



**Atlanta Housing Authority**

**FY 2014**

**MTW Annual**

**Implementation Plan**

**For Fiscal Year Beginning July 1, 2013**

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**Board Approved**

**March 27, 2013**

## AHA's Mission

### Vision

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Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

### Mission

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

### Goals

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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 that 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.

### Guiding Principles

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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.

Atlanta Housing Authority  
**FY 2014 MTW Annual Implementation Plan**  
For Fiscal Year Beginning July 1, 2013

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# 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. The statutory goals set forth by Congress are the following:

**Goal 1:** Reduce Costs and Achieve Greater Cost Effectiveness in Federal Expenditures

**Goal 2:** 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

**Goal 3:** Increase Housing Choices for Low-Income Families



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 2014 represents AHA’s eleventh year of participation in the MTW Demonstration.

## AHA's Lines of Business

Housing Opportunities				
<i>AHA-Owned Residential Communities</i>	<i>AHA-Sponsored Mixed-Use, Mixed-Income Communities</i>	<i>Mixed-Income Communities using Project Based Rental Assistance (PBRA)</i>	<i>Supportive Housing</i>	<i>AHA's Housing Choice Tenant-Based Voucher Program</i>
<p>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 <b>Property Management Companies</b> (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 development services that support AHA's Aging Well strategy to promote independent living at the high-rise communities.</p>	<p>AHA's Strategic Revitalization Program facilitates the creation by <b>private real estate developers</b> of market-rate quality mixed-use, mixed-income, children-centered communities on the sites of former public housing projects. The Master Plans for each site envision transformational community-building by—</p> <ul style="list-style-type: none"> <li>• Developing new mixed-income rental and for-sale units – both affordable and market-rate;</li> <li>• Incorporating great recreational facilities and amenities;</li> <li>• Creating green space and parks;</li> <li>• Providing quality retail and commercial activities; and</li> <li>• Supporting the creation of high performing neighborhood schools (pre-K to high school).</li> </ul>	<p>Using the flexibility authorized under its MTW Agreement, AHA created and implemented its own Project Based Rental Assistance Program that 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 <b>private real estate developers and owners</b> 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 new and existing affordable units to low-income families in Atlanta.</p>	<p>In connection with and in support of local initiatives addressing the local housing needs of at-risk populations, 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. 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 outcomes. AHA's Supportive Housing Policies allow PBRA Agreements with private Owners who are responsible for providing housing and targeted wrap-around case management and support services.</p>	<p>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 including apartments and single-family homes 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. Families may also choose to use their AHA voucher to move outside the city limits of Atlanta. <b>Property owners/landlords</b> of single family homes and apartments manage the properties and enter into landlord/tenant relationships with the families.</p>
Human Development Services				
<p>Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of supportive services -- including educational services, disability services, employment services and training, life skills training, homeownership counseling, childcare, mental health services and senior supportive services -- leading to each family's success and progression to the mainstream.</p>				

# 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 amenity-rich, quality housing opportunities for low-income families in Atlanta.

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 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. Guided by a global strategy and business consulting firm, and based on a comprehensive assessment and analysis of its operations, AHA has streamlined its business processes and modernized its systems to 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 procedural changes in FY 2014.

AHA, as an enterprise, will focus on three key priorities that align with AHA's goals and objectives and are designed to address unique local challenges. The key priorities for FY 2014 are listed below and are described in greater detail in Section II.

- 1. Advance 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.**
  - a. Implement and institutionalize business transformation dimensions of change: policies, process re-engineering, organizational alignment, and enhanced people capabilities.
  - b. Implement ERP business solutions including state-of-the-art document management systems.
  - c. Initiate a long-term strategic planning process.
- 2. Advance AHA's Real Estate Initiatives with the goal of facilitating opportunity-rich housing in healthy mixed-income communities.**
  - a. Advance the master plans for mixed-use, mixed-income communities.
  - b. Advance other real estate development initiatives.
  - c. Expand housing opportunities utilizing PBRA assistance and the Housing Choice tenant-based program.
  - d. Implement conversion (reformulation) demonstration for Centennial Place.
  - e. Reposition AHA-Owned Residential Communities in partnership with new property management companies and real estate development firms.
- 3. 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.**
  - a. Working-Age Adults: Implement workforce development strategies and increased literacy to facilitate family self-sufficiency.
  - b. Children and Youth: Advance early childhood education strategy, K-12 education partnerships, and other youth programs.
  - c. Elderly and Disabled Persons: Expand activities that advance the aging well and independent living strategies.

## Sequestration and Federal Budget Appropriations

As of the date of submission of this plan, the United States Congress has failed to reverse the \$85 billion in automatic spending cuts ordered under the 2011 sequestration budget legislation. As a result, the U.S. Department of Housing and Urban Development (HUD) has advised local housing authorities that it will reduce HUD's funding under the annual appropriations budget for Section 8 Housing Choice, Public Housing Operating Subsidy and certain Capital Funds by 5%. AHA projects it will receive approximately \$198.5 million rather than \$215.3 million or approximately \$16.8 million (or 8% less) less funding for such programs. Other housing authorities throughout the country face similar reductions. The cuts to the housing and other discretionary domestic programs are quite troubling because they weaken the fiber of the safety net for the most vulnerable persons in our society.

Because of AHA's change in strategic direction in the fall of 1994; the statutory and regulatory relief provided under its MTW Agreement with HUD; and AHA's financial position, AHA believes that it will be able to continue to support the 21,035 families it currently serves over the next several years, unless the cuts become more severe. AHA also believes, subject to additional future cuts, it should be able to implement the initiatives set forth in its FY 2014 MTW Annual Implementation Plan. Given the very dynamic nature of the Congressional budget discussions, AHA will have to be thoughtful, strategic and fiscally conservative with respect to its future plans and priorities as such budget deliberations continue.

AHA is closely monitoring the Congressional discussions and has committed to keep its customers, partners and stakeholders informed about the impact future budget cuts may have on AHA's current status and/or future plans.



## Section II.

### FY 2014 Enterprise 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 2014 priority is described in detail, followed by supporting activities. Ongoing activities previously approved by HUD are described in Section V – Appendix C.

Priority		AHA Goals		
		1	2	3
1	Advance 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.	*	*	*
2	Advance AHA's Real Estate Initiatives with the goal of facilitating opportunity-rich housing in healthy mixed-income communities.	*		*
3	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.		*	*

**Legend:**

*AHA's Goal 1 = Quality Living Environments*

*AHA's Goal 2 = Self-Sufficiency*

*AHA's Goal 3 = Economic Viability*

## Priority 1:

Advance 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.

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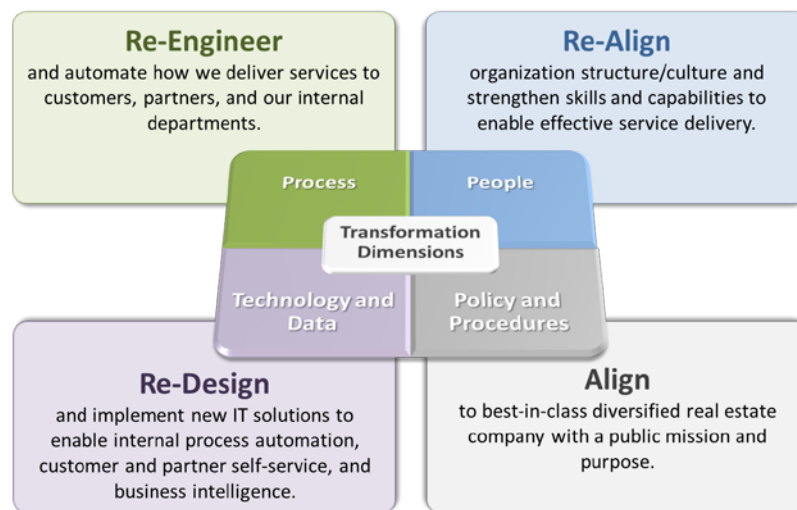
As part of a strategy to strengthen AHA's business model as a diversified real estate company with a public mission and purpose, AHA initiated a multi-year effort in FY 2011 to align its organizational structure, systems, business processes and operations, personnel, and reporting consistent with its transformed delivery systems and new business relationships. AHA's goal is to streamline and automate core operations, as appropriate, thereby enhancing AHA's opportunities for assisting low-income families.

While AHA's business constantly evolves in response to family and market needs, during FY 2014, AHA expects to substantially complete the current phase of its Business Transformation Initiative. Business process improvements in concert with the Enterprise Resource Planning (ERP) solution will significantly increase each employee's and AHA's overall business productivity resulting in a 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, as well as to AHA's partners and stakeholders and to the community at-large.

## Supporting Activities for FY 2014

### 1a. Implement and institutionalize business transformation dimensions of change: policies, process re-engineering, organizational alignment, and enhanced people capabilities.

During assessment and planning, several areas were identified to transform AHA's business. Each project team works to address changes needed in policies and procedures, process improvements, technology solutions, and organizational re-structuring and alignment (See Table 1). To further support the changes, certain enterprise-wide efforts were initiated to institutionalize and support the work of each project team. AHA believes that this holistic and comprehensive approach to business transformation will provide long-lasting benefits.



Specific enterprise-wide activities associated with the dimensions of change include the following:

- **Continue implementation of people strategy** – In addition to human resource and performance management processes, AHA initiated a change management plan that addressed the following components: creating a culture of accountability and results orientation, aligning systems and processes, building required capabilities, and preparing individuals for change. In FY 2014, AHA will continue building organizational bench strength and people capabilities in project management, financial analysis, business analytics, and leadership. In addition, AHA will enhance AHA University to build the enterprise-wide skills and capabilities required to achieve its future-focused business objectives.
- **Centralize management of policies and procedures** – As part of the business transformation, policies and procedures documents have been reviewed and are being updated. During FY 2014, AHA plans to implement fully its Enterprise Policies and Procedures Library, which will serve as a central repository and provide the mechanism for initiating and tracking any changes in procedures.
- **Enhance internal governance structure** – In response to earlier recommendations by third-party consultants, AHA implemented a streamlined governance structure for real estate and investment decisions. In addition to these committees, during FY 2014, AHA will enhance this structure by institutionalizing enterprise program management using best practice techniques, tools, and decision processes. Together and in alignment with the senior leadership team, these committees will further advance an efficient, data-driven organization that can make timely decisions to the benefit of our families and partners.

- **Ensure cross-functional processes are optimized** – Often process improvements by one department can adversely affect the efficiency of another downstream department. To avoid this trap, AHA will continue to identify cross-functional dependencies of changes planned for the business transformation, and then adjust processes as necessary. Tools and monitoring mechanisms have also been put in place to ensure that processes flow smoothly across the enterprise.

**Table 1: Business Transformation Projects**

Transformation Projects	Target Outcomes with Full Implementation
<b>Finance, Procurement, Grants</b>	<ul style="list-style-type: none"> <li>• Improved productivity – new work group structure for Finance</li> <li>• Improved timeliness of financial reporting</li> <li>• Support timeliness of real estate transactions</li> <li>• Reduced operating costs</li> </ul>
<b>Housing Choice and Human Development Services</b>	<ul style="list-style-type: none"> <li>• Build Customer-Centric Organization</li> <li>• Improved Call Center customer service</li> <li>• Reduced cycle-time – Recertification &amp; Inspections</li> <li>• Improved work compliance</li> <li>• Strengthened partnerships with service providers</li> <li>• Reduced operating costs</li> <li>• Improved reporting</li> </ul>
<b>Document Management Automation</b>	<ul style="list-style-type: none"> <li>• Reduced cycle-time – document retrieval</li> <li>• Improved productivity – centralized document services</li> <li>• Reduced liability – record compliance services</li> <li>• Reduced paper storage costs – HQ and offsite storage</li> <li>• Reduced paper usage costs – print, mail, distribution</li> </ul>
<b>50058 Administration</b>	<ul style="list-style-type: none"> <li>• Ensure quality and timely 58 submissions</li> <li>• Reduced 58 administrative costs</li> <li>• Improved and sustained 58 data accuracy and completeness</li> <li>• Improved productivity – 58 shared service enablement</li> <li>• Streamlined process and interface with real estate development partners and owners</li> </ul>
<b>Real Estate Group Services</b>	<ul style="list-style-type: none"> <li>• Improved productivity – single unified real estate group</li> <li>• Centralized access to real estate data, transactions, and documents</li> <li>• Strengthened public/private partnerships</li> <li>• Strengthened real-estate skill and capability</li> </ul>
<b>Business Intelligence</b>	<ul style="list-style-type: none"> <li>• Improved data-driven decision making</li> <li>• Enabled measurement of organizational key performance indicators (KPIs) including progress of families towards self-sufficiency and sustainability of assets and communities</li> <li>• Centralized AHA data warehouse and repository</li> <li>• Enhanced reporting</li> </ul>

### **1b. Implement ERP business solutions including state-of-the-art document management systems.**

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; and introduce broader controls and data security. By improving the quality, accuracy, and frequency of interaction between AHA, families, real estate development partners, property management companies, and owners, AHA believes that it can improve relationships, resulting in better outcomes for families.

In a phased approach that began in FY 2013, AHA estimates substantial completion in FY 2014 of the ERP solution. The payback period for the investment is estimated to be approximately four years after full implementation.

During FY 2014, under the strategic guidance of AHA's Program Management Office, AHA project teams will continue to work closely with third-party vendors to implement the technology solutions that support AHA's business transformation.

**Table 2: Components and Target Outcomes of the ERP Technology Solution**

<b>Components</b>	<b>Target Outcomes with Full Implementation of ERP Solution</b>
<ul style="list-style-type: none"><li>• Single ERP for all programs</li><li>• Single structured database</li><li>• Enterprise Content Management including digitization and archives</li><li>• Commercial Off-the-Shelf (COTS) and customer software</li><li>• Integrated business intelligence</li><li>• Self-service solutions for participants, landlords, vendors</li><li>• Auto Dialer</li><li>• Integrated Voice Response</li></ul>	<ul style="list-style-type: none"><li>• Reduced administrative costs and data errors</li><li>• More timely and transparent financial reports</li><li>• Improved partner interaction and data exchange</li><li>• Reduced paper and document handling and storage costs</li><li>• Improved call center services</li><li>• Enhanced business intelligence</li><li>• Improved service provider interaction</li><li>• Improved security management</li><li>• Improved vendor management</li></ul>

### **1c. Initiate a long-term strategic planning process.**

During FY 2014, 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 2014 and to implement beginning in FY 2015, the strategic plan will lay out AHA's five-year business plan informed by best practices and lessons learned, changing demographics, and trends in the real estate and financial markets. AHA first articulated its ten-year strategic plan when it was submitted to HUD in 2004.

As part of the five-year strategic planning process, AHA will articulate the long-term approach to real estate and human development. 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. 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.

The focus of AHA's human development strategy will be expanded to determine how AHA continues to play a strategic role in breaking the cycle of intergenerational poverty and in deconcentrating poverty. For elderly and disabled residents, AHA will continue to assist with active, healthy living and aging well initiatives.

## Priority 2:

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

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In FY 2014, AHA will continue to expand housing opportunities using its various real estate initiatives, public/private partnerships and resources, and MTW flexibility to increase households served. In addition to its 16 Master Planned mixed-use, mixed-income communities, AHA will invest in quality of life 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 the development of additional quality mixed-income communities, as well as to provide quality supportive housing with wrap-around services. AHA will use its Housing Choice tenant-based voucher program to facilitate housing opportunities in economically integrated neighborhoods.

#### AHA's Community-Building Vision and Real Estate Development Approach



With the goal to **create market-quality, mixed-use, mixed-income, children-centered communities**, AHA employs a combination of strategies including the following:

1. Major revitalization using HUD funds as seed capital and AHA-owned land as equity to attract private sector developer participation, private investment as well as stakeholder partnerships;
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 as well as stakeholder partnerships;
3. Sale of AHA-owned land (including land swaps);
4. Land banking; and/or
5. Acquisitions

## Supporting Activities for FY 2014

### 2a. Advance master plans for mixed-use, mixed-income communities.

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' progress toward self-sufficiency. Most of these additional aspects will be developed using non-HUD funds.

The community-building strategy to advance the Master Plans 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 market-quality, mixed-income, multi-family rentals; single family for-sale homes; high-performing neighborhood schools (pre-K to college); access to green space and recreational facilities; as well as quality commercial and retail stores. The development funding for the non-multi-family rental elements primarily comes 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.

Elements of these revitalization plans will be advanced during FY 2014 subject to market demand, financial feasibility, funding availability, and conditions in the financial and real estate markets. The revitalization activities proposed for implementation during FY 2014 are described in Table 3.

**Acquisitions** – In support of the master plan developments, AHA has acquired a number of parcels of improved and unimproved real estate in the neighborhoods that surround the new revitalized communities. In FY 2014, 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 may seek funding to support these development activities. Subject to funding availability, AHA will continue to engage in acquisition activity during FY 2014 as necessary to support the existing Master Plans and long-term community sustainability. A listing of properties owned by AHA is included in Appendix D.

**Proposed Land Transactions and Sale of Assets** – In addition to property acquisitions, AHA may be engaged in negotiations of land transactions with a number of entities to further support its revitalization efforts at: Capitol Gateway (Capitol Homes Revitalization); Scholars Landing (University Homes Revitalization); CollegeTown at West End (Harris Homes Revitalization); West Highlands at Heman E. Perry Boulevard (Perry Homes Revitalization); Mechanicsville (McDaniel Glenn Revitalization), and Centennial Place (Techwood/Clark Howell Revitalization). Details are provided in Table 3.



**Table 3: Revitalization Activities Planned for FY 2014**

<p><b>Auburn Pointe</b> (Grady Homes Revitalization, includes the revitalization of Antoine Graves High-rise and Antoine Graves Annex)  <i>Grady Redevelopment, LLC: Integral Development, LLC, Urban Realty Partners, LLC</i></p> <ul style="list-style-type: none"> <li>• Complete construction of 150 multi-family rental units.</li> <li>• Continue to remediate and demolish the structure on acquired property to further long-term sustainability.</li> <li>• Update the Master Plan.</li> <li>• Promote school reform and early childhood learning centers in partnership with stakeholders.</li> <li>• Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.</li> </ul>
<p><b>Capitol Gateway</b> (Capitol Homes Revitalization)  <i>Capitol Gateway, LLC: Integral Development, LLC, Urban Realty Partners, LLC</i></p> <ul style="list-style-type: none"> <li>• Continue land swap negotiation with State of Georgia for contiguous parcel.</li> <li>• Continue to remediate and demolish the structure on acquired property to further long-term sustainability.</li> <li>• Update the Master Plan.</li> <li>• Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.</li> </ul>
<p><b>The Villages at Carver</b> (Carver Homes Revitalization)  <i>Carver Redevelopment, LLC: Integral Development, LLC, H.J. Russell and Company</i></p> <ul style="list-style-type: none"> <li>• Continue development of retail sites.</li> <li>• Continue negotiations with Atlanta-Fulton Public Library System for land sale.</li> <li>• Update the Master Plan.</li> <li>• Promote school reform and early childhood learning centers in partnership with Integral, H.J. Russell, YMCA and foundation stakeholders.</li> <li>• Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.</li> </ul>
<p><b>Centennial Place</b> (Techwood/Clark Howell Revitalization)  <i>Integral Partnership of Atlanta: The Integral Group, LLC, McCormack Baron &amp; Associates</i></p> <ul style="list-style-type: none"> <li>• Facilitate public improvements on Centennial Place North parcel.</li> <li>• Cupola Building under consideration for rental housing.</li> <li>• Strengthen and reposition Centennial Place Elementary School through partnering with Georgia Tech and other stakeholders.</li> <li>• Update the Master Plan.</li> <li>• Reformulation Demonstration: If awarded allocation(s) of Low Income Housing Tax Credits will close and implement redevelopment(s).</li> </ul>
<p><b>CollegeTown at West End</b> (Harris Homes Revitalization, includes John O. Chiles main building and John O. Chiles Annex)  <i>Harris Redevelopment, LLC: Integral Development, LLC, Real Estate Strategies, LLC</i></p> <ul style="list-style-type: none"> <li>• Update the Master Plan.</li> <li>• Promote school reform and invest in early childhood learning centers in partnership with Atlanta Public Schools, YMCA and other stakeholders.</li> <li>• Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.</li> </ul>
<p><b>Mechanicville</b> (McDaniel Glenn Revitalization)  <i>McDaniel Glenn Revitalization, LLC: Columbia Residential, RHA, SUMMECH</i></p> <ul style="list-style-type: none"> <li>• Begin development of 75 scattered-site affordable rental units.</li> <li>• Update the Master Plan.</li> <li>• Promote school reform and early childhood learning centers in partnership with stakeholders.</li> <li>• Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.</li> </ul>



**West Highlands at Heman E. Perry Boulevard** (Perry Homes Revitalization)*Perry Housing Redevelopment, LLC: Columbia Residential, Brock Built*

- Public improvements for future development of 154 for-sale homes.
- Complete 6 for-sale affordable homes, and 24 market-rate homes.
- Facilitate the creation of a charter school in partnership with stakeholders.
- Update the Master Plan.
- Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.

**Scholars Landing** (University Homes Revitalization)*Integral Partnership of Atlanta: The Integral Group, LLC*

- Complete leasing of 100-unit senior building.
- Close on deal for 60-unit affordable assisted living community and begin vertical construction. It will be the first 100% affordable assisted living facility in Georgia for seniors, with a focus on senior veterans. Public improvements and site work associated with the new development will continue in FY 2014.
- Continue negotiations with Clark/Atlanta University for a potential land swap.
- Explore off-site homeownership for Choice Neighborhoods.
- Roosevelt Administration Building redeveloped for use as commercial/office and community meeting space.
- Continue to explore acquisition and other opportunities within the Master Plan area to further long-term sustainability.

AHA will explore alternative funding options for the ongoing revitalization activities including, as appropriate, any sites of former public housing (as listed in Appendix D, Table 6 of this Plan). These options may include, but are not limited to, a variety of public and private sources such as MTW funds, Replacement Housing Factor funds, and a Choice Neighborhoods Planning and/or Implementation grant.

**Choice Neighborhoods** – As part of a 2010 Choice Neighborhoods (CN) Planning grant award, a Neighborhood Transformation Plan is being developed that sets forth a revitalization plan for an area of west Atlanta that includes three neighborhoods: Ashview Heights, Vine City, and the Atlanta University Center neighborhood. Four premier Historically Black Colleges and Universities (Clark Atlanta University, Morehouse College, Morehouse School of Medicine and Spelman College) referred to as the Atlanta University Center Consortium (AUCC) serve as major anchor institutions in the CN area. Several AHA-sponsored, multi-family developments: CollegeTown at West End, Magnolia Park, Villages at Castleberry Hill, and Scholars Landing (University Homes revitalization) are major housing investments in the area.

AHA, and its Master Developer, Integral, are working in concert with the City of Atlanta, Invest Atlanta, the AUCC, community partners and residents to transform the target CN area into a vibrant, diverse, mixed-use, mixed-income community that is education-centered and offers quality of life amenities and services that support multigenerational living. The Neighborhood Transformation Plan will include strategies to further the revitalization of the former University Homes public housing development, which will be the subject property in pursuing a Choice Neighborhoods Implementation Grant.

**Homeownership Down Payment Assistance Program** – With the exception of West Highlands (Perry Homes Revitalization), the planned on-site single-family home development activity under the various Master Plans has been delayed due to the local real estate market conditions. The developer of West Highlands has continued to build and sell quality affordable and market-rate homes; therefore, AHA will continue to provide down payment assistance to eligible homebuyers who purchase affordable homes that are constructed within this master planned community as funds are available. As the local market conditions improve, AHA may re-engage its down payment assistance programs in other master planned communities as new for-sale homes are developed on site.

In other neighborhoods surrounding master planned developments, AHA will continue advancing its homeownership goals by providing down payment assistance to eligible homebuyers to purchase affordable homes through its Owners/Builders Agreement Initiative. Under the Owners/Builders Agreement initiative, AHA's private sector development partners enter into agreements with single-family home builders to provide down payment assistance to families who earn from 80 percent to 115 percent (depending on the funding source) of the area median income (AMI). The down payment assistance can be used for closing costs and/or to reduce the first mortgage loan amount, thus making the loan affordable and within reach of first-time home buyers. The Owners/Builders Agreement Initiative continues to be a good partnership initiative to reduce the excess inventory of newly constructed single family units in the market, while increasing affordable homeownership opportunities.

To leverage other state and local down payment assistance programs and available funds, AHA may explore expanding its down payment assistance programs throughout the City of Atlanta as funds are available.

## **2b. Advance other real estate development initiatives.**

In addition to land transactions associated with Master Planned mixed-income communities, AHA may engage in land transactions associated with AHA-owned vacant parcels that were former public housing sites (previously known as "QLI sites"). See Table 4 for plans for FY 2014.

- AHA may enter into negotiations with Atlanta Public Schools (APS) for the swap or disposition of land parcels related to land use for a school transportation facility.
- AHA may participate in land transactions to support the future revitalization of any of the former public housing sites.
- AHA may dispose of the Herndon Homes site to support the Falcons' stadium project.
- In furtherance of its revitalization of Techwood/Clark Howell and community-building activities in the Georgia Tech neighborhood, AHA entered into an agreement with a non-profit affiliate of the Board of Regents of the University System of Georgia for the sale of the Roosevelt Highrise site.
- 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 Neighborhoods application.

**Table 4: Other Development Activities Planned for FY 2014**

<b>Roosevelt Highrise</b> (Techwood/Clark Howell Revitalization)
Complete the sale of the site to Georgia Board of Regents to facilitate the education and community-building strategies in the Centennial Place and Georgia Tech neighborhoods.
<b>Palmer Highrise</b> (Techwood/Clark Howell Revitalization)
Continue exploring the feasibility of using the site for the development of off-site replacement housing and other uses for the revitalization of University Homes to support the implementation of the Choice Neighborhoods plan.

## **2c. Expand housing opportunities utilizing PBRA assistance and the Housing Choice tenant-based voucher program.**

### ***2c1. Utilize PBRA as a strategic tool to facilitate housing opportunities.***

Utilizing AHA's MTW flexibility and strategic application of MTW funds, 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.

### ***2c2. Expand availability of affordable supportive housing.***

In FY 2014, 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:

- **PBRA for Supportive Housing** – To broaden its use of MTW flexibility and further implement its policies for special needs populations, AHA may solicit, through a competitive process, additional proposals from developers and owners of supportive housing targeted for homeless families, individuals and youth; persons with mental health or developmental disabilities; veterans; and other at-risk populations.

AHA will also continue to collaborate with the United Way of Greater Atlanta, the Mayor's *Unsheltered No More* initiative, Veterans Affairs, HUD, and various state and local entities in their efforts to mitigate chronic homelessness in Atlanta. AHA may explore various rent reforms and short-term rental assistance pilots to assist with rapid re-housing and other homelessness initiatives. Using its MTW flexibility and funds, AHA may expand its commitment in support of these efforts.

- **Proposal for an Affordable Assisted-Living Demonstration Project** – AHA and its private sector development partner were awarded 9-percent Low Income Housing Tax Credits for Oasis at Scholars Landing, which will be the first affordable assisted-living project in Georgia. Closing and construction are scheduled to begin in FY 2014. To support this initiative, AHA, its private sector development partner, and a consultant with a strong track record in providing affordable assisted-living communities are developing a proposal for a demonstration project for submission to the State of Georgia Department of Human Resources (DHR) that would allow the use of Medicaid funding to cover services in an assisted-living setting. This would allow low-income elderly residents to age-in-place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures through a continuum of care. While AHA will continue to use MTW funds to support housing and supportive services for persons with mental or developmental disabilities at The Gardens at CollegeTown (John O. Chiles Annex building), residents may also benefit from the demonstration project.
- **Veterans Supportive Housing** – AHA is committed to exploring innovative ways to support veterans requiring housing. Options include administering and applying for additional Veterans Affairs Supportive Housing (VASH) Program tenant-based vouchers that may also be project-based under AHA's PBRA program; development of affordable assisted living targeted to veterans; and additional supportive housing programs using PBRA.

***2c3. Utilize the Housing Choice waiting list to increase number of households served.***

AHA pulled from its Housing Choice waiting lists during FY 2013 and expects to continue this process through FY 2014.

**2d. Implement conversion (reformulation) demonstration for Centennial Place.**

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 will 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. Additionally, during FY 2014, AHA will continue to explore strategies that will improve the long-term financial sustainability and preserve public and private investments in its other mixed-income rental communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance utilizing PBRA as designed and implemented by AHA pursuant to AHA's MTW Agreement.

**2e. Reposition AHA-Owned Residential Communities in partnership with new property management companies and real estate development firms.**

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. Following conclusion of its competitive solicitation of new PMCOs and real estate development firms, during FY 2014 AHA will begin exploration of long-term financing and operational strategies with the new PMCO/developer partners with the intent of attracting private funding in order to update and modernize the properties to market standards. As anticipated in AHA's MTW Agreement, AHA and its partners will develop demonstration programs to convert the subsidy from Section 9 to Section 8 for one or more of the AHA-Owned Residential Communities.

## Priority 3:

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.

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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 Housing Choice vouchers. Based on lessons learned and best practices working with its private sector business partners, AHA found that in order to realize successful outcomes for families, human development services are necessary and essential.

Even though families are making progress, AHA understands that to be successful in mainstream America, long-term, outcome-based human development services for the entire family must be sustained until the desired outcomes are achieved. The goal for AHA's human development strategy is **"Healthy, self-reliant individuals and families who are valued contributors in the Atlanta community."**

During FY 2014, AHA, in partnership with its real estate and other business partners, will further advance its comprehensive human development initiatives to facilitate opportunities and to support the distinct needs of four populations:



Children  
(0-5 yrs.)



Youth  
(6-17 yrs.)



Working-Age  
Adults  
(18-61 yrs.)



Seniors &  
Disabled  
Adults

As an example of its application of MTW flexibility, AHA utilizes Family Self-Sufficiency Coordinators to support and facilitate solutions for families in crisis. AHA has also developed a comprehensive referral network (Service Provider Network) of supportive services and community resources for a broad range of services, such as child care, job training, life skills training, literacy services, GED, and other educational programs.

