commitments of \$1.1 million from its Board of Commissioners for two pilots to address homelessness in Atlanta.

AHA signed an intergovernmental agreement with the City of Atlanta's Continuum of Care to launch a new Tenant-Based Supportive Housing pilot that would provide 50 vouchers for individuals and families that successfully "graduate" from a permanent supportive housing community into living independently. The pilot is expected to start in FY 2015.

Working with the United Way of Greater Atlanta, AHA will launch in FY 2015 a Short-Term Housing Assistance pilot to prevent homelessness and to support rapid re-housing of families dealing with temporary setbacks.



Centennial Place

Implement conversion (reformulation) demonstration for Centennial Place

On November 2, 2012, HUD approved AHA's proposal to pilot AHA's Reformulation Demonstration Program at Centennial Place under the auspices of its MTW Agreement. Centennial Place, which was developed as a result of the Techwood Homes/Clark Howell Homes revitalization, was the first mixed-use, mixed-income community in the United States with public housing units as a component. Of the 738 residential units in four development phases, 301 units receive public housing operating subsidy pursuant to Section 9 of the U.S. Housing Act of 1937, as amended (the Act).

Under the Reformulation Demonstration Program, the operating subsidy for the 301 public housing-assisted units will be converted to project based rental assistance (PBRA)¹ as designed and implemented by

AHA using its MTW flexibility. AHA conceptualized the Reformulation Demonstration Program using its MTW flexibility in order to help update, sustain, and preserve public and private investments in AHA-Sponsored mixed-use, mixed-income communities with Centennial Place being established as the first community for reformulation. In conjunction with the reformulation of Centennial Place, AHA received additional Housing Choice voucher funding on April 23, 2013, which will be used as part of the PBRA funding to replace the public housing operating subsidy upon conversion.

Eventually, AHA will seek to use the HUD-approved Reformulation Demonstration Program to convert the remainder of its Mixed-Income, Mixed Finance Communities using the model piloted at Centennial Place.

¹ AHA's MTW PBRA program is not to be confused with HUD's PBRA program for project-basing Section 8 assistance at FHA-insured multifamily properties and certain public housing developments under HUD's Rental Assistance Demonstration program. AHA's PBRA program was designed and implemented under AHA's MTW Agreement with HUD.



Priority: Human Development Services



FY 2014 Goal: Advance AHA's Human Development Initiatives, with the goal of building healthy self-sufficient families through life-long learning, workforce participation, wealth-building, and aging well initiatives.

One of the key lessons AHA has learned through its strategic revitalization efforts to transform public housing for the 21st Century is that human development services are essential to the success of those we serve. Using MTW funds, AHA continues to offer human development services provided by community partners. AHA-assisted families are given referrals, as needed, to connect them to employment, training, education, and other opportunities. For families who have more complex needs, AHA has established intensive coaching and counseling services through partnerships with professional firms.



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

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

Using this expanded segmentation, in FY 2014 we assessed and then matched the needs of each population with the appropriate mix of human development services and service provider partners. We established outcome goals for each segment. We then began aligning contracts with service providers and setting performance measures using the life-cycle model.

Working-Age Adults

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 Requirement, which applies to all non-elderly and non-disabled adults in all AHA programs.

Demonstrating the importance of the Atlanta Model and the impact of mixed-income environments, 94 percent of AHA-assisted households with target adults² in AHA-Sponsored Mixed-Income and PBRA Communities were in compliance with AHA's Work/Program Requirement. Compliance requires that they maintain full-time employment or are engaged in a combination of school, job training, and/or part-time employment.

However, the economic recession has disproportionately affected low-income families and challenged their ability to maintain consistent, full-time employment. Adults in mixed-income environments often succeed because they have been positively influenced by a culture of work. They also benefit from private property management's support and guidance for gaining and maintaining employment (under AHA's site-based administration policies). This support also helps maintain the integrity and viability of the entire mixed-income community.

By contrast, target adults in the Housing Choice Voucher Program found it harder to find jobs or retrain for new ones. During FY 2014, AHA implemented procedures within the Housing Choice Voucher Program (HCVP) to facilitate referrals and connections with these services. Using a competitive solicitation process, AHA initiated performance-based contracts with key service providers to assist families with barriers to their success on the program.

