Atlanta Housing Authority

FY 2017
MTW ANNUAL REPORT

For Fiscal Year Ending June 30, 2017

BOARD APPROVED

September 20, 2017

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Vision

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

Mission

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

Goals

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

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

- **Economic Viability** – Maximize AHA’s financial soundness and viability to ensure sustainability of its investments and portfolio of properties.

Guiding Principles

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

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

TABLE OF CONTENTS

HOW TO NAVIGATE THIS REPORT

In 2004, AHA submitted to U.S. Department of Housing and Urban Development ("HUD") its first Business Plan, using its new statutory and regulatory framework pursuant to AHA's MTW Agreement (herein referred to as the "Business Plan"). AHA's Business Plan and its subsequent MTW annual plans on a cumulative basis outline AHA's priority projects, activities, and initiatives to be implemented during each fiscal year. Fiscal Year 2017 represents AHA's fourteenth year of participation in the MTW Demonstration Program. For further details, see *Importance of Moving to Work*.

This report highlights AHA's MTW-Eligible activities and priorities as identified in the FY 2017 MTW Annual Plan approved by the Board of Commissioners on March 30, 2016 and as further amended on October 26, 2016.

- The ***Priority Activities*** section highlights significant results achieved by AHA during FY 2017 and the status of AHA priority projects, activities, and initiatives as described in the FY 2017 MTW Annual Plan.
- The ***Appendices*** section includes detailed charts, AHA's MTW Benchmark results, Ongoing Activities, and HUD information reporting requirements (HUD Form 50900).

For inquiries, please contact us at (404) 892-4700 or strategy@atlantahousing.org
Corporate Headquarters: 230 John Wesley Dobbs Avenue NE., Atlanta, Georgia 30303

APPENDICES TABLE OF CONTENTS

Attached to this document, AHA has included additional detailed statistics and reports.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF COMMISSIONERS

On June 28, 2017, I was elected Chair of the Board of Commissioners of the Atlanta Housing Authority. Having been a member of the Board for nearly two years, I step into the role grateful for the body's confidence in my ability to lead and equally comfortable that a firm foundation for providing affordable housing and significant wraparound services to Atlanta's residents has been laid.

I spent a portion of my childhood in affordable housing, and I recall with great fondness the strong sense of community pride and camaraderie. I also know that because of the affordability of our home, my parents were able to provide a quality education and other amenities that prepared my brother and I for success.

Today, as a finance professional, I am always thinking about fiscal responsibility. So while my primary goal as board chair is to help bolster AHA's ability to provide affordable housing, it is critical that the agency operate efficiently and remain financially transparent while doing so.

AHA's 79-year history is rich with accomplishments and has established the agency as a trendsetter. It is my honor to represent and conduct the business of the Atlanta Housing Authority, and I commit to working to preserve its legacy of excellence, while expanding its reach to an even greater number of Atlanta's households.

I am proud of AHA's accomplishments over the past year, and I am happy to sign my name to this report outlining the agency's key accomplishments in FY 2017. And I look forward to continuing to advance the innovations and successes that have defined AHA as we chart the agency's course into a bright and promising future.

Robert Rumley III, Chair
AHA Board of Commissioners

MESSAGE FROM THE PRESIDENT & CEO

As the Atlanta Housing Authority's new President & CEO, I am proud to present this FY 2017 Annual Report highlighting AHA's key accomplishments over the past fiscal year. This report details AHA's efforts in support of its FY 2017 Annual Plan for our development, portfolio management and lease-up operation that are vital to successfully accomplishing our new strategic goals, known as Vision 2022. Vision 2022 seeks to renew AHA's focus of being the frontrunner of affordable housing in the City of Atlanta. Although we presented many of the features of Vision 2022 for the first time as part of AHA's FY 2018 Annual Plan, we began laying the foundation for its implementation over the past year.

As recognized in the Vision 2022 Plan, Atlanta demographics are changing, market forces are shifting and the affordable housing choices in the local rental market are extremely limited. At the same time, renters and homeowners are demanding a lifestyle that is connected to a diverse community, with innovative housing products and housing types that reflect their individual needs. We will continue to create communities that support good health, education and access to good paying jobs for residents in our complexes and surrounding neighborhoods.

This Report is an evaluation tool we use to measure progress toward our goals. We hope that this report both increases transparency for AHA operations, including both our challenges and accomplishments.

I am inspired daily by the talented and committed AHA staff. At AHA, we are meeting our benchmarks, and our ongoing plan is to provide better living opportunities for those we serve and empower them through supportive services that promote self-sufficiency. It is these efforts that will make it possible for us to build stronger communities and propel our residents toward upward mobility and better lives.

Catherine V. Buell
President & Chief Executive Officer

EXECUTIVE SUMMARY

FY 2017 HIGHLIGHTS AND PROGRAM STATISTICS

(Figures as of June 30, 2017)

- **23,093 Households Served during FY 2017** compared with **22,334** in 2016**.**
  - **1,126 new households** were housed from the 2015 Housing Choice waiting list, special program referrals and incoming ports.
  - **83** eligible, first-time **homebuyers** received down payment assistance from AHA.
  - AHA established a new HCVP waiting list of **30,000** registrants using a local residency preference.
- **REAL ESTATE DEVELOPMENT & PUBLIC HOUSING**
  - AHA began acquisition and planning efforts to **enhance its development capacity to increase the supply of quality, mixed-income, mixed-finance rental housing** in the tight Atlanta rental market where there is great demand for workforce and low-income housing by the end of FY 2017 by jump-starting the Herndon, Englewood and Westside redevelopments.
  - Through the Choice Neighborhoods Implementation Grant that will revitalize the former University Homes, Ashview Heights and Vine City neighborhoods, AHA **reconnected with 279 former residents** and engaged in vision planning for community redevelopment.
  - AHA's Neighborhood Stabilization Demonstration developed **28 new housing units designed as lease-to-own housing opportunities** built on AHA-owned land within the Mechanicsville community.
  - As of the end of FY 2017, there was a slight increase in private, multifamily HomeFlex Voucher units brought on-line, however, AHA completed substantial solicitation work and has **1,305 units under commitment** through procurement activity.
  - AHA's **1st HUD-approved RAD project that preserved 149 housing units – Juniper & Tenth Highrise** has been converted from public housing units to project based voucher units.
- **SUPPORTIVE HOUSING**
  - **16% of all program admissions include at-risk homeless populations** that have been housed through AHA's HAVEN Program.
  - Housed **87 formerly homeless individuals and families** that "graduated" from permanent supportive housing and have been provided a voucher.
  - Provided short-term housing assistance to stabilize **199 families at risk of homelessness**.

- **HUMAN DEVELOPMENT**

  - AHA established a **new Partnerships and People Investments division** that is engaged in strategic planning to enhance human development services involving workforce development, education, health and wellness, as well as capacity building support services for adults, youth, seniors and persons with disabilities who receive housing assistance through the array of AHA programs.

  - **35 students** were awarded scholarships valued at nearly **$65,000** through AHA's Atlanta Community Scholars Award, Choice Neighborhoods and other scholarship programs.

  - Provided human development and case management services to **1,434** Housing Choice participants.

  - AHA's annual **Summer Internship Program hosted 11 AHA-assisted students** to boost their big goals and bright futures.

- **ADMINISTRATION**

  - **Vision 2022 Strategic Plan.** AHA began an **organizational assessment to start-up an internal compliance and audit division** to enhance compliance, performance monitoring and productivity in real estate development, portfolio management, and Housing Choice Voucher utilization.
  - **100 percent** of Housing Choice and HomeFlex inspections and **100 percent** of scheduled audits of AHA-Owned and Mixed Communities were completed.
  - AHA was recognized for its innovative corporate internal software development with the **2017 Southeastern Software Association (SSA) Impact Award** from the Technology Association of Georgia.

IMPORTANCE OF MOVING TO WORK

Meeting Local Needs Using Federal Resources

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

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

MTW has outperformed Congress' and HUD's expectations. The MTW Program has been expanded beyond 30 housing authorities, and in 2015, the timeline was extended to 2028. Currently, there are 39 MTW agencies out of 3,400 public housing authorities across the nation.

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

1. All real estate is local.
2. Local, community-based problem-solving based on the needs, aspirations, and local market and financial conditions yields substantially better results.
3. The focus must be on outcomes and not process.

Simply put, MTW makes HUD programs and funding resources work better to produce better results.

MTW Statutory Goals

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

MTW and Single Fund Authority

While statutory and regulatory flexibility are foundational elements of the MTW Program, the Single Fund authority is essential to AHA's financial viability. AHA's MTW Agreement permits AHA to combine its low-income operating subsidy, Housing Choice voucher funds, and certain capital funds into an MTW Single Fund or, simply, "MTW Funds." Unlike non-MTW public housing authorities, AHA combines its individual funding sources and converts them to MTW Funds under AHA's MTW Agreement. Once part of the MTW Fund, they are relieved of their statutory and regulatory restrictions and may be used for MTW-Eligible activities outlined in AHA's Annual Plan.

The funding flexibility provided AHA under the MTW Agreement is essential to AHA's continued success and long-term financial viability.

Importance of MTW to AHA

Obtaining MTW status has enhanced AHA's implementation of its long-term strategy to reposition and revitalize its housing inventory and neighborhoods. This strategy has been enhanced by using MTW flexibility to provide or facilitate the delivery of human development services for adults and the homeless. AHA has begun planning enhanced employment training and self-sufficiency services for both adults and youth, in addition to pivoting to increase its in-house development capacity to leverage additional public/private real estate development and investment resources.

AHA uses its MTW flexibility and funds to create innovative, local strategies and solutions that have a positive impact on families, real estate, and the city of Atlanta. From the very beginning of AHA's official status as an MTW agency and as it moves forward, AHA has strived to serve substantially the same number of families as it has repositioned its inventory and operated the Section 8 tenant- and project-based voucher programs in an extremely tight rental housing market characterized by demand by market-rate renters competing for the same affordable rental units in low-poverty neighborhoods with access to optimum employment, public transportation and quality education resources.

With MTW, AHA is able to pursue opportunities that benefit low-income families that are not available to non-MTW agencies:

- Work requirement has increased employment opportunities for non-elderly, non-disabled adults.
- Biennial and triennial recertification (i.e. determination of continued eligibility for assistance) of elderly residents has reduced disruption and stress for our elderly participants while reducing administrative costs for AHA.
- AHA spent $4 million in FY 2017 to provide human development services to help families overcome barriers to work. These services included job training and placement assistance, after-school care for children, expungement of criminal records activities and provision of elder day care.
- Using its locally designed MTW-Project Based Rental Assistance program (HomeFlex) and funding flexibility, AHA has expanded affordable housing and supportive housing for the homeless in Atlanta.
- As a MTW Agency, AHA has made a strategic decision to use the flexibility under the single fund, to work toward planning redevelopment and new construction projects to increase the supply of mixed-income, mixed-use units (with the goal of increasing the supply of rental units available for low and very, low-income families depending on available financing).
- AHA also uses this flexibility to establish project-based rental assistance (PBRA) contracts with private, multifamily owners under its HomeFlex Program to increase rental-housing opportunities. Both of these innovations are intended to address the statutory MTW goal to serve a comparable number of families. These measures are necessary for AHA to effectively deliver housing assistance in the Atlanta rental housing market where there is great demand for the limited supply.

Unique in this industry, AHA maintains a holistic view of itself as an MTW agency. That is to say, unless otherwise prescribed by Congressional appropriations language governing a specific program, AHA does not separate activities as either MTW or non-MTW. For example, AHA's policy innovations like the work/program requirement are applicable to all families across all AHA programs except for the elderly and persons with disabilities.

AHA's MTW Agreement & Extensions

AHA applied for and received designation as an MTW agency in 2001. After extensive negotiations, AHA executed its MTW Agreement with HUD on September 23, 2003, effective as of July 1, 2003. Later, AHA was able to retain the unique provisions under its original agreement when it negotiated a 10-year extension with its amended and restated MTW Agreement on November 13, 2008, and further amended it on January 16, 2009. In December 2015, Congress mandated the extension of the MTW Demonstration Program to June 30, 2028 under the same terms and conditions of AHA's current agreement. HUD confirmed this extension to AHA in writing on April 14, 2016.

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

AHA PROGRAMS AND PROPERTIES

AHA comprehensively operates the entire agency pursuant to its MTW Agreement and utilizes fungibility of its MTW Single Fund in operating and administering its programs. In cases where there are statutory requirements or grant provisions, AHA complies with these terms as required. Each AHA program is designed to leverage all AHA's resources – finances and funding flexibility, knowledge and experience, grant funds, rental subsidies, partner relationships, and land.

For a detailed listing of properties in AHA's portfolio, see the AHA FY 2018 MTW Annual Plan, available on the AHA website.

AHA-Owned Communities

1,793 households ● 10 senior high-rises ● 2 family communities

AHA owns 12 public housing assisted residential properties, including 10 senior high-rise communities and two small family communities. Under AHA's site-based and private property management business model, AHA contracts with third-party professional property management and development firms to manage each community in a comprehensive manner in accordance with AHA's goals, policies, and financial resources. Site-based administration includes the daily property operations, maintenance, and capital improvements, as well as admissions and resident services.

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

MIXED Communities

3,996 AHA-assisted households and 1,149 LIHTC households ● 16 communities

AHA's Strategic Revitalization Program makes it possible for private real estate developers to create quality mixed-use, mixed-income communities on the sites of former public housing projects. Using a blend of private sector practices and public sector safeguards, the community-building model embraces the following transformational and human development strategies:

- New mixed-income rental and for-sale units – both affordable and market-rate,
- High-performing neighborhood schools (pre-K to high school),
- Great recreational facilities and amenities,
- Green space and parks, and
- Quality retail and commercial activities.

Since 1995, AHA and its private sector partners have successfully created these quality, master planned mixed-finance, mixed-income communities in 49 different phases, including public housing, HomeFlex vouchers and units converted under RAD with a cumulative economic impact of over $2 billion.

Housing Choice Tenant-Based Voucher Program

8,381 households

AHA designed its Housing Choice Tenant-Based Voucher Program to offer families the greatest mobility and broadest range of choices in selecting where they live. Using an AHA voucher, families may identify quality housing anywhere in the city of Atlanta without paying more than 30 percent of adjusted income towards their rent and utilities. AHA pays the portion of the rent not covered by the families. Families may also choose to use their AHA voucher to move outside the city limits of Atlanta. Property owners/landlords of single-family homes and apartments manage the properties and enter into landlord-tenant relationships with the families.

HomeFlex (formerly known as "PBRA")

3,364 AHA-assisted units and 1,525 LIHTC units

Using MTW flexibility, AHA created and implemented HomeFlex, formerly known as Project Based Rental Assistance – AHA's form of project-based vouchers. This program leverages the value of a long-term rental assistance arrangement for private real estate developers and owners to develop or provide affordable units in quality mixed-income environments. AHA and the owner enter into a HomeFlex Agreement for a period up to 15 years to provide rental assistance to eligible residents in the HomeFlex units covered by AHA's commitment. The HomeFlex Agreement also streamlines program activities through site-based administration in which the property owner manages waiting lists, eligibility, recertification and other administrative functions at the property level.

The HomeFlex program has successfully increased the long-term availability of high-quality affordable units to low-income families in Atlanta. During FY 2017, AHA added two private, multifamily developments and 76 units to the HomeFlex program. Further, in fiscal year 2017 AHA entered into funding committments for three developments with 223 units that are in the pipeline for the HomeFlex program. These developments are pending construction or rehabilitation. AHA has existing commitments through procurements for 13 properties and 1,305 units targeted for completion in fiscal years 2018 or 2019.

HAVEN - Supportive Housing Programs

1,941 households (Sub-set across all business lines)

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

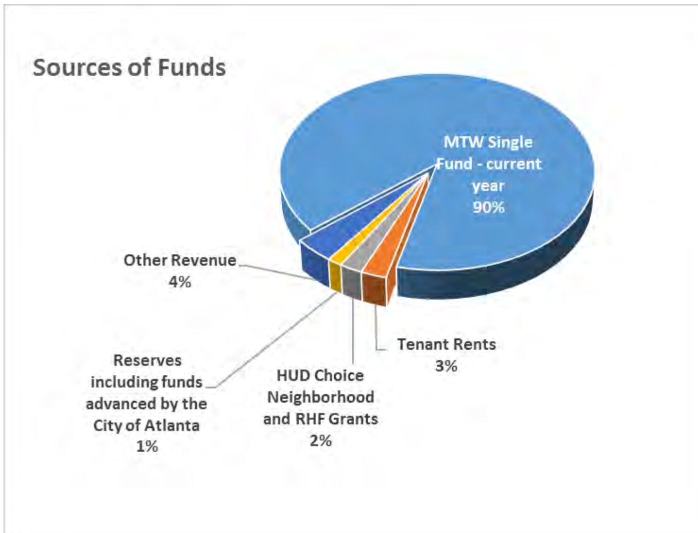
The purpose of supportive housing is to provide at-risk populations – who are often homeless or soon-to-be homeless – with a stable housing arrangement that includes intensive case management and support services to address individual needs. At-risk populations include homeless individuals and families,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

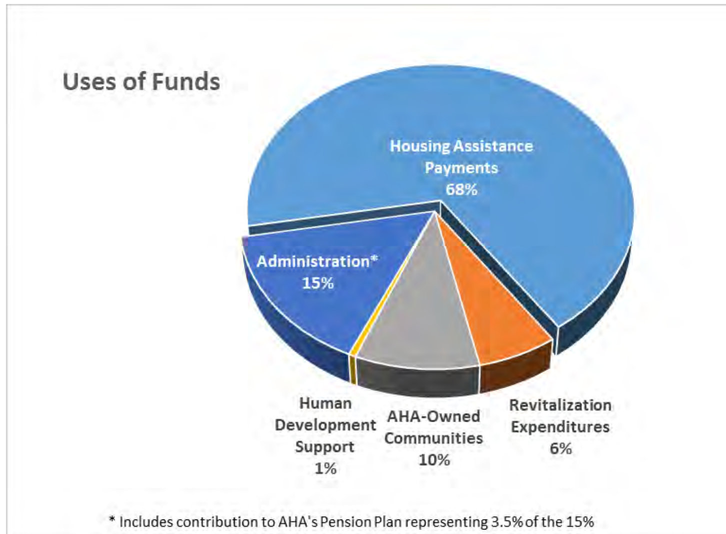
For AHA, our HAVEN program holds a meaningful place among the housing opportunities we make available to low-income families and individuals.

SUMMARY FINANCIALS

FY 2017 Sources and Uses of Funds

For detailed financials, **see Appendix F: Financial Analysis** – FY 2017 Budget vs. Actual.





Sources of Funds

During FY 2017, most of AHA's funding came from HUD in the form of Housing Choice Voucher Funds, Public Housing Operating Subsidy, and Capital Fund grants.

- AHA also received revenue from these sources:
- Rents paid by residents of the AHA-Owned Communities.
- Fees earned in connection with development activities under its Revitalization Program.
- Participation with the individual Owner Entities in net cash flows from MIXED rental communities (in the form of interest payments or ground lease payments).
- Profit participation from the sale of single-family homes.
- Through its ongoing business relationship with National Housing Compliance (NHC), AHA received $1,135,749 in unrestricted contributions as a member of NHC. (No MTW or other AHA restricted funds support this independent business operation.)

Uses of Funds

In FY 2017, AHA continued to facilitate quality affordable housing opportunities for low-income families in the following ways:

- Provided over $93 million in housing assistance payments for households under the Housing Choice Voucher tenant-based and homeownership programs.
- Provided a total of $36 million in HomeFlex subsidy payments supporting HomeFlex (formerly "PBRA") units in mixed-income communities.
- Used MTW Funds to provide $12 million to cover net operating costs for AHA-assisted units in MIXED Communities (formerly AHA-Sponsored, Mixed-Income)
- Invested $13 million for development and rehabilitation programs including rehabilitation under HUD's RAD program.
- Used MTW Funds to cover $20 million in operating expenses, resident services, and capital modernization to support 1,761 households in AHA-Owned Communities, including a $3 million repayment of the EPC loan for AHA-owned properties rehabilitated and converted under HUD's RAD program.

II. PRIORITY ACTIVITIES

Each fiscal year's accomplishments reflect progressive steps toward making AHA's vision a reality. Over the past 16 years as an MTW agency, AHA has creatively used the tools and flexibility afforded by its MTW Agreement to implement housing policy reforms across all programs. (See details on MTW-enabled innovations in *MTW Innovations & Policies.*)

During FY 2017, AHA focused on the following three priorities as articulated in its FY 2017 MTW Annual Plan:

AHA's Priorities are Aligned with MTW Goals

	AHA/MTW Goals		
FY 2017 Priorities	**Quality Living Environment**	**Self-Sufficiency**	**Economic Viability**
Housing Opportunities & Real Estate Development			
1. Advance the master plans for AHA-sponsored mixed-use, mixed-income communities (MIXED Communities)	•		•
2. Implement Choice Neighborhoods Implementation Grant and other related activities.	•		•
3. Advance longer-term real estate development strategy and strategic real estate transactions.	•		•
4. Implement conversions (or reformulation demonstrations) for public housing units in AHA-Owned Communities and AHA-sponsored mixed-use, mixed-income communities. (MIXED Communities)	•		•
5. Increase housing opportunities using project-based and tenant-based voucher programs.	•		•
Human Development and Supportive Services			
1. Increase work/program participation of Housing Choice families.	•	•	•
2. Expand supportive housing and homelessness initiatives.	•	•	•
Administration			
1. Reengineer Housing Choice to facilitate lease-up success.			•
2. Continue Cash Management strategy to optimize receipt and use of Federal funds.			•

PRIORITY: HOUSING OPPORTUNITIES & REAL ESTATE DEVELOPMENT

FY 2017 FOCUS: Expand and preserve housing opportunities while facilitating development of new mixed-income communities.

A. Real Estate Development and Neighborhood Revitalization Activities

In FY 2017, AHA's Real Estate Group worked collaboratively to develop guidelines and standards to be applied to development transactions for future deals. This included the modeling of the New Paradigm for development (successfully used to negotiate the Herndon Homes development agreement), the establishment of the development area categories to better refine the application of the New Paradigm (market-driven, catalytic and revitalization), and setting criteria for the Real Estate Scorecard by which to assess development deals and progress.

The Real Estate Scorecard assesses key factors that contribute to the development of affordable housing and the maintenance of support services for individual and family participants. After an initial assessment, properties are classified based on type:

Market-driven opportunity	**Catalytic opportunity**	**Revitalization opportunity**
 Development opportunity characterized by high land values and healthy, appreciating real estate market conditions where private sector investors are able to secure private financing easily; a market competitive return on investment is possible short and long term.	 Development opportunity characterized by stabilized real estate market conditions with low to moderate land values and limited short term growth opportunities where private sector investors are able to secure private financing contingent upon public sector partnerships that mitigate developer risk and provide gap financing; a competitive market return on investment is possible long term.	 Development opportunity characterized by destabilized real estate market conditions with low land values and minimal growth opportunities where private sector investors are limited in their ability to secure private financing without public sector investments that mitigate developer risk and provide significant financing with deferred returns; limited potential for a competitive, market-driven return on investment both short and long term.

AHA continues to prioritize and measure our investment in new development and rehabilitation opportunities based on a "Scorecard model" that compares projects based on: Market Feasibility, Affordable Housing Levels, Financial Impact, Environmental Sustainability, Measureable Socioeconomic Benefit, Self-sufficiency Opportunities and Social Services/Amenities. The first application of the Scorecard was for Englewood Manor.

Development Opportunity	Updates
Herndon Homes 12.33 acres (former public housing land) Herndon Homes Developer LLC (Hunt Development Group & Oakwood Development LLC)	• Development Agreement between Hunt / Oakwood and AHA signed on February 15, 2017. • Developer applied for 9% Low-Income Housing Tax Credits (LIHTCs) in May 2017 for senior phase (105 affordable units with HomeFlex subsidy) to include the Health and Wellness Center. Phase will close in April 2018 and construction is scheduled to begin immediately. Developer will close on the first multifamily phase in Fall 2018. • The site was rezoned from RG-3 (Capital Residential) to Planned Development Mixed-Use (PDMU) in June 2017 to accommodate higher density mixed-use development. • Permit application has been prepared for infrastructure and site development scheduled for Fall 2017, coinciding with a groundbreaking to publicize the new development. • AHA and the developer partnered with Georgia Tech to support the integration of technology into the development - to provide instruction and programming for the planned STEAM (Science, Technology, Engineering, Arts and Mathematics) educational center and to engage the community. The MOU was negotiated in FY 2017 and is scheduled to be executed in August 2017. • AHA showcased its vision of innovation including Smart City technologies and public Wi-Fi, community-focused programming, and the creation of an Innovation District in partnership with Georgia Tech that will offer economic development opportunities that allow residents to live, work, and play within proximity to their new Herndon home. • AHA and the developer held numerous stakeholder meetings in FY 2017 to present the development program and schedule with participants including Georgia Tech, Georgia World Congress Center, MetLife, Antioch Baptist Church, Westside Future Fund, Georgia Department of Transportation, neighborhood stakeholders, community and former resident representatives. • AHA initiated outreach to the former residents of Herndon Homes in August 2017 to share the redevelopment plan and encourage them to return to the site. Additional events are planned during FY 2018 to meet the development team. Former residents will be offered first priority on the waiting list for each phase of the development.
311 North Avenue 3.9 acres Development partner solicitation pending	• AHA planned with the City to use a portion of the site for installation of an underground storage vault to resolve serious watershed issues and provide storm water management for the site. Funding and Installation of the vault by the City will be an incentive to developers and represent a savings for planned development.
Palmer House **High-rise** 0.97 acres Development partner solicitation pending	• AHA staff assessed the viability of Palmer House as a (self) development opportunity and 100 % affordable/supportive housing project.

Development Opportunity	Updates
Cupola Building 1.0 acres Development partner solicitation pending	• AHA has assessed the viability of redevelopment of the historic Cupola Building as a small developer opportunity in 2018.
Englewood Manor 36.81 acres (25.98 acres of former public housing land + 11.83 acquired acres) Development partner solicitation pending	• In the Chosewood Neighborhood, located across street from Atlanta BeltLine's Boulevard Crossing site, AHA will develop over 400 multifamily units in a dynamic mixed-use, mixed income environment on 25.98 acres, with additional development to occur on land acquired from the City of Atlanta. • Due to the close proximity of the BeltLine to the Englewood site, the AHA and BeltLine team formed a partnership for infrastructure planning to identify street locations, land uses, developable sites, greenspace locations and existing storm water and other infrastructure opportunities and challenges for the larger Englewood District area. Alignment of site plans, public resources and infrastructure implementation will provide more effective use of resources and expedited housing development. • AHA issued an RFQ for development of Englewood during FY 2017, with plans to issue an RFP to shortlisted developers in FY 2018 for the development of the first 16.7 acres of the site.
West Highlands 700 rental units and 255 for-sale homes completed with 502 for-sale homes currently in development on 152 acres of former public housing land + 68 acres of developer owned land Perry Redevelopment LLC (Columbia Residential and BrockBuilt Homes)	• Disposition approval for land to Atlanta Public Schools for the development and operation of a K-8 charter school (West Atlanta Charter School) on the West Highlands site was received in January 2017. The closing is anticipated in Fall 2018. • Public improvements are underway on final phase of for-sale development; 90% complete. • BrockBuilt Homes reported good sales activity with improved market conditions. As of June 30, 2017, 284 homes sold (82 affordable to families at 80% or less AMI), with 72 lots in development and 22 homes under contract. Vertical construction continued on developed lots with pre-sale homes.
Bowen Homes 73.9 acres	• AHA is assessing the use of the Bowen Homes site for a design competition for innovative affordable housing design that will occur in FY 2018.

Development Opportunity	Updates
University Homes 18.15 acres (15.59 acres undeveloped former public housing land + 2.56 acquired acres) Integral Development LLC and McCormick Baron Salazar (UCN Housing Implementation Partner)	• Targeted former public housing site for redevelopment under Choice Neighborhoods Implementation Grant Program. • When completed, there will be 488 units: 60 affordable personal care HomeFlex units, 395 mixed-income multi-family rental and 33 for sale homes (7 affordable and 26 market rate units). Rental units will be 229 AHA-assisted units with HomeFlex - 78 workforce 80-120% AMI, 24 LIHTC-only and 124 market rate units. • See Choice Neighborhoods: Housing for details about the first multifamily phase: Ashley I at Scholars Landing.
Magnolia Perimeter Scattered Site Properties 4.4004 acres; 30 parcels Development partner solicitation pending	• In support of development on the Westside, AHA issued an RFQ/RFP in July 2017 for development partners to redevelop scattered site properties as small rental and/or for sale developments.
Other Revitalization Opportunities Pending redevelopment due to limited market potential for redevelopment	• 43.7 acres at Bankhead Courts (33.45 north parcel and 11.83 south parcel). In December 2016, AHA completed a land swap with the City for the exchange of 10.25 acres known as Bankhead Courts North for 11.83 acres located near the Englewood Manor public housing site, planned for future redevelopment. • 20.3 acres at Hollywood Courts • 9.2 acres at Jonesboro North • 13.8 acres at Jonesboro South • 14 acres at Leila Valley • 35.69 acres at Thomasville Heights
Scattered Small Parcels Potential for disposition in FY 2018 due to limited market potential for redevelopment	• 0.2386 acres in Model City Turn Key 3 Property Grant Park (Catalytic Opportunity; limited development potential at scale due to size of property – a portion currently leased to non-profit as a community garden • 0.4899 acres in Model City Turn Key 3 Property Grant Park (Catalytic Opportunity); limited development potential at scale due to size of property • 3.4 acres at the Gilbert Gardens Annex (Revitalization Opportunity - Limited development potential due to industrial character near airport

Self-Sponsored Real Estate Development

During FY 2017, AHA thoughtfully developed new strategic goals, known as Vision 2022. In line with these new strategic goals, AHA has examined ways to sponsor the creation of a development affiliate to increase Atlanta's affordable, moderate, and mixed-use development and preservation efforts to preserve supply. A self-sponsored development affiliate will enable AHA to increase and maximize its financial, socio-economic, and environmental returns to AHA and its key stakeholders.

By tailoring best practices from housing authorities in similar U.S. cities such as Washington, DC, Phoenix, and Cambridge, Massachusetts, AHA plans to use development and financial subsidiaries that will assist in developing residential and mixed-use commercial properties that will increase access to opportunities (public transportation, employment centers, better neighborhood schools and retail services) for AHA residents and stakeholders. Implementation of this business model will facilitate the retention of major decision-making rights over public assets and cross-subsidization of affordable housing development with market-rate and commercial development as well as other fee–based services. AHA plans to further these development efforts during FY 2018.

Advance longer-term real estate development strategy

Land Transactions and Sale of Assets

Working with a real estate consultant who performed market analyses, land use assessments and financial modeling, a real estate strategy was advanced for the development of the vacant land of 11 former public housing sites. AHA determined the optimum number of units to be constructed on the sites including the number of affordable units, the cost associated with the development and the timeline for development. These factors were incorporated into a comprehensive real estate strategy that included recommendations for the rehabilitation of AHA-Owned and AHA MIXED Communities.

Choice Neighborhoods Implementation Grant

On September 28, 2015, HUD awarded AHA and the City of Atlanta $30 million as part of a 2014 Choice Neighborhoods Implementation Grant (CNIG). These funds have been allocated to redevelop the former University Homes public housing site and to revitalize the three surrounding neighborhoods of Ashview Heights, Atlanta University Center Neighborhood, and Vine City (collectively referred to as the University Choice Neighborhood or UCN or CN).

Choice Atlanta
People | Housing | Neighborhood

The Choice Neighborhood Initiative, a signature program of HUD, supports locally driven strategies to transform struggling neighborhoods with public or HUD-assisted housing and the surrounding area.

AHA successfully marketed the Choice Neighborhoods effort through a new logo, updated Choice website (www.cnatlanta.org) and new Facebook page (https://www.facebook.com/cnatlanta/).

The CN initiative focuses on three primary areas: housing, people and neighborhoods. Provided below are updates on the development initiatives.

Topic	Updates
HOUSING: University Homes 18.15 acres (15.59 acres undeveloped former public housing land + 2.56 acquired acres) Integral Development LLC and McCormack Baron Salazar (UCN Housing Implementation Partner)	• **Ashley Scholars Landing I**, the first multifamily phase, is under commitment and expected to close in Fall 2017 and come on line in early 2019. Includes 54 AHA-assisted HomeFlex units; 54 Workforce units (80-120% AMI) and 27 market rate units. • To prepare for closing of Ashley Scholars Landing I, AHA has received HUD environmental approval (September 2016), Disposition approval (March 2017), and Mixed Finance Development approval (September 14, 2017). • The Choice Neighborhoods Revised Housing Plan was approved by HUD on June 30, 2017. • Choice Neighborhoods Implementation Grant on target to close-out in September 2021 for FY 2014 portion of grant and September 2022 for FY 2015 portion of grant. Although the initial CN milestone to close the first phase of housing by March 28th was not met, AHA addressed HUD questions and received HUD Panel approval to close on September 14th. Closing is anticipated in Fall 2017. *See Development Section: University Homes*

Topic	Updates
Neighborhood	• AHA has laid the foundation for its neighborhood revitalization work by engaging with residents of the respective Ashview Heights, Vine City and former University Homes Neighborhoods to establish needed people-oriented support service and cultural activities to begin the foundation of transforming and revitalizing the three Choice neighborhoods. • **Demolition of Blighted Properties** – The City of Atlanta awarded $200,000 in CDBG funds to address blight; AHA is working with the City to track how best to allocate the funds. • **Acquisitions –** Invest Atlanta completed 44 acquisitions to support neighborhood stabilization. • **Promise Zone –** City of Atlanta received Promise Zone designation for the East Side and Westside TAD neighborhood, including the Choice Neighborhood revitalization area from Scholar's Landing to the area surrounding the former University Homes and Atlanta University System. • **Job Training Facility –** The 13,000 sq. ft. Westside Works employment training facility has been completed and provides training in construction, certified nursing assistant, office automation, culinary arts and information technology. • **Public Safety** – **"Cop on the Block" Police Officer Housing –** AHA disposed of five lots on within the AUC neighborhood to the Atlanta Police Foundation; Pulte Homes built five single-family homes and sold at cost to Atlanta police officers as part of City's Secure Neighborhoods initiative. APD officers' presence increases safety within the neighborhood. Additional public safety initiatives include Video Surveillance Cameras and Tag Readers planned along Atlanta Student Movement Boulevard to promote the Safe Routes to School initiative. • **Owner Occupied Rehabilitation** – AHA, in partnership with Invest Atlanta, will provide funds for critical home repair and façade improvements. Program launch scheduled for September 2017 after completion of Invest Atlanta Pilot that is currently underway. • **Urban Agriculture/Food Security** – AHA created a "Return to Community" Farmers Markets, held on the 3rd Saturday of each month June-October, at Scholars Landing. AHA has also created a working group to establish an urban agriculture ecosystem to promote sustainability. • **Farming & Greenspace** - AHA received Board approval in June 2017 for the sale of 3.1278 acres of undevelopable land on the footprint of the former Harris Homes, now known as CollegeTown, to Truly Living Well Center for Natural Urban Agriculture (TLW). TLW is a non-profit enterprise that offers education and training on urban farming techniques and guidance on healthy living in a neighborhood considered a "food desert." The transaction will close in FY 2018 once disposition approval is received from HUD.
People	• **Former University Homes (FUH) Residents** – Case Managers have initiated meetings with FUH residents to complete an Annual Resident Survey designed to assess needs and build relationships. AHA has reconnected with 279 former residents permanently relocated in 2007 and residents receive active case management support. • **Resident Advisory Council** - The Choice Supportive Services Team meets regularly with former residents of University Homes continually engaging and providing supportive services through our partners in health, education and workforce. • **Summer Programming** - Focus on Pre-K lottery enrollment, youth leadership development, programming and career exploration in STEM for middle and high school students with college mentors.

Topic	Updates
	• **CN Planning/Retreat** – AHA staff facilitated meetings with neighborhood, education, health and workforce partners to create a roadmap for achieving annual goals for serving FUH residents and current UCN residents. A full team strategic planning retreat was held in May, 2017. • **MicroGrant 2.0**- AHA awarded 11 community organizations ($49,740 total awards) to support neighborhood and human development projects. Ten of these projects are completely closed out. The next application cycle will begin early fall, 2017. • **UCN Scholarship 2.0** – AHA awarded 11 high school students with college scholarships ranging from $1,675 to $2,200. The total amount scholarships awarded is $20,000. All graduating students attended Washington High School and plan to attend various colleges throughout the state of Georgia. • **City of Atlanta Living Cities Accelerator Grant** – AHA supported the City's efforts to enhance community engagement created *Historic Westside* newspaper and Atlanta Community Engagement Playbook.

Increase voucher utilization using project-based and tenant-based programs

Utilize HomeFlex as a strategic tool to facilitate housing opportunities

AHA continued to facilitate affordable housing opportunities for low-income families under its HomeFlex program (formerly known as PBRA). Currently, AHA uses HomeFlex to support 5,139 subsidized units in mixed-income environments both in AHA-Sponsored and privately-owned communities. Additionally, there are 1,525 LIHTC-only units in HomeFlex Communities. (See *Appendix D*.)

AHA brought the following HomeFlex units on-line in FY 2017.

Project Name	Type	Number of HomeFlex Units	Status
Providence at Parkway Village	Family	50 units	Complete – Q1, FY 2017
Reynoldstown Senior Residences	Senior	26 units	Complete – Q2, FY 2017

Existing HomeFlex Communities

HomeFlex agreements are typically 10 years with options to 15 years for most communities and limited to two years for HAVEN communities. AHA renewed eight HomeFlex agreements during FY 2017.

HomeFlex Communities with Extensions Executed in FY 2017	
• Ashley CollegeTown II	• O'Hern House
• Crogman School Apartments	• Seven Courts Apartments
• Heritage Green Apartments	• Summit Trail
• Pavilion Place (short-term extension)	• Welcome House

Oasis at Scholars Landing

Oasis at Scholars Landing, a 60-unit affordable personal care facility for seniors (and veterans) and their families, was developed on the former University Homes site. The community's design allows elderly residents to age in place, provides an alternative to costly nursing home care, and reduces Medicaid expenditures through a continuum of care. AHA has facilitated the developer's request to reduce the number of HomeFlex/Low Income Housing Tax Credit (LIHTC) units by twelve so that 48 of the 60 units will be affordable housing and the remaining 12 units will be market rate to ensure the property is financially feasible. AHA received HUD approval in August 2017 and its developer will relocate replacement units in other phases of the Choice Neighborhood project.

HomeFlex Rent Increases

Historically, HomeFlex rent adjustments have been made on an ad hoc basis. This has become a source of frustration for HomeFlex owners/investor partners. AHA developed a new policy for setting and adjusting contract rents for HomeFlex Communities. The Board approved the policy in FY 2017 and AHA will begin implementing the policy in FY 2018.

Technology

AHA is working to automate the process for collecting resident and unit information from our partners for AHA-Owned, HomeFlex and MIXED communities in order to meet HUD requirements to report this information. Through this system, HUD enables housing authorities to prevent households from receiving multiple housing subsidies. It also enables housing authorities to validate resident earned income against reports from the Department of Labor. AHA completed the initial automation project and is now working on stabilizing this very complex and important project.

Create more opportunities using Housing Choice Vouchers

The Housing Choice Voucher Program (HCVP) provides over 10,000 families with affordable housing, putting the power of choice in the hands of individuals and families. Also known as Section 8, HCVP offers families and individuals the greatest mobility and broadest range of choices in selecting where they live. Using an AHA voucher, families may identify quality housing anywhere in the city of Atlanta (or outside Atlanta) without paying more than 30 percent of adjusted income towards their rent and utilities. AHA pays the portion of the rent not covered by the families.

1,126

New Housing Choice Vouchers Utilized

As of June 30, 2017, 116 additional families leased up representing AHA's achievement of 102% of its FY 2017 goal of housing 1,100 new families.

Waiting List Opening

AHA opened its HCVP waiting list from March 15 – 21, 2017. AHA successfully procured a vendor to provide a web-based registration process and call center services supporting the opening of its Housing Choice Voucher Program waiting list. The legal notice announcing the waiting list opening was released on February 9, 2017, which included a local preference for individuals who live, work or have been offered a job to work within the official city limits of Atlanta. Additionally, approximately 70 community-based sites were recruited to provide computers and internet access for individuals to register for the waiting list. The results are below.

Waiting List Opening – Final Results	As of March 31, 2017
Total Pre-Applications Received	**83,484**
With preference (Applicant may select multiple options.)	
▪ Live in the City of Atlanta	38,561
▪ Work in the City of Atlanta	33,300
▪ Job offer in the City of Atlanta	29,862
Total New 2017 Waiting List	**30,000**
With preference (Applicant may select multiple options.)	
▪ Live in the City of Atlanta	12,211
▪ Work in the City of Atlanta	16,514
▪ Job offer in the City of Atlanta	18,403

Program Enhancements

Landlord Marketing

In an effort to increase housing options for AHA families in the city of Atlanta, and in recognition that our current Housing Choice property owners are our best program ambassadors, AHA is excited to announce the launch of several programs.

Investor Referral Incentive

Launched in May 2017, and in conjunction with the Housing Choice Voucher program (HCVP), current property owners can receive a $100 cash referral incentive for each newly approved property owner they refer to AHA. In order for the referring property owner to earn the incentive, the referred property owner must complete a Property Owner Application, attend a Property Owner Briefing, and be approved by Landlord Services.

Up-Front Rent Determination

Online up-front rent estimate tool for landlords to know in advance the approximate AHA rent based on property characteristics of units, officially launched in May 22, 2017, and has proven to be an immediate success.

Technology Enhancements for Landlords

During FY 2017, AHA worked to develop a web portal for property owners to track their AHA units and administrative functions. Full implementation is anticipated in FY 2018.

Property Protection Plan

AHA has initiated development of a property protection plan to mitigate/compensate for potential damage caused by AHA tenants. AHA staff continue due diligence and plans to launch the program by the end of FY 2017.

HomeFlex and Housing Choice Vouchers

To further increase the supply of available affordable units, the *Statement of Corporate Policies* allows Housing Choice tenant-based vouchers within MIXED and HomeFlex Communities as long as the total number of subsidized units at the property is less than AHA’s de-concentration policy limits.

New Units, New Landlords

Increased Landlord Participation

The FY 2017 New Vendor Landlord goal targeted to approve 348 new landlords for participation in the Housing Choice Voucher Program (HCVP). As of June 30, 2017, 481 new property owners have been registered and approved as new HCVP landlords. Through the HCVP, there are 2,289 landlords with active Housing Assistance Payment (HAP) contracts, providing 8,381 units.

Increased Units Leased

The FY 2017 New Unit goal targeted to increase the number of available units by 696 for the Housing Choice Voucher Program (HCVP). As of June 30, 2017, 949 new units received Housing Assistance Payments (HAP).

Expand supportive housing and homelessness initiatives

Using its MTW flexibility and funds to partner with private sector entities, government agencies, and the service provider community, AHA made great progress in its supportive housing programs to assist at-risk populations. AHA employs both place-based (using HomeFlex, formerly known as "PBRA") and tenant-based (using Housing Choice tenant-based vouchers) approaches to further its Supportive Housing Program, now known as HAVEN.

AHA's HAVEN Program provides at-risk populations with a stable housing arrangement that includes intensive case management and support services. At-risk populations include homeless individuals and families, people with physical, mental or developmental disabilities, military veterans, families separated due to the lack of housing, and youth aging out of foster care.

AHA supported 1,941 HAVEN units and families through the following programs:

Program	Updates
Family Unification Program (FUP) Under this special purpose voucher program, AHA provides voucher assistance to families with children that have been separated or are at-risk of being separated as a result of their housing situation and former foster care youth. ***Partner:*** Fulton County Department of Family and Children Services (DFCS)	AHA currently has a total allocation of 300 vouchers of which 279 vouchers were leased as of June 30, 2017. Thirty-three of those vouchers were issued and 15 families were housed in FY 2017.
Veterans Affairs Supportive Housing (VASH) Under this special purpose voucher program, AHA provides vouchers to veterans. ***Partner:*** Veterans Administration (VA)	AHA currently has a total allocation of 270 HUD-VASH vouchers of which 232 are currently leased. During FY 2017, AHA issued 62 vouchers and successfully housed 21 veterans.

FLOW (Pilot) Pilot in which AHA provides vouchers for individuals and families that successfully "graduate" from Permanent Supportive Housing (PSH) into stable housing with light-touch supportive services. ***Partner:*** City of Atlanta's Continuum of Care and the United Way of Greater Atlanta	Since inception, 169 families, successfully housed, including 87 individuals and families during FY 2017.
Home Again (Pilot) AHA provides Short-Term Housing Assistance to prevent homelessness and to support rapid rehousing of families dealing with temporary setbacks. ***Partners:*** United Way of Greater Atlanta, Nicholas House, Salvation Army	Using MTW funds, AHA assisted 199 families in FY 2017 with rent, deposits, and utility arrears to become or remain stably housed. Working with our partners on ways to enhance this program.
Georgia Housing Voucher Program (GHVP) Conversion With the partnership, housing assistance for people with disabilities is "converted" from GHVP to Housing Choice vouchers. The conversion supports the State of Georgia response to the 2010 Settlement Agreement between the State of Georgia and the Department of Justice, which stemmed from the 1999 US Supreme Court decision in *Olmstead vs. United States.* **Partner:** Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD)	44 GHVP households have been converted to AHA's Housing Choice vouchers. 38 families actively housed at the close of FY 2017.
Next Step Youth Self-Sufficiency Program (Under Development) Term-limited program for youth aging out of foster care. **Partners:** Department of Family and Children Services (DFCS), Independent Living Program Providers	This program developed through coordination with DFCS and service providers as well as the City of Atlanta's Continuum of Care. An MOU with State Independent Living Program is under development.

AHA has provided 615 HomeFlex subsidies for Supportive Housing units in the following properties:

Site	Owner	Service Provider	Number of Units
Adamsville Green	Mercy Housing Southeast	Mercy Housing	46
Columbia Park Commons	Columbia Residential	HOPE Atlanta	41
Columbia at Sylvan Hills	Columbia Residential	HOPE Atlanta	39
Columbia Tower at MLK Village	Columbia Residential	HOPE Atlanta	39
Commons at Imperial Hotel	Columbia Residential	National Church Residences	90
Donnelly Courts	First Step Housing, LLC	HOPE Atlanta	47
Odyssey Villas	Community Concerns, Inc.	Community Concerns, Inc.	32
O'Hern House	3Keys, Inc.	Community Friendship, Inc.	76
Pavilion Place	B&S Apartments, LLLP	Another Chance of Atlanta	48
Quest Village III	Quest Development Organization, Inc.	Mercy Care	10
Seven Courts	Alden Torch Financial, LLC	Rainbow Housing Assistance Corporation	30
Summit Trail	CHRIS 180	Georgia Department of Human Services	40
Villas of H.O.P.E.	H.O.P.E. Through Divine Intervention	H.O.P.E. Through Divine Intervention	36
Welcome House	3Keys, Inc.	Action Ministries, Inc.	41

Continuum of Care Coordinated Entry for the Homeless

AHA has conducted information and education sessions with the owners and supportive service providers within the HomeFlex HAVEN Communities as well as representatives from the City of Atlanta's Continuum of Care (CoC) to support a collaborative and comprehensive homelessness strategy. During FY 2018 AHA will institute a policy change to incorporate coordinated entry.

The Gardens at College Town

AHA selected Harris Redevelopment, LLC (Integral Development LLC and Real Estate Strategies, LLC) to redevelop the former Harris Homes public housing community, which includes The Gardens at CollegeTown, a 26-unit site housing residents with developmental or mental health disabilities. The Developer established a human services management program designed to support disabled residents with a preference for mentally and developmentally disabled persons relocated from the Harris Homes community. During FY 2017, AHA released a procurement to provide resident assistance and case management at this HAVEN community to facilitate enhanced supportive services to this stable community of residents. Anticipated contract execution with the new service provider during Q1-FY 2018.