#### Human Development Implementation Framework



In addition to the Service Provider Network, AHA-assisted families can access human development services through various channels. For clients who have more complex needs, AHA uses its MTW funds to facilitate the provision of intensive case management services. 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. The Owner Entities of AHA-Sponsored Mixed-Income Rental Communities and owners of properties participating in AHA's PBRA program implement human development strategies at their properties as part of their property management.



## Supporting Activities for FY 2014

### 3a. Working-Age Adults: Implement workforce development strategies and increased literacy 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 requirement, which applies to all non-elderly and non-disabled adults in all AHA programs. However, the economic recession has disproportionately affected low-income families and challenged their ability to maintain consistent, full-time employment.

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 referring and connecting clients with AHA-sponsored coaching and counseling services to assist adults in complying with AHA's work/program requirement. For adults who actively engage in these services, AHA may provide temporary compliance relief during their training or education plan. Through partnering and collaboration with the City of Atlanta and its agencies, AHA intends to leverage workforce and job opportunities created by the City's economic development initiatives.

AHA will implement procedures within the Housing Choice Voucher Program (HCVP) and at AHA-Owned Residential Communities to facilitate referrals and connections with these services. Within the HCVP, these procedures will be administered by the Client Services Manager, who will provide a single point of contact to participants and will be accountable 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.

In facilitating greater family self-sufficiency, AHA will proactively work with families whose incomes allow 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 2014, AHA will implement Coaching & Counseling Services for unemployed adults and continue to explore additional strategies and partnerships designed to move more families toward self-sufficiency and success.



Increased participation and achievement in educational and job training programs

Increased workforce participation

Increased tenant income

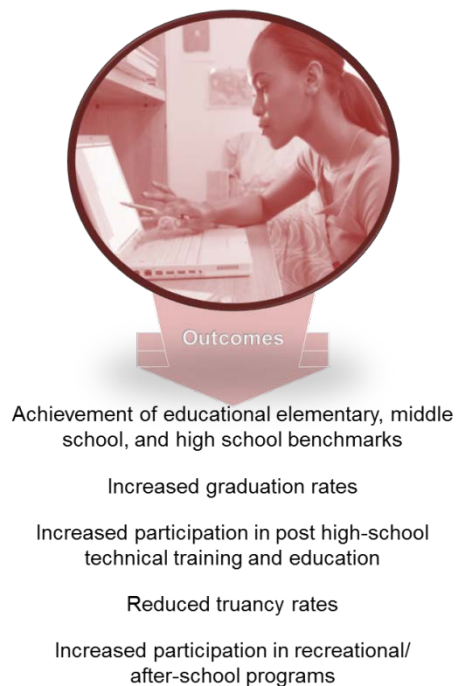
Increased graduation off of housing subsidy program

### 3b. Children and Youth: Advance early childhood education strategy, K-12 education partnerships, and other youth programs.

AHA continues to collaborate with private sector real estate partners, various educators, foundations, early childhood development professionals, and other stakeholders to advance the human development components of the revitalization master plans and leverage these resources for the benefit AHA customers across programs. These various partnerships will lead to the creation of world-class early childhood learning centers. Depending on funding opportunities, AHA, the Owner Entities, and other stakeholders expect to implement this model in a number of AHA-Sponsored Mixed-Income 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 2014 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 strengthen partnerships between AHA, Owner Entities, colleges and universities, and Atlanta 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.

Studies show that while education may begin in the classroom, young minds blossom when engaged in non-academic experiences outside the classroom. AHA will expand its partnerships to facilitate access to youth programs that develop the whole person through the arts, sports, and other after-school enrichment and character-building activities.





### 3c. Elderly and Disabled Persons: Expand activities that advance the aging well and independent living strategies.

AHA desires to assist elderly and disabled families and individuals to live in their homes for as long as possible and to avoid premature institutionalization. AHA plans to accomplish this by providing families access to programs and services that enable them to age with dignity and maintain their quality of life.

During FY 2014, AHA will continue enhancement of its Aging Well Program for senior and disabled residents of the AHA-Owned Residential Communities for seniors. Additionally, AHA will expand its scope to engage elderly and disabled Participants in the Housing Choice program with a focus on healthy, active living. Key aspects of the program include the following:

- Enhanced socialization, learning, and wellness opportunities
- Vibrant physical spaces with programming
- Use of technology to improve connections to family, friends, and the broader community

In the AHA-Owned Residential Communities, AHA will work closely with the PMCO partners to enhance the Aging Well programs. AHA will also continue working with the Georgia Department of Behavioral Health and Developmental Disabilities and other agencies to provide services for residents with mental and developmental disabilities. For elderly and disabled families in the Housing Choice program, AHA will work with service provider partners and city, county, and faith-based community resources to implement its Aging Well strategy and targeted approaches to education, socialization, and wellness opportunities.



Increased engagement in  
“quality of life” activities

Improvement in neighbor  
relationships

In advancing its human development initiatives during FY 2014, AHA will:

- Continue to collaborate with private sector real estate partners and other stakeholders to advance the human development components of the revitalization master plans and leverage these resources for the benefit AHA customers across programs.
- Make additional strategic investments in early childhood education and afterschool programs and enroll 100 children in early childhood education and 100 youth in afterschool programs.
- Strengthen partnership agreement with Atlanta Public Schools.
- Implement Coaching & Counseling Services for unemployed adults.
- Implement comprehensive services contract serving seniors and persons with disabilities.
- Develop and implement a Foster Care Graduation pilot demonstration.

## 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 that AHA is proposing for implementation under its MTW Annual Implementation Plan. AHA policies are effective only after approval 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

Three key policy documents capture 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. The three are these:

- *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (“Statement of Corporate Policies”) – The *Amended and Restated Statement of Corporate Policies* adopted by the AHA Board of Commissioners on March 28, 2012. (See Appendix G.)
- *Statement of Policies Governing the Housing Choice Tenant-Based Program* (“Statement of Housing Choice Policies”) – The *Amended and Restated Statement of Housing Choice Policies* adopted by the AHA Board of Commissioners on March 27, 2013. (See Appendix G.)
- *Statement of Policies for Supportive Housing* (“Supportive Housing Policies”) – The *Amended and Restated Statement of Policies for Supportive Housing* adopted by the AHA Board of Commissioners on March 27, 2013. (See Appendix G.)

After a thorough review of existing policies and current plans for FY 2014, AHA has determined that its current policies, with little change, sufficiently allow AHA to implement its mission in the coming fiscal year. If it is determined that additional policy changes are necessary, AHA will follow the appropriate protocols to seek approval from the AHA Board of Commissioners.

## Innovations Implemented Under MTW Agreement

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, Owner Entities, and service providers. Three, AHA gains economies from systematic implementation across the enterprise and by minimizing redundancy, overhead, and system changes.

- **Use of MTW Funds** to 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; and support for human development services.
- **Local Housing Policy Reforms** that promote resident accountability, responsibility, and self-sufficiency, and help stabilize the amount that low-income households pay for rent and utilities.
- **Housing Choice Voucher Program** designed and implemented with the goals of mainstreaming families and facilitating progressive “choices” of housing opportunities in economically integrated neighborhoods, with better quality-of-life amenities.
- **Expanding Housing Opportunities** and 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** services, initiatives, and programs that further promote family self-sufficiency, independent living, and aging in place.
- **Work/Program Requirement** – The AHA-wide work requirement applies to all non-elderly and non-disabled adults in all AHA programs.
- **Economic Viability** and organization-level operational enhancements that improve AHA's financial and business operations.

For a detailed description of key innovations or reforms AHA has implemented as a result of its participation in the MTW Demonstration, see AHA's *FY2012 MTW Annual Report* at [www.atlantahousing.org](http://www.atlantahousing.org).

## Section IV.

### AHA Leadership

#### Board of Commissioners

**Daniel Halpern**  
Chair

**Justine Boyd**  
Vice Chair

**James Allen, Jr.**

**Cecil Phillips**

**Loretta Young Walker**

**Margarette Paulyne Morgan White**

#### Management Team

**Renée Lewis Glover**  
President and Chief Executive Officer

**Vona R. Cox**  
Chief Procurement Officer

**Charlene Crusoe-Ingram**  
Chief Human Resources Officer

**Joy Fitzgerald**  
Senior Vice President  
Real Estate Development & Acquisitions

**Gloria J. Green**  
Chief Legal Officer and General Counsel

**Mark Kemp**  
Senior Vice President  
Asset Management

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

**Suzi Reddekopp**  
Chief Financial Officer

**Reneé Bentley Rice**  
Senior Vice President  
Client Services

**Samir Saini**  
Chief Information Technology Officer

**Tracey Scott**  
Vice President  
Strategy & Innovation

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## 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 2014 MTW Plan
I. Households Served	
A. Number and characteristics of households served at beginning of period, by: <ul style="list-style-type: none"><li>- unit size</li><li>- family type (family vs. elderly or disabled</li><li>- income group (&lt;30: 30-50; 50-80;&gt;80)</li><li>- housing type (LRPH, leased, other)</li><li>- race &amp; ethnicity</li></ul>	Appendix D: Housing Opportunities Information 1. Households Served Projections 2. Household Characteristics
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 Projections
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 Projections
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 2013
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

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Annual Plan Element	Location in FY 2014 MTW Plan
<b>V. Uses of Funds</b>	
A. Previous year expenditures by line item	Appendix F: Financial Analysis 3. Combined Statements of Revenue, Expense, & Changes in Net Assets – FY 2012
B. Planned expenditures by line item	Appendix F: Financial Analysis 1. Annual Budget – FY 2013
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.	
<b>VI. Capital Planning</b>	
A. Describe major capital needs and projects, estimated costs, and proposed timetables	Appendix F: Financial Analysis 2. Capital Planning – FY 2014
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 Projections  Section II. 2014 Priorities, Priority 2
<b>VII. Management Information for Owned/Managed Units</b>	
<b>A. Vacancy (Occupancy) Rates</b>	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>B. Rent Collections</b>	
1. Rents uncollected (%) beginning of period	
2. Narrative: issues and proposed actions	
3. Target % at end of period	
<b>C. Work Orders</b>	
1. Response rates beginning of period <ul style="list-style-type: none"> <li>% emergency within 24 hrs</li> <li>% regular within 30 days</li> </ul>	
2. Narrative: issues and proposed actions	
3. Target rates at end of period	
<b>D. Inspections</b>	
1. Description of inspection strategy	
2. Planned inspections (% this FY)	
<b>E. Security</b>	
1. Narrative: security issues and proposed actions	



# 1. AHA Legacy Attachment B Requirements

Appendix A  
3 of 8

Annual Plan Element	Location in FY 2014 MTW Plan
<b>VIII. Management Information for Leased Housing</b>	
<b>A. Leasing Information</b>	
1. Units under lease (%) beginning of period	Appendix D: Housing Opportunities Information 1. Households Served Projections
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"> <li>Ensuring rent reasonableness</li> <li>Expanding housing opportunities</li> <li>Deconcentration of low-income families</li> </ul>	Section III. MTW Policy Innovations  Appendix C: Ongoing Activities Directory
4. Issues and proposed actions	
<b>B. Inspection Strategy</b>	
1. Description of inspection strategy, including: <p>a) Planned inspections completed (% this FY) by category:</p> <ul style="list-style-type: none"> <li>Annual HQS Inspections</li> <li>Pre-contract HQS Inspections</li> <li>HQS Quality Control Inspections</li> </ul> <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
<b>IX. Resident Programs</b>	
1. Description of activities	Section II. 2014 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 2014 MTW Plan
<b>X. Other Information as Required</b>	
<p>A. Board Resolution</p> <ul style="list-style-type: none"> <li>▪ Adopting Plan</li> <li>▪ Certifying that Public Hearing Requirements were met</li> </ul>	<p>Appendix B: Resolution and Certifications</p> <p>1. Resolution to Authorize Submission of AHA's FY 2014 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. Certifications 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 an annual submission from AHA to request Housing Choice funds; and AHA submitted the CY 2013 Public Housing Operating Subsidy Calculations to HUD in October 2012.</p> <p>AHA cannot submit a request for Capital Fund Program (CFP) funds or Replacement Housing Factor (RHF) funds for AHA's FY 2014 Annual Plan since HUD has not yet released the amount of the 2013 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 2014 MTW Plan
<b>I. Introduction</b>	
A. Table of Contents, which includes all the required elements of the Annual MTW Plan; and	Annual Plan Table of Contents Annual Plan Appendices Table of Contents
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. 2014 Priorities (Priorities 1 - 3) Appendix C. Ongoing Activities Directory
<b>II. General Housing Authority Operating Information</b>	
A. Housing Stock Information:	
Number of public housing units at the beginning of the year;	Appendix D: Housing Opportunities Information 1. Households Served Projections
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 2014
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 2013
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 Projections
Anticipated total number of non-MTW PH units leased in the Plan year;	AHA does not have any non-MTW PH units in its inventory.

## 2. HUD Form 50900 Attachment B

Appendix A  
6 of 8

Annual Plan Element	Location in FY 2014 MTW Plan
Anticipated total number of MTW HCV units leased in the Plan year;	Appendix D: Housing Opportunities Information 1. Households Served Projections
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 Projections
<b>C. Waiting List Information</b>	
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).	
<b>III. Non-MTW Related Housing Authority Information (Optional)</b>	
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.	
<b>IV. Long-term MTW Plan (Optional)</b>	
Describe the Agency's long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.	N/A
<b>V. Proposed MTW Activities: HUD approval requested</b>	
(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 2014 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 2014 MTW Annual Implementation Plan 7. Public Review and Plan Changes
<b>VI. Ongoing MTW Activities: HUD approval previously granted</b>	
(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. 2014 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 2014 MTW Annual Plan.
D. Describe if the Agency is using outside evaluators.	N/A

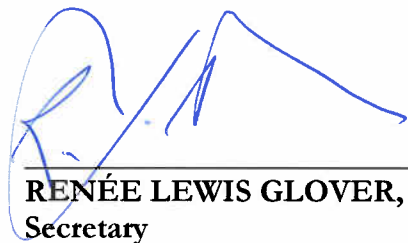
Annual Plan Element	Location in FY 2014 MTW Plan	
<b>VII. Sources and Uses of Funding</b>		
A. List planned sources (Operating, Capital, HCV) and uses of MTW funds;	Appendix F: Financial Analysis 1. Annual Budget – FY 2013	
B. List planned sources and uses of State or local funds;		
C. If applicable, 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 2013	
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.	N/A	
G. Optional - In Plan Appendix, provide planned sources and uses by AMP.		
<b>VIII. Administrative</b>		
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 2014 MTW Annual Implementation Plan	
B. Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable.	N/A	

## 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 2014 Moving To Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on March 27, 2013 (the "Meeting").
4. The following Board members were present for the Meeting:  
  
Justine Boyd, Vice Chair  
James Allen, Jr.  
Cecil Phillips  
Margarette Paulyne Morgan White
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 3<sup>rd</sup> day of April 2013.

  
\_\_\_\_\_  
RENÉE LEWIS GLOVER,  
Secretary

SEAL







**EXHIBIT 1**  
**RESOLUTION ADOPTED AT THE REGULAR MEETING**  
**OF THE BOARD OF COMMISSIONERS HELD ON**  
**WEDNESDAY, MARCH 27, 2013**

---

**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 is effective through June 30, 2018, unless further extended;

**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,** during each year of the MTW demonstration period, an MTW Annual Implementation Plan must be submitted to HUD with a resolution adopted by the AHA Board of Commissioners approving the plan and certifying that a public hearing has been held regarding the plan

**WHEREAS,** AHA has prepared its Fiscal Year (FY) 2014 MTW Annual Implementation Plan (also referred to herein as the FY 2014 MTW Annual Plan);

**WHEREAS,** the FY 2014 MTW Annual Plan identifies AHA's priorities, projects, activities, and initiatives for AHA's FY 2014 and any policy changes to be implemented during FY 2014 to AHA's Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments, the Statement of Policies Governing the Housing Choice Tenant-Based Program and the Statement of Policies for Supportive Housing;

**WHEREAS,** during FY 2014, AHA will continue to improve and strengthen its corporate infrastructure, financial and reporting systems, and information technology environment, advance its real estate initiatives and advance its human development services initiatives;

**WHEREAS,** 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 2014, as described in Exhibit EO-1-A;

**WHEREAS,** AHA's FY 2014 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 leaders, AHA advisory board groups, public housing-assisted residents, Housing Choice participants and landlords, AHA employees, Atlanta Legal Aid, Georgia Law Center for the Homeless, AHA's private sector development partners, members of the Service Provider Network, local political and government officials, various city and state agencies, 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 5, 2013; and

**WHEREAS**, Senior Management of AHA is now recommending that the Board of Commissioners: (i) approve AHA's FY 2014 MTW Annual Plan; (ii) authorize the submission of AHA's FY 2014 MTW Annual Plan to HUD; (iii) authorize the Chair or the Vice Chair of the Board of Commissioners and AHA's President and Chief Executive Officer 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 2014 MTW Annual Plan; and (v) approve the adoption and implementation of the Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program and the Amended and Restated Statement of Policies for Supportive Housing as set forth in the FY 2014 MTW Annual Plan.

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

1. AHA's FY 2014 MTW Annual Plan, including the projects, activities, initiatives and any policy changes that will be implemented during FY 2014 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 2014 MTW Annual Plan.
3. The Amended and Restated Statement of Policies Governing the Housing Choice Tenant-Based Program and the Amended and Restated Statement of Policies for Supportive Housing, as set forth in AHA's FY 2014 MTW Annual Plan, are hereby approved in conjunction with AHA's FY2014 Annual Plan, and AHA is hereby authorized to adopt and implement such policies.
4. The President and Chief Executive Officer is authorized to submit AHA's FY 2014 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.

5. 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 2014 MTW Annual Plan.





**AHA**

*FY 2014 MTW Annual Implementation Plan*

**Public Hearing**

March 5, 2013

**VALERIE SMITH**

President

Jurisdiction-Wide Council

RENÉE LEWIS GLOVER  
President & Chief Executive Officer

3

## AHA's Mission

### 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

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## AHA Snapshot

AHA Serves

21,035


Households: Families, Seniors, Disabled Persons

- ▶ Over **1,000 acres** of land in City of Atlanta
- ▶ 16 mixed-use, mixed-income communities
- ▶ 11 senior high-rise communities
- ▶ 2 small AHA-owned family communities
- ▶ 9,277 Housing Choice vouchers
- ▶ 4,087 units in mixed-income PBRA communities
- ▶ 329 Low-income, first-time homebuyers
- ▶ 546 Supportive housing for homeless, disabled persons and at-risk youth



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## Recent Activities

- **46 students** awarded over \$100,000 in AHA's  Atlanta Community Scholars Awards .
- **33** low-income, first-time **home-buyers** received down payment assistance from AHA.
- **100 units** of rental housing nearly complete for seniors at **Scholars Landing**.
- **90 units** of supportive housing under renovation to serve homeless adults at the **Imperial Hotel**.
- **\$24.9 million** in renovations to common areas and exteriors and **\$1.8 million** in repairs and upgrades to select units in AHA-Owned (public housing-assisted) Residential Communities.
- **25 veterans** utilizing VASH vouchers and **70** households from AHA's Housing Choice waiting list have moved into their homes.

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## FY 2014 Enterprise Priorities

- 1** **Advance 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.
- 2** **Advance AHA's Real Estate Strategy** with the goal of facilitating opportunity-rich housing in healthy mixed-income communities.
- 3** **Advance AHA's Human Development Strategy**, with the goal of building healthy self-sufficient families through life-long learning, workforce participation, wealth building and aging-well initiatives.

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**SAMIR SAINI**  
Chief Information Officer

8



## FY 2014 Enterprise Priorities



**Advance the  
Business  
Transformation  
Initiative**



**Advance AHA's  
Real Estate  
Strategy**

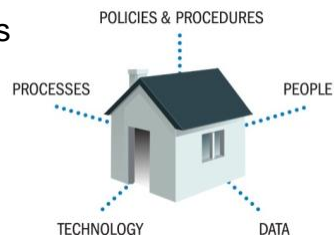


**Advance AHA's  
Human  
Development  
Strategy**

9

## Advance the Business Transformation Initiative

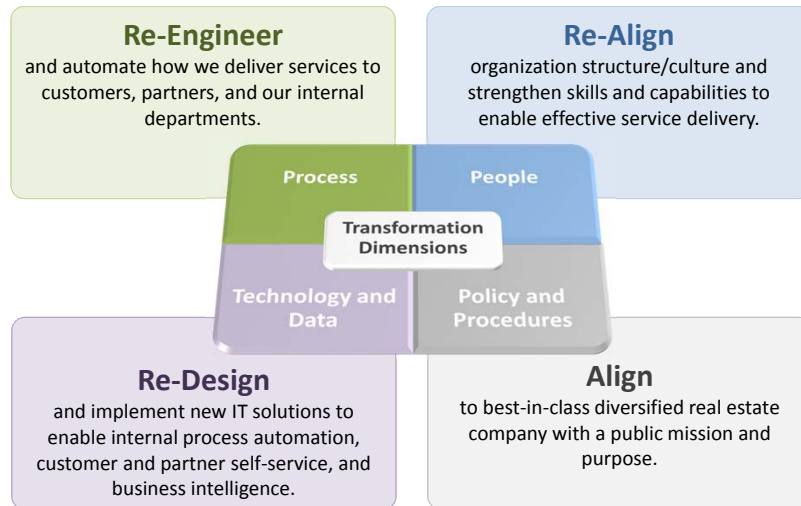
- A. Implement and institutionalize business transformation dimensions of change: policies, process re-engineering, organizational alignment, and enhanced people capabilities.
- B. Implement ERP business solutions including state-of-the-art document management systems.
- C. Initiate a long-term strategic planning process.



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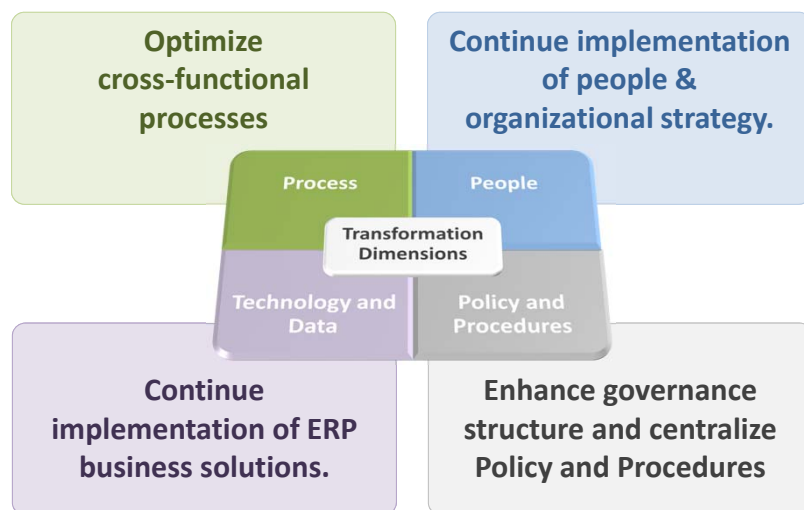
FY 2014 MTW Annual Plan Resolution  
Exhibit EO-1-A

## The Four Dimensions of Change



11

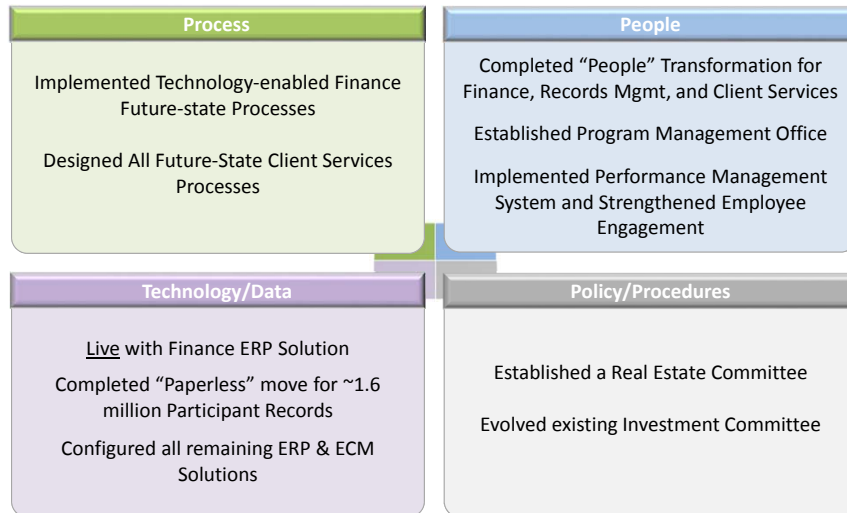
## Business Transformation in 2014



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# FY 2014 MTW Annual Plan Resolution Exhibit EO-1-A

## Accomplishments Thus Far...



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## Business Transformation Outcomes

 Reduced Cycle-Time	 Reduced Touch-points	 Improved Service Ratings	 Improved Communications	 Reduced Operating Costs
Re-Certification	Participants	Client Services	Participants	Voucher Admin
Tenant Approval	Applicants	Real Estate Services	Applicants	Real Estate Admin
Move Requests	Landlords	Internal Functions	Landlords	Finance
Real Estate Activities	Partners		Partners	Procurement
Procurement	Suppliers		Suppliers	Information Technology
Contracting	Internal Functions		Internal Functions	Document Management
Financial Reporting				

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TRISH O'CONNELL

Vice President

Real Estate Development & Acquisitions

15

## FY 2014 Enterprise Priorities



**Advance the  
Business  
Transformation  
Initiative**



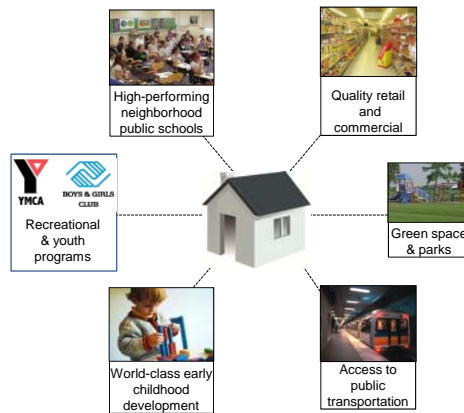
**Advance AHA's  
Real Estate  
Strategy**



**Advance AHA's  
Human  
Development  
Strategy**

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## AHA's Community-Building Approach



*Create market-rate quality, mixed-use, mixed-income, children-centered communities*

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## Advance AHA's Real Estate Strategy

- A. Advance the master plans for mixed-use, mixed-income communities.
- B. Advance other real estate development initiatives.
- C. Expand housing opportunities utilizing PBRA assistance and the Housing Choice tenant-based program.
- D. Implement conversion (reformulation) demonstration for Centennial Place.
- E. Reposition AHA-Owned Residential Communities in partnership with new property management companies/ real estate development firms.

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FY 2014 MTW Annual Plan Resolution  
Exhibit EO-1-A

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



- Auburn Pointe
  - Complete 150 rental units
- Capitol Gateway
  - Continue land swap negotiation with State of Georgia for contiguous parcel



- Villages at Carver
  - Continue development of retail sites
  - Continue negotiations with Atlanta-Fulton Public Library System for land sale

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



- Mechanicsville
  - Begin development of 75 scattered-site rental units



- West Highlands
  - Public improvements for future development of 154 for-sale homes
  - Complete 6 for-sale affordable homes, 24 market-rate homes
- CollegeTown at West End
  - Continue to explore acquisition opportunities to further long-term sustainability

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



**Scholars Landing**

- Complete leasing 100-unit senior building
- Close on 60-unit affordable assisted-living building and begin construction
- Continue negotiations with Clark/Atlanta University for land swap
- Explore off-site homeownership for Choice Neighborhoods
- Roosevelt Administration Building redeveloped for use as commercial/office and community meeting.