² Target adults are non-elderly, non-disabled adults between the ages of 18 and 61 years.

WORK/PROGRAM REQUIREMENT

As a condition of receiving the housing subsidy, households must meet the Work/Program Requirement where:

- (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.**



Contracted Service Providers

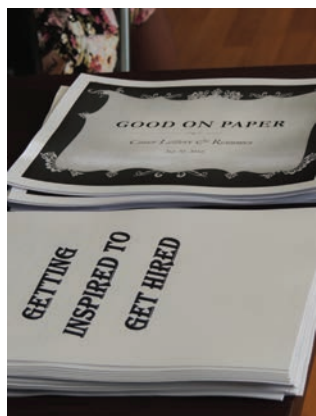
 <p>Urban League of Greater Atlanta</p>	<ul style="list-style-type: none"> • GED Preparation and Adult Literacy • Expungement and Job Placement • Job Placement for Long-Term Unemployed • Vocational Counseling Services
 <p>LITERACY ACTION</p>	<ul style="list-style-type: none"> • GED Preparation & Adult Literacy
 <p>The Center for Working Families, Inc.</p>	<ul style="list-style-type: none"> • Job Placement for Long-Term Unemployed
 <p>ATLANTA WORKFORCE AWDA DEVELOPMENT AGENCY</p>	<ul style="list-style-type: none"> • Job Placement • GED Preparation • Job Training & Certifications
 <p>MERCY CARE</p>	<ul style="list-style-type: none"> • Therapeutic Services
 <p>BOYS & GIRLS CLUBS OF METRO ATLANTA</p>	<ul style="list-style-type: none"> • After School Programming
 <p>Meals on Wheels Atlanta <small>Meals • Shelter • Education • Community</small></p>	<ul style="list-style-type: none"> • Adult Day Care Services

AHA hosted the first of many workshops at its newly designed Zell Miller Center for Human Excellence. Approximately 60 participants (pictured below) attended the “Get Inspired to Get Hired” series in which AHA provided guidance on résumé-writing styles and formats, along with steps to avoid and follow. The team also took the time to review résumés with the attendees.



Lance Jones, Family Self-Sufficiency (FSS) Coordinator, guides participants through effective résumé writing.

AHA recognized that many families continue to need human development support. Adults may find it difficult to obtain full-time employment, especially if they lack marketable skills, knowledge, or certifications necessary for success in the new economy. In facilitating greater family self-sufficiency, AHA will proactively work with unemployed adults and continue to explore additional strategies and partnerships designed to move more families toward self-sufficiency and success.

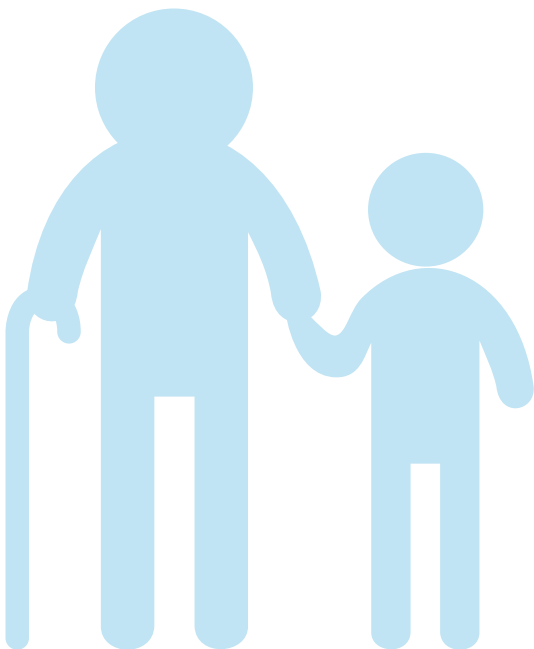


Elderly and Disabled

AHA's Aging Well program encourages independent living and empowers older adults to be active and control decisions that affect their lives and aging process. It offers social engagement opportunities, enhances connections to family, friends, and the broader community, and promotes wellness.