Implement conversion (or reformulation) demonstration for public housing units in AHA-Owned Communities and MIXED Communities (AHA-sponsored mixed-use, mixed-income).

On November 2, 2012, HUD approved AHA's proposal to pilot AHA's Reformulation Demonstration Program at Centennial Place under the auspices of its MTW Agreement. Of the 738 residential units in four development phases, 301 units received public housing operating subsidy pursuant to Section 9 of the U.S. Housing Act of 1937, as amended (the Act). During FY 2015, under the Reformulation Demonstration Program, all 301 units were converted from Section 9 public housing assistance to AHA's HomeFlex (PBRA) as designed and implemented by AHA using its MTW flexibility. On April 23, 2013, AHA received additional Housing Choice voucher funding, which will be used as part of the HomeFlex funding to replace the public housing operating subsidy upon conversion.

Topic	Updates
Piedmont Road High Rise	• Senior community now approved for RAD conversion with closing anticipated in early 2018 and rehabilitation immediately following the conversion. • Construction anticipated for 14 months. Some residents will have the option to move off the property and others will remain on the property during construction, temporarily relocated to another unit for about 6 weeks.
Other AHA-Owned Communities	• AHA submitted a Letter of Intent to HUD to add all of its AHA-Owned and MIXED Communities with public housing units to the RAD wait list. In response to HUD lifting the cap on the RAD program, AHA will submit a Portfolio RAD application for those 44 properties with remaining with public housing units in October 2017. • The RAD program will enable AHA to convert the units from Section 9 public housing units to Section 8 project based voucher units and to either rehab the units immediately after the conversion or at a future date using private financing and equity to fund the rehabilitation.

Preserve and maintain AHA-Owned & MIXED Communities

AHA and its partners have transformed the sites of former public housing communities to create master planned communities, featuring a mix of rental housing, schools, green space, retail and other amenities. These communities include several family communities, those designated for 55 and over, 62 and over and supportive housing (HAVEN). Residents in these properties pay no more than 30% of adjusted income towards their rent and utilities. Most of these communities were developed using HUD grants and LIHTCs, and the majority of the communities are still within their initial 15-year compliance period for LIHTCs.

The AHA MIXED Communities consist of public housing assisted units, HomeFlex units, LIHTC units and market-rate units. As the properties age past the LIHTC compliance period, they will need to be refreshed to ensure they remain competitive with the other market-rate communities in order to remain financially viable. AHA is working with the owner entities responsible for these communities and using the HUD Rental Assistance Demonstration program to facilitate the owner entities efforts to refresh the units at these communities.

Each of the sites listed below has been developed as a mixed-income project, incorporating over 4,000 affordable housing units into quality communities.

Site or MIXED Community	Existing Buildings	Updates
Juniper & Tenth *Market-Driven Opportunity* 0.66 acres **Developer:** Columbia Residential LLC	• Juniper & Tenth Highrise	• Juniper & Tenth Highrise has been converted from public housing funding through the RAD program. The property is vacant and undergoing rehabilitation. • The construction began in November 2016 and AHA closed on this property in 2017. AHA invested in this project and committed to provide subsidy. Project will be complete and residents return to the property in January 2018.
Centennial Place *Market-Driven Opportunity* **Developer:** Integral Development LLC	• Centennial Place I • Centennial Place II • Centennial Place III • Centennial Place IV	• Construction completed on rehabilitation of Centennial I and II and underway on III. AHA is working to close on Centennial IV with LIHTC before the end of FY 2018. • CP North II: Public Improvement work on a road to serve the final phase of Centennial development and GA Tech using public improvement funds from COA in assessment and planned for FY 2018. • All rental unit development, required as part of the 1993 HOPE VI revitalization grant, is complete.
Capitol Gateway *Market-Driven Opportunity* 17.97 undeveloped acres remaining (15.96 acres of former public housing land and 2.01 acquired acres) **Developers:** Capitol Gateway, LLC (Integral Development LLC, Urban Realty Partners - Capitol Redevelopment LLC &	• Capitol Gateway I • Capitol Gateway II	• All rental unit development required as part of the 2001 HOPE VI revitalization grant is complete.

Site or MIXED Community	Existing Buildings	Updates
TCR Georgia Housing Limited Partnership)		
Auburn Pointe *Market-Driven Opportunity* 7.67 undeveloped acres remaining (5.53 acres of former public housing land and 2.14 acres of acquired land) **Developer:** Grady Redevelopment LLC (Integral Development LLC & Urban Realty Partners - Grady Redevelopment LLC)	• Ashley Auburn Pointe I • Ashley Auburn Pointe II • Veranda at Auburn Pointe • Veranda at Auburn Pointe II • Veranda at Auburn Pointe III	• In June 2016, AHA transferred ownership of 1.77 acres to the City of Atlanta for the construction and operation of a natatorium to provide a recreational amenity for the revitalized site. In July 2017 the groundbreaking was held. Construction is underway with completion expected in November 2018. • All rental unit development required as part of the 2005 HOPE VI revitalization grant is complete.
East Lake *Catalytic Opportunity* 57 acres **Developers:** Columbia Residential; Promise Neighborhoods	• Villages of East Lake I • Villages of East Lake II	• AHA is working with our development partner to complete a RAD application for renovating Phases I & II of the Villages of East Lake. The RAD application will be submitted with the RAD Portfolio Application.
Carver *Catalytic Opportunity* 41.50 undeveloped acres remaining (30.7 acres of former public housing land and 10.8 acres of acquired land) **Developer:** Carver Redevelopment LLC (Integral Development LLC & Russell New Urban Development LLC)	• Veranda at Carver • Villages at Carver I • Villages at Carver II • Villages at Carver III • Villages at Carver V	• In conjunction with the renewal of the HomeFlex agreement for the Veranda at Carver, a Senior Community, AHA continued negotiations with Integral to reduce the contract rents at the property from market rate rents to 60% AMI in lieu of reducing the number of HomeFlex units at the property. • All rental unit development required as part of the 1998 HOPE VI revitalization grant is complete.

Site or MIXED Community	Existing Buildings	Updates
CollegeTown *Catalytic Opportunity* 17.71 undeveloped acres remaining (13.48 acres of former public housing land and 4.23 acres of acquired land) **Developer:** Harris Redevelopment LLC (Integral Development LLC & Real Estate Strategies LLC)	• Ashley CollegeTown I • Ashley CollegeTown II • Atrium at CollegeTown • Gardens at CollegeTown • Veranda at CollegeTown	• See CNIG Neighborhood strategies for information on land disposition to Truly Living Well Center for Natural Urban Agriculture (TLW) on CollegeTown land. • All rental unit development required as part of the 1998 HOPE VI revitalization grant is complete. .
Mechanicsville *Catalytic Opportunity* 22.181 undeveloped acres remaining (19.38 acres of former public housing land and 2.801 acres of acquired land) **Developer:** McDaniel Glenn Revitalization LLC (Columbia Residential, RHA & SUMMECH)	• Columbia and Mechanicsville Apartments • Columbia Senior Residences at Mechanicsville • Mechanicsville Crossing • Mechanicsville Station • Parkside at Mechanicsville	• In December 2014, HUD approved the disposition of 3.17 acres of McDaniel Glen site for the development of 28 lease-to-own homes for families at or below 60% of AMI. The Neighborhood Stabilization Program was a partnership between AHA, its development partner, the City of Atlanta, and the Department of Community Affairs. In FY 2017, 28 homes were completed and occupied. • In addition, the developer acquired land or existing structures throughout the Mechanicsville neighborhood and completed the rehab or new construction of an additional 46 homes in FY 2017. • All rental unit development required as part of the 2003 HOPE VI revitalization grant is complete.
West Highlands *Catalytic Opportunity* 30 acres **Developer:** Perry Homes Redevelopment LLC (Columbia Residential & BrockBuilt)	• Columbia Creste • Columbia Estates • Columbia Grove • Columbia Park Citi • Columbia Heritage	• All rental unit development required as part of the 1996 HOPE VI revitalization grant is complete. • See Neighborhood Revitalization section for more details on homeownership development.
Scholars Landing University Homes *Revitalization Opportunity* 18.15 acres (15.59 acres undeveloped former public housing land + 2.56 acquired acres)	• Veranda at Scholars Landing • Oasis at Scholars Landing	• See the Neighborhood Revitalization, Choice Neighborhoods and HomeFlex sections.

Site or MIXED Community	Existing Buildings	Updates
Developer: Integral Development LLC and McCormick Baron Salazar (UCN Housing Implementation Partner)		
Castleberry Hill *Revitalization Development Area* 28.7 acres (former John Hope Homes) with 450 mixed income units **Developer:** HJ Russell & Company	• Villages at Castleberry Hill I • Villages at Castleberry Hill II	• Development is complete. • AHA is working with our development partner to complete a RAD closing for Phase I of the Villages of Castleberry Hill. • Villages of Castleberry Hill I has been awarded a 9% LIHTC allocation. • AHA will submit a RAD application for the Villages of Castleberry Hill Phase 2 with the RAD Portfolio Application to be submitted in October 2017.
Magnolia Park *Revitalization Development Area* 23,6 acres (former John Eagan Homes) with 400 mixed-income units **Developer:** Creative Choice Homes, Inc.	• Magnolia Park I • Magnolia Park II	• Development is complete. • The parties executed a Settlement Agreement on February 16, 2017. The Settlement Agreement prohibits the Owner from filing bankruptcy for two years (and that provision is enforceable in any bankruptcy court). The Court entered an order confirming the bankruptcy case on March 19, 2017. • AHA will submit a RAD application for the 2 Phases of Magnolia Park with the RAD Portfolio Application to be submitted in October 2017
Cascade *Revitalization Development Area* Development is complete. 34 acres (former Kimberly Courts) **Developer:** Integral Development	• Ashley Courts at Cascade I • Ashley Courts at Cascade II • Ashley Courts at Cascade III	• Development is complete. • The three phases of the property currently have 29 temporary HomeFlex units to help fill vacant LIHTC units. AHA and Integral have agreed the temporary HomeFlex units will expire as of July 2018. Integral is now able to use Housing Choice Vouchers to fill vacant LIHTC and Market rate units up to the limit of 50% of the total units on the property being subsidized. • Originally served as a replacement housing site for Techwood/Clark Howell.
West End *Revitalization Development Area.* 4.5 acres **Developer:** Integral Properties, LLC and Spiller Goodrum West End Partnership (as co-developer)	• Ashley Terrace at West End	• Development is complete. • Please note this property is not on AHA land but is included as a replacement housing site for Techwood/Clark Howell.

AHA Loan Forgiveness Policy

AHA provided financing through loans for 35 of the MIXED Communities. These are cash-flow loans in which only a limited amount of principal and interest on the loans is able to be paid each year. In order to support the future rehabilitation and recapitalization of these communities, AHA's Board approved the debt forgiveness policy during FY 2017.

Homeownership Down Payment Assistance

Using its MTW flexibility, AHA partnered with local lenders to provide down payment assistance to 81 low-income, first-time homebuyers purchasing homes throughout the city of Atlanta. Homebuyers qualify for this program by earning 80 percent or less of the Area Median Income, or $54,000 for a family of four.

Down Payment Assistance
provided to
81
first-time homebuyers earning 80% or less of Area Median Income

PRIORITY: HUMAN DEVELOPMENT SERVICES AND SELF-SUFFICIENCY INITIATIVES

While environment matters, human transformation is a critical measure of AHA's success. Using MTW funds, AHA continues to offer human development services, which are essential to the success of those we serve. In the AHA-Owned Communities and AHA Mixed Communities, property management provides resident services including onsite activities, service coordination and referrals.

In the Housing Choice Voucher Program, human development services were provided by AHA staff – including the Director of Human Development Services, Youth Programs Manager, Service Provider Administrator, Manager of Human Development Case Management, and six Case Managers (four positions are funded by a HUD Family Self-Sufficiency grant) – that assist families in becoming compliant with AHA's work requirement by providing case management, service coordination and referrals. Additionally, AHA made referrals to a group of third-party contracted service providers and to AHA's Service Provider Network. Families were connected, as needed, to employment, training, education, and other opportunities.

Community, People Investments and Partnerships

AHA launched a Partnerships & People Investments (PPI) division for the purpose of building partnerships, securing financial resources and creating greater access to opportunities that further the economic, educational and wellness advancement of AHA-assisted households across programs in five focus areas 1) Family Independence; 2) Student Achievement; 3) Digital Literacy / Connectivity; 4) Health & Wellness; and 5) Volunteerism.

A vital component to Vision 2022 recognized the growing income inequality in the City of Atlanta and the growing need to couple affordable housing assistance that stabilizes families, with incentives and opportunities for economic, educational and health growth and advancement.

Non-Profit Organizational Development

To further establish and advance its human development resource and partnership development work, AHA plans to fully operationalize a non-profit affiliate. AHA will seek to commit 1% of agency funding towards advancing the human development strategy. As with its real estate development and real estate finance components, AHA will further build its staffing and core competencies in human/resource/partnership development in order to ensure its success. AHA will also leverage this expertise across all programs and special initiatives such as Choice in order align strategy and improve outcomes.

AHA initiated procurement of consulting services to provide strategic advisement and technical assistance to AHA in operationalizing one of our non-profit affiliates to support our Partnerships & People Investments work. In addition, AHA began discussion to engage faith-based organizations to develop and pilot a tutoring program to support student achievement.

Family Independence and Economic Advancement

- **Work Compliance:** As of June 30, 2017, 78% Housing Choice households, enrolled in case management services, transitioned to Work Compliant, Progressing or Exempt status and more than 20% of households enrolled for case management services. More than 400 Housing Choice household members are enrolled and actively participating in services sponsored by AHA via third party contracts.
- **Section 3 Resident Opportunities Initiative (ROI)**: AHA conducted outreach to more than 300 residents who have indicated self-employment and business ownership. As a result, thirteen (13) residents have submitted Section 3 Self-Certifications and two have registered as AHA businesses. These businesses span the gamut and include notary, photography, jewelry making and commercial cleaning services. Nineteen (19) additional residents have submitted Section 3 Self-Certifications. During FY 2018, AHA has planned to provide training, employment and contracting opportunities with AHA and its partners.

Reneé Bentley, SVP-PPI (left) and
AHA Section 3 Resident Business Owner

- **Housing Choice Good Neighbor Program**: AHA released services to deliver a comprehensive and cost-efficient training curriculum to participants in AHA's Housing Choice Voucher Program (HCVP). The new contract for these services is targeted for October 2017. During FY 2017, 1,361 households received services through the Good Neighbor Program.

- **One-Stop Career Center**: AHA initiated collaboration with WorkSource Atlanta and other workforce development organizations to establish a One-Stop Career Center at the WorkSource Atlanta facility. AHA will contribute $5,000 per year as cost share along with the contributions of other partners.

- **Special Voucher Program for Homeless Students:** In support of the work of the Customer Services Group, PPI is working with Atlanta Public Schools to establish an intergovernmental agreement to implement this special voucher program for homeless students and their legal guardians.

To bolster AHA's work compliance rates, the agency will both strengthen its work compliance efforts (which may include terminating benefits for non-work compliance) and develop special programs for families seeking to advance from public subsidy.

- The overall work compliance rate for Housing Choice households is 63 percent, a 28% increase over FY 2013's rate.

- Currently, 65% (932) of 1,434 Non-Work Compliant Housing Choice households enrolled in Human Development Services transitioned to Work Compliant, Progressing or Exempt status; 15% (211) are in the queue for proposed termination; 20% (287) are receiving active case management services; 456 Housing Choice household members are enrolled and actively participating in services sponsored by AHA via third party contracts.

- AHA has initiated the transition from a case management approach to a partnerships and capacity building approach creating economic, educational and self-sufficiency-oriented intervention services for all AHA-assisted households across housing programs. This transition also includes aggressive efforts to secure federal and private funding to support AHA's partnerships and capacity building in support of resident employment, upward mobility and self-sufficiency.

Student Achievement

Since 2003, AHA has awarded over $500,000 in scholarships to 138 deserving students through the Atlanta Community Scholars Award (ACSA) and the University Choice Neighborhoods Scholarship (UCNS). In FY 2017, AHA continued work to increase its contribution to student achievement through additional scholarship investments, internship program development, targeted partnerships with Atlanta Public Schools, and innovative summer and after-school programming.

Atlanta Community Scholars Award (ACSA)

ACSA provides scholarships to eligible AHA-assisted individuals in support of their post-secondary education options. All candidates for the scholarship participate in the scholarship application process and meet established eligibility criteria. Since 2003 the United Negro College Fund (UNCF), one of the nation's oldest and most successful education assistance organizations, has been the fiscal agent for ACSA and has helped AHA provide funding to 138 AHA-assisted students for their post-secondary education.

FY 2017 Highlights:

- Twenty-four (24) 2017 ACSA Scholars: 11 new and 13 returning students
- Awards this fiscal year totaled $43,200
- Overall Award Amount since 2003: $527,040
- Total Number of Scholars since inception: 138

Achievements of the 2017 ACSA cohort:

- Average GPA: 3.265
- Seven (7) seniors in the 2017 Class
- Sixteen (16) scholars attend in-state schools
- Eight (8) scholars attend out-of-state schools
- Returning scholars completed 600+ community service hours during the academic year

UCN Scholarship Program

The University Choice Neighborhoods Scholarship (UCNS) Program is an initiative of the Choice Neighborhood Implementation Grant, awarded to the Atlanta Housing Authority (AHA) and the City of Atlanta in September 2015 by the U.S. Department of Housing and Urban Development. AHA and its partners are actively using the Choice Neighborhood Implementation Grant to revitalize the former University Homes and three surrounding neighborhoods in the city's Westside: Vine City, Ashview Heights and the Atlanta University Center neighborhood, collectively known as the University Choice Neighborhood (UCN). The creation of UCNS fulfills a University Choice Neighborhood goal for educational advancement by assisting eligible individuals to achieve postsecondary educational attainment.

Atlanta Mayor Kasim Reed hosted the 2017 UCN Scholars Awards Ceremony at City Hall in his ceremonial office suite. Three awardees (UCN residents) were awarded $2,200 each. Eight awardees (graduating seniors at Booker T. Washington High School) received $1,675 each. The total 2017 UCN Scholarship Program award amount was $20,000.

Atlanta Mayor Kasim Reed and awardees at the 2017 UCN Scholars Awards Ceremony, City Hall

Summer Internship Program

The AHA Internship Program is an eight-week, full-time, paid assignment that takes place during summer break. The program provides an opportunity for AHA-assisted, rising high school seniors and postsecondary students to gain hands-on learning experiences through meaningful projects and assignments. The goal of the internship program is to help bridge the gap between academic study and its application in a professional environment. During the eight-week program, interns will have the opportunity to network with a broad range of seasoned and budding professionals, build relationships with other students, develop and enhance soft skills needed to succeed in a professional environment, build maturity and confidence levels, and engage with senior-level executives, while earning a salary which can be applied to educational expenses.

- Eleven (11) internship opportunities available across eight AHA departments.
- Direct mail sent to 2,694 AHA-assisted households as part of marketing effort.
- High school seniors earned $10/hr and postsecondary students $12/hr.
- Eligible participants must be AHA-assisted students.

Atlanta Housing Authority President and CEO, Catherine Buell (far right) and AHA's Summer Interns

Atlanta Achievers

AHA has established summer camp and afterschool programs via blanket ordering agreements (BOAs) with Big Brothers & Big Sisters, Boys & Girls Clubs of Greater Atlanta, City of Atlanta Parks & Recreation and YMCA of Metropolitan Atlanta. Twenty-seven students have enrolled to date with a goal to enroll 45 boys and girls.

Digital Literacy and Connectivity

Technology Partnerships

As technology advances at warp speed and nearly every aspect of living in today's tech-centric world requires some form of customer web-based interface, significant steps on the path toward self-sufficiency are digital literacy and high-speed internet connectivity – particularly for very low- and low-income families. Today, less than half of our nation's poorest families have a wired internet subscription at home, and more than 60 million Americans lack basic digital literacy, according to the federal communications commission. Although internet access may be available at many public places - schools, libraries, and other locations away from home, families with children, particularly single-parent households, often face barriers to accessing those facilities.

The Partnerships & People Investments team developed a concept paper to Verizon Wireless to provide computers and Internet access advancing student achievement efforts at University Choice Neighborhood target schools including M. Agnes Jones Elementary School, Michael R. Hollis Elementary School, and Washington High School. AHA worked with the Verizon Foundation to submit a proposal for this purpose.

ConnectHome Initiative Year2

In July 2015, Atlanta was selected as one of 28 communities by the HUD to promote a joint initiative between HUD and the white house called "ConnectHome" – a public-private collaboration to narrow the digital divide for families with school-age children who live in HUD-assisted housing. The AHA and the City of Atlanta (COA) have collaborated to lead the implementation of this initiative. Atlanta's ConnectHome approach calls upon the HUD-secured, national sponsors and a broad array of local public and private stakeholders to reach low-income families. During the 12-month pilot program, 305 families were issued digital devices and successfully achieved internet adoption.

As a continuation of the ConnectHome effort, AHA worked to prepare and equip AHA-assisted families for mainstream integration. This includes partnerships that provide:

- Digital Literacy Trainings - For All Ages And Various Community Types;
- Access To Discounted Internet Services;
- Performance/Adoption Metrics For Discounted Internet Services; and
- Incentive Programs for Low-Income Households.

In FY 2017, AHA focused its efforts towards developing partnerships that can provide basic digital literacy training programs for youth and adults – many of whom may be low-skilled – and increasing internet adoption through partnerships and promotion of no-cost and low-cost internet connectivity programs.

AHA received HUD approval for its Year 2 Plan, which is summarized below:

- Goal to connect 300 households in Year 2
- Conducted exploratory meetings with potential Internet Service Provider (ISP) partners on March 2017 with Carter Fiber, Comcast, T-Mobile, Verizon Wireless
- Completed competitive application process to receive a ConnectHome VISTA (Volunteers in Service to America): 12-month dedicated resource to assist with implementing Year 2 strategies. AHA's VISTA application was accepted/approved.

AHA continues to explore a pilot program to provide wireless connections at AHA-owned senior properties (also in line with creating smart buildings for aging adults) and low-cost Internet connections for landlords of AHA's housing choice voucher programs. In addition, AHA began work on "**AHA TechSquare**" events – that will serve as sign-up campaigns with internet service provider partners at community- wide events in Choice Neighborhoods boundaries and across city, at city-wide festivals and recreation/centers of hope, at Head Start locations, and at AHA-owned communities.

Health and Wellness

As Georgia's largest public housing agency, AHA provides quality, affordable housing for elderly (ages 62+ years), near elderly (ages 55+ years) and disabled individuals, in addition to more than 22,000 low and very, low-income families.

AHA's signature health and wellness program – our "**Aging Well**" program -- encourages and empowers older adults to actively age in place and control decisions that affect their lives and the aging process. Designed to address the "Seven Dimensions of Wellness", AHA's Aging Well program promotes wellness through the physical environs, activities and events, and support services.

AHA Active Living Services Program

AHA re-solicited services to establish a comprehensive and cost efficient service delivery strategy and program(s) that promote health, wellness and active lifestyles among AHA-assisted senior residents, ages 55 and older and adults with disabilities, ages 18 to 54, residing in the 10 AHA-Owned high-rise communities and Juniper & Tenth community (once reoccupied) as well as those participating in AHA's Housing Choice Voucher Program residing in privately-owned rental housing throughout the city of Atlanta. The services are to serve up to 300 seniors and 100 adults with disabilities, with a primary focus on coordinating the participation of residents into existing programs in the city of Atlanta.

Atlanta Regional Commission

The Atlanta Regional Commission (ARC) has partnered with AHA to provide a mental health coach who offers mental health stabilization services to residents in high rise communities. This program has been very successful and ARC has been able to fund the position through grants. ARC has had to expand the services they provide to seniors outside of AHA and their grant money is shrinking. AHA may have to pay to receive these services beyond the end of 2017.

Established Initiatives

Emory University Fuqua Center for Late Life Depression

Emory University Fuqua Center for Late Life Depression has partnered with AHA to offer mental health stabilization services to residents and training for property management staff in handling mental health crises.

AHA Seniors Farmers Market

AHA hosts an annual senior farmers market, fresh produce and healthy cooking classes support physical well-being.

Annual Senior Health and Wellness Resource Fair

Annual Senior Health and Wellness Resource Fair provides an opportunity for nearly 300 seniors to access free health screenings and other resources.

Volunteerism

AHA developed the infrastructure for its corporate employee volunteerism program called AHA CARES, in March, 2017. AHA CARES engaged AHA employees and their families in AHA-sponsored or identified volunteer projects which have a positive impact on assisted residents and the greater Atlanta community. To support program implementation, AHA developed the program name, logo and tracking system. To date AHA CARES volunteers have logged over 318 volunteer hours.

AHA CARES projects create opportunities to network with coworkers while making a positive difference and increasing AHA's impact on improving the quality of life for its residents and visibility in the community.

During November 2016, AHA volunteers participated in **Real Men (People) Read** (pictured below) at Atlanta Public Schools - Humphries Elementary School. Nearly 10 % of the households in 30354 where Humphries is located are Housing Choice households. Fourteen AHA employees volunteered to read and spend time with children.

AHA introduced **Return to Community Farmer's Markets** in June 2017, which provided locally-grown and healthy foods and goods, health screenings from community caregivers, educational demonstrations and exposure, sustainability innovations and more—all to foster an environment and chance for University Choice Neighborhoods and other Westside residents to thrive. The project is a partnership between AHA, corporate investors, the city of Atlanta and other community organizations located on Atlanta's Westside, and runs from June-October on the 3rd Saturday of each month. 48 AHA CARES volunteers showed up at the first farmer's market and took on various tasks such as set up, customer service, manning table and tents and finally clean up.

AHA volunteers have also assisted with Earth Day clean-up in the English Avenue neighborhood of Atlanta, as well as the installation of raised garden beds along a multi-use trail in the Buckhead neighborhood of Atlanta.

Real Men (People) Read Event

Atlanta Community Food Bank Hunger Walk/Run Event

PRIORITY: ADMINISTRATIVE INNOVATIONS

In FY 2017, AHA continued to enhance its operations and infrastructure, expand its use of technology to drive efficiencies and to streamline processes to improve customer service and business partnerships. During FY 2017, AHA made significant progress in the following areas:

Co-Investment Activities

AHA currently has funding reserves that can be used to catalyze a co-investment program to create affordable housing and mixed-income communities. The MTW program allows public housing authorities the opportunity to design and test innovative, locally-designed strategies that use federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

A co-investment program designed to support the development of affordable housing and mixed-income communities can be a tool that supports both AHA's mission and financial goals. Making targeted investments and controlling a property at the acquisition stage strengthens AHA's ability to ensure its mission goals are incorporated into the ultimate development project on a particular property.

Goals of AHA's Co-Investment

- Identify use for AHA HUD-held reserves;
- Leverage additional funding sources (Invest Atlanta, DCA, Atlanta Beltline, City of Atlanta);
- Development of income producing properties in accordance with AHA's New Paradigm structure;
- Participate in development upside for emerging affordable housing/mixed-income/mixed-use projects;
- Allows AHA to purchase public assets at lower costs, which reduces AHA subsidy investment during development and rehabilitation; and
- Protects long-term affordability associated with publically owned real estate.

Board-approved Commitments

Commitments	MTW Funds Obligated	Description of Use of Funds
University Choice Neighborhoods Grant Program	$12.5 million	AHA has committed $12.5M to the ongoing implementation of the Choice Neighborhoods Grant Program.
Westside Future Fund Collaborative Partnership	$15 million	AHA has committed to expend MTW reserves in an aggregate amount not to exceed $15M toward single-family and multi-family acquisitions, developments and related improvements and amenities in the Westside Neighborhood in accordance with the jointly-developed strategy.

Commitments	MTW Funds Obligated	Description of Use of Funds
Atlanta Beltline Co-Investment	$30 million	AHA has committed up to $30M in MTW reserves over a five-year term. The co-investment structure with Atlanta BeltLine, Inc. will include single-family and multi-family acquisitions within the BeltLine Redevelopment Area
Invest Atlanta Co-Investment	$60 million	AHA committed to invest up to $60M in MTW reserves over a five-year investment period, within a ten-year co-investment term, with the purpose of developing affordable and mixed-income affordable housing throughout the City of Atlanta. The co-investment structure with Invest Atlanta will include the creation of three investment funds: 1) preferred capital fund ($30M); 2) leveraged capital fund ($20M); and 3) small development fund ($10M).
Total MTW Funds Committed	**$127 million**	*Please note: Separate acquisition, finance and/or project agreements must be negotiated for funding to be fully obligated.* *AHA established a Development and Modernization Committee to review and monitor AHA real estate investments.*

Reengineer Housing Choice to facilitate lease-up success

During FY 2017, AHA continued to streamline its internal business processes and systems with the goal of ensuring successful lease-ups in the Atlanta rental market with significant demand for a tight supply of 1, 2 and three-bedroom units and average search times average between 90 and 120 days. AHA has opened its waiting list and continued its intensive landlord outreach and mobility search assistance to voucher holders. An internal Customer Service Group-Finance Division work group began intensive efforts to analyze lease-up and voucher utilization trends on a month-to-month basis to forecast optimum waitlist management and lease-up strategies to maximize available MTW HCV budget resources.

Procurement

Small Business Enterprises / Section 3

Consistent with HUD requirements, AHA endeavors in its procurement actions and outreach efforts that all registered small and minority-owned businesses, women business enterprises, and Section 3 businesses are used when possible for contracting/subcontracting and employment/training opportunities. In March, 2017, at the Atlanta Business League's 10th Annual Congress on the State of Black Business in Metro Atlanta, Catherine Buell, AHA's President and CEO spoke about AHA's strategic plan Vision 2022, and AHA's continued commitment to supplier diversity and inclusion.

We are also conducting a Disparity Study to serve as the basis for an MBE/WBE program, which is expected to further enhance diverse participation in our contracting opportunities. We are nearing the end of the study effort and expect to have a briefing for the Board in March or April.

AHA held a successful Development Preview (networking event) in May, 2017. The event allowed interested vendors to network across the community development sector and to preview upcoming AHA projects.

AHA also held a successful IT Forum in April, 2017 to discuss its IT Strategic Plan, upcoming IT solicitations, and other topics such as "How to Do Business with AHA." Over 200 IT professionals and firms have been invited to attend. With over 100 attendees, the IT Forum was a success at increasing outreach in the technology community.

Enhanced Section 3 Reporting

In anticipation of the results of the ongoing Disparity Study, AHA established a Small Business/Section 3 Task Force in January 2017, to discuss ways to improve AHA's reporting and outreach efforts. The Task Force includes representatives from the Executive Office, AMS, Finance, Legal, and the Real Estate Group (PMD and Developer activity) and meets bi-weekly.

Human Resources

AHA Awarded SSA Impact Award from the Technology Association of Georgia

The AHA IT Business Solutions team received the 2017 SSA Impact Award from the Technology Association of Georgia for Internal Software Development at the TAG SSA Impact Awards, held July 13, 2017 at the Hyatt Regency Suites Atlanta. The criteria for the winner was (1) Business impact, (2) Complexity of the solution, and (3) Creativity of the solution. The team won the award for its excellence in developing and implementing the 58 Data Validation System for AHA.

MTW INNOVATIONS & POLICIES

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

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

Innovations & Policies

Designates an AHA invention or significant innovation

Economic Viability	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Households Served (HUD Funding Availability) To address the volatility in the availability of HUD funding, this protocol defines "AHA households served" as all households in the Housing Choice voucher program and all households earning 80% and below of area median income (AMI) residing in communities in which AHA owns, sponsors, subsidizes, or invests funds.	Counts families based on HUD funding source	Counts all households affected by AHA programs and investments
Fee-for-Service Methodology As a simplified way to allocate indirect costs to its various non-MTW grants and programs, AHA developed a fee-for-service methodology replacing the traditional salary allocation system. More comprehensive than HUD's Asset Management program, AHA charges fees, not just at the property-level, but in all aspects of AHA's business activities, which are often not found in traditional HUD programs.	Cost allocation based on labor costs	Accounts for all costs
Local Asset Management Program A comprehensive program for project-based property management, budgeting, accounting, and financial management. In addition to the fee-for-service system, AHA differs from HUD's asset management system in that it defines its cost objectives at a different level; specifically, AHA defined the MTW program as a cost objective and defined direct and indirect costs accordingly.	HUD Asset Management	Effective, customized approach
Revised MTW Benchmarks AHA and HUD defined 11 MTW Program Benchmarks to measure performance. AHA is not subject to HUD's Public Housing Assessment System (PHAS) or Section Eight Management Assessment Program (SEMAP) because each party recognized that such measurements were inconsistent with the terms and conditions of AHA's MTW Agreement.	PHAS & SEMAP	Simplified and focused on outcomes

Human Development and Self-Sufficiency	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Work/Program Requirement This policy establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. As a condition of receiving the housing subsidy, (a) one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members must also maintain full-time employment or participate in a combination of school, job training, and/or part-time employment.	None	All able-bodied adults must be working or engaged in programs to prepare for work
Service Provider Network For the benefit of AHA-assisted households and individuals, AHA formed this group of social service agencies to support family and individual self-sufficiency, leveraging MTW Funds with resources and expertise from established organizations.	None	Uses partnership model to leverage MTW Funds
Intensive Coaching and Counseling Services AHA has used more than $30 million of MTW Funds to pay for family counseling services for families transitioning from public housing to mainstream, mixed-income environments and for self-sufficiency.	None	Enabled by MTW Single Fund
30% of Adjusted Income This innovation ensures housing affordability and uniformity of tenant payments, regardless of the source of AHA subsidy, by establishing that the total tenant payments of all AHA-assisted households (including HCVP participants) will at no time exceed 30 percent of adjusted income.	Only applies to public housing	Increases housing choices in lower poverty neighborhoods
$125 Minimum Rent Policy that raises standards of responsibility for some AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent to at least $125. Policy does not apply to households where all members are either elderly and/or disabled.	$25-50	$125
Elderly and Non-Elderly Disabled Income Disregard This policy encourages healthy aging and self-sufficiency by excluding employment income when determining rental assistance for elderly persons or non-elderly persons with a disability.	n/a	Encourages independent living and incents employment
4-to-1 Elderly Admissions Preference AHA created this policy to address sociological and generational lifestyle differences between elderly and young disabled adults living in the AHA-Owned Residential Communities (public housing-assisted communities). This policy creates a population mix conducive to shared living space for the elderly.	None	Improves quality of life for all residents

Human Development and Self-Sufficiency *Cont'd*	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Rent Simplification AHA determines adjusted annual income with its own Standard Deductions that replace HUD's Standard Deductions, and, in most cases, eliminate the need to consider other deductions. This policy reduces errors and inefficiencies associated with the verification of unreimbursed medical and childcare expenses.	\$480 per child, \$400 for elderly/disabled and requires receipts	Simplifies administration: \$750 per child, \$1000 for elderly/disabled households
Good Neighbor Program An instructional program established in partnership with Georgia State University, the curriculum includes training on the roles and responsibilities necessary to be a good neighbor in mainstream, mixed-income environments. The program supports acceptance of the Housing Choice program by members of the community.	None	Improves quality of life and community acceptance
Aging Well Initiative Recognizing the needs of older adults to live independently and maintain their quality of life, AHA introduced a program to provide residents with vibrant physical spaces, active programming, support services, and enhanced opportunities for socialization, learning, and wellness.	None	Enabled by MTW Funds
Alternate Resident Survey This protocol, which replaces and satisfies the requirements for HUD's PHAS Resident Survey, allows AHA to monitor and assess customer service performance in public housing using AHA's own resident survey.	PHAS Resident Survey	AHA-customized resident survey
MTW Benchmarking Study—Third Party Evaluation In order to measure the impact of AHA's MTW Program, AHA uses an independent, third-party researcher to conduct a study of the Program and its impact.	n/a	Empirical evaluation by independent third-party
Early Childhood Learning Because strong communities are anchored by good schools, AHA partners with the public schools, foundations, and developers to create physical spaces for early childhood learning centers.	None	Leverages land to break cycle of poverty

Expanding Housing Opportunities	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Mixed-Income / Mixed-Finance Development Initiative AHA strategically approaches development and rehabilitation activities by utilizing public/private partnerships and private sector development partners, and by leveraging public/private resources. AHA has evolved its policies and procedures to determine and control major development decisions. This streamlined approach allows AHA to be more nimble and responsive in a dynamic real estate market in the creation of mixed-income communities.	n/a	Pioneered by AHA and now called "The Atlanta Model"

Expanding Housing Opportunities *Cont'd*	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Public-Private Partnerships The public/private partnerships formed to own AHA-Sponsored, Mixed-Income Communities (Owner Entities) have been authorized by AHA to leverage the authority under AHA's MTW Agreement and to utilize innovative private sector approaches and market principles.	n/a	Leverages public funds, private sector funds and know-how
Managing Replacement Housing Factor (RHF) Funds AHA established a RHF Obligation and Expenditure Implementation Protocol to outline the process with which AHA manages and utilizes RHF funds to further advance AHA's revitalization activities.	Restricted	Clearly defined options for combining or accumulating RHF funds
Mixed-Finance Closing Procedures AHA carries out a HUD-approved procedure for managing and closing mixed-finance transactions involving MTW or development funds.	n/a	Streamlines procedures
Gap Financing AHA may support the financial closings of mixed-income rental communities through gap financing that alleviates the challenges in identifying investors and funders for proposed development projects.	n/a	Enables opportunities to preserve and/or develop additional mixed-income communities
Project Based Rental Assistance (PBRA) as a Development Tool AHA created a unique program that incents private real estate developers/owners to create quality affordable housing. For PBRA development deals, AHA has authorization to determine eligibility for PBRA units, determine the type of funding and timing of rehabilitation and construction, and perform subsidy layering reviews.	Project Based Voucher (PBV) program	Unique PBRA program developed with local Atlanta developers
PBRA Site-Based Administration Through AHA's PBRA Agreement (which replaces the former Project Based HAP contract), the owner entities of PBRA developments and their professional management agents have full responsibility, subject to AHA inspections and performance reviews, for all administrative and programmatic functions including admissions and occupancy procedures and processes relating to PBRA-assisted units. Allows private owners to manage and mitigate their financial and market needs.	PBV administered by public housing authority	Allows private owner to optimize management and viability of property

Expanding Housing Opportunities *Cont'd*	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Reformulating the Subsidy Arrangement AHA is implementing strategies to reformulate the subsidy arrangement for AHA-Sponsored Mixed-Income Communities and AHA-Owned Residential Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under an AHA-devised PBRA Agreement), in order to sustain and preserve investments in these rental communities.	Rental Assistance Demonstration (RAD) program, similar program created recently by HUD.	Unique program enhances long-term viability of real estate
Supportive Housing AHA supports, in partnership with private sector developers, service-enriched housing for target populations such as the homeless, persons with mental health or developmental disabilities, at-risk families and youth, and others requiring a unique and supportive environment to ensure a stable housing situation. AHA utilizes PBRA funding to provide rental assistance and has established separate housing assistance policies for these developments that match the unique needs of the client population.	Requires waivers for preferences	Expands affordable housing for at-risk populations
Affordable Assisted Living AHA and a private sector partner are developing a facility primarily for elderly veterans and their spouses who require assistance with daily living activities. AHA seeks to fill the unmet need for affordable assisted living or personal care facilities by leveraging multiple sources of funding.	n/a	Expands affordable housing for at-risk population
Housing Choice Voucher Program (HCVP) Reforms AHA's MTW Agreement allows it to develop its own Housing Choice Voucher Program. In addition to agency-wide policies, following are key features of the program.		
HCRA Agreement Replaces the HUD HAP Agreement and is based on private sector real estate models.	Standard HAP agreement	Market-based with lease addendum
Multi-family Rent Schedules By agreement with certain high-performing multi-family property owners, establishes standard rents and annual review for a property.	Single Fair Market Rent for Atlanta	Increases availability of quality housing while reducing operational costs

Expanding Housing Opportunities *Cont'd*	REGULAR HOUSING AUTHORITY	AHA INNOVATION AND IMPACT
Atlanta Submarket Payment Standards AHA established standards in 23 local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.	Single Fair Market Rent for Atlanta	Increases choices for families
Rent Reasonableness Determinations AHA uses local market comparables to determine rents for each unit and ensure that AHA is not overpaying in any given market.	Varies	Aligns rents with market
Leasing Incentive Fee (LIF) Allows families greater buying power in lower poverty neighborhoods where security deposits and application fees would normally create a barrier. Attracts more landlords in lesser-impacted markets and Areas of Opportunity.	None	Lowers barriers for families
Occupancy Policies Occupancy standards, including a broad definition of a family, are set by AHA to improve long-term self-sufficiency of the family.	Strict	Increases access to housing
Housing Choice Homeownership Policies AHA established its own policies, procedures, eligibility, and participation requirements for families to participate in the Housing Choice Homeownership Program and use their voucher for mortgage payment assistance.	None	Supports long-term success of low-income families
Special Purpose Vouchers Program Flexibility Allows AHA to apply its program standards after the first year for vouchers such as Family Unification.	Restricted by funding source	Aligns MTW goals and flexibility
Enhanced Inspection Standards AHA created more comprehensive inspections standards and processes than HUD HQS in order to improve the delivery of quality, safe, and affordable housing to assisted families. Ensures the quality and financial viability of the product and the neighborhood.	HUD's HQS	Unit + site and neighborhood
Site and Neighborhood Standards In lieu of the HUD Site & Neighborhood Standards, AHA has adopted the PBRA Site & Neighborhood Standards as set forth in Section VII.B.3 of Attachment D of AHA's MTW Agreement for the evaluation of HOPE VI and other HUD-funded master planned developments.	Limited	Flexible standards to leverage local market realities

Appendices

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Table of Contents
FY 2017 Annual Report Appendices

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Appendix A

MTW Annual Report Cross-Reference Guides

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Appendix A - MTW Annual Report 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 (MTW Agreement), effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016.

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 Report, where the item can be found.

Annual Report Element	Location in FY 2017 MTW Report
I. Households Served	
A. Number served: plan vs. actual by:	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
- unit size	
- family type	
- income group	
- program/housing type	
- race & ethnicity	
B. Changes in tenant characteristics	
C. Changes in waiting list numbers and characteristics	
D. Narrative discussion/explanation of change	
II. Occupancy Policies	
A. Changes in concentration of lower-income families, by program	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
B. Changes in Rent Policy, if any	Appendix B: FY 2017 MTW Report Resolution & Certifications
C. Narrative discussion/explanation of change	
III. Changes in the Housing Stock	
A. Number of units in inventory by program: planned vs. actual	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
B. Narrative discussion/explanation of difference	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. Planned vs. actual funding amounts	Appendix F: Financial Analysis
B. Narrative discussion/explanation of difference	
C. Consolidated Financial Statement	
V. Uses of Funds	
A. Budgeted vs. actual expenditures by line item	Appendix F: Financial Analysis
B. Narrative/explanation of difference	
C. Reserve balance at end of year. Discuss adequacy of reserves.	

1. AHA Legacy Attachment B Requirements

Annual Report Element	Location in FY 2017 MTW Report
VI. Capital Planning	
A. Planned vs. actual expenditures by property	Appendix F: Financial Analysis
B. Narrative discussion/explanation of difference	
VII. Management Information for Owned/Managed Units	
A. Vacancy (Occupancy) Rates	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
1. Target vs. actual occupancies by property	
2. Narrative/explanation of difference	
B. Rent Collections	
1. Target vs. actual collections	
2. Narrative/explanation of difference	
C. Work Orders	
1. Target vs. actual response rates	
2. Narrative/explanation of difference	
D. Inspections	
1. Planned vs. actual inspections completed	
2. Narrative/explanation of difference	
3. Results of independent PHAS inspections	
E. Security	
1. Narrative: planned vs. actual actions/explanation of difference	
VIII. Management Information for Leased Housing	
A. Leasing Information	
1. Target vs. actual lease ups at end of period	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
2. Narrative/explanation of difference	Public Housing inventory is reported to HUD through the PIC system. Housing Choice unit leasing information is submitted monthly through VMS.
3. Information and Certification of Data on Leased Housing Management including:	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
▪ Ensuring rent reasonableness	
▪ Expanding housing opportunities	
▪ Deconcentration of low-income families	

1. AHA Legacy Attachment B Requirements

Annual Report Element	Location in FY 2017 MTW Report
B. Inspection Strategy	
1. Results of inspection strategy, including:	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
a) Planned vs. actual inspections completed by category:	
▪ Annual HQS Inspections	
▪ Pre-contract HQS Inspections	
▪ HQS Quality Control Inspections	
b) HQS Enforcement	
2. Narrative/explanation of difference	
IX. Resident Programs	
A. Narrative: planned vs. actual actions/explanation of difference	Section II. Priority Activities
B. Results of latest PHAs Resident Survey, or equivalent as determined by HUD.	Appendix E: Resident Satisfaction Survey, AHA-Owned Communities
X. Other Information as Required	
A. Results of latest completed 133 Audit, (including program-specific OMB compliance supplement items, as applicable to AHA's Agreement)	Appendix F: Financial Analysis
B. Required Certifications and other submissions from which the Agency is not exempted by the MTW Agreement	Appendix B: FY 2017 MTW Report Resolution & Certifications
C. Submissions required for the receipt of funds	HUD no longer requires an annual Section 8 budget from AHA to request Housing Choice funds; and AHA will submit the CY 2018 Low Rent Operating Subsidy Calculation to the Atlanta Field Office as required by the upcoming submission schedule for review and funding. HUD provided AHA with the amounts of its 2017 CFP and RHF grant awards in July 2017 and on August 3, 2017, AHA submitted the original Annual Statements/ Performance and Evaluation Reports (AS/P&E) for these grants to the local HUD field office with our acceptance of the amended ACCs. AS/P&Es for RHF and CFP grants active in FY 2017 with information as of June 30, 2016 are included in Appendix F: Financial Analysis.

2. HUD Form 50900 Attachment B

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

Reference: OMB Control Number 2577-0216 (expired 05/31/2016)

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). In June 2014, AHA decided to report its MTW-approved activities in accordance with the HUD Form 50900 – Attachment B and solely for purposes of complying with the substantive information reporting requirements of the Paperwork Reduction Act.