**Centennial Place**

- Public improvements on Centennial Place North parcel
- Cupola Building under consideration for rental housing

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*Advance the master plans through  
Homeownership*



- Continue down payment assistance at West Highlands
- Advance Owner/Builders Agreement Initiative
- Align with other state and local down payment assistance programs



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### *Advance other real estate development initiatives.*



AHA may engage in land transactions associated with real estate on the sites of former public housing communities:

- To support the Master Plans and community sustainability
- Explore negotiations with Atlanta Public Schools related to land use for school transportation facility
- May dispose of **Herndon Homes** to State of Georgia
- Complete land sale of **Roosevelt Highrise** site to Georgia Board of Regents affiliate
- Explore development of the **Palmer Highrise** site for housing and other uses to support the Choice Neighborhoods application

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### *Expand housing opportunities utilizing PBRA assistance and the Housing Choice tenant-based program*



- Project Based Rental Assistance (PBRA) for mixed-income communities
  - May issue Request for Proposals from private developers and owners
- Housing Choice
  - Continue housing families, seniors and disabled persons from the waiting list

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### *Expand availability of affordable supportive housing*

- PBRA for Supportive Housing
  - May issue Request for Proposals from private developers and owners to provide housing with wrap-around support services for at-risk target populations
- Continue collaboration with the United Way and commitment to Mayor's *Unsheltered No More* initiative
- Apply for additional VASH vouchers (Tenant based and project-based) for veterans
- Explore short-term rental assistance and other rent reforms



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### *Implement reformulation demonstration for Centennial Place*

- AHA-designed demonstration with HUD to sustain and preserve public/private investments in AHA-sponsored mixed-finance, mixed-income 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
- AHA may explore at other mixed-finance, mixed-income communities

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## *Reposition AHA-Owned Residential Communities*

In partnership with AHA's new property management companies / real estate development firms:

- Complete transition to new firms
- Explore financing and operational strategies to attract private funding to update and modernize the properties
- Develop demonstration programs to convert subsidy from Section 9 to Section 8 for one or more communities



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**RENEÉ BENTLEY RICE**  
Senior Vice President – Client Services

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## FY 2014 Enterprise Priorities



**Advance the  
Business  
Transformation  
Initiative**



**Advance AHA's  
Real Estate  
Strategy**



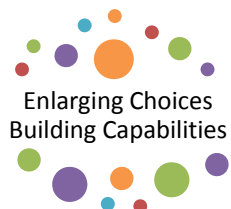
**Advance AHA's  
Human  
Development  
Strategy**

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## Advance AHA's Human Development Strategy



*Healthy, self-reliant individuals and families  
who are valued contributors of the Atlanta community*



Working-Age Adults  
Children and Youth  
Elderly and Disabled  
Persons

30

# FY 2014 MTW Annual Plan Resolution Exhibit EO-1-A

## Working-Age Adults

*Implement workforce development strategies and increased literacy leading to family self-sufficiency.*

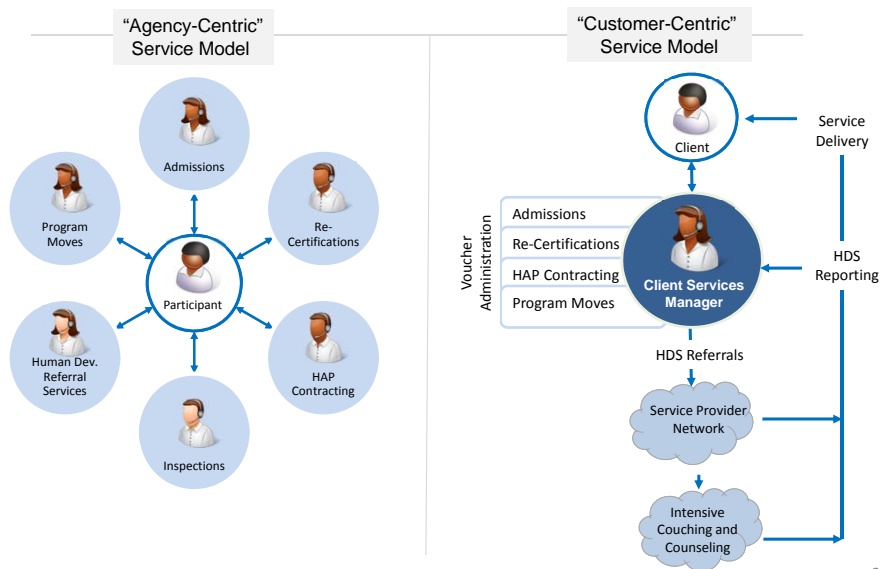
- Facilitate coaching and counseling services to assist adults in complying with AHA's work/program requirement.
  - Collaborate with the City of Atlanta and its agencies
  - Leverage City's economic and workforce development initiatives
- Move more families toward self-sufficiency
- Provide single point of contact to families
  - New Client Services Manager role
  - Manage all aspects of voucher administration
  - Coordinates human development connections

**Yvette McAdams**  
Success: Continuing Education



31

## Single Point of Contact



32

FY 2014 MTW Annual Plan Resolution  
Exhibit EO-1-A

## Children and Youth

*Advance early childhood education strategy, K-12 education partnerships and other youth programs.*

- Continue with our partners to create world-class early childhood learning centers
- Leverage Atlanta Public Schools partnership to implement long-term strategies for improving educational opportunities and achievement
- Facilitate access to enrichment and character-building
- Identify new research opportunities and academic partners



33

## Elderly and Disabled Persons

*Expand activities that advance the aging well and independent living strategies.*

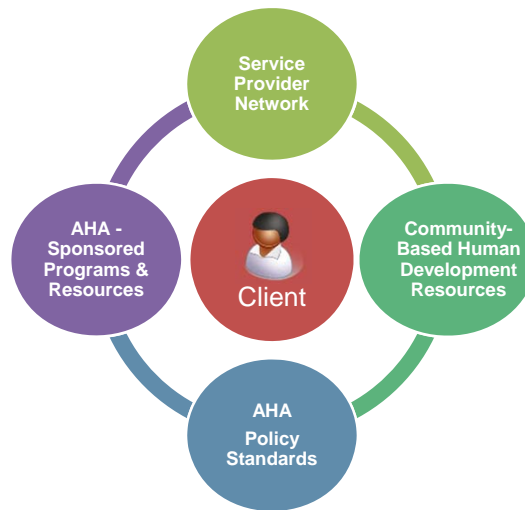
- Continue Aging Well program for AHA-Owned Residential Communities
- Expand Aging Well program to Housing Choice participants
- Continue working with service provider partners and other state and local community resources



**7 Dimensions of Wellness**  
*Source: International Council on Active Aging*

34

## Human Development Services Ecosystem



35

**TRACEY SCOTT**

Vice President – Strategy & Innovation

36

## Questions & Comments



37

## Public Comment Period

February 13 – March 15, 2013

*Provide comments via the following:*

**[www.atlantahousing.org](http://www.atlantahousing.org)**

**[strategy@atlantahousing.org](mailto:strategy@atlantahousing.org)**

**MTW Plan Message Line: 404-817-7458**

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**FY 2014 MTW Annual Plan Resolution  
Exhibit EO-1-A**



**THANK YOU**



**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, 2013, 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)

\_\_\_\_\_  
Name of Authorized Official

Vice Chair, Board of Commissioners

Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**CERTIFICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN  
DEVELOPMENT REGARDING THE HOUSING AUTHORITY OF  
THE CITY OF ATLANTA, GEORGIA'S  
FY 2014 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 2014 MTW Annual Implementation Plan (the "FY 2014 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 8, 2013



**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, 2013, 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.
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11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
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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)

Justine Boyd

Name of Authorized Official

  
Signature

Vice Chair, Board of Commissioners

Title

March 27, 2013  
Date

# Certification of Payments to Influence Federal Transactions

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

OMB Approval No. 2577-0157 (Exp. 01/31/2014)

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)

04/08/2013





# 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 Federalagency 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

Signature

X

Title

President & Chief Executive Officer

Date

04/08/2013

**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
14-0117-0003-055-2	0 Abbott St	Atlanta	GA	30310
14-0117-0002-103-1	305 Abbott St	Atlanta	GA	30310
14-0117-0003-017-2	320 Abbott St	Atlanta	GA	30310
15-180-02-025	0 Alston Dr SE	Atlanta	GA	30317
14-0072-0006-094-1	257 Amal Dr	Atlanta	GA	30315
14-0072-0002-032-5	0 Arthur J. Langford Rd	Atlanta	GA	30315
14-0116-0003-078-5	0 Ashby St	Atlanta	GA	30314
14-0046-0010-140-9	0 Auburn Ave NE	Atlanta	GA	30303
14-0046-0010-141-7	333 Auburn Ave NE	Atlanta	GA	30303
14-0046-0010-197-9	333 Auburn Ave NE	Atlanta	GA	30303
14-0117-0002-037-1	0 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-038-9	0 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-039-7	0 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-102-3	1015 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-040-5	1047 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-095-9	1059 Baldwin St SW	Atlanta	GA	30310
17-0267-LL-075-5	3475 Bankhead Hwy NW	Atlanta	GA	30331
17-0267-LL-083-9	3476 Bankhead Hwy NW	Atlanta	GA	30331
14-0252-LL-064-3	2440 Barge Rd SW	Atlanta	GA	30331
14-0047-0001-093-0	0 Bedford Pl NE	Atlanta	GA	30303
14-0110-0004-034-3	875 Booker Washington Dr	Atlanta	GA	30314
14-0110-0007-007-6	880 Booker Washington Dr	Atlanta	GA	30314
14-0110-0004-036-8	883 Booker Washington Dr	Atlanta	GA	30314
14-0110-0007-006-8	886 Booker Washington Dr	Atlanta	GA	30314
14-0110-0007-004-3	890 Booker Washington Dr	Atlanta	GA	30314
14-0042-0004-080-9	951 Boulevard SE	Atlanta	GA	30312
14-0051-0009-159-4	0 Butler St	Atlanta	GA	30303
14-0051-0009-160-2	0 Butler St	Atlanta	GA	30303
14-0110-0009-017-3	757 Carter St	Atlanta	GA	30314
14-0110-0009-019-9	765 Carter St	Atlanta	GA	30314
14-0110-0009-018-1	767 Carter St	Atlanta	GA	30314
14-0079-0006-003-5	0 Centennial Olympic Park Dr NW	Atlanta	GA	30313
14-0079-0011-059-0	0 Centennial Olympic Park Dr NW	Atlanta	GA	30313
17-0005-LL-085-1	0 Cheshire Bridge Rd	Atlanta	GA	30324
17-0005-LL-086-9	2170 Cheshire Bridge Rd	Atlanta	GA	30324
17-0227-LL-018-4	0 Clarissa Dr NW	Atlanta	GA	30318
14-0041-0002-035-6	0 Climax St SE	Atlanta	GA	30315
14-0041-0002-052-1	373 Climax St SE	Atlanta	GA	30315
14-0041-0002-029-9	374 Climax St SE	Atlanta	GA	30315
14-0041-0002-051-3	379 Climax St SE	Atlanta	GA	30315
14-0041-0002-030-7	380 Climax St SE	Atlanta	GA	30315
14-0041-0002-050-5	385 Climax St SE	Atlanta	GA	30315
14-0041-0002-031-5	388 Climax St SE	Atlanta	GA	30315
14-0041-0002-049-7	393 Climax St SE	Atlanta	GA	30315
14-0041-0002-032-3	394 Climax St SE	Atlanta	GA	30315
14-0041-0002-033-1	400 Climax St SE	Atlanta	GA	30315
14-0041-0002-034-9	406 Climax St SE	Atlanta	GA	30315
14-0041-0002-048-9	407 Climax St SE	Atlanta	GA	30315
14-0041-0002-047-1	411 Climax St SE	Atlanta	GA	30315
14-0041-0002-036-4	412 Climax St SE	Atlanta	GA	30315
14-0041-0002-046-3	417 Climax St SE	Atlanta	GA	30315
14-0041-0002-037-2	418 Climax St SE	Atlanta	GA	30315
14-0041-0002-038-0	424 Climax St SE	Atlanta	GA	30315
14-0041-0002-045-5	425 Climax St SE	Atlanta	GA	30315
14-0041-0002-039-8	430 Climax St SE	Atlanta	GA	30315
14-0041-0002-044-8	431 Climax St SE	Atlanta	GA	30315
14-0041-0002-040-6	436 Climax St SE	Atlanta	GA	30315
14-0041-0002-043-0	437 Climax St SE	Atlanta	GA	30315
14-0041-0002-041-4	442 Climax St SE	Atlanta	GA	30315
14-0041-0002-042-2	443 Climax St SE	Atlanta	GA	30315
17-0225-LL-052-5	1532 Craftsman Rd NW	Atlanta	GA	30318
14-0085-0013-115-0	330 Crumley St SW	Atlanta	GA	30312

**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
14-0085-0013-088-9	376 Crumley St SW	Atlanta	GA	30312
14-0085-0013-085-5	390 Crumley St SW	Atlanta	GA	30312
14-0085-0013-084-8	394 Crumley St SW	Atlanta	GA	30312
14-0081-0001-110-9	0 Curran St NW	Atlanta	GA	30318
14-0081-0004-107-2	0 Curran St NW	Atlanta	GA	30318
14-0041-0002-057-0	0 Dalton St SE	Atlanta	GA	30315
14-0041-0002-053-9	374 Dalton St SE	Atlanta	GA	30315
14-0041-0002-060-4	375 Dalton St SE	Atlanta	GA	30315
14-0041-0002-054-7	380 Dalton St SE	Atlanta	GA	30315
14-0041-0002-059-6	381 Dalton St SE	Atlanta	GA	30315
14-0041-0002-055-4	386 Dalton St SE	Atlanta	GA	30315
14-0041-0002-058-8	387 Dalton St SE	Atlanta	GA	30315
14-0041-0002-056-2	394 Dalton St SE	Atlanta	GA	30315
14-0045-0006-037-4	380 Decatur St SE	Atlanta	GA	30312
14-0075-0008-075-5	0 Doane St	Atlanta	GA	30312
17-0227-LL-003-6	590 Dobbs Circle	Atlanta	GA	30318
17-0227-LL-075-4	0 Drew Pl	Atlanta	GA	30318
15-180-03-023	380 East Lake Blvd SE	Atlanta	GA	30317
15-180-02-016	421 East Lake Blvd SE	Atlanta	GA	30317
15-180-03-025	457 East Lake Blvd SE	Atlanta	GA	30317
15-180-03-020	460 East Lake Blvd SE	Atlanta	GA	30317
14-0109-0005-061-8	170 Elm St SW *	Atlanta	GA	30314
14-0109-0005-076-6	178 Elm St SW	Atlanta	GA	30314
14-0109-0005-075-8	180 Elm St SW	Atlanta	GA	30314
14 0109 00050741	Corner of Elm & Fair *	Atlanta	GA	30314
14-0041-LL-011-0	0 Englewood Ave SE	Atlanta	GA	30315
14-0041-LL-013-6	0 Englewood Ave SE	Atlanta	GA	30315
14-0041-LL-010-2	505 Englewood Ave SE	Atlanta	GA	30315
14-0041-LL-012-8	505 Englewood Ave SE	Atlanta	GA	30315
14-0109-0005-083-2	0 Fair St SW	Atlanta	GA	30314
14-0084-0005-041-9	605-607 Fair St SW	Atlanta	GA	30314
14-0084-0005-043-5	615 Fair St SW	Atlanta	GA	30314
14-0109-0005-062-6	653 Fair St SW	Atlanta	GA	30314
14-0109-0005-073-3	655 Fair St SW	Atlanta	GA	30314
14-0109-LL-013-5	668 Fair St SW	Atlanta	GA	30314
14-0055-0004-166-0	0 Fern Ave	Atlanta	GA	30315
14-0081-0004-104-9	0 Fifth St	Atlanta	GA	30305
14-0081-0004-105-6	0 Fifth St	Atlanta	GA	30305
14-0075-0001-078-6	0 Formwalt St SW	Atlanta	GA	30312
14-0075-0001-156-0	629 Formwalt St SW	Atlanta	GA	30312
14-0116-0010-082-8	0 Frank St	Atlanta	GA	30314
14-0116-0010-083-6	0 Frank St	Atlanta	GA	30314
14-0116-0010-084-4	928 Frank St	Atlanta	GA	30314
14-0116-0010-058-8	931 Frank St	Atlanta	GA	30314
14-0116-0010-059-6	937 Frank St	Atlanta	GA	30314
14-0116-0010-081-0	940 Frank St	Atlanta	GA	30314
14-0116-0010-060-4	941 Frank St	Atlanta	GA	30314
14-0116-0010-080-2	944 Frank St	Atlanta	GA	30314
14-0116-0010-061-2	945 Frank St	Atlanta	GA	30314
14-0116-0010-079-4	948 Frank St	Atlanta	GA	30314
14-0116-0010-078-6	952 Frank St	Atlanta	GA	30314
14-0116-0010-077-8	954 Frank St	Atlanta	GA	30314
14-0116-0010-076-0	960 Frank St	Atlanta	GA	30314
14-0116-0010-075-2	964 Frank St	Atlanta	GA	30314
14-0116-0010-074-5	968 Frank St	Atlanta	GA	30314
14-0116-0010-109-9	980 Frank St	Atlanta	GA	30314
14-0085-LL-019-0	0 Fulton St	Atlanta	GA	30312
14-0085-LL-020-8	0 Fulton St	Atlanta	GA	30312
14-0085-LL-021-6	0 Fulton St	Atlanta	GA	30312
14-0045-0002-090-7	0 Gartrell St SE	Atlanta	GA	30312
14-0054-0003-075-5	0 Georgia Ave	Atlanta	GA	30312
14-0054-0002-082-2	142 Georgia Ave	Atlanta	GA	30312

**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
14-0054-0002-083-0	174 Georgia Ave	Atlanta	GA	30312
14-0085-0013-101-0	0 Glenn St SW	Atlanta	GA	30312
14-0075-0001-159-4	254 Glenn St SW	Atlanta	GA	30312
14-0085-0013-102-8	1186 Glenn St SW	Atlanta	GA	30312
15-180-03-019	0 Glenwood Ave	Atlanta	GA	30317
14-0026-0001-073-7	0 Grange Dr	Atlanta	GA	30315
14-0026-0001-067-9	863 Grange Court	Atlanta	GA	30315
14-0054-0009-089-0	865 Grant Terrace	Atlanta	GA	30315
14-0082-0006-002-2	467 Gray St NW	Atlanta	GA	30318
14-0108-LL-025-0	565 Greensferry Road	Atlanta	GA	30314
14-0108-LL-023-5	600 Greensferry Road	Atlanta	GA	30314
14-0085-0009-083-6	19 Gregg St SW	Atlanta	GA	30312
17-0225-LL-015-2	0 Grove Park Pl NW	Atlanta	GA	30318
17-0225-LL-034-6	0 Grove Park Pl NW	Atlanta	GA	30318
17-0226-LL-019-3	0 Habershal Dr NW	Atlanta	GA	30318
14-0007-0013-019-9	1150 Henry Thomas Dr	Atlanta	GA	30315
14-0055-0006-065-2	0 Hill St SE	Atlanta	GA	30312
14-0045-LL-480-3	0 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-481-1	0 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-482-9	0 Hilliard St SE	Atlanta	GA	30312
14-0046-0010-204-3	15 Hilliard St SE	Atlanta	GA	30312
14-0045-0001-058-5	20 Hilliard St SE	Atlanta	GA	30312
14-0045-0001-059-3	20 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-474-6	109 Hilliard St SE	Atlanta	GA	30312
14-0045-0001-057-7	110 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-475-3	115 Hilliard St SE	Atlanta	GA	30312
14-0045-0006-036-6	126 Hilliard St SE	Atlanta	GA	30312
17-0251-LL-007-6	1580 Hollywood Rd NW	Atlanta	GA	30318
14-0085-LL-007-5	0 Humphries St	Atlanta	GA	30312
14-0085-LL-013-3	568 Humphries St	Atlanta	GA	30312
14-0079-0006-018-3	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-019-1	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-020-9	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-021-7	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-022-5	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-023-3	0 Hunnicutt St NW	Atlanta	GA	30313
14-0085-0013-095-4	0 Ira St SW	Atlanta	GA	30312
14-0085-0013-096-2	0 Ira St SW	Atlanta	GA	30312
14-0085-0013-100-2	0 Ira St SW	Atlanta	GA	30312
14-0085-0013-092-1	579 Ira St SW	Atlanta	GA	30312
14-0085-0013-094-7	587 Ira St SW	Atlanta	GA	30312
14-0085-0013-097-0	595 Ira St SW	Atlanta	GA	30312
14-0085-0013-098-8	599 Ira St SW	Atlanta	GA	30312
14-0085-0013-099-6	603 Ira St SW	Atlanta	GA	30312
17-0259-LL-163-9	0 James Jackson Pkwy NW	Atlanta	GA	30318
14-0110-0009-021-5	81 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-022-3	87 James P. Brawley, NW	Atlanta	GA	30314
14-0110-0009-023-1	91 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-025-6	99 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-024-9	93 - 95 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-158-5	103-111 James P. Brawley Dr NW	Atlanta	GA	30314
14-0082-0006-008-9	0 John St	Atlanta	GA	30314
14-0082-0006-009-7	0 John St	Atlanta	GA	30314
14-0082-0006-011-3	0 John St	Atlanta	GA	30314
14-0051-0009-151-1	230 John Wesley Dobbs Ave	Atlanta	GA	30303
17-0225-LL-038-4	0 Johnson Rd NW	Atlanta	GA	30318
17-0225-LL-039-2	0 Johnson Rd NW	Atlanta	GA	30318
17-0225-LL-040-0	0 Johnson Rd NW	Atlanta	GA	30318
17-0225-LL-025-1	1125 Johnson Rd NW	Atlanta	GA	30318
14-0027-LL-134-8	2291 Jonesboro Rd	Atlanta	GA	30315
14-0028-LL-061-2	2471 Jonesboro Rd	Atlanta	GA	30315
14-0116-0010-085-1	0 Joseph E. Lowery Blvd SW	Atlanta	GA	30310

**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
14-0117-0003-013-1	0 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0110-0007-015-9	135 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0116-0010-086-9	285 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0116-0010-119-8	295 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0117-0003-054-5	325 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0117-0003-057-8	435 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14F-0029-LL-039-1	0 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-040-9	0 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-038-3	1371 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-041-7	1371 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-029-2	1381 Kimberly Rd	Atlanta	GA	30331
15-180-01-006	0 Lakeside Village Dr	Atlanta	GA	30317
14-0117-LL-001-0	406 Lawton St	Atlanta	GA	30310
14-0108-0007-049-2	0 Lee St SW	Atlanta	GA	30310
14-0005-0002-066-5	2413 Leila Lane	Atlanta	GA	30315
14-0047-0004-099-4	0 Linden Ave	Atlanta	GA	30308
14-0006-LL-065-9	2405 Locust Lane SE	Atlanta	GA	30315
14-0117-0006-094-8	0 Lucile Ave	Atlanta	GA	30310
14-0117-0006-103-7	0 Lucile Ave	Atlanta	GA	30310
14-0079-0006-017-5	0 Luckie St NW	Atlanta	GA	30313
14-0079-0001-021-2	523 Luckie St NW	Atlanta	GA	30313
14-0110-0007-058-9	0 Magnolia St NW	Atlanta	GA	30314
14-0110-0009-003-3	760 Magnolia St	Atlanta	GA	30314
14-0110-0009-002-5	768 Magnolia St	Atlanta	GA	30314
17-0048-LL-035-5	760 Marian Rd	Atlanta	GA	30324
17-0244-0001-029-8	2295 Marietta Rd NW	Atlanta	GA	30318
14-0053-0002-003-9	0 Martin St	Atlanta	GA	30312
14-0053-0002-067-4	0 Martin St	Atlanta	GA	30312
14-0053-0001-101-2	371 Martin St	Atlanta	GA	30312
14-0205-0001-076-3	2610 Martin Luther King Jr Dr SW	Atlanta	GA	30311
14-0085-LL-006-7	0 McDaniel St	Atlanta	GA	30312
14-0085-LL-028-1	0 McDaniel St	Atlanta	GA	30310
14-0085-LL-029-9	0 McDaniel St	Atlanta	GA	30310
14-0108-LL-002-9	365 McDaniel St	Atlanta	GA	30313
14-0086-0002-081-6	749 McDaniel St	Atlanta	GA	30310
14-0008-LL-016-0	0 McDonough Blvd	Atlanta	GA	30315
14-0008-LL-022-8	0 McDonough Blvd	Atlanta	GA	30315
14-0072-LL-043-5	0 Meldon Ave	Atlanta	GA	30315
15-180-02-018	0 Memorial Dr SE	Atlanta	GA	30317
14-0044-0001-109-7	0 Memorial Dr SE	Atlanta	GA	30312
14-0052-0008-040-6	0 Memorial Dr SE	Atlanta	GA	30312
14-0053-0002-066-6	0 Memorial Dr SE	Atlanta	GA	30312
14-0052-0008-034-9	22 Memorial Dr SE	Atlanta	GA	30312
14-0053-0002-001-3	175 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-016-4	341 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-108-9	359 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-101-4	361 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-099-0	363 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-022-2	381 Memorial Dr SE	Atlanta	GA	30312
15-180-01-005	2143 Memorial Dr SE	Atlanta	GA	30317
14-0079-0002-024-5	0 Merritts Ave	Atlanta	GA	30313
14-0008-LL-015-2	1773 Moreland Ave	Atlanta	GA	30315
14-0072-LL-044-3	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-045-0	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-046-8	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-047-6	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-048-4	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-049-2	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-050-0	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-051-8	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-023-7	174 Moury St	Atlanta	GA	30315
14-0072-0006-089-1	0 New South Pryor Rd	Atlanta	GA	30315



**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
14-0072-0006-095-8	1765 New South Pryor Rd	Atlanta	GA	30315
14-0079-0002-009-6	0 North Ave	Atlanta	GA	30313
14-0047-0001-001-3	301 North Ave NE	Atlanta	GA	30354
14-0047-LL-001-5	361 North Ave NE	Atlanta	GA	30308
14-0081-0001-112-5	0 Northside Dr	Atlanta	GA	30318
17-0149-0008-125-3	0 Northside Dr	Atlanta	GA	30318
14-0044-0001-024-8	0 Oakland Ave SE	Atlanta	GA	30312
14-0044-0001-023-0	303 Oakland Ave SE	Atlanta	GA	30312
14-0108-0003-050-4	899 Park St SW	Atlanta	GA	30310
14-0110-LL-001-7	60 Paschal Blvd	Atlanta	GA	30314
14-0110-LL-003-3	60 Paschal Blvd	Atlanta	GA	30314
17-0111-0005-066-6	2240 Peachtree Rd NW	Atlanta	GA	30309
17-0227-LL-073-9	0 Perry Blvd NW	Atlanta	GA	30318
17-0227-LL-077-0	0 Perry Blvd NW	Atlanta	GA	30318
17-0227-LL-011-9	1800 Perry Blvd NW	Atlanta	GA	30318
17-0227-LL-026-7	1810 Perry Blvd NW	Atlanta	GA	30318
17-0228-LL-022-5	2000 Perry Blvd NW	Atlanta	GA	30318
17-0055-0002-018-8	1422 Piedmont Ave NE	Atlanta	GA	30309
17-0098-LL-062-8	3603 Piedmont Rd NE	Atlanta	GA	30305
14-0079-0002-010-4	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-011-2	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-012-0	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-013-8	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-014-6	0 Pine St NW	Atlanta	GA	30313
14-0072-0002-031-7	0 Pryor Rd SW	Atlanta	GA	30315
14-0072-LL-057-8	0 Pryor Rd SW	Atlanta	GA	30315
14-0072-LL-033-6	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-034-4	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-035-1	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-036-9	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-038-5	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-040-1	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-041-9	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-042-7	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-058-3	0 Pryor St SE	Atlanta	GA	30315
14-0072-0002-023-4	1531 Pryor Rd SW	Atlanta	GA	30315
14-0072-0002-007-7	1569 Pryor Rd SW	Atlanta	GA	30315
14-0072-0002-008-5	1599 Pryor Rd SW	Atlanta	GA	30315
14-0072-0002-012-7	1623 Pryor Rd SW	Atlanta	GA	30315
14-0075-0001-160-2	0 Ralph D. Abernathy Blvd SW	Atlanta	GA	30312
14-0053-0001-107-9	0 Rawson St	Atlanta	GA	30312
14-0053-LL-006-5	101 Rawson St	Atlanta	GA	30312
14-0085-0013-083-0	0 Ray Alley SW	Atlanta	GA	30312
14-0085-0013-113-5	0 Ray Alley SW	Atlanta	GA	30312
14-0076-0007-118-3	250 Richardson St	Atlanta	GA	30312
14-0033-0001-054-8	3698 Ruby H Harper Blvd	Atlanta	GA	30354
14-0073-LL-008-7	1463 S Pryor Rd	Atlanta	GA	30315
14-0072-0002-010-1	1543-1549 S Pryor Rd	Atlanta	GA	30315
14-0072-0002-033-3	1543-1549 S Pryor Rd	Atlanta	GA	30315
14-0117-0003-019-8	0 Sells Ave SW	Atlanta	GA	30310
14-0110-0005-089-6	791 Spencer St	Atlanta	GA	30314
14-0110-0005-021-9	797 Spencer St	Atlanta	GA	30314
14-0110-0004-059-0	835 Spencer St	Atlanta	GA	30314
14-0110-0004-060-8	843 Spencer St	Atlanta	GA	30314
14-0110-0004-048-3	847 Spencer St	Atlanta	GA	30314
14-0110-0004-056-6	855 Spencer St	Atlanta	GA	30314
14-0110-0004-057-4	859 Spencer St	Atlanta	GA	30314
14-0110-0004-015-2	883 Spencer St	Atlanta	GA	30314
14-0110-0004-018-6	895 Spencer St	Atlanta	GA	30314
17-0190-LL-040-1	Lois St NW	Atlanta	GA	30318
17-0190-LL-035-1	Rockdale St NW	Atlanta	GA	30318
14-0079-0003-075-6	0 Techwood Dr	Atlanta	GA	30313

**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
17-0106-0009-118-8	150 Tenth St NE	Atlanta	GA	30309
14-0026-0005-026-1	0 Thomasville Blvd	Atlanta	GA	30315
14-0026-0005-027-9	0 Thomasville Blvd	Atlanta	GA	30315
14-0026-LL-051-5	0 Thomasville Blvd	Atlanta	GA	30315
14-0110-0004-053-3	834 Thurmond St	Atlanta	GA	30314
14-0110-0004-054-1	838 Thurmond St	Atlanta	GA	30314
14-0110-0004-064-0	842 Thurmond St NW	Atlanta	GA	30314
14-0110-0004-061-6	846 Thurmond St	Atlanta	GA	30314
14-0110-0004-062-4	850 Thurmond St NW	Atlanta	GA	30314
14-0007-0005-025-6	0 Velma St	Atlanta	GA	30315
14-0084-0005-090-6	136 Vine St	Atlanta	GA	30314
14-0084-0005-091-4	138 Vine St	Atlanta	GA	30314
14-0084-0005-051-8	140 Vine St	Atlanta	GA	30314
14-0084-0005-050-0	146 Vine St	Atlanta	GA	30314
14-0084-0005-049-2	152 Vine St	Atlanta	GA	30314
14-0084-0005-048-4	158 Vine St	Atlanta	GA	30314
14-0084-0005-095-5	162 Vine St	Atlanta	GA	30314
14-0084-0005-096-3	162 Vine St	Atlanta	GA	30314
14-0084-0005-046-8	168 Vine St	Atlanta	GA	30314
14-0084-0005-044-3	172 Vine St	Atlanta	GA	30314
14-0084-0005-034-4	175 Walnut St	Atlanta	GA	30314
14-0117-0005-061-8	0 West End Pl SW	Atlanta	GA	30310
14-0116-0010-027-3	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-093-5	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-096-8	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-099-2	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-114-9	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-003-3	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-007-4	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-008-2	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-014-0	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-008-1	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-010-7	926 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-009-9	930 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-089-3	931 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-090-1	935 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-007-3	938 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-091-9	939 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-064-4	940 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-092-7	943 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-004-0	944 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-003-2	948 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-094-3	949 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-002-4	952 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-095-0	953 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-108-1	961 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-100-8	975 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-030-7	981 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-029-9	985 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-028-1	993 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-016-5	1006 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-015-7	1012 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-013-2	1018 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-012-4	1020 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-011-6	1022 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-010-8	1026 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-009-0	1030 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-006-6	1040 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-005-8	1044 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-004-1	1048 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-002-5	1056 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-001-7	1060 Westview Dr SW	Atlanta	GA	30310

**Attachment, Certification for a Drug-Free Workplace (HUD-50070)**  
**AHA-Owned Facilities and Land (as of April 8, 2013)**

Parcel ID	Address	City	State	Zip Code
14-0085-0013-079-8	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-081-4	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-082-2	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-105-1	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-107-7	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-110-1	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-108-5	584 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-114-3	592 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-119-2	602 Whitehall Terrace SW	Atlanta	GA	30312
14-0045-0001-029-6	0 Wm Holmes Borders Sr Dr	Atlanta	GA	30312
14-0053-0001-105-3	0 Woodward Ave SE	Atlanta	GA	30312
14-0053-0001-106-1	0 Woodward Ave SE	Atlanta	GA	30312
14-0053-0001-103-8	79 Woodward Ave SE	Atlanta	GA	30312

\* AHA provides grounds maintenance but does not own these parcels.