Connecting Residents to Resources

In collaboration with on-site Resident Services teams and the Atlanta Chapter of The Links, Inc., AHA sponsored presentations by AARP to residents of the 11 AHA-Owned Residential Communities. Residents received information about the benefits and services – including consumer discount programs, financial services, and healthy eating resources – offered by the recognized senior advocacy group. Given the climate of increased targeting of seniors by criminal elements, a special segment shared tips and resources to help seniors protect themselves against fraud and identity theft. For AHA residents of the high-rise communities who complete the educational sessions, The Links agreed to sponsor one-year memberships to its AARP Links Academy, a program to support African-American women who are either preparing for or currently dealing with the aging process.



Mental Health Training and Awareness

Assisting residents through the aging process requires knowledge, understanding and the ability to recognize when additional support is needed. To better equip those who interact most closely with some of AHA's most vulnerable residents, an eight-hour course, Mental Health First Aid Training, was provided to staff from each of the Property Manager-Developer companies (PMDs) as well as internal AHA employees who oversee the PMD services and directly interface with residents. The training was provided by the Emory University Fuqua Center for Late-Life Depression, Division of Geriatric Psychiatry at Wesley Woods Health Center.



Residents of AHA-Owned Residential Communities enjoy the annual "Dancing with the Seniors," a collaborative event across each of the 11 high-rise community resident services programs.



Enthusiastic residents at Barge Road Highrise are energized and enlightened during the inaugural "Resident Empowerment and Fashion Show."

Children and Youth

Scholarships for Colleges

AHA and the United Negro College Fund (UNCF) continued their partnership on the Atlanta Community Scholars Awards (ACSA). UNCF provides fiscal oversight for grants and gifts given by AHA and its employees, including disbursements and scholarships. The scholarships are awarded by a committee of AHA employees and other community benefactors. For the 2014/2015 academic year, AHA awarded 20 scholarships totaling \$42,750 to deserving AHA-assisted youth for post-secondary education.

Centennial School Expansion

In support of Centennial Academy (formerly Centennial Place School), AHA and The Integral Group (AHA's master developer for Centennial Place) further advanced a partnership with the Georgia Institute of Technology (Georgia Tech). Georgia Tech has agreed to provide engineering and arts faculty expertise and student involvement to create a high-performing, state of the art, hands-on STEAM (Science, Technology, Engineering, Arts, and Math) curriculum. Led by an affiliate of Integral, Atlanta Public Schools, AHA, the YMCA, Centennial PTA, and other community stakeholders have agreed to work collaboratively to expand Centennial from a K-5 school to pre-K to eighth grade in order to offer a seamless educational path from early childhood through college. In FY 2014, The Atlanta Public School Board approved the application to operate Centennial Academy as a charter school.

Cradle-to-College Pipeline

Students, families and the East Lake community celebrated the start of the 2014/2015 school year with great pride and the knowledge that the successes of Drew Charter School, a model STEAM school, can now be extended through the high school years. The school expansion fulfills East Lake Foundation's mission and AHA's community-building vision of quality public schools, cradle-to-college.

AHA, along with other stakeholders, supported the School's successful application to expand its campus and program through 12th grade. With completion of the Charles R. Drew Charter School Junior and Senior Academy (pictured right), the school will be home to 1,000 students in grades 6-12, and is equipped with



Pictured above (L-R): Drew Senior Academy and Academy students Henry Cox, Sheikevious Young, and Naima Cooper.

state-of-the-art project and science labs, integrated arts spaces, a 21st century learning commons and computer labs, and learning suites to facilitate collaboration and creativity. Other amenities include a 500-seat performing arts theater, a full track and field, two gymnasiums, and an outdoor classroom.

Partnership with Atlanta Public Schools

To further support AHA's efforts to assist families, AHA signed a data-sharing agreement with the Atlanta Public Schools (APS). The purpose of the agreement is to inform decision making with the aim of improving educational opportunities for AHA-assisted youth. The APS data will support AHA's Human Development goals and initiatives with measurable outcomes: 1) achieving educational benchmarks, 2) increasing graduation rates, 3) increasing participation in post-high school technical training and education, 4) reducing truancy rates, and 5) increasing participation in recreational and after-school programs. Data may also be used to enhance future research studies.