Annual Report Element	Location in FY 2017 MTW Report
I. Introduction	
A. Table of Contents, which includes all the required elements of the Annual MTW Report; and	Annual Report Sections I and II Table of Contents
B. Overview of the Agency's ongoing MTW goals and objectives.	
II. General Housing Authority Operating Information	
A. Housing Stock Information	
Number of public housing units at the end of the Plan year, discuss any changes over 10%;	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
Description of any significant capital expenditures by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year);	
Description of any new public housing units added during the year by development (specifying bedroom size, type, accessible features, if applicable);	
Number of public housing units removed from the inventory during the year by development specifying the justification for the removal;	
Number of MTW HCV authorized at the end of the Plan year, discuss any changes over 10%;	
Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes over 10%;	
Number of HCV units project-based during the Plan year, including description of each separate project; and	
Overview of other housing managed by the Agency, eg., tax credit, state-funded, market rate.	
B. Leasing Information - Actual	
Total number of MTW PH units leased in Plan year;	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
Total number of non-MTW PH units leased in Plan year;	
Total number of MTW HCV units leased in Plan year;	
Total number of non-MTW HCV units leased in Plan year;	

2. HUD Form 50900 Attachment B

Annual Report Element	Location in FY 2017 MTW Report
Description of any issues related to leasing of PH or HCVs; and	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the Plan year).	
C. Waiting List Information	
Number and characteristics of households on the waiting lists (all housing types) at the end of the plan year; and	Appendix D: AHA MTW Benchmarks (Legacy Attachment B)
Description of waiting lists (site-based, community-wide, HCV, merged) and any changes that were made in the past fiscal year.	No changes were made to the policy or procedures for maintaining waiting lists. Waiting lists are opened and closed at various sites on an "as needed" basis in the normal course of business.
III. Proposed MTW Activities: HUD approval requested	
All proposed activities that are granted approval by HUD are reported in Section IV as 'Approved Activities'.	
IV. Approved MTW Activities: HUD approval previously granted	
(provide the listed items below grouped by each MTW activity)	
A. Implemented Activities	
List approved, implemented, ongoing activities continued from the prior Plan year(s); that are actively utilizing flexibility from the MTW Agreement; specify the Plan Year in which the activity was first approved and implemented; provide a description of the activity and detailed information on its impact; compare outcomes to baselines and benchmarks, and indicate whether the activity is on schedule.	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
B. Not Yet Implemented Activities	
List any approved activities that were proposed in the Plan, approved by HUD, but not implemented; specify the Plan Year in which the activity was first approved; discuss any actions taken toward implementation during the fiscal year.	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
C. Activities on Hold	
Describe any approved activities that have been implemented and the PHA has stopped implementing but has plans to reactivate in the future; specify the Plan Year in which the activity was first approved, implemented, and placed on hold; report any actions that were taken towards reactivating the activity.	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)

2. HUD Form 50900 Attachment B

Annual Report Element	Location in FY 2017 MTW Report
D. Closed Out Activities	
List all approved activities that have been closed out, including activities that have never been implemented, that the PHA does not plan to implement and obsolete activities; specify the Plan Year in which the activity was first approved and implemented (if applicable); provide the year the activity was closed out; discuss the final outcome and lessons learned.	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
V. Sources and Uses of MTW Funds	
A. Sources and Uses of MTW Funds	Appendix H: HUD Information Reporting Requirement (HUD Form 50900 - Attachment B)
Actual Sources and Uses of MTW Funding for the Fiscal Year	
Describe the Activities that Used Only MTW Single Fund Flexibility	
B. Local Asset Management Plan	Appendix F: Financial Analysis
C. Commitment of Unspent Funds	N/A per HUD: Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.
VI. Administrative	
The Agency shall provide the information below:	
A. General description of any HUD reviews, audits or physical inspection issues that require the agency to take action to address the issue;	N/A
B. Results of latest PHA-directed evaluations of the demonstration, as applicable; and	N/A
C. Certification that the PHA has met the three statutory requirements of: 1) assuring that at least 75 percent of the families assisted by the Agency are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and 3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.	Appendix B: FY 2017 MTW Report Resolution & Certifications

Appendix B

MTW Annual Report Resolution & Certifications

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SECRETARY'S CERTIFICATE

I, CATHERINE V. BUELL, 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 2017 Moving To Work (MTW) Annual Report to the United States Department of Housing and Urban Development in accordance with AHA's Amended and Restated MTW Agreement.

3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Special Meeting on September 20, 2017 (the "Meeting").

4. The following Board members were present for the Meeting:

   Robert Rumley, III, Chair
   James Allen, Jr.
   Angela Ramson
   Dr. Christopher Edwards (via phone)
   Brandon Riddick-Seals (via phone)

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

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 29th day of September, 2017.

Catherine V. Buell

CATHERINE V. BUELL,
Secretary

SEAL

The Housing Authority of the City of Atlanta, Georgia
1938
CORPORATE
SEAL

<u>RESOLUTION OPS-1</u>

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA SEEKS AUTHORIZATION TO SUBMIT FISCAL YEAR 2017 MOVING TO WORK ANNUAL REPORT TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

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 (the "Amended and Restated MTW Agreement") with the United States Department of Housing and Urban Development ("HUD");

WHEREAS, the Amended and Restated MTW Agreement amended and restated AHA's initial MTW Agreement, dated September 23, 2003 and effective as of July 1, 2003, and is effective through June 30, 2028, unless further extended and the Amended and Restated MTW Agreement may be extended for additional ten year terms, with HUD's consent, provided AHA is in compliance with certain agreed conditions;

WHEREAS, under the Amended and Restated MTW Agreement, AHA is required to submit an MTW Annual Report to HUD which, except for certain reports identified in the Amended and Restated MTW Agreement, replaces all other conventional HUD performance measures, including the Public Housing Assessment System and Section 8 Management Assessment Program;

WHEREAS, the Fiscal Year ("FY") 2017 MTW Annual Report must be submitted to HUD by September 30, 2017;

WHEREAS, AHA's Amended and Restated MTW Agreement identifies performance benchmarks and specific types of information that are required to be included in the MTW Annual Report;

WHEREAS, the performance benchmarks are designed to evaluate AHA's performance during the term of the Amended and Restated MTW Agreement;

WHEREAS, AHA's performance against these benchmarks is summarized in <u>Exhibit OPS-1-A</u>;

WHEREAS, AHA's Amended and Restated MTW Agreement also requires AHA to conduct an annual reevaluation of the impact of its rent policy changes; and

WHEREAS, AHA's FY 2017 rent impact analyses are attached hereto as <u>Exhibit OPS-1-B through OPS-1-E</u>.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA ("AHA") that AHA's Fiscal Year ("FY") 2017 Moving To Work ("MTW") Annual Report is hereby approved. Further, the President and Chief Executive Officer is authorized to submit AHA's FY 2017 MTW Annual Report and such other required documents, certifications or forms to the United States Department of Housing and Urban Development ("HUD") with such changes, additions or corrections as she shall deem necessary or appropriate or as may be required by HUD. Further, the Chair or Vice Chair of the Board of Commissioners and the President and Chief Executive Officer are hereby authorized to execute any required documents, certifications or HUD forms related to the approval and filing of AHA's FY 2017 MTW Annual Report.

Exhibit OPS-1-A

FY 2017 AHA Program Benchmarks

Performance Measure Definition *See Management Notes for further definitions/explanations.*	Baseline	FY 2017 Target	FY 2017 Outcome	
Public Housing Program (See Note A)				
Percent Rents Uncollected Gross tenant rents receivable for the Fiscal Year (FY) divided by the amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.	2%	≤2%	**0.8%**	Exceeds Benchmark
Occupancy Rate The ratio of occupied public housing units to available units as of the last day of the FY will be greater than or equal to the target benchmark. **See Note B**	98%	≥98%	**98.2%**	Exceeds Benchmark
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.")	99%	≥99%	**100%**	Exceeds Benchmark
Routine Work Orders Completed in ≤ 7 Days The average number of days that all non-emergency work orders will be active during the FY shall be less than or equal to 7 days.	5 days	≤7 days	**1.7 days**	Exceeds Benchmark
Percent Planned Inspections Completed The percentage of all occupied units and common areas that are inspected during the FY shall be greater than or equal to the target benchmark. **See Note C**	100%	100%	**100%**	Exceeds Benchmark
Housing Choice Program (Section 8)				
Budget Utilization Rate The expenditure of FY 2017 Housing Choice MTW vouchers annual budget allocation (i.e. HUD disbursements) for MTW-eligible activities will be greater than or equal to the target benchmark of 98%. **See Note D**	98%	≥98%	**100%**	Exceeds Benchmark
Percent Planned Annual Inspections Completed The percentage of all occupied units under contract that are inspected directly by AHA or any other agency responsible for monitoring the property during the FY shall be greater than or equal to the target benchmark by the last day of the Fiscal Year. **See Note E**	98%	≥98%	**100%**	Exceeds Benchmark
Quality Control Inspections The percentage of all previously inspected units having a quality control inspection during the FY shall be greater than or equal to the target benchmark.	≥1.4%	≥1.4%	**3.8%**	Exceeds Benchmark

Performance Measure Definition *See Management Notes for further definitions/explanations.*	Baseline	FY 2017 Target	FY 2017 Outcome	
Community and Supportive Services				
Resident Homeownership The number of Public Housing residents or Housing Choice Voucher participants, and other income eligible families who closed on purchasing a home during the FY, regardless of participation in a homeownership counseling program, shall be greater than or equal to the target benchmark. **See Note F**	6	12	**81**	Exceeds Benchmark
Household Work / Program Compliance The annual percentage of Public Housing and Housing Choice assisted households that are Work/Program compliant (excluding elderly and disabled members of the households) through the last day of the fiscal year shall be greater than or equal to the target benchmark. **See Note G**	N/A	75%	**99.5%** MIXED Communities	Exceeds Benchmark
			78% Housing Choice Tenant-Based Vouchers	Exceeds Benchmark
			100% AHA-Owned Communities	Exceeds Benchmark
Finance				
Project Based Financing Closings The annual number of projects to which AHA will commit project-based rental assistance and/or make an investment of MTW funds. **See Note H**	N/A	6	**7**	Exceeds Benchmark

MANAGEMENT NOTES:

A. Public Housing Program - General. Information for the Public Housing Program includes information for both AHA-Owned Communities and the public housing assisted units within the MIXED Communities (f.k.a. AHA-Sponsored Mixed-Income Communities).

Each of the subject MIXED Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with an affiliate of AHA's private sector development partner as the managing general partner and an affiliate of AHA as a limited partner. Each community is managed by the owner entity's captive professional property management agent or a third party fee management company hired by the managing general partner. While AHA does not own these communities, AHA engages with the managing general partner of the respective owner entities to monitor financial and operational performance of the property, review monthly and quarterly reports, and make site visits.

The Magnolia Park community is not factored into overall results shown for public housing 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 of the owner entities and the tax credit syndicator to resolve the issues.

B. Public Housing Program – Occupancy Rates. Rates are based on available units, i.e. dwelling units (occupied or vacant) under AHA's Annual Contributions Contract, that are available for occupancy, after adjusting for four categories of exclusions:

1. Units Approved For Non-Dwelling Use: These are units that are HUD-approved for non-dwelling status for the use in the provision of social services, charitable purposes, public safety activities, and resident services, or used in the support of economic self-sufficiency and anti-drug activities.
2. Employee Occupied Units: These are units that are occupied by employees, who are needed at the site, rather than the occupancy being subject to the normal resident selection process.
3. Vacant Units Approved For Deprogramming: These are units that are HUD-approved for demolition/disposition.
4. Temporarily Off-Line Units: These are units undergoing modernization and/or major rehabilitation.

C. Public Housing Program - Percent Planned Inspections Completed. Units exempted from the calculation for this purpose include the following:

1. Occupied units for which AHA has documented two attempts to inspect the unit and where AHA has initiated eviction proceedings with respect to that unit;
2. Vacant units that are undergoing capital improvements;
3. Vacant units that are uninhabitable for reasons beyond AHA's control due to:
    a. Unsafe levels of hazardous/toxic materials;
    b. An order or directive by a local, state or federal government agency;
    c. Natural disasters; or
    d. Units kept vacant because they are structurally unsound and AHA has taken action to rehabilitate or demolish those units.
4. Vacant units covered in an approved demolition or disposition application.

D. Housing Choice Budget Utilization. AHA's MTW Housing Choice Budget Utilization benchmark requires that the expenditure of fiscal year Housing Choice Annual Budget allocation (i.e. HUD disbursements) for MTW vouchers utilized for MTW-eligible activities be greater than or equal to the target benchmark of 98 percent. In its FY 2007 MTW Implementation Plan, AHA added clarifying language for this benchmark. As part of the FY 2008 MTW Implementation Plan, AHA included further clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year and until such time that a 12-month period has elapsed. AHA is making this clarification in light of changes that HUD has made in funding vouchers based on a calendar year rather than on an agency's fiscal year.

E. Percent Planned Annual Inspections Completed. This percentage reflects inspections completed on tenant-based Section 8 units under AHA's Housing Choice Program and HomeFlex (Project Based Rental Assistance) units. In accordance with the HomeFlex Agreement between AHA and the private owners, properties with HomeFlex-assisted units are inspected at least annually.

F. Resident Homeownership. During FY 2017, single family home sales in Atlanta and nationwide experienced a steady recovery despite tight financial markets, higher credit standards for mortgage loans, and a lagging unemployment rate, which can limit the pool of eligible buyers. Despite these factors, 81 low-income households were able to close on home purchases through various programs, which represent a substantial achievement given the economic times. *(Note: The target for FY 2017 represents an annual goal; in previous years, the cumulative target over multiple years was presented.)* For families interested in achieving the goal of homeownership, AHA will continue connecting interested and qualified participants to homebuyer readiness training and programs in collaboration with qualified housing counseling agencies.

G. Community and Supportive Services – Household Work / Program Compliance. By design, the Work/Program Compliance policy takes into account both working adults and family members that are enrolled in approved schools or training programs.

AHA's Work/Program Requirement	
Full-time Worker	Employed for 30 or more hours per week
Participation in an approved program	Attending an accredited school as a "full-time" student Participating in an approved "full-time" training program Attending an accredited school as a "part-time" student, AND successfully participating in an approved "part-time" training program
Part-time Job and Part-time Program Participant	Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a "part-time" student

This benchmark aligns the previous Resident Workforce Participation benchmark with measuring resident and participant compliance with AHA's Work/Program Compliance policy. Since the execution of AHA's MTW Agreement, the agency has implemented a Work/Program Compliance policy requiring one adult (ages 18-61, excluding elderly and disabled persons) in the household to work full-time at least 30 hours per week and all other adults in the household to be either program or work compliant (see table for compliance meanings).

Demonstrating the importance of the Atlanta Model and the impact of mixed-income environments, 99.5 percent of AHA-assisted households with Target Adults[1] in MIXED Communities were compliant with AHA's Work/Program Requirement. Compliance requires that they maintained full-time employment or were engaged in a combination of school, job training and/or part-time employment.

These adults succeeded because they have been positively influenced by a culture of work. They also benefited from private property management's support and guidance for gaining and maintaining employment (under AHA's site-based administration policies). This support also helps maintain the integrity and viability of the entire mixed-income community.

Further supporting this view, AHA found that of families living in the AHA-Owned Communities, 100 percent of households were compliant with the Work/Program Requirement.

[1] Target Adults are non-elderly, non-disabled adults ages 18-61 years old who are subject to the Work/Program requirement.

By contrast, target adults in the Housing Choice Voucher Program found it harder to find jobs or retrain for new ones. In FY 2017, 78 percent of Housing Choice households were in compliance. This rate is composed of 63 percent of households working full-time plus 15 percent of households in which the target adults were engaged in a combination of work, school or training for less than 30 hours per week.

Non-compliant households can be divided into two categories: non-compliant and progressing. AHA created "progressing" because many families have found it difficult to maintain employment and work hours in the tough economy. For households in which all Target Adults are engaged in a minimum of 15 hours per week of work, training, and/or school, AHA will designate their status as "progressing." Progressing households will be encouraged to continue improvements and will not be referred for support services until their next recertification.

For households in which Target Adults are not working or meeting any of the Work/Program Requirement – i.e. "non-compliant" households – AHA utilized an expanded Human Development Services staff (including two Family Self-Sufficiency Coordinators) to provide case management services to address the needs of the whole family in support of Target Adults transitioning to the workforce. Through support from the Human Development Services staff, 15 percent of Housing Choice households were "progressing" as of fiscal year-end.

AHA recognizes that many families continue to need human development support. Adults may find it difficult to obtain full-time employment, especially if they lack marketable skills, knowledge or certifications necessary for success and advancement in the new economy. To further help families along their path to self-sufficiency, in FY 2017, AHA invested resources for intensive coaching and counseling services with contracted service providers for households that are non-compliant and need extra support in obtaining and retaining jobs.

Unemployment trends for Georgia, the Atlanta Metro region, and the City of Atlanta, have been consistently higher than the national unemployment rates. As of July 2017, the US unemployment rate was 5.1 percent, reflecting a recovering economy. Unemployment rates for Georgia dropped to 4.7 percent, falling below the national rate. [(1)] The Atlanta Metro region experienced a similar decrease to 4.8 percent. Generally, low-wage earners lag the general population in employment, which continues to affect AHA's families work compliance outcomes.

Overall, a vast majority of AHA-assisted families are on the road towards self-sufficiency as they continue to improve their skill sets and income-earning potential through education, training and on-the job experience.

H. Project Based Financing Closings - Finance. AHA met its Project Based Financing Closings target goal in continuing to facilitate the creation of healthy mixed-income communities owned by private entities by committing project-based rental assistance or by investing MTW funds to promote or support the development or rehabilitation of housing units that are affordable to low-income families.

[(1)] Source: U.S. Department of Labor, Bureau of Labor Statistics

EXHIBIT OPS-1-B

MINIMUM RENT POLICY IMPACT ANALYSIS

POLICY BACKGROUND

100% of the rental units in AHA-Owned Communities and a portion, generally 40%, of the rental units in AHA MIXED (AHA-Sponsored Mixed Income) Communities (*See Note below) are funded with operating subsidies under Section 9 of the 1937 Housing Act, as amended or modified by AHA's MTW Agreement. AHA's Minimum Rent Policy for these communities is outlined below. Part I, Article Eleven, Paragraphs 7 Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 37, 2017 states:

- 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.
- The minimum rent requirement does not apply to resident households in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.

*NOTE: Mixed-income, mixed-finance rental communities, including AHA-assisted units and HomeFlex (Project Based Rental Assistance) units, in private developments are developed through public-private partnerships and are managed by the owner entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking. Management agents are responsible for implementing AHA housing policies; detailed results from these communities are not included in this analysis.

Rental assistance to households in the Housing Choice Tenant-Based Program within jurisdiction and HomeFlex Developments (*See Note above) are covered under Section 8 of the 1937 Housing Act, as amended or modified by AHA's MTW Agreement. AHA's Minimum Rent Policy for households receiving rental assistance is outlined below. Part I, Article Eleven, Paragraphs 7, Amended and Restated Statement of Policies adopted by the Board of Commissioners on March 27, 2017 states:

- Participants must pay a minimum rent of $125, or such other amount approved by Atlanta Housing Authority.
- The minimum rent requirement does not apply to Participant households in which all household members are either elderly and/or disabled.

DATA ANALYSIS

Chart 1 compares the FY 2016 and the FY 2017 rents paid by the households residing in AHA-Owned Communities. The analysis excludes households in which all members are elderly or disabled and whose source of income is fixed income.

- In FY 2016, approximately 95% or **112** of the resident households paid rents greater than the Minimum Rent. Another 4% or **5** households were paying rent at the $125 Minimum Rent level. Additionally, 1% or **1** households of all resident households were paying less than the Minimum Rent under approved hardship exemptions.

- In FY 2017, approximately 94% or **83** of the resident households paid rents greater than the Minimum Rent. Another 5% or **4** households paid rents at the $125 Minimum Rent level. Additionally, less than 1.0% or **1** households of all resident households were paying less than the Minimum Rent.

Chart 2 compares the FY 2016 and the FY 2017 rents (Total Tenant Payment) paid by Housing Choice Tenant-Based Program households. The analysis excludes households in which all members are elderly or disabled.

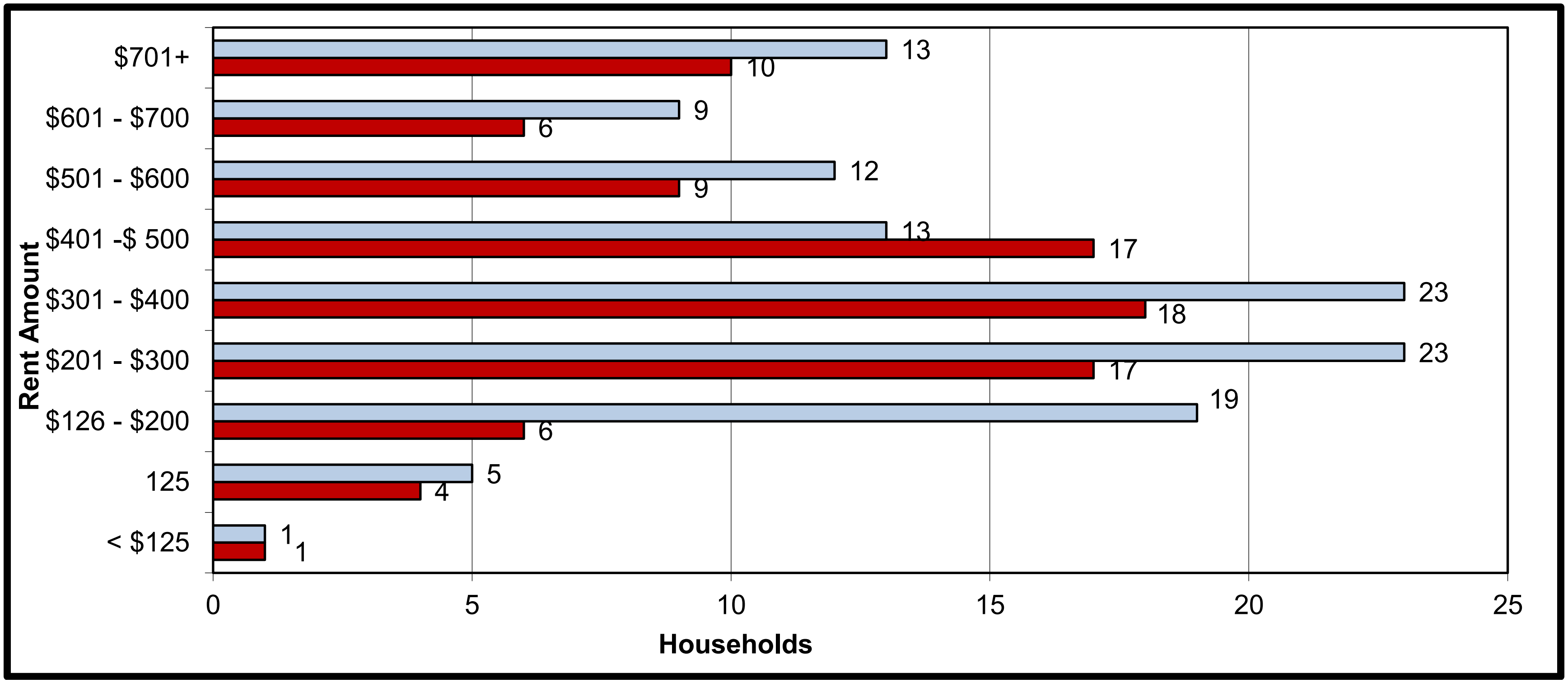
- In FY 2016, approximately 90.5% or **4,655** of Housing Choice households paid rents greater than the Minimum Rent. Another 9.4% or **486** paid rent at the $125 Minimum Rent level. Additionally, approximately 0.0% or **0** household of all households paid less than the Minimum Rent.

- In FY 2017, approximately 93% or **4,460** of Housing Choice households paid rents greater than the Minimum Rent. Another 6% or **291** paid rents at the $125 Minimum Rent level. Additionally, approximately 0.1% or **45** household of all households paid less than the Minimum Rent.

IMPACT ANALYSIS CONCLUSION

The Minimum Rent Policy does not have a negative impact on assisted families because most assisted households are able to pay at or above the Minimum Rent of $125. The policy also provides an opportunity for AHA-assisted families to file an appeal for hardship.

EXHIBIT OPS-1-B Chart 1 - Minimum Rent Policy Impact Analysis
Households in Section 9 Operating Subsidy Funded Units
AHA-Owned Communities(1)(2)
(As of June 30, 2017)



FY 2017

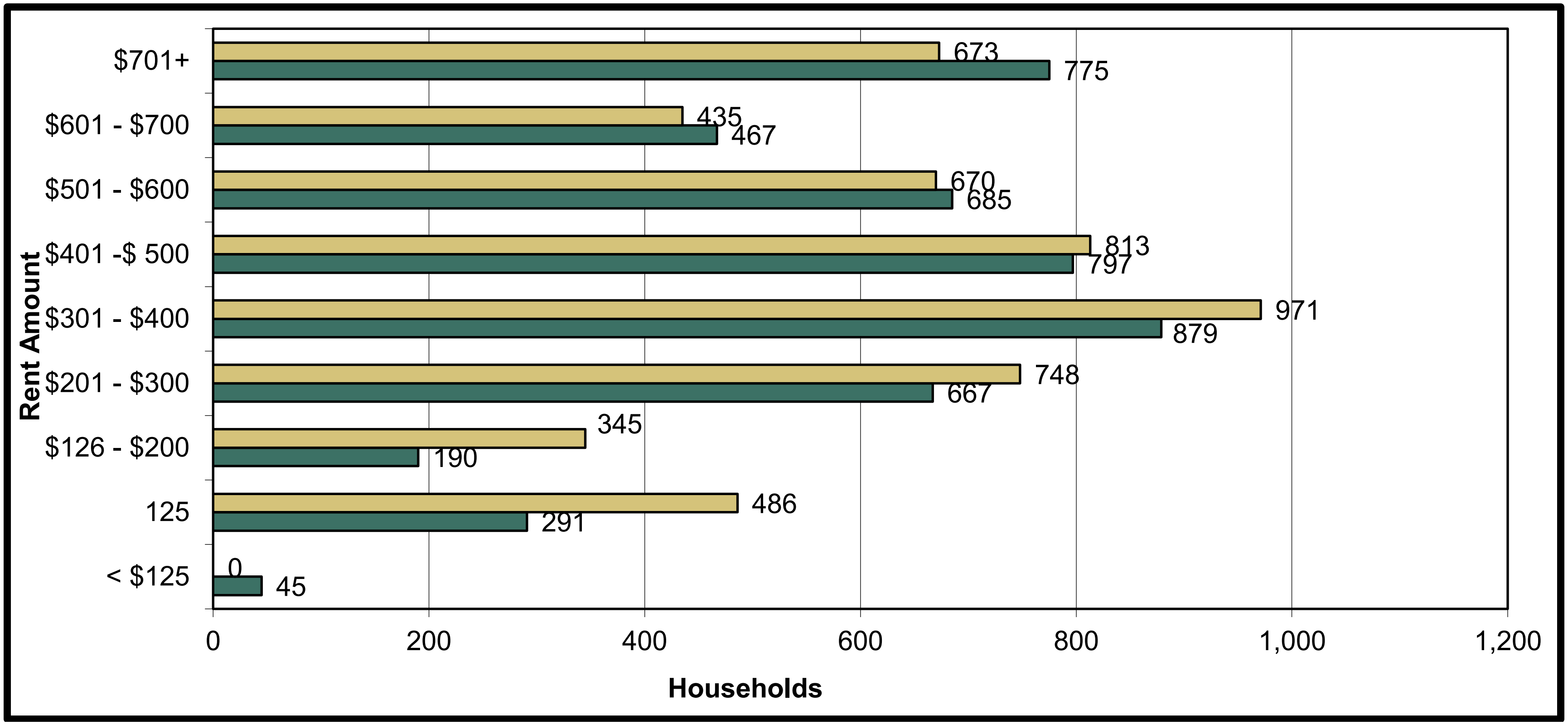
Rent Amount	< $125	125	$126 - $200	$201 - $300	$301 - $400	$401 -$ 500	$501 - $600	$601 - $700	$701+	Total
Total Households	1	4	6	17	18	17	9	6	10	88
%	0.1%	5%	7%	19%	20%	19%	10%	7%	11%	100.0%

FY 2016

Rent Amount	< $125	125	$126 - $200	$201 - $300	$301 - $400	$401 -$ 500	$501 - $600	$601 - $700	$701+	Total
Total Households	1	5	19	23	23	13	12	9	13	118
%	0.8%	4.2%	16.1%	19.5%	19.5%	11%	10.1%	7.6%	11%	100.0%

(1) Excludes Households that are exempt under the Minimum Rent policy (i.e. households in which all members are elderly or disabled and whose source of income is fixed income).
(2) Rent amounts may vary between years with turnover based on changes in household types.

EXHIBIT OPS-1-B Chart 2 - Minimum Rent Policy Impact Analysis
Households Receiving Section 8 Subsidy
Housing Choice Tenant-Based Program[(1)(2)]
(As of June 30, 2017)



FY 2017

Rent Amount	< $125	125	$126 - $200	$201 - $300	$301 - $400	$401 -$ 500	$501 - $600	$601 - $700	$701+	Total
HOUSEHOLDS	45	291	190	667	879	797	685	467	775	4,796
%	0.9%	6.1%	4.0%	13.9%	18.3%	16.6%	14.3%	9.7%	16.2%	100.0%

FY 2016

Rent Amount	< $125	125	$126 - $200	$201 - $300	$301 - $400	$401 -$ 500	$501 - $600	$601 - $700	$701+	Total
HOUSEHOLDS	0	486	345	748	971	813	670	435	673	5,141
%	0.0%	9.5%	6.7%	14.5%	18.9%	15.8%	13.0%	8.5%	13.1%	100.0%

(1) Excludes Households that are exempted under the Minimum Rent policy (households in which head of household, spouse, or co-head of household are elderly or disabled).
(2) Rent amounts may vary between years with turnover based on changes in household types

<u>EXHIBIT OPS-1-C</u>

ELDERLY AND NON-ELDERLY DISABLED INCOME DISREGARD POLICY IMPACT ANALYSIS

POLICY BACKGROUND

Part I, Article Eleven, Paragraph 1 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 27, 2017 states:

> AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income.

Part I, Article Eleven of the Amended and Restated Statement of Policies adopted by the Board of Commissioners on March 27, 2017 states:

> AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income.

Part II of the Amended and Restated Statement of Policies adopted by the Board of Commissioners on March 27, 2017 provides the policy direction for HomeFlex (AHA's Project Based Rental Assistance Program). Under HomeFlex, all program activities are administered at the property level by the owner entity's professional management agent. Although HomeFlex is administered independent of and separate from the Housing Choice Tenant-Based Program, the Elderly and Non-Elderly Disabled Income Disregard policy as stated above is applicable to HomeFlex households.

DATA ANALYSIS

Chart 1 – Of Elderly households assisted in AHA-Owned Communities only 1.6% (18 households) are subject to the policy. Of households assisted in MIXED Communities (AHA-Sponsored Mixed-Income), only 1.0% (16 households) are subject to the policy. Of households assisted in HomeFlex Mixed-Income Developments, only 0.9% (16 households) of Elderly households are subject to the policy. Of households assisted in AHA's Housing Choice Voucher program, 5.0% (66 households) of Elderly households are subject to the policy.

Chart 2 – For households with Non-Elderly Disabled members, a similar picture emerges. Of Non-Elderly Disabled households assisted in AHA-Owned Communities and MIXED Communities (AHA-Sponsored Mixed-Income), only 5.1% (27 households) and 3.2% (10 households), respectively, are subject to the policy. Of households assisted in HomeFlex Mixed-Income Developments, 5.3% (21 households) of Non-Elderly Disabled households are subject to the policy. Of households assisted in AHA's Housing Choice Voucher program, 5.0% (107 households) of Non-Elderly Disabled households are subject to the policy.

IMPACT ANALYSIS CONCLUSION

Overall, the Elderly and Non-Elderly Disabled Income Disregard rent policy has a positive impact because it reduces the rent (or Total Tenant Payment*) of assisted households by disregarding the employment income of household members with eligible fixed income and employment income. Due to the policy, 6.9% or 281 households may receive a net positive benefit of a reduction in rent (Total Tenant Payment).

**Total Tenant Payment is the assisted household's share of the rent and utilities before any adjustment for utility allowances.*

EXHIBIT OPS-1-C Charts 1 and 2
Analysis of Elderly and Non-Elderly Disabled
Income Disregard Policy Impact
(As of June 30, 2017)

HOUSEHOLDS WITH ELDERLY		**FIXED INCOME AND EMPLOYMENT INCOME** *DISREGARD APPLIES*	
Program Type	**N**	**N**	**% of Total Households**
AHA-Owned Communities	1,133	18	1.6%
MIXED Communities (1)	1,568	16	1.0%
HomeFlex Mixed-Income Developments (2)	1,817	16	0.9%
Housing Choice Tenant-Based Program	1,316	66	5.0%
SUMMARY	**5,834**	**116**	**2.0%**

HOUSEHOLDS WITH NON-ELDERLY DISABLED ADULTS		**FIXED INCOME AND EMPLOYMENT INCOME** *DISREGARD APPLIES*	
Program Type	**N**	**N**	**% of Total Households**
AHA-Owned Communities	525	27	5.1%
MIXED Communities (1)	311	10	3.2%
HomeFlex Mixed-Income Developments (2)	397	21	5.3%
Housing Choice Tenant-Based Program	2,131	107	5.0%
SUMMARY	**3,364**	**165**	**4.9%**

(1) MIXED Communities are comprised of AHA-Sponsored, Mixed-Income developments.
(2) HomeFlex is AHA's Project Based Rental Assistance Program.

EXHIBIT OPS-1-D

RENT SIMPLIFICATION POLICY IMPACT ANALYSIS

POLICY BACKGROUND

Part I, Article Seven, Paragraph 2 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 27, 2017 states:

> STANDARD INCOME DEDUCTIONS AND ASSET DETERMINATIONS: 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.

Prior to implementation of the Rent Simplification Policy, AHA determined that across all programs, including Housing Choice Tenant-Based Program, HomeFlex (Project Based Rental Assistance) Mixed-Income Developments, AHA-Owned Communities and MIXED (AHA-Sponsored Mixed-Income Communities), 80% to 85% of assisted families were not claiming "other deductions" relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses.

The goal of the Rent Simplification Policy is to streamline operations by eliminating the burden and potentially inaccurate process of verifying unreimbursed out-of-pocket expenses. The Standard Income Deductions improve and add value to the integrity and accuracy of rent and subsidy determinations and over time will result in improved operating efficiency and effectiveness across all programs. In addition, by increasing the amount of the HUD standard deduction for dependents from $480 to AHA's standard deduction of $750, and the HUD standard deduction for elderly/disabled families from $400 to AHA's standard deduction of $1,000, AHA's Standard Income Deductions under the Rent Simplification Policy provide an equitable deduction approach applicable to all assisted families.

DATA ANALYSIS

The implementation of the Standard Income Deductions under the Rent Simplification Policy is based on an appeals process that allows families to file for hardships. Based on the **Chart 1** below, no assisted households submitted hardship requests as a result of the policy.

EXHIBIT OPS-1-D Chart 1
COMPARISON OF NUMBER OF HARDSHIP REQUESTS TO NUMBER OF HOUSEHOLDS BENEFITING FROM AHA'S STANDARD INCOME DEDUCTIONS
(As of June 30, 2017)

	ELDERLY/DISABLED DEDUCTION				DEPENDENT DEDUCTION			
Program Type	**Housing Choice Tenant-Based**	**AHA-Owned**	**MIXED (1)**	**HomeFlex Mixed-Income (2)**	**Housing Choice Tenant-Based**	**AHA-Owned**	**MIXED (1)**	**HomeFlex Mixed-Income (2)**
Total Number of Households Benefiting	3,475	1,693	2,051	2,306	4,886	73	1,433	689
Number with Hardship Requests	0	0	0	0	0	0	0	0

IMPACT ANALYSIS CONCLUSION

The Rent Simplification Policy has a net positive impact and provides financial support for the preponderance of AHA-assisted families. By comparison, only 15%–20% of assisted families that claimed other deductions relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses benefited from the previous policy. The policy also provides an opportunity for AHA-assisted families to file an appeal for hardship, if required. As shown above very few families filed a hardship request as a result of the policy. The implementation of Standard Income Deductions is an effective method of providing assisted households with relief while, at the same time, streamlining the administrative processes of AHA and its partners and improving accuracy, consistency, and operating efficiencies in the calculation of adjusted incomes.

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(1) MIXED Communities are comprised of AHA-Sponsored, Mixed-Income developments.
(2) HomeFlex is AHA's Project Based Rental Assistance Program.

CERTIFICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT ("HUD") REGARDING THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA'S FY 2017 MOVING TO WORK ("MTW") ANNUAL REPORT

On behalf of The Housing Authority of the City of Atlanta, Georgia ("AHA"), and in accordance with AHA's Amended and Restated Moving to Work Agreement, effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016, (the "MTW Agreement"), I hereby certify the following:

1. At least 75 percent of the households assisted by AHA are very low-income families, as defined in Section 3(b)(2) of the U.S. Housing Act of 1937, as amended;

2. As set forth in AHA's HUD Funding Availability Protocol, dated November 9, 2007, AHA assisted substantially the same total number of eligible low-income families as would have been served had the HUD funds which comprise the MTW Funds (as defined in the MTW Agreement) not been combined into a single fund;

3. As set forth in AHA's HUD Funding Availability Protocol, dated November 9, 2007, AHA maintained a comparable mix of families (by family size) as would have been served or assisted had the MTW Funds made available to AHA not been used under the MTW demonstration; and

4. AHA's **FY 2017 Moving to Work Annual Report** 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).

All capitalized terms used but not defined herein shall have their respective meaning as set forth in the MTW Agreement.

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

BY: Catherine V. Buell

Name: Catherine V. Buell
Title: President and Chief Executive Officer
Date: September 29, 2017

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Appendix C

Ongoing Activities

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Appendix C1: FY 2017 AHA Program Benchmarks

Performance Measure Definition *See Management Notes for further definitions/explanations.*	**Baseline**	**FY 2017 Target**	**FY 2017 Outcome**	
Public Housing Program (See Note A)				
Percent Rents Uncollected Gross tenant rents receivable for the Fiscal Year (FY) divided by the amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.	2%	≤2%	**0.8%**	Exceeds Benchmark
Occupancy Rate The ratio of occupied public housing units to available units as of the last day of the FY will be greater than or equal to the target benchmark. **See Note B**	98%	≥98%	**98.2%**	Exceeds Benchmark
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.”)	99%	≥99%	**100%**	Exceeds Benchmark
Routine Work Orders Completed in ≤ 7 Days The average number of days that all non-emergency work orders will be active during the FY shall be less than or equal to 7 days.	5 days	≤7 days	**1.7 days**	Exceeds Benchmark
Percent Planned Inspections Completed The percentage of all occupied units and common areas that are inspected during the FY shall be greater than or equal to the target benchmark. **See Note C**	100%	100%	**100%**	Exceeds Benchmark
Housing Choice Program (Section 8)				
Budget Utilization Rate The expenditure of FY 2017 Housing Choice MTW vouchers annual budget allocation (i.e. HUD disbursements) for MTW-eligible activities will be greater than or equal to the target benchmark of 98%. **See Note D**	98%	≥98%	**100%**	Exceeds Benchmark
Percent Planned Annual Inspections Completed The percentage of all occupied units under contract that are inspected directly by AHA or any other agency responsible for monitoring the property during the FY shall be greater than or equal to the target benchmark by the last day of the Fiscal Year. **See Note E**	98%	≥98%	**100%**	Exceeds Benchmark
Quality Control Inspections The percentage of all previously inspected units having a quality control inspection during the FY shall be greater than or equal to the target benchmark.	≥1.4%	≥1.4%	**3.8%**	Exceeds Benchmark

Performance Measure Definition *See Management Notes for further definitions/explanations.*	Baseline	FY 2017 Target	FY 2017 Outcome	
Community and Supportive Services				
Resident Homeownership The number of Public Housing residents or Housing Choice Voucher participants, and other income eligible families who closed on purchasing a home during the FY, regardless of participation in a homeownership counseling program, shall be greater than or equal to the target benchmark. **See Note F**	6	12	**81**	Exceeds Benchmark
Household Work / Program Compliance The annual percentage of Public Housing and Housing Choice assisted households that are Work/Program compliant (excluding elderly and disabled members of the households) through the last day of the fiscal year shall be greater than or equal to the target benchmark. **See Note G**	N/A	75%	**99.5%** MIXED Communities	Exceeds Benchmark
			78% Housing Choice Tenant-Based Vouchers	Exceeds Benchmark
			100% AHA-Owned Communities	Exceeds Benchmark
Finance				
Project Based Financing Closings The annual number of projects to which AHA will commit project-based rental assistance and/or make an investment of MTW funds. **See Note H**	N/A	6	**7**	Exceeds Benchmark

MANAGEMENT NOTES:

A. Public Housing Program - General. Information for the Public Housing Program includes information for both AHA-Owned Communities and the public housing assisted units within the MIXED Communities (f.k.a. AHA-Sponsored Mixed-Income Communities).

Each of the subject MIXED Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with an affiliate of AHA's private sector development partner as the managing general partner and an affiliate of AHA as a limited partner. Each community is managed by the owner entity's captive professional property management agent or a third party fee management company hired by the managing general partner. While AHA does not own these communities, AHA engages with the managing general partner of the respective owner entities to monitor financial and operational performance of the property, review monthly and quarterly reports, and make site visits.

The Magnolia Park community is not factored into overall results shown for public housing 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 of the owner entities and the tax credit syndicator to resolve the issues.

B. Public Housing Program – Occupancy Rates. Rates are based on available units, i.e. dwelling units (occupied or vacant) under AHA's Annual Contributions Contract, that are available for occupancy, after adjusting for four categories of exclusions:

1. Units Approved For Non-Dwelling Use: These are units that are HUD-approved for non-dwelling status for the use in the provision of social services, charitable purposes, public safety activities, and resident services, or used in the support of economic self-sufficiency and anti-drug activities.
2. Employee Occupied Units: These are units that are occupied by employees, who are needed at the site, rather than the occupancy being subject to the normal resident selection process.
3. Vacant Units Approved For Deprogramming: These are units that are HUD-approved for demolition/disposition.
4. Temporarily Off-Line Units: These are units undergoing modernization and/or major rehabilitation.

C. Public Housing Program - Percent Planned Inspections Completed. Units exempted from the calculation for this purpose include the following:

1. Occupied units for which AHA has documented two attempts to inspect the unit and where AHA has initiated eviction proceedings with respect to that unit;
2. Vacant units that are undergoing capital improvements;
3. Vacant units that are uninhabitable for reasons beyond AHA's control due to:
   a. Unsafe levels of hazardous/toxic materials;
   b. An order or directive by a local, state or federal government agency;
   c. Natural disasters; or
   d. Units kept vacant because they are structurally unsound and AHA has taken action to rehabilitate or demolish those units.
4. Vacant units covered in an approved demolition or disposition application.

D. Housing Choice Budget Utilization. AHA's MTW Housing Choice Budget Utilization benchmark requires that the expenditure of fiscal year Housing Choice Annual Budget allocation (i.e. HUD disbursements) for MTW vouchers utilized for MTW-eligible activities be greater than or equal to the target benchmark of 98 percent. In its FY 2007 MTW Implementation Plan, AHA added clarifying language for this benchmark. As part of the FY 2008 MTW Implementation Plan, AHA included further clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year and until such time that a 12-month period has elapsed. AHA is making this clarification in light of changes that HUD has made in funding vouchers based on a calendar year rather than on an agency's fiscal year.

E. Percent Planned Annual Inspections Completed. This percentage reflects inspections completed on tenant-based Section 8 units under AHA's Housing Choice Program and HomeFlex (Project Based Rental Assistance) units. In accordance with the HomeFlex Agreement between AHA and the private owners, properties with HomeFlex-assisted units are inspected at least annually.

F. Resident Homeownership. During FY 2017, single family home sales in Atlanta and nationwide experienced a steady recovery despite tight financial markets, higher credit standards for mortgage loans, and a lagging unemployment rate which can limit the pool of eligible buyers. Despite these factors, 81 low-income households were able to close on home purchases through various programs, which represent a substantial achievement given the economic times. *(Note: The target for FY 2017 represents an annual goal; in previous years, the cumulative target over multiple years was presented.)* For families interested in achieving the goal of homeownership, AHA will continue connecting interested and qualified participants to homebuyer readiness training and programs in collaboration with qualified housing counseling agencies.

G. Community and Supportive Services – Household Work / Program Compliance. By design, the Work/Program Compliance policy takes into account both working adults and family members that are enrolled in approved schools or training programs.

AHA's Work/Program Requirement	
Full-time Worker	Employed for 30 or more hours per week
Participation in an approved program	Attending an accredited school as a "full-time" student Participating in an approved "full-time" training program Attending an accredited school as a "part-time" student, AND successfully participating in an approved "part-time" training program
Part-time Job and Part-time Program Participant	Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a "part-time" student

This benchmark aligns the previous Resident Workforce Participation benchmark with measuring resident and participant compliance with AHA's Work/Program Compliance policy. Since the execution of AHA's MTW Agreement, the agency has implemented a Work/Program Compliance policy requiring one adult (ages 18-61, excluding elderly and disabled persons) in the household to work full-time at least 30 hours per week and all other adults in the household to be either program or work compliant (see table for compliance meanings).

Demonstrating the importance of the Atlanta Model and the impact of mixed-income environments, 99.5 percent of AHA-assisted households with Target Adults[1] in MIXED Communities were compliant with AHA's Work/Program Requirement. Compliance requires that they maintained full-time employment or were engaged in a combination of school, job training and/or part-time employment.

These adults succeeded because they have been positively influenced by a culture of work. They also benefited from private property management's support and guidance for gaining and maintaining employment (under AHA's site-based administration policies). This support also helps maintain the integrity and viability of the entire mixed-income community.

Further supporting this view, AHA found that of families living in the AHA-Owned Communities, 100 percent of households were compliant with the Work/Program Requirement.

[1] Target Adults are non-elderly, non-disabled adults ages 18-61 years old who are subject to the Work/Program requirement.

By contrast, target adults in the Housing Choice Voucher Program found it harder to find jobs or retrain for new ones. In FY 2017, 78 percent of Housing Choice households were in compliance. This rate is composed of 63 percent of households working full-time plus 15 percent of households in which the target adults were engaged in a combination of work, school or training for less than 30 hours per week.

Non-compliant households can be divided into two categories: non-compliant and progressing. AHA created "progressing" because many families have found it difficult to maintain employment and work hours in the tough economy. For households in which all Target Adults are engaged in a minimum of 15 hours per week of work, training, and/or school, AHA will designate their status as "progressing." Progressing households will be encouraged to continue improvements and will not be referred for support services until their next recertification.

For households in which Target Adults are not working or meeting any of the Work/Program Requirement – i.e. "non-compliant" households – AHA utilized an expanded Human Development Services staff (including two Family Self-Sufficiency Coordinators) to provide case management services to address the needs of the whole family in support of Target Adults transitioning to the workforce. Through support from the Human Development Services staff, 15 percent of Housing Choice households were "progressing" as of fiscal year-end.

AHA recognizes that many families continue to need human development support. Adults may find it difficult to obtain full-time employment, especially if they lack marketable skills, knowledge or certifications necessary for success and advancement in the new economy. To further help families along their path to self-sufficiency, in FY 2017, AHA invested resources for intensive coaching and counseling services with contracted service providers for households that are non-compliant and need extra support in obtaining and retaining jobs.

Unemployment trends for Georgia, the Atlanta Metro region, and the City of Atlanta, have been consistently higher than the national unemployment rates. As of July 2017, the US unemployment rate was 5.1 percent, reflecting a recovering economy. Unemployment rates for Georgia dropped to 4.7 percent, falling below the national rate. The Atlanta Metro region experienced a similar decrease to 4.8 percent. Generally, low-wage earners lag the general population in employment, which continues to affect AHA's families work compliance outcomes.

Overall, a vast majority of AHA-assisted families are on the road towards self-sufficiency as they continue to improve their skill sets and income-earning potential through education, training and on-the job experience.

H. Project Based Financing Closings - Finance. AHA met its Project Based Financing Closings target goal in continuing to facilitate the creation of healthy mixed-income communities owned by private entities by committing project-based rental assistance or by investing MTW funds to promote or support the development or rehabilitation of housing units that are affordable to low-income families.