## 7. Public Review and Plan Changes

### Public Review

Atlanta Housing Authority's Fiscal Year 2014 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, as well as 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 2014 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 17, 2013  
March 3, 2013

***Atlanta Daily World***

February 21, 2013

***Atlanta Voice***

February 22, 2013

***Fulton County Daily Report***

February 18, 2013  
February 28, 2013  
March 4, 2013

***Mundo Hispanico***

February 21, 2013

***The Champion***

February 21, 2013

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 Tuesday, March 5, 2013, AHA held a Public Hearing of the FY 2014 MTW Annual Plan 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 65 people attended. For 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 2014 MTW Annual Plan was February 13, 2013 through March 15, 2013. 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 the 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, 2013, 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 2014 MTW ANNUAL PLAN	
February 18, 2013	Research and Academic Partners
February 20, 2013	Public Officials and Atlanta Public School Board Atlanta Legal Aid Society Georgia Law Center for the Homeless
February 21, 2013	Georgia Department of Community Affairs
February 27, 2013	Jurisdiction-wide Resident Council
February 28, 2013	City of Atlanta Department of Planning & Community Development Invest Atlanta
March 5, 2013	Public Hearing
March 13, 2013	Service Provider Network Enterprise Community Partners

## Appendix C: Ongoing Activities Directory (FY 2005 - FY 2013)

The Atlanta Housing Authority's (AHA) Ongoing Activities Directory addresses the HUD Form 50900 requirement by listing activities, initiatives and policies identified in AHA's MTW Annual Implementation Plans ("MTW Annual Plans") since FY 2005. Per AHA's MTW Agreement with HUD on September 23, 2003, the initial period of which was effective from July 1, 2003 through June 30, 2010, and the executed 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, once HUD approves AHA's MTW Annual 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 summarizes activities/initiatives/policies that AHA has operationalized and incorporated in its business model.

### Status Key:

(Year in parentheses indicates fiscal year the related status was achieved.)

<b>O</b>	<b>Operationalized</b>	Activity is ongoing and continues to be implemented as part of AHA's normal business operations.
<b>P</b>	<b>Postponed</b>	Activity was not completed during the planning period or was postponed from full implementation.
<b>C</b>	<b>Completed</b>	Projects have been completed based on established beginning and end dates. Relevant learning has been operationalized where applicable.
<b>D</b>	<b>Discontinued</b>	Activity was discontinued from further implementation; may be renewed if conditions warrant.

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
1	<b>\$125 Minimum Rent</b> <i>NOTE: During FY 2005-2007, this activity was referred to as "Minimum Rent."</i>	2005	O
2	<b>30% of Adjusted Income</b>	2008	O
3	<b>4 to 1 Elderly Admissions Policy at AHA's High-Rise Communities</b> <i>NOTE: In FY 2005, this activity was referred to as the "Elderly Admissions Preference Policy at AHA's Senior High-Rises."</i>	2005	O
4	<b>Accessibility and 504 / ADA</b> <i>NOTE: See Enhanced Accessibility Initiative</i>	2005	O
5	<b>Acquisitions</b> <i>NOTE: During FY 2005 to FY 2009, this activity was captured under Real Estate Development and Acquisitions.</i>	2005	O
6	<b>Administration of HCVP Waiting List</b> <i>NOTE: From FY 2007-FY2010, this activity was referred to as "Intake / Waitlist Re-engineering (Housing Choice Supporting Projects - Participant Services)."</i>	2007	O
7	<b>Affordable Assisted Living Demonstration</b> <i>NOTE: During FY 2005, FY 2006, FY 2007 &amp; FY 2010, this activity 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).</i>	2005	O
8	<b>Affordable Fixed Rent Demonstration</b> <i>NOTE: During FY 2005, FY 2006, &amp; FY 2007, this activity was referred to as the "Affordable Flat Rent Demonstration."</i>	2005	P (2009)
9	<b>Aging Well Program</b>	2011	O
10	<b>AHA Annual Budget and Previous Year's Expenditures</b>	2005	O
11	<b>AHA Submarket Payment Standards</b> <i>NOTE: In FY 2006, this activity was referred to as "Housing Choice Fair Market Rent Standards."</i>	2006	O
12	<b>AHA4You Customer and Community Relations</b> <i>NOTE: See Customer Community Relations Center</i>	2008	O
13	<b>Annual Contributions Contract Waiver</b>	2004	O
14	<b>Annual Recertification Re-engineering</b> <b>(Housing Choice Supporting Projects - Participant Services)</b>	2008	O

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
15	ARRA Funds	2010	C (2012)
16	Asset Management Systems	2006	O
17	Asset Management Under the New Operating Subsidy Rule	2008	O
18	Atlanta Community Scholars Awards (ACSA)	2006	O
19	Automated Collections Process (Re-engineering Housing Choice Operations)	2008	P (2008)
20	Automated Hearing Database (Housing Choice Supporting Projects - Participant Services)	2008	O
21	Automated Outbound Portability Billing (Housing Choice Supporting Projects - Participant Services) <i>NOTE: See Port Administration Re-engineering</i>	2009	O
22	Business Transformation	2010	O
23	CATALYST Resource Guide	2006	O
24	Choice Neighborhoods Implementation Grant	2013	O
25	Clean and Safe Environment Requirement	2005	O
26	Client Education Seminars	2007	O
27	Client Services <i>NOTE: See Human Development Services</i>	2005	O
28	Comcast Cable Partnership	2006	O
29	Communications Plan <i>NOTE: See Media Management</i>	2006	O
30	Comprehensive Graduation Program	2012	O
31	Comprehensive Homeownership Program	2007	O
32	Consulting Services	2013	O
33	Contract Administration <i>NOTE: See Fee-Based Contract Administration</i>	2006	O
34	Corporate Culture Project <i>NOTE: In FY 2006, this activity was referred to as the "Corporate Culture Plan."</i>	2006	O
35	Customer Community Relations Center <i>NOTE: From FY2008-FY2011, this initiative was referred to as "AHA4You Customer Community Relations."</i>	2008	O
36	Deconcentration Strategy <i>NOTE: In FY 2005, this initiative was discussed under "Using the Housing Choice Vouchers to Provide Income-Eligible Families with Access to Communities of Opportunity."</i>	2005	O
37	Developing Alternative & Supportive Housing Resources <i>NOTE: In FY 2010, this category included: "John O. Chiles Annex Supportive Housing Pilot", "Permanent Designated Housing", and "Affordable Assisted Living Demonstration." In FY 2006, this activity was listed as two separate activities: 1. "Developing Alternative Housing Resources" &amp; 2. "Developing Supportive Housing."</i>	2005	O
38	Document Management Automation <i>NOTE: In FY 2011, this activity was referred to as "File Purge and E-Copy." In FY 2010, was listed under "Housing Choice Supporting Projects - Program Support."</i>	2007	O

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
39	Early Childhood Learning Initiative	2012	O
40	Elderly Designated Housing NOTE: From FY 2008-2012, this activity was referred to as "Designation of Elderly and Disabled Public Housing Units."	2008	O
41	Elderly Income Disregard	2005	O
42	Endowment Fund for Human Development Services	2013	O
43	Energy Management Initiative NOTE: In FY 2008 and FY 2009, this activity was referred to as "Energy Performance Contracting."	2008	O
44	Enhanced Accessibility Initiative NOTE: In FY 2007-2011, this activity was also known as the "Voluntary Compliance Agreement (VCA)."	2007	O
45	Enhanced Business Systems (Lease / Family Obligation Document Enforcement, Enhanced Criminal Screening and Health and Safety Standards)	2006	O
46	Enhanced Housing Marketing NOTE: See Housing Marketing	2008	O
47	Enhanced Inspection Standards NOTE: In FY 2010, was referred to as Inspections (Housing Choice Supporting Projects - Housing Assistance Payments Contracting). From FY 2005-2009, this activity was referred to as "Enhanced Real Estate Inspection Systems."	2005	O
48	Enhanced Relocation Procedures and Database Enhancements NOTE: In FY 2006-2008, this activity was referred to as "Enhanced Relocation Process and Database Enhancements."	2006	O
49	Enterprise Resource Planning (ERP) Solution NOTE: In FY 2011-2012, this activity was referred to as "Integrated Enterprise Resource Planning (ERP) Solution"; In FY 2010-2011, was described as the "Comprehensive Integrated and Relational Agency-wide Database."	2010	O
50	Fee-Based Contract Administration NOTE: In FY 2006, this activity was referred to as "Contract Administration."	2006	O
51	Fee-For-Service Methodology	2006	O
52	Financial Management NOTE: In FY 2010, this activity was listed under "Housing Choice Supporting Projects - Financial and Business Operations."	2010	O
53	Financial Operations	2005	O
54	Gap Financing	2011	O
55	Good Neighbor Program II NOTE: During FY 2006, this activity was referenced under "Program Participation Requirement."	2005	O
56	Homeownership Standards NOTE: See Comprehensive Homeownership Program	2006	O
57	Housing Assistance Payments (HAP) Contract Update NOTE: Also called AHA's Housing Choice Rental Assistance (HCRA) Agreement	2013	O
58	Housing Choice Budget Utilization Benchmark	2005	O
59	Housing Choice Community Advisory Group (Financial and Business Operations)	2010	O
60	Housing Choice Fair Market Rent Standards NOTE: See AHA Submarket Payment Standards	2006	O
61	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	2007	C (2008)
62	Housing Choice Fixed Subsidy Initiative	2007	O

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
63	Housing Choice Inspection Fees	2006	P (2008)
64	Housing Choice Landlord Certification and Training	2006	P (2008)
65	Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)	2010	O
66	Housing Choice Voucher Program HAP Abatement Policy	2011	O
67	Housing Choice Voucher Related MTW Income	2005	O
68	Housing Marketing NOTE: In FY 2008, this activity was referred to as "Enhanced Housing Marketing."	2008	O
69	Human Development Life-cycle Strategies	2013	O
70	Human Development Services NOTE: From FY 2005-2011, was referenced in several ways: "Client Services", "Human Services Management", and "Human Development & Support Services."	2005	O
71	Human Resources Development NOTE: During FY 2008-2009, this activity was referred to as "Organizational Initiatives."	2006	O
72	Human Services Management NOTE: See Human Development Services	2006	O
73	Identity of Interest (IOI) Implementation Protocol	2008	O
74	Individual Development Accounts (IDAs)	2005	P (2009)
75	Innovative Subsidy Strategies for AHA's Affordable Communities providing Housing for Seniors and Residents with Disabilities	2008	O
76	John O. Chiles Annex Supportive Housing Pilot NOTE: In FY 2008 and 2009, this initiative was discussed under "Project Based Rental Assistance as a Development Tool: Developing Alternative and Supportive Housing Resources."	2008	O
77	Landlord Eligibility and Performance Standards	2012	O
78	Landlord Relationship Management (Housing Choice Supporting Projects - Landlord Services)	2010	O
79	Leasing Incentive Fee (LIF)	2008	O
80	Local Asset Management Program (LAMP)	2010	O
81	Long-term Strategic Planning	2013	O
82	Low Income Operating Subsidy and Related Income	2007	O
83	Mark-to-Market Program	2006	O
84	Master Database of Real Estate Owned Portfolio	2012	O
85	Media Management NOTE: In FY 2006-2008, this activity was referred to as "Communications Plan."	2006	O
86	Mixed Income Communities "Working Laboratory Initiative" NOTE: See Private Sector Innovation	2006	O

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
87	MTW Benchmarking Study	2005	O
88	MTW Mixed-Finance Closing Procedures Protocol	2005	O
89	<b>Next Generation Solutions Project</b> <i>NOTE: In FY 2010 Plan, this activity was referred to as "Housing Choice Operating System (Housing Choice Supporting Projects-Financial and Business Operations)."</i>	2006	O
90	Non-Elderly Disabled Income Disregard	2011	O
91	<b>Operational Enhancements</b> <b>(Housing Choice Supporting Projects - Housing Assistance Payments Contracting)</b>	2010	O
92	<b>Organizational Capabilities including AHA University</b> <i>NOTE: See Human Resources Development</i>	2013	O
93	Organizational Initiatives	2006	O
94	<b>Oversight of Turnkey III Assets</b> <i>NOTE: During FY 2006, this activity was referred to as "Close-out of the Turnkey of Homebuyers Program."</i>	2006	C (2009)
95	<b>Participant Relationship Management</b> <b>(Housing Choice Supporting Projects - Participant Services)</b>	2010	O
96	<b>Performance-based Inspections for Multi-family Properties</b> <i>NOTE: See Enhanced Inspection Standards</i>	2012	O
97	<b>Permanent Designated Housing</b> <i>NOTE: In FY 2005, this activity was referred to as "Designated Housing."</i>	2005	O
98	<b>Place-Based and People-Based De-concentration Plan / Strategy</b> <i>NOTE: See Deconcentration Strategy</i>	2005	O
99	Place-Based Supportive Services Strategy Pilot	2006	O
100	<b>Policy Changes</b> <b>(Housing Choice Supporting Projects - Participant Services)</b>	2010	O
101	<b>Port Administration Re-engineering</b> <i>NOTE: During FY 2006-FY 2008, this activity was referred to as "AHA Standards and Incoming / Outgoing Ports." In FY 2009, was referred to as "Automated Outbound Portability Billing." In FY 2010, was referred to as "Port Administration (Housing Choice Supporting Projects - Financial and Business Operations)."</i>	2006	O
102	<b>Pre-Qualification of Units</b> <b>(Re-engineering Housing Choice Operations)</b>	2008	P (2009)
103	Pre-Relocation Client Education	2008	C (2010)
104	<b>Private Sector Innovation</b> <i>NOTE: In FY 2006-2007, this activity was referred to as Mixed-Income Communities "Working Laboratory Initiative."</i>	2006	O
105	Process for Project Based Rental Assistance Developer Selection	2008	O
106	Procurement Enhancements	2008	O
107	Program Flexibility for Special Purpose Vouchers Protocol	2008	O
108	<b>Program Moves</b> <b>(Housing Choice Supporting Projects - Participant Services)</b> <i>NOTE: In FY 2006, this activity was referred to as "Voucher Administration Reform: Residential Moves."</i>	2006	O
109	<b>Program Performance Indicators</b> <b>(Housing Choice Supporting Projects - Program Support)</b>	2009	O
110	Project Based Accounting and Financial Systems	2006	O

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
111	<b>Project Based Rental Assistance as a Strategic Tool</b> <i>NOTE: During FY 2008-2012, this activity was referred to as "Project Based Rental Assistance as a Development Tool"; FY 2005-2007, was referred to as "Project Based Voucher as a Development Tool."</i>	2005	O
112	<b>Project Based Rental Assistance for Supportive Housing</b> <i>NOTE: In FY 2012, this activity was referred to as "Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration." During FY 2006-2011, this activity was captured under "Developing Alternative and Supportive Housing Resources."</i>	2006	O
113	<b>Project Based Rental Assistance Inside of Mixed Income Communities</b> <i>NOTE: During FY 2006, this activity was referred to as "Project Based Voucher as a Development Tool."</i>	2006	O
114	<b>Project Based Rental Assistance Mental Health Demonstration</b> <i>NOTE: See Project Based Rental Assistance for Supportive Housing</i>	2006	O
115	<b>Project Based Rental Assistance Regional Expansion Program</b>	2008	O
116	<b>Project Based Rental Assistance Site Based Administration</b> <i>NOTE: In FY 2007, this activity was referred to as "Project Based Voucher On-Site Administration." In FY 2006, activity was referred to as "Voucher Administration Reform: On-Site Administration."</i>	2008	O
117	<b>Project Based Rental Assistance Site &amp; Neighborhood Standards</b>	2008	O
118	<b>Project Based Rental Assistance Special Needs Demonstration Program</b> <i>NOTE: See Project Based Rental Assistance for Supportive Housing</i>	2006	O
119	<b>Project Based Voucher as a Development Tool</b> <i>NOTE: See Project Based Rental Assistance as a Strategic Tool</i>	2005	O
120	<b>Project Based Voucher On-Site Administration (Housing Choice Voucher Administration Reform)</b> <i>NOTE: See Project Based Rental Assistance Site Based Administration</i>	2007	O
121	<b>Proposed Land Transactions and Sale of Assets</b> <i>NOTE: In FY 2010-2012, this activity was referred to as "Proposed Land Swaps." FY 2006-2009, activity was captured in Real Estate Development and Acquisitions acquisition strategy for communities undergoing revitalization.</i>	2006	O
122	<b>Quality of Life (QLI) Initiative</b>	2007	C (2010)
123	<b>Rapid Response Team</b> <i>NOTE: In FY 2008, this initiative was referred to as the "Rapid Response Assistance Team."</i>	2008	O
124	<b>Re-engineering Property Owner / Vendor Process (Re-engineering Housing Choice Operations)</b>	2008	O
125	<b>Re-engineering the Housing Choice Voucher Program</b> <i>NOTE: From FY 2007-2010, was referred to as "Re-engineering Housing Choice Operations."</i>	2007	O
126	<b>Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities including Centennial Place</b> <i>NOTE: From FY 2006-2010, this initiative was referred to as "Sustaining Mixed Income Investments." In FY 2005, was referred to as "Sustaining Investments in Mixed-Income, Mixed-Finance Communities."</i>	2005	O
127	<b>Relocation Policies (Re-engineering Housing Choice Operations)</b>	2007	O
128	<b>Rent Reasonableness</b> <i>NOTE: During FY 2007, this activity was referred to as the "Automated Rent Reasonableness System."</i>	2007	O
129	<b>Rent Simplification / AHA Standard Deductions</b>	2008	O
130	<b>Re-Occupancy Process</b>	2008	O
131	<b>Replacement Housing Factor Funds</b>	2008	O
132	<b>Reposition and Expand Property Management Strategy for AHA-Owned Residential Communities</b>	2013	O
133	<b>Resident Survey</b>	2004	O



NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
134	Resource Development to Support Family Success	2011	O
135	<b>Responsible Relocation</b> NOTE: In FY 2006, was referred to as "Enhanced Relocation Process."	2006	O
136	<b>Revitalization Program</b> NOTE: Starting in FY 2008, this program was referred to as "Revitalization Program." In FY 2005, was referred to as "Repositioning Portfolio" and "Real Estate Development and Acquisitions."	2005	O
137	School Attendance Requirement	2006	O
138	Service Provider Network	2006	O
139	<b>Setting Market Rents Under Housing Choice; Fixed Subsidy</b> NOTE: See AHA Submarket Payment Standards and Rent Reasonableness	2005	O
140	<b>Single Family Home Rental Demonstration</b> NOTE: In FY 2012, this activity was referred to as "Neighborhood Stabilization Demonstration Program."	2012	O
141	<b>Single Family Unit Residency / Homeownership Standards</b> NOTE: See Standards for Residency in Single Family Homes	2006	O
142	<b>Staff Capacity</b> (Housing Choice Supporting Projects - Participant Services)	2010	O
143	<b>Stakeholder Education and Engagement Initiative</b> NOTE: See Communications Plan	2013	O
144	<b>Standards for Residency in Single Family Homes</b> NOTE: In FY 2006, this activity was referred to as "Single Family Unit Residency/Homeownership Standards."	2006	P (2008)
145	<b>Statement of Corporate Policies (SCP) Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)</b>	2005	O
146	<b>Statement of Policies for Supportive Housing</b>	2012	O
147	<b>Statement of Policies Governing the Housing Choice Tenant-Based Program (Statement of Housing Choice Policies)</b> NOTE: During FY 2007-2008, this policy was referred to as the "Administrative Plan."	2005	O
148	<b>Streamlining Property-Level Operations</b> NOTE: In FY 2005, this activity was discussed under "Sustaining Investments in Mixed-Income, Mixed-Finance Communities."	2005	O
149	<b>Subsidy Conversion</b> NOTE: In FY 2005, this activity was discussed under "Real Estate Development and Acquisitions" Also see Innovative Subsidy Strategies for AHA's Affordable Communities providing Housing for Seniors and Residents with Disabilities	2005	O
150	<b>Subsidy Layering Review and Approval</b>	2010	O
151	<b>Supportive Services for Persons with Mental Disabilities</b> NOTE: In FY 2012, this activity was referred to as "Proposal for Supportive Services."	2012	O
152	<b>Tax Credit Compliance Model</b> NOTE: See Streamlining Property-Level Operations	2005	O
153	<b>Technology Solutions</b> (Housing Choice Supporting Projects - Housing Assistance Payments Contracting & Landlord Services)	2010	O
154	<b>Technology Solutions</b> (Housing Choice Supporting Projects - Participant Services) NOTE: See Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)	2007	O
155	<b>Thriving Family Index</b>	2012	O
156	<b>Transforming All Conventional Public Housing Assisted Communities to Market Rate, Mixed-Income Communities</b> NOTE: See Revitalization Program	2005	O

NO.	Supporting Activity / Project / Initiative	MTW Plan Start Year	Current Status
157	UHAP Bankcards (Housing Choice Supporting Projects - Program Support)	2008	O
158	Use of MTW Funds	2009	O
159	Utility Allowance Waiver	2007	D (2010)
160	Veterans Supportive Housing	2013	O
161	Video Call Down System	2005	D (2011)
162	Violence Against Women Act (VAWA)	2007	O
163	<b>Work/Program Requirement</b> <i>NOTE: Starting FY 2012, the program was referred to as "Work/Program Requirement." During FY 2005-2011, this program was referenced in several ways: "Program Participation Requirement," "Work/Program Participation Requirement," and "Work Requirement."</i>	2005	O

## Appendix D: Housing Opportunities Information

### 1. Households Served Projections

As defined in AHA's MTW Agreement, Households Served includes all AHA-assisted households ("AHA Families") plus low-income families living in affordable housing facilitated by AHA's investments. This includes Low-Income Housing Tax Credit units, down payment assistance (homeownership), and other services.

		Household Totals	
Community & Program Type	Type of Assistance <sup>(3)</sup>	Projected End of FY 2013	Projected End of FY 2014
AHA-Owned Residential Communities	PH	1,942	1,942
AHA-Sponsored Mixed-Income Communities	PH	2,471	2,522
	PBRA	1,404	1,404
	LIHTC-only	1,078	1,117
PBRA Mixed-Income Developments	PBRA	2,442	2,442
	LIHTC-only	1,644	1,644
Supportive Housing Programs	PBRA	546	936
Housing Choice Tenant-Based <sup>(1)</sup>	HCV	7,137	7,411
Housing Choice Ports	HCV	2,292	2,172
Housing Choice Homeownership	HCV	68	65
Homeownership - Other <sup>(2)</sup>	Down-payment	283	313
<b>TOTAL</b>		<b>21,307</b>	<b>21,968</b>

**NOTES:**

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

<sup>(1)</sup> Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, 25 HUD-VASH vouchers and port-ins being administered by AHA for other PHAs.

<sup>(2)</sup> Homeownership - Other category includes down payment assistance through AHA's Owners/Builders Initiative or through AHA's Revitalization Program .

<sup>(3)</sup> 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, 2012)**

Community & Program Type	Number of Households											
	by Unit Size					by Family Type <sup>(1)</sup>			by Income Group (percent of Area Median Income (AMI))			
	0/1	2	3	4	>4	Elderly (62+)	18-61 Disabled	Other	<30%	30-50%	50-80%	>80%
AHA-Owned Residential Communities	1,836	45	20	29	0	1,139	700	91	1,715	185	27	3
AHA-Sponsored Mixed-Income Communities <sup>(2)</sup>	1,552	1,438	542	49	0	1,464	477	1,639	3,055	479	46	1
PBRA Mixed-Income / Supportive Housing <sup>(2) (3)</sup>	1,344	1,080	168	5	0	1,342	409	846	2,355	237	5	0
Housing Choice Tenant-Based	1,282	2,253	2,349	784	151	980	1,622	4,216	5,110	1,409	286	14
Housing Choice Ports	309	803	983	254	50	243	415	1,741	1,924	417	57	1
Housing Choice Homeownership	1		55	21	6	6	4	73	21	40	20	2

**NOTES:**

<sup>(1)</sup> Elderly Household = head-of-household, spouse, or sole adult member is age 62 or older. Disabled Household = head-of-household, spouse, or sole adult member is age 18-61 and has a verified disability. Other = all other households.

<sup>(2)</sup> AHA does not capture household characteristics for LIHTC-only units within AHA-Sponsored Mixed-Income Communities and PBRA Mixed-Income / Supportive Housing Developments

<sup>(3)</sup> Numbers shown do not include data for Gateway at East Point or Manor at Scotts Crossing as these developments had not reached stabilized occupancy as of 6-30-2012.

### 3. Waiting List Characteristics (actuals as of June 30, 2012)

	# Waiting List Households by Percent Area Median Income (AMI)				# Waiting List Households by Bedroom Size Requested					# Waiting List Households by Family Size (# of Members)									
Community & Program Type	<30%	30-50%	51-80%	>80%	Studio	1 BR	2 BR	3 BR	4+ BR	1	2	3	4	5+	TOTAL				
AHA-Owned Residential Communities	1,861	174	13	1	307	1,389	274	51	27						2,048				
AHA-Sponsored Mixed-Income Communities <sup>(1)</sup>	10,796	7,750	1,444	82	0	4,570	10,702	5,678	375						21,325				
PBRA Mixed-Income / Supportive Housing <sup>(1) (2)</sup>	743	3,735	207	66	0	1,226	2,510	1,015	0						4,751				
Housing Choice Tenant-Based <sup>(3)</sup>	3,873	1,395	29	2						821	1,259	1,377	982	860	5,299				
TOTAL					17,273	13,054	1,693	151	307	7,185	13,486	6,744	402	821	1,259	1,377	982	860	33,423

**NOTES:**

<sup>(1)</sup> 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. Also, one community's waiting list is not included in the Households by Percent Area Median Income chart, because specific income information was not available on that waiting list.

<sup>(2)</sup> Numbers shown do not include data for Gateway at East Point, Manor at Scotts Crossing, O'Hern House, or Retreat at Edgewood as these developments had not reached stabilized occupancy as of 6-30-2012

<sup>(3)</sup> 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 2014)

		Units by Bedroom Size					
Community	Type of Assistance	Studio	1 BR	2 BR	3 BR	4+ BR	TOTAL Units
Ashley Auburn Pointe II	PH		24	24	3		51
Imperial Hotel	PBRA	90					90
TBD (new Supportive Housing)	PBRA						300
TOTAL		90	24	24	3	0	441

**NOTE:**

No PH or PBRA units are projected to be removed during FY 2014.

## 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
<b>AHA-Owned Residential Communities</b>	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 2014.</p> <p>AHA does not anticipate any significant changes to the number of families on the waiting list.</p>
<b>AHA-Sponsored Mixed-Income Communities &amp; PBRA Mixed-Income / Supportive Housing</b>	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>
<b>Housing Choice Tenant-Based</b>	AHA does not anticipate any issues for Housing Choice participants in leasing quality rental units in the Atlanta market.	AHA pulled from its Housing Choice waiting lists during FY 2013 and expects to continue this process through FY 2014.

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Definitions:

- PH = Public Housing (ACC-assisted) units
- PBRA = Project Based Rental Assistance units
- LIHTC = Low-Income Housing Tax Credits 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	Type of Assistance	
		PH	PBRA
1	Barge Road Highrise	X	
2	Cheshire Bridge Road Highrise	X	
3	Cosby Spear Highrise	X	
4	East Lake Highrise <sup>(1)</sup>	X	
5	Georgia Avenue Highrise	X	
6	Hightower Manor Highrise	X	
7	Juniper and Tenth Highrise	X	
8	Marian Road Highrise	X	
9	Marietta Road Highrise	X	
10	Peachtree Road Highrise	X	
11	Piedmont Road Highrise	X	
12	Martin Street Plaza	X	
13	Westminster	X	

<sup>(1)</sup> 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, 2012)

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

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### AHA Sponsored Mixed-Income, Mixed-Finance Communities

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

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

<sup>(2)</sup> Veranda at Scholars 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, 2012)

### PBRA Mixed-Income Developments and 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	Type of Assistance	
		PH	PBRA
1	Adamsville Green		X
2	Arcadia at Parkway Village		X
3	Ashton Browns Mill		X
4	Auburn Glenn		X
5	Avalon Park Family		X
6	Avalon Park Senior		X
7	Avalon Ridge		X
8	Campbell Stone		X
9	Columbia at Sylvan Hills		X
10	Columbia Colony Senior		X
11	Columbia Senior Residences at Blackshear		X
12	Columbia Senior Residences at Edgewood		X
13	Columbia South River Gardens		X
14	Constitution Avenue Apartments		X
15	Crogman School Apartments		X
16	First Step		X
17	Gateway at East Point		X
18	GE Towers		X
19	Heritage Green		X

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### PBRA Mixed-Income Developments and Supportive Housing

#	Community	Type of Assistance	
		PH	PBRA
20	Heritage Station I		X
21	Heritage Station II		X
22	Highbury Terraces		X
23	Legacy at Walton Lakes		X
24	Manor at Scott's Crossing		X
25	Odyssey Villas		X
26	O'Hern House		X
27	Park Commons HFOP		X
28	Park Commons HFS		X
29	Pavilion Place		X
30	Peaks at MLK		X
31	Renaissance at Park Place South		X
32	Retreat at Edgewood		X
33	Seven Courts		X
34	Summit Trail		X
35	Villas of H.O.P.E.		X
36	Welcome House		X
37	Woodbridge at Parkway Village		X
38	Woods at Glenrose		X

<sup>(1)</sup> Each community is located in Fulton County, except Columbia Senior Residences at Edgewood and Retreat at Edgewood and Summit Trail, which are located in DeKalb County.