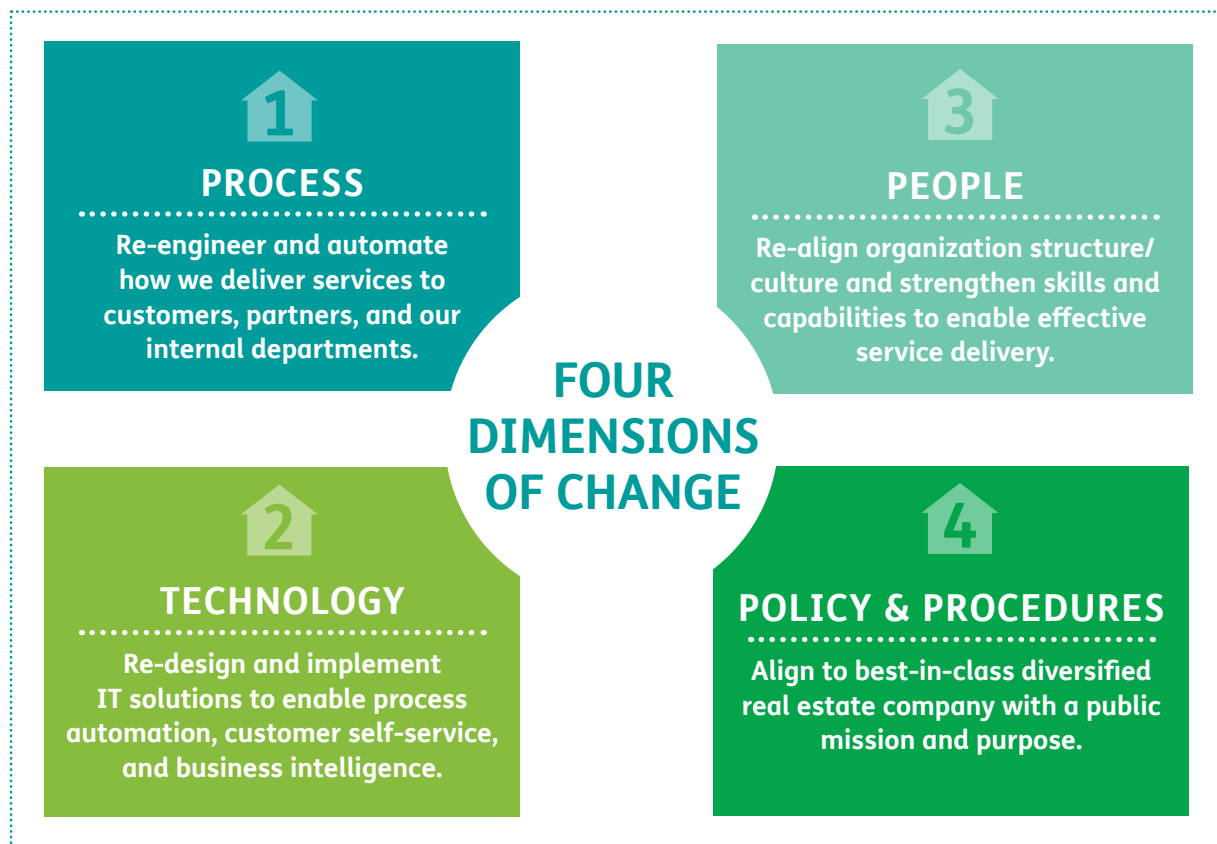
Priority: Business Transformation

FY 2014 Goal: Implement the Business Transformation Initiative, including the integrated Enterprise Resource Planning solution, with the goals of greater effectiveness and efficiency, enhanced capabilities, and an improved customer experience.

AHA initiated a multi-year strategy in FY 2011, which continued through FY 2014, to strengthen AHA's core business model to provide affordable housing opportunities that facilitate family self-sufficiency.

The business transformation affected operations in every area of AHA and involved four dimensions of change: process, people, technology, and policy and procedures.





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

The implementation of AHA's integrated ERP projects has resulted in cost and time efficiencies throughout the agency – all linked to providing more effective service to families. During FY 2014, AHA made significant progress in the following areas:

- **Implemented the Yardi Voyager System for Housing Choice** – AHA used new technology to automate and streamline business processes. As part of a phased approach, during FY 2014, AHA rolled-out the Yardi Voyager System for the Housing

Choice Voucher Program. Previously, the Finance, Procurement, and Grants modules as well as the Ports administration process were completed. During FY 2015, AHA will complete software upgrades and other enhancements.