(1) Source: U.S. Department of Labor, Bureau of Labor Statistics

Appendix C2: MTW Implementation Protocols

MTW Implementation Protocols	Amended and Restated MTW Agreement Reference
ACC Waiver	*Article I - Statutory Authorizations; Legacy Attachment A - Calculation of Subsidies; Legacy Attachment B - Elements for the Annual MTW Plan and Annual MTW Report; Attachment D - Legacy and Community Specific Authorizations; Attachment E – Implementation Protocols; and the Second Amendment.*
Alternate Resident Survey	*Legacy Attachment B - Elements for the Annual MTW Plan and Annual MTW Report, Section IX.*
Designation of Senior Public Housing Developments	*In accordance with the provision of the MTW Agreement's Statement of Authorizations, Section III.A, AHA is authorized to define its own occupancy policies. AHA discussed its plans to implement designations in its FY 2005, FY 2006, and FY 2007 Implementation Plans.*
Disposition of Public Housing Operating Subsidy in AHA-Owned Affordable Communities	*Pursuant to Article VI, Section C of the Statement of Authorizations (Appendix A of the MTW Agreement), AHA, in consultation with HUD, may convert, as appropriate and feasible, all or a portion of its public housing assisted units from public housing operating subsidy under Section 9 of the 1937 Act to project-based rental assistance under Section 8 of the 1937 Act. This initiative is referred to as the Project Based Financing Demonstration in the MTW Agreement.*
Disposition of Public Housing Operating Subsidy in AHA-Sponsored Mixed-Finance Communities	*Pursuant to Article VI, Section C of the Statement of Authorizations (Appendix A of the MTW Agreement), AHA, in consultation with HUD, may convert, as appropriate and feasible, all or a portion of its public housing assisted units from public housing operating subsidy under Section 9 of the 1937 Act to project-based rental assistance under Section 8 of the 1937 Act. This initiative is referred to as the Project Based Financing Demonstration in the MTW Agreement.*
Fee for Service Methodology	*Attachment D - Legacy and Community Specific Authorizations, Sections V.A.2 and VI; and First Amendment, Section 4.*
HOPE VI and Other HUD-Funded Master Planned on and off-site Developments Site and Neighborhood Standards	*In accordance with the provision of the Section VIII.C.1 of Attachment D of the AHA's MTW Agreement, the regulatory requirements of 24 CFR Part 941 shall not apply to the implementation of the activities of AHA except for the provisions of 24 CFR 941.202, 24 CFR 941.207, 24 CFR 941.208, 24 CFR 941.209, 24 CFR 941.602(d), 24 CFR 941.610(b) all as modified by the terms of Attachment D; provided, however, that in determining the location of six or more newly constructed or substantially rehabilitated units or developments, AHA is authorized to adopt the alternative Site and Neighborhood Standards set forth in Section VII.B.3 of Attachment D of AHA's MTW Agreement.*
HUD Funding Availability	*In accordance with the provisions of Sections I.I, III.A, V.A of Attachment D of AHA's MTW Agreement, AHA has the flexibility to pursue locally driven policies, procedures and programs to develop more efficient ways of providing housing assistance to low- and very-low income families; to expand, improve and diversify AHA's portfolio and to provide flexibility in the design and administration of housing assistance to eligible families while reducing costs and achieving greater cost effectiveness.*

Appendix C2: MTW Implementation Protocols

MTW Implementation Protocols	Amended and Restated MTW Agreement Reference
Identity of Interest	*Attachment D - Legacy and Community Specific Authorizations, Section VIII.C.*
MTW Mixed-Finance Closing Procedures	*Attachment D - Legacy and Community Specific Authorizations, Section V.A.2.*
Process for Managing Replacement Housing Factor (RHF) Funds	*In accordance with Section V.A.1 of Attachment D of AHA's MTW Agreement, AHA is authorized to combine operating subsidies provided under Section 9 of the 1937 Act (42 U.S.C. 1437g), capital funding (including development and replacement housing factor funds) provided under Section 14 of the 1937 Act (42 U.S.C. 1437l) and assistance provided under Section 8 of the 1937 Act for the voucher programs (42 U.S.C. 1437f) to fund HUD approved MTW activities. AHA has elected to follow HUD guidance in its use as outlined in Sections V.A.1 and V.A.5 of AHA's MTW Agreement and this protocol.*
Program Flexibility for Special Purpose Vouchers	*Article I - Statutory Authorizations, Section D; and Attachment D - Legacy and Community Specific Authorizations, Sections V.A.I VII.A.*
Project-Based Rental Assistance Developer Selection	*Section VII.B of Attachment D of AHA's MTW Agreement authorizes AHA to develop and adopt a reasonable policy and process for providing Section 8 project-based rental assistance during the term of AHA's MTW Agreement; this includes the establishment of a reasonable competitive process for selection of developers. AHA is also authorized to exempt itself or development sponsors from the need to participate in a competitive process to provide project-based rental assistance at a community where (i) AHA has a direct or indirect ownership interest in the entity that owns the community; (ii) AHA owns the land on which the community has been or is to be developed; or (iii) AHA is funding a portion of the construction costs of the community and subsidizing the operating costs or rents of the community for low-income families. Project Based Rental Assistance as a Development Tool has been included in AHA's Annual MTW Plans since FY 2006.*
Project-Based Rental Assistance Subsidy Layering Review	*In accordance with the provisions of AHA's Amended and Restated MTW Agreement, Attachment D, Section VII. B.10, "AHA shall be authorized to perform subsidy layering reviews for Section 8 project-based rental assistance properties; provided, however, that AHA shall identify and engage in independent third party to do the subsidy layering review where AHA is the direct or indirect owner of the property."*
Revision of MTW Benchmarks	*Legacy Attachment D - MTW Program Benchmarks and MTW Program Benchmark Definitions*
Use of MTW Funds	*Recitals; Article I - Statutory Authorizations, Sections A, B and D; Article II - Requirements and Covenants, Sections B and D; Attachment D - Legacy and Community Specific Authorizations, Sections I.G, I.I, V.A.1, V.A.2, V.A.4, V.A.5, V.C.2, V.C.3, VII.B.4, VII.C.4, and VIII.B.5; Legacy Attachment G, Good Cause Justification for the Waiver of Sections of 24 CFR 941 and the Second Amendment.*

Appendix D

AHA MTW Benchmarks

(Legacy Attachment B)

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Appendix D: AHA MTW Benchmarks (Legacy Attachment B)

1. Housing Opportunities and Households Served (actuals as of June 30, 2017)

		Household Totals*		
Community & Program Type	Type of Assistance(5)	End of FY 2016	*Planned, End of FY 2017*	**Actual End of FY 2017**
AHA-Owned Communities	PH	1,932	*1,793*	**1,793**
MIXED Communities (AHA-Sponsored Mixed-Income Communities)	PH	2,221	*2,221*	**2,221**
	HF (6)	1,780	*1,769*	**1,775**
	LIHTC-only (6)	1,138	*1,149*	**1,171**
HomeFlex (MTW-PBRA Communities)	HF (6)	3,271	3,571	**3,364**
	LIHTC-only(6)	1,482	*1,595*	**1,525**
Housing Choice Tenant-Based (2)	HCV	8,009	*7,942*	**8,381**
Housing Choice Ports (3)	HCV	1,973	*1,986*	**2,086**
Housing Choice Homeownership	HCV	30	*10*	**25**
Homeownership - Other	Down-payment Assistance	472	*488*	**553**
Supportive Housing (7)	MTW	26	--	**199**
	TOTAL (1)	***22,334***	***22,524***	***23,093***

NOTES:

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

** Sources: FY 2016 MTW Annual Report, FY 2017 MTW Annual Plan.*

(1) Overall, AHA saw an increase in households served in the Housing Choice Voucher Program, Supportive Housing Programs, additional units to HomeFlex Communities and a slight decrease in PH units due to commencement of the RAD conversion at the Juniper and Tenth Highrise.

(2) Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, 270 HUD-VASH vouchers and port-ins from other PHAs.

(3) Changes in Housing Choice Ports are partially due to absorption of the vouchers by other PHAs and households with AHA vouchers that return to AHA's jurisdiction (i.e. no longer porting).

(4) Homeownership - Other category includes down payment through AHA's Revitalization Program or other initiatives.

(5) 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 HomeFlex units (not as LIHTC-only units).

(6) Changes in HomeFlex (PBRA) and LIHTC-only are due to added units and units anticipated but not on-boarded as planeed. Includes 28 Scattered-site LIHTC Units.

(7) Supportive Housing encompasses AHA's pilot rental assistance program for homelessness prevention.

2. Units Added (during FY 2017)

Community	Type of Assistance	Property Type	Units by Bedroom Size: Studio	1 BR	2 BR	3 BR	4+ BR	TOTAL Units
Providence at Parkway Village	HF	Senior	0	38	12	0	0	**50**
Reynoldstown Senior Residences	HF	Senior	0	17	9	0	0	**26**
		TOTAL	**0**	**55**	**21**	**0**	**0**	**76**

3. Units Under Procurement (as of June 30, 2017)

Community	Type of Assistance	Property Type	Units by Bedroom Size: Studio	1 BR	2 BR	3 BR	4+ BR	TOTAL Units
Indigo Blue	HF	Family	0	12	34	21	0	**67**
The Villages at Conley	HF	Family	0	9	20	6	0	**35**
Gateway at Capitol View	HF	Senior	0	139	23	0	0	**162**
Lakewood Christian Manor	HF	Senior	24	166	0	0	0	**190**
Manor at DeKalb Medical	HF	Senior	0	152	23	0	0	**175**
Manor at Indian Creek II	HF	Senior	0	65	10	0	0	**75**
Oasis at Vine City	HF	Senior	0	96	9	0	0	**105**
Sterling at Candler Village	HF	Senior	0	111	59	0	0	**170**
The Remington	HF	Senior	0	110	50	0	0	**160**
The Veranda at Groveway	HF	Senior	0	70	4	0	0	**74**
Quest Holly	HF	Senior 55+	0	30	10	0	0	**40**
Phoenix House	HF	Supportive	44	0	0	0	0	**44**
Quest Village I	HF	Supportive	0	8	0	0	0	**8**
			68	**968**	**242**	**27**	**0**	**1305**

NOTES:
PH = Public Housing (ACC-assisted), HF = HomeFlex (AHA's Project Based Rental Assistance), HCV= Housing Choice Voucher

4. Units Converted through RAD (as of June 30, 2017)

Community	Type of Assistance	Property Type	Units by Bedroom Size					TOTAL Units
			Studio	1 BR	2 BR	3 BR	4+ BR	
Juniper & Tenth Highrise	HF	Senior	86	63	0	0	0	**149**
Piedmont Road Highrise	HF	Senior	0	207	0	0	0	**207**
Village at Castleberry Hill I	HF	Family	0	19	39	8	0	**66**
			86	**289**	**39**	**8**	**0**	**422**

NOTE: Under the Rental Assistance Demonstration (RAD) Program, the operating subsidy for the 422 public housing units are being converted to HomeFlex (AHA's project based rental assistance (PBRA)). AHA committed to providing project based rental assistance in support of the Property Manager-Developer's tax credit application.AHA received the RAD CHAP in 2017.

5. Units Removed (during FY 2017)

Community	Type of Assistance	Property Type	Units by Bedroom Size					TOTAL Units
			Studio	1 BR	2 BR	3 BR	4+ BR	
Juniper and Tenth[(1)]	PH	Senior	86	63				**149**
TOTAL			86	**63**	**0**	**0**	**0**	**149**

[(1)] *Units Out of Occupancy due to conversion through the Rental Assistance Demonstration (RAD) Program.*

5. Household Characteristics (actuals as of June 30, 2017)
A. Household Income Profile

Number of Households by Income group (percent of Area Median Income (AMI))

Community & Program Type	< 30% of AMI			31 - 50% of AMI			51 - 80% of AMI			> 80% of AMI			TOTAL		
	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg
AHA-Owned Communities	1,554	1,474	-5%	312	253	-19%	45	28	-38%	6	6	0%	**1,917**	**1,761**	**-8%**
MIXED Communities [(1)]	2,516	2,358	-6%	1,006	971	-3%	280	235	-16%	23	18	-22%	**3,825**	**3,582**	**-6%**
HomeFlex Communities (PBRA) [(1)]	2,197	2,183	-1%	851	797	-6%	177	160	-10%	4	6	50%	**3,229**	**3,146**	**-3%**
Housing Choice Tenant-Based	5,982	5,648	-6%	1,498	1,998	33%	491	660	34%	38	75	97%	**8,009**	**8,381**	**5%**
Housing Choice Ports	1,794	1,738	-3%	160	292	83%	19	54	184%	0	2	0%	**1,973**	**2,086**	**6%**
TOTAL	**14,043**	**13,401**	**-5%**	**3,827**	**4,311**	**13%**	**1,012**	**1,137**	**12%**	**71**	**107**	**51%**	**18,953**	**18,956**	**0.0%**

	Number of Households by Income June 30, 2017	Percent of Total Households Served
Total ≤ 50% of AMI ("very low-income")	17,712	93%
Total > 50% of AMI	1,244	7%

NOTES:

[(1)] AHA does not capture household characteristics for LIHTC-only units within AHA's MIXED Communities and HomeFlex (PBRA) Communities.

5. Household Characteristics (actuals as of June 30, 2017)
B. Household Family Size Profile

Community & Program Type	Number of Households by Family Size																	
	1 Member			2 Members			3 Members			4 Members			5+ Members			TOTAL		
	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg
AHA-Owned Communities	1,746	1,583	*-9%*	121	126	*4%*	24	21	*-13%*	14	13	*-7%*	12	18	*50%*	**1,917**	**1,761**	***-8%***
MIXED Communities [1]	2,129	1,986	*-7%*	741	729	*-2%*	558	512	*-8%*	260	234	*-10%*	137	127	*-7%*	**3,825**	**3,588**	***-6%***
HomeFlex Communities (PBRA) [1]	2,380	2,152	*-10%*	459	619	*35%*	217	213	*-2%*	126	106	*-16%*	47	50	*6%*	**3,229**	**3,140**	***-3%***
Housing Choice Tenant-Based	2,570	2,586	*1%*	1,887	2,022	*7%*	1,463	1,589	*9%*	1,054	1,112	*6%*	1,035	1,072	*4%*	**8,009**	**8,381**	***5%***
Housing Choice Ports [2]	390	414	*6%*	336	369	*10%*	397	414	*4%*	424	444	*5%*	426	445	*4%*	**1,973**	**2,086**	***6%***
TOTAL	**9,215**	**8,721**	***-5%***	**3,544**	**3,865**	***9%***	**2,659**	**2,749**	***3%***	**1,878**	**1,909**	***2%***	**1,657**	**1,712**	***3%***	**18,953**	**18,956**	***N/A***

NOTES:
[1] AHA does not capture household characteristics for LIHTC-only units within AHA's MIXED Communities and HomeFlex (PBRA) Communities.

5. Household Characteristics (actuals as of June 30, 2017)
C. Household Bedroom Size Profile

Community & Program Type	Number of Households by Unit Size																	
	0/1 Bedroom			2 Bedrooms			3 Bedrooms			4 Bedrooms			>4 Bedrooms			TOTAL		
	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg	Jun-16	Jun-17	% Chg
AHA-Owned Communities	1,822	1,668	*-8%*	46	44	*-4%*	20	20	*0%*	29	29	*0%*	0	0	--	**1,917**	**1,761**	***-8%***
MIXED Communities [1]	1,645	1,603	*-3%*	1,539	1,407	*-9%*	589	528	*-10%*	52	50	*-4%*	0	0	--	**3,825**	**3,588**	***-6%***
HomeFlex Communities (PBRA) [1]	1,790	1,729	*-3%*	1,253	1,236	*-1%*	181	171	*-6%*	5	4	*-20%*	0	0	--	**3,229**	**3,140**	***-3%***
Housing Choice Tenant-Based[2]	1,869	1,964	*5%*	2,671	2,923	*9%*	2,516	2,595	*3%*	800	766	*-4%*	153	133	*-13%*	**8,009**	**8,381**	***5%***
Housing Choice Ports	349	385	*10%*	648	686	*6%*	733	767	*5%*	212	217	*2%*	31	31	*0%*	**1,973**	**2,086**	***6%***
TOTAL	**7,475**	**7,349**	***-2%***	**6,157**	**6,296**	***2%***	**4,039**	**4,081**	***1%***	**1,098**	**1,066**	***-3%***	**184**	**164**	***-11%***	**18,953**	**18,956**	***0%***

NOTES:

[1] AHA does not capture household characteristics for LIHTC-only units within AHA's MIXED Communities and HomeFlex (PBRA) Communities

[2] Increase in studio/one bedroom units reflects growth in permanent supportive housing programs that address homelessness (including VASH).

6. Waiting List Characteristics (actuals as of June 30, 2017)

Community & Program Type*	Waiting List Households by Income Group (% of Area Median Income)				Waiting List Households by Unit Size Requested (# of Bedrooms)					Waiting List Households by Family Size (# of Members)					
	<30%	30-50%	50-80%	>80%	Studio	1 BR	2 BR	3 BR	4+ BR	1	2	3	4	5+	TOTAL
AHA-Owned Communities [1]	3,353	334	31	6		3,230	330	160	4						**3,724**
MIXED Communities	13,357	6,628	1,138	176	127	9,632	6,450	4,703	387						**21,299**
HomeFlex Communities (PBRA) [2]	7,968	20,242	2,687	165	15	11,181	12,689	6,615	562						**31,062**
Housing Choice[3][4] Tenant-Based	21,486	6,111	2,096	307						6,145	8,879	7,141	4,361	3,474	**30,000**
TOTAL	**46,164**	**33,315**	**5,952**	**654**	**142**	**24,043**	**19,469**	**11,478**	**953**	**6,145**	**8,879**	**7,141**	**4,361**	**3,474**	**86,085**

NOTES:

**** Using flexibilities afforded to AHA under its MTW Agreement with HUD, waiting lists (except the Housing Choice Tenant -Based Program) are maintained by partners as part of AHA's site-based administration policies.***

(1) Totals reflect the approved reduction of leasing activity due to RAD Conversion.

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

(3) AHA does not capture waiting list data on the Mainstream waiting list and does not maintain FUP or VASH waiting lists, because these special purpose vouchers are issued through referrals from the public child welfare agency (PCWA) under agreement with AHA or the Veterans Administration, respectively.

(4) The HCVP Waiting List from FY 2015 was exhausted during FY 2017. A new waiting list of 30,000 applicants to the Housing Choice program was established March, 2017.

7. Occupancy Rate

The ratio of occupied public housing units to available units as of the last day of the fiscal year shall be greater than or equal to the target benchmark.

Program / Community Type	AHA MTW Target (at least)	Actual Occupancy Rate (%)	Difference	
AHA-Owned Communities				
Barge Road Highrise	98%	99.2%	1.2%	
Cheshire Bridge Road Highrise	98%	100.0%	2.0%	
Cosby Spear Highrise	98%	100.0%	2.0%	
East Lake Highrise	98%	100.0%	2.0%	
Georgia Avenue Highrise	98%	98.7%	0.7%	
Hightower Manor Highrise	98%	100.0%	2.0%	
Marian Road Highrise	98%	100.0%	2.0%	
Marietta Road Highrise	98%	99.2%	1.2%	
Martin Street Plaza	98%	98.3%	0.3%	
Peachtree Road Highrise	98%	99.0%	1.0%	
Piedmont Road Highrise	98%	100.0%	2.0%	
Westminster	98%	96.9%	-1.1%	*
AHA-Owned Communities Average	**98%**	**99.6%**	**1.6%**	
MIXED Communities (AHA-Sponsored Mixed-Income)				
Ashley Auburn Pointe I	98%	99.5%	1.5%	
Ashley Auburn Pointe II	98%	99.7%	1.7%	
Ashley CollegeTown	98%	99.1%	1.1%	
Ashley CollegeTown II	98%	99.2%	1.2%	
Ashley Courts at Cascade I	98%	97.5%	-0.5%	*
Ashley Courts at Cascade II	98%	98.4%	0.4%	
Ashley Courts at Cascade III	98%	98.9%	0.9%	
Ashley Terrace at West End	98%	97.8%	-0.2%	*
Atrium at CollegeTown	98%	99.2%	1.2%	
Capitol Gateway I	98%	98.1%	0.1%	
Capitol Gateway II	98%	99.7%	1.7%	
Columbia Commons	98%	95.1%	-2.9%	*
Columbia Creste	98%	96.6%	-1.4%	*
Columbia Estate	98%	99.5%	1.5%	
Columbia Grove	98%	95.5%	-2.5%	*
Columbia Mechanicsville Apartments	98%	96.4%	-1.6%	*
Columbia Park Citi	98%	95.9%	-2.1%	*
Columbia Senior Residences at Mechanicsville	98%	96.3%	-1.7%	*

Program / Community Type	AHA MTW Target (at least)	Actual Occupancy Rate (%)	Difference	
MIXED Communities, cont.				
Columbia Village	98%	95.0%	-3.0%	*
Magnolia Park I	98%	98.2%	0.2%	
Magnolia Park II	98%	97.7%	-0.3%	
Mechanicsville Crossing	98%	94.9%	-3.1%	*
Mechanicsville Station	98%	93.8%	-4.2%	*
Parkside at Mechanicsville	98%	99.3%	1.3%	
The Gardens at CollegeTown	98%	100.0%	2.0%	
Veranda at Auburn Pointe	98%	97.4%	-0.6%	*
Village at Castleberry Hill I	98%	94.9%	-3.1%	*
Village at Castleberry Hill II	98%	91.8%	-6.2%	*
Villages at Carver I	98%	98.3%	0.3%	
Villages at Carver II	98%	96.5%	-1.5%	*
Villages at Carver III	98%	98.7%	0.7%	
Villages at Carver V	98%	90.4%	-7.6%	*
Villages of East Lake I	98%	97.7%	-0.3%	*
Villages of East Lake II	98%	96.8%	-1.2%	*
MIXED Communities Average	**98%**	**96.9%**	**-1.1%**	*
Public Housing-Assisted Average	**98%**	**98.2%**	**0%**	
		Exceeds Benchmark		

A. MANAGEMENT NOTES:

Overall, AHA had a **combined occupancy rate of 98.2%** for public housing assisted units in AHA-Owned Communities and MIXED Communities.

This was despite a shortfall in benchmark performance in some of the MIXED Communities (starred items above). These shortfalls, however, are due to mathematical rounding, or a difference of 3 or fewer units in many of the communities below the benchmark.

The occupancy rate within communities with a low number of assisted units can skew downward with just one or two vacancies. Also, when multiple units were vacated around the same time, the communities often fell below their occupancy target.

Additionally, situations unique to some communities, such as extraordinary repairs, age of the waiting list, and property staff turnover affected 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 MIXED Communities in order to improve performance.

Each of the MIXED 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 and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and occupancy tracking.

* Indicates a community that has reported individual performance below the benchmark.

8. Percent Rents Uncollected

Gross tenant rents receivable through the last day of the fiscal year divided by the total amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.

Program / Community Type	AHA MTW Target (at most)	Actual Rents Uncollected (%)	Difference	
AHA-Owned Communities				
Barge Road Highrise	2%	0.1%	-1.9%	
Cheshire Bridge Road Highrise	2%	0.5%	-1.5%	
Cosby Spear Highrise	2%	1.2%	-0.8%	
East Lake Highrise	2%	0.1%	-1.9%	
Georgia Avenue Highrise	2%	0.1%	-1.9%	
Hightower Manor Highrise	2%	0.0%	-2.0%	
Marian Road Highrise	2%	0.1%	-1.9%	
Marietta Road Highrise	2%	0.0%	-2.0%	
Martin Street Plaza	2%	3.3%	1.3%	*
Peachtree Road Highrise	2%	0.1%	-1.9%	
Piedmont Road Highrise	2%	0.0%	-2.0%	
Westminster	2%	0.0%	-2.0%	
AHA-Owned Communities Average	**2%**	**0.4%**	**-1.6%**	
MIXED Communities (AHA-Sponsored Mixed-Income)				
Ashley Auburn Pointe I	2%	0.0%	-2.0%	
Ashley Auburn Pointe II	2%	0.0%	-2.0%	
Ashley CollegeTown	2%	1.1%	-0.9%	
Ashley CollegeTown II	2%	1.7%	-0.3%	
Ashley Courts at Cascade I	2%	2.0%	0.0%	
Ashley Courts at Cascade II	2%	0.9%	-1.1%	
Ashley Courts at Cascade III	2%	0.4%	-1.6%	
Ashley Terrace at West End	2%	0.0%	-2.0%	
Atrium at CollegeTown	2%	0.0%	-2.0%	
Capitol Gateway I	2%	0.6%	-1.4%	
Capitol Gateway II	2%	0.0%	-2.0%	
Columbia Commons	2%	0.0%	-2.0%	
Columbia Creste	2%	3.4%	1.4%	*
Columbia Estate	2%	3.7%	1.7%	*
Columbia Grove	2%	2.0%	0.0%	*
Columbia Mechanicsville Apartments	2%	6.9%	4.9%	*
Columbia Park Citi	2%	0.0%	-2.0%	
Columbia Senior Residences at Mechanicsville	2%	6.4%	4.4%	*

Program / Community Type	AHA MTW Target (at most)	Actual Rents Uncollected (%)	Difference	
MIXED Communities, cont.				
Columbia Village	2%	0.0%	-2.0%	
Magnolia Park I	2%	1.8%	-0.2%	
Magnolia Park II	2%	7.2%	5.2%	
Mechanicsville Crossing	2%	6.9%	4.9%	*
Mechanicsville Station	2%	10.7%	8.7%	*
Parkside at Mechanicsville	2%	22.5%	20.5%	*
The Gardens at CollegeTown	2%	0.0%	-2.0%	
Veranda at Auburn Pointe	2%	0.1%	-1.9%	
Village at Castleberry Hill I	2%	0.0%	-2.0%	
Village at Castleberry Hill II	2%	0.6%	-1.4%	
Villages at Carver I	2%	0.0%	-2.0%	
Villages at Carver II	2%	0.0%	-2.0%	
Villages at Carver III	2%	0.0%	-2.0%	
Villages at Carver V	2%	0.0%	-2.0%	
Villages of East Lake I	2%	0.0%	-2.0%	
Villages of East Lake II	2%	0.0%	-2.0%	
MIXED Communities Average	**2%**	**1.3%**	**-0.7%**	
Public Housing-Assisted Totals	**2%**	**0.8%**	**-1.2%**	
		Exceeds Benchmark		

A. MANAGEMENT NOTES:

Overall, AHA exceeded this benchmark. The MIXED 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 MIXED Communities in order to improve performance.

Each of the MIXED 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 and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and occupancy tracking.

* Indicates a community that has reported individual performance below the benchmark.

9. Emergency Work Orders Completed or Abated in < 24 Hours

The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as "emergency resolved through temporary measure, and a work order for long term resolution has been issued.")

Program / Community Type	AHA MTW Target (at least)	Actual Emergency Work Orders Completed / Abated in <24 hrs (%)	Difference
AHA-Owned Communities			
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%
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%
AHA-Owned Communities Average	**99%**	**100.0%**	**1.0%**
MIXED Communities (AHA-Sponsored Mixed-Income)			
Ashley Auburn Pointe I	99%	100%	1.0%
Ashley Auburn Pointe II	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%	99%	0.1%
Capitol Gateway II	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
MIXED Communities, cont.			
Columbia Village	99%	100%	1.0%
Magnolia Park I	99%	100%	0.7%
Magnolia Park II	99%	100%	0.8%
Mechanicsville Crossing	99%	100%	1.0%
Mechanicsville Station	99%	100%	1.0%
Parkside at Mechanicsville	99%	100%	1.0%
The Gardens at CollegeTown	99%	100%	1.0%
Veranda at Auburn Pointe	99%	100%	1.0%
Village at Castleberry Hill I	99%	100%	1.0%
Village at Castleberry Hill II	99%	100%	1.0%
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 of East Lake I	99%	100%	1.0%
Villages of East Lake II	99%	100%	1.0%
MIXED Communities Average	**99%**	**100%**	**1.0%**
Public Housing-Assisted Totals	**99%**	**100%**	**1.0%**
		Exceeds Benchmark	

A. MANAGEMENT NOTES:

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

Each of the MIXED 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 agents and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and occupancy tracking.

* Indicates a community that has reported individual performance below the benchmark.

10. Routine Work Orders Completed in < 7 Days

The average number of days that all non-emergency work orders will be active during the fiscal year shall be 7 days or less.

Program / Community Type	AHA MTW Target (at most)	Actual Average Days to Complete Routine Work Orders (# days)	Difference
AHA-Owned Communities			
Barge Road Highrise	7	1	-5.7
Cheshire Bridge Road Highrise	7	1	-6.0
Cosby Spear Highrise	7	1	-5.9
East Lake Highrise	7	1	-5.9
Georgia Avenue Highrise	7	1	-5.9
Hightower Manor Highrise	7	1	-6.0
Marian Road Highrise	7	1	-6.0
Marietta Road Highrise	7	2	-5.2
Martin Street Plaza	7	1	-6.0
Peachtree Road Highrise	7	1	-5.6
Piedmont Road Highrise	7	1	-5.6
Westminster	7	0	-7.0
AHA-Owned Communities Average	**7**	**1.1**	**-5.9**
MIXED Communities (AHA-Sponsored Mixed-Income)			
Ashley Auburn Pointe I	7	2	-5.1
Ashley Auburn Pointe II	7	3	-3.5
Ashley CollegeTown	7	2	-5.2
Ashley CollegeTown II	7	2	-5.3
Ashley Courts at Cascade I	7	2	-5.0
Ashley Courts at Cascade II	7	2	-5.0
Ashley Courts at Cascade III	7	2	-4.9
Ashley Terrace at West End	7	1	-5.6
Atrium at CollegeTown	7	1	-6.0
Capitol Gateway I	7	4	-3.5
Capitol Gateway II	7	4	-3.2
Columbia Commons	7	4	-3.5
Columbia Creste	7	3	-4.1
Columbia Estate	7	3	-3.9
Columbia Grove	7	2	-4.6
Columbia Mechanicsville Apartments	7	2	-5.1
Columbia Park Citi	7	3	-4.5
Columbia Senior Residences at Mechanicsville	7	2	-5.2

Program / Community Type	AHA MTW Target (at most)	Actual Average Days to Complete Routine Work Orders (# days)	Difference
MIXED Communities, cont.			
Columbia Village	7	5	-2.2
Magnolia Park I	7	4	-3.3
Magnolia Park II	7	3	-3.6
Mechanicsville Crossing	7	2	-5.0
Mechanicsville Station	7	2	-5.0
Parkside at Mechanicsville	7	2	-5.1
The Gardens at CollegeTown	7	1	-6.0
Veranda at Auburn Pointe	7	1	-5.6
Village at Castleberry Hill I	7	2	-5.1
Village at Castleberry Hill II	7	2	-5.0
Villages at Carver I	7	2	-4.9
Villages at Carver II	7	2	-5.0
Villages at Carver III	7	2	-4.8
Villages at Carver V	7	2	-4.9
Villages of East Lake I	7	2	-4.7
Villages of East Lake II	7	2	-4.9
MIXED Communities Average	**7**	**2.3**	**-4.7**
Public Housing-Assisted Totals	**7**	**1.7**	**-5.3**
		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 MIXED 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 and owner representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

11. Percent Planned Inspections Completed

The percentage of all occupied units and common areas that are inspected during the fiscal year shall be greater than or equal to the target benchmark.

Program / Community Type	AHA MTW Target (at least)	Actual Inspections Completed (%)	Difference
AHA-Owned Communities			
Barge Road Highrise	100%	100%	0%
Cheshire Bridge Road Highrise	100%	100%	0%
Cosby Spear Highrise	100%	100%	0%
East Lake Highrise	100%	100%	0%
Georgia Avenue Highrise	100%	100%	0%
Hightower Manor Highrise	100%	100%	0%
Marian Road Highrise	100%	100%	0%
Marietta Road Highrise	100%	100%	0%
Martin Street Plaza	100%	100%	0%
Peachtree Road Highrise	100%	100%	0%
Piedmont Road Highrise	100%	100%	0%
Westminster	100%	100%	0%
AHA-Owned Communities Average	**100%**	**100%**	**0%**
MIXED Communities (AHA-Sponsored Mixed-Income)			
Ashley Auburn Pointe I	100%	100%	0%
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%
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
MIXED Communities, cont.			
Columbia Village	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%
The Gardens at CollegeTown	100%	100%	0%
Veranda at Auburn Pointe	100%	100%	0%
Village at Castleberry Hill I	100%	100%	0%
Village at Castleberry Hill II	100%	100%	0%
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 of East Lake I	100%	100%	0%
Villages of East Lake II	100%	100%	0%
MIXED Communities Average	**100%**	**100%**	**0.0%**
Public Housing-Assisted Totals	**100%**	**100%**	**0.0%**
		Meets Benchmark	

A. MANAGEMENT NOTES:

AHA completed 100 percent of its planned inspections. Each AHA-Owned Community and the Owner Entity of the MIXED 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 MIXED 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 and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and occupancy tracking.

Inspections Strategy

<u>AHA Reviews of AHA's MIXED Communities</u> (formerly known as AHA-Sponsored Mixed-Income)

(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 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.

<u>AHA Reviews of AHA-Owned Communities</u>

Through its quality assurance program, 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-Developer Company (PMD) partners to identify and proactively address issues at the properties. The emphases and outcomes of each element of the quality assurance program are as follows:

(1) **Uniform Physical Conditions Standards (UPCS)**: AHA conducts UPCS quality assurance inspections annually at each property. A minimum of 5% of the units, all common areas, and all building systems are 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 at the high-rise communities, as well as to coordinate with the PMDs 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, conducted annually at each property, 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.

(4) **Procurement/Contracts**: AHA conducts this regular on-site review to audit procedures related to the PMD procurements and contract management. PMD staff have made significant progress in maintaining best practices for documentation of contract administration and in public transparency and accountability.

(5) **Finance/Accounting**: This internal financial audit, conducted annually at each property, is beneficial in identifying areas of concern within the properties' fiscal operations.

(6) **Community Safety/Risk**: This inspection of requirements for property administrative, technical, and physical security systems enables the PMDs to identify and mitigate safety issues at the communities. This inspection, conducted annually at each property, 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 at each property 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.

12. Security

AHA has continued to address crime and safety in the communities through collaborative strategies with its private development partners, Property-Management Developers (PMDs), local law enforcement, and residents. AHA continues to combat crime aggressively by:

(1) Dedicating over $1.2 million during FY 2017 at the AHA-Owned Communities to:

a) provide security presence via concierge and staff within the properties, and

b) provide video surveillance and a community security channel.

(2) Collaborating with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AHA-Owned Communities and AHA's MIXED Communities (AHA-Sponsored Mixed-Income),

(3) Continuing utilization of enhanced criminal screening standards and processes and strict lease enforcement, and

(4) Completing the necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.

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Appendix E

Resident Satisfaction Survey
AHA-Owned Residential Communities

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Appendix E: Residential Satisfaction Survey
AHA-Owned Communities

In support of Atlanta Housing Authority's (AHA) mission to provide quality affordable housing and healthy living environments, and in alignment with the priorities of its Aging Well Program, AHA conducts an annual survey with residents of its 12 AHA-Owned Communities. The Aging Well Program encompasses the Seven Dimensions of Wellness: Physical, Emotional, Occupational, Social, Intellectual, Environmental and Spiritual Wellness. The Resident Satisfaction Survey assesses how residents value key elements of daily living including property management and maintenance, safety and resident services within their community.

With a goal of continuous improvement for all AHA-Owned Communities, AHA dedicates time and resources each year to capture resident feedback. The total number of surveys returned by residents in 2017 was 1,018 which represents a 58% response rate. The "No Response" category consists of individuals who returned the survey but did not respond to a particular question.

Demographics

1. Please indicate your age group.

	Under 49	50 - 69	70+	No Response
Number of responses	74	550	370	24
Percentage	7.4%	55.3%	37.2%	2.4%

2. How many years have you lived in this community?

	Fewer than 5 years	5 to 9 years	10 to 15 years	More than 15 years	No Response
Number of responses	343	271	260	113	31
Percentage	34.8%	27.5%	26.3%	11.4%	3.0%

Overall Satisfaction

3. How do you rate your quality of life in your community?

	Very Good	Good	Average	Poor	No Response
Number of responses	434	393	136	31	24
Percentage	43.7%	39.5%	13.7%	3.1%	2.4%

4. Would you tell a friend or family member to move to your community?

	Yes	No	No Response
Number of responses	853	141	24
Percentage	85.8%	14.2%	2.4%

Property Management

	Yes	No	No Response
5. Are the property management staff available when you need them?			
Number of responses	918	70	30
Percentage	92.9%	7.1%	2.9%
6. Are the staff in the rent office courteous and helpful?			
Number of responses	947	52	19
Percentage	94.8%	5.2%	1.9%

Property Maintenance

	Yes	No	Does Not Apply	No Response
7. Do maintenance workers complete work orders in one week or less?				
Number of responses	885	79	22	32
Percentage	89.8%	8.0%	2.2%	3.1%
8. Do maintenance workers complete emergency repairs in one day or less?				
Number of responses	839	60	92	27
Percentage	84.7%	6.1%	9.3%	2.7%
9. Are maintenance workers courteous and helpful?				
Number of responses	950	33	13	22
Percentage	95.4%	3.3%	1.3%	2.2%

10. Are the building grounds clean and well maintained?

Number of responses	936	44	11	27
Percentage	94.5%	4.4%	1.1%	2.7%

11. When you go to the laundry room do the machines work?

	Most of the time	Some of the time	No Response
Number of responses	692	217	109
Percentage	76.1%	23.9%	10.7%

12. Quality of Life - Please rank how important these services are to you; #1 is the highest.

CHART 1 - IMPORTANCE OF ITEMS TO RESIDENTS - % OF PREFERENCE INDICATES THE REACH IF ITEM INDICATED IS IMPROVED

% FIRST CHOICE	REACH*	Community safety	Pest control services inside the community	Laundry services inside the community	Resident services coordinator staff	Community building and grounds clean and taken care of	Parking at the community
25%	57%						
20%	47%						
17%	39%						
15%	36%						
14%	33%						
9%	18%						

CHART 2 - IMPORTANCE OF ITEMS TO RESIDENTS - % OF PREFERENCE INDICATES THE REACH IF ITEM INDICATED IS IMPROVED

% FIRST CHOICE (COMBINATIONS)	REACH*	Community safety	Pest control services inside the community	Laundry services inside the community	Resident services coordinator staff	Community building and grounds clean and taken care of	Parking at the community
45%	70%						
42%	68%						
40%	67%						
39%	66%						
34%	64%						
37%	61%						
35%	60%						
34%	58%						
29%	57%						
32%	56%						
32%	54%						
29%	53%						
26%	50%						
24%	48%						
23%	45%						

***Reach is a calculation used to determine how many people are impacted by an item. In this case, the importance of the item is used to determine it's ability to impact or reach a participant. The goal is to reach as many different people as possible, and this is done by not choosing housing features that would just reach the same audience. Combinations in Chart 2 are created to show how to best reach the greatest number of people if you focus on 2 items.**

Resident Services

13. How often do you participate in programs and recreational activities?

	Several times per week	Once per week	Once per month	Never	No Response
Number of responses	261	188	270	186	113
Percentage	28.8%	20.8%	29.8%	20.6%	11.1%

	Yes	No	Does Not Apply	No Response
14. Are you aware of the resident services activities taking place in your building?				
Number of responses	943	37	20	18
Percentage	94.3%	3.7%	2.0%	1.8%
15. Are you satisfied with the kinds of activities held at your community?				
Number of responses	808	100	90	20
Percentage	81.0%	10.0%	9.0%	2.0%
16. Does your community make it easy to visit with friends, neighbors, and others?				
Number of responses	802	119	73	24
Percentage	80.7%	12.0%	7.3%	2.4%
17. Do you feel you can ask the resident services coordinator for help?				
Number of responses	929	34	36	19
Percentage	93.0%	3.4%	3.6%	1.9%
18. Do you think your resident services coordinator tries to understand your needs?				
Number of responses	885	45	63	25
Percentage	89.1%	4.5%	6.3%	2.5%
19. Do you think that your resident services coordinator knows what support services are available to help you?				
Number of responses	853	58	81	26
Percentage	86.0%	5.8%	8.2%	2.6%
20. Do you think that the programs, services, and activities provided in your community make your life better?				
Number of responses	783	101	102	32
Percentage	79.4%	10.2%	10.3%	3.1%

Director Assisted Resident Services

	Yes	No	Does Not Apply	No Response
21. Did you get help when you asked for disability related equipment; a wheelchair, a walker, hearing aids, etc.?				
Number of responses	375	70	511	62
Percentage	39.2%	7.3%	53.5%	6.1%
22. Did you get help when you asked for disability services or benefits that you may be eligible for?				
Number of responses	484	84	381	69
Percentage	51.0%	8.9%	40.1%	6.8%
23. Did you get help when you asked for assistance getting housekeeping services?				
Number of responses	363	114	495	46
Percentage	37.3%	11.7%	50.9%	4.5%
24. Did you get help when you asked for an aide to assist you?				
Number of responses	322	119	520	57
Percentage	33.5%	12.4%	54.1%	5.6%
25. Did you get help when you asked for transportation services?				
Number of responses	390	115	465	48
Percentage	40.2%	11.9%	47.9%	4.7%
26. Did you get help when you asked for mental health or behavioral health services?				
Number of responses	316	100	536	66
Percentage	33.2%	10.5%	56.3%	6.5%

Safety

	Yes	No	No Response
27. Do you feel safe inside your apartment?			
Number of responses	930	61	27
Percentage	93.8%	6.2%	2.7%
28. Do you feel safe in your apartment community?			
Number of responses	897	85	36
Percentage	91.3%	8.6%	3.5%

Appendix F

Financial Analysis

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The Housing Authority of the City of Atlanta, Georgia

Sources and Uses of Funds

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Prepared by the Finance Department in collaboration with other AHA Departments

Explanations are provided for all line items with Actual vs. Revised Budget variances in excess of $100,000

The Housing Authority of the City of Atlanta, Georgia

Sources and Uses of Funds

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

(Excludes Non-cash Items)

Schedule		Annual Budget	YTD Actual	Actual Over (Under) Budget	
	Sources of Funds				
	Current Year Sources of Funds				
	Housing Choice Voucher Funds Authorized	$ 200,102,471	$ 200,102,471	$ -	0%
	Public Housing Operating Subsidy	14,832,993	14,311,563	(521,430)	(4%)
	Capital Funds Program (CFP)	500,000	500,000	-	0%
	Total MTW Single Fund	215,435,464	214,914,034	(521,430)	0%
	Tenant Dwelling Revenue	5,749,447	5,834,563	85,116	1%
	Replacement Housing Factor (RHF) Grants	8,253,714	4,299,892	(3,953,822)	(48%)
	Choice Neighborhoods Implementation Grant (CNIG)	7,109,382	894,652	(6,214,730)	(87%)
	National Housing Compliance (NHC)	720,000	1,135,749	415,749	58%
	Development-related Income	2,481,116	2,620,705	139,589	6%
	Other Current Year Revenue and Grants	508,426	578,914	70,488	14%
	Non-Operating Sources of Funds	805,253	4,867,530	4,062,277	504%
	Total Current Year Sources of Funds	**241,062,801**	**235,146,039**	**(5,916,763)**	**(2%)**
	Sources of Funds from Prior Year Accumulations				
	Drawdown of Program Income and Other Funds	4,831,516	3,307,221	(1,524,295)	(32%)
	Drawdown of HCV-Originated MTW Funds	-	19,671,154	19,671,154	
	Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,700,000	53,653	(1,646,347)	(97%)
	Total Sources of Funds from Prior Year Accumulations	**6,531,516**	**23,032,028**	**16,500,512**	**253%**
I	**Total Sources of Funds**	**$ 247,594,317**	**$ 258,178,067**	**$ 10,583,749**	**4%**

Sources and Uses of Funds

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

(Excludes Non-cash Items)

Continued from previous page.

Schedule		Annual Budget	YTD Actual	Actual Over (Under) Budget	
	Uses of Funds				
	Housing Assistance and Operating Subsidy Payments				
	Tenant-Based and Homeownership Vouchers	$ 94,662,623	$ 93,126,040	$ (1,536,583)	(2%)
	HomeFlex Rental Assistance (formerly PBRA)	39,412,269	36,440,185	(2,972,084)	(8%)
	MIXED Communities Operating Subsidy for AHA-Assisted Units	11,997,277	11,815,398	(181,879)	(2%)
II	Total Housing Assistance and Operating Subsidy Payments	146,072,169	141,381,623	(4,690,546)	(3%)
III	Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	16,582,468	16,135,418	(447,050)	(3%)
IV	Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,771,300	1,151,908	(619,392)	(35%)
V	Human Development, Supportive Housing Services and Community Relations	1,170,825	1,141,071	(29,754)	(3%)
VI	Operating Divisions	14,162,868	12,897,750	(1,265,118)	(9%)
VII	Corporate Support	21,288,992	26,528,564	5,239,572	25%
VIII	Development and Revitalization	36,676,136	12,913,363	(23,762,773)	(65%)
	Debt Service on Energy Performance Contract (EPC) Capital Lease	2,125,882	2,881,920	756,038	36%
	Total Uses of Funds for Operating Activities	93,778,471	73,649,994	(20,128,477)	(21%)
	Total Uses of Funds	**239,850,640**	**215,031,617**	**(24,819,023)**	**(10%)**
	Excess of Sources over Uses of Funds*	**$ 7,743,677**	**$ 43,146,450**	**$ 35,402,773**	**457%**
	* The Excess of Funds above is available for future uses and to be held as follows:				
	Housing Choice Voucher Program Funds held at HUD	$ 4,674,121	$ 35,431,561	$ 30,757,440	658%
	Other Excess of Funds held at AHA	3,069,556	7,714,889	4,645,333	151%
	Excess of Sources over Uses of Funds	$ 7,743,677	$ 43,146,450	$ 35,402,773	457%

Schedule I

Sources of Funds

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Description	Annual Budget	YTD Actual*	Actual Over (Under) Budget		
Sources of Funds					
Current Year Sources of Funds					
Housing Choice Voucher Funds Authorized	$ 200,102,471	$ 200,102,471	$ -		0%
Public Housing Operating Subsidy	14,832,993	14,311,563	(521,430)	**A**	(4%)
Capital Funds Program (CFP)	500,000	500,000	-		0%
Total MTW Single Fund	215,435,464	214,914,034	(521,430)		0%
Tenant Dwelling Revenue	5,749,447	5,834,563	85,116		1%
Replacement Housing Factor (RHF) Grants	8,253,714	4,299,892	(3,953,822)	**B**	(48%)
Choice Neighborhoods Implementation Grant (CNIG)	7,109,382	894,652	(6,214,730)	**C**	(87%)
National Housing Compliance (NHC)	720,000	1,135,749	415,749	**D**	58%
Development-related Income	2,481,116	2,620,705	139,589	**E**	6%
Other Current Year Revenue and Grants	508,426	578,914	70,488		14%
Non-Operating Sources of Funds	805,253	4,867,530	4,062,277	**F**	504%
Total Current Year Sources of Funds	**241,062,801**	**235,146,039**	**(5,916,763)**		**(2%)**
Sources of Funds from Prior Year Accumulations					
Drawdown of Program Income and Other Funds	4,831,516	3,307,221	(1,524,295)	**G**	(32%)
Drawdown of HCV-Originated MTW Funds	-	19,671,154	19,671,154	**H**	
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,700,000	53,653	(1,646,347)	**I**	(97%)
Total Sources of Funds from Prior Year Accumulations	**6,531,516**	**23,032,028**	**16,500,512**		**253%**
Total Sources of Funds	**$ 247,594,317**	**$ 258,178,067**	**$ 10,583,749**		**4%**

* Please refer to Schedule I.A for sources and uses of funds by major program.

Significant Variance Explanations are provided on the following page.

Schedule I

Sources of Funds

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Significant Variance Explanations:

A - Public Housing Operating Subsidy is less than Budget primarily due to HUD Operating Subsidy for Juniper and Tenth budgeted for 12 months since the actual date of conversion was not known at the time the Budget was created. Juniper and Tenth converted in November 2016 and HUD converted its funding source from Public Housing to Housing Choice Voucher Program effective January 1, 2017.

B - Replacement Housing Factor (RHF) Grants, which are awarded by HUD for development and revitalization activities, are less than Budget primarily due to delays with the RAD conversion on various properties ($1.5M) and the Choice Neighborhood Program ($2.5M).

C - Choice Neighborhoods Implementation Grant (CNIG) is less than Budget primarily by $6.2M due to delays in: (1) fully implementing and receiving referrals for programs by Family First, Atlanta Workforce Development Agency, United Way of Greater Atlanta, National Cares Mentoring Movement, and others; (2) identifying and acquiring land parcels; (3) funding positions at Invest Atlanta, APS and the City of Atlanta; and (4) fully staffing the project.