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### 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, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
<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>				
14-0117-0003-055-2	0 Abbott St	Atlanta	GA	30310
14-0117-0002-103-1	305 Abbott St	Atlanta	GA	30310
14-0117-0003-017-2	320 Abbott St	Atlanta	GA	30310
15-180-02-025	0 Alston Dr SE	Atlanta	GA	30317
14-0072-0006-094-1	257 Amal Dr	Atlanta	GA	30315
14-0072-0002-032-5	0 Arthur J. Langford Rd	Atlanta	GA	30315
14-0116-0003-078-5	0 Ashby St	Atlanta	GA	30314
14-0046-0010-140-9	0 Auburn Ave NE	Atlanta	GA	30303
14-0046-0010-141-7	333 Auburn Ave NE	Atlanta	GA	30303
14-0046-0010-197-9	333 Auburn Ave NE	Atlanta	GA	30303
14-0117-0002-037-1	0 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-038-9	0 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-039-7	0 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-102-3	1015 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-040-5	1047 Baldwin St SW	Atlanta	GA	30310
14-0117-0002-095-9	1059 Baldwin St SW	Atlanta	GA	30310
17-0267-LL-075-5	3475 Bankhead Hwy NW	Atlanta	GA	30331
17-0267-LL-083-9	3476 Bankhead Hwy NW	Atlanta	GA	30331
14-0252-LL-064-3	2440 Barge Rd SW	Atlanta	GA	30331
14-0047-0001-093-0	0 Bedford Pl NE	Atlanta	GA	30303
14-0110-0004-034-3	875 Booker Washington Dr	Atlanta	GA	30314
14-0110-0007-007-6	880 Booker Washington Dr	Atlanta	GA	30314
14-0110-0004-036-8	883 Booker Washington Dr	Atlanta	GA	30314
14-0110-0007-006-8	886 Booker Washington Dr	Atlanta	GA	30314
14-0110-0007-004-3	890 Booker Washington Dr	Atlanta	GA	30314
14-0042-0004-080-9	951 Boulevard SE	Atlanta	GA	30312
14-0051-0009-159-4	0 Butler St	Atlanta	GA	30303
14-0051-0009-160-2	0 Butler St	Atlanta	GA	30303
14-0110-0009-017-3	757 Carter St	Atlanta	GA	30314
14-0110-0009-019-9	765 Carter St	Atlanta	GA	30314
14-0110-0009-018-1	767 Carter St	Atlanta	GA	30314
14-0079-0006-003-5	0 Centennial Olympic Park Dr NW	Atlanta	GA	30313
14-0079-0011-059-0	0 Centennial Olympic Park Dr NW	Atlanta	GA	30313
17-0005-LL-085-1	0 Cheshire Bridge Rd	Atlanta	GA	30324
17-0005-LL-086-9	2170 Cheshire Bridge Rd	Atlanta	GA	30324
17-0227-LL-018-4	0 Clarissa Dr NW	Atlanta	GA	30318
14-0041-0002-035-6	0 Climax St SE	Atlanta	GA	30315
14-0041-0002-052-1	373 Climax St SE	Atlanta	GA	30315
14-0041-0002-029-9	374 Climax St SE	Atlanta	GA	30315
14-0041-0002-051-3	379 Climax St SE	Atlanta	GA	30315
14-0041-0002-030-7	380 Climax St SE	Atlanta	GA	30315

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
14-0041-0002-050-5	385 Climax St SE	Atlanta	GA	30315
14-0041-0002-031-5	388 Climax St SE	Atlanta	GA	30315
14-0041-0002-049-7	393 Climax St SE	Atlanta	GA	30315
14-0041-0002-032-3	394 Climax St SE	Atlanta	GA	30315
14-0041-0002-033-1	400 Climax St SE	Atlanta	GA	30315
14-0041-0002-034-9	406 Climax St SE	Atlanta	GA	30315
14-0041-0002-048-9	407 Climax St SE	Atlanta	GA	30315
14-0041-0002-047-1	411 Climax St SE	Atlanta	GA	30315
14-0041-0002-036-4	412 Climax St SE	Atlanta	GA	30315
14-0041-0002-046-3	417 Climax St SE	Atlanta	GA	30315
14-0041-0002-037-2	418 Climax St SE	Atlanta	GA	30315
14-0041-0002-038-0	424 Climax St SE	Atlanta	GA	30315
14-0041-0002-045-5	425 Climax St SE	Atlanta	GA	30315
14-0041-0002-039-8	430 Climax St SE	Atlanta	GA	30315
14-0041-0002-044-8	431 Climax St SE	Atlanta	GA	30315
14-0041-0002-040-6	436 Climax St SE	Atlanta	GA	30315
14-0041-0002-043-0	437 Climax St SE	Atlanta	GA	30315
14-0041-0002-041-4	442 Climax St SE	Atlanta	GA	30315
14-0041-0002-042-2	443 Climax St SE	Atlanta	GA	30315
17-0225-LL-052-5	1532 Craftsman Rd NW	Atlanta	GA	30318
14-0085-0013-115-0	330 Crumley St SW	Atlanta	GA	30312
14-0085-0013-088-9	376 Crumley St SW	Atlanta	GA	30312
14-0085-0013-085-5	390 Crumley St SW	Atlanta	GA	30312
14-0085-0013-084-8	394 Crumley St SW	Atlanta	GA	30312
14-0081-0001-110-9	0 Curran St NW	Atlanta	GA	30318
14-0081-0004-107-2	0 Curran St NW	Atlanta	GA	30318
14-0041-0002-057-0	0 Dalton St SE	Atlanta	GA	30315
14-0041-0002-053-9	374 Dalton St SE	Atlanta	GA	30315
14-0041-0002-060-4	375 Dalton St SE	Atlanta	GA	30315
14-0041-0002-054-7	380 Dalton St SE	Atlanta	GA	30315
14-0041-0002-059-6	381 Dalton St SE	Atlanta	GA	30315
14-0041-0002-055-4	386 Dalton St SE	Atlanta	GA	30315
14-0041-0002-058-8	387 Dalton St SE	Atlanta	GA	30315
14-0041-0002-056-2	394 Dalton St SE	Atlanta	GA	30315
14-0045-0006-037-4	380 Decatur St SE	Atlanta	GA	30312
14-0075-0008-075-5	0 Doane St	Atlanta	GA	30312
17-0227-LL-003-6	590 Dobbs Circle	Atlanta	GA	30318
17-0227-LL-075-4	0 Drew Pl	Atlanta	GA	30318
15-180-03-023	380 East Lake Blvd SE	Atlanta	GA	30317
15-180-02-016	421 East Lake Blvd SE	Atlanta	GA	30317
15-180-03-025	457 East Lake Blvd SE	Atlanta	GA	30317
15-180-03-020	460 East Lake Blvd SE	Atlanta	GA	30317
14-0109-0005-076-6	178 Elm St SW	Atlanta	GA	30314
14-0109-0005-075-8	180 Elm St SW	Atlanta	GA	30314

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
14-0041-LL-011-0	0 Englewood Ave SE	Atlanta	GA	30315
14-0041-LL-013-6	0 Englewood Ave SE	Atlanta	GA	30315
14-0041-LL-010-2	505 Englewood Ave SE	Atlanta	GA	30315
14-0041-LL-012-8	505 Englewood Ave SE	Atlanta	GA	30315
14-0109-0005-083-2	0 Fair St SW	Atlanta	GA	30314
14-0084-0005-041-9	605-607 Fair St SW	Atlanta	GA	30314
14-0084-0005-043-5	615 Fair St SW	Atlanta	GA	30314
14-0109-0005-062-6	653 Fair St SW	Atlanta	GA	30314
14-0109-0005-073-3	655 Fair St SW	Atlanta	GA	30314
14-0109-LL-013-5	668 Fair St SW	Atlanta	GA	30314
14-0055-0004-166-0	0 Fern Ave	Atlanta	GA	30315
14-0081-0004-104-9	0 Fifth St	Atlanta	GA	30305
14-0081-0004-105-6	0 Fifth St	Atlanta	GA	30305
14-0075-0001-078-6	0 Formwalt St SW	Atlanta	GA	30312
14-0075-0001-156-0	629 Formwalt St SW	Atlanta	GA	30312
14-0116-0010-082-8	0 Frank St	Atlanta	GA	30314
14-0116-0010-083-6	0 Frank St	Atlanta	GA	30314
14-0116-0010-084-4	928 Frank St	Atlanta	GA	30314
14-0116-0010-058-8	931 Frank St	Atlanta	GA	30314
14-0116-0010-059-6	937 Frank St	Atlanta	GA	30314
14-0116-0010-081-0	940 Frank St	Atlanta	GA	30314
14-0116-0010-060-4	941 Frank St	Atlanta	GA	30314
14-0116-0010-080-2	944 Frank St	Atlanta	GA	30314
14-0116-0010-061-2	945 Frank St	Atlanta	GA	30314
14-0116-0010-079-4	948 Frank St	Atlanta	GA	30314
14-0116-0010-078-6	952 Frank St	Atlanta	GA	30314
14-0116-0010-077-8	954 Frank St	Atlanta	GA	30314
14-0116-0010-076-0	960 Frank St	Atlanta	GA	30314
14-0116-0010-075-2	964 Frank St	Atlanta	GA	30314
14-0116-0010-074-5	968 Frank St	Atlanta	GA	30314
14-0116-0010-109-9	980 Frank St	Atlanta	GA	30314
14-0085-LL-019-0	0 Fulton St	Atlanta	GA	30312
14-0085-LL-020-8	0 Fulton St	Atlanta	GA	30312
14-0085-LL-021-6	0 Fulton St	Atlanta	GA	30312
14-0045-0002-090-7	0 Gartrell St SE	Atlanta	GA	30312
14-0054-0003-075-5	0 Georgia Ave	Atlanta	GA	30312
14-0054-0002-082-2	142 Georgia Ave	Atlanta	GA	30312
14-0054-0002-083-0	174 Georgia Ave	Atlanta	GA	30312
14-0085-0013-101-0	0 Glenn St SW	Atlanta	GA	30312
14-0075-0001-159-4	254 Glenn St SW	Atlanta	GA	30312
14-0085-0013-102-8	1186 Glenn St SW	Atlanta	GA	30312
15-180-03-019	0 Glenwood Ave	Atlanta	GA	30317
14-0026-0001-073-7	0 Grange Dr	Atlanta	GA	30315
14-0026-0001-067-9	863 Grange Court	Atlanta	GA	30315



## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
14-0054-0009-089-0	865 Grant Terrace	Atlanta	GA	30315
14-0082-0006-002-2	467 Gray St NW	Atlanta	GA	30318
14-0108-LL-025-0	565 Greensferry Road	Atlanta	GA	30314
14-0108-LL-023-5	600 Greensferry Road	Atlanta	GA	30314
14-0085-0009-083-6	19 Gregg St SW	Atlanta	GA	30312
17-0225-LL-015-2	0 Grove Park Pl NW	Atlanta	GA	30318
17-0225-LL-034-6	0 Grove Park Pl NW	Atlanta	GA	30318
17-0226-LL-019-3	0 Habershal Dr NW	Atlanta	GA	30318
14-0007-0013-019-9	1150 Henry Thomas Dr	Atlanta	GA	30315
14-0055-0006-065-2	0 Hill St SE	Atlanta	GA	30312
14-0045-LL-480-3	0 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-481-1	0 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-482-9	0 Hilliard St SE	Atlanta	GA	30312
14-0046-0010-204-3	15 Hilliard St SE	Atlanta	GA	30312
14-0045-0001-058-5	20 Hilliard St SE	Atlanta	GA	30312
14-0045-0001-059-3	20 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-474-6	109 Hilliard St SE	Atlanta	GA	30312
14-0045-0001-057-7	110 Hilliard St SE	Atlanta	GA	30312
14-0045-LL-475-3	115 Hilliard St SE	Atlanta	GA	30312
14-0045-0006-036-6	126 Hilliard St SE	Atlanta	GA	30312
17-0251-LL-007-6	1580 Hollywood Rd NW	Atlanta	GA	30318
14-0085-LL-007-5	0 Humphries St	Atlanta	GA	30312
14-0085-LL-013-3	568 Humphries St	Atlanta	GA	30312
14-0079-0006-018-3	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-019-1	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-020-9	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-021-7	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-022-5	0 Hunnicutt St NW	Atlanta	GA	30313
14-0079-0006-023-3	0 Hunnicutt St NW	Atlanta	GA	30313
14-0085-0013-095-4	0 Ira St SW	Atlanta	GA	30312
14-0085-0013-096-2	0 Ira St SW	Atlanta	GA	30312
14-0085-0013-100-2	0 Ira St SW	Atlanta	GA	30312
14-0085-0013-092-1	579 Ira St SW	Atlanta	GA	30312
14-0085-0013-094-7	587 Ira St SW	Atlanta	GA	30312
14-0085-0013-097-0	595 Ira St SW	Atlanta	GA	30312
14-0085-0013-098-8	599 Ira St SW	Atlanta	GA	30312
14-0085-0013-099-6	603 Ira St SW	Atlanta	GA	30312
17-0259-LL-163-9	0 James Jackson Pkwy NW	Atlanta	GA	30318
14-0110-0009-021-5	81 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-022-3	87 James P. Brawley, NW	Atlanta	GA	30314
14-0110-0009-023-1	91 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-025-6	99 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-024-9	93 - 95 James P. Brawley Dr NW	Atlanta	GA	30314
14-0110-0009-158-5	103-111 James P. Brawley Dr NW	Atlanta	GA	30314

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
14-0082-0006-008-9	0 John St	Atlanta	GA	30314
14-0082-0006-009-7	0 John St	Atlanta	GA	30314
14-0082-0006-011-3	0 John St	Atlanta	GA	30314
14-0051-0009-151-1	230 John Wesley Dobbs Ave	Atlanta	GA	30303
17-0225-LL-038-4	0 Johnson Rd NW	Atlanta	GA	30318
17-0225-LL-039-2	0 Johnson Rd NW	Atlanta	GA	30318
17-0225-LL-040-0	0 Johnson Rd NW	Atlanta	GA	30318
17-0225-LL-025-1	1125 Johnson Rd NW	Atlanta	GA	30318
14-0027-LL-134-8	2291 Jonesboro Rd	Atlanta	GA	30315
14-0028-LL-061-2	2471 Jonesboro Rd	Atlanta	GA	30315
14-0116-0010-085-1	0 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0117-0003-013-1	0 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0110-0007-015-9	135 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0116-0010-086-9	285 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0116-0010-119-8	295 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0117-0003-054-5	325 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14-0117-0003-057-8	435 Joseph E. Lowery Blvd SW	Atlanta	GA	30310
14F-0029-LL-039-1	0 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-040-9	0 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-038-3	1371 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-041-7	1371 Kimberly Rd	Atlanta	GA	30331
14F-0029-LL-029-2	1381 Kimberly Rd	Atlanta	GA	30331
15-180-01-006	0 Lakeside Village Dr	Atlanta	GA	30317
14-0117-LL-001-0	406 Lawton St	Atlanta	GA	30310
14-0108-0007-049-2	0 Lee St SW	Atlanta	GA	30310
14-0005-0002-066-5	2413 Leila Lane	Atlanta	GA	30315
14-0047-0004-099-4	0 Linden Ave	Atlanta	GA	30308
14-0006-LL-065-9	2405 Locust Lane SE	Atlanta	GA	30315
14-0117-0006-094-8	0 Lucile Ave	Atlanta	GA	30310
14-0117-0006-103-7	0 Lucile Ave	Atlanta	GA	30310
14-0079-0006-017-5	0 Luckie St NW	Atlanta	GA	30313
14-0079-0001-021-2	523 Luckie St NW	Atlanta	GA	30313
14-0110-0007-058-9	0 Magnolia St NW	Atlanta	GA	30314
14-0110-0009-003-3	760 Magnolia St	Atlanta	GA	30314
14-0110-0009-002-5	768 Magnolia St	Atlanta	GA	30314
17-0048-LL-035-5	760 Marian Rd	Atlanta	GA	30324
17-0244-0001-029-8	2295 Marietta Rd NW	Atlanta	GA	30318
14-0053-0002-003-9	0 Martin St	Atlanta	GA	30312
14-0053-0002-067-4	0 Martin St	Atlanta	GA	30312
14-0053-0001-101-2	371 Martin St	Atlanta	GA	30312
14-0205-0001-076-3	2610 Martin Luther King Jr Dr SW	Atlanta	GA	30311
14-0085-LL-006-7	0 McDaniel St	Atlanta	GA	30312
14-0085-LL-028-1	0 McDaniel St	Atlanta	GA	30310
14-0085-LL-029-9	0 McDaniel St	Atlanta	GA	30310

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
14-0108-LL-002-9	365 McDaniel St	Atlanta	GA	30313
14-0086-0002-081-6	749 McDaniel St	Atlanta	GA	30310
14-0008-LL-016-0	0 McDonough Blvd	Atlanta	GA	30315
14-0008-LL-022-8	0 McDonough Blvd	Atlanta	GA	30315
14-0072-LL-043-5	0 Meldon Ave	Atlanta	GA	30315
15-180-02-018	0 Memorial Dr SE	Atlanta	GA	30317
14-0044-0001-109-7	0 Memorial Dr SE	Atlanta	GA	30312
14-0052-0008-040-6	0 Memorial Dr SE	Atlanta	GA	30312
14-0053-0002-066-6	0 Memorial Dr SE	Atlanta	GA	30312
14-0052-0008-034-9	22 Memorial Dr SE	Atlanta	GA	30312
14-0053-0002-001-3	175 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-016-4	341 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-108-9	359 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-101-4	361 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-099-0	363 Memorial Dr SE	Atlanta	GA	30312
14-0044-0001-022-2	381 Memorial Dr SE	Atlanta	GA	30312
15-180-01-005	2143 Memorial Dr SE	Atlanta	GA	30317
14-0079-0002-024-5	0 Merritts Ave	Atlanta	GA	30313
14-0008-LL-015-2	1773 Moreland Ave	Atlanta	GA	30315
14-0072-LL-044-3	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-045-0	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-046-8	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-047-6	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-048-4	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-049-2	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-050-0	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-051-8	0 Moury Ave SE	Atlanta	GA	30315
14-0072-LL-023-7	174 Moury St	Atlanta	GA	30315
14-0072-0006-089-1	0 New South Pryor Rd	Atlanta	GA	30315
14-0072-0006-095-8	1765 New South Pryor Rd	Atlanta	GA	30315
14-0079-0002-009-6	0 North Ave	Atlanta	GA	30313
14-0047-0001-001-3	301 North Ave NE	Atlanta	GA	30354
14-0047-LL-001-5	361 North Ave NE	Atlanta	GA	30308
14-0081-0001-112-5	0 Northside Dr	Atlanta	GA	30318
17-0149-0008-125-3	0 Northside Dr	Atlanta	GA	30318
14-0044-0001-024-8	0 Oakland Ave SE	Atlanta	GA	30312
14-0044-0001-023-0	303 Oakland Ave SE	Atlanta	GA	30312
14-0108-0003-050-4	899 Park St SW	Atlanta	GA	30310
14-0110-LL-001-7	60 Paschal Blvd	Atlanta	GA	30314
14-0110-LL-003-3	60 Paschal Blvd	Atlanta	GA	30314
17-0111-0005-066-6	2240 Peachtree Rd NW	Atlanta	GA	30309
17-0227-LL-073-9	0 Perry Blvd NW	Atlanta	GA	30318
17-0227-LL-077-0	0 Perry Blvd NW	Atlanta	GA	30318
17-0227-LL-011-9	1800 Perry Blvd NW	Atlanta	GA	30318

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
17-0227-LL-026-7	1810 Perry Blvd NW	Atlanta	GA	30318
17-0228-LL-022-5	2000 Perry Blvd NW	Atlanta	GA	30318
17-0055-0002-018-8	1422 Piedmont Ave NE	Atlanta	GA	30309
17-0098-LL-062-8	3603 Piedmont Rd NE	Atlanta	GA	30305
14-0079-0002-010-4	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-011-2	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-012-0	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-013-8	0 Pine St NW	Atlanta	GA	30313
14-0079-0002-014-6	0 Pine St NW	Atlanta	GA	30313
14-0072-0002-031-7	0 Pryor Rd SW	Atlanta	GA	30315
14-0072-LL-057-8	0 Pryor Rd SW	Atlanta	GA	30315
14-0072-LL-033-6	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-034-4	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-035-1	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-036-9	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-038-5	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-040-1	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-041-9	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-042-7	0 Pryor St SE	Atlanta	GA	30315
14-0072-LL-058-3	0 Pryor St SE	Atlanta	GA	30315
14-0072-0002-023-4	1531 Pryor Rd SW	Atlanta	GA	30315
14-0072-0002-007-7	1569 Pryor Rd SW	Atlanta	GA	30315
14-0072-0002-008-5	1599 Pryor Rd SW	Atlanta	GA	30315
14-0072-0002-012-7	1623 Pryor Rd SW	Atlanta	GA	30315
14-0075-0001-160-2	0 Ralph D. Abernathy Blvd SW	Atlanta	GA	30312
14-0053-0001-107-9	0 Rawson St	Atlanta	GA	30312
14-0053-LL-006-5	101 Rawson St	Atlanta	GA	30312
14-0085-0013-083-0	0 Ray Alley SW	Atlanta	GA	30312
14-0085-0013-113-5	0 Ray Alley SW	Atlanta	GA	30312
14-0076-0007-118-3	250 Richardson St	Atlanta	GA	30312
14-0033-0001-054-8	3698 Ruby H Harper Blvd	Atlanta	GA	30354
14-0073-LL-008-7	1463 S Pryor Rd	Atlanta	GA	30315
14-0072-0002-010-1	1543-1549 S Pryor Rd	Atlanta	GA	30315
14-0072-0002-033-3	1543-1549 S Pryor Rd	Atlanta	GA	30315
14-0117-0003-019-8	0 Sells Ave SW	Atlanta	GA	30310
14-0110-0005-089-6	791 Spencer St	Atlanta	GA	30314
14-0110-0005-021-9	797 Spencer St	Atlanta	GA	30314
14-0110-0004-059-0	835 Spencer St	Atlanta	GA	30314
14-0110-0004-060-8	843 Spencer St	Atlanta	GA	30314
14-0110-0004-048-3	847 Spencer St	Atlanta	GA	30314
14-0110-0004-056-6	855 Spencer St	Atlanta	GA	30314
14-0110-0004-057-4	859 Spencer St	Atlanta	GA	30314
14-0110-0004-015-2	883 Spencer St	Atlanta	GA	30314
14-0110-0004-018-6	895 Spencer St	Atlanta	GA	30314

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
17-0190-LL-040-1	Lois St NW	Atlanta	GA	30318
17-0190-LL-035-1	Rockdale St NW	Atlanta	GA	30318
14-0079-0003-075-6	0 Techwood Dr	Atlanta	GA	30313
17-0106-0009-118-8	150 Tenth St NE	Atlanta	GA	30309
14-0026-0005-026-1	0 Thomasville Blvd	Atlanta	GA	30315
14-0026-0005-027-9	0 Thomasville Blvd	Atlanta	GA	30315
14-0026-LL-051-5	0 Thomasville Blvd	Atlanta	GA	30315
14-0110-0004-053-3	834 Thurmond St	Atlanta	GA	30314
14-0110-0004-054-1	838 Thurmond St	Atlanta	GA	30314
14-0110-0004-064-0	842 Thurmond St NW	Atlanta	GA	30314
14-0110-0004-061-6	846 Thurmond St	Atlanta	GA	30314
14-0110-0004-062-4	850 Thurmond St NW	Atlanta	GA	30314
14-0007-0005-025-6	0 Velma St	Atlanta	GA	30315
14-0084-0005-090-6	136 Vine St	Atlanta	GA	30314
14-0084-0005-091-4	138 Vine St	Atlanta	GA	30314
14-0084-0005-051-8	140 Vine St	Atlanta	GA	30314
14-0084-0005-050-0	146 Vine St	Atlanta	GA	30314
14-0084-0005-049-2	152 Vine St	Atlanta	GA	30314
14-0084-0005-048-4	158 Vine St	Atlanta	GA	30314
14-0084-0005-095-5	162 Vine St	Atlanta	GA	30314
14-0084-0005-096-3	162 Vine St	Atlanta	GA	30314
14-0084-0005-046-8	168 Vine St	Atlanta	GA	30314
14-0084-0005-044-3	172 Vine St	Atlanta	GA	30314
14-0084-0005-034-4	175 Walnut St	Atlanta	GA	30314
14-0117-0005-061-8	0 West End Pl SW	Atlanta	GA	30310
14-0116-0010-027-3	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-093-5	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-096-8	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-099-2	0 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-114-9	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-003-3	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-007-4	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-008-2	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-014-0	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-008-1	0 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-010-7	926 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-009-9	930 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-089-3	931 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-090-1	935 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-007-3	938 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-091-9	939 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-064-4	940 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-092-7	943 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-004-0	944 Westview Dr SW	Atlanta	GA	30310

## 6. AHA-Owned, Managed, and Sponsored Communities and Properties (as of June 30, 2012)

### Facilities and Land Owned or Acquired by AHA

Parcel ID	Address	City	State	Zip Code
14-0117-0003-003-2	948 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-094-3	949 Westview Dr SW	Atlanta	GA	30310
14-0117-0003-002-4	952 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-095-0	953 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-108-1	961 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-100-8	975 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-030-7	981 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-029-9	985 Westview Dr SW	Atlanta	GA	30310
14-0116-0010-028-1	993 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-016-5	1006 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-015-7	1012 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-013-2	1018 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-012-4	1020 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-011-6	1022 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-010-8	1026 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-009-0	1030 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-006-6	1040 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-005-8	1044 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-004-1	1048 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-002-5	1056 Westview Dr SW	Atlanta	GA	30310
14-0117-0002-001-7	1060 Westview Dr SW	Atlanta	GA	30310
14-0085-0013-079-8	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-081-4	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-082-2	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-105-1	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-107-7	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-110-1	0 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-108-5	584 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-114-3	592 Whitehall Terrace SW	Atlanta	GA	30312
14-0085-0013-119-2	602 Whitehall Terrace SW	Atlanta	GA	30312
14-0045-0001-029-6	0 Wm Holmes Borders Sr Dr	Atlanta	GA	30312
14-0053-0001-105-3	0 Woodward Ave SE	Atlanta	GA	30312
14-0053-0001-106-1	0 Woodward Ave SE	Atlanta	GA	30312
14-0053-0001-103-8	79 Woodward Ave SE	Atlanta	GA	30312

**NOTE:** For the listing of Land Swaps, refer to the HUD-approved Revitalization Plan and Section II. 2014 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, 2012)**

<b>1. Occupancy Rate</b>			
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.			
<b>Program / Community Type</b>	<b>AHA MTW Target (at least)</b>	<b>Actual Occupancy Rate (%)</b>	<b>Difference</b>
<b>AHA-Owned Residential Communities</b>			
Barge Road Highrise	98%	99.2%	1.2%
Cheshire Bridge Road Highrise	98%	100.0%	2.0%
Cosby Spear Highrise	98%	99.3%	1.3%
East Lake Highrise	98%	100.0%	2.0%
Georgia Avenue Highrise	98%	98.7%	0.7%
Hightower Manor Highrise	98%	99.2%	1.2%
Juniper and Tenth Highrise	98%	98.7%	0.7%
Marian Road Highrise	98%	100.0%	2.0%
Marietta Road Highrise	98%	99.2%	1.2%
Martin Street Plaza	98%	100.0%	2.0%
Peachtree Road Highrise	98%	99.5%	1.5%
Piedmont Road Highrise	98%	99.5%	1.5%
Westminster	98%	100.0%	2.0%
<b>AHA-Owned Communities Average</b>	<b>98%</b>	<b>99.3%</b>	<b>1.3%</b>
<b>AHA-Sponsored Mixed-Income Communities</b>			
Ashley Auburn Pointe I	98%	100.0%	2.0%
Ashley CollegeTown	98%	98.7%	0.7%
Ashley CollegeTown II	98%	97.1%	-0.9%
Ashley Courts at Cascade I	98%	100.0%	2.0%
Ashley Courts at Cascade II	98%	100.0%	2.0%
Ashley Courts at Cascade III	98%	93.1%	-4.9%
Ashley Terrace at West End	98%	94.1%	-3.9%
Atrium at CollegeTown	98%	97.4%	-0.6%
Capitol Gateway I	98%	98.9%	0.9%
Capitol Gateway II	98%	100.0%	2.0%
Centennial Place I	98%	89.2%	-8.8%
Centennial Place II	98%	92.9%	-5.1%
Centennial Place III	98%	93.2%	-4.8%
Centennial Place IV	98%	94.0%	-4.0%
Columbia Commons	98%	93.8%	-4.3%
Columbia Creste	98%	98.4%	0.4%
Columbia Estate	98%	92.0%	-6.0%
Columbia Grove	98%	96.4%	-1.6%
Columbia Mechanicsville Apartments	98%	100.0%	2.0%
Columbia Park Citi	98%	95.1%	-2.9%
Columbia Senior Residences at Mechanicsville	98%	98.1%	0.1%



Program / Community Type	AHA MTW Target (at least)	Actual Occupancy Rate (%)	Difference
<b>AHA-Sponsored Mixed-Income Communities, cont.</b>			
Columbia Village	98%	100.0%	2.0%
Gardens at CollegeTown	98%	92.3%	-5.7% *
Magnolia Park I	98%	85.1%	-12.9% †
Magnolia Park II	98%	79.5%	-18.5% †
Mechanicsville Crossing	98%	98.5%	0.5%
Mechanicsville Station	98%	95.2%	-2.8% *
Parkside at Mechanicsville	98%	100.0%	2.0%
Veranda at Auburn Pointe	98%	100.0%	2.0%
Villages at Carver I	98%	98.2%	0.2%
Villages at Carver II	98%	84.8%	-13.2% *
Villages at Carver III	98%	99.1%	1.1%
Villages at Carver V	98%	100.0%	2.0%
Villages at Castleberry Hill I	98%	98.5%	0.5%
Villages at Castleberry Hill II	98%	93.9%	-4.1% *
Villages of East Lake I	98%	90.1%	-7.9% *
Villages of East Lake II	98%	95.6%	-2.4% *
<b>AHA-Sponsored Communities Average</b>	<b>98%</b>	<b>96.3%</b>	<b>-1.7% *</b>
<b>Public Housing-Assisted Average</b>	<b>98%</b>	<b>98%</b>	<b>0% *</b>

Meets  
Benchmark

#### A. MANAGEMENT NOTES:

Overall, AHA had 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 shortfall in benchmark performance in some of the AHA-Sponsored Mixed-Income Communities (starred items above), this shortfall is generally attributable to factors such as: eligibility, turnover, and timing, which are unrelated to the viability of the communities.