- **Digitized and Centralized Millions of Documents** – AHA continued to scan and organize documents in its Sharepoint content management system to both streamline and automate document retrieval and reduce costs of off-site paper storage.





MTW Innovations and Policies

Under the MTW Agreement, AHA has strategically implemented its housing policy reforms across all programs. This consistency serves multiple purposes. One, families can expect to rise to those standards that AHA believes lead to self-sufficiency. Two, AHA can align its values with contract terms in various agreements with developers and service providers. Three, AHA gains economies from systematic implementation across the agency. As a result of AHA's participation in the MTW Demonstration and strategic implementation of numerous innovations or reforms, families are living in quality, affordable housing and improving the quality of their lives.

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



Innovations & Policies



Designates an AHA invention or significant innovation

Economic Viability

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AND IMPACT



Households Served (HUD Funding Availability)

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

Counts families based on funding source

Counts all households affected by AHA programs and investments

Fee-for-Service Methodology

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

Cost allocation based on labor costs

Accounts for all costs

Local Asset Management Program

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

HUD Asset Management

Effective, customized approach



Revised MTW Benchmarks

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

PHAS & SEMAP

Simplified and focused on outcomes

Human Development and Self-Sufficiency

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AND IMPACT



Work/Program Requirement

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

None

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

Service Provider Network

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

None

Uses partnership model to leverage MTW Funds



Intensive Coaching and Counseling Services

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

None

Enabled by MTW Single Fund




30% of Adjusted Income

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






Only applies to public housing

Increases housing choices in lower poverty neighborhoods

Innovations & Policies

 Designates an AHA invention or significant innovation

Human Development and Self-Sufficiency (Cont.)

	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
<p> \$125 Minimum Rent Policy that raises standards of responsibility for some AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent to at least \$125. Policy does not apply to households where all members are either elderly and/or disabled.</p>	\$25	\$125
<p>Elderly and Non-Elderly Disabled Income Disregard This policy encourages healthy aging and self-sufficiency by excluding employment income when determining rental assistance for elderly persons or non-elderly persons with a disability.</p>	n/a	Encourages independent living and incents employment
<p> 4-to-1 Elderly Admissions Preference AHA created this policy to address sociological and generational lifestyle differences between elderly and young disabled adults living in the AHA-Owned Residential Communities (public housing-assisted communities). This policy creates a population mix conducive to shared living space for the elderly.</p>	None	Improves quality of life for all residents
<p>Rent Simplification AHA determines adjusted annual income with its own Standard Deductions that replace HUD's Standard Deductions, and, in most cases, eliminate the need to consider other deductions. This policy reduces errors and inefficiencies associated with the verification of unreimbursed medical and childcare expenses.</p>	\$480 per child, \$400 for elderly/disabled and requires receipts	Simplifies administration: \$750 per child, \$1000 for elderly/disabled households
<p>Good Neighbor Program An instructional program established in partnership with Georgia State University, the curriculum includes training on the roles and responsibilities necessary to be a good neighbor in mainstream, mixed-income environments. The program supports acceptance of the Housing Choice program by members of the community.</p>	None	Improves quality of life and community acceptance
<p> Aging Well Initiative Recognizing the needs of older adults to live independently and maintain their quality of life, AHA introduced a program to provide residents with vibrant physical spaces, active programming, support services, and enhanced opportunities for socialization, learning, and wellness.</p>	None	Enabled by MTW Funds
<p>Alternate Resident Survey This protocol, which replaces and satisfies the requirements for HUD's PHAS Resident Survey, allows AHA to monitor and assess customer service performance in public housing using AHA's own resident survey.</p>	PHAS Resident Survey	AHA customized resident survey
<p> MTW Benchmarking Study—Third Party Evaluation In order to measure the impact of AHA's MTW Program, AHA uses an independent, third-party researcher to conduct a study of the Program and its impact.</p>	n/a	Empirical evaluation by independent third-party
<p> Early Childhood Learning Because strong communities are anchored by good schools, AHA partners with the public schools, foundations, and developers to create physical spaces for early childhood learning centers.</p>	None	Leverages land to break cycle of poverty