D - National Housing Compliance (NHC) is greater than Budget and primarily attributed to extra work NHC performed following a HUD policy change, which resulted in the receipt of unanticipated contributions of $138K and $300K in July and December 2016, respectively.

E - Development-related Income is greater than Budget primarily due to the receipt of $1.4M in Homeownership Profit Participation and Asset Management Fee Income ($250K) and other development-related income which are difficult to forecast and were not fully budgeted. This income was offset by less than Budget income for Developer Fee Income ($1.2M) and Transaction Fee Income ($300K) due to delays in closing Ashley I and Piedmont.

F - Non-Operating Sources of Funds is greater than Budget primarily due to the following unbudgeted activities: (1) proceeds from the pay off of the Centennial Park North II land conveyance loan and accrued interest ($2.7M) and (2) $1.4M in loan repayments and accrued interest from AHA partners which are typically based on cash flow and are not budgeted.

G - Drawdown of Program Income and Other Funds is less than Budget primarily due to lower public improvement spending to date than projected for West Highlands Phase II.

H - Drawdown of HCV-Originated MTW Funds was not expected and resulted from HUD's transition of PHA-held cash to HUD-held cash. Beginning in August 2016, HUD required AHA to expend all cash acquired in previous years from excess disbursements of Housing Choice HAP funds. The funds that HUD did not disburse during this period were retained at HUD for AHA's future use.

I - Public Improvement Funds Provided by the City of Atlanta and Other City Agencies is less than Budget primarily due to a delay of public improvements at Centennial Place Phase 5B. A need for redesign caused the project to be delayed.

Schedule I.A

Sources of Funds by Major Program

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Description	MTW Program*	National Housing Compliance (NHC)	Non-MTW Revitalization Program	Total YTD Actual
Sources of Funds				
Current Year Sources of Funds				
Housing Choice Voucher Funds Authorized	$ 200,102,471	$ -	$ -	$ 200,102,471
Public Housing Operating Subsidy	14,311,563	-	-	14,311,563
Capital Funds Program (CFP)	500,000	-	-	500,000
Total MTW Single Fund	214,914,034	-	-	214,914,034
Tenant Dwelling Revenue	5,834,563	-	-	5,834,563
Replacement Housing Factor (RHF) Grants	-	-	4,299,892	4,299,892
Choice Neighborhoods Implementation Grant (CNIG)	-	-	894,652	894,652
National Housing Compliance (NHC)	-	1,135,749	-	1,135,749
Development-related Income	-	-	2,620,705	2,620,705
Other Current Year Revenue and Grants	578,914	-	-	578,914
Non-Operating Sources of Funds	115,994	34,825	4,716,711	4,867,530
Total Current Year Sources of Funds	**221,443,505**	**1,170,574**	**12,531,960**	**235,146,039**
Sources of Funds from Prior Year Accumulations				
Drawdown of Program Income and Other Funds	-	-	3,307,221	3,307,221
Drawdown of HCV-Originated MTW Funds	19,671,154	-	-	19,671,154
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	53,653	53,653
Total Sources of Funds from Prior Year Accumulations	**19,671,154**	**-**	**3,360,874**	**23,032,028**
Total Sources of Funds	**$ 241,114,659**	**$ 1,170,574**	**$ 15,892,834**	**$ 258,178,067**
Uses of Funds				
Housing Assistance and Operating Subsidy Payments	$ 141,381,623	$ -	$ -	$ 141,381,623
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	16,135,418	-	-	16,135,418
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,151,908	-	-	1,151,908
Human Development Supportive Housing Services and Community Relations	1,113,481	27,590	-	1,141,071
Operating Divisions	12,812,053	85,697	-	12,897,750
Corporate Support	25,848,750	679,814	-	26,528,564
Development and Revitalization	4,357,945	18,344	8,537,074	12,913,363
Debt Service on Energy Performance Contract (EPC) Capital Lease	2,881,920	-	-	2,881,920
Total Uses of Funds	**205,683,098**	**811,445**	**8,537,074**	**215,031,617**
Excess of Sources over Uses of Funds**	**$ 35,431,561**	**$ 359,129**	**$ 7,355,760**	**$ 43,146,450**

* For simplicity of presentation, all non-MTW Housing Choice Voucher Program, Family Self-Sufficiency and Component Units revenue and expense are included as MTW Program.

** The Excess of Funds above is available for future use and to be held as follows:

	MTW Program*	National Housing Compliance (NHC)	Non-MTW Revitalization Program	Total YTD Actual
Housing Choice Voucher Program Funds held at HUD	$ 35,431,561	$ -	$ -	$ 35,431,561
Other Excess of Funds held at AHA	-	359,129	7,355,760	7,714,889
Excess of Sources over Uses of Funds	$ 35,431,561	$ 359,129	$ 7,355,760	$ 43,146,450

Schedule II

Housing Assistance and Operating Subsidy Payments

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

	Annual Budget	YTD Actual	Actual Over (Under) Budget		
Tenant-Based and Homeownership Vouchers					
In Jurisdiction Tenant-Based Vouchers	$ 76,317,188	$ 74,312,656	$ (2,004,532)	A	(3%)
Out of Jurisdiction (Port Out) Tenant-Based Vouchers	15,958,750	16,589,234	630,484	B	4%
Voucher Portability Administrative Fees	1,070,503	1,129,914	59,411		6%
Short-Term Housing Assistance	400,000	181,391	(218,609)	C	(55%)
Case Management and Administration of Supportive Housing Initiatives	200,000	145,833	(54,167)		(27%)
Leasing Incentive Fees	519,850	590,895	71,045		14%
Homeownership Vouchers	196,332	176,117	(20,215)		(10%)
Total Tenant-Based and Homeownership Vouchers	94,662,623	93,126,040	(1,536,583)		(2%)
HomeFlex Rental Assistance (formerly PBRA) (Schedule II.A)	39,412,269	36,440,185	(2,972,084)	D	(8%)
MIXED Communities Operating Subsidy for AHA-Assisted Units (Schedule II.B)	11,997,277	11,815,398	(181,879)	E	(2%)
Total	**$ 146,072,169**	**$ 141,381,623**	**$ (4,690,546)**		**(3%)**

Significant Variance Explanations:

A - In Jurisdiction Tenant-Based Vouchers is less than Budget primarily due to: (1) an increase in the number of participants porting out of the city of Atlanta due to the tight Atlanta rental market which contributed to a higher attrition rate than originally projected; (2) slower than projected lease up of vouchers from the 2015 Waiting List due to a high rate of ineligibility and tight Atlanta rental market; (3) less than projected lease up of Juniper and Tenth Highrise RAD relocations due to residents choosing housing options other than tenant-based vouchers; and (4) a delay in the lease up of FLOW program vouchers due to limited availability of one and two bedroom units in the Atlanta rental market.

B - Out of Jurisdiction (Port Out) Tenant-Based Vouchers is greater than Budget due to an increase in the number of families moving outside of the city of Atlanta as explained above.

C - Short-Term Housing Assistance is less than Budget primarily due to a decrease in referrals to the program. The budget was based on an anticipated spending based on prior years program activity.

D - HomeFlex Rental Assistance (formerly PBRA) is less than Budget primarily due to: (1) delayed leasing at Providence at Parkway Village ($402K) due to a delay in meeting UFAS regulations; (2) slower than projected lease up at Oasis at Scholars Landing ($124K); (3) fewer temporary HomeFlex units than planned added at Ashley Courts at Cascade I, II, and III ($199K); (4) higher attrition rate than normal at Odyssey Villas due to residents being discharged for program violations ($64K); (5) increased vacancies related to renovations at Centennial Place I and II ($50K); (6) higher vacancies at Parkside Mechanicsville, Columbia Commons, Legacy Walton Lakes and Summit Trail ($87K); (7) some future HomeFlex units postponed to FY 2018 ($1.6M); and (8) rent increase contingency not used as anticipated ($250K).

E -MIXED Communities Operating Subsidy for AHA-Assisted Units is less than Budget primarily due to less than expected use of contingency funds.

Schedule II.A (1 of 2)
HomeFlex Rental Assistance (formerly PBRA) by Community
FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Community	Annual Budget	YTD Actual	Actual Over (Under) Budget	
Adamsville Green	$ 587,080	$ 580,990	$ (6,090)	(1%)
Arcadia at Parkway Village	769,447	718,533	(50,914)	(7%)
Ashley Auburn Pointe I	82,318	82,145	(173)	0%
Ashley Collegetown II	83,376	89,980	6,604	8%
Ashley Courts at Cascade I	168,145	78,935	(89,210)	(53%)
Ashley Courts at Cascade II	151,331	105,528	(45,803)	(30%)
Ashley Courts at Cascade III	106,492	41,696	(64,796)	(61%)
Ashton at Browns Mill	535,632	531,720	(3,912)	(1%)
Atrium at Collegetown	899,857	948,886	49,029	5%
Auburn Glenn	1,225,854	1,191,295	(34,559)	(3%)
Avalon Park Family	508,709	486,629	(22,080)	(4%)
Avalon Park Senior	1,258,571	1,197,011	(61,560)	(5%)
Avalon Ridge Family	756,564	690,843	(65,721)	(9%)
Campbell Stone	1,444,564	1,451,447	6,883	0%
Capitol Gateway II	171,308	150,059	(21,249)	(12%)
Centennial Place I	319,697	299,590	(20,107)	(6%)
Centennial Place II	306,114	276,026	(30,088)	(10%)
Centennial Place III	298,753	322,757	24,004	8%
Centennial Place IV	339,089	354,540	15,451	5%
Columbia at Sylvan Hills	532,452	523,363	(9,089)	(2%)
Columbia Colony Senior	423,096	424,686	1,590	0%
Columbia Commons	96,434	82,128	(14,306)	(15%)
Columbia Heritage	1,019,561	1,044,345	24,784	2%
Columbia High Point Senior	575,767	585,395	9,628	2%
Columbia Mechanicsville Apartments	290,848	283,065	(7,783)	(3%)
Columbia Senior Blackshear	521,221	534,197	12,976	2%
Columbia Senior Edgewood	1,266,469	1,251,699	(14,770)	(1%)
Columbia Senior Mechanicsville	628,301	602,174	(26,127)	(4%)
Columbia Senior at MLK Village	833,104	836,736	3,632	0%
Columbia South River Gardens	348,598	369,287	20,689	6%
Columbia Tower at MLK Village	725,147	709,956	(15,191)	(2%)
Constitution Avenue Apartments	482,023	441,575	(40,448)	(8%)
Crogman School Apartments	306,236	318,467	12,231	4%
First Step	223,639	257,875	34,236	15%
Gateway at East Point	710,752	702,980	(7,772)	(1%)
GE Towers	1,343,484	1,281,563	(61,921)	(5%)
Heritage Green	275,706	276,069	363	0%

Continued on next page

Schedule II.A (2 of 2)

HomeFlex Rental Assistance (formerly PBRA) by Community

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Community	Annual Budget	YTD Actual	Actual Over (Under) Budget	
Heritage Station Family	$ 802,103	$ 803,847	$ 1,744	0%
Heritage Station Senior	1,250,910	1,256,768	5,858	0%
Highbury Terraces	116,136	120,090	3,954	3%
Imperial Hotel (Commons at Imperial)	724,968	683,831	(41,137)	(6%)
Legacy at Walton Lake	193,535	175,666	(17,869)	(9%)
Lillie R. Campbell House	192,367	209,634	17,267	9%
Manor at Scotts Crossing	718,886	711,300	(7,586)	(1%)
Martin House at Adamsville	559,247	593,965	34,718	6%
Mechanicsville Crossing	289,357	273,985	(15,372)	(5%)
Mechanicsville Station	335,538	330,814	(4,724)	(1%)
Oasis at Scholars Landing	315,000	191,308	(123,692)	(39%)
Odyssey at Villas	196,259	131,962	(64,297)	(33%)
O'Hearn House	284,327	269,753	(14,574)	(5%)
Park Commons-Gates Park (HFOP)	1,007,411	981,767	(25,644)	(3%)
Park Commons-Gates Park (HFS)	799,135	817,249	18,114	2%
Parkside at Mechanicsville	294,290	254,192	(40,098)	(14%)
Pavilion Place	309,462	309,396	(66)	0%
Peaks at MLK	638,143	615,962	(22,181)	(3%)
Providence at Parkway Village	616,533	214,152	(402,381)	(65%)
Quest Village III	76,183	62,086	(14,097)	(19%)
Renaissance at Park Place South Senior	671,468	667,789	(3,679)	(1%)
Retreat at Edgewood	410,287	400,650	(9,637)	(2%)
Reynoldstown Senior Residences	-	105,620	105,620	
Seven Courts	162,120	152,534	(9,586)	(6%)
Summit Trail	301,903	286,368	(15,535)	(5%)
Veranda at Auburn Pointe	632,515	650,692	18,177	3%
Veranda at Auburn Pointe II	879,107	880,951	1,844	0%
Veranda at Auburn Pointe III	867,635	879,067	11,432	1%
Veranda at Carver Senior	727,646	716,458	(11,188)	(2%)
Veranda at Collegetown	681,551	686,422	4,871	1%
Veranda at Scholars Landing	765,986	779,030	13,044	2%
Villas of H.O.P.E	222,052	212,876	(9,176)	(4%)
Welcome House	143,496	138,550	(4,946)	(3%)
Woodbridge at Parkway Village	749,885	751,281	1,396	0%
HomeFlex Future	1,611,090	-	(1,611,090)	(100%)
HomeFlex Rent Increases Contingency	250,000	-	(250,000)	(100%)
Total HomeFlex Rental Assistance (formally PBRA) Payments	**$ 39,412,269**	**$ 36,440,185**	**$ (2,972,084)**	**(8%)**

Schedule II.B

MIXED Communities Operating Subsidy for AHA-Assisted Units

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Community	Annual Budget	YTD Actual	Actual Over (Under) Budget	
Ashley Auburn Pointe I	$ 274,442	$ 296,706	$ 22,264	8%
Ashley Auburn Pointe II	223,183	220,536	(2,647)	(1%)
Ashley Collegetown	287,523	267,576	(19,947)	(7%)
Ashley Collegetown II	350,630	387,372	36,742	10%
Ashley Courts at Cascade I	297,453	308,424	10,971	4%
Ashley Courts at Cascade II	186,408	174,972	(11,436)	(6%)
Ashley Courts at Cascade III	129,718	141,962	12,244	9%
Ashley Terrace at West End	86,909	87,360	451	1%
Atrium at Collegetown	528,084	522,966	(5,118)	(1%)
Capitol Gateway I	357,529	340,020	(17,509)	(5%)
Capitol Gateway II	199,570	180,918	(18,652)	(9%)
Columbia Commons	270,328	294,001	23,673	9%
Columbia Creste	383,895	382,020	(1,875)	0%
Columbia Estates	378,100	379,332	1,232	0%
Columbia Grove	281,400	280,290	(1,110)	0%
Columbia Mechanicsville Apartments	411,315	388,212	(23,103)	(6%)
Columbia Park Citi	386,989	399,366	12,377	3%
Columbia Senior Residences at Mechanicsville	260,715	284,154	23,439	9%
Columbia Village	131,334	136,812	5,478	4%
Gardens at CollegeTown	169,691	185,075	15,384	9%
Magnolia Park I	326,230	326,232	2	0%
Magnolia Park II	368,397	409,746	41,349	11%
Mechanicsville Crossing	358,986	361,260	2,274	1%
Mechanicsville Station	353,096	331,962	(21,134)	(6%)
Parkside at Mechanicsville VI	320,879	302,070	(18,809)	(6%)
Veranda at Auburn Pointe	69,338	100,179	30,841	44%
Villages at Carver I	517,821	514,836	(2,985)	(1%)
Villages at Carver II	93,449	82,971	(10,478)	(11%)
Villages at Carver III	415,455	400,446	(15,009)	(4%)
Villages at Carver V	209,452	229,557	20,105	10%
Villages at Castleberry Hill I	318,889	361,776	42,887	13%
Villages at Castleberry Hill II	432,765	480,534	47,769	11%
Villages of East Lake I	766,656	748,842	(17,814)	(2%)
Villages of East Lake II	1,200,648	1,195,980	(4,668)	0%
MIMF Capital Reserve Contingency	150,000	-	(150,000)	(100%)
MIMF Operating Contingency	500,000	310,933	(189,067)	(38%)
Total MIXED Communities Operating Subsidy for AHA-Assisted Units	**$ 11,997,277**	**$ 11,815,398**	**$ (181,879)**	**(2%)**

Schedule III

Operating Expense for AHA-Owned Residential Communities & Other AHA Properties

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Description	Annual Budget	YTD Actual*	Actual Over (Under) Budget		
AHA-Owned Residential Communities					
Barge Road Highrise	$ 974,220	$ 975,935	$ 1,715		0%
Cheshire Bridge Road Highrise	1,398,653	1,258,695	(139,958)	A	(10%)
Cosby Spear Highrise	2,128,631	2,187,446	58,815		3%
East Lake Highrise	1,156,302	1,027,371	(128,931)	B	(11%)
Georgia Avenue Highrise	727,088	739,928	12,840		2%
Hightower Manor Highrise	967,180	1,002,154	34,974		4%
Juniper and Tenth Highrise	654,685	447,476	(207,209)	C	(32%)
Marian Road Highrise	1,589,397	1,704,068	114,671	D	7%
Marietta Road Highrise	989,722	981,552	(8,170)		(1%)
Martin Street Plaza	586,094	676,684	90,590		15%
Peachtree Road Highrise	1,389,359	1,297,466	(91,893)		(7%)
Piedmont Road Highrise	1,449,096	1,320,316	(128,780)	E	(9%)
Westminster	316,698	264,779	(51,919)		(16%)
Total AHA-Owned Residential Communities	**14,327,126**	**13,883,870**	**(443,255)**		**(3%)**
Other AHA Properties					
AHA Headquarters Building	1,212,083	1,164,221	(47,862)		(4%)
Zell Miller Center	182,091	132,789	(49,302)		(27%)
PILOT and Other AHA Land	861,168	954,537	93,369		11%
Total Other AHA Properties	**2,255,342**	**2,251,548**	**(3,794)**		**0%**
Total	**$ 16,582,468**	**$ 16,135,418**	**$ (447,049)**		**(3%)**

* Please refer to Schedule III.A for Operating Expense for AHA-Owned Residential Communities & Other AHA Properties by Category.

Significant Variance Explanations:

A - Cheshire Bridge Road Highrise is less than Budget primarily due to the corridor painting project which was budgeted as extraordinary maintenance ($165K) but is being capitalized as Building Improvements.

B - East Lake Highrise is less than Budget primarily due to extraordinary maintenance projects not needed in FY 2017 for the community room as furniture and small appliances were salvaged from Juniper & Tenth. Patio painting was capitalized as part of the Exterior Building Painting Project and is included in Schedule IV.

C - Juniper and Tenth Highrise is less than Budget primarily due to property operating expenses being budgeted for six months while the property was vacated by the end of the 1st quarter. Property closed under RAD conversion on November 22, 2016.

D - Marian Road Highrise is greater than Budget primarily due to extraordinary maintenance expenses related to a garage fire ($100K) which were not covered by insurance reimbursement.

E - Piedmont Road Highrise is less than Budget due to a reduction in operating expenses in expectation of the pending RAD conversion.

Schedule III.A

Operating Expense for AHA-Owned Residential Communities & Other AHA Properties By Category

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total YTD Actual
AHA-Owned Residential Communities							
Barge Road Highrise	$ 231,038	$ 163,000	$ 333,254	$ 107,840	$ 89,672	$ 51,131	$ 975,935
Cheshire Bridge Road Highrise	334,447	251,197	393,839	124,377	101,088	53,748	1,258,695
Cosby Spear Highrise	507,850	499,530	726,547	266,718	108,953	77,847	2,187,446
East Lake Highrise	265,745	199,297	297,390	135,750	86,604	42,585	1,027,371
Georgia Avenue Highrise	162,242	128,678	265,225	111,295	43,163	29,326	739,928
Hightower Manor Highrise	243,260	163,170	309,707	160,544	77,046	48,427	1,002,154
Juniper and Tenth Highrise	149,927	70,077	112,269	55,233	29,377	14,905	447,476
Marian Road Highrise	417,236	331,292	631,430	134,658	106,719	82,734	1,704,068
Marietta Road Highrise	228,354	179,534	318,227	111,535	101,210	42,691	981,552
Martin Street Plaza	117,795	199,957	249,979	55,064	27,537	26,351	676,684
Peachtree Road Highrise	353,072	265,722	381,022	116,827	111,147	69,675	1,297,466
Piedmont Road Highrise	365,671	325,801	333,637	119,856	113,416	61,935	1,320,316
Westminster	45,933	64,833	115,612	10,046	15,640	12,716	264,779
Total AHA-Owned Residential Communities	**3,422,570**	**2,842,088**	**4,468,138**	**1,509,743**	**1,011,572**	**614,071**	**13,883,870**
Other AHA Properties							
AHA Headquarters Building	179,670	210,965	559,475	198,709	-	15,403	1,164,222
Zell Miller Center	18,725	23,232	39,967	45,081	-	5,783	132,789
PILOT and Other AHA Land	33,650	2,505	407,956	-	-	510,426	954,537
Total Other AHA Properties	**232,045**	**236,702**	**1,007,398**	**243,790**	**-**	**531,612**	**2,251,548**
Total	**$ 3,654,615**	**$ 3,078,790**	**$ 5,475,536**	**$ 1,753,533**	**$ 1,011,572**	**$ 1,145,683**	**$ 16,135,418**

* Other includes insurance, Payments in Lieu of Taxes (PILOT), bad debt expense and other expenses not included in the other categories.

Schedule IV

Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Description		Annual Budget		YTD Actual		Actual Over (Under) Budget		
AHA-Owned Residential Communities								
Barge Road Highrise	$	175,600	$	92,863	$	(82,737)		(47%)
Cheshire Bridge Road Highrise		314,500		227,292		(87,208)		(28%)
Cosby Spear Highrise		32,437		-		(32,437)		(100%)
East Lake Highrise		155,605		270,134		114,529	**A**	74%
Georgia Avenue Highrise		12,000		-		(12,000)		(100%)
Hightower Manor Highrise		30,528		-		(30,528)		(100%)
Marian Road Highrise		140,700		172,225		31,525		22%
Marietta Road Highrise		170,200		91,654		(78,546)		(46%)
Martin Street Plaza		42,250		69,299		27,049		64%
Peachtree Road Highrise		71,920		89,110		17,190		24%
Piedmont Road Highrise		-		26,516		26,516		
Westminster		118,480		56,232		(62,248)		(53%)
Total AHA-Owned Residential Communities		**1,264,220**		**1,095,325**		**(168,895)**		**(13%)**
AHA Headquarters								
Technology Investments		358,080		8,499		(349,581)	**B**	(98%)
Capital Improvements to AHA Corporate Headquarters		149,000		-		(149,000)	**C**	(100%)
Vehicle Fleet		-		48,084		48,084		
Total AHA Headquarters		**507,080**		**56,583**		**(450,497)**		**(89%)**
Total	**$**	**1,771,300**	**$**	**1,151,908**	**$**	**(619,392)**		**(35%)**

NOTE: As part of its real estate strategy, AHA plans to convert all of its public housing units to HomeFlex units under HUD's RAD program. Therefore, capital improvements are limited to health, safety and emergency work only.

Significant Variance Explanations:

A - East Lake Highrise is greater than Budget due to the completion of the exterior building painting project which was not originally budgeted..

B- Technology Investments is less than Budget primarily due to the deferral, until FY 2018, of several projects including the Knowledge Lake Advanced Capture project, the Program Investigation Management Tool and the Data Center Hardware project.

C -Capital Improvements to AHA Corporate Headquarters is less than Budget due to a decision to defer non-essential capital projects.

Schedule V

Human Development Support and Community Relations *

FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Description	Managed by	Annual Budget	YTD Actual	Actual Over (Under) Budget	
Human Development Support	Partnership and People Investments	$ 744,058	$ 695,992	$ (48,066)	(6%)
Supportive Services at Gardens at CollegeTown	Real Estate Group	128,620	145,000	16,380	13%
Quality Living Services for Seniors	Real Estate Group	265,447	265,447	-	0%
Community Relations**	External and Governmental Affairs	21,000	12,197	(8,803)	(42%)
Corporate Match for AHA Scholarship Fund - Non-federal funds	President and CEO	11,700	22,435	10,735	92%
Total		**$ 1,170,825**	**$ 1,141,071**	**$ (29,754)**	**(3%)**

* This schedule does not include the cost of human development services provided at AHA-Owned properties by PMDs or the cost of the Partnerships and People Initiatives Department, which are included in Schedules III and VI, respectively.

** Includes an amount of $5,155 paid with non-federal funds.

Significant Variance Explanations:

No significant variances.

Schedule VI

Operating Divisions

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Description	Annual Budget*	YTD Actual**	Actual Over (Under) Budget		
Customer Services Group					
Customer Services	$ 1,360,051	$ 1,206,222	$ (153,829)	**A**	(11%)
Housing Services	5,186,694	4,664,958	(521,736)	**B**	(10%)
Inspections Services*	2,058,576	1,964,185	(94,391)		(5%)
Total Customer Services Group	**8,605,321**	**7,835,365**	**(769,956)**		**(9%)**
Partnerships & People Investments	**916,638**	**1,000,959**	**84,321**		**9%**
Real Estate Group					
Office of the Chief Real Estate Officer	495,906	91,854	(404,052)	**C**	(81%)
Real Estate Oversight & Services*	2,282,046	2,347,433	65,387		3%
Neighborhood Revitalization	509,685	360,029	(149,656)	**D**	(29%)
Real Estate Investments & Finance*	1,353,272	1,262,110	(91,162)		(7%)
Total Real Estate Group	**4,640,909**	**4,061,426**	**(579,483)**		**(12%)**
Total	**$ 14,162,868**	**$ 12,897,750**	**$ (1,265,118)**		**(9%)**

* Annual Budget deviates from the original budget as certain positions and/or costs have been moved to other departments.

** Please refer to Schedule VI.A for Operating Divisions Expense by Category.

Significant Variance Explanations:

A - Customer Services is less than Budget primarily due to staffing vacancies.

B - Housing Services is less than Budget primarily due to staffing vacancies.

C - Office of the Chief Real Estate Officer is less than Budget primarily due to staffing vacancies and fewer than budgeted environmental reviews.

D - Neighborhood Revitalization is less than Budget primarily due to staffing vacancies.

Schedule VI.A

Operating Divisions Expense by Category

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Description	Salaries, Benefits & Taxes	Consulting & Professional Services	Temporary Services	Other*	Total YTD Actual
Customer Services Group					
Customer Services	$ 1,182,041	$ -	$ -	$ 24,181	$ 1,206,222
Housing Services	4,064,490	305,943	140,744	153,781	4,664,958
Inspections Services	1,853,399	43,713	-	67,073	1,964,185
Total Customer Services Group	**7,099,930**	**349,656**	**140,744**	**245,035**	**7,835,365**
Human Development Services	**953,220**	**-**	**32,646**	**15,093**	**1,000,959**
Real Estate Group					
Office of the Chief Real Estate Officer	22,664	60,676	-	8,514	91,854
Real Estate Oversight & Services	2,014,254	285,427	-	47,752	2,347,433
Neighborhood Revitalization	339,667	-	-	20,362	360,029
Real Estate Investments & Finance	1,129,878	113,723	-	18,509	1,262,110
Total Real Estate Group	**3,506,463**	**459,826**	**-**	**95,137**	**4,061,426**
Total	**$ 11,559,613**	**$ 809,482**	**$ 173,390**	**$ 355,265**	**$ 12,897,750**

* Other includes meeting expense, staff training, travel and conferences, memberships, advertising, publications, department specific office supplies, and other miscellaneous expenses.

Schedule VII

Corporate Support

FY 2017 Actual vs. Budget

Description	Annual Budget*	YTD Actual**	Actual Over (Under) Budget		
Executive Office	$ 878,544	$ 1,007,251	$ 128,707	A	15%
Office of General Counsel	2,605,595	2,542,246	(63,349)		(2%)
Finance	1,944,919	1,848,327	(96,592)		(5%)
Information Technology	6,511,085	6,133,289	(377,796)	B	(6%)
Records & Information Management	1,781,998	1,529,282	(252,716)	C	(14%)
Enterprise Program Management Office	544,120	381,114	(163,006)	D	(30%)
Office of Policy & Strategy	1,023,162	796,180	(226,982)	E	(22%)
Governmental and External Affairs*	539,095	400,612	(138,483)	F	(26%)
Communications, Marketing and Public Engagement*	868,516	641,693	(226,823)	G	(26%)
Corporate Administration Support & Office of Compliance	1,139,813	1,227,252	87,439		8%
Contracts and Procurement	1,210,312	1,127,410	(82,902)		(7%)
Human Resources Operations	1,241,833	1,393,908	152,075	H	12%
Defined Benefit Pension Plan Contribution	1,000,000	7,500,000	6,500,000	I	650%
Total	**$ 21,288,992**	**$ 26,528,564**	**$ 5,239,572**		**25%**

* Annual Budget deviates from the original budget as certain positions and/or costs have been moved to or from other departments.

** Please refer to Schedule VII.A for FY 2017 Corporate Support Expense by Category.

Significant Variance Explanations are provided on the following page.

Schedule VII
Corporate Support
FY 2017 Actual vs. Budget
for the Twelve Months Ended June 30, 2017

Significant Variance Explanations:

A - Executive Office is greater than Budget primarily due to the expansion of staff.

B - Information Technology is less than Budget primarily due to vacancies and delayed implementation of the Reporting, Budget & Forecasting software and Landlord Portal software which are now planned to be completed in FY 2018.

C - Records & Information Management is less than Budget primarily due to lower than budgeted postage expenses resulting from the timing of the FY 2017 waitlist and other bulk mailings, lower than budgeted copier expenses, and the deferral of contracted destruction of a number of documents until FY 2018.

D - Enterprise Program Management Office is less than Budget primarily due to staffing vacancies.

E - Office of Policy & Strategy is less than Budget primarily due to lower than anticipated expenditures related to the MTW Benchmarking Study and other research and professional services.

F - Governmental and External Affairs is less than Budget primarily due to staffing vacancies.

G - Communications, Marketing and Public Engagement is less than Budget primarily due to staffing vacancies.

H - Human Resources Operations is greater than Budget primarily due to unbudgeted services associated with the organizational assessment, strategy development and implementation, human resources strategy development, and executive coaching for several departments.

I - Defined Benefit Pension Plan Contribution is greater than Budget due the decision to contribute an additional $6.5 million to the pension plan assets in order to fund the increased pension liability following a change in the discount rate assumption per the latest actuarial report.

Schedule VII.A

Corporate Support Expense by Category

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Description	Salaries, Benefits & Taxes	Consulting & Professional Services	Temporary Services	Software Licenses & Hardware/ Software Expense	Agency-wide Services and Expenses*	Other**	Total YTD Actual
Executive Office	$ 876,064	$ -	$ -	$ -	$ -	$ 131,187	$ 1,007,251
Office of General Counsel	1,680,231	823,593	-	-	-	38,422	2,542,246
Finance	1,638,813	184,177	11,468	-	-	13,869	1,848,327
Information Technology	3,616,120	503,024	-	1,561,296	386,934	65,915	6,133,289
Records & Information Management	1,003,448	800	39,579	-	463,608	21,847	1,529,282
Enterprise Program Management Office	376,457	-	-	-	-	4,657	381,114
Office of Policy & Strategy	774,263	-	-	-	-	21,917	796,180
Governmental and External Affairs	385,872	-	-	-	-	14,740	400,612
Communications, Marketing and Public Engagement	441,310	102,444		-	-	97,939	641,693
Corporate Administration Support & Office of Compliance	868,309	102	-	-	323,611	35,230	1,227,252
Contracts and Procurement	1,006,131	4,840	-	-	67,276	49,163	1,127,410
Human Resources Operations	666,596	448,561	20,002		228,316	30,433	1,393,908
Defined Benefit Pension Plan Contribution	-	-	-	-	-	7,500,000	7,500,000
Total	**$ 13,333,614**	**$ 2,067,541**	**$ 71,049**	**$ 1,561,296**	**$ 8,969,745**	**$ 8,025,319**	**$ 26,528,564**

* Agency-wide Services and Expenses include telecommunications, copiers, scanners and related equipment, off-site storage, insurance, office supplies, defined benefit pension plan contribution and other agency-wide services and expenses.

** Other includes pension contributions, meeting expense, staff training, travel and conferences, memberships, advertising, publications, department specific office supplies, and other miscellaneous expenses.

Schedule VIII

Development and Revitalization

FY 2017 Actual vs. Budget

for the Twelve Months Ended June 30, 2017

Description	Annual Budget	YTD Actual*	Actual Over (Under) Budget		
Demolition and Remediation	$ 500,000	$ 462,600	$ (37,400)		(7%)
Property Acquisitions - cash portion	7,000,000	187,220	(6,812,780)	A	(97%)
Predevelopment Loans	2,618,817	361,248	(2,257,569)	B	(86%)
Developer Loan Draws	7,006,250	3,662,500	(3,343,750)	C	(48%)
Extraordinary Maintenance	12,000	-	(12,000)		(100%)
Site Improvements	1,465,000	-	(1,465,000)	D	(100%)
Homeownership Down Payment Assistance	1,500,000	1,473,680	(26,320)		(2%)
Non Residential Structures	3,830,184	141,802	(3,688,382)	E	(96%)
Public Improvements	7,900,000	3,337,015	(4,562,985)	F	(58%)
Consulting and Professional Services	2,990,728	1,382,104	(1,608,624)	G	(54%)
Outside Legal Counsel	25,000	161,361	136,361	H	545%
Administrative Staffing	662,249	481,613	(180,636)	I	(27%)
Tenant Services Staffing	348,168	359,695	11,527		3%
Meeting Expenses	45,000	22,991	(22,009)		(49%)
Modular Office Expenses	125,139	164,069	38,930		31%
Urban Farming	90,000	17,931	(72,069)		(80%)
Owner Occupied Rehabs	100,000	-	(100,000)	J	(100%)
Micro-Grants and Scholarships	226,016	563,664	337,648	K	149%
Roosevelt Administrative Building Operations	70,000	-	(70,000)		(100%)
Relocation (Opt Out Payments)	100,000	121,170	21,170		21%
Other Misc. Admin Expenses	61,585	12,700	(48,885)		(79%)
Total Development and Revitalization Expenditures	**$ 36,676,136**	**$ 12,913,363**	**$ (23,762,773)**		**(65%)**
Sources of Funds					
Replacement Housing Factor (RHF) Grants	$ 8,253,714	$ 4,299,892	$ (3,953,822)		(48%)
Choice Neighborhoods Implementation Grant (CNIG)	7,109,382	894,652	(6,214,730)		(87%)
Drawdown of Program Income and Other Funds	4,831,516	3,307,221	(1,524,295)		(32%)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,700,000	53,653	(1,646,347)		(97%)
MTW Funds used for Revitalization	14,781,524	4,357,945	(10,423,579)		(71%)
Total Sources of Funds	**$ 36,676,136**	**$ 12,913,363**	**$ (23,762,773)**	**L**	**(65%)**

* Please refer to Schedule VIII.A and VIII.B for Development and Revitalization expenditures by Community/Property and by Major Program, respectively.

Significant Variance Explanations are provided on the following page.

Schedule VIII

Development and Revitalization

FY 2017 Actual vs Budget

for the Twelve Months Ended June 30, 2017

Significant Variance Explanations:

A - Property Acquisitions is less than Budget primarily due to pending HUD approval of the Critical Community Improvement Plan as part of the Choice Neighborhoods project ($1M) and Magnolia Park Phase II no longer being available for sale since the Owner exited bankruptcy ($6M). However, in December 2016, AHA completed a land swap transaction whereby the northerly portion of AHA's Bankhead Courts former public housing site valued at $512.5K and a cash consideration of $187.2K were given in exchange for an 11 acre land parcel owned by the City of Atlanta and located near AHA's Englewood Manor former public housing site.

B - Predevelopment Loans is less than Budget primarily due to delays at: (1) **Piedmont Road Highrise** ($190K) - Work is continuing with closing planned in October 2017; loan is expected to be fully expended by the end of September 2017; (2) **Peachtree Road Highrise** ($322K) - Michaels completed only minimal planning while the property was on the RAD waiting list. Michaels will resume further planning once AHA receives a CHAP for the property; (3) **Juniper and Tenth Highrise** ($357K) - With the RAD closing for the property, the Predevelopment Loans budgeted for FY 2017 were not fully utilized; (4) **Cosby Spear Highrise** ($450K) and **Hightower Manor Highrise** ($425K) - Projects are on hold until AHA receives CHAPs; and (5) **Herndon Homes** and **North Avenue** ($325K) - Predevelopment funds not required for redevelopment at this time.

C - Developer Loan Draws is less than Budget as: (1) **Piedmont Road Highrise** ($500K) - Closing has been delayed and is now scheduled to close October 2017 and (2) **Ashley I at Scholars Landing** ($3.5M) - Closing and start of construction has been delayed until first quarter FY 2018 due to delay by developer to finalize general contractor and sub-contractor bids; offset by a higher than projected loan draw for the Juniper and Tenth Highrise RAD closing ($662K) which occurred in November 2016.

D - Site Improvements is less than Budget primarily due to the delay of the closing and start of construction of Ashley I at Scholars Landing until first quarter FY 2018 while the developer finalizes general contractor and sub-contractor bids.

E - Non Residential Structures is less than Budget due to extended negotiations of the development agreement for the Roosevelt Administrative Building.

F - Public Improvements is less than Budget primarily due to: (1) **West Highlands** ($1.5M) - Unexpected field conditions requiring the developer to conduct rock blasting still causing time delay in the project; (2) **Centennial Place Phase 5B** ($1.5K) - Work has been placed on hold while AHA evaluates options; and (3) **Choice Neighborhoods - University Phase IV (**$1.6M**) -** Project delayed due to the financial closing of Ashley I at Scholars Landing vertical construction.

G - Consulting and Professional Services is less than Budget primarily due to: (1) **Choice Neighborhoods** ($1.2M) - Delay in expenditure of "People" category funds by service providers due to re-evaluation of service focus, pending HUD approval of the Critical Community Improvement Plan and the rescheduling of Ashley I at Scholars Landing financial closing to August 21, 2017; (2) **Master Planning** ($260K) initiatives on various developments are delayed to next fiscal year to coordinate planning schedule with stakeholders for Englewood and determination not to update master plans for existing Mixed Properties; and (3) **Other Developments** ($95K) - due to determination to not perform appraisals and due diligence of QLI Mixed Communities in this fiscal year.

H - Outside Legal Counsel is greater than budget primarily due to: (1) **Juniper and Tenth** ($40K) - Use of outside legal counsel for HUD RAD submission; (2) **Other Revitalization Services** ($77K) - Review and evaluation of AHA's real estate documents; and (3) Ashley I at Scholars Landing ($20K) - Use of outside legal counsel for contemplated construction closing.

I - Administrative Staffing is less than Budget due to vacant staff positions for Choice Neighborhoods.

J - Owner Occupied Rehabs is less than Budget due to pending HUD approval of the Choice Neighborhoods Critical Community Improvement Plan.

K - Micro Grants and Scholarships is greater than Budget primarily due to a $500,000 grant to Quest -Westside Works to support the development of the community workforce training facility located in the Vine City area center for the Choice Neighborhoods project. The grant was budgeted in FY 2016 but not contributed until FY 2017.

L - Total Sources of Funds is less than Budget due to the delays and changes in development activities as addressed above.

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Appendix F: Modernization and Non-Operating Expenditures (AHA-Owned Communities)

Property	Project Description	Budget 7/1/2016	Budget 06/30/2017	Paid Through 06/30/2017
Barge Road Highrise	Elevator Equipment Room HVAC Replacement	10,800	7,090	7,090
	Elevator Access Control	16,200	19,515	19,515
	Vehicle Entrance Gate Replacement	19,800	20,428	20,428
	Roof Top HVAC Replacement	32,400	17,759	17,265
	HVAC Condenser/Chilled Pump Replacement	16,200	14,513	14,513
	Energy Management System Upgrade	70,200	0	0
	VID Surveillance Equipment	0	16,212	16,212
	Barge Road Highrise Total	**$165,600**	**$95,517**	**$95,023**
Cheshire Bridge Road Highrise	Corridor Painting	165,000	141,337	137,483
	Roof Replacement	302,500	69,550	69,550
	Cheshire Bridge Elevator Repair	0	7,234	7,046
	Cheshire Bridge Elevator Repair Phase 2	0	7,700	7,700
	Cheshire Bridge Electrical Panel Upgrade	0	10,835	10,540
	Backflow Valve Repair	0	1,573	1,530
	Cheshire Bridge Roof Leak Test	0	1,980	1,926
	DVR Upgrades	0	9,992	9,720
	Cheshire Bridge Road Highrise Total	**$467,500**	**$250,201**	**$245,495**
Cosby Spear Highrise	Security Equipment Upgrade	13,444	0	0
	Unit PTAC Replacement (10 per community)	8,993	0	0
	Appliance Replacement- Refrigerators (12) and Ranges (12)	3,997	0	0
	Elevator Repairs	0	2,725	2,725
	Waterline Excavation	0	4,905	4,905
	Door Opener	0	1,957	1,957
	Cosby Spear Highrise Total	**$26,434**	**$9,587**	**$9,587**
East Lake Highrise	Security Equipment Upgrade to Facilitate New Security Model	13,443	0	0
	Unit PTAC Replacement (10 per community)	8,993	0	0
	Appliance Replacement- Refrigerators (12) and Ranges (12)	3,997	0	0
	Install Push Button Door Opener for Computer Room	1,635	0	0
	Community Room Chairs and Solarium Furniture Replacement	16,350	0	0
	Foundation Waterproofing	109,000	80,613	80,613
	Roof Replacement - Maintenance Building and Gazebo	7,085	6,198	6,198
	Exterior Patio Painting	65,400	170,782	170,782
	Install Water Irrigation Line to Resident Garden	7,085	3,924	3,924
	Extraordinary Sitework	0	2,014	0.00
	Door Opener	0	14,759	14,759
	EL Color Coordination	0	545	545
	East Lake Furniture Design Svcs.	0	3,815	3,815
	East Lake Highrise Total	**$232,988**	**$282,650**	**$280,636**
Georgia Avenue Highrise	GA Elevator Room HVAC	0	4,125	4,012
	Smoke Detector Connection	0	6,312	6,140
	GA Icemaker & Mini-split	0	2,898	2,819
	Emergency Electrical Repairs	0	14,989	0.00
	Georgia Avenue Highrise Total	**$0**	**$28,324**	**$12,971**
Hightower Manor	Security Equipment Upgrade to Facilitate New Security Model	13,443	0	0
	Appliance Replacement- Refrigerators (12) and Ranges (12)	3,996	0	0
	Install Water Irrigation Line to Resident Garden	7,085	3,979	3,979
	Asphalt Table Top Installation	0	4,731	4,731
	Vehicle Gate Traffic Loop Install	0	999	999
	Elevator Floor Repair	0	936	936
	Elevator Repairs	0	8,147	8,147
	Door Opener	0	1,957	1,957
	Hightower Manor Total	**$24,524**	**$20,749**	**$20,749**
Marian Road Highrise	Cooling Tower Replacement	62,700	95,556	95,556
	Plumbing Riser Insulation	9,900	0	0
	Roof Top Exhaust Fan Replacement	66,000	34,185	33,253
	Marian Road Ceiling Tile Replacement	0	4,950	4,815
	MR Emergency Hot Water Boiler Replacement	0	44,633	43,415
	Marian Road Highrise Total	**$138,600**	**$179,324**	**$177,039**

Appendix F: Modernization and Non-Operating Expenditures (AHA-Owned Communities)

Property	Project Description	Budget 7/1/2016	Budget 06/30/2017	Paid Through 06/30/2017
Marietta Road Highrise	HVAC Condenser/Chilled Pump Replacement	16,200	14,513	14,513
	Elevator Equipment Room HVAC Replacement	10,800	7,090	7,090
	Elevator Access Control	16,200	19,515	19,515
	Trash Compactor Replacement	27,000	16,513	16,057
	Vehicle Entrance Gate Replacement	19,800	20,428	20,428
	Energy Management System Upgrade	70,200	0	0
	VID Surveillance Equipment	0	16,212	16,212
	Marietta Road Highrise Total	**$160,200**	**$94,271**	**$93,815**
Martin Street Plaza	Martin St Security Camera Upgrades	30,250	58,994	57,385
	Martin Street REAC Improvements	0	56,971	55,417
	MS Emergency Gazebo Replacement	0	14,025	13,643
	Martin Street Plaza Total	**$30,250**	**$129,990**	**$126,445**
Peachtree Road Highrise	Elevator Access Control	16,200	19,515	19,515
	PTAC Replacement - 20 units	25,920	29,398	29,398
	Vehicle Entrance Gate Replacement	19,801	20,428	20,428
	VID Surveillance Equipment	0.00	22,315	22,315
	Peachtree Road Highrise Total	**$61,921**	**$91,656**	**$91,656**
Piedmont Road	VID Surveillance Equipment	0	27,273	27,273
	Piedmont Road Highrise Total	**$0**	**$27,273**	**$27,273**
Westminster	Building Soffit and Mailbox/Kiosk Replacement	22,000	0	0
	Exterior Door Replacement	84,480	50,852	11,259
	Hallway Painting and Stair Tread Replacement	33,000	46,234	44,973
	Westminster HVAC Replacement	0	4,012	3,903
	Westminster Apartments Total	**$139,480**	**$101,098**	**$60,135**
Contingency	FY2016 Contingency	120,000	256,855	0.00
	Total Contingency	**$120,000**	**$256,855**	**$0**
	Grand Total	**$1,567,495**	**$1,567,495**	**$1,240,824**

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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U.S. Department of Housing and Urban Development
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OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: GA06P006501-13 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2013 FFY of Grant Approval: 2013

Type of Grant
Original Annual Statement   Reserve for Disasters/Emergencies   Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017   Final Performance and Evaluation Report

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		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	$3,885,905		$3,885,905	$500,000
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
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U.S. Department of Housing and Urban Development
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Type of Grant
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X **Performance and Evaluation Report for Period Ending: 6/30/2017** ☐ **Final Performance and Evaluation Report**

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		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$3,885,905		$3,885,905	$500,000
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director Catherine Buell Catherine Buell, President and CEO	**Date** 8/29/17	**Signature of Public Housing Director**	**Date**

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U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
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Expires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: GA06P006501-13 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2013**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Moving to Work	1492		$3,885,905		$3,885,905	$500,000	

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Annual Statement/Performance and Evaluation Report
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U.S. Department of Housing and Urban Development
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Ex, ires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: GA06P006501-14 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2014 FFY of Grant Approval: 2014

Type of Grant
Original Annual Statement   Reserve for Disasters/Emergencies   Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017   Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	$4,665,921		$4,665,921	$752,544
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: GA06P006501-14 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2013 2014 FFY of Grant Approval: 2014

Type of Grant
☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)
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Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$4,665,921		$4,665,921	$752,544
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
Catherine Buell Catherine Buell, President and CEO	8/29/17		

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Annual Statement/Performance and Evaluation Report
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Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: GA06P006501-14 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2014**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Moving to Work	1492		$4,665,921		$4,665,921	$752,544	

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: GA06P006501-15 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant: 2015 FFY of Grant Approval: 2015

Type of Grant
Original Annual Statement — Reserve for Disasters/Emergencies — Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017 — Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	$5,427,060		$5,427,060	$500,000
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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form **HUD-50075.1** (4/2008)

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name:	Grant Type and Number	FFY of Grant:
PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: GA06P006501-15 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2013 2015** **FFY of Grant Approval: 2015**

Type of Grant
☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)
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Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$5,427,060		$5,427,060	$500,000
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
Catherine Buell Catherine Buell, President and CEO	8/29/17		

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form **HUD-50075.1** (4/2008)

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Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: GA06P006501-15 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2015**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Moving to Work	1492		$5,427,060		$5,427,060	$500,000	

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Annual Statement/Performance and Evaluation Report
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OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary		
PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: GA06P006501-16 Replacement Housing Factor Grant No: Date of CFFP:	**FFY of Grant: 2016** **FFY of Grant Approval: 2016**

Type of Grant
Original Annual Statement Reserve for Disasters/Emergencies Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017 Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	$6,135,319		$0	$0
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]				

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Annual Statement/Performance and Evaluation Report
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Expires 06/30/2017

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Type of Grant
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18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$6,135,319		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director Catherine Buell Catherine Buell, President and CEO	**Date** 8/29/17	**Signature of Public Housing Director**	**Date**

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PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: GA06P006501-16 CFFP (Yes/ No): No Replacement Housing Factor Grant No:	**Federal FFY of Grant: 2016**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Moving to Work	1492		$6,135,319		$0	$0	

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12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$5,803,172		$5,100,002	$5,064,622

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Type of Grant
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		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$5,803,172		$5,100,002	$5,064,622
21	Amount of line 20 Related to LBP Activities				
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23	Amount of line 20 Related to Security - Soft Costs				
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25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director Catherine Buell Catherine Buell, President and CEO	**Date** 8/29/17	**Signature of Public Housing Director**	**Date**

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Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006501-13	**Federal FFY of Grant: 2013**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$5,803,172		$5,100,002	$5,064,622	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501-14 Date of CFFP:	FFY of Grant: 2014 FFY of Grant Approval: 2014

Type of Grant
Original Annual Statement   Reserve for Disasters/Emergencies   Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017   Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$5,536,616		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501-14 Date of CFFP:	**FFY of Grant: 2014** **FFY of Grant Approval: 2014**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
X Performance and Evaluation Report for Period Ending: 6/30/2017 ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost [1]**	
		Original	**Revised [2]**	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$5,536,616		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**
Catherine Buell Catherine Buell, President and CEO	8/29/17		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006501-14	**Federal FFY of Grant: 2014**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$5,536,616		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

form **HUD-50075.1** (4/2008)

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary					
PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501-15 Date of CFFP:			FFY of Grant: 2015 FFY of Grant Approval: 2015	
Type of Grant Original Annual Statement ☐ Reserve for Disasters/Emergencies X Performance and Evaluation Report for Period Ending: 6/30/2017			Revised Annual Statement (revision no:) ☐ Final Performance and Evaluation Report		
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$5,121,340		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name:	Grant Type and Number	FFY of Grant: 2015
The Housing Authority of the City of Atlanta, Georgia	Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501-15 Date of CFFP:	**FFY of Grant Approval: 2015**

Type of Grant
☐ Original Annual Statement ☐ Reserve for Disasters/Emergencies ☐ Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017 ☐ Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$5,121,340		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
Catherine Buell Catherine Buell, President and CEO	8/29/17		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

form **HUD-50075.1** (4/2008)

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006501-15	**Federal FFY of Grant: 2015**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$5,121,340		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501-16 Date of CFFP:	FFY of Grant: 2016 FFY of Grant Approval: 2016

Type of Grant
Original Annual Statement   Reserve for Disasters/Emergencies   Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2017   Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$ 4,558,498		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501-16 Date of CFFP:	**FFY of Grant: 2016** **FFY of Grant Approval: 2016**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2017** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost** [1]	
		Original	**Revised** [2]	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$ 4,558,498		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**
Catherine Buell Catherine Buell, President and CEO	8/29/17		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006501-16	**Federal FFY of Grant: 2016**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$4,558,498		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary			
PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-13 Date of CFFP:		**FFY of Grant: 2013** **FFY of Grant Approval: 2013**

Type of Grant
Original Annual Statement **Reserve for Disasters/Emergencies** **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2017** **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$ 2,672,813		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-13 Date of CFFP:	**FFY of Grant: 2013** **FFY of Grant Approval: 2013**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2017** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost [1]**	
		Original	**Revised [2]**	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$ 2,672,813		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**
Catherine Buell Catherine Buell, President and CEO	8/29/17		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006502-13	**Federal FFY of Grant: 2013**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$ 2,672,813		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-14 Date of CFFP:	FFY of Grant: 2014 FFY of Grant Approval: 2014

Type of Grant
Original Annual Statement   Reserve for Disasters/Emergencies   Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/17   Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$2,629,657		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-14 Date of CFFP:	**FFY of Grant: 2014** **FFY of Grant Approval: 2014**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2017** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$2,629,657		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	**Date**	**Signature of Public Housing Director**	**Date**
Catherine Buell (signature) Catherine Buell, President and CEO	8/29/17		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Ex, ires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006502-14	**Federal FFY of Grant: 2014**

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$2,629,657		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-15 Date of CFFP:	**FFY of Grant: 2015** **FFY of Grant Approval: 2015**

Type of Grant
Original Annual Statement **Reserve for Disasters/Emergencies** **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2017** **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost** [1]	
		Original	**Revised**[2]	**Obligated**	**Expended**
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$1,651,700		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	**Grant Type and Number** Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-15 Date of CFFP:	**FFY of Grant: 2013 2015** **FFY of Grant Approval: 2015**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2017** ☐ **Final Performance and Evaluation Report**

Line	**Summary by Development Account**	**Total Estimated Cost**		**Total Actual Cost** [1]	
		Original	**Revised** [2]	**Obligated**	**Expended**
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$1,651,700		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director Catherine Buell Catherine Buell, President and CEO	**Date** 8/29/17	**Signature of Public Housing Director**	**Date**

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

Part II: Supporting Pages

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006502-15	Federal FFY of Grant: 2015

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$1,651,700		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-16 Date of CFFP:	FFY of Grant: 2016 FFY of Grant Approval: 2016

Type of Grant
Original Annual Statement | Reserve for Disasters/Emergencies | Revised Annual Statement (revision no:)
X Performance and Evaluation Report for Period Ending: 6/30/2016 | Final Performance and Evaluation Report

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised[2]	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) [3]				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities [4]	$1,713,869		$0	$0

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[3] PHAs with under 250 units in management may use 100% of CFP Grants for operations.
[4] RHF funds shall be included here.