The occupancy rate within communities with a low number of assisted units can often skew downward with just one or two vacancies. Vacant unit turnovers often occurred just before the end of FY 2012. Those units were subsequently leased during the first month of the new fiscal year. Also, when multiple units were vacated around the same time, the communities often fell below their occupancy target.

Perhaps more so than in previous years, property management has noticed the economy's effect on the applicants' ability to meet eligibility criteria – in particular many applicants on the waiting list do not meet credit requirements or AHA's work/program requirements, or they lack the money for a security deposit.

Additionally, situations unique to some communities, such as extraordinary repairs, age of the waiting list, and property staff turnover effected the timing of leasing units before the reporting deadline.

Property managers will continue to utilize proactive management of the waiting list to ensure a ready pool of eligible applicants when a unit becomes available. 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.

† The Magnolia Park community is not factored into overall result shown above because of substantial operational and financial challenges. HUD is aware of the situation and actions taken to resolve it. AHA is working closely with the managing general partner and the tax credit syndicator to resolve the issues.



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
<b>AHA-Owned Residential Communities</b>			
Barge Road Highrise	2%	0.1%	-1.9%
Cheshire Bridge Road Highrise	2%	0.0%	-2.0%
Cosby Spear Highrise	2%	0.1%	-1.9%
East Lake Highrise	2%	0.1%	-1.9%
Georgia Avenue Highrise	2%	0.0%	-2.0%
Hightower Manor Highrise	2%	0.1%	-1.9%
Juniper and Tenth Highrise	2%	0.3%	-1.7%
Marian Road Highrise	2%	0.1%	-1.9%
Marietta Road Highrise	2%	0.0%	-2.0%
Martin Street Plaza	2%	0.2%	-1.8%
Peachtree Road Highrise	2%	0.1%	-1.9%
Piedmont Road Highrise	2%	0.0%	-2.0%
Westminster	2%	0.6%	-1.4%
<b>AHA-Owned Communities Average</b>	<b>2%</b>	<b>0.1%</b>	<b>-1.9%</b>
<b>AHA-Sponsored Mixed-Income Communities</b>			
Ashley Auburn Pointe I	2%	0.0%	-2.0%
Ashley CollegeTown	2%	3.0%	1.0% *
Ashley CollegeTown II	2%	4.0%	2.0% *
Ashley Courts at Cascade I	2%	8.3%	6.3% *
Ashley Courts at Cascade II	2%	0.3%	-1.7%
Ashley Courts at Cascade III	2%	5.8%	3.8% *
Ashley Terrace at West End	2%	0.0%	-2.0%
Atrium at CollegeTown	2%	0.0%	-2.0%
Capitol Gateway I	2%	6.5%	4.5% *
Capitol Gateway II	2%	0.0%	-2.0%
Centennial Place I	2%	1.8%	-0.2%
Centennial Place II	2%	1.0%	-1.0%
Centennial Place III	2%	1.2%	-0.8%
Centennial Place IV	2%	1.0%	-1.0%
Columbia Commons	2%	0.3%	-1.7%
Columbia Creste	2%	0.6%	-1.4%
Columbia Estate	2%	4.8%	2.8% *
Columbia Grove	2%	1.0%	-1.0%
Columbia Mechanicsville Apartments	2%	2.5%	0.5% *
Columbia Park Citi	2%	4.5%	2.5% *
Columbia Senior Residences at Mechanicsville	2%	0.0%	-2.0%

Program / Community Type	AHA MTW Target (at most)	Actual Rents Uncollected (%)	Difference
<b>AHA-Sponsored Mixed-Income Communities, cont.</b>			
Columbia Village	2%	0.0%	-2.0%
Gardens at CollegeTown	2%	0.0%	-2.0%
Magnolia Park I	2%	9.4%	7.4%
Magnolia Park II	2%	9.6%	7.6%
Mechanicsville Crossing	2%	0.0%	-2.0%
Mechanicsville Station	2%	0.3%	-1.7%
Parkside at Mechanicsville	2%	0.0%	-2.0%
Veranda at Auburn Pointe	2%	0.0%	-2.0%
Villages at Carver I	2%	10.3%	8.3%
Villages at Carver II	2%	7.3%	5.3%
Villages at Carver III	2%	7.9%	5.9%
Villages at Carver V	2%	3.2%	1.2%
Villages at Castleberry Hill I	2%	4.6%	2.6%
Villages at Castleberry Hill II	2%	0.0%	-2.0%
Villages of East Lake I	2%	12.2%	10.2%
Villages of East Lake II	2%	7.7%	5.7%
<b>AHA-Sponsored Communities Average</b>	<b>2%</b>	<b>3.7%</b>	<b>1.7%</b>
<b>Public Housing-Assisted Totals</b>	<b>2%</b>	<b>0.8%</b>	<b>-1.2%</b>

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. The adverse effects of a depressed economy coupled with high unemployment in the Atlanta metropolitan area contributed to the volatility of rent collections especially for low-income working families who experienced layoffs or reduced hours. Additionally, some cases of households with overdue rent are in the termination process, which can last several months, wherein some households are court-ordered not to pay rents. 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.

† The Magnolia Park community is not factored into overall result shown above because of substantial operational and financial challenges. HUD is aware of the situation and actions taken to resolve it. AHA is working closely with the managing general partner and the tax credit syndicator to resolve the issues.

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
<b>AHA-Owned Residential Communities</b>			
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%	99%	0.3%
Marian Road Highrise	99%	100%	1.0%
Marietta Road Highrise	99%	100%	1.0%
Martin Street Plaza	99%	100%	1.0%
Peachtree Road Highrise	99%	100%	1.0%
Piedmont Road Highrise	99%	100%	1.0%
Westminster	99%	100%	1.0%
<b>AHA-Owned Communities Average</b>	<b>99%</b>	<b>99.9%</b>	<b>0.9%</b>
<b>AHA-Sponsored Mixed-Income Communities</b>			
Ashley Auburn Pointe I	99%	100%	1.0%
Ashley CollegeTown	99%	100%	1.0%
Ashley CollegeTown II	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%
Columbia Park Citi	99%	100%	1.0%
Columbia Senior Residences at Mechanicsville	99%	100%	1.0%

Program / Community Type	AHA MTW Target (at least)	Actual Emergency Work Orders Completed / Abated in <24 hrs (%)	Difference
<b>AHA-Sponsored Mixed-Income Communities, cont.</b>			
Columbia Village	99%	100%	1.0%
Gardens at CollegeTown	99%	100%	1.0%
Magnolia Park I	99%	100%	1.0%
Magnolia Park II	99%	100%	1.0%
Mechanicsville Crossing	99%	100%	1.0%
Mechanicsville Station	99%	100%	1.0%
Parkside at Mechanicsville	99%	100%	1.0%
Veranda at Auburn Pointe	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%
Villages at Castleberry Hill I	99%	100%	1.0%
Villages at Castleberry Hill II	99%	100%	1.0%
Villages of East Lake I	99%	100%	1.0%
Villages of East Lake II	99%	100%	1.0%
<b>AHA-Sponsored Communities Average</b>	<b>99%</b>	<b>100.0%</b>	<b>1.0%</b>
<b>Public Housing-Assisted Totals</b>	<b>99%</b>	<b>99.9%</b>	<b>0.9%</b>

†  
†Exceeds  
Benchmark**A. MANAGEMENT NOTES:**

AHA exceeded this benchmark by completing or abating approximately 100% of emergency work orders within 24 hours.

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.

† The Magnolia Park community is not factored into overall result shown above because of substantial operational and financial challenges. HUD is aware of the situation and actions taken to resolve it. AHA is working closely with the managing general partner and the tax credit syndicator to resolve the issues.

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
<b>AHA-Owned Residential Communities</b>			
Barge Road Highrise	7	2.4	-4.6
Cheshire Bridge Road Highrise	7	1.0	-6.0
Cosby Spear Highrise	7	1.1	-5.9
East Lake Highrise	7	1.1	-5.9
Georgia Avenue Highrise	7	1.5	-5.5
Hightower Manor Highrise	7	1.2	-5.8
Juniper and Tenth Highrise	7	2.1	-4.9
Marian Road Highrise	7	3.1	-3.9
Marietta Road Highrise	7	2.2	-4.8
Martin Street Plaza	7	2.0	-5
Peachtree Road Highrise	7	1.1	-5.9
Piedmont Road Highrise	7	1.0	-6.0
Westminster	7	3.9	-3.1
<b>AHA-Owned Communities Average</b>	<b>7</b>	<b>1.6</b>	<b>-5.4</b>
<b>AHA-Sponsored Mixed-Income Communities</b>			
Ashley Auburn Pointe I	7	3	-4.0
Ashley CollegeTown	7	3	-4.0
Ashley CollegeTown II	7	3	-4.0
Ashley Courts at Cascade I	7	3	-4.0
Ashley Courts at Cascade II	7	3	-4.0
Ashley Courts at Cascade III	7	3	-4.0
Ashley Terrace at West End	7	1	-6.0
Atrium at CollegeTown	7	1	-6.0
Capitol Gateway I	7	3	-4.0
Capitol Gateway II	7	3	-4.0
Centennial Place I	7	3	-4.0
Centennial Place II	7	3	-4.0
Centennial Place III	7	3	-4.0
Centennial Place IV	7	3	-4.0
Columbia Commons	7	3	-4.0
Columbia Creste	7	3	-4.0
Columbia Estate	7	3	-4.0
Columbia Grove	7	3	-4.0
Columbia Mechanicsville Apartments	7	3	-4.0
Columbia Park Citi	7	3	-4.0
Columbia Senior Residences at Mechanicsville	7	3	-4.0

Program / Community Type	AHA MTW Target (at most)	Actual Average Days to Complete Routine Work Orders (# days)	Difference
<b>AHA-Sponsored Mixed-Income Communities, cont.</b>			
Columbia Village	7	3	-4.0
Gardens at CollegeTown	7	1	-6.0
Magnolia Park I	7	3	-4.0
Magnolia Park II	7	3	-4.0
Mechanicsville Crossing	7	3	-4.0
Mechanicsville Station	7	3	-4.0
Parkside at Mechanicsville	7	3	-4.0
Veranda at Auburn Pointe	7	1	-6.0
Villages at Carver I	7	3	-4.0
Villages at Carver II	7	3	-4.0
Villages at Carver III	7	3	-4.0
Villages at Carver V	7	3	-4.0
Villages at Castleberry Hill I	7	4	-3.0
Villages at Castleberry Hill II	7	3	-4.0
Villages of East Lake I	7	6	-1.0
Villages of East Lake II	7	4	-3.0
<b>AHA-Sponsored Communities Average</b>	<b>7</b>	<b>2.9</b>	<b>-4.1</b>
<b>Public Housing-Assisted Totals</b>	<b>7</b>	<b>1.9</b>	<b>-5.1</b>

Exceeds  
Benchmark

#### A. MANAGEMENT NOTES:

AHA exceeded this benchmark by fulfilling routine work orders on average within 1.9 days, which is far less time than the 7-day target.

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.

† The Magnolia Park community is not factored into overall result shown above because of substantial operational and financial challenges. HUD is aware of the situation and actions taken to resolve it. AHA is working closely with the managing general partner and the tax credit syndicator to resolve the issues.

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
<b>AHA-Owned Residential Communities</b>			
Barge Road Highrise	100%	100.0%	0%
Cheshire Bridge Road Highrise	100%	100.0%	0%
Cosby Spear Highrise	100%	100.0%	0%
East Lake Highrise	100%	100.0%	0%
Georgia Avenue Highrise	100%	100.0%	0%
Hightower Manor Highrise	100%	100.0%	0%
Juniper and Tenth Highrise	100%	100.0%	0%
Marian Road Highrise	100%	100.0%	0%
Marietta Road Highrise	100%	100.0%	0%
Martin Street Plaza	100%	100.0%	0%
Peachtree Road Highrise	100%	100.0%	0%
Piedmont Road Highrise	100%	100.0%	0%
Westminster	100%	100.0%	0%
<b>AHA-Owned Communities Average</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>
<b>AHA-Sponsored Mixed-Income Communities</b>			
Ashley Auburn Pointe I	100%	100%	0%
Ashley CollegeTown	100%	100%	0%
Ashley CollegeTown II	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%
Columbia Park Citi	100%	100%	0%
Columbia Senior Residences at Mechanicsville	100%	100%	0%

Program / Community Type	AHA MTW Target (at least)	Actual Inspections Completed (%)	Difference
<b>AHA-Sponsored Mixed-Income Communities, cont.</b>			
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%
Parkside at Mechanicsville	100%	100%	0%
Veranda at Auburn Pointe	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%
Villages at Castleberry Hill I	100%	100%	0%
Villages at Castleberry Hill II	100%	100%	0%
Villages of East Lake I	100%	100%	0%
Villages of East Lake II	100%	100%	0%
<b>AHA-Sponsored Communities Average</b>	<b>100%</b>	<b>100.0%</b>	<b>0.0%</b>
<b>Public Housing-Assisted Totals</b>	<b>100%</b>	<b>100.0%</b>	<b>0.0%</b>

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.

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.

† The Magnolia Park community is not factored into overall result shown above because of substantial operational and financial challenges. HUD is aware of the situation and actions taken to resolve it. AHA is working closely with the managing general partner and the tax credit syndicator to resolve the issues.



## 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 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 Work / Program Requirement, 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) **Procurement/Contracts:** AHA conducts this on-site review to audit procedures related to the PMCO procurements and contract management. PMCO staff have made significant progress in maintaining best practices for documentation of contract administration and in public transparency and accountability.

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

(6) **Community Safety/Risk:** This semi-annual 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.

(7) **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.

(8) **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. AHA continues to aggressively combat crime by:

- (1) Dedicating over \$1.8 million during FY 2012 at the AHA-Owned Residential Communities to:
  - i) maintain the security presence of concierges/security staff on the properties, and
  - ii) provide video surveillance and a community security channel,
- (2) Utilizing visitor management systems at the high-rise AHA-Owned Residential Communities to further monitor access to the buildings,
- (3) Collaborating with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AHA-Owned Residential Communities and AHA-Sponsored Mixed-Income Communities,
- (4) Continuing utilization of enhanced criminal screening standards and processes and strict lease enforcement, and
- (5) Completing the necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.



# **Atlanta Housing Authority**

# **Annual Budget**

**For the Fiscal Year  
Beginning July 1, 2012 and Ending June 30, 2013**

**A Year of Transformation and Investment**

***Approved at the June 20, 2012  
Meeting of the AHA Board of Commissioners***

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## **FY 2013 Budget Schedules**

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## MISSION STATEMENT

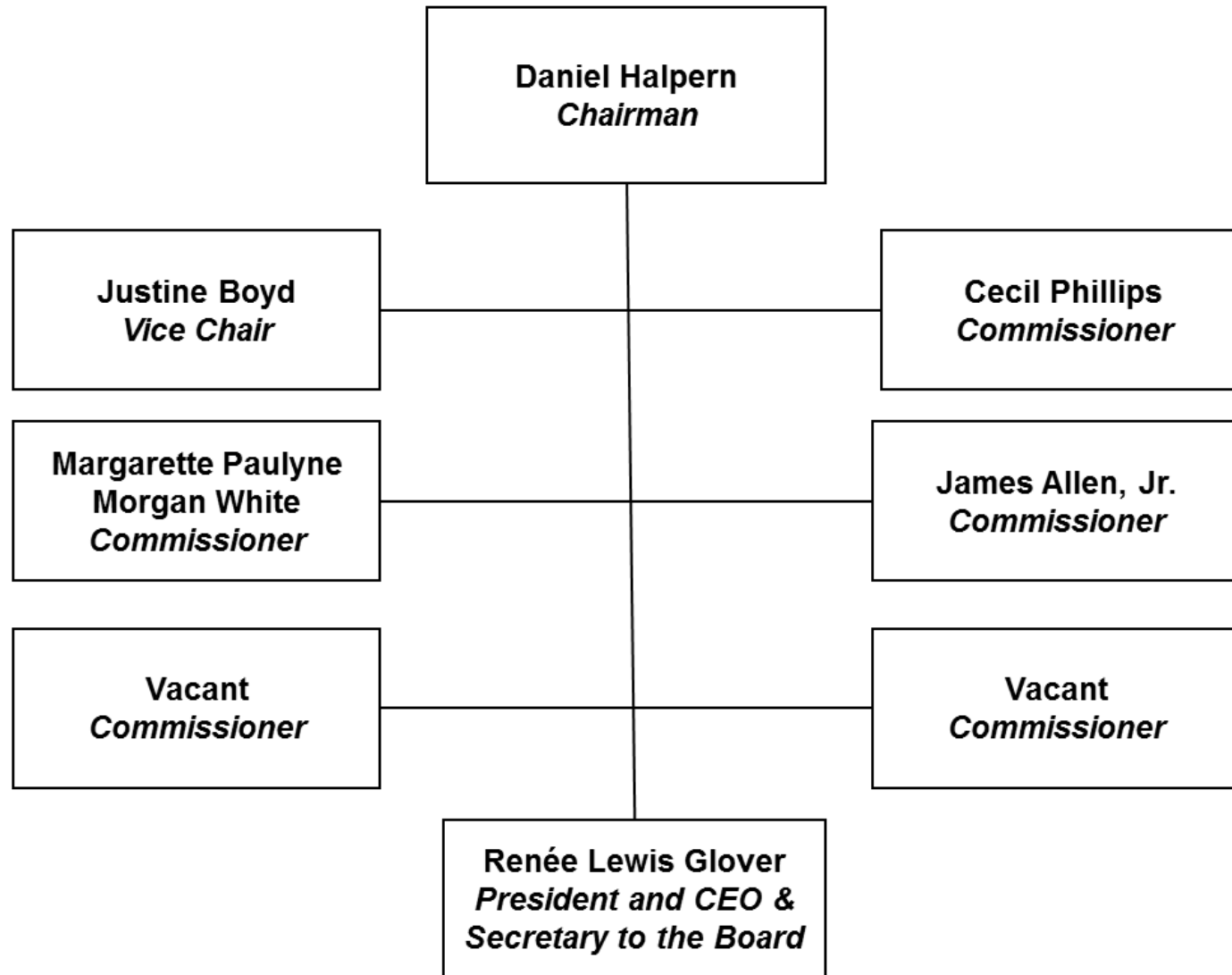
Provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community



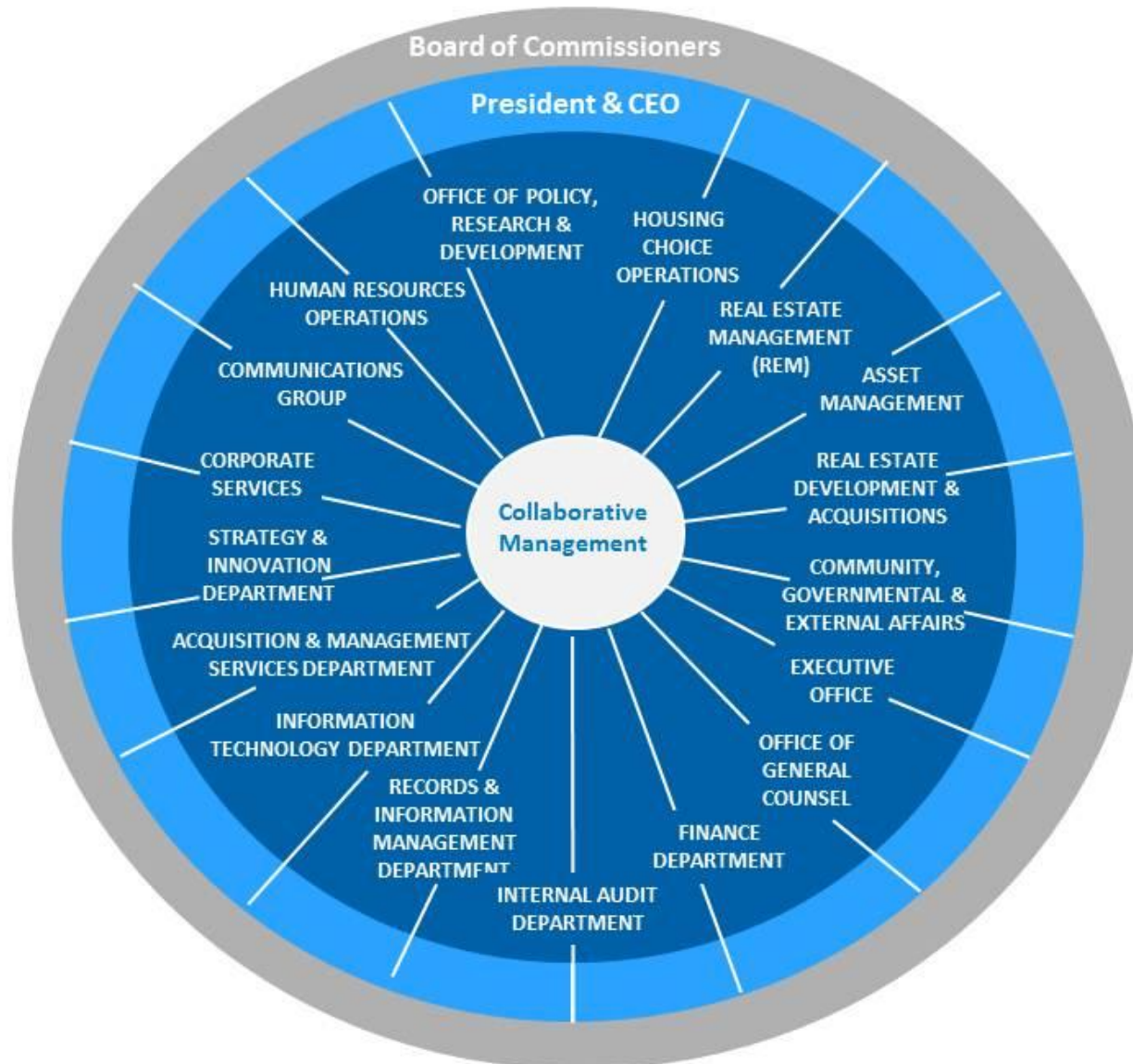
## VISION STATEMENT

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

## AHA's Board of Commissioners



## AHA ORGANIZATION





### **BUDGET OVERVIEW**

#### **AHA's FY 2013 Moving to Work (MTW) Implementation Plan**

The Atlanta Housing Authority's (AHA) FY 2013 Budget (the "FY 2013 Budget") has been developed in conjunction with and as a part of our FY 2013 MTW Implementation Plan (the "FY 2013 MTW Plan"). The FY 2013 MTW Plan was approved by AHA's Board of Commissioners in March 2012 and was submitted to the U.S. Department of Housing and Urban Development (HUD) in April 2012. The Budget must be approved by the Board and submitted to HUD by June 30, 2012.

#### **Guiding Principles**

As the Senior Leadership of AHA approached the preparation of our FY 2013 Budget, we agreed as an enterprise on the following guiding principles:

- AHA's highest overarching priority is serving families in healthy, amenity-rich and economically integrated communities, having, at a minimum, access to public transportation, good schools and supportive services.
- AHA's second-highest overarching priority is to serve substantially the same number of households on June 30, 2013 as it was serving at the end of FY 2011 — 21,267 families.
- FY 2013 will continue as a year of transition and investment and, therefore, AHA will incur a number of "one-time" expenses (reflected in the FY 2013 Budget)

as AHA completes the implementation of the Business Transformation Initiative. This initiative was approved by the Board of Commissioners in January 2010, when the Board approved the selection of the Boston Consulting Group (BCG), an internationally renowned consulting firm, to assist AHA in achieving its full potential as a diversified real estate company, with a public mission and purpose. The underlying premise for the approval of the Business Transformation Initiative (including the ERP Solution) is that such an initiative is a necessary and essential investment in order for AHA to deliver a higher level of service and achieve greater efficiency and effectiveness.

- As Congress engages in the Federal Fiscal Year (FFY) 2013 Appropriations process, Congress and HUD are requiring that local housing authorities accelerate the spend rate of their reserves to advance their agency-planned activities, as reflected in their HUD-approved annual plans. HUD has advised local housing authorities, through various industry groups, that if such reserves are not expended or a plan (acceptable to HUD) is not developed and approved, such reserves are subject to be offset against future appropriations (commencing in Federal Fiscal Year 2013). Consistent with the foregoing, the FY 2013 Budget projects that AHA will spend \$15.3 million of its cash reserves during FY 2013. See page 23 for a detailed discussion.
- Each project and activity funded in the FY 2013 Budget supports one of AHA's three FY 2013 priorities as reflected in AHA's Board-approved FY 2013 MTW Plan. Each department head was required to evaluate



AHA employee headcount, professional services and staff augmentation resources, total administrative costs and service levels against the projects that are projected to be delivered during FY 2013, while sustaining their ongoing operations at agreed service levels.

- A high-level concept statement supporting proposals for new funding sources or revenue opportunities must be presented and approved by Senior Management.

### AHA's FY 2013 Priorities

AHA's FY 2013 Budget was developed in conjunction with and as a part of our FY 2013 MTW Plan.

The FY 2013 Budget encompasses sources and uses of funds that support the following three priorities established in the FY 2013 MTW Plan:

1. Implement the Business Transformation Initiative, including the major components of the ERP 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.

A high-level overview of each priority and associated activities projected for FY 2013 are provided below. Please refer to the FY 2013 MTW Plan for additional information. The sources of funds to support these priorities (sources) and associated

expenditure (uses) are provided in the "Sources" and "Uses of Funds" sections of this narrative.

### **Priority 1: Implement the Business Transformation Initiative including the major components of the ERP 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.

AHA initiated its Business Transformation Initiative as part of a strategy to strengthen AHA's business model – as a diversified real estate company, with a public mission and purpose – and to prepare for the "new normal" in the post-recession real estate and financial markets and constrained Federal budgets. A multi-year effort starting in FY 2010 that will continue through FY 2013, this initiative was commenced in January 2010, when BCG was procured and approved by the Board to: (a) assess and evaluate AHA's then-current business systems and practices; (b) develop and recommend 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 (c) develop and launch a business transformation implementation plan (the "Business Transformation Initiative"). This multi-dimensional initiative covers Process, People, Policy, Technology and Data. The three primary goals of this initiative are:

1. Evolve AHA into a “best-in-class” diversified real estate company with a public mission and purpose;
2. Enhance efficiency and effectiveness of AHA (e.g., reduce manual/repetitive tasks, improve response time, improve data access and reliability, and improve customer service);
3. Properly align organizational structure, culture, human resources, business processes, IT and other systems to position AHA to maintain its national reputation as a thought leader and innovator in affordable housing and comprehensive community-building, and operate its business with excellence.

The recommendations growing out of the BCG assessment include, among others:

1. Undertake a major strategic planning effort, with the goal of establishing a five-year strategic plan, including a five-year real estate plan and a five-year human development plan;
2. Hire a Chief Technology & Information Officer, a Chief Human Resource Officer and a Chief Operating Officer;
3. Redesign the administration of the Housing Choice Voucher Program with a focus on improved customer service and improved efficiency and effectiveness;
4. Evolve governance of real estate activities through the establishment of a Real Estate Committee and evolving the Investment Committee;

5. Oversee and monitor the Information Technology activities through the establishment of an Information Technology Committee;
6. Establish an enterprise-wide Program Management Office to manage major and complex enterprise-wide projects;
7. Implement a performance management system, including an incentive pay program to incent and reward excellent performance;
8. Improve internal communications.

After extensive analysis and research, BCG recommended and AHA determined that an enterprise resource planning system, together with an enterprise content management system and business intelligence (herein, collectively, the “ERP Solution”) would be most transformational and would meet AHA’s goals and objectives. AHA agreed that such a solution would support and enhance AHA’s current and future operations model as follows:

- Increase productivity;
- Reduce or eliminate data entry and collection processes;
- Increase transparency with current, integrated data;
- Enable development of enterprise-level performance indicators;
- Reduce data security risks;
- Enable holistic portfolio management.

The ERP Solution, with YARDI as the procured ERP vendor, was approved by AHA's Board of Commissioners in January 2011. At that meeting, the Board authorized AHA to spend approximately \$10 million (of a projected \$12.7 million budget) to cover the following:

- Purchase of the YARDI software licenses and YARDI related services including, discovery, design and planning services, data conversion services, and configuration and implementation costs;
- Purchase of an enterprise content management (ECM) system (initially thought to be Laserfiche RIO, which would be evolved during a more detailed planning process) and business intelligence; and
- Approximately \$4.3 million for BCG-related cost to assist in change management, business process re-engineering, other consulting services, and to provide strategic guidance and reports to AHA Senior Management and the Board to ensure the successful implementation of the ERP Solution.

The AHA Board decided that the remaining balance of approximately \$2.7 million for bolt-ons, extensions, integrators, fixed hardware and other costs would be approved as the discovery, design and planning phases advanced, and solutions and related procurement processes were completed. Since the January 2011 meeting, all but approximately \$300,000 has been approved by the AHA Board.

During FY 2013, AHA will begin implementation of the major components of the ERP Solution with "go-live" of the Finance, Procurement and Grants Management module scheduled for

July 2, 2012. During discovery, design and planning, AHA determined that Laserfiche RIO was not the right solution and instead selected SharePoint and YARDI Orion as its enterprise content management solution. As a complement to the ECM solution, AHA has created a new Records & Information Management Department, which will support the life-cycle management of AHA's physical and electronic documents/records and provide printing, copying and other administrative services to the enterprise, as well as facilitate AHA's long-term strategy to become paperless.

AHA's Senior Management is committed to an approximate four-year payback, achieved through targeted cost savings commencing in FY 2014, after the implementation of the major components of the ERP Solution.

Consistent with the recommendations by BCG, AHA has established an enterprise program management office (as a best practice) for the implementation of all major and complex enterprise-wide projects. The first major project to be managed by this office is the implementation of the ERP Solution, AHA's single largest and most complex project.

During FY 2013, AHA will continue to invest in a number of change management tools to support the Business Transformation Initiative. One such tool is improved internal communications. In response to a direction by the Board of Commissioners, AHA has created an internal Communications Group. This group is responsible for ensuring that the myriad changes supporting the Business Transformation Initiative are effectively communicated. AHA's intranet and Internet channels will also be modernized and repositioned during FY 2013 to support the ERP Solution.