Innovations & Policies



Designates an AHA invention or significant innovation

Expanding Housing Opportunities

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AND IMPACT



Mixed-Income / Mixed-Finance Development Initiative

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

n/a

Pioneered by AHA and now called "The Atlanta Model"



Public-Private Partnerships

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

n/a

Leverages public funds, private sector funds and know-how

Managing Replacement Housing Factor (RHF) Funds

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

Restricted

Clearly defined options for combining or accumulating RHF funds

Mixed-Finance Closing Procedures

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

n/a

Streamlines procedures

Gap Financing

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

n/a

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



Project Based Rental Assistance (PBRA) as a Development Tool

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

Project Based
Vouchers
program

Unique PBRA program developed with local Atlanta developers



PBRA Site-Based Administration

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






PBV administered
by PHA

Allows private owner to optimize management and viability of property

Innovations & Policies

 Designates an AHA invention or significant innovation

Expanding Housing Opportunities (Cont.)

	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
<p> Reformulating the Subsidy Arrangement AHA is implementing strategies to reformulate the subsidy arrangement for AHA-Sponsored Mixed-Income Communities and AHA-Owned Residential Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under an AHA-devised PBRA Agreement), in order to sustain and preserve investments in these rental communities.</p>	n/a	Unique program enhances long-term viability of real estate
<p>Supportive Housing AHA supports, in partnership with private sector developers, service-enriched housing for target populations such as the homeless, persons with mental health or developmental disabilities, at-risk families and youth, and others requiring a unique and supportive environment to ensure a stable housing situation. AHA utilizes PBRA funding to provide rental assistance and has established separate housing assistance policies for these developments that match the unique needs of the client population.</p>	Requires waivers for preferences	Expands affordable housing for at-risk population
<p> Builders/Owners Agreement Initiative Agreements with single-family homebuilders throughout Atlanta to provide down payment assistance for first-time buyers. Designed to facilitate great opportunities for low-income families in a soft real estate market, this initiative has successfully aided in the absorption of Atlanta's "excess" inventory of high-quality, recently constructed, single-family homes.</p>	n/a	Expands affordable, high-quality housing opportunities
<p> Affordable Assisted Living AHA and a private sector partner are developing a facility primarily for elderly veterans and their spouses who require assistance with daily living activities. AHA seeks to fill the unmet need for affordable assisted living alternatives by leveraging multiple sources of funding.</p>	n/a	Expands affordable housing for at-risk population
<p>Housing Choice Voucher Program (HCVP) Reforms AHA's MTW Agreement allows it to develop its own Housing Choice Voucher Program. In addition to agency-wide policies, following are key features of the program.</p>		
<p>HCRA Agreement Replaces the HUD HAP Agreement and is based on private sector real estate models.</p>	Standard HAP agreement	Market-based with lease addendum
<p>Multi-family Rent Schedules By agreement with certain high-performing multi-family property owners, establishes standard rents and annual review for a property.</p>	Single Fair Market Rent for Atlanta	Increases availability of quality housing while reducing operational costs
<p> Atlanta Submarket Payment Standards AHA established standards in seven local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.</p>	Single Fair Market Rent for Atlanta	Increases choices for families
<p> Rent Reasonableness Determinations AHA uses local market comparables to determine rents for each unit and ensure that AHA is not overpaying in any given market.</p>	Varies	Aligns rents with market

Innovations & Policies



Designates an AHA invention or significant innovation

Expanding Housing Opportunities (Cont.)

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Leasing Incentive Fee (LIF)

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

None

Lowers barriers for families

Occupancy Policies

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

Strict

Increases access to housing

Housing Choice Homeownership Policies

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

None

Supports long-term success of low-income families



Special Purpose Vouchers Program Flexibility

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

Restricted by funding source

Aligns MTW goals and flexibility



Enhanced Inspection Standards

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

HUD's HQS

Unit + site and neighborhood

Site and Neighborhood Standards

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

Limited

Flexible standards to leverage local market realities

Atlanta Housing Authority

230 John Wesley Dobbs Avenue

Atlanta, GA 30303

www.atlantahousing.org



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AHA's MTW Annual Report and audited financials for Fiscal Year 2014 are available via:
www.atlantahousing.org/profile



Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

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