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part I: Summary

PHA Name:	Grant Type and Number	FFY of Grant: 2016
The Housing Authority of the City of Atlanta, Georgia	Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-16 Date of CFFP:	**FFY of Grant Approval: 2016**

Type of Grant
☐ **Original Annual Statement** ☐ **Reserve for Disasters/Emergencies** ☐ **Revised Annual Statement (revision no:)**
X **Performance and Evaluation Report for Period Ending: 6/30/2016** ☐ **Final Performance and Evaluation Report**

Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost [1]	
		Original	Revised [2]	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant:: (sum of lines 2 - 19)	$1,713,869		$0	$0
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

Signature of Executive Director	Date	Signature of Public Housing Director	Date
Catherine Buell Catherine Buell, President and CEO	8/29/17		

[1] To be completed for the Performance and Evaluation Report.
[2] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Part II: Supporting Pages

PHA Name: **The Housing Authority of the City of Atlanta, Georgia**	**Grant Type and Number** Capital Fund Program Grant No: CFFP (Yes/ No): No Replacement Housing Factor Grant No: GA06R006502-16	**Federal FFY** of Grant: 2016

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised [1]	Funds Obligated[2]	Funds Expended[2]	
Authority Wide	Development	1499		$1,713,869		$0	$0	

[1] To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
[2] To be completed for the Performance and Evaluation Report.

Appendix F: Housing Choice Vouchers Authorized as of June 30, 2017

Number of MTW HCV authorized at the end of FY 2017
As of June 30, 2017, AHA had 19,069 MTW Housing Choice Vouchers (HCV) authorized, which is the same as on June 30, 2016.

Number of Non-MTW HCV authorized at the end of FY 2017
As of June 30, 2017, AHA had 944 non-MTW vouchers, which included 149 HUD Rental Assistance Demonstration (RAD) program vouchers awarded to AHA related to the RAD conversion of Juniper and Tenth Highrise and effective as of January 1, 2017. In addition to the RAD vouchers, non-MTW HCV authorized at the end of FY 2017 included:

300	Family Unification Program (FUP) vouchers
175	1-Year Mainstream vouchers
50	5-year Mainstream Vouchers
270	VASH vouchers

All of these vouchers will remain permanent non-MTW vouchers under current HUD regulations.

Table 1. Housing Choice Vouchers Authorized

Housing Choice Vouchers	**6/30/2016**	**6/30/2017**	**Change**	**% Change**
MTW Vouchers	19,069	19,069	-	0%
Non-MTW Vouchers:				
Permanent Non-MTW Vouchers	795	944	149	19%
Total Non-MTW Vouchers	795	944	149	19%
TOTAL VOUCHERS	**19,864**	**20,013**	**149**	**0.8%**

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Local Asset Management Program

Background and Introduction

AHA's Amended and Restated Moving to Work Agreement (MTW Agreement), effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016, authorizes AHA to design and implement a Local Asset Management Program for its Public Housing Program and describe such program in its Annual MTW Plan. The term "Public Housing Program" means the operation of properties owned or units in mixed-income communities subsidized under Section 9 of the U.S. Housing Act of 1937, as amended ("1937 Act") by the Agency that are required by the 1937 Act to be subject to a public housing declaration of trust in favor of HUD. The Agency's Local Asset Management Program shall include a description of how it is implementing project-based property management, budgeting, accounting, financial management and any deviations from HUD's asset management requirements. Under the First Amendment to the MTW Agreement, AHA agreed to describe its cost accounting plan as part of its Local Asset Management Program including how the indirect cost fee for service rate is determined and applied.

Project-Based Approach for Public Housing Program

AHA maintains a project-based management approach by decentralizing property operations to each property and by contracting with private management companies to professionally manage each of the AHA-owned properties under the Public Housing Program. AHA maintains project level budgeting and accounting for these properties.

In addition, each mixed-income, mixed-financed (MIXED) rental community that contain authority assisted units under the Public Housing Program are owned, managed and operated by third party partnerships as established at the time each of the transactions were structured. AHA maintains a separate budget and accounting for the operating subsidy paid to the owners of these communities, but does not maintain the accounting for property operations as AHA does not own or operate these properties.

Identification of Cost Allocation Approach

AHA approaches its cost allocation plan with consideration to the entire operation of AHA, rather than a strict focus on only the MTW Program. The MTW Agreement addresses the cost accounting system in reference to the MTW Program without specifically addressing the operations of the entire Agency under MTW and using MTW Single Funds. This cost allocation plan addresses all AHA operations, as well as the specific information required for the MTW Program.

Under the MTW Agreement, the cost accounting options available to AHA include either a "fee-for-service" methodology or an "indirect cost rate" methodology. AHA can establish multiple cost objectives or a single cost objective for its MTW Program. AHA opted to use the "fee for service" methodology and establish the MTW Program as a single cost objective, as further described below.

Classification of Costs

There is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, the definitions and guidelines provided in this Local Asset Management Program are used for determining direct and indirect costs charged to the cost objectives.

<u>Definitions:</u>

Cost Objective – Cost objective is a function, organizational subdivision, contract, grant, or other activities for which cost data are needed and for which costs are incurred.

Direct Costs – Direct costs are those that can be identified specifically with a particular final cost objective.

Local Asset Management Program

Indirect Costs – Indirect costs are those: (a) incurred for a common or joint purpose benefitting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. After direct costs have been determined and assigned directly to Federal awards and other activities, as appropriate, indirect costs are determined as those remaining cost to be allocated to the benefitted cost objectives.

Indirect Cost Fee for Service Rates – Fee for service is used for determining in a reasonable manner, the proportion of indirect costs each cost objective should bear. It is the ratio (expressed as a percentage) of the indirect costs to a direct cost base.

Cost Base – A cost base is the accumulated direct costs (normally either total direct salaries and wages or total direct costs exclusive of any extraordinary or distorting expenditures) used to distribute indirect costs to cost objectives (Federal awards). Generally, the direct cost base selected should result in each award bearing a fair share of the indirect costs in reasonable relation to the benefits received from the costs.

AHA Cost Objectives

AHA has identified the following cost objectives:

Direct Costs:

MTW Program - MTW Program and all associated activities funded under the MTW Single Fund authority as a ***single cost objective***. The single cost objective is the eligible MTW activities as articulated in AHA's MTW Agreement and Annual MTW Plan.

Revitalization Program – The Revitalization Program includes the development related activity funded from Choice Neighborhoods, other federal grants or local funds. Generally, AHA will capture costs for each development and will have the ability to track charges to specific funding sources.

Special Purpose Housing Choice Tenant-Based Vouchers – Special Purpose Vouchers include, but are not limited to, Family Unification Program (FUP) vouchers, Veterans Affairs Supportive Housing (VASH) vouchers, 1-year Mainstream (Not Elderly Disabled - NED) vouchers and 5-year Mainstream vouchers.

Other Federal, State and Local Awards – AHA may be the recipient of other Federal, State and Local awards from time to time. Each of these awards will be established as a separate cost objective, as necessary.

Non Federal Programs – This relates to entrepreneurial activities, some AHA Affiliate/Component Units and National Housing Compliance, Inc., which are separate cost objectives.

Local Asset Management Program

AHA Direct Costs

AHA direct costs are defined in conjunction with the cost objectives defined in this Cost Allocation Plan. Under 2 CFR Part 200, there is no universal rule for classifying costs as either direct or indirect. A cost may be direct with respect to some specific service or function, but indirect with respect to the final cost objective.

MTW Program direct costs include, but are not limited to:

1. Contract costs readily identifiable with delivering housing assistance to low income families under the MTW Program,
2. Housing Assistance Payments (including utility allowances) for tenant based voucher and AHA HomeFlex (formerly PBRA) supported communities,
3. Portability administrative fees,
4. Homeownership voucher funding,
5. Foreclosure and emergency assistance for low income families served under the Housing Choice Voucher Program,
6. AHA costs for administering Housing Choice Tenant-Based vouchers including inspection activities
7. Operating costs directly attributable to operating AHA-owned properties,
8. Capital improvement costs at AHA-owned properties,
9. Operating subsidies paid to MIXED Communities,
10. AHA costs associated with managing AHA-Owned Communities, HomeFlex, Housing Choice Homeownership vouchers, MIXED Communities, and other AHA-owned real estate,
11. AHA costs directly attributable to MTW Program activities, including the administration of human development and supportive services programs,
12. AHA costs associated with development and revitalization activities with costs as defined in the next section, but <u>paid using MTW Single Fund</u>
13. Any other activities that can be readily identifiable with delivering housing assistance to low-income families under the MTW Program.

Development and Revitalization Program direct costs include, but are not limited to, the following when the costs are paid <u>using non-MTW funds</u>:

1. Leasing incentive fees
2. Legal expenses
3. Professional services
4. Case management and other human services
5. Relocation
6. Extraordinary site work
7. Demolition
8. Acquisitions
9. Program administration
10. Gap financing in qualified real estate transactions
11. Homeownership down payment assistance
12. Investments (loans, grants, etc.)
13. Other development and revitalization expenditures

Local Asset Management Program

Special Purpose Housing Choice Tenant-based Vouchers direct costs include, but are not limited to, Housing Assistance Payments (HAP).

Other Federal and State Awards direct costs include, but are not limited to, any costs identified for which the award is made. Such costs are determined as AHA receives awards.

Non-Federal Programs direct costs include, but are not limited to:

1. Legal expenses
2. Professional services
3. Utilities (gas, water, electric, other utilities expense)
4. Real estate taxes
5. Insurance
6. Bank charges
7. Staff training
8. Interest expense
9. Other costs required of a specific non-federal program, award or contract

Direct Costs – Substitute System for Compensation of Personnel Services

In addition to the direct costs identified previously, when required to charge direct staff time to a non-MTW funding source, AHA will allocate direct salary and wages based upon quantifiable measures (substitute system) of employee effort rather than timesheets. This substitute system is allowed under 2 CFR Part 200, Section 200.430. The substitute system allows AHA to more efficiently and effectively allocate direct costs on measures that are readily determined for each department. Those departments and measures will be re-evaluated periodically and updated as necessary. The Operating Divisions functions and measures effective July 1, 2016 are listed below:

Operating Divisions	Quantifiable Measure
Real Estate Group	• Number of properties managed • Active revitalizations • Number of properties and developments supported
Housing Choice Voucher Program	• Leased vouchers
Inspection Services	• Number of inspections
Partnerships and People Investments	• Families served • Partnerships actively engaged

AHA Fee for Service

Corporate Support consists of administrative and support departments which support the Operating Divisions and AHA as a whole. AHA establishes a Fee for Service Rate based on the anticipated indirect cost for the fiscal year. The fee for service rate is determined in a reasonable manner where the proportion of indirect costs for each cost objective is determined as a ratio of the indirect costs to a direct cost base. The resulting amount is the fee for service amount to be charged to programs not funded by the MTW Single Fund. Based on current budget estimates, AHA projects the indirect cost fee to be approximately 11% of total direct costs.

Limitation on indirect cost or administrative costs – AHA recognizes that there may be limitations on the amount of administrative or indirect costs that can be charged to specific grant awards. Should such limitations prevent the charging of direct and indirect costs to a grant award, AHA will charge such costs to the remaining cost objectives as defined in this Local Asset Management Program, while ensuring that only authorized expenditures are charged to the cost objectives and their related funding sources. AHA ensures that no costs are charged to federal funds unless authorized under federal law or regulation.

Local Asset Management Program

Implementation of AHA's Local Asset Management Program

AHA began accounting for costs under this Local Asset Management Program beginning July 1, 2009 and began reporting under the Financial Data Schedule (FDS) for its fiscal year ending June 30, 2010. Such reporting includes the reporting of property level financial information for those properties under the Public Housing Program.

Explanation of differences between HUD's and AHA's property management systems

AHA has the ability to define direct costs differently than the standard definitions published in HUD's Financial Management Guidebook pertaining to the implementation of 24 CFR Part 990.

AHA is required to describe any differences between the Local Asset Management Program and HUD's asset management requirements in its Annual MTW Plan in order to facilitate the recording of actual property costs and submission of such cost information to HUD:

1. AHA implemented a fee for service system that was more comprehensive than HUD's asset management system. HUD's system was limited in focusing only on a fee-for-service system at the property level and failed to address AHA's comprehensive operation which includes other programs and business activities. AHA's MTW Program is much broader than Public Housing properties and includes activities not found in traditional HUD Programs. This Local Asset Management Program Plan addresses the entire AHA operation.

2. AHA defined its cost objectives at a different level than HUD's asset management system. Specifically, AHA defined the MTW Program as a cost objective which is consistent with the issuance of the CFDA number. HUD defined its cost objective at the property level which fails to recognize the overall effort required to deliver the housing resources to Low Income families under the MTW Program. Because the cost objectives are defined differently, direct and indirect costs are defined based on the cost objectives identified in this Local Asset Management Program.

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Comprehensive Annual Financial Report and Independent Auditors' Report

Atlanta Housing Authority

For the fiscal years ended June 30, 2016 and 2015

The Housing Authority of the City of Atlanta, Georgia

COMPREHENSIVE ANNUAL FINANCIAL REPORT AND INDEPENDENT AUDITORS' REPORT

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

For the fiscal years ended June 30, 2016 and 2015

Issued by the Department of Finance, Atlanta Housing Authority

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TABLE OF CONTENTS

TABLE OF CONTENTS (continued)

INTRODUCTORY SECTION

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November 14, 2016

Members of the Board of Commissioners
The Housing Authority of the City of Atlanta, Georgia

Introduction

We are pleased to present The Housing Authority of the City of Atlanta, Georgia (referred to as AHA or the Authority) Comprehensive Annual Financial Report (CAFR) for the fiscal years ended June 30, 2016 and June 30, 2015. This report was prepared by the Authority's Finance staff and the Authority's financial statements included in this CAFR were audited by the public accounting firm CohnReznick. The Independent Auditors' Report of CohnReznick is presented as the first component of the Financial Section on page 17.

The independent audit of the financial statements of the Authority is part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require an independent auditor to report not only on the fair presentation of the financial statements, but also on the Authority's internal controls and compliance with federal program requirements.

The data presented in this report is the responsibility of the management of the Authority. To the best of our knowledge and belief, the information as presented is accurate in all material respects, is presented in a manner designed to fairly state the financial position and the results of operations of the Authority, and includes all necessary disclosures to enable the reader to gain a thorough understanding of the Authority's financial affairs. To provide a reasonable basis for making these representations, management of the Authority has established internal controls that are designed to protect its assets and the integrity of its operations, and to obtain reasonable, rather than absolute, assurance that the Authority's financial statements are free of any material misstatements, and presented in conformity with generally accepted accounting principles (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB).

For a complete overview and analysis of the Authority's financial position and results of operations, please review the Management's Discussion and Analysis (MD&A) found immediately following the report of the independent public accountants, in tandem with this transmittal letter. We invite the public to review AHA's CAFR on its website at www.atlantahousing.org.

Profile of the Authority

Independent Public Jurisdiction: AHA is a public body corporate and politic created by the City of Atlanta in 1938 pursuant to the Housing Authorities Laws of the State of Georgia. AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing; invest and lend money; create for-profit and not-for-profit entities; administer Housing Choice vouchers; issue bonds for affordable housing purposes; and acquire, own and develop commercial, retail and market-rate properties that benefit affordable housing.

AHA has created affiliate entities to implement and execute a number of the Authority's program activities and initiatives. The financial statements of these affiliates are included in AHA's financial statements as blended component units. AHA has one affiliate that is not a component unit, but is considered a related entity; therefore, the financial activities for this entity have been excluded from the Authority's financial statements (*see Note A of* ***Notes to the Financial Statements*** *for further details*).

Moving to Work (MTW) Housing Authority: AHA is one of the 39 housing authorities (out of more than 3,400 in the country) designated as a Moving to Work (MTW) housing authority. An MTW agency is one that is part of a demonstration created in the 1996 Congressional appropriation for the Department of Housing and Urban Development (HUD). MTW agencies have three statutory objectives:

1. Reduce costs and achieve greater cost effectiveness in federal expenditures.
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.
3. Increase housing choices for low-income families.

Having moved from "troubled agency" status in 1994 to "high performer" status in 1999 and sustaining that status thereafter, AHA applied for and received the MTW designation in 2001. After extensive negotiations with HUD, AHA executed its MTW Agreement with HUD on September 23, 2003, effective as of July 1, 2003. Later, AHA was able to retain the unique provisions under its original agreement when it negotiated and executed a 10-year extension of this agreement effective November 13, 2008, and further amended it on January 16, 2009, which extended the MTW Agreement until June 30, 2018. The Consolidated Appropriations Act, 2016 further extended the MTW status of all MTW agencies until the end of their fiscal year 2028.

AHA's MTW Agreement provides substantial statutory and regulatory relief under the U.S. Housing Act of 1937, as amended. AHA's program design for implementing its MTW Agreement is reflected in AHA's multi-year Business Plan, which was prepared leveraging the statutory and regulatory relief under its MTW Agreement and the guiding principles, the lessons learned and best practices from AHA's Revitalization Program. Under its MTW Agreement, AHA has the flexibility to develop policies and procedures that differ from those prescribed in regulations implementing Section 8 and 9 of the Housing Act of 1937. It provides also the flexibility to innovate and create new programs, and to create and implement local solutions to address local challenges in providing affordable housing opportunities to eligible low-income households in Atlanta. The success that AHA has achieved as an innovator, fulfilling the promise of the MTW program envisioned by Congress, is apparent in a review of AHA's many initiatives. For more details, see the MTW Innovations and Policies section of AHA's MTW 2016 Annual Report.

While statutory and regulatory flexibility are foundational elements of the MTW Program, the Single Fund authority is essential to AHA's financial viability. AHA's MTW Agreement permits AHA to combine its Housing Choice Voucher funds, Public Housing Operating Subsidy and Capital Fund Program grants into an MTW Single Fund which may be used for MTW-eligible activities set forth in AHA's Annual Plan that best meet local low-income housing needs. The funding flexibility provided AHA under the MTW Agreement is essential to AHA's continued success and long-term financial viability.

Governing Body and Strategic Guidance: The governing body of AHA is its Board of Commissioners (the Board), which is comprised of seven members, including two resident members, appointed by the Mayor of the City of Atlanta. The Board of Commissioners appoints the President and Chief Executive Officer to administer the affairs of the Authority, including hiring the staff of the Authority. AHA is not considered a component unit of the City of Atlanta and, as a result, AHA's financial statements are not included in the City's financial statements.

The Board provides strategic guidance and oversight of AHA's operations. AHA's programs and actions are further guided by its Business Plan, as modified, refined and updated by its Annual Implementation Plans, which are approved by the Board. The underpinnings for the Business Plan are AHA's Vision and Mission statements:

Our Vision: "Healthy Mixed-Income Communities; Healthy Self-Sufficient Families."

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

AHA's business model positions it to achieve three goals:

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

Self-Sufficiency — (a) Facilitate opportunities for families and individuals to build economic capacity and stability that will reduce their dependency on subsidy and help them, ultimately, to become financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable the elderly and persons with disabilities to live independently with enhanced opportunities for aging well.

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

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 developing 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.

In addition to these strategic directions, and creatively using the tools and flexibility afforded by its MTW Agreement to implement housing policy reforms across all programs, during FY 2016 AHA focused on the following three priorities as articulated in its FY 2016 MTW Annual Plan:

1. **Housing Opportunities & Real Estate Development**: Expand and preserve housing opportunities while facilitating development of new mixed-income communities;
2. **Human Development Services and Self-Sufficiency**: Increase the number of Housing Choice households that are compliant with AHA's Work/Program Requirement through enhanced services coordination, contract service providers and expanded partnerships; and
3. **Administration**: Optimize systems investments and identify efficiencies and cost savings throughout the agency.

Housing Profile: AHA chartered a new course and embarked on an important and ambitious mission: to transform its delivery of affordable housing by ending the practice of concentrating low-income families and by abandoning the traditional 100% public housing model through implementation of a comprehensive and strategic revitalization program (Revitalization Program). Under AHA's Revitalization Program, public-housing-assisted households were relocated to housing of their choice, primarily to private housing (using tenant-based Housing Choice vouchers). After relocation, distressed and obsolete housing projects were demolished, and the sites remediated and prepared for development. Through partnerships with excellent private-sector developers, market-rate-quality, mixed-use, mixed-income communities continue to be developed using public and private resources. AHA's Revitalization Program is designed to intentionally de-concentrate poverty and create communities of choice, where Atlanta's families from every socio-economic status can live, learn, work and play as they pursue their version of the American dream.

As of June 30, 2010, AHA successfully completed the relocation of all affected public-housing-assisted households and, by December 31, 2010, AHA had completed the demolition of the 12 remaining properties. With the completion of the relocation and demolition phases, AHA no longer owns or operates any large-family public housing projects, thereby ending the era of warehousing low-income households in distressed and obsolete developments in isolated and depressed areas.

As a result of the above-described strategic initiatives and leveraging more than $300 million in HOPE VI, other public housing development funds and MTW funds, which resulted in a total financial investment and economic impact of more than $2 billion, AHA's portfolio of housing opportunities has changed dramatically since 1995. In 1994, AHA owned and operated 14,300 public-housing-assisted units in 43 conventional public housing projects and administered approximately 4,500 certificates and vouchers. As of June 30, 2016, AHA's housing profile and operating activities have evolved into the following:

- Public-housing-assisted communities (11 senior high-rise buildings and two small-family developments) owned and operated through professional property management firms, with 1,942 housing units, all of which are well-located in economically integrated neighborhoods (referred to as AHA-Owned Residential Communities). As part of its real estate strategy, AHA has started converting its public housing properties from Section 8 to Section 9 under HUD Rental Assistance Demonstration (RAD) program, as those properties become in need of rehabilitation and upgrades.
- Operating subsidy for 2,221 Annual Contribution Contract (ACC) (HUD-subsidized) units in 16 AHA-Sponsored mixed-income, mixed-finance (MIMF) rental communities owned and operated by related public/private owner entities;
- Tenant-based Housing Choice rental assistance for 10,012 units owned and operated by private property owners;
- Project Based Rental Assistance (PBRA) for 1,780 units in six of the MIMF rental communities owned and operated by related public/private owner entities;
- Rental assistance for 3,271 PBRA-assisted units in other mixed-income and Supportive Housing communities owned and operated by unrelated private owners;
- Mortgage assistance to 30 participants, who used their Section 8 tenant-based Housing Choice vouchers for homeownership; and
- Down payment assistance to a total of 467 first-time home buyers since inception of the program.

The implementation of these initiatives has also changed the mix of AHA's revenue from HUD from being primarily comprised of Section 9 Public Housing operating funds and capital funds in 1995 to being primarily comprised of Section 8 Housing Choice Voucher funds in FY 2016. During FY 2016, approximately 88% of AHA's revenue from HUD was attributable to Section 8 Housing Choice Voucher funds.

Moreover, as a result of the strategic Revitalization Program and other initiatives, and the shift from a primarily Section 9 Public Housing operating funds platform to a Section 8 Housing Choice Voucher funds platform, AHA's operations are more stable and its financial position is stronger. As mentioned above, public housing properties in need of rehabilitation and upgrades are being converted from Section 8 to Section 9 under HUD Rental Assistance Demonstration (RAD) program.

In addition, AHA is one of the 11 founding member organizations of National Housing Compliance, Inc. (NHC), a Georgia not-for-profit 501(c)(4) corporation that performs contract administration services as HUD's Performance Based Contract Administrator (PBCA) for the states of Illinois and Georgia. NHC makes periodic contributions to members based on NHC's earned PBCA revenue in excess of NHC's operating expenses. As a member, AHA receives unrestricted contributions from NHC activities in Illinois and Georgia which are included in AHA's financial statements as operating revenue.

Budget Process and Monitoring: The annual budget for the Authority is prepared with significant involvement from the CEO and the executive staff, and the support and analysis of AHA Budget and Analytics staff. At the front-end of the budget process, the CEO and executive staff establish the key areas of focus for the coming year based on the MTW Business Plan.

On an annual basis, the Board approves the Authority's Comprehensive Operating and Capital Budget after the CEO has presented both the annual MTW Business Plan and the Authority's proposed budget for public review and comment. Throughout the fiscal year, the Board-approved budget becomes the primary management tool to plan, control and evaluate spending for major activities and programs. Monthly actual-to-budget performance reports are reviewed by the Budget and Analytics staff and the Authority's departments. Quarterly actual-to-budget reviews are conducted at the management and executive levels, and budget revisions and actions to address variances against budget, as needed, are taken to ensure appropriate budget control. A quarterly report is also submitted to the Board with a complete analysis and explanations of significant actual-to-budget variances.

Economic Conditions and Financial Outlook

Like every other major metropolitan area in the United States, metropolitan-Atlanta was adversely impacted by the global economic recession. Many local and national economists have stated that metropolitan-Atlanta and Georgia remain attractive places to live, work and invest because the fundamentals are quite strong. Metropolitan-Atlanta enjoys the benefits of moderate weather, an educated workforce, a concentration of excellent colleges and universities, and the Hartsfield-Jackson Atlanta International Airport. These strengths have helped Atlanta's recovery and unemployment has continued to decline with the city reporting 4.8% unemployment in July 2016, which is 0.1% below the national average and 0.2% less than the Georgia rate.

During FY 2016, the multi-family rental market continued its recovery nationally and in the City of Atlanta, with rents rising due to increased demand. There has also been steady improvement in the sales prices of single-family homes with the sustained reduction in excess inventory.

As a result of the above factors, AHA has been impacted as follows:

- AHA-Sponsored development activities, in partnership with private-sector developers, rely on private investment and the conditions in the real estate and financial markets. During FY 2016, the local real estate market continued to strengthen, especially in the multi-family rental market. AHA expects that our development activities will continue to pick up as those markets improve and investors continue to return to the market.
- The impact of the recession in the Atlanta real estate market has created both opportunities and challenges. In this environment, real estate owners throughout the City of Atlanta were willing to participate in AHA's PBRA program, thereby guaranteeing a stream of income for a percentage of their units in a soft market and opening new markets in Atlanta for this program. While households using tenant-based Housing Choice vouchers have had a broader array of choices for their voucher use, this has now been tempered by the higher rents and competition with market-rate tenants. With the recent recovery in the multi-family rental market, AHA will need to continue to be creative in developing new incentives and approaches in order to facilitate access to Class A and B properties for tenant-based voucher holders.
- AHA-assisted households were severely affected by the downturn in the employment market. Higher unemployment and under-employment amongst AHA-assisted households resulted in higher aggregate subsidy payments from AHA. As the employment market continues to recover, AHA has seen this trend slowly reversing and the average housing assistance payment now going down.

Federal Funding — Status and Outlook

The Authority relied on federal funding for about 94% of its overall revenue during FY 2016. Consequently, federal budget decisions play a significant role in AHA's ongoing economic condition.

Since the Budget Control Act of 2011, federal budget appropriators have focused on deficit reduction, in particular by reducing discretionary defense and non-defense programs. With the 2012 failure of the Congressional Super Committee to reach a bipartisan agreement, the automatic trigger of sequestration went into effect, resulting in a 5% reduction on top of the budget cuts passed by Congress.

Funding for AHA's Fiscal Year 2017 (FY 2017) is uncertain as subsidies and other resources from HUD for the last six months of the fiscal year will be funded by Federal Fiscal Year 2017 (FFY 2017) appropriations which have not yet been finalized by Congress. On December 18, 2015, the President signed into law H.R. 2029, the Consolidated Appropriations Act, 2016, which provides fiscal year 2016 appropriations for projects and activities of the federal government through September 30, 2016 and, in turn, HUD funding for public housing authorities through December 31, 2016.

Both the House and Senate Appropriations Committees have passed FFY 2017 funding bills for HUD, but the bills have not yet been approved by either house. Congress passed and the President signed a Continuing Appropriations Resolution intended to keep the federal government operating at current (FFY 2016) funding levels from October 1 through December 9, 2016. Therefore, Congress must pass and the President must sign an appropriation bill or continuing resolution(s) which will fund the federal government from December 10, 2016, through September 30, 2017. Because 2016 is a Presidential election year, it is uncertain when such action will occur.

During 2016, HUD implemented a new cash management strategy for Housing Choice and is transitioning AHA's locally held cash balance which was derived from Housing Choice HAP funding to a HUD-held cash balance. This HUD-held balance provides a sufficient cash resource, which is available upon request by AHA, to maintain current operations during a good portion of FY 2017 in the event Congress fails to pass an appropriations bill or continuing resolution(s) with sufficient funding to meet AHA's budgeted MTW expenditures. If a reduction in funding were to take place, AHA would reevaluate its FY 2017 budget and make any required adjustments.

AHA believes that it is well-positioned to face possible Congressional funding cuts because of:

- the statutory and regulatory relief provided under its MTW Agreement;
- AHA's shift from a Section 9 Public Housing funds platform to a Section 8 Housing Choice Voucher funds platform;
- the operational and financial efficiencies resulting from combining its low-income operating funds, Housing Choice Voucher funds and certain capital funds into an MTW Single Fund, and preparing a multi-year Business Plan;
- the elimination of the obsolete, distressed and socially dysfunctional public housing projects through the thoughtful implementation of its comprehensive Revitalization Program and other strategic initiatives;
- the implementation of a business transformation including an integrated ERP system which resulted in cost and time efficiencies throughout the Authority; and
- the implementation of various cost-reduction initiatives at its corporate operations and AHA-Owned Residential Communities.

AHA's strategic decisions have allowed it to sustain its strong financial position while providing eligible low-income households with housing opportunities in amenity-rich communities and neighborhoods that offer a substantially better quality of life.

FY 2016 Accomplishments and Program Highlights

AHA comprehensively operates the entire agency pursuant to its MTW Agreement, which was successfully extended to 2028 during the fiscal year, and utilizes fungibility of its MTW Single Fund in operating and administering its programs. In cases where there are statutory requirements or grant provisions, AHA complies with these terms as required. Each AHA program is designed to economically and efficiently leverage all AHA's resources where possible — finances and funding flexibility, knowledge and experience, grant funds, rental subsidies, partner relationships and land. Through its various housing solutions and programs, all supported by human development services, AHA is able to meet a broad spectrum of housing needs for low-income families in the City of Atlanta.

Below are some of AHA's FY 2016 major accomplishments and milestones which demonstrate AHA's continued strategic focus and commitment to its vision and three primary statutory goals.

- 22,334 households served during FY 2016.
- 1,152 new households were housed from the January 2015 Housing Choice waiting list.
- 30 additional vouchers awarded by HUD increased the number of veterans already housed through the HUD-Veterans Affairs Supportive Housing (VASH) program to 240.
- 83 eligible, first-time home buyers received down payment assistance from AHA.
- Awarded a $30 million Choice Neighborhoods Implementation Grant to revitalize the former University Homes, Ashview Heights and Vine City neighborhoods.
- Designated a Promise Zone by HUD and the U.S. Department of Education in the same area as the Choice Neighborhoods Implementation Grant.
- Received HUD approval for Rental Assistance Demonstration (RAD) and Low-Income Housing Tax Credits for Juniper and Tenth Highrise, a 149-unit AHA-Owned Residential Community, and recently received approval for Piedmont Road Highrise, a 208-unit AHA-Owned Residential Community.
- Housed 81 formerly homeless individuals and families who "graduated" from permanent Supportive Housing to receive a voucher.
- Provided short-term housing assistance to stabilize 212 families at risk of homelessness.
- 43 students were awarded scholarships valued at nearly $160,000 through AHA's Atlanta Community Scholars Award, Choice Neighborhoods and other scholarship programs.
- Provided human development and case management services to 1,352 Housing Choice participants.
- 100% of Housing Choice and PBRA inspections and 100% of audits of AHA-Owned and AHA-Sponsored Communities completed.
- Implemented SciQuest sourcing solution which automates procurement, vendor management, solicitations and contract management.

Please refer to AHA’s FY 2016 MTW Annual Report for comprehensive insight into AHA’s successes as well as AHA’s FY 2017 MTW Annual Plan for activities contemplated beyond FY 2016.

We take our responsibility to serve the community and Atlanta’s low-income families very seriously. Our MTW Agreement has allowed us to be innovative, engaging our partners and stakeholders in local problem-solving. We believe we are transforming the business of helping people.

Acknowledgments

The preparation of this report has been accomplished through the hard work of the Finance Department and support of other staff members throughout AHA. We wish to express our appreciation to all of the individuals who contributed to the preparation of this report.

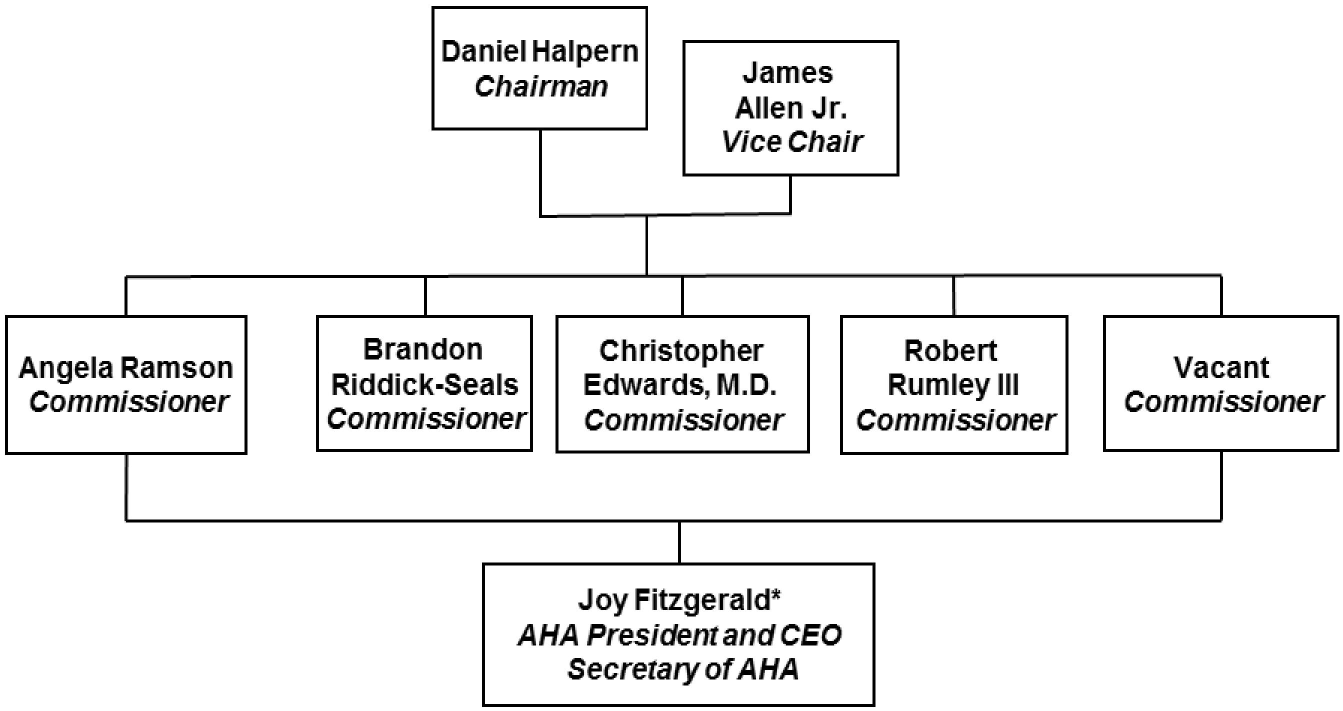
We would also like to take this opportunity, on behalf of the staff and residents of the Atlanta Housing Authority, to acknowledge the members of the Board of Commissioners for their tireless support and guidance.

Joy W. Fitzgerald
President and CEO, Emeritus

Catherine V. Buell
President and CEO

Myrianne Robillard
Senior Vice President of Finance

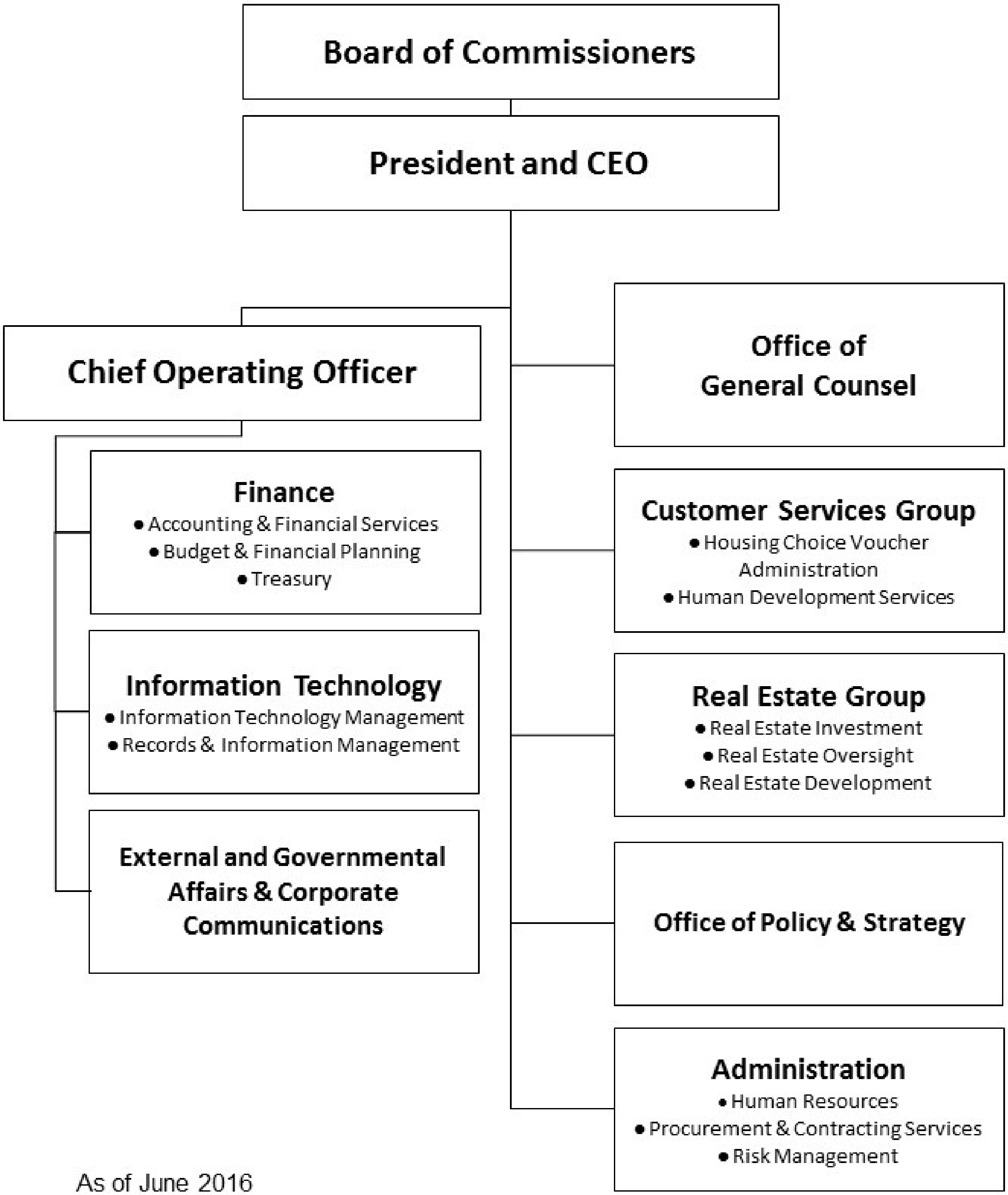
AHA's Board of Commissioners



*On September 29, 2016, Ms. Fitzgerald announced her retirement and Ms. Catherine Buell, Chief Operating Officer, was appointed as President and CEO.

As of June 2016

AHA's Organizational Structure



As of June 2016

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FINANCIAL SECTION

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Independent Auditors' Report

To the Board of Commissioners
The Housing Authority of the City of Atlanta, Georgia Report on the Financial Statements

Report on the Financial Statements

We have audited the accompanying financial statements of The Housing Authority of the City of Atlanta, Georgia as of and for the years ended June 30, 2016 and 2015, and the related notes to the financial statements, which collectively comprise The Housing Authority of the City of Atlanta, Georgia's basic financial statements, as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Housing Authority of the City of Atlanta, Georgia as of June 30, 2016 and 2015, and the changes in financial position and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 21 to 44 and the Schedule of Changes in Net Pension Liability and Related Ratios and Schedule of Pension Plan Contributions on pages 83 and 84, respectively, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audits were conducted for the purpose of forming an opinion on the basic financial statements as a whole. The introductory section, HUD Financial Data Schedule and notes thereto, Schedules of Related-Party Development Loans, Schedules of Related-Party Other Loans and Fees Receivable, Schedules of Related-Party Transactions, Schedule of HUD-Funded Grants, and Schedules of CFP, RHF, and ROSS Program Completion Costs and Advances Program Certification are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The HUD Financial Data Schedule, Schedules of Related-Party Development Loans, Schedules of Related-Party Other Loans and Fees Receivable, Schedules of Related-Party Transactions, Schedule of HUD-Funded Grants, and Schedules of CFP, RHF, and ROSS Program Completion Costs and Advances Program Certification are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the HUD Financial Data Schedule, Schedules of Related-Party Development Loans, Schedules of Related-Party Other Loans and Fees Receivable, Schedules of Related-Party Transactions, Schedule of HUD-Funded Grants, and Schedules of CFP, RHF, and ROSS Program Completion Costs and Advances Program Certification are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory section has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 14, 2016, on our consideration of The Housing Authority of the City of Atlanta, Georgia's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering The Housing Authority of the City of Atlanta, Georgia's internal control over financial reporting and compliance.

CohnReznick LLP

Charlotte, North Carolina
November 14, 2016

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The management of The Housing Authority of the City of Atlanta, Georgia (referred to as AHA or the Authority) is providing this Management's Discussion and Analysis (MD&A) as an analytical overview of AHA's financial performance for the fiscal years ended June 30, 2016 (FY 2016) and June 30, 2015 (FY 2015). This document should be read in conjunction with the Letter of Transmittal, AHA's Financial Statements and accompanying Notes.