As part of its Business Transformation Initiative, AHA is implementing an enterprise-wide succession plan for AHA's Senior Leaders. During FY 2012, the AHA Board of Commissioners announced its intention to hire a new President and Chief Executive Officer of AHA. To support such a transition, AHA is hiring a Chief Operating Officer during FY 2013.

In sum, the major FY 2013 activities supporting Priority 1 include:

- A. Implement the major components of the ERP Solution;
- B. Build organizational talent and capabilities, and implement an enterprise-wide succession plan for AHA's Senior Leadership;
- C. Implement a stakeholder education and engagement initiative, including the creation of an internal Communications Group;
- D. Initiate a Board-driven long-term strategic planning process to develop a five-year strategic plan, including a five-year real estate plan;
- E. Develop new sources of revenue and funding.

**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 development partners, who serve as Master Developers have successfully created 16 quality, mixed-use, mixed-income communities with an economic impact to date of approximately \$2 billion. During FY 2013, AHA and its Master Developers will update and continue to advance, subject to market conditions, the

community sustainability aspects of the Master Plans. These aspects are intended to ensure the long-term sustainability, desirability, market competitiveness and stability of the communities. Most of these additional aspects will be developed primarily using conventional private-sector funds.

During FY 2013, AHA will continue to invest in capital improvements at its 11 senior high-rises and 2 family residential properties (AHA-Owned Residential Communities). AHA will also continue to use its Project Based Rental Assistance (PBRA) program for incenting private-sector developers and owners to facilitate additional housing opportunities in quality mixed-income communities. PBRA will also be instrumental in facilitating supportive housing opportunities.

The major FY 2013 activities supporting Priority 2 include:

- 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 with HUD for the four rental phases of mixed-income, mixed-financed phases of Centennial Place, a mixed-use, mixed-income community;
- F. Complete the Energy Performance Contract (EPC) implementation and unit upgrades for AHA-Owned Residential Communities;
- G. Address property-specific, prioritized physical needs at AHA-Owned Residential Communities;

- H. Reposition and expand property management strategy to include redevelopment for AHA-Owned Residential Communities.

**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 more than 12,000 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 families to achieve long-term success in mainstream America, 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 62 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 facilitate successful outcomes for families, human development services are necessary and essential. Using its MTW funds, AHA continues to facilitate the provision of supportive services in several ways:

- 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 teams, AHA's private-sector business partners provide resident programs and services at AHA-Sponsored mixed-income communities and privately owned communities that participate in AHA's PBRA program.
- At the AHA-Owned Residential Communities, each community has a Resident Services Coordinator who assists residents in connecting to appropriate supportive services and also coordinates on-site wellness activities.
- AHA directly provides youth and senior enrichment programs and support.

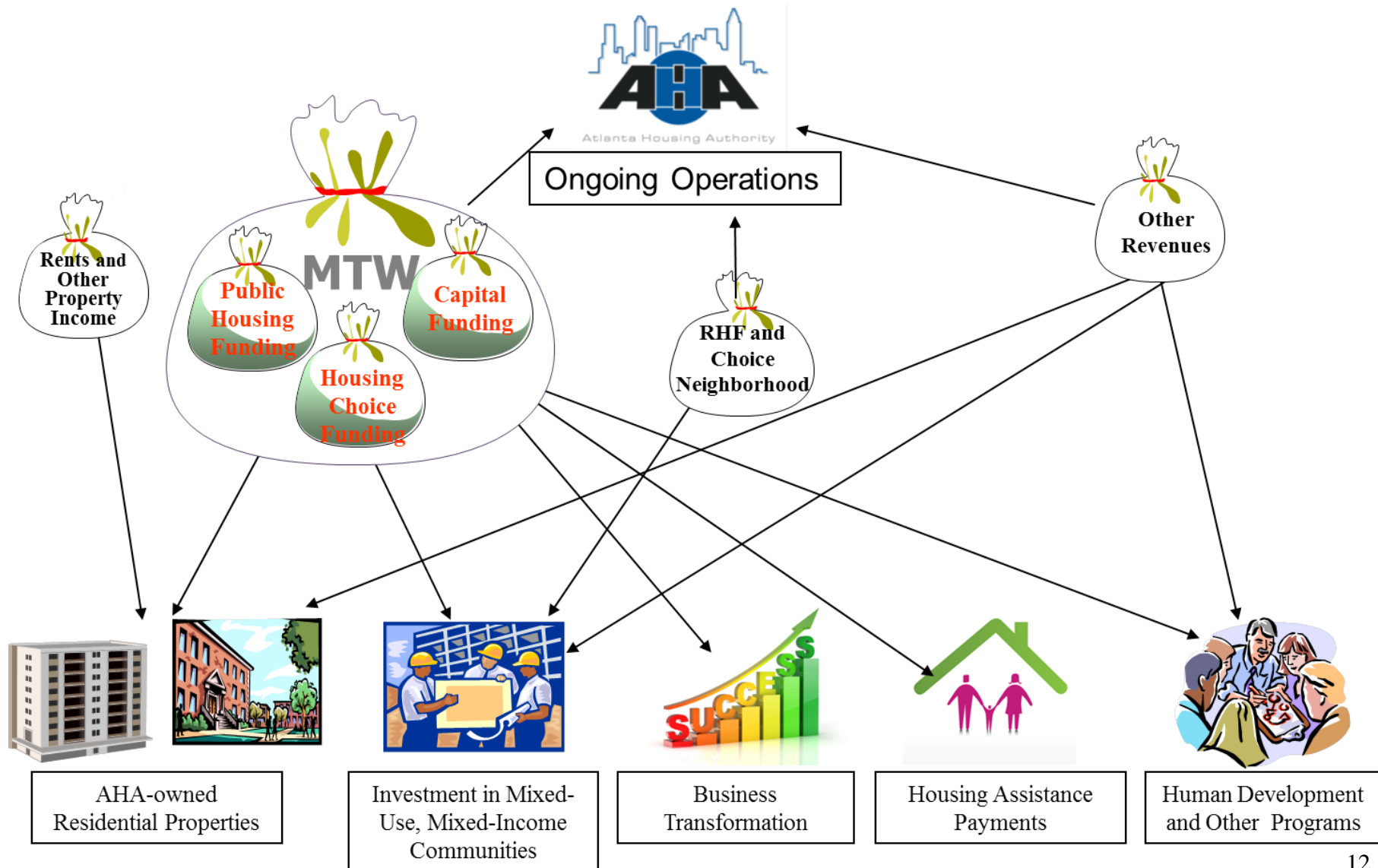
To further enhance its human development strategy, during FY 2013, AHA will develop and implement life-cycle strategies for families, broaden and deepen its strategic partnerships with the education and foundation communities, and establish an endowment fund for long-term sustainability of investments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

The major FY 2013 activities supporting Priority 3 include:

- A. Implement comprehensive human development 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;
- D. Develop and implement aging-well programs for elderly and disabled persons;
- E. Develop and implement programs focused on youth.

## Sources and Uses of Funds





## GENERAL BUDGET ASSUMPTIONS

The FY 2013 Budget (the “Budget”) is presented in a “Sources of Funds” and “Uses of Funds” format. Non-cash accounts such as depreciation and amortization are not included in this presentation.

## SOURCES OF FUNDS ASSUMPTIONS

### **Moving to Work (MTW) Single Fund**

Under AHA’s MTW Agreement, AHA administers its funding for the Housing Choice Vouchers (HCVP), Public Housing Operating Subsidy (Operating Subsidy), and Capital Fund Program (CFP) 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.

### **Fiscal Years, the Congressional Appropriations Process and HUD Funding**

HUD’s HCVP, Operating Subsidy and CFP are funded through the annual federal appropriations process. In November 2011, the President signed the Consolidated and Further Continuing Appropriations Act 2012, Public Law 112-55 (2012 Appropriations Act) which includes the funds that HUD is providing to public housing authorities for calendar year 2012, HUD’s Funding Year (HFY).

AHA’s fiscal year begins on July 1 and ends on June 30. The AHA FY 2013 Budget, therefore, includes six months (July–December 2012) which will be funded based on HFY 2012. HUD has provided AHA with the HFY 2012 funding levels for AHA’s HCVP, Operating Subsidy and CFP award.

The last six months of AHA’s FY 2013 Budget will be funded based on HFY 2013 funding. Because the Congressional Fiscal Year 2013 appropriations process has just begun, AHA cannot be sure of the outcome of the appropriations process and its impact on AHA’s FY 2013 funding levels, especially in light of the Federal deficit and competing national priorities.

Comparison of AHA's Fiscal Year to HUD's Funding Year																							
Calendar Year 2012												Calendar Year 2013											
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 (HFY) 2012												HUD Funding Year (HFY) 2013											
AHA Fiscal Year 2012						AHA Fiscal Year 2013																AHA Fiscal Year 2014	



## HUD Proration Factors, Treatment of Reserves and Allocation Adjustments

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. For example, a 90% proration would provide only 90% of authorized funding to a PHA.

The 2012 Appropriations Act provided a new twist to proration. The act reduced HUD's 2012 funding and authorized HUD to, in turn, reduce funding to PHAs based on the level of each PHA's reserves. These reserves represent unspent cash balances that have accumulated in PHA Public Housing and HCVP programs, and are recorded as reserves for those two programs on the PHA financial statements. Because of AHA's MTW Agreement and its MTW Single Fund, AHA's financial statements do not reflect any Public Housing or HCVP program reserves, but only MTW "reserves."

The 2012 Appropriations required HUD to "offset" up to \$750,000,000 in Public Housing reserves from PHAs across the country. As described above, AHA and other MTW agencies have no Public Housing reserves. Instead of offsetting Public Housing reserves, HUD applied an allocation adjustment on its funding to MTW agencies based on the average percentage reduction applied to "peer" agencies in the same size category. Even after the application of the allocation adjustments, HUD was required to impose a 95% proration on

Operating Subsidy to stay within appropriation funding levels. The total impact on the allocation adjustment and proration on AHA was a 12% reduction of HFY 2012 Operating Subsidy.

The 2012 Appropriations Act also required HUD to offset up to \$650 million in HCVP reserves from PHAs. HUD allocated this offset to the PHAs based on HCVP reserves reported by the agencies in their financial statements. HUD did not, however, apply a peer adjustment to MTW agencies for the HCVP, resulting in HCVP funding to AHA of approximately 100% of the authorized amount after accounting for annual adjustments for inflation and a 99.6% proration.

A bill currently being debated in the U.S. House of Representatives, "Affordable Housing and Self-Sufficiency Improvement Act of 2012," includes a provision that would require HUD to apply the same peer adjustment to MTW agencies for 2013 and future years for all programs as was done in 2012 public housing reserves. At this time, the fate of this bill and HUD 2013 appropriations is uncertain.

Because of the uncertainty of HUD funding during the last half of AHA's FY 2013, AHA has made the following proration assumptions based on best available information which is described further for each funding source.

HUD Program	HFY 2012 "Proration" Actual	HFY 2013 "Proration" Estimate
Housing Choice Vouchers	100.0%	98.0%
Public Housing Operating Funds	88.0%	85.0%

### **Voluntary Conversion (Reformulation) Demonstration Program**

During FY 2013, AHA will continue to explore a subsidy reformulation strategy in collaboration with HUD and AHA's private-sector business partners that will improve the long-term financial sustainability of mixed-income rental communities by converting the Section 9 operating subsidy that supports units occupied by low-income households in these communities (ACC Units) into Section 8 project-based rental assistance. Overall, the aim of this strategy is to sustain and preserve the public and private investments in the mixed-income rental communities utilizing AHA's PBRA program as designed and implemented by AHA pursuant to its MTW Agreement.

AHA and HUD have agreed that HUD's Voluntary Conversion process will be the most practical vehicle to implement the proposed demonstration program using AHA's MTW flexibility. AHA and HUD further agreed that HUD's consideration of AHA's Voluntary Conversion (Reformulation) Demonstration prior to the implementation of HUD's Rental Assistance Demonstration (RAD) may inform HUD's implementation of RAD. With HUD's concurrence, AHA submitted a Voluntary Conversion application to HUD's Special Applications Center for the conversion of the 301 ACC Units in the four rental phases of Centennial Place pursuant to AHA's plan for the Voluntary Conversion (Reformulation) Demonstration.

The FY 2013 Budget assumes that HUD will approve AHA's application for the Voluntary Conversion of the four rental phases of Centennial Place with an effective date of July 1, 2012. In following this assumption, the FY 2013 Budget, therefore, reflects a reduction of approximately \$1.2 million in

HUD Operating Subsidy and CFP funding with an increase of approximately \$1.6 million in HUD Housing Choice Voucher funding for a net increase of \$400,000. The portion of the reduction attributable to CFP funding noted above will not be available in FY 2013 but the reduction in the next CFP grant award will be reflected in the FY 2014 budget.

### **Housing Choice Voucher Program (HCVP) Funds (Schedule A)**

AHA's FY 2013 Budget includes \$197.6 million in HCVP funding. This is composed of \$188.1 million in funding for MTW qualified vouchers (MTW HCVP) and approximately \$9.5 million in non-MTW vouchers.

- HUD has committed to providing AHA with \$94.0 million in MTW HCVP funding based on 18,737 MTW vouchers for the period of July 1 through December 31, 2012.
- Based on an estimated proration of 98%, AHA projects it will receive \$92.5 million from HUD in MTW HCVP funding for the period of January 1 through June 30, 2013 based on 18,909 MTW vouchers.
- AHA anticipates receiving 160 additional vouchers from HUD as part of the Reformulation Demonstration described in the section above. AHA estimates that this will result in \$1.6 million in additional HCVP funding.

From time to time, HUD provides AHA with additional vouchers when property owners involved in other HUD programs in AHA's jurisdiction opt out of those programs and HUD authorizes tenant assistance vouchers to the affected residents. Such vouchers are administered by AHA and are not

considered MTW vouchers for the first 12 months. AHA routinely elects to add these vouchers to the MTW voucher count upon the first anniversary of the voucher award. AHA projects that it will receive approximately \$1.0 million for such vouchers in FY 2013 before their inclusion in MTW funding.

While AHA receives most of its HCVP funds as part of its MTW Single Fund, it receives separate funds for 550 special-purpose non-MTW vouchers. These special purpose, non-MTW Vouchers are Mainstream, Family Unification Program and Veterans Affairs Supportive Housing (VASH) vouchers. Such vouchers, by virtue of the related appropriations language, will never be eligible to be included in AHA's MTW Single Fund and are calculated using HUD's standard formulas. During FY 2013, HUD will provide approximately \$8.0 million in HCVP funds and an estimated \$500,000 in administrative fees to fund these non-MTW vouchers. Participants using these vouchers are managed in AHA's MTW program, but special accommodations apply in accordance with HUD guidance for these special vouchers.

*For simplicity of presentation, all non-MTW vouchers and their related revenue and expenses are included as MTW Housing Choice vouchers in the Sources and Uses of Funds schedule, although they are managed as special purpose vouchers and reported to HUD separately.*

### **Public Housing Operating Subsidy (Operating Subsidy) (Schedule A)**

During FY 2013, AHA projects that HUD will provide \$12.0 million in Operating Subsidy based on the following assumptions:

- HUD has obligated \$7.8 million Operating Subsidy to AHA for the period of July 1 through December 31, 2012. This includes \$1.4 million in transitional subsidy under HUD's asset repositioning fee program for the last of the properties AHA demolished as part of its Quality of Life Initiative.
- AHA projects that HUD will provide \$4.2 million for the period of January 1 through June 30, 2013 based on an estimated 85% proration addressed previously.
- As described previously, AHA projects a \$1.2 million reduction in public housing funding attributable to Centennial Place related to the Reformulation Demonstration. This reduction is reflected in these Operating Subsidy funding levels.

### **Capital Fund Program (CFP) Funding (Schedule A)**

HUD establishes CFP budgets at the time of annual grant awards 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 \$4.7 million in new CFP funds for FY 2013.

In addition to the estimated \$4.7 million from the new CFP grant award, AHA will use the unexpended portion of prior year CFP grant awards during FY 2013. Therefore, AHA's FY 2013 Budget includes \$8.9 million in unexpended CFP

grant funds as an additional source of FY 2012 CFP funds, for a total of \$13.6 million.

### **Funding Not Included in the MTW Single Fund**

#### **Replacement Housing Factor Grants and Choice Neighborhood Planning Grant (Schedule A)**

- **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 funds, these are provided to AHA on a reimbursable basis and 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 FY 2013, AHA has projected the use and drawdown of \$13.5 million in RHF funds related to the revitalization of AHA's master planned 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 allows AHA to create a comprehensive "Transformation Plan," or road map, for the revitalization of the University Homes area. AHA plans to spend the balance of the grant during FY 2013.

#### **Tenant Dwelling Revenue (Schedule A)**

AHA projects it will receive \$5.4 million in Tenant Dwelling Revenue from the 13 AHA-Owned Residential Communities during FY 2013.

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 attributable and related to such units, pursuant to the regulatory and operating agreement between the Owner Entity and AHA.

#### **Georgia HAP Administrators, Inc. dba National Housing Compliance (Schedule A)**

AHA will continue its fee-based business relationship with Georgia HAP Administrators, Inc., *dba* National Housing Compliance (NHC). AHA, as a member of NHC, earns unrestricted fees generated by performance-based contract administration (PBCA) services conducted by NHC on behalf of HUD. No MTW or other AHA restricted funds support NHC operations. NHC will continue to provide PBCA services in Georgia and Illinois until HUD awards the PBCA contracts under the national solicitation that closes on June 11, 2012. During FY 2013, AHA projects it will earn approximately \$500,000 as an NHC member.

### **Development and Transaction Fees (Schedule A)**

AHA projects that it will close one mixed-income, mixed-finance rental transaction in FY 2013 and is projected to earn approximately \$750,000 in Development and Transaction Fees related to the transaction. In addition, AHA anticipates earning approximately \$300,000 from participation in profits arising from the sale of single-family affordable homes.

### **Interest Income, Net of Banking Fees (Schedule A)**

AHA anticipates earning approximately \$300,000 in interest income on its investments and cash balances in FY 2013. This income is offset by projected banking fees of \$200,000.

### **Energy Performance Contract (EPC) Loan Draws (Schedule A)**

In FY 2012, AHA consummated an energy performance contract (EPC) which uses a \$9 million EPC bank loan along with \$2 million in supplemental MTW funds to further implement energy conservation and efficiency solutions at the AHA-Owned Residential Communities. The EPC structure provides for the \$9 million bank loan to be repaid through future energy savings. Draws on the loan began in FY 2012 and the balance of the loan not drawn in by the end of FY 2012 will be drawn in FY 2013, currently estimated to be \$3.1 million.

## **USES OF FUNDS ASSUMPTIONS**

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

During FY 2013, AHA projects it will provide Housing Assistance Payments (HAP) to various Owner Entities and pay Voucher Portability Administrative Fees totaling \$149.5 million as follows:

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

The Budget includes \$93.0 million in HAP to support AHA's Housing Choice Tenant-Based Voucher program. This Budget will support approximately 9,300 Housing Choice participant households including approximately 6,800 households in AHA's jurisdiction and 2,500 households for whom AHA is responsible, but who reside outside AHA's jurisdiction and have "ported" their voucher to that jurisdiction under HUD's voucher portability policy. AHA will pay approximately \$1.3 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers. As stated earlier in the Budget Guidance section, AHA is committed to serving substantially the same number of households it was serving at end of FY 2011. To accomplish this goal, AHA intends to issue 300 vouchers to eligible households drawn from AHA's Housing Choice waiting list.

Also included in these budgeted expenditures are payments for 84 vouchers used to assist qualified households in making monthly homeownership mortgage payments.

### **Project Based Rental Assistance (PBRA) (Schedule B)**

The Budget includes \$42.3 million in HAP to support AHA's PBRA program. Pursuant to the PBRA Agreement between the Owner Entity and AHA, the Owner Entity agrees to set aside an agreed percentage of the units in a market rate or supportive housing community in exchange for PBRA assistance for such units, thereby making such units affordable to eligible low-income households. This Budget will support over 5,300 AHA-assisted households at more than 73 participating mixed-income or supportive housing. To meet its target for serving substantially the same number of households at the end of FY 2013 as it was serving at FY 2011, AHA intends to issue several RFPs during FY 2013 to add 600 additional units under its PBRA Program.

### **Mixed-Income Communities Operating Subsidy for AHA-Assisted Units (Schedule B)**

Each AHA-Sponsored mixed-income, mixed-finance (MIMF) 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 \$14.2 million in HAP in the form of subsidy to support 2,471 households at 37 AHA-Sponsored MIMF communities.

### **Direct Divisions — Operating Expense (Schedule C)**

During FY 2013, AHA will complete a reorganization of its operations into two distinct components: real estate activities; and Housing Choice operations. Since the reorganization will not be complete prior to the publication of this Budget, the FY 2013 Budget reflects the current organization.



The Budget includes \$16.9 million in operating expense for AHA's business lines which follow:

- **Housing Choice Operations** manages AHA's tenant-based voucher program.
- **Real Estate Management (REM)** 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 corporate headquarters. This division 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 MIMF communities, supportive housing and AHA's real estate, excluding 13 AHA-Owned Residential Communities and AHA's corporate headquarters which are managed by REM and Corporate Services, respectively.
- **Real Estate Development and Acquisitions** manages AHA's development and revitalization activities.
- **Community, Governmental and External Affairs** manages AHA's relations with local government and community stakeholders. This department also facilitates partnerships for human development services for AHA-assisted households.

### **Corporate – Administrative Expense (Schedule D)**

The Budget includes \$28.1 million in administrative expense for AHA's corporate cost centers which support AHA's operating divisions:

- **Executive Office** provides strategic leadership and guidance to the enterprise.
- **Office of General Counsel** provides legal support for all of AHA's business lines and activities through in-house counsel and external legal services.
- **Finance Department** provides financial leadership and services including accounting, budget and planning, reporting and business intelligence.
- **Internal Audit Department** assists the enterprise in monitoring the integrity of the financial statements, effectiveness of internal controls, and adherence to policy and regulatory requirements.
- **Records & Information Management Department** supports the life-cycle management of AHA's physical and electronic documents/records, and provides printing, copying and other administrative services.
- **Information Technology Department** 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 IT support to the enterprise.
- **Acquisition & Management Services Department** leads AHA's contracting and procurement function.

- **Strategy & Innovation Department** leads strategic planning for the enterprise, production of the MTW Business Plan, Annual Plans and Reports, and business development and fundraising.
- **Office of Policy, Research & Development** coordinates the development and documentation of AHA's corporate policies, and strategically guides and facilitates all research undertaken by third-party researchers.
- **Enterprise Program Management Office** provides best practice project management services and tools for the enterprise, facilitates communication, decision-making and alignment with strategic objectives to ensure projects are completed on-time and within budget.
- **Corporate Services** manages the HUD 50058 reporting of family information for the enterprise; manages AHA's corporate headquarters building, fleet and security; and manages other special projects.
- **Communications Group** maintains the enterprise standard for all communications, as well as developing and executing AHA's enterprise-wide communications strategy, supporting both AHA's internal company intranet and its external Internet website.
- **Human Resources Operations** leads the people strategy for the enterprise including the organization design, recruitment, talent management, retention and professional development. This department also manages payroll, employee benefits, the pension plan and employee communications.

### **Pay for Performance Program (Schedules C and D)**

AHA initiated an employee performance management and compensation program in FY 2012. This program more closely ties employee compensation to corporate and individual performance. The FY 2013 Budget includes \$1.3 million in incentives 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 FY 2013, Schedules C and D split the budget between the Direct Operating Divisions and the Corporate Cost Centers based on projected salaries.

### **Employee Salaries Special Funding Restrictions**

The 2012 Appropriations Act restricted the use of Public Housing and Housing Choice Voucher funds appropriated in FFY 2012 for the payment of salaries of employees of local housing authorities who earn in excess of \$155,500, effective March 17, 2012 through the end of each of agency's 2012 fiscal year (June 30, 2012 for AHA). AHA has 15 employees with salaries over \$155,500 for this period resulting in approximately \$600,000 in excess of the Congressional limitation. In accordance with guidance from HUD, such amount is being paid from eligible sources during the restricted period. There is a similar restriction proposed in the House language for FFY 2013 Appropriations, but not in the Senate version. If required, AHA will identify the appropriate funding sources for FY 2013 based on the outcome of the legislation.



### **Human Development Support Services & Community Relations (Schedule E)**

AHA projects spending approximately \$2.7 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 F.

### **Operating Expense for AHA-Owned Residential Communities and AHA Properties (Schedule F)**

AHA is projecting to spend \$20.2 million to operate AHA-Owned Residential 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.

### **Modernization of AHA-Owned Communities and AHA Headquarters Capital Expenditures (Schedule G)**

AHA is projecting to spend \$14.46 million in FY 2013 to improve the physical conditions of the AHA-Owned Residential Communities and to improve the quality of life of the residents. Of the \$14.46 million, \$3.15 million will be used for energy-related improvements (see "Sources" section for details on the EPC loan) and \$11.31 million will be used for non-energy related renovations.

AHA is also projecting to spend \$1.0 million on capital expenditure during FY 2013 including technology investments, scanning equipment, capital improvements to AHA's corporate headquarters and replacement of fleet vehicles.

### **Development and Revitalization (Schedule H)**

AHA projects that it will spend \$26.9 million on development and revitalization activities in FY 2013 as it continues 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 FY 2013 MTW Annual Implementation Plan.

### **ERP Solution (Schedule I)**

As AHA continues its implementation of the major components of the ERP Solution, it anticipates spending approximately \$4.1 million, bringing the total projected spend to \$14.3 million on this project.

### **Non-ERP Hardware and Software Solutions (Schedule J)**

In addition to the implementation of ERP, AHA anticipates implementing additional software solutions in FY 2013. AHA projects that it will spend \$690,000 on these projects.

### **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 HUD 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 funds are restricted to revitalization activities.

### **Non-current Year Sources of Funds (See Consolidated Budget Schedule and Schedule A)**

#### **Drawdown of Reserves 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 FY 2013, AHA

anticipates using \$11.8 million in Restricted Cash that has been accumulated for these purposes. The balance of the FY 2013 revitalization activities will be funded primarily with HUD RHF grants and City of Atlanta Public Improvement funds.

#### **Drawdown of Reserves Accumulated for MTW Activities**

In accordance with the terms of AHA’s MTW agreement, HUD has provided AHA funds under the Housing Choice Vouchers and Public Housing Operating Subsidy programs and CFP grants each year since 2004, which were combined into AHA’s MTW Single Fund. If annual MTW Single Fund revenue exceeded the MTW expenditure, the balance was transferred to AHA’s MTW reserve to be used for planned MTW activities in future years and to supplement future annual HUD MTW funds when proration reduced funding below levels necessary to meet AHA’s mission and MTW objectives. During FY 2013, AHA anticipates using \$3.5 million in MTW Reserves.

#### **Public Improvement Funds provided by the City of Atlanta and Affiliates**

The City of Atlanta and its affiliates support AHA’s revitalization activities by providing funds for infrastructure and other public improvements. The City typically raises these funds through the sale of bonds for the development of specific areas or for specific purposes (e.g., Tax Allocation District (TAD) bond for Capital Improvements and Water & Sewer bonds). Depending on the source of funding, the City either provides the funds to AHA in advance of construction or as reimbursement for

completed construction. During FY 2013, AHA anticipates using \$2.6 million in Public Improvement Funds provided by the City of Atlanta and Affiliates.

### **RECLASSIFICATIONS WITHIN THE FY 2013 BUDGET**

AHA is authorized to reallocate between departments, funding sources and accounts, as necessary, to execute the FY 2013 Annual MTW Implementation Plan as long as AHA remains within the FY 2013 Budget authority approved by AHA's Board of Commissioners.

### **BUDGET TO ACTUAL REPORTING**

At least quarterly, AHA will provide reports of actual revenue and expenditures against this Budget and explain significant variances.

**The Housing Authority of the City of Atlanta, Georgia**  
**FY 2013 Budget**  
**(Excludes Non-Cash Items)**

Schedule	Sources & Uses of Funds (Consolidated)	
	<b>Sources of Funds</b>	
	MTW Single Fund	
	Housing Choice Voucher Funds (HCVP)	\$197,639,069
	Public Housing Operating Subsidy	12,020,297
	Capital Funds Program (CFP)	13,621,000
	<b>Total MTW Single Fund</b>	<b>\$223,280,366</b>
	Replacement Housing Factor Funds and Choice Neighborhood Planning Grants	\$13,508,890
	Tenant Dwelling Revenue	5,381,950
	Georgia HAP Administrators, Inc. dba National Housing Compliance	500,000
	Development and Transaction Fees	1,044,000
	Interest Income, Net of Banking Fees	96,067
	Draws on Energy Performance Contract (EPC) Bank Loan	3,148,000
	Other Revenue	146,658
<b>A</b>	<b>Total Sources of Funds</b>	<b>\$247,105,931</b>

*Schedule continued on next page*

**The Housing Authority of the City of Atlanta, Georgia**  
**FY 2013 Budget**  
**(Excludes Non-Cash Items)**

Schedule

**Sources & Uses of Funds (Consolidated)**

*Schedule continued from previous page*

**Uses of Funds**

<b>B</b>	Housing Assistance Payments (HAP) and Administrative Fees	\$149,530,787
<b>C</b>	Direct Divisions — Operating Expense	16,931,825
<b>D</b>	Corporate — Administrative Expense	28,099,182
<b>E</b>	Human Development Support Services & Community Relations	2,695,816
<b>F</b>	Operating Expense for AHA-Owned Residential Communities and AHA Properties	20,224,023
<b>G</b>	Modernization of AHA-Owned Residential Communities and AHA Headquarters Capital Expenditures	15,505,133
<b>H</b>	Development and Revitalization	26,886,287
<b>I</b>	ERP Solution (FY 2013 Expenditures)	4,091,344
<b>J</b>	Non-ERP Hardware and Software Solutions	690,480

**Total Uses of Funds** **\$264,654,877**

**Uses in Excess of Sources of Funds** **(\$17,548,946)**

**Non-current Year Sources of Funds\***

**Reserves Accumulated in Prior Periods**

Drawdown of Reserves Accumulated and Restricted for Revitalization Activities	\$11,813,914
Drawdown of Reserves Accumulated for MTW Activities	3,533,264

**Public Improvement Funds Provided by the City of Atlanta and Affiliates** 2,571,768

**Total Non-current Year Sources of Funds** **\$17,918,946**

**Funds Not Used for Current Year's Activities \*\*** **\$370,000**

\* See page 23 of the Budget Narrative for additional information.

\*\* Net income generated from participation in Georgia HAP Administrators, Inc. *dba* National Housing Compliance, is AHA's least restricted funding source and is only used for selected activities.

## Sources & Uses of Funds by Major Activities and Programs

### Schedule A

Schedule		MTW Program	Georgia HAP <i>dba</i> NHC	Revitalization Program	Total FY 2013 Budget
A	<b>Sources of Funds</b>				
	Housing Choice Voucher Funds (HCVP)	\$197,639,069	\$0	\$0	\$197,639,069
	Public Housing Operating Subsidy	12,020,297	0	0	12,020,297
	Capital Funds Program (CFP)	13,621,000	0	0	13,621,000
	Replacement Housing Factor Funds and Choice Neighborhood Planning Grants	0	0	13,508,890	13,508,890
	Tenant Dwelling Revenue	5,381,950	0	0	5,381,950
	Georgia HAP Administrators, Inc. <i>dba</i> National Housing Compliance	0	500,000	0	500,000
	Development and Transaction Fees	1,044,000	0	0	1,044,000
	Interest Income, Net of Banking Fees	96,067	0	0	96,067
	Draws on Energy Performance Contract (EPC) Bank Loan	3,148,000	0	0	3,148,000
	Other Revenue	146,658	0	0	146,658
A	<b>Total Sources of Funds</b>	<b>\$233,097,041</b>	<b>\$500,000</b>	<b>\$13,508,890</b>	<b>\$247,105,931</b>
B C D E F G H I J	<b>Uses of Funds and Accumulated Cash Balances</b>				
	Housing Assistance Payments (HAP) and Administrative Fees	\$149,530,787	\$0	\$0	\$149,530,787
	Direct Divisions — Operating Expense	15,923,540	0	1,008,285	16,931,825
	Corporate — Administrative Expense	27,969,182	130,000	0	28,099,182
	Human Development Support Services & Community Relations	2,695,816	0	0	2,695,816
	Operating Expense for AHA-Owned Residential Communities and AHA Properties	20,224,023	0	0	20,224,023
	Modernization of AHA-Owned Residential Communities and AHA Headquarters Capital Expenditures	15,505,133	0	0	15,505,133
	Development and Revitalization	0	0	26,886,287	26,886,287
	ERP Solution (FY 2013 Expenditure)	4,091,344	0	0	4,091,344
	Non-ERP Hardware and Software Solutions	690,480	0	0	690,480
	<b>Total Uses of Funds</b>	<b>\$236,630,305</b>	<b>\$130,000</b>	<b>\$27,894,572</b>	<b>\$264,654,877</b>
	<b>Uses in Excess of Sources of Funds</b>	<b>(\$3,533,264)</b>	<b>\$370,000</b>	<b>(\$14,385,682)</b>	<b>(\$17,548,946)</b>
	<b>Non-current Year Sources of Funds</b>				
	<b>Reserves Accumulated in Prior Periods</b>				
	Drawdown of Reserves Accumulated and Restricted for Revitalization Activities	\$0	\$0	\$11,813,914	\$11,813,914
	Drawdown of Reserves Accumulated for MTW Activities	3,533,264	0	0	3,533,264
	<b>Public Improvement Funds Provided by the City of Atlanta and Affiliates</b>	0	0	2,571,768	2,571,768
	<b>Total Non-current Year Sources of Funds</b>	<b>\$3,533,264</b>	<b>\$0</b>	<b>\$14,385,682</b>	<b>\$17,918,946</b>
	<b>Funds Not Used for Current Year's Activities</b>	<b>\$0</b>	<b>\$370,000</b>	<b>\$0</b>	<b>\$370,000</b>

## Housing Assistance Payments (HAP) and Administrative Fees

### Schedule B

Tenant-Based and Homeownership Vouchers and Voucher Portability Administrative Fees*	\$93,015,065
Project Based Rental Assistance (PBRA)*	42,339,066
Mixed-Income Communities Operating Subsidy for AHA-Assisted Units	14,176,656
<b>Total Housing Assistance Payments (HAP) and Administrative Fees</b>	<b>\$149,530,787</b>

**\*As stated in the Budget Guidance section of the narrative, AHA is committed to serving substantially the same number of households it was serving at the end of FY 2011. To accomplish this goal, AHA intends to issue 300 vouchers to eligible households drawn from AHA's Housing Choice waiting list and to issue several RFPs during FY 2013 to add 600 additional units under its PBRA Program.**

## Direct Divisions — Operating Expense Schedule C

	Salaries, Benefits & Taxes	Professional Services	Outsourced Real Estate Services	Other Staff Augmentation	Other	Total
<b>Direct Divisions — Operating Expense*</b>						
Housing Choice	\$6,787,903	\$464,155	\$181,775	\$326,720	\$238,139	\$7,998,692
Real Estate Management — AHA-Owned Properties	128,774	188,194	1,548,806	0	2,630	1,868,404
Real Estate Management — Other Services	0	0	1,300,306	0	0	1,300,306
Asset Management**	1,210,159	0	0	0	22,030	1,232,189
Real Estate Development & Acquisitions	2,068,744	0	208,120	0	33,766	2,310,630
Community, Governmental & External Affairs	1,554,890	75,000	0	0	41,714	1,671,604
Pay for Performance Program	550,000	0	0	0	0	550,000
<b>Total Direct Divisions — Operating Expense</b>	<b>\$12,300,470</b>	<b>\$727,349</b>	<b>\$3,239,007</b>	<b>\$326,720</b>	<b>\$338,279</b>	<b>\$16,931,825</b>

\*To support the Enterprise-wide Business Transformation Initiative, including the ERP Solution, one-time expenses for additional staffing resources needed to maintain service levels to customers, sustain day-to-day operations and meet expected surges in activity during FY 2013 are included above.

\*\*In previous years, the costs associated with the Office of Policy Research & Development were included in Asset Management. This Office is now included as a separate line item on Schedule D.



## Corporate — Administrative Expense Schedule D

	Salaries, Benefits & Taxes	Professional Services	Outsourced Real Estate Services	Other Staff Augmentation	Software Maint., Licenses & Non- Capitalized Hardware/ Software	Other	Total
<b>Corporate — Administrative Expense*</b>							
Executive Office	\$872,908	\$84,000	\$0	\$0	\$0	\$119,357	\$1,076,265
General Counsel including External Legal Services	2,169,490	565,000	0	0	0	74,375	2,808,865
Finance	1,740,871	570,000	0	192,000	0	19,550	2,522,421
Internal Audit	85,825	150,000	0	0	0	5,000	240,825
Records & Information Management	1,314,704	30,000	0	0	0	664,928	2,009,632
Information Technology	4,645,308	0	0	464,843	1,862,480	464,624	7,437,255
Acquisition & Management Services	956,774	0	0	0	0	61,205	1,017,979
Strategy & Innovation	448,903	256,000	108,020	0	0	46,460	859,383
Office of Policy Research & Development**	591,081	400,000	0	0	0	7,425	998,506
Enterprise Program Management Office	559,840	0	0	778,520	0	8,000	1,346,360
Corporate Services	496,167	100,000	365,983	0	0	410,296	1,372,446
Communications Group	223,667	120,000	0	0	0	10,000	353,667
Human Resource Operations	1,230,728	101,000	0	155,000	0	182,323	1,669,051
Managed by Human Resources Department:							
Professional Development & Training	0	80,000	0	0	0	509,000	589,000
Business Transformation & Change Management	0	486,000	0	0	0	43,900	529,900
HR Technology Solutions	0	156,377	0	0	0	0	156,377
Recruitment Fees	0	250,000	0	0	0	0	250,000
Severance & Related Expense	0	82,750	0	0	0	389,500	472,250
Pension Contribution	0	0	0	0	0	1,500,000	1,500,000
Pension Consulting Services	0	150,000	0	0	0	0	150,000
Pay for Performance Program	739,000	0	0	0	0	0	739,000
<b>Total Corporate — Administrative Expense</b>	<b>\$16,075,266</b>	<b>\$3,581,127</b>	<b>\$474,003</b>	<b>\$1,590,363</b>	<b>\$1,862,480</b>	<b>\$4,515,943</b>	<b>\$28,099,182</b>

**\*To support the Enterprise-wide Business Transformation Initiative, including the ERP Solution, one-time expenses for activities such as change management, professional project management, instructional design and training delivery and communications are included above. Also, included are costs for additional staffing resources needed to maintain service levels to customers, sustain day-to-day operations and meet expected surges in activity during FY 2013.**

**\*\*In previous years, the costs associated with the Office of Policy Research & Development were included in Asset Management on Schedule C.**

## Human Development Support Services & Community Relations Schedule E

Community Relations*	\$119,500
Human Development Support**	2,084,416
Job Training & Education***	491,900
<b>Total Human Development Support Services &amp; Community Relations</b>	<b>\$2,695,816</b>

**\*Community Relations includes support for a variety of civic activities.**

**\*\*Human Development Support includes activities such as the provision of intensive case management for families with complex needs, the Good Neighbor training program, Aging Well programs for seniors, supportive services, and activities for youth.**

**\*\*\*Job Training & Education includes employment preparation and job training for participants.**

## Operating Expense for AHA-Owned Residential Communities and AHA Properties Schedule F

	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Other	Human Development Services	Total
<b>AHA-Owned Residential Communities</b>							
Barge Road Highrise	\$210,560	\$204,649	\$366,799	\$160,449	\$48,526	\$134,400	\$1,125,383
Cheshire Bridge Road Highrise	320,615	270,183	467,321	136,650	42,434	163,622	1,400,825
Cosby Spear Highrise	455,302	589,435	860,837	337,972	68,086	197,694	2,509,326
East Lake Highrise	269,017	246,120	422,850	142,934	40,716	129,646	1,251,283
Georgia Avenue Highrise	172,661	156,181	342,854	134,934	19,892	103,506	930,028
Hightower Manor Highrise	216,579	211,931	403,737	142,450	48,490	130,776	1,153,963
Juniper and Tenth Highrise	272,728	254,367	488,567	161,704	50,398	147,712	1,375,476
Marian Road Highrise	337,963	408,393	504,107	207,235	83,651	196,412	1,737,761
Marietta Road Highrise	208,180	208,991	369,492	148,617	45,292	135,529	1,116,101
Martin Street Plaza	124,060	270,223	262,339	143,216	12,081	79,356	891,275
Peachtree Road Highrise	363,025	361,641	581,352	139,950	54,788	175,533	1,676,289
Piedmont Road Highrise	369,169	442,078	524,390	150,884	43,463	165,537	1,695,521
Westminster	76,676	100,048	107,930	64,736	16,884	16,502	382,776
EPC Loan Payment	0	0	0	0	462,834	0	462,834
<b>Total AHA-Owned Residential Communities</b>	<b>\$3,396,535</b>	<b>\$3,724,240</b>	<b>\$5,702,575</b>	<b>\$2,071,731</b>	<b>\$1,037,535</b>	<b>\$1,776,225</b>	<b>\$17,708,841</b>
<b>Other AHA Properties</b>							
AHA Headquarters Building	\$287,045	\$259,498	\$655,754	\$279,825	\$18,725	\$0	\$1,500,848
Zell Miller Center	0	28,810	0	0	0	0	28,810
PILOT and Other AHA Land	0	233,130	375,695	0	376,699	0	985,524
<b>Total Other AHA Properties</b>	<b>\$287,045</b>	<b>\$521,438</b>	<b>\$1,031,449</b>	<b>\$279,825</b>	<b>\$395,424</b>	<b>\$0</b>	<b>\$2,515,182</b>
<b>Total Operating Expense for AHA-Owned Residential Communities and AHA Properties</b>	<b>\$3,683,580</b>	<b>\$4,245,678</b>	<b>\$6,734,025</b>	<b>\$2,351,556</b>	<b>\$1,432,959</b>	<b>\$1,776,225</b>	<b>\$20,224,023</b>

## Modernization of AHA-Owned Residential Communities and AHA Headquarters Capital Expenditures Schedule G

	Non-EPC Renovations	EPC Renovations	Total
<b>Modernization of AHA-Owned Residential Communities</b>			
Barge Road Highrise	\$919,432	\$600,000	\$1,519,432
Cheshire Bridge Road Highrise	1,078,518	335,000	1,413,518
Cosby Spear Highrise	1,264,701	0	1,264,701
East Lake Highrise	377,403	0	377,403
Georgia Avenue Highrise	228,261	145,000	373,261
Hightower Manor Highrise	1,052,553	105,000	1,157,553
Juniper and Tenth Highrise	972,707	0	972,707
Marian Road Highrise	1,395,583	760,000	2,155,583
Marietta Road Highrise	745,642	740,000	1,485,642
Martin Street Plaza	751,484	28,000	779,484
Peachtree Road Highrise	1,342,470	0	1,342,470
Piedmont Road Highrise	692,509	0	692,509
Westminster	490,120	15,000	505,120
EPC Contingency	0	420,000	420,000
<b>Total Modernization of AHA-Owned Residential Communities</b>	<b>\$11,311,383</b>	<b>\$3,148,000</b>	<b>\$14,459,383</b>

	<b>Capital Expenditures</b>
<b>AHA Headquarters Capital Expenditures</b>	
Technology Investments:	
Replacement for "End of Life" Server/Network Hardware	
Server, storage and security automation & management tools	
Equipment to support improved internal communications	
Document migration and scanning software	
Capital Improvements to AHA Corporate Headquarters	155,000
Equipment	130,000
Fleet Vehicle Replacement	100,000
<b>Total AHA Headquarters Capital Expenditures</b>	<b>\$1,045,750</b>

<b>Total Modernization of AHA-Owned Residential Communities and AHA Headquarters Capital Expenditures</b>	<b>\$15,505,133</b>
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Development and Revitalization  
Schedule H

	<u>Revitalization Community</u>									Homeownership Down Payment Assistance	Future Development	Total
	Auburn Pointe	Capitol Gateway	The Villages at Carver	Centennial Place	West Highlands	Mechanicsville	Scholars' Landing	Collegetown at West End	Magnolia Perimeter			
Development and Revitalization Expenditures												
Demolition	\$550,000	\$405,000	\$0	\$0	\$0	\$200,000	\$0	\$0	\$120,000	\$0	\$0	1,275,000
Acquisitions	0	0	0	0	2,062,500	2,075,000	0	1,105,000	0	0	0	5,242,500
Predevelopment Loans	300,000	0	100,000	200,000	0	0	455,000	0	0	0	0	1,055,000
Loan Cost	4,675,000	0	0	0	0	0	0	0	0	0	0	4,675,000
Site Improvements	600,000	0	0	500,000	0	0	400,000	0	0	0	0	1,500,000
Homeownership	0	0	0	0	0	0	0	0	0	920,000	0	920,000
Extraordinary Sitework	20,186	300,000	162,000	0	0	0	379,146	0	0	0	20,000	881,332
Public Improvements Expense	0	571,768	0	2,000,000	5,923,353	0	1,177,766	0	0	0	0	9,672,887
Professional Services	90,000	105,000	40,000	30,000	30,000	45,000	430,807	30,000	0	0	559,500	1,360,307
Legal Expense	60,000	15,000	15,000	30,000	40,000	5,000	55,000	0	5,000	10,000	15,000	250,000
Contract Costs — Other	0	0	0	0	0	0	30,261	0	24,000	0	0	54,261
Total Development and Revitalization Expenditures	\$6,295,186	\$1,396,768	\$317,000	\$2,760,000	\$8,055,853	\$2,325,000	\$2,927,980	\$1,135,000	\$149,000	\$930,000	\$594,500	\$26,886,287
Sources of Funds												
RHF and Choice Neighborhoods Grants	\$6,927,304	\$0	\$0	\$700,000	\$0	\$2,095,000	\$2,856,586	\$0	\$0	\$930,000	\$0	\$13,508,890
City of Atlanta and Affiliates	0	571,768	0	2,000,000	0	0	0	0	0	0	0	2,571,768
Cash Balances Accumulated for Revitalization Activities	30,000	825,000	317,000	60,000	8,055,853	230,000	417,561	1,135,000	149,000		594,500	11,813,914
Total Sources of Funds	\$6,957,304	\$1,396,768	\$317,000	\$2,760,000	\$8,055,853	\$2,325,000	\$3,274,147	\$1,135,000	\$149,000	\$930,000	\$594,500	\$27,894,572
Fees for Service to Support Administrative Expenses*	\$662,118	\$0	\$0	\$0	\$0	\$0	\$346,167	\$0	\$0	\$0	\$0	\$1,008,285

\*AHA earns a fee for service to support administrative expenses involved in revitalization activities.

ERP Solution\*

Schedule I

	Original Projections <u>Before</u> Discovery, Design and Planning (DDP) January 2011	Revised Projections <u>After</u> Discovery, Design and Planning (DDP) June 2012	Spend by Period			
			FY 2011 and FY 2012	Budget FY 2013	Projections FY 2014	Projections FY 2015
One-Time Investment						
YARDI Professional Services excluding Orion						
Discovery, Design and Planning (DDP)	\$598,000	\$598,200	\$598,200	\$0	\$0	\$0
Implementation Services	1,940,473	2,584,480	784,580	1,649,900	150,000	0
Customizations	400,000	875,600	200,000	675,600	0	0
Total YARDI Professional Services excluding Orion	\$2,938,473	\$4,058,280	\$1,582,780	\$2,325,500	\$150,000	\$0
Bolt-ons, Extensions, Integrations and Related Services plus ECM Software and Related Services	\$3,216,182	\$3,166,376	\$1,977,080	\$989,296	\$200,000	\$0
Hardware	422,216	325,000	325,000	0	0	\$0
Transformation Professional Services	4,280,000	4,280,000	4,240,000	40,000	0	\$0
Total One-Time Investment	\$10,856,871	\$11,829,656	\$8,124,860	\$3,354,796	\$350,000	\$0
Software Licensing Costs	\$1,886,375	\$2,010,625	\$434,981	\$486,548	\$544,548	\$544,548
Total Projected Investment Excluding Contingency*	\$12,743,246	\$13,840,281	\$8,559,841	\$3,841,344	\$894,548	\$544,548
Variance	\$1,097,035 8.61%					
Contingency		\$500,000	\$0	\$250,000	\$250,000	\$0
Total Projected Investment*	\$12,743,246	\$14,340,281	\$8,559,841	\$4,091,344	\$1,144,548	\$544,548
Variance	\$1,597,035 12.53%					

\*As a component of the Enterprise-wide Business Transformation Initiative, the ERP Solution is supported by AHA’s Direct Divisions and Corporate Administrative Departments. See Schedules C and D.

## Non-ERP Hardware and Software Solutions Schedule J

### Non-ERP Hardware and Software Solutions\*

Intranet and Internet Redesign

\$400,000

e-Procurement Solution

290,480

### Total Non-ERP Hardware and Software Solutions

**\$690,480**





## **2. Capital Planning – FY 2014**

### **Major Capital Needs and Projects, Estimated Costs and Proposed Timetables**

This section describes AHA's capital plans using MTW funds. In FY 2014, AHA projects it will dedicate approximately \$5 million (subject to funding availability) toward capital improvement projects and related construction management and design fees at the 13 AHA-Owned Residential Communities.

AHA established four priorities for FY 2014 capital improvement at the AHA-Owned Residential Communities:

1. Health and safety of residents
2. Complete the HUD-mandated Green Physical Needs Assessment (GPNA) for each property
3. Property viability
4. Unit rehabilitation (Cabinets and Flooring)

The expected sites for the work include all 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, 2012

	FY 2012
<b>Operating revenue:</b>	
MTW Single Fund used for operations	199,577,064
ARRA grant used for operations	235,428
Tenant dwelling revenue	5,435,556
Development and HOPE VI grants used for operations	3,458,489
Fees earned from Georgia HAP	1,302,261
Other operating revenue	2,715,078
	<hr/>
Total operating revenue	212,723,876
<b>Operating expense:</b>	
Housing assistance payments	140,636,447
Administrative including direct operating division expense	47,043,935
Utilities, maintenance and protective services	13,809,507
Resident and participant services	3,901,350
General expense	1,768,081
Expense related to Georgia HAP	245,938
Depreciation and amortization	7,724,701
	<hr/>
Total operating expense	215,129,959
	<hr/>
Net operating income	(2,406,083)
<b>Non-operating revenue:</b>	
Capital grant revenue — modernization of AHA-Owned Communities	1,703,838
Capital grant revenue — revitalization related	1,572,218
Interest and investment income	1,153,962
Gain on sale of fixed asset	7,570
	<hr/>
Total non-operating revenue	4,437,588
<b>Non-operating expense:</b>	
Demolition and remediation expense	551,003
Other revitalization expense	2,432,976
Relocation-related expense	56,789
Valuation allowance expense	845,009
Interest expense	713,807
	<hr/>
Total non-operating expense	4,599,584
	<hr/>
Change in net assets	(2,568,079)
	<hr/>
Net assets — beginning of year	435,808,072
	<hr/>
Net assets — end of year	433,239,993
	<hr/>

SOURCE: AHA Audit for the fiscal years ended June 30, 2011 and 2012





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

Adopted by the Board of Commissioners

March 28, 2012

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# The Housing Authority of the City of Atlanta, Georgia

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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-base waiting list then a separate public notice must be

published to announce the closing date of the site-based waiting list.

- E. The Management Agent will ensure that the opening and/or closing of a site-based waiting list will be published in selected newspapers of general public circulation, including minority and foreign language newspapers (for persons with LEP) that may be available to potential Applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the Management Operating Procedures and/or Affirmative Fair Housing Marketing Plan, as applicable.
  - F. The method used in ranking Applicants on the site-based waiting list for an Assisted Apartment determines the organization of applicants on the site-based waiting list. Applicants ranked by date-and-time of application will be organized according to bedroom size eligibility whereby the application with the earliest date-and-time will be first. Applicants ranked by lottery will be organized according to bedroom size eligibility in sequential numerical order, first to last, of the random selection. In the case of the reoccupancy of a revitalized community, eligible returning residents of the former public housing project will be placed on the applicable site-based waiting list and given first consideration as Applicants for an Assisted Apartment prior to any consideration given to other Applicants who were placed on the applicable site-based waiting list according to a public notice.
  - G. The maintenance of a site-based waiting list with respect to updating applications, notice letters, and purges will be detailed in the Management Operating Procedures.
4. General Consideration for Mixed-Income, Mixed-Finance Communities
- A. At least five percent (5%) of all Assisted Apartments in Mixed-Income, Mixed-Finance Communities will be available to eligible and qualified Applicants and Residents with disabilities who require UFAS-Accessible Units, provided the Assisted Apartment unit count remains within the limits

established by the governing legal and financial agreements should the percentage exceed five (5%).

- B. While still subject to the requirements of the Low Income Housing Tax Credit program under Section 42 of the federal Internal Revenue Code, and in consideration of the expected income levels of residents of apartments other than Assisted Apartments being contemplated by Owner Entities of Mixed-Income, Mixed-Finance communities with Assisted Apartments, such Owner Entities are hereby permitted to manage admissions to an appropriate goal of a broad range of incomes whereby fifty percent (50%) of Assisted Apartments would be occupied by Resident families with incomes less than thirty percent (30%) of area Median Income for the Atlanta, Georgia MSA (adjusted for family size) and fifty percent (50%) by Resident families with incomes equal to or greater than thirty percent (30%) Median Income for the Atlanta, Georgia MSA (adjusted for family size).

#### ARTICLE FIVE. ORDER OF SELECTION FOR UFAS-ACCESSIBLE UNITS

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

Communities with openings on the respective site-based UFAS Waiting Lists;

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

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

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

## ARTICLE SIX.

### SCREENING OF APPLICANTS AND RESIDENTS

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



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

8. Atlanta Housing Authority and Management Agents may share information with one another on the denial of admission of Applicants and the termination of Residents in order to avoid any duplication of effort and ensure the integrity of the screening process.

## ARTICLE SEVEN. CRIMINAL HISTORY SCREENING

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

### 1. OFFENSES SPECIFICALLY IDENTIFIED BY HUD

- A. Pursuant to 24 CFR § 960.204, Applicants may be denied admission if any member of their households:

- i. Has been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
- ii. Is currently engaging in the illegal use of drugs;
- iii. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
- iv. Is subject to a lifetime registration requirement under a State sex offender registration program; or
- v. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.

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

## 2. VIOLENT OR DRUG-RELATED OFFENSES

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

- A. Homicide, Murder, Voluntary Manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate or Destroy;
- I. Assault and Battery (Simple and Aggravated);
- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. "Carjacking;"
- L. Robbery;
- M. Hate Crimes;
- N. Criminal Damage to Property Endangering Life, Health and Safety;
- O. Aiding and Abetting in the Commission of a Crime Involving Violence; and
- P. Other Violent or Drug-Related Offenses that may Pose a Threat to Public Health and Safety.

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

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

- A. Child Neglect;
- B. Disorderly Conduct;
- C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);
- D. Motor Vehicle Theft;
- E. Burglary, Larceny, Receiving Stolen Goods;
- F. Prostitution and Solicitation of Prostitution;
- G. Vandalism; and
- H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.

### 4. ADVERSE CRIMINAL HISTORY DECISIONS

- A. NOTICE: Denied Applicants and Residents for whom termination is proposed will receive a written notice outlining:
  - i. The specific reasons for the denial or proposed termination;
  - ii. The dispute process; and
  - iii. The process for requesting reasonable accommodation in the dispute process for persons with disabilities.
- B. Dispute Process Available to Applicants Denied for Criminal History

- i. **INFORMAL REVIEW:** Denied Applicants have the right to request an informal review by an impartial person designated by the Management Agent who did not have any prior role in processing the Applicant's application and who is not the subordinate of the person who made the initial decision. Informal reviews must be requested in writing within ten (10) days from the date of receipt of the denial notice. If the Applicant requires assistance with making a written request, the Applicant may come into the management office before the end of the ten (10) day period to request assistance with the written request. If the Applicant does not submit a written request for an informal review within this time period, the decision will be considered final.
- ii. **DOCUMENT REVIEW:** Prior to the informal review, a denied Applicant may request an opportunity to examine the application file and to copy any relevant documents at the Applicant's cost.
- iii. **WITNESSES AND REPRESENTATIVES:** The Applicant may bring witnesses, representatives (including attorneys) or letters of support to the informal review. In the event the Management Agent presents any witnesses, the Applicant will have a right to cross-examine them.
- iv. **DISPOSITIONS:** Denied Applicants are encouraged to bring to the informal review a copy of the disposition of the criminal offenses which form the basis of the denial. If, however, a denied Applicant admits that he or she committed a crime, was convicted of a crime or that he or she entered a guilty plea for the criminal offense in question, the Applicant will not be required to provide additional information regarding a criminal conviction or a guilty plea. This does not mean, however, that an Applicant who admits to committing a crime, was convicted of a crime or entered a guilty plea will not be allowed to discuss the circumstances or any of the review considerations set forth below if he or she wants the Management Agent to consider such additional information.

- v. REVIEW CONSIDERATIONS: At the informal review, a denied Applicant may present, and Management Agent will consider, evidence (including verbal and written statements) of the following:
  - a. Circumstances: Circumstances of the criminal case(s) and mitigating or aggravating circumstances;
  - b. Conduct: The time, nature and extent of the Applicant's conduct (including the severity of the conduct and the seriousness of the offense);
  - c. Future Danger: Whether the conduct indicates that the Applicant would pose a danger to the health, safety or welfare of other residents; whether the Applicant has been rehabilitated so as not to pose such a danger; and other facts which would prevent the Applicant from posing a danger.
- vi. REVIEW DECISIONS: A written review decision should be provided to the denied Applicant within ten (10) days following the informal review or , if the reviewer requested additional information from the Applicant, within ten (10) days following the date the information was submitted, or was due if not submitted, whichever comes first. If the reviewer's decision is to deny the application, the decision shall set forth the reasons for the denial in detail.

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

### **PART III - RESIDENT BENEFITS AND OPPORTUNITIES**

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

- 1. Residents are required to pay rent according to the instructions provided by the Management Agent pursuant to the terms of the Lease.

2. Atlanta Housing Authority may, from time to time, establish various rent structures that will combine the rent charged to Residents with the budgeted federal subsidy in order to balance affordability and operating expenses to ensure that the financial obligations of each community with Assisted Apartments are covered.
3. Rent structures will be evaluated on a property-by-property basis with the goal of using the rent structure that best positions the individual community to remain self-sustaining. The appropriate rent structure for each community with Assisted Apartments may be established by using one or a combination of the following income and non-income based approaches:
  - A. "Income Adjusted Rent" which is a rent structure based on a percentage of the Resident's adjusted household income; and/or
  - B. "Affordable Fixed Rent" which is a rent structure based on several property-related factors, including, but not limited to, the particular community in question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package.
4. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, the amount of a Resident's rent will be based on whether a Resident selects either the "Income Adjusted Rent," or an "Affordable Fixed Rent."
5. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, a Resident will be subject to a "Rent Adjustment Fee" if the Resident changes the method of rent payment during the calendar year, unless the Resident can document a hardship reason as to why the change is necessary.
6. Affordable Fixed Rents may be the only rent structure offered in certain communities identified under Atlanta Housing Authority's Annual MTW Plan. Income-adjusted Rents will not be available in those communities. All Residents residing in these communities will have to pay the applicable Affordable Fixed Rent for Assisted

Apartments in accordance with the schedule established for their community.

7. Atlanta Housing Authority, in its discretion, may 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 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) PROGRAM

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]





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

Adopted by the Board of Commissioners  
March 27, 2013

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# The Housing Authority of the City of Atlanta, Georgia

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# The Housing Authority of the City of Atlanta, Georgia

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**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” or “AHA”).

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.
5. 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. Such special programs that Atlanta Housing Authority may pilot utilizing tenant-based assistance solely for the purpose of addressing the local housing needs of at-risk populations shall comply with the applicable provisions of the Statement of Policies for Supportive Housing.

## **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]**



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*Amended and Restated Statement of Policies  
for Supportive Housing*

Adopted by the Board of Commissioners  
March 27, 2013

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# The Housing Authority of the City of Atlanta, Georgia

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**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 (“Atlanta Housing Authority” or “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 and other rental assistance programs piloted 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]**



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