OVERVIEW OF FINANCIAL STATEMENTS

AHA is pleased to present its Financial Statements for the fiscal years ended June 30, 2016 and June 30, 2015, which have been prepared in accordance with U.S. generally accepted accounting principles (GAAP), as applied to governmental entities. GAAP requires the inclusion of three basic financial statements: statement of net position (balance sheet); statement of revenues, expenses and changes in net position; and statement of cash flows. In addition, GAAP requires the inclusion of this MD&A as required supplementary information.

The financial statements provide both short- and long-term information about the Authority's financial condition. The financial statements also include notes that provide additional information, including a summary of significant accounting policies applied consistently in the preparation of the financial statements. As provided under GAAP, the Authority uses the accrual basis of accounting to prepare its financial statements, except as described in *Note B*. Under this basis of accounting, revenue is recognized in the period in which it is earned, and expense, including depreciation and amortization, is recognized in the period in which it is incurred. All assets and deferred outflows and liabilities and deferred inflows associated with the operations of the Authority are included in the statement of net position.

AHA's results of operations are presented in the statement of revenues, expenses and changes in net position, where activities are categorized between operating and non-operating items. AHA defines its operating revenues as income derived from operating funds received from HUD, tenant dwelling revenue, development and other grants used for operating expenses, as well as fees earned in conjunction with development activities under AHA's development and revitalization program. Operating expenses for proprietary funds include the cost of housing assistance to low-income families, operating housing units and providing tenant services, revitalization, demolition and remediation, administrative expenses and depreciation on capital assets. Non-operating revenues and expenses include interest and investment income, gain from the sale of assets, adjustments to valuation allowances and interest expense. Capital contributions include MTW Single Fund and development grants used for capitalized expenditures, including loans, in connection with modernization, development and revitalization activities. *See Note B.12 for further information*.

During FY 2015, AHA adopted GASB Standard 68 "Accounting and Financial Reporting for Pensions" and accordingly changed its accounting policy for its defined benefit pension plan, which was previously accounted for on a cash basis. Under GASB 68, AHA was required to include in its financial statements the net pension liability and any related unrecognized experience gains and losses as deferred inflows and deferred outflows, respectively. Although the new pension accounting standard was adopted during FY 2015, amounts previously reported in AHA's FY 2014 financial statements were restated as if the standard had been adopted on July 1, 2013.

FY 2016 OPERATION HIGHLIGHTS

Advancing Affordable Housing Opportunities

AHA continued to advance and facilitate quality affordable housing opportunities in a variety of healthy mixed-income communities for low-income families as follows:

Tenant-based Housing Choice Voucher Program (HCVP)

Under HCVP, AHA supported 10,012 households at the end of FY 2016, which includes in-jurisdiction participants, as well as participants who: (a) moved from AHA's service area to a residence outside of AHA's service area; (b) moved into AHA's service area from other public housing agencies' service areas; or (c) received mortgage assistance for their homes in AHA's service area. Significant FY 2016 accomplishments include:

- A total of **$88.2 million** provided in payments under this program.
- 1,152 new households housed from the January 2015 Housing Choice waiting list.
- 30 additional vouchers awarded by HUD to increase the number of veterans already housed through the HUD-Veterans Affairs Supportive Housing (VASH) program to 240.

Project Based Rental Assistance (PBRA) Program

At the end of FY 2016, 5,051 households were supported under AHA's PBRA program, which included payments to related Owner Entities (private-sector owners) of AHA-Sponsored master-planned communities, unrelated private-sector owners of mixed-income developments and unrelated owners of Supportive Housing. Significant FY 2016 accomplishments include:

- A total of **$36.3 million** provided in payments under this program.
- Rental assistance provided to 3,271 households in PBRA mixed-income developments under PBRA agreements with private property owners compared to 3,244 at the end of FY 2015.
- 1,780 PBRA units provided for households at six AHA-Sponsored mixed-income, master-planned communities under PBRA agreements with Owner Entities, compared to 1,748 at the end of FY 2015.

Operating Subsidy Provided to Owner Entities of AHA-Sponsored Master-Planned Communities

AHA served 2,221 families in public-housing-assisted units in AHA-Sponsored MIMF rental communities by providing **$11.8 million** in operating subsidy to Owner Entities, in accordance with regulatory and operating agreements, to cover the operating costs of AHA-assisted units in mixed-income communities not covered by tenant rents.

Operating Expenses and Capital Improvements at AHA-Owned Residential Communities

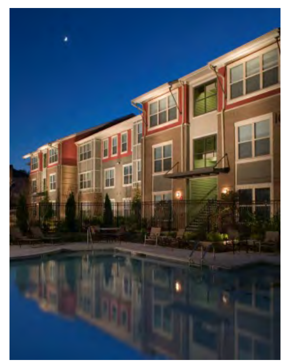
AHA continued to serve households in two small-family communities and advance the strategic goals of independent living and improving the quality of life for elderly and disabled persons *"Aging Well"* at the 11 senior high-rises as follows:

- Funded **$8.7 million** in operating expenses not covered by tenant rents, including human development services, to support 1,942 households.

FY 2016 OPERATION HIGHLIGHTS — continued

- Invested **$1.3 million** for modernization and renovation construction projects designed to maintain AHA's property and continue to improve the quality of life at senior high-rises.
- Invested **$0.5 million** in predevelopment loans to prepare Juniper & Tenth, Piedmont Road and Hightower Manor high-rises for conversion under the Rental Assistance Demonstration (RAD) program.
- Continued to realize substantial benefits from the energy and efficiency improvements completed during FY 2014 and funded under the Energy Performance Contract (EPC) capital lease secured during FY 2012.





Achieving our Vision: Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

FY 2016 OPERATION HIGHLIGHTS — continued

Real Estate Development and Revitalization Activities

AHA funded **$12.4 million** for revitalization activities during FY 2016 as AHA and its private-sector development partners continued to advance the Master Plans for the mixed-use, mixed-income communities.

FY 2016 revitalization activity highlights include:

Choice Neighborhoods Implementation Grant

On September 28, 2015, AHA and the City of Atlanta were awarded $30 million from HUD as part of a 2014 Choice Neighborhoods Implementation Grant (CNIG) and leveraged $395 million in in-kind and cash commitments. Together these funds will be utilized to redevelop the former University Homes public housing site and to revitalize the three surrounding neighborhoods of Ashview Heights, Atlanta University Center Neighborhood, and Vine City (collectively referred to as the University Choice Neighborhood or UCN).

AHA (Applicant and People Implementation Entity), the City of Atlanta (co-Applicant), MBS-Integral UCNI, LLC (Housing Implementation Entity), Invest Atlanta (Neighborhood Implementation Entity) and the United Way of Greater Atlanta (Principal Education Partner) are working in concert with the Atlanta University Center Consortium, Atlanta Public Schools, Arthur M. Blank Family Foundation, community partners, former residents of University Homes and community residents to develop programs and partnerships to improve the health, education and economic outcomes of the former residents of University Homes, residents of the revitalized site and residents of UCN.

Activities completed under the CNIG during FY 2016 are available in the MTW 2016 Annual Report which can be accessed at AHA's website.

Auburn Pointe (Grady Homes Revitalization)

- In FY 2015, AHA determined it would not demolish the structure located at 20 Hilliard Street due to its historic significance. The remediation of the soils is complete. AHA is working with the community to identify a financially feasible adaptive re-use for the structure.
- Disposition approval was received in July 2015 from HUD's Special Application Center (SAC) to donate 1.77 acres of land to the City of Atlanta for the development and operation of a natatorium recreational center on the former Antoine Graves Annex site that was included in the Auburn Pointe development. The transaction closed in June 2016.

Capitol Gateway (Capitol Homes Revitalization)

- An update to the master plan is underway with plans for completion in FY 2017. If required, the Revitalization Plan will also be revised.

FY 2016 OPERATION HIGHLIGHTS — continued

Centennial Place (Techwood/Clark Howell Homes Revitalization)

- The Cupola Building is a historic structure. In advance of seeking disposition approval from HUD in order to redevelop the Cupola Building as 13 affordable for-sale homes, AHA is working with the State Historic Preservation Office to develop an acceptable development plan and to amend the Memorandum of Agreement between the Georgia State Historic Preservation Office, Advisory Council on Historic Preservation and HUD.

Historic Cupola Building at Centennial Place

- An update to the master plan is underway and will be completed in FY 2017. If required, the Revitalization Plan will be revised.
- Reformulation: A total refresh of the property is underway, and the project has received allocations of Low-Income Housing Tax Credits (LIHTC) for Phases I, II and III. An LIHTC application was submitted in June 2016 for Phase IV. Phase I and Phase II are under construction. Phase III will close in early FY 2017.
- Centennial Place Elementary School, previously a K–5 public school, was converted into a K–8 public charter school now known as Centennial Academy.

CollegeTown at West End (Harris Homes Revitalization)

- Located in the Ashview Heights neighborhood, CollegeTown at West End is part of the Choice Neighborhoods area. The update to the master plan was delayed pending implementation of the Choice Neighborhoods Implementation Grant (CNIG) received in FY 2016. The master plan is scheduled to be updated in FY 2017.
- In December 2015, AHA entered into a License Agreement with Truly Living Well (TLW) to utilize 3 acres of land that could not be developed as housing. TLW is a non-profit organization with a mission to engage the community in developing local food systems through education, food production and job training. TLW is utilizing the site to provide nutritious, fresh produce for residents of the surrounding communities and will develop specialized healthy living programs to support the CNIG.

Mechanicsville (McDaniel Glenn Revitalization)

- In the scattered site development — a lease-to-own program promoting neighborhood stabilization — affordable rentals will be developed through the LIHTC Program for a 15-year period. Twenty-six of these units will be on the former McDaniel Glenn property under the terms of a ground lease with a purchase option at the end of the 15-year compliance period. Construction is underway on 16 of the 26 homes planned for the former McDaniel Glenn property. Off-site in the neighborhood, seven of eight planned home renovations are complete and occupied by qualified families earning 60% of area median income (AMI). Nine of 15 planned new homes located off-site in the neighborhood are under development.

FY 2016 OPERATION HIGHLIGHTS — continued

Scholars Landing (University Homes Revitalization)

- AHA is working with its development partner MBS-Integral UCNI, LLC on the design for the adaptive re-use of the historic Roosevelt Administration building. The building will house the Choice Neighborhoods community office, community meeting space on the second floor and ground-floor retail. Construction is anticipated to be completed in FY 2017.
- A Low-Income Housing Tax Credit application was submitted in FY 2016 for the development of Ashley I at Scholars Landing, the first phase of multi-family development, and is pending award. This phase will include 175 rental units, of which 86 will be PBRA replacement units under the Choice Neighborhoods Implementation Grant program.

Villages at Carver (Carver Homes Revitalization)

- In FY 2014, AHA disposed of 3.9 acres to Fulton County for the development of a new 15,000-square-foot regional public library. Utilizing state-of-the-art technology, the Southeast Atlanta Branch library is designed to serve as a gathering place for residents and businesses, and to create a safe place for young people to read, explore and expand their education. The Leadership in Energy and Environmental Design (LEED) Silver facility opened in June 2016 and will provide a much-needed amenity to families in the revitalized community and surrounding neighborhood.

West Highlands at Heman Perry Boulevard (Perry Homes Revitalization)

- As of June 30, 2016, public improvements work on Phase II was 67% complete.
- In FY 2016, five for-sale affordable homes and 21 market-rate homes were completed. For continued progress on the remaining 386 for-sale homes to be developed, 73 lots were transferred to the developer to build for-sale homes. Twelve homes are currently under construction.
- In February 2016, AHA's Board approved an amendment to the FY 2016 Moving to Work Annual Plan to include the disposition of land via a donation of approximately seven acres of the former Perry Homes land to the Atlanta Public Schools in support of the development of a K–8 charter school at West Highlands. The amendment was approved by HUD on June 2, 2016, and AHA subsequently submitted a request to HUD's Special Applications Center (SAC) to dispose of 7.6 acres of land for the development of the school (June 23, 2016).

Advance longer-term real estate strategy and other development activities

- Working with a real estate consultant who performed market analyses, land use assessments and financial modeling, a real estate strategy was advanced for the development of vacant land of 11 former public housing sites. AHA determined the optimum number of units to be constructed on the sites including the number of affordable units, the cost associated with the development and the timeline for development. These factors were incorporated into a comprehensive real estate strategy that included recommendations for the redevelopment of AHA-Owned and AHA-Sponsored mixed-income communities.

FY 2016 OPERATION HIGHLIGHTS — continued

- In FY 2016, AHA evaluated developers that responded to an RFQ for the redevelopment of 12 acres on the site of the former Herndon Homes. In June 2016, the Board of Commissioners approved the recommended development team of Hunt Development Group and Oakwood Development Group. Planning and negotiations are underway.
- In support of neighborhood activities in the Choice Neighborhoods area, AHA applied for two Community Development Block Grants (CDBG) and one HOME grant.
- In June 2016, a disposition application was submitted to SAC regarding a land swap and disposition of the northerly portion of the site of the former Bankhead Courts (approximately 10 acres) to the City of Atlanta in exchange for land suitable for mixed-use or residential development located near an existing AHA landholding which would serve to enhance the development opportunities and long-term community desirability and sustainability for the existing landholding. Disposition approval from SAC was received on August 29, 2016.

Homeownership Down Payment Assistance

- Using its MTW flexibility, AHA partnered with local lenders to provide down payment assistance to 83 low-income, first-time home buyers purchasing homes throughout the city of Atlanta. Home buyers qualify for this program by earning 80 percent or less of the Area Median Income, or $54,000 for a family of four.

Fulfilling our Mission to provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community.

FY 2016 FINANCIAL HIGHLIGHTS

AHA's financial position remained strong with a net position of **$433.2 million** at June 30, 2016.

- Total assets and deferred outflows exceeded total liabilities and deferred inflows at June 30, 2016, by $433.2 million (net position), representing a $1.4 million or 0.3% reduction from the prior year. Unrestricted net position of $72.6 million at the end of FY 2016 consisted primarily of unrestricted cash available for MTW-authorized activities as well as a working capital reserve to support liquidity for AHA operations. In addition to its $72.6 million unrestricted net position, AHA had $93.7 million of cash held at HUD from undrawn Housing Choice Voucher subsidy which AHA plans to use for future affordable housing-related projects.

- The $1.4 million decrease in net position year-over-year resulted from a net operating loss of $5.3 million, which was primarily driven by a $9.6 million depreciation and amortization expense. Increased other operating revenues, primarily from higher development-related revenues, helped mitigate the net operating loss. The $5.3 million net operating loss was reduced by $4.2 million of capital contributions from the MTW fund and grants used to cover capitalized expenditures, including loans.

- AHA's current ratio that measures AHA's liquidity increased from 6.6 to 7.0 during FY 2016 and remains very strong. This ratio, as well as AHA's unrestricted cash position, however, will be negatively impacted in FY 2017 as HUD implements its new cash management strategy for Housing Choice and transitions AHA's locally held cash balance, derived from Housing Choice Voucher (HCV) HAP funding, to a HUD-held cash balance. At June 30, 2016, AHA had HCV-originated cash of $22.9 million in its MTW cash balance, which, as a result of HUD's new cash management strategy, will be transferred to HUD and added to AHA's $93.7 million of cash held at HUD at June 30, 2016.

- Capital assets decreased $9.0 million from $145.3 million to $136.3 million during FY 2016, primarily due to depreciation and disposals, which exceeded capital asset acquisitions.

- Other non-current assets and deferred outflows, mainly comprised of development and other loans, increased from $196.1 million to $206.2 million or $10.1 million, primarily due to a $4.8 million increase in public improvement receivable from the City of Atlanta and other related entities, and a $4.4 million net increase in deferred outflows from actuarial losses resulting from a change in mortality rate assumption used for the pension liability evaluation.

FINANCIAL ANALYSIS

CONDENSED STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION*

Years ended June 30,

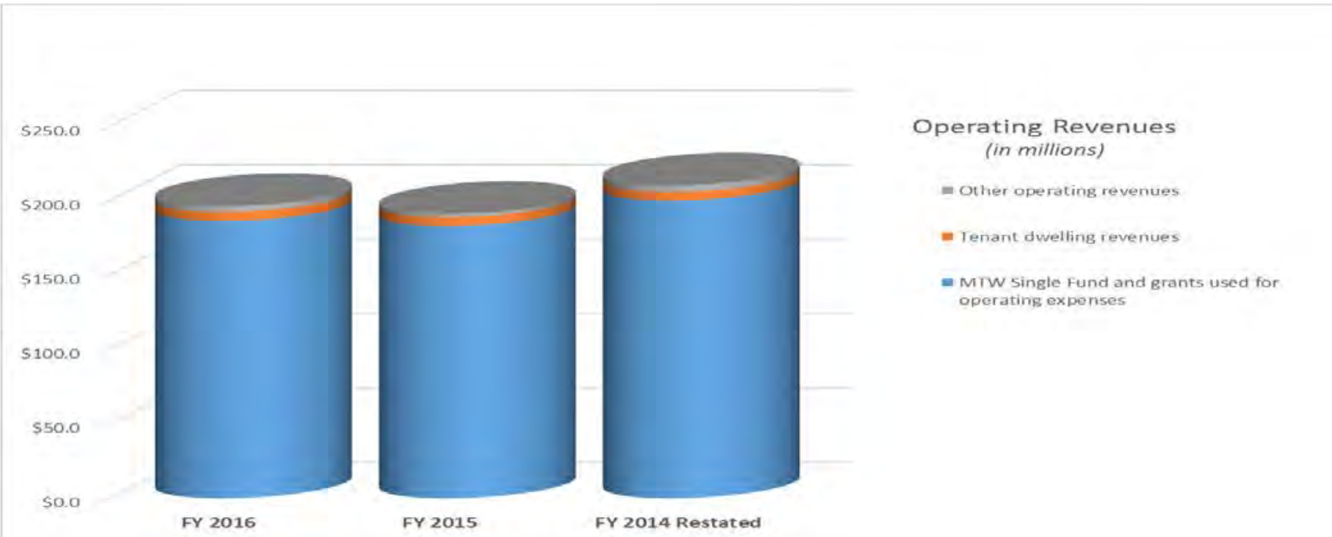
(in millions)

	2016	2015	Restated 2014	2016 vs. 2015 Increase/ (Decrease)	2015 vs. 2014 Increase/ (Decrease)
OPERATING REVENUES					
MTW Single Fund and grants used for operating expenses	$ 186.5	$ 183.1	$ 200.2	$ 3.4	$ (17.0)
Tenant dwelling revenues	6.1	5.9	5.8	0.2	0.1
Other operating revenues	3.8	2.2	4.3	1.7	(2.1)
Total operating revenues	196.5	191.2	210.3	5.3	(19.1)
OPERATING EXPENSES					
Housing assistance and operating subsidy payments	136.3	135.9	139.6	0.4	(3.7)
Administration and general, including direct operating divisions	38.2	37.4	44.6	0.8	(7.2)
Utilities, maintenance and protective services	11.0	12.5	12.9	(1.5)	(0.4)
Resident and participant services	3.2	3.2	2.9	–	0.3
Revitalization, demolition and remediation	3.5	1.8	1.7	1.7	0.1
Depreciation and amortization	9.6	11.9	14.8	(2.3)	(2.9)
Total operating expenses	201.7	202.7	216.5	(1.0)	(13.8)
NET OPERATING INCOME (LOSS)	(5.3)	(11.5)	(6.1)	6.1	(5.3)
NON-OPERATING REVENUES (EXPENSES)					
Interest and investment income	1.3	0.9	0.5	0.4	0.4
Gain (loss) on sale of assets	0.5	–	3.1	0.5	(3.1)
Valuation allowance	(1.7)	(1.6)	(1.3)	(0.1)	(0.3)
Interest expense	(0.4)	(0.4)	(0.5)	0.0	0.1
Total non-operating revenues (expenses)	(0.3)	(1.1)	1.8	0.8	(2.9)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	(5.6)	(12.6)	(4.3)	6.9	(8.2)
CAPITAL CONTRIBUTIONS					
MTW Single Fund used for modernization and development capital expenditures and loans	3.6	5.9	4.5	(2.3)	1.4
Development grants used for development capital expenditures and loans	0.6	4.0	1.8	(3.4)	2.1
Total capital contributions	4.2	9.9	6.3	(5.7)	3.5
INCREASE (DECREASE) IN NET POSITION	(1.4)	(2.7)	2.0	1.3	(4.7)
NET POSITION — beginning of year	434.6	437.4	440.1	(2.7)	(2.7)
Change in accounting for Pension Plan	–	–	(4.7)	–	4.7
NET POSITION — end of year	$ 433.2	$ 434.6	$ 437.4	$ (1.4)	$ (2.7)

** As a result of rounding, the sum of individual line items may deviate slightly from the actual total.*

FINANCIAL ANALYSIS — continued

Operating Revenues



FY 2016 vs. FY 2015

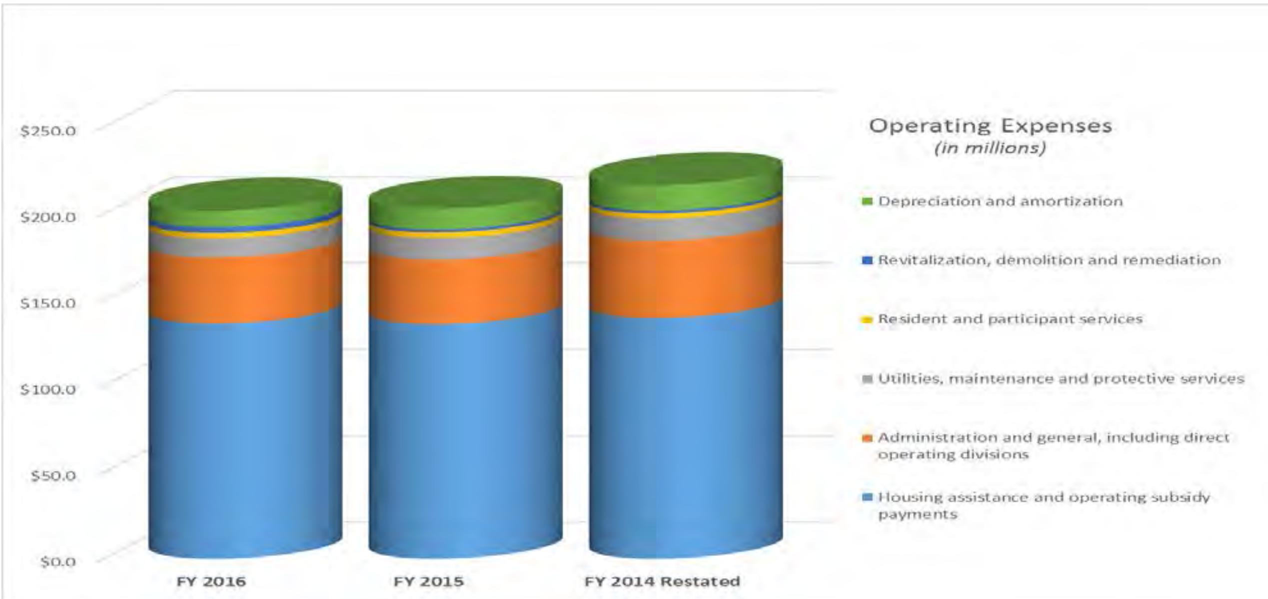
Total operating revenues increased by **$5.3 million** year-over-year primarily due to a $3.4 million increase in the draws from HUD of ***MTW Single Fund and grants used for operating expenses*** based on AHA's cash management strategy and HUD limitations on disbursements as well as new Choice Neighborhoods Implementation Grant and increased funds from the Family Self-Sufficiency program. In addition, other operating revenues were up $1.7 million due to increased development-related activities such as profit participation in home sales as well as one-time contributions from National Housing Inc. (NHC). Tenant dwelling revenues were also up by $0.2 million.

FY 2015 vs. FY 2014 Restated

Total operating revenues decreased by **$19.1 million** year-over-year primarily due to differences in the timing of draws from HUD of ***MTW Single Fund and grants used for operating expenses*** based on AHA's cash management strategy and HUD limitations on disbursements, representing $17.0 million. In addition, other operating revenues decreased by $2.1 million year-over-year primarily due to AHA's decision to start absorbing incoming port vouchers in FY 2015 rather than earn administrative fees for managing Housing Choice vouchers from other housing authorities, as was the case in previous years.

FINANCIAL ANALYSIS — continued

Operating Expenses



FY 2016 vs. FY 2015

Total operating expenses decreased by **$1.0 million** year-over-year, with significant offsetting changes addressed below:

- ***Housing Assistance and Operating Subsidy Payments*** consists of payments to landlords, tenants and partners under the Tenant-based Housing Choice Voucher Program, rental assistance paid to unrelated private-sector owners and related Owner Entities under the PBRA program, and operating subsidy paid to related Owner Entities of the mixed-income, mixed-finance (MIMF) rental communities. In aggregate, those payments increased by a net of $0.4 million year-over-year as presented below:

		(in millions)		**2016 vs. 2015**	**2015 vs. 2014**
Housing Assistance and Operating Subsidy Payments	**2016**	**2015**	**2014**	**Increase/ (Decrease)**	**Increase/ (Decrease)**
Tenant-based Housing Choice Vouchers	$ 88.2	$ 88.3	$ 91.2	$ (0.1)	$ (2.9)
Project Based Rental Assistance (PBRA)	36.3	35.4	33.4	0.9	2.0
MIMF Operating Subsidy	11.8	12.2	15.0	(0.4)	(2.8)
Total	$ 136.3	$ 135.9	$ 139.6	$ 0.4	$ (3.7)

FINANCIAL ANALYSIS, Operating Expenses — continued

- ***Tenant-based Housing Choice Voucher (HAP)*** payments to landlords and tenants decreased by $0.1 million year-over-year despite increased lease up of vouchers from the waiting list and VASH referrals, as the average HAP payment was down from FY 2015 due to tenant earnings continuing to improve.
- ***Project Based Rental Assistance (PBRA)*** paid to Owner Entities of AHA-Sponsored master-planned communities, private-sector owners of mixed-income developments and owners of Supportive Housing increased by $0.9 million year-over-year primarily due to full-year payments for units that came on line in FY 2015.
- ***Mixed-Income, Mixed-Finance (MIMF) Operating Subsidy*** for public-housing-assisted units in AHA-Sponsored mixed-income, mixed-finance rental communities decreased by $0.4 million year-over-year. This decrease was primarily due to net changes in subsidy related to occupancy and tenant income, as well as adjustments associated with prior year operating subsidies.

- ***Administration and general, including direct operating divisions*** increased by **$0.8 million** year-over-year primarily due to a $1.2 million donation of land (at fair market value) to the City of Atlanta for a natatorium, partially offset by a reduction in payments in lieu of taxes. Due to continued cost containment efforts, administration expenses remained basically at the same level as the prior year.
- ***Utilities, maintenance and protective services*** decreased by **$1.5 million** year-over-year primarily due to reductions in expenses as properties prepare to convert under RAD.
- ***Resident and participant services*** remained basically constant year-over-year at **$3.2 million**.
- ***Revitalization, demolition and remediation*** expenses increased by **$1.7 million** year-over-year primarily due to increased public improvements in the Choice Neighborhoods area in FY 2016.
- ***Depreciation and amortization*** decreased by **$2.3 million** year-over-year primarily due to accelerated depreciation taken in FY 2015 on certain capital assets.

FY 2015 vs. FY 2014 Restated

Total operating expenses decreased by **$13.8 million** year-over-year, with significant offsetting changes addressed below:

- ***Housing Assistance and Operating Subsidy Payments*** decreased by a net of **$3.7 million** year-over-year as presented below:
  - ***Tenant-based Housing Choice Voucher (HAP)*** payments to landlords and tenants decreased by $2.9 million year-over-year primarily due to a slower than anticipated lease up of vouchers from the waiting list, and from VASH referrals, the absorption of AHA vouchers by administering public housing authorities and a reduction in the average HAP payment as tenant financial positions improved.

FINANCIAL ANALYSIS, Operating Expenses — continued

  - ***Project Based Rental Assistance (PBRA)*** paid to Owner Entities of AHA-Sponsored master-planned communities, private-sector owners of mixed-income developments and owners of Supportive Housing increased by $2.0 million year-over-year primarily due to the conversion of Centennial Place Phase I, II, III and IV public housing units receiving operating subsidies to PBRA.
  - ***Mixed-Income, Mixed-Finance (MIMF) Operating Subsidy*** for public-housing-assisted units in AHA-Sponsored mixed-income, mixed-finance rental communities decreased by $2.8 million year-over-year. This decrease was primarily due to the conversion of Centennial Place Phases I, II, III and IV public housing units to PBRA, as well as net changes in subsidy for other properties due to tenant income and occupancy changes.

- ***Administration and general, including direct operating divisions*** decreased by **$7.2 million** year-over-year primarily due to a $6.0 million reduction in consulting and professional services as AHA continued to use internal resources as opposed to external resources where possible, and the conversion of outsourced resources involved in property management oversight into permanent employees as well as a $1.2 million decrease resulting from the elimination of Pay for Performance bonuses in FY 2015.
- ***Utilities, maintenance and protective services*** decreased by **$0.4 million** year-over-year primarily due to reductions in extraordinary maintenance and protective services expenses.
- ***Resident and participant services*** increased by **$0.3 million** year-over-year primarily as a result of the initiation of case management services during FY 2015.
- ***Revitalization, demolition and remediation*** expenses remained basically constant year-over-year at **$1.8 million** and **$1.7 million** for FY 2015 and FY 2014, respectively.
- ***Depreciation and amortization*** decreased by **$2.9 million** year-over-year primarily due to accelerated depreciation taken in FY 2014 on certain capital assets following the comprehensive capital asset review initiated in FY 2013.

FINANCIAL ANALYSIS — continued

Non-Operating Revenues (Expenses)

FY 2016 vs. FY 2015

Total non-operating revenues (expenses) increased by **$0.8 million** year-over-year, primarily due to the following offsetting changes:

- ***Interest and investment income*** increased by **$0.4 million** year-over-year primarily due to interest income realized during FY 2016 upon Centennial Park II's financial closing under a HUD-approved MTW Reformulation Program. Interest payments on loans are based on cash flow and are, therefore, recognized only when received.
- ***Gain (loss) on sale of assets*** increased by **$0.5 million** year-over-year primarily due to the donation of land (at market value) at the former Antoine Graves Annex public housing site to the City of Atlanta for the development of a natatorium recreational center as well as the sale of lots as part of the West Highlands homeownership project.
- ***Valuation allowance*** increased by **$0.1 million** year-over-year primarily due to slightly higher down payment assistance, which is fully reserved as payments are made to participants.
- ***Interest expense*** remained fairly constant year-over-year as it is limited to interest expense on the EPC capital lease.

FY 2015 vs. FY 2014 Restated

Total non-operating revenues (expenses) decreased by **$2.9 million** year-over-year, primarily due to the following offsetting changes:

- ***Interest and investment income*** increased by **$0.4 million** year-over-year, primarily due to interest income recognized during FY 2015 upon Centennial Park I's financial closing pursuant to the Reformulation Program. Interest payments on loans are based on cash flow and are, therefore, recognized only when earned.
- ***Gain on sale of assets*** decreased by **$3.1 million** year-over-year, primarily due to the sale in FY 2014 of the former public housing site, Roosevelt Homes, which resulted in a gain of $2.7 million and the sale of a parcel of land to Fulton County for a regional library translating into a gain of $0.2 million, as well as various asset sales. There were no such sales in FY 2015.
- ***Valuation allowance*** increased by **$0.3 million** year-over-year, primarily due to higher down payment assistance, which is fully reserved as payments are made to participants, as well as adjustments to various reserves based on management's evaluation of the collectability of outstanding loans and receivables.
- ***Interest expense*** remained fairly constant year-over-year, as it is limited to interest expense on the EPC capital lease.

FINANCIAL ANALYSIS — continued

Capital Contributions

Capital contributions typically consist of reimbursements of capital expenditures under capital grants, primarily Capital Fund Program (CFP) and Replacement Housing Factor (RHF) funds, for modernization, development and revitalization activities. They also include other MTW funds used for capitalized expenditures, including loans associated with development and revitalization activities.

FY 2016 vs. FY 2015

Capital contributions overall decreased by **$5.7 million** year-over-year primarily due to the following:

- ***MTW Single Fund used for modernization and development capital expenditures and loans*** decreased by **$2.3 million** as property managers/developers of AHA-Owned residential properties prepared to convert under RAD and, therefore, limited capital improvements were made in anticipation of the renovations of the properties.
- ***Development grants used for development capital expenditures and loans*** decreased by **$3.4 million** year-over-year primarily due to the timing of these expenditures and the combination of funds used in each deal.

FY 2015 vs. FY 2014

Capital contributions overall increased by **$3.5 million** year-over-year, primarily due to the following:

- ***MTW Single Fund used for modernization and development capital expenditures and loans*** increased by **$1.4 million** as property managers/developers implemented capital improvement plans developed in FY 2014 for AHA-Owned residential properties.
- ***Development grants used for development capital expenditures and loans*** increased by **$2.1 million** year-over-year, primarily due to increased revitalization activity at Oasis at Scholars Landing using development grants during FY 2015 as compared to the prior year.

FINANCIAL ANALYSIS — continued

CONDENSED STATEMENTS OF NET POSITION*

As of June 30,

(in millions)

	2016	2015	Restated 2014	2016 vs. 2015 Increase/ (Decrease)	2015 vs. 2014 Increase/ (Decrease)
ASSETS AND DEFERRED OUTFLOWS					
Current assets	$ 125.2	$ 125.9	$ 130.3	$ (0.7)	$ (4.4)
Related-party development loans, receivables and investments in partnerships, net of allowance	177.9	176.1	173.6	1.8	2.4
Capital assets, net of accumulated depreciation	136.3	145.3	151.0	(9.0)	(5.7)
Other non-current assets and deferred outflows	28.3	20.0	15.4	8.3	4.6
Total non-current assets and deferred outflows	342.5	341.4	340.0	1.1	1.3
TOTAL ASSETS AND DEFERRED OUTFLOWS	$ 467.7	$ 467.3	$ 470.3	$ 0.4	$ (3.0)
LIABILITIES AND DEFERRED INFLOWS					
Current liabilities	$ 17.9	$ 19.0	$ 18.9	$ (1.1)	$ 0.1
Long-term debt, net of current portion	8.3	8.6	8.8	(0.3)	(0.2)
Net pension plan liability	4.4	1.7	2.2	2.7	(0.5)
Other non-current liabilities and deferred inflows	3.9	3.4	3.0	0.5	0.4
Total liabilities and deferred inflows	34.5	32.7	32.9	1.8	(0.2)
NET POSITION					
Net investment in capital assets	127.7	136.5	142.0	(8.8)	(5.5)
Restricted–expendable	232.9	228.4	224.6	4.5	3.8
Unrestricted	72.6	69.7	70.7	2.9	(1.0)
Total net position	433.2	434.6	437.4	(1.4)	(2.8)
LIABILITIES, DEFERRED INFLOWS AND NET POSITION	$ 467.7	$ 467.3	$ 470.3	$ 0.4	$ (3.0)

** As a result of rounding, the sum of individual line items may deviate slightly from the actual total.*

FINANCIAL ANALYSIS — continued

Total Assets and Deferred Outflows

June 30, 2016 vs. June 30, 2015

Total assets and deferred outflows increased by **$0.4 million**, year-over-year primarily due to the following:

- ***Current assets*** decreased by **$0.7 million** year-over-year primarily due to a decrease in various receivables totaling $0.5 million and a decrease in cash of $0.3 million primarily caused by a decrease of Perry Bolton TAD program income cash which was used for development; partially offset by an increase of $0.1 million in prepaid expense, primarily lower prepaid insurance. *See* **Statements of Cash Flows** *for additional items impacting cash*.
- ***Total non-current assets and deferred outflows*** increased by **$1.1 million** year-over-year primarily due to the following items:
  - An increase in ***Related-party development and other loans*** of **$1.8 million** which was primarily associated with a $0.5 million increase in the Centennial Park II loan as a result of the financial closing under the Reformulation Program, predevelopment loans issued totaling $0.9 million primarily for the conversion of certain AHA-Owned rental properties under the HUD RAD program, loans issued for sale of land within AHA's homeownership program of $0.8 million, and developer and other fees of $0.7 million earned but unpaid at June 30, 2016. These increases were partially offset by loan and fee payments of $1.1 million received during FY 2016.
  - A decrease in ***Capital assets, net of accumulated depreciation*** of **$9.0 million**, due to current year depreciation of $9.6 million and $0.9 million cost of asset disposals, mainly land. These reductions in capital assets were partially offset by capital spending at AHA-Owned residential properties totaling $1.5 million during FY 2016 (*see Note H on page 66*).
  - An increase in ***Other non-current assets and deferred outflows*** of **$8.3 million** primarily due to a $4.8 million increase in public improvement receivable from the City of Atlanta and other related entities, and a $4.3 million increase in deferred outflows from actuarial losses resulting primarily from the change in mortality rate assumption used in the evaluation of the pension liability. Partially offsetting these increases was a $0.8 million decrease in investments, restricted, from the reduction of authority reserves for each of Centennial Place I and II following their conversions under the Reformulation Program from Section 9 to Section 8.

FINANCIAL ANALYSIS, Total Assets and Deferred Outflows — continued

June 30, 2015 vs. June 30, 2014 Restated

Total assets and deferred outflows decreased by **$3.0 million** year-over-year, primarily due to the following:

- ***Current assets*** decreased by **$4.4 million** year-over-year, primarily due to a decrease in cash of $5.0 million resulting from development activities including $2.3 million in public improvements which will be reimbursed by a future Perry Bolton Tax Allocation District (TAD) bond issue. *See **Statements of Cash Flows** for additional items impacting cash*. This decrease was partially offset by an increase in various receivables totaling $0.6 million, among others, including expenditures incurred but yet to be drawn from RHF grants.
- ***Total non-current assets and deferred outflows*** increased by **$1.3 million** year-over-year, primarily due to the following items:
  - An increase in ***Related-party development and other loans*** of **$2.4 million** which was primarily associated with additional loans totaling $1.7 million issued for construction activity on Oasis at Scholars Landing completed during FY 2015. In addition, the Centennial Park I loan increased by $0.5 million following the financial closing under the Reformulation Program during FY 2015;
  - A decrease in ***Capital assets, net of accumulated depreciation*** of **$5.7 million**, resulting from capital expenditures of $6.2 million primarily associated with various renovation projects at AHA-Owned communities and AHA headquarters totaling $4.0 million, site improvements and related revitalization activity at Scholars Landing totaling $1.7 million, and acquisition of land totaling $0.5 million. These additions to capital assets were more than offset by an increase of accumulated depreciation of $11.9 million from current year depreciation expense (*see Note H on page 66*); and
  - An increase in ***Other non-current assets and deferred outflows*** of **$4.6 million** primarily due to a $3.6 million increase in public improvement receivable from the City of Atlanta and other related entities, a $0.7 million increase in deferred outflows from additional experience loss resulting from the pension plan fiduciary net position valuation, net of current year amortization, and a $0.4 million increase in investments, restricted, due to the addition of the Ashley Auburn Pointe II contribution to authority reserves required to be maintained for public housing units in AHA-Sponsored MIMF rental communities.

FINANCIAL ANALYSIS — continued

Total Liabilities and Deferred Inflows

June 30, 2016 vs. June 30, 2015

Total liabilities and deferred inflows increased by **$1.8 million** year-over-year, primarily due to the following:

- ***Current liabilities*** decreased by **$1.1 million** year-over-year, primarily due to a $0.6 million reduction in accounts payable and accrued liabilities due to timing, as well as a $0.5 million decrease in public improvement advances from the City of Atlanta and related entities.
- ***Long-term debt, net of current portion*** decreased by **$0.3 million**, corresponding essentially to the principal portion of the EPC capital lease payment made during FY 2016 (*see Note L on page 69*).
- ***Net pension plan liability*** increased by **$2.7 million** primarily due to a change in the mortality rate assumption and lower than projected earnings on plan assets totaling $4.7 million, which was partially offset by a $2.0 million cash contribution from AHA to the plan during the fiscal year.
- ***Other non-current liabilities and deferred inflows*** increased by **$0.5 million** primarily due to an increase in deferred gain on land sale as the transactions involved non-cash consideration (loan) in exchange for land.

June 30, 2015 vs. June 30, 2014 Restated

Total liabilities and deferred inflows decreased by **$0.2 million** year-over-year, primarily due to the following:

- ***Current liabilities*** remained basically at the same level year-over-year as the $1.1 million decrease in wages and benefits accrual, corresponding to a lower number of payroll days accrued, was more than offset by an increase in accrued expenses due to timing in recording of invoices.
- ***Long-term debt, net of current portion*** decreased by **$0.2 million**, corresponding essentially to the principal portion of the EPC capital lease payment made during FY 2015 (*see Note L on page 69*).
- ***Net pension plan liability*** decreased by **$0.5 million** year-over-year, primarily due to a $1 million cash contribution from AHA, partially offset by a $0.5 million net experience gain resulting from a more favorable actual than projected pension liability.
- ***Other non-current liabilities and deferred inflows*** increased by **$0.4 million** primarily due to a $0.4 million increase in deferred inflows, corresponding to additional deferred experience gain resulting from more favorable actual than projected pension liability, net of amortization.

FINANCIAL ANALYSIS — continued

Total Net Position

June 30, 2016 vs. June 30, 2015

Total net position amounting to **$433.2 million** at June 30, 2016 represented a **$1.4 million** decrease over the prior year as a result of the following:

- ***Net investment in capital assets*** includes land, buildings, improvements and equipment less the related debt. The majority of these assets have restricted-use covenants tied to AHA's ownership and cannot be used to liquidate liabilities. AHA generally uses these assets to provide affordable housing to qualified income-eligible families. The **$8.8 million** decrease year-over-year primarily reflects a decrease of $9.0 million in capital assets net of depreciation, partially offset by a decrease of $0.3 million in related EPC debt. See additional information under ***Total assets and deferred outflows*** year-over-year analysis on page 37.

- ***Restricted–expendable*** net position, subject to both internal and external constraints, is calculated at the carrying value of restricted assets less related liabilities. This net position is restricted by time and/or purpose. Restricted–expendable net position includes cash subject to restrictions for HUD-funded programs, related-party development and other loans, and operating reserves required in conjunction with the AHA-Sponsored MIMF rental development transactions. These assets cannot be used, pledged or mortgaged to a third party or seized, foreclosed upon or sold in the case of a default, ahead of any HUD lien or interest without HUD approval. This net position increased by **$4.5 million** year-over-year, primarily due to a $1.0 million increase in related-party development loans, net of deferred gain on sale of land, and a $3.5 million increase in restricted cash resulting from development-related activities such as interest on development loans, developer and other fees as well as profit participation in homeownership programs on sale of land and homes.

- ***Unrestricted*** net position, although referred to as unrestricted, remains subject to varying degrees of limitations. HUD approval is required, with some limited exceptions, to use or deploy these assets outside of the ordinary course of AHA's business. AHA's eligible business activities are set forth in its HUD-approved MTW Business Plan, as amended from time to time, by its MTW Annual Implementation Plans. 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. The unrestricted net position increased by **$2.9 million** year-over-year to $72.6 million at June 30, 2016.

FINANCIAL ANALYSIS, Total Net Position — continued

June 30, 2015 vs. June 30, 2014 Restated

Total net position amounting to **$434.6 million** at June 30, 2015 represented a **$2.8 million** decrease over the prior year as a result of the following:

- ***Net investment in capital assets*** includes land, buildings, improvements and equipment less the related debt. The majority of these assets have restricted-use covenants tied to AHA's ownership and cannot be used to liquidate liabilities. AHA generally uses these assets to provide affordable housing to qualified income-eligible families. The **$5.5 million** decrease year-over-year reflects a decrease of $5.7 million in capital assets net of depreciation, partially offset by a decrease of $0.2 million in related debt. See additional information under ***Total assets and deferred outflows*** year-over-year analysis on page 38.
- ***Restricted–expendable*** net position, subject to both internal and external constraints, is calculated at the carrying value of restricted assets less related liabilities. This net position is restricted by time and/or purpose. Restricted–expendable net position includes cash subject to restrictions for HUD-funded programs, related-party development and other loans, and operating reserves required in conjunction with the AHA-Sponsored MIMF rental development transactions. These assets cannot be used, pledged or mortgaged to a third party or seized, foreclosed upon or sold in the case of a default, ahead of any HUD lien or interest without HUD approval. This net position increased by **$3.8 million** year-over-year, primarily due to a $2.4 million increase in related-party development loans and a $1.4 million increase in restricted cash and investments.
- ***Unrestricted*** net position, although referred to as unrestricted, remains subject to varying degrees of limitations. HUD approval is required, with some limited exceptions, to use or deploy these assets outside of the ordinary course of AHA's business. AHA's eligible business activities are set forth in its HUD-approved MTW Business Plan, as amended from time to time, by its MTW Annual Implementation Plans. 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. The unrestricted net position decreased by **$1.0 million** year-over-year to $69.7 million at June 30, 2016.

ECONOMIC FACTORS

Future HUD Funding — Subsidies and Multi-year Grant Awards

Funding for AHA's Fiscal Year 2017 (FY 2017) is uncertain as subsidies and other resources from HUD for the last six months of the fiscal year will be funded by Federal Fiscal Year 2017 (FFY 2017) appropriations which have not yet been finalized by Congress. On December 18, 2015, the President signed into law H.R. 2029, the Consolidated Appropriations Act, 2016, which provides fiscal year 2016 appropriations for projects and activities of the federal government through September 30, 2016 and, in turn, HUD funding for public housing authorities through December 31, 2016.

Both the House and Senate Appropriations Committees have passed FFY 2017 funding bills for HUD, but the bills have not yet been approved by either house. Congress passed and the President signed a Continuing Appropriations Resolution intended to keep the federal government operating at current (FFY 2016) funding levels from October 1 through December 9, 2016. Therefore, Congress must pass and the President must sign an appropriation bill or continuing resolution(s) which will fund the federal government from December 10, 2016, through September 30, 2017. Because 2016 is a Presidential election year, it is uncertain when such action will occur.

During 2016, HUD implemented a new cash management strategy for Housing Choice and is transitioning AHA's locally held cash balance which was derived from Housing Choice HAP funding to a HUD-held cash balance. The $93.7 million HUD-held cash balance, which is available upon request by AHA, provides a sufficient cash resource to maintain AHA's current operations for a good portion of FY 2017 in the event Congress fails to pass an appropriations bill or continuing resolution(s) with sufficient funding to meet AHA's budgeted MTW expenditures. If a significant reduction in funding were to take place, AHA would reevaluate its FY 2017 budget and make the necessary adjustments.

Local Market Conditions

AHA-Sponsored development activities, in partnership with private-sector developers, rely on private investment and the conditions in the real estate and the financial markets. During FY 2016, the metropolitan-Atlanta real estate market continued to strengthen, especially in the multi-family rental market. AHA expects that our real estate development activities will continue to pick up as those markets improve and investors continue to return to the market. During FY 2016, there was also a steady improvement in the sales prices of single-family homes with the sustained reduction in excess inventory.

AHA also relies on the support of private sector property owners and landlords to provide affordable rental single and multi-family housing opportunities to Housing Choice voucher holders. With the strengthening of the Atlanta Real Estate market, AHA continues to work with its Landlord Advisory Group to identify and develop innovative strategies and implement aggressive marketing efforts to increase the engagement and support of private landlords and property owners.

While the strengthening of the Atlanta Real Estate market supports AHA's development efforts, it will continue to be challenging for new and existing Housing Choice voucher holders looking for affordable housing in their preferred communities. It may also lead to a demand for increased rents in alignment with market rents which will eventually drive up the costs of the majority of AHA's housing programs.

RECENT ACCOUNTING PRONOUNCEMENTS

The Governmental Accounting Standards Board (GASB) has issued new pronouncements which will be implemented by the Authority starting in fiscal year 2017, where applicable: GASB No. 78, *"Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans"*; GASB No. 79, *"Certain External Investment Pools and Pool Participants";* GASB No. 80, *"Blending Requirements for Certain Component Units — an amendment of GASB Statement No. 14";* GASB No. 81, *"Irrevocable Split-Interest Agreements"; and* GASB No. 82, *"Pension Issues — an amendment of GASB Statements No. 67, No. 68 and No. 73."*

CONTACTING AHA'S FINANCIAL MANAGEMENT

This financial report is designed to provide a general overview of AHA's financial position and to demonstrate AHA's accountability for the assets it manages to interested persons, including citizens of our local jurisdiction, creditors and other interested parties. If you have questions about this report or wish to request additional financial information, contact the Senior Vice President of Finance at The Housing Authority of the City of Atlanta, Georgia, 230 John Wesley Dobbs Avenue, N.E., Atlanta, Georgia 30303, telephone number (404) 817-7398.

FINANCIAL STATEMENTS

The Housing Authority of the City of Atlanta, Georgia

STATEMENTS OF NET POSITION

As of June 30, 2016 and 2015

	2016	2015	Note
CURRENT ASSETS			
Cash			
Unrestricted	$ 65,220,665	$ 69,105,488	C
Restricted	56,655,221	53,126,304	C
Total cash	121,875,886	122,231,792	
Receivables, net of allowance	2,139,916	2,613,931	D
Prepaid expense	1,166,983	1,065,152	
Total current assets	125,182,785	125,910,875	
NON-CURRENT ASSETS			
Investments, restricted	8,824,307	9,694,557	E
Related-party development and other loans, development receivables and investments in partnerships, net of allowances of $34,668,488 in 2016 and 2015	177,946,199	176,075,137	F
Capital assets, net of accumulated depreciation of $120,102,556 and $110,724,252 in 2016 and 2015, respectively	136,284,103	145,264,440	H
Other non-current assets, net of allowance of $8,518,048 and $6,833,315 in 2016 and 2015, respectively	14,248,743	9,444,402	I
Total non-current assets	337,303,352	340,478,536	
TOTAL ASSETS	462,486,137	466,389,411	
DEFERRED OUTFLOWS	5,267,381	901,516	P
TOTAL ASSETS AND DEFERRED OUTFLOWS	$ 467,753,518	$ 467,290,927	

The accompanying notes are an integral part of these statements.

	2016	2015	Note
CURRENT LIABILITIES			
Accounts payable	$ 597,901	$ 398,835	
Accrued liabilities	9,281,521	10,079,969	J
Other current liabilities	7,743,869	8,281,552	K
Current portion of long-term debt	254,268	223,177	L
Total current liabilities	17,877,559	18,983,533	
NON-CURRENT LIABILITIES			
Long-term debt, net of current portion	8,312,280	8,566,548	L
Other non-current liabilities	2,983,741	2,438,836	M
Net pension plan liability	4,418,902	1,672,594	P
Total non-current liabilities	15,714,923	12,677,978	
TOTAL LIABILITIES	33,592,482	31,661,511	
DEFERRED INFLOWS	923,653	1,006,989	P
NET POSITION			T
Net investment in capital assets	127,717,556	136,474,715	
Restricted–expendable	232,858,440	228,405,882	
Unrestricted	72,661,387	69,741,830	
Total net position	433,237,383	434,622,427	
TOTAL LIABILITIES, DEFERRED INFLOWS AND NET POSITION	$ 467,753,518	$ 467,290,927	

The accompanying notes are an integral part of these statements.

The Housing Authority of the City of Atlanta, Georgia

STATEMENTS OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

Years ended June 30, 2016 and 2015

	2016	2015
OPERATING REVENUES		
MTW Single Fund used for operating expenses	$ 183,182,507	$ 181,358,237
Tenant dwelling revenues	6,065,683	5,876,474
Development and other grants used for operating expenses	3,364,537	1,779,653
Contributions from National Housing Compliance	1,018,345	630,872
Other operating revenues	2,824,867	1,558,848
Total operating revenues	196,455,939	191,204,084
OPERATING EXPENSES		
Housing assistance and operating subsidy payments	136,313,227	135,920,454
Administration, including direct operating divisions	35,245,986	35,469,507
Utilities, maintenance and protective services	11,034,296	12,495,604
Resident and participant services	3,161,177	3,214,506
Revitalization, demolition and remediation	3,474,924	1,788,284
General expenses	2,922,669	1,896,019
Depreciation and amortization	9,579,660	11,905,128
Total operating expenses	201,731,939	202,689,502
NET OPERATING INCOME (LOSS)	(5,276,000)	(11,485,418)
NON-OPERATING REVENUES (EXPENSES)		
Interest and investment income	1,332,490	910,272
Gain/(loss) on sale of assets	555,253	7,702
Valuation allowance	(1,728,240)	(1,610,978)
Interest expense	(434,013)	(444,322)
Total non-operating revenues (expenses)	(274,510)	(1,137,326)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	(5,550,510)	(12,622,744)
CAPITAL CONTRIBUTIONS		
MTW Single Fund used for modernization and development capital expenditures and loans	3,579,449	5,935,592
Development grants used for development capital expenditures and loans	586,017	3,951,599
Total capital contributions	4,165,466	9,887,191
INCREASE (DECREASE) IN NET POSITION	(1,385,044)	(2,735,553)
NET POSITION — beginning of year	434,622,427	437,357,980
NET POSITION — end of year	$ 433,237,383	$ 434,622,427

The accompanying notes are an integral part of these statements.

The Housing Authority of the City of Atlanta, Georgia

STATEMENTS OF CASH FLOWS

Years ended June 30, 2016 and 2015

	2016	2015
Increase (decrease) in cash		
Cash flows from operating activities		
MTW and grant funds used for operating expenses	$ 186,313,688	$ 183,145,086
Receipts from residents	6,049,013	5,865,628
Payments to landlords, tenants and partners	(136,384,081)	(135,898,503)
Payments to suppliers	(30,124,024)	(28,670,816)
Payments for employees	(27,190,169)	(26,454,743)
Other receipts	3,251,531	1,524,663
Net cash provided by (used in) operating activities	1,915,957	(488,685)
Cash flows from non-capital financing activities		
Advances related to public improvements spending	(4,278,421)	(2,302,225)
Net cash provided by (used in) non-capital financing activities	(4,278,421)	(2,302,225)
Cash flows from capital and related financing activities		
Capital contributions from MTW and grant funds	1,495,693	6,075,233
Development and revitalization — capitalized expenditures	(101,383)	(2,780,174)
Acquisition and modernization — AHA-Owned properties	(1,475,009)	(3,485,289)
Proceeds from sale of capital assets	47,993	7,702
Payments on EPC capital lease, including interest	(660,905)	(646,510)
Net cash provided by (used in) capital and related financing activities	(693,611)	(829,038)
Cash flows from investing activities		
Capital contributions from MTW and grant funds	2,726,705	1,947,303
Related-party development and other loans, net of reimbursements	(2,229,275)	(3,809,174)
Sale (purchase) of investments, restricted	871,491	(365,618)
Interest income on development and other loans	1,331,250	909,345
Net cash provided by (used in) investing activities	2,700,171	(1,318,144)
Net increase (decrease) in cash	(355,906)	(4,938,092)
Cash — beginning of year	122,231,792	127,169,884
Cash — end of year	$ 121,875,886	$ 122,231,792

The accompanying notes are an integral part of these statements.

STATEMENTS OF CASH FLOWS — continued

Years ended June 30, 2016 and 2015

	2016	2015
Reconciliation of net operating income (loss) to net cash provided by (used in) operating activities		
Net operating income (loss)	$ (5,276,000)	$ (11,485,418)
Adjustments to reconcile net operating income (loss) to net cash provided by (used in) operating activities		
Depreciation and amortization	9,579,660	11,905,128
Donation of land	1,250,000	–
Changes in assets and deferred outflows and liabilities and deferred inflows relating to operating activities:		
Decrease (increase) in receivables	(578,313)	(232,082)
Decrease (increase) in prepaid expenses	(101,831)	7,581
Decrease (increase) in deferred outflows	(4,365,865)	(707,967)
Increase (decrease) in accounts payable and accrued liabilities	(1,007,212)	120,184
Increase (decrease) in other current liabilities	61,535	79,773
Increase (decrease) in unearned revenue	(67,455)	(67,455)
Increase (decrease) in net pension plan liability and deferred inflows	2,662,972	(108,429)
Total changes in assets and deferred outflows and liabilities and deferred inflows relating to operating activities	(3,637,703)	(908,395)
Total adjustments	7,191,957	10,996,733
Net cash provided by (used in) operating activities	$ 1,915,957	$ (488,685)

The accompanying notes are an integral part of these statements.

NOTES TO THE FINANCIAL STATEMENTS

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NOTE A — ORGANIZATION AND NATURE OF OPERATIONS

1. *Organization*

The Housing Authority of the City of Atlanta, Georgia (AHA or the Authority) is a public body corporate and politic created under the Housing Authorities Laws of the State of Georgia with a public mission and purpose. The primary purpose of AHA is to facilitate affordable housing opportunities for low-income, elderly and disabled persons in the City of Atlanta (City). AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing; invest and lend money; create for-profit and not-for-profit entities; administer Housing Choice vouchers; issue bonds for affordable housing purposes; and acquire, own and develop commercial land, retail and market-rate properties that benefit affordable housing.

The governing body of AHA is its Board of Commissioners (the Board) which, pursuant to state laws, should be comprised of seven members appointed by the Mayor of the City of Atlanta and includes two resident commissioners. The resident commissioners serve one-year terms and the five remaining members serve five-year staggered terms. The Board appoints the President and Chief Executive Officer to operate the business of AHA. The Board provides strategic guidance and oversight of AHA's operations; AHA is not considered a component unit of the City and is not included in the City's financial statements.

2. *Moving To Work (MTW) Agreement and MTW Single Fund*

AHA is an MTW agency under HUD's MTW Demonstration Program which provides certain "high-performing" agencies with substantial statutory and regulatory relief under the U.S. Housing Act of 1937, as amended (1937 Act), as reflected in an agreement between the selected agency and HUD. AHA negotiated and entered into its MTW Agreement with HUD on September 25, 2003 which was effective from July 1, 2003 through June 30, 2010. In response to HUD's decision to introduce a standard form of agreement and expand the MTW Demonstration Program, AHA successfully negotiated and executed an Amended and Restated MTW Agreement on November 13, 2008. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement. AHA's MTW Agreement, as amended and restated, is referred to as the MTW Agreement.

In December 2015, AHA's MTW Agreement was extended until June 30, 2028 under the same terms and conditions, which was confirmed by HUD in a letter dated April 14, 2016. AHA's MTW Agreement incorporates its legacy authorizations from its initial MTW Agreement and clarifies AHA's ability to use MTW-eligible funds outside of Section 8 and Section 9 of the 1937 Act. AHA developed its base Business Plan in FY 2004, which lays out AHA's strategic goals and objectives during the term of its MTW Agreement. 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 implemented during each fiscal year.

As authorized under its MTW Agreement, AHA has combined its Housing Choice Voucher funds, Public Housing Operating Subsidy and Capital Fund Program grants into an MTW Single Fund which may be used for MTW-eligible activities that best meet local low-income housing needs. Although the programmatic restrictions for the use of each of these funding sources have been waived under AHA's MTW Agreement, the various funds that make up AHA's MTW Single Fund continue to have different expiration dates, obligations, expenditure deadlines and drawdown

NOTE A — ORGANIZATION AND NATURE OF OPERATIONS — continued

conditions. AHA has elected not to include Replacement Housing Factor (RHF) grants in its MTW Single Fund.

HUD disburses Housing Choice Voucher funds based on a Public Housing Authority (PHA)'s historical housing assistance payment spend rate and projected need, rather than in 12 equal installments of the full annual authorization. PHAs may request additional disbursements up to their annual authorization, but must expend all funds drawn or face further disbursement reductions in the future. With approximately 88% of AHA's FY 2016 HUD funding coming from Housing Choice Voucher funds, HUD's disbursement approach has major implications to AHA's financial position and operations. In response to all of these factors, AHA adopted a cash management strategy designed to meet such funding requirements while preventing the forfeiture of funds as a result of expenditure deadlines. This strategy requires AHA to more carefully manage its draws from the three components of AHA's MTW Single Fund.

3. *Blended Component Units and Affiliate Entities*

To manage its business and financial affairs more effectively, AHA has created affiliate entities to support its various ventures. While AHA, the parent entity, manages federal programs, the affiliate entities support the various functions necessary to meet AHA's mission of providing quality affordable housing and related services and amenities.

Certain of these affiliate entities are considered blended component units in accordance with generally accepted accounting principles. Because of the nature and significance of their operational or financial relationships with AHA and, the fact that they provide services entirely, or almost entirely, to AHA or for the benefit of AHA, these component units are included in AHA's financial statements. Financial statements of each of the following blended component units are presented in *Note B in* ***Other Supplementary Information***, except for one inactive entity as mentioned below.

- 230 John Wesley Dobbs Boulevard Ventures, Inc. (JWD) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order to lessen the burdens of government by acquiring and holding title to real property and improvements, and by providing such real property and improvements to government agencies and tax-exempt organizations at cost.
- Atlanta Affordable Housing for the Future, Inc. (AAHFI) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order to facilitate the revitalization of AHA-Owned distressed public housing projects. AAHFI may participate in the revitalization of AHA-Sponsored communities by holding limited partnership interests in either the related development project partnership (Owner Entity) or an interest in the general partner of the related development project partnership of the various public/private partnerships that own the MIMF rental communities.
- Special Housing and Homeownership, Inc. (SHHI) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order to develop, maintain and implement programs to assist income-eligible individuals in achieving the goal of homeownership.

NOTE A — ORGANIZATION AND NATURE OF OPERATIONS — continued

- Renaissance Affordable Housing, Inc. (RAH) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order for AHA to participate in the acquisition and development of certain properties to support the overall revitalization program at or near AHA communities or other appropriate locations in metropolitan-Atlanta.
- Strategic Resource Development Corporation, Inc. (SRDC) is a Georgia not-for-profit corporation created at the direction of the AHA Board to solicit and accept charitable donations to fund AHA initiatives.
- Westside Affordable Housing, Inc. (WAH) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order for AHA to participate in the acquisition and development of certain properties to support the overall revitalization program at or near AHA communities or other appropriate locations in metropolitan-Atlanta.
- Atlanta Housing Investment Company, Inc. (AHICI) is a for-profit corporation created at the direction of the AHA Board in order to assist AHA in its revitalization efforts at or near AHA communities or other appropriate locations in metropolitan-Atlanta. AHICI participates in the revitalization of AHA-Sponsored communities by holding partnership and financial interests in various transactions.
- Atlanta Housing Development Corporation (AHDC) is a Georgia not-for-profit organization, organized solely to serve as an "instrumentality" of AHA for the purpose of issuing tax-exempt bonds for construction, acquisition and rehabilitation of low-income housing pursuant to Section 11(b) of the Housing Act of 1937, as amended (42 U.S.C. Section 1437i). This entity had no activity in recent years.

AHA has one affiliate, Atlanta Housing Opportunity, Inc. (AHOI) that is not a component unit. It is, however, considered a related entity. AHOI is a Georgia not-for-profit corporation created at the direction of the AHA Board in order to facilitate the Housing Opportunity Bond Program established by the City of Atlanta. The activities of AHOI are limited to participation in the Housing Opportunity Bond Program. Since the City of Atlanta is financially accountable and responsible for the debt of AHOI, the financial activity of AHOI is not included in AHA's Financial Statements but is included in the City's Financial Statements.

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in the accompanying financial statements.

1. *Basis of Preparation and Accounting*

The financial statements represent the combined net position and results of operations of AHA and its blended component units, and have been prepared in accordance with generally accepted accounting principles (GAAP) of the United States of America as applied to governmental entities. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. AHA and its blended component units maintain their accounts substantially in accordance with the chart of accounts prescribed by HUD and are organized utilizing the fund accounting model. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts.

AHA accounts for its operations in a single enterprise fund. Enterprise funds account for those operations financed and operated in a manner similar to a private business or where AHA has decided that determination of revenue earned, costs incurred and net revenue over expense is necessary for management accountability.

Enterprise funds are proprietary funds used to account for business activities of special purpose governments for which a housing authority qualifies under GASB No. 34, *"Basic Financial Statements — and Management's Discussion and Analysis — for State and Local Governments*." Proprietary funds are accounted for using the economic resources measurement focus and the accrual basis of accounting, whereby all revenues are recognized in the period in which they are earned and expenses are recognized in the period in which the liability is incurred regardless of the timing of the related cash flows. All assets and deferred outflows and liabilities and deferred inflows associated with the operation of the Authority are included in the statements of net position. The statements of revenues, expenses and changes in net position present increases (revenues and capital contributions) and decreases (expenses) in total net position.

During FY 2016 and 2015 AHA adopted the following GASB Standards, where applicable:

- GASB No. 68 *"Accounting and Financial Reporting for Pensions."* Under the new standard, the financial statements contain a liability which is the amount of the unfunded pension liability, referred to in the new standard as the net pension liability (NPL). The NPL is the total pension liability (TPL) less the plan's fiduciary net position (PFNP). The PFNP represents the fair value of plan assets which are available to pay the pension benefits. The NPL is measured as of a date no earlier than the end of the employer's prior fiscal year (measurement date).
- GASB No. 71 *"Pension Transition for Contributions Made Subsequent to the Measurement Date — an amendment of GASB Statement No. 68."* The new standard improves the accounting and financial reporting by addressing an issue with contributions, if any, made by a state or local government employer or non-employer contributing entity to a defined benefit pension plan after the measurement date of the government's beginning net pension liability. This standard did not apply to the Authority.

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

- GASB No. 82 *"Pension Issues — an amendment of GASB No. 67, No. 68 and No. 73."* The new standard addresses specific pension issues identified during the implementation of the new pension standards, specifically: (1) presentation of payroll-related measures in required supplementary information; (2) selection of assumptions and treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes; and (3) classification of payments made by employers to satisfy employee (plan member) contribution requirements.

2. *Inter-company and Inter-program Receivables and Payables*

Inter-company and inter-program receivables and payables are the result of the use of a central fund as the common paymaster for shared costs of AHA. All inter-company and inter-program balances net to zero when combined and, hence, are eliminated for financial statement presentation. All programs aggregate into one single enterprise fund.

3. *Cash and Cash Equivalents*

Cash is stated at cost, which approximates fair value, and consists primarily of cash in checking accounts. All funds on deposits are FDIC-insured up to $250,000 per institution or are fully collateralized in accordance with guidance recommended by HUD. HUD requires Housing Authorities to invest excess HUD funds in obligations of the United States, certificates of deposit or any other federally insured investments.

4. *Fair Value of Financial Instruments*

The carrying amount of AHA's financial instruments at June 30, 2016 and 2015, which include cash, investments, accounts receivable, accounts payable and other current liabilities, approximates fair value due to the relatively short maturity of these instruments.

5. *Inventories*

AHA maintains no inventory. All supplies are expensed when purchased. Supplies on hand are nominal.

6. *Prepaid Expense*

Payments made to vendors for goods or services that will benefit periods beyond the fiscal year end are recorded as prepaid expense. Prepaid expense at June 30, 2016 and 2015 consisted primarily of prepaid insurance premiums, software licenses and service contracts.

7. *Valuation and Other Allowances*

Management regularly evaluates the loans and certain other receivables for collectability and records a valuation allowance for loans and other receivables it determines may not be fully collectible. AHA adjusts the valuation allowance when appropriate.

Under AHA's Down Payment Assistance (DPA) program, homeownership down payment loans are made to first-time homebuyers. These loans are fully reserved at closing. The homeowner is subject to AHA's recapture policy as part of the terms and conditions of the DPA program. The

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

term of the subsidy loan is for ten years and can be forgiven based on the following: 100%recapture is in effect during the first five years of the loan; and the loan amount begins to burn off at 20 percent increments yearly, starting in year six through year ten.

AHA establishes an allowance for all unpaid balances from tenants for accounts receivable aged past 60 days.

8. *Capital Assets and Depreciation*

Capital assets include land, land improvements, buildings, equipment and modernization in process for improvements to land and buildings. Capital assets are defined by AHA as assets with an initial cost of more than $5,000 and an estimated useful life of greater than one year.

Such assets are recorded at cost or fair value at the time of purchase or donation, respectively. Improvements and other capital activities are recorded as modernization in process until they are completed and placed in service.

The costs of normal and extraordinary maintenance and repairs that do not add value to the asset or extend the useful life of the asset are expensed as incurred. Generally, demolition costs, land preparation, soil remediation and other site improvement costs that do not add value are expensed as operating items.

Depreciation is calculated using the straight-line method assuming the following useful lives:

Buildings	20–40 years
Building improvements	10–30 years
Building equipment	10–15 years
Land improvements	15 years
Equipment	3–10 years

Long-lived assets are reviewed annually for impairment under the provisions and in accordance with GASB No. 42, *“Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries.”*

AHA owns several paintings of historical significance which are being preserved for future educational and exhibition purposes. These works of art, commissioned in the 1940s at minimal cost, have an appraised value in excess of $800,000, but have not been recorded on AHA’s books pursuant to the guidance of GASB No. 34.

9. *Accrued Compensated Absences*

A liability for compensated absences (vacation) is accrued as employees earn the right to receive the benefit. The accrued liability is classified under current liabilities, as vacation is expected to be taken in the ensuing year.

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

10. Pension Plan

AHA accounts for its defined benefit pension plan in accordance with GASB 68 and related amendments, which requires the liability of employers (net pension liability) to be recorded and included in the employers' financial statements. The net pension liability is measured as the portion of the present value of projected benefit payments to be provided through the pension plan to current active and inactive employees that is attributed to those employees' past periods of service (total pension liability), less the amount of the pension plan's fiduciary net position (plan assets). AHA's net pension liability was measured as of the end of its fiscal year (the measurement date) consistently applied from period to period.

The pension expense recognized during a fiscal year primarily results from changes in the components of the net pension liability; that is, changes in the total pension liability and in the pension plan's fiduciary net position.

Most changes in the net pension liability are required to be included in pension expense in the period of the change. Changes in the total pension liability resulting from current-period service cost, interest on the total pension liability and changes of benefit terms are required to be included in pension expense immediately. Projected earnings on the pension plan's investments are also required to be included in the determination of pension expense immediately.

The effects of certain other changes in the net pension liability are required to be included in pension expense over the current and future periods. The effects on the total pension liability of (1) changes of economic and demographic assumptions or of other inputs, and (2) differences between expected and actual experience are required to be included in pension expense in a systematic and rational manner over a closed period equal to the average of the expected remaining service lives of all employees who are provided with benefits through the pension plan (active and inactive employees), beginning with the current period. The effect on the net pension liability of differences between the projected earnings on pension plan investments and actual experience with regard to those earnings is required to be included in pension expense in a systematic and rational manner over a closed period of five years, beginning with the upcoming year. Changes in the net pension liability not included in pension expense are required to be reported as deferred outflows or deferred inflows related to pensions.

11. Restricted Assets

Certain assets may be classified as restricted assets on the statements of net position because their use is restricted by time or specific purpose. AHA's practice is to expend restricted assets prior to utilizing unrestricted assets if allowable for the intended purpose.

12. Revenues and Expenses

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services or producing and delivering goods in connection with a proprietary fund's principal ongoing operations. Operating revenues include mainly income derived from operating funds received from HUD, namely Section 8 and Section 9 subsidies, tenant dwelling revenues, development and other grants used for operating expenses and fees earned in conjunction with development activities under its revitalization program. When grant

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

funds are used for operating expenses, AHA recognizes operating revenues at the time such costs are incurred, pursuant to a drawdown process as expenses occur.

Operating expenses for proprietary funds include the cost of housing assistance to low-income families, operating housing units and providing tenant services, revitalization, demolition and remediation, administrative expenses and depreciation on capital assets.

Non-operating revenues and expenses include interest and investment income, gain and loss from the sale of assets, adjustments to valuation allowances and interest expense.

Capital contributions include MTW Single Fund and development grants used for capitalized expenditures, including loans, in connection with modernization and revitalization and development activities.

As AHA completes capital improvements eligible for grants, AHA's right to be paid by HUD is perfected, and AHA records the asset and corresponding capital grant revenue as the work progresses. The unexpended portions of the grants held by HUD for AHA's account remain available for AHA's use, subject to the terms of the grant agreements and other agreements with HUD. The unexpended portions of the grants held by HUD are not reflected in AHA's financial statements.

13. Fee and Interest Income Recognition on Related-Party Development and Other Loans

In connection with its Revitalization Program, AHA earns developer and other fees in its role as sponsor and co-developer. Developer and other fees are recorded as earned. Collection of developer fees are generally tied to equity payments from the tax credit investors.

Interest on the related-party development loans is subordinated and contingent on cash flows from the property. Recognition of interest income does not occur until payments are received or are reasonably expected to be received.

14. Unearned Revenue

Unearned revenue consists primarily of payments received from non-HUD sources that have not been earned in the current period. Unearned revenue also arises when resources are received by the Authority before it has a legal claim to them, as and when grant monies are received prior to meeting all eligibility requirements and/or the occurrence of qualifying expenditures.

15. Income and Property Taxes

Income received or generated by AHA is not generally subject to federal income tax, pursuant to Section 115 of the Internal Revenue Code (IRC). Although exempt from state and local property taxes, AHA makes payments in lieu of taxes (PILOT), pursuant to agreements with the City of Atlanta and DeKalb and Fulton counties.

16. Self-insurance and Litigation Losses

AHA recognizes estimated losses related to self-insured workers' compensation claims and litigation claims in the period in which the event giving rise to the loss occurred when the loss is probable and reasonably estimable (*see also Note N*).

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

17. Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that may affect the reported amounts of assets and deferred outflows and liabilities and deferred inflows, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting periods. Actual results could differ from those estimates. Material estimates relate to the valuation of related-party development and other loans.

18. Risk Management

AHA is exposed to various risks of loss related to: torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. AHA carries commercial insurance and certain reserves deemed sufficient to cover potential uninsured losses.

19. Custodial Risk

Custodial risk for investments is the risk that in the event of failure of the counterparty to a transaction, AHA will not be able to recover the value of the investments. As of June 30, 2016, all AHA's investments were insured and registered in its name.

20. Concentration of Credit Risk, Credit Risk and Interest Rate Risk

Concentration of credit risk is the risk of loss that may occur to the amount of investments in a single issuer. As of June 30, 2016, this is not a risk, as all AHA's investments were issued and guaranteed by U.S. government.

Credit risk of investments is the risk that the issuer or other counterparty will not meet its obligations. The credit risk is measured by the credit quality rating of investments in securities, as described in a national statistical organization such as Standard and Poor's. AHA's policy provides that investments in corporate bonds and other fixed-income securities must have a rating of AA or better.

Interest rate risk is the risk that changes in interest rate will adversely affect the fair value of an investment. As of June 30, 2016, this is not a risk, as all AHA's investments are primarily in money market and U.S. treasuries.

21. Budgets

On an annual basis, AHA submits its Comprehensive Operating and Capital Budget to the Board for approval. Throughout the fiscal year, the Budget is used as a management tool to plan, control and evaluate spending for major activities and programs. Budgets are not required for financial statement presentation.

22. Change in Presentation

Certain reclassifications within operating revenues and expenses have been made to the prior year's financial statements to conform to the current year's presentation. These reclassifications had no effect on total net position.

NOTE C — CASH AND CASH EQUIVALENTS

Cash consists primarily of cash in checking accounts. Cash is classified as "Unrestricted" and "Restricted" for financial presentation purposes based on HUD guidance:

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

Cash at June 30, 2016 and 2015 consisted of the following:

	2016	**2015**
Unrestricted cash		
MTW cash	$ 34,091,992	$ 34,398,960
MTW program income	3,834,579	3,459,895
Perry Bolton TAD program income	16,806,176	20,834,502
National Housing Compliance	8,097,050	7,911,560
Component units	2,390,868	2,500,571
	65,220,665	69,105,488
Restricted cash		
Development-related program income	35,210,338	32,294,370
Public improvement funds	6,298,241	6,747,952
Proceeds from disposition activity	11,867,882	10,832,375
Perry program income	1,245,211	1,245,211
Harris program income	1,156,193	1,156,193
Resident security deposits	340,074	339,288
Other	537,282	510,915
	56,655,221	53,126,304
	$ 121,875,886	$ 122,231,792

All funds on deposits are FDIC insured up to $250,000 per institution or are fully collateralized in accordance with guidance recommended by HUD. At June 30, 2016 and 2015, the market value of collateral held by a third party on behalf of AHA to cover deposits exceeding the FDIC-insured funds amounted to $117,977,221 and $119,851,925, respectively.

NOTE D — RECEIVABLES

Current receivables at June 30, 2016 and 2015 consisted of the following:

	2016	2015
HUD grants receivable	$ 721,556	$ 1,168,375
Other receivables (net of allowance of $437,202 and $322,044 in 2016 and 2015, respectively)	1,409,797	1,436,797
Developer and other fees receivable — current portion	–	4,500
Tenant dwelling rents (net of allowance of $1,370 and nil in 2016 and 2015, respectively)	8,563	4,259
	$ 2,139,916	$ 2,613,931

HUD grants receivable consists primarily of expenditures associated with Choice Neighborhoods Implementation Grant and Replacement Housing Factor (RHF) grants that have been expended by AHA but not yet reimbursed by HUD.

Other receivables consist primarily of operating subsidy overpayments due by Owner Entities of MIMF rental communities as a result of true-ups, receivables from other housing authorities for Section 8 portability payments and contributions earned but yet to be received from National Housing Compliance, Inc.

NOTE E — INVESTMENTS, RESTRICTED

Investments, restricted include operating reserves that are held by escrow agents at various bank institutions for the benefit of investors and Owner Entities of the MIMF rental communities. These reserves are restricted in accordance with agreements entered into in conjunction with the development of these properties. These reserves cannot be readily liquidated due to such restrictions.

As the restrictions on these investments is not dictated by the source of funds, they are presented as Other Assets on the Financial Data Schedule of Combining Program Net Position provided in ***Other Supplementary Information***. These investments consisted primarily of deposits in money market funds and amounted to $8,824,307 and $9,694,557 at June 30, 2016 and 2015, respectively.

NOTE F — RELATED-PARTY DEVELOPMENT AND OTHER LOANS, DEVELOPMENT RECEIVABLES AND INVESTMENTS IN PARTNERSHIPS

GAAP defines "related parties" as those parties that can significantly influence the management or operating policies of the transacting parties or that have an ownership interest in one of the transacting parties. Related-party development and other loans, development receivables and investments in partnerships at June 30, 2016 and 2015 consisted of the following:

NOTE F — RELATED-PARTY DEVELOPMENT AND OTHER LOANS, DEVELOPMENT RECEIVABLES AND INVESTMENTS IN PARTNERSHIPS — continued

	2016	2015
Development loans (net of allowance of $30,877,049 and $30,760,489 in 2016 and 2015, respectively)	$ 164,421,107	$ 164,239,267
Other loans (net of allowance of $3,254,473 and $3,371,032 in 2016 and 2015, respectively)	9,724,267	9,182,523
Developer and other fees receivable (net of allowance of $122,472 in 2016 and 2015)	2,851,415	2,187,907
Predevelopment loans	949,410	407,440
Investments in partnerships (net of allowance of $414,494 in 2016 and 2015)	–	–
	$ 177,946,199	$ 176,075,137

Development loans

AHA makes subordinated development loans (construction and permanent) to the Owner Entities (private-sector owners) in conjunction with financing arrangements related to the development of AHA-Sponsored MIMF rental communities. These subordinated loans are fully obligated to the Owner Entities at the financial closing and represent AHA's share of the development budget for AHA-assisted Annual Contribution Contract (ACC) units. The loans are amortized over periods generally up to 55 years and bear interest at various rates, as agreed to by AHA and individual Owner Entities, and approved by HUD. The respective loan agreements provide that these loans will be repaid by the Owner Entity to AHA from net cash flow, net project proceeds and/or condemnation proceeds for such phases to the extent such amounts are available. *See* ***Other Supplementary Information*** *for more details on the loans, including terms*.

For most of these development projects, AHA owns the land and enters into a long-term ground-lease agreement with the Owner Entity for periods generally up to 55 years. At the end of the ground-lease, the land and improvements revert to AHA. Revenues derived from these leases are nominal.

Other loans and predevelopment loans

Other loans that support AHA's mission are comprised of various financing arrangements and include: (i) loans to the Owner Entities of MIMF rental communities for acquisitions and site improvements; (ii) loans to private sector development partners, representing the value of the lots supporting the financing and construction of single-family homes as a component of the AHA-Sponsored master-planned communities; (iii) a financing arrangement with a related Owner Entity of a MIMF rental community related to a land sale; (iv) loans to the Owner Entities of MIMF rental communities in order to meet federal statutory requirements (these loans are fully reserved); and (v) gap financing to facilitate the construction of properties with up to a 15-year renewable PBRA agreement with private owners. Predevelopment loans are loans to development partners (typically an affiliate of the Owner Entity) prior to the financial closing to facilitate development of the site.

NOTE F — RELATED-PARTY DEVELOPMENT AND OTHER LOANS, DEVELOPMENT RECEIVABLES AND INVESTMENTS IN PARTNERSHIPS — continued

Developer and other fees receivable

AHA earns developer and other fees associated with the construction and revitalization activities at the MIMF rental communities and from certain properties with Project Based Rental Assistance (PBRA) agreements. As a component of the AHA-Sponsored Master-planned communities, AHA may also earn homeownership participation profit from private sector development partners in the financing and construction of single-family homes.

Related-party development income and expense

Related-party development income and expense for the years ended June 30, 2016 and 2015 consisted of the following:

	2016	2015
Type of income (expense)		
Interest income	$ 1,328,984	$ 1,074,384
Development related income	2,241,120	969,790
Housing assistance payments to Owner Entities of the MIMF rental communities where AHA has a Regulatory and Operating Agreement for public housing units	(11,769,779)	(11,914,067)
Housing assistance payments to private owners/Owner Entities where AHA has a PBRA Agreement	(15,345,132)	(15,398,240)

Other Related-Party Information

Owner Entity financial statements are audited by independent accounting firms hired by the managing general partner of each respective Owner Entity. *See Note B.13 and* ***Other Supplementary Information*** *for further related-party information.*

NOTE G — OTHER RELATED-PARTY TRANSACTIONS

National Housing Compliance, Inc.

National Housing Compliance, Inc. (NHC) was formed in August 1999 as a 501(c)(4) not-for-profit corporation pursuant to the laws of the State of Georgia for the purpose of administering Housing Assistance Payments Contracts between HUD and private owners of multi-family housing with project-based rental assistance. NHC, headquartered in Atlanta, Georgia, is comprised of 11 member organizations, including AHA (Members). NHC earns fees for contract administration services as HUD's Performance Based Contract Administrator (PBCA) for the states of Illinois and Georgia. NHC makes periodic contributions to Members based on NHC's earned PBCA revenue in excess of NHC's

NOTE G — OTHER RELATED-PARTY TRANSACTIONS — continued

operating expenses. As a Member, AHA received unrestricted contributions of $1,018,345 and $630,872 for the years ended June 30, 2016 and 2015, respectively, from NHC activities in Illinois and Georgia. As NHC's contributions are primarily used to fund unallowable federal expenses, they are included in operating revenues.

NOTE H — CAPITAL ASSETS

A summary of changes in capital assets of the Authority for the years ended June 30, 2016 and June 30, 2015, respectively, is presented below:

	Balance at June 30, 2015	Additions and reclasses	Disposals and reclasses	Balance at June 30, 2016
Capital assets, not being depreciated:				
Land	$ 67,712,646	$ –	$ (910,380)	$ 66,802,266
Modernization in process	2,845,294	392,300	(3,237,595)	–
Total capital assets, not being depreciated	70,557,940	392,300	(4,147,975)	66,802,266
Depreciable capital assets:				
Land improvements	24,980,906	2,491,144	–	27,472,051
Buildings and improvements	122,074,060	641,502	–	122,715,562
Equipment	38,375,786	1,222,351	(201,357)	39,396,780
Total depreciable capital assets	185,430,752	4,354,997	(201,357)	189,584,393
Less accumulated depreciation				
Land improvements	(14,601,369)	(2,037,637)	–	(16,639,005)
Buildings and improvements	(73,193,961)	(4,322,304)	–	(77,516,265)
Equipment	(22,928,922)	(3,219,719)	201,357	(25,947,286)
Total accumulated depreciation	(110,724,252)	(9,579,660)	201,357	(120,102,556)
Total depreciable capital assets, net	74,706,500	(5,224,663)	–	69,481,839
Total capital assets, net	$ 145,264,440	$ (4,832,363)	$ (4,147,975)	$ 136,284,103

	Balance at June 30, 2014	Additions and reclasses	Disposals and reclasses	Balance at June 30, 2015
Capital assets, not being depreciated:				
Land	$ 67,385,129	$ 600,767	$ (273,250)	$ 67,712,646
Modernization in process	777,689	2,494,118	(426,513)	2,845,294
Total capital assets, not being depreciated	68,162,818	3,094,885	(699,763)	70,557,940
Depreciable capital assets:				
Land improvements	24,511,572	154,666	314,668	24,980,906
Buildings and improvements	121,346,068	717,120	10,872	122,074,060
Equipment	35,836,964	2,591,112	(52,290)	38,375,786
Total depreciable capital assets	181,694,604	3,462,898	273,250	185,430,752
Less accumulated depreciation				
Land improvements	(12,745,865)	(1,931,608)	76,104	(14,601,369)
Buildings and improvements	(67,670,836)	(5,413,554)	(109,571)	(73,193,961)
Equipment	(18,402,423)	(4,559,966)	33,467	(22,928,922)
Total accumulated depreciation	(98,819,124)	(11,905,128)	–	(110,724,252)
Total depreciable capital assets, net	82,875,480	(8,442,230)	273,250	74,706,500
Total capital assets, net	$ 151,038,298	$ (5,347,345)	$ (426,513)	$ 145,264,440

NOTE H — CAPITAL ASSETS — continued

The cost and accumulated depreciation of AHA assets financed under an Energy Performance Contract (EPC) capital lease at June 30, 2016 and 2015 were as follows:

	2016	2015
Building improvements	$ 5,488,996	$ 5,488,996
Equipment	6,440,908	6,440,908
	11,929,904	11,929,904
Accumulated depreciation	(3,600,207)	(2,623,204)
	$ 8,329,697	$ 9,306,700

NOTE I — OTHER NON-CURRENT ASSETS

Other non-current assets at June 30, 2016 and 2015 consisted of the following:

	2016	2015
Public improvement advances due from the City of Atlanta and related entities	$ 14,248,743	$ 9,444,402
Homeownership down payment assistance loans (net of allowance of $8,518,048 and $6,833,315 in 2016 and 2015, respectively)	–	–
	$ 14,248,743	$ 9,444,402

During the fiscal year ended June 30, 2014, AHA received a cash amount of $21,358,764 in repayment of prior year public improvements from the Perry Bolton Tax Allocation District (TAD) bond issuance.

Under its Down Payment Assistance (DPA) program for first-time homebuyers earning 80% or less of area median income, AHA issued payments of $1,784,733 and $1,627,636 during the years ended June 30, 2016 and 2015, respectively. As described in Note B.7 — *Valuation and Other Allowances*, these loans are fully reserved at closings.

NOTE J — ACCRUED LIABILITIES

Accrued liabilities at June 30, 2016 and 2015 consisted of the following:

	2016	2015
Accrued expense	$ 6,466,253	$ 7,591,807
Wages and benefits	561,182	597,932
Compensated absences	1,051,179	1,044,072
Contract retention	691,044	369,849
Insurance, claims and litigation (Note N)	369,269	330,000
Interest payable	142,594	146,309
	$ 9,281,521	$ 10,079,969

Compensated absences at June 30, 2016 consisted of the following:

	Balance at June 30, 2015	Additions	Reductions	Balance at June 30, 2016
Compensated absences	$ 1,044,072	61,524	(54,417)	$ 1,051,179

Compensated absences at June 30, 2015 consisted of the following:

	Balance at June 30, 2014	Additions	Reductions	Balance at June 30, 2015
Compensated absences	$ 883,025	262,710	(101,663)	$ 1,044,072

The accrued liability for compensated absences is presented as a current liability as the compensated absences are expected to be taken within the next 12 months.

NOTE K — OTHER CURRENT LIABILITIES

Other current liabilities at June 30, 2016 and 2015 consisted of the following:

	2016	2015
Public improvement advances received from the City of Atlanta and related entities	$ 6,239,089	$ 6,747,952
Resident security deposits	340,074	339,288
Other	1,164,706	1,194,312
	$ 7,743,869	$ 8,281,552

NOTE L — LONG-TERM DEBT

Long-term debt at June 30, 2016 consisted of the following:

	Balance at June 30, 2015	Additions	Reductions	Balance at June 30, 2016	Non-current	Current
EPC Capital Lease	$ 8,789,725	–	(223,177)	$ 8,566,548	$ 8,312,280	$254,268

Long-term debt at June 30, 2015 consisted of the following:

	Balance at June 30, 2014	Additions	Reductions	Balance at June 30, 2015	Non-current	Current
EPC Capital Lease	$ 8,988,603	–	(198,878)	$ 8,789,725	$ 8,566,548	$223,177

Interest expense incurred in connection with the EPC capital lease amounted to $434,013 and $444,322 for the years ended June 30, 2016 and 2015, respectively.

EPC Capital Lease

An Energy Performance Contract (EPC) is part of a HUD-sponsored program designed to incent local housing authorities to undertake energy-saving improvements at their properties. HUD allows such agencies to freeze the consumption base used to determine their utility funding at an agreed pre-constructed level for up to 20 years, so that the savings from such improvements can be used to finance the cost of water and energy conservation improvements. The EPC structure facilitates financing for the improvements to be repaid through future energy savings resulting from the improvements.

During FY 2012, AHA consummated an EPC which combined an EPC capital lease of $9,104,935 with MTW funds to fund capital improvements for energy conservation and efficiency solutions at the AHA-Owned Residential Communities.

This project was completed at a total cost of $11,929,904, including capitalized interest. MTW funds of $2,249,034 were used to supplement the proceeds from the EPC capital lease.

The EPC capital lease bears interest at 4.98% and has a term of 20 years. Payments under the EPC capital lease scheduled for the next five years and thereafter are as follows:

	Principal	Interest	Total
2017	$ 254,268	$ 426,614	$ 680,882
2018	287,507	413,952	701,459
2019	323,019	399,634	722,653
2020	360,935	383,547	744,482
2021	401,394	365,573	766,967
2022 to 2026	2,615,805	1,485,625	4,101,430
2027 to 2031	3,814,676	721,119	4,543,795
2032	508,944	12,673	521,617
	$ 8,566,548	$ 4,216,737	$ 12,783,285

NOTE M — OTHER NON-CURRENT LIABILITIES

Other non-current liabilities at June 30, 2016 and 2015 consisted of the following:

	2016	2015
Deferred gain on land sale	$ 2,893,800	$ 2,281,440
Unearned rooftop satellite lease revenue	89,941	157,396
	$ 2,983,741	$ 2,438,836

In accordance with GAAP requirements for non-monetary transactions, AHA defers gains on the sale of land when a non-cash consideration is received in exchange, thereby not meeting the revenue recognition criteria.

NOTE N — INSURANCE, CLAIMS AND LITIGATION

AHA is exposed to various risks of loss related to: torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. AHA carries commercial insurance and certain reserves deemed sufficient to cover potential uninsured losses.

Self-insurance plan — workers' compensation

AHA is self-insured for workers' compensation claims and has purchased excess insurance for its workers' compensation self-insurance plan, which limits its liability to $400,000 per accident. AHA has a system in place to identify incidents which might give rise to workers' compensation claims. It uses this information to compute an estimate of loss due to claims asserted and incidents that have been incurred but not reported. Settled claims have not exceeded the self-insured retention in any part of the past five years. AHA has recorded an estimated liability of $32,000 and $30,000 as of June 30, 2016 and 2015, respectively.

Litigation and claims

AHA is party to legal actions arising in the ordinary course of business. Certain actions are in various stages of the litigation process and their ultimate outcome cannot be determined currently. Accordingly, potential liabilities in excess of insurance coverage may not be reflected in the accompanying financial statements. The financial statements include estimated liabilities in the amount of $337,269 and $300,000 as of June 30, 2016 and 2015, respectively. AHA carries general and automobile liability insurance coverage with self-insured limit of $100,000. AHA carries also other liability coverage such as fiduciary and directors' and officers' liability with self-insured limits varying from $25,000 to $75,000.

Property damage losses

AHA carries property damage insurance which limits its losses to $50,000 in case of damages to its assets and properties.

NOTE O — CONTINGENCIES AND UNCERTAINTIES

Easements, liens and other contractual obligations

Generally, real property owned by AHA under the public housing program or purchased using public housing development funds is subject to a HUD declaration of trust and most have various customary easements (e.g., utility rights-of-way). From time to time, mechanics' liens or other such liens may be recorded against AHA-Owned property. Notwithstanding any such liens, under Georgia law, all real property owned by AHA is exempt from levy and sale by virtue of execution, other judicial process or judgment. Additionally, real property owned by AHA affiliate entities and leasehold interests in AHA real property (ground-leased to Owner Entities in connection with mixed-income rental communities) may be subject to mortgage liens and other contractual obligations.

Valuation of related-party development loans

The multi-family rental housing market is affected by a number of factors such as overall economic conditions, unemployment rates, mortgage interest rates, supply and demand, changes in neighborhood demographics and growth of the metropolitan-Atlanta area. Because related-party development loans to Owner Entities of the MIMF multi-family rental communities are subordinated and payable from net cash flows, local market conditions could impact the value of those loans as reflected on AHA's books. AHA's strategy is to monitor the performance of the properties and local market conditions in order to monitor those risks.

NOTE P — DEFINED BENEFIT PENSION PLAN

Plan description

AHA's Pension Plan (the Plan) is a single-employer, non-contributory defined benefit pension plan under a group annuity contract with Massachusetts Mutual Life Insurance Company, an insurance carrier, which maintains custody of Plan assets, administers the Plan and invests all funds through a General Investment account and a separate Money Market account. AHA is not required to provide a separate audited GAAP-basis pension plan report. Assets of the Plan represent less than 1% of the insurance carrier's total assets. None of the Plan's investments is the property of AHA.

The AHA Board froze the Plan as of December 31, 2007. No employees hired or rehired on or after January 1, 2008, may be added to or accrue additional benefits under the Plan. The Board also froze benefit accruals under the Plan for all current participants, except certain vested employees whose age plus years of service equaled 60 at December 31, 2007 and who elected to continue accruals under the Plan (grandfathered employees) and who elected to take the lump-sum cash payments. As a result, on and after January 1, 2008, service is credited for active and accruing participants only.

In FY 2009, AHA offered and made lump sum cash payments to those plan participants who were no longer employed with AHA, had vested in a retirement benefit but who had not retired nor been certificated by the Plan administrator. AHA is no longer liable to fund future retirement benefits for those 304 participants who elected to take their retirement benefit under the lump sum option. The Plan document received a favorable determination letter from the IRS on June 3, 2011.

NOTE P — DEFINED BENEFIT PENSION PLAN — continued

The Plan provides retirement, disability and death benefits to the eligible participants and their beneficiaries. A participant is vested in her or his accrued benefits after five years of service. Monthly normal retirement benefits are calculated as 1.9% of one-twelfth of the participant's career earnings paid by AHA as an active participant of the Plan plus one-twelfth of the benefit in Appendix A of the Plan document for service before January 1, 1971. Participants may retire at the later of age 65 and fifth anniversary of the effective date of participation. Any participant who has attained the age of 55 and has completed five years of service may elect for early retirement with reduced benefits. Disability retirement benefits are determined in the same manner as retirement benefits but are payable immediately unless a disabled participant covered by AHA's long-term disability plan elects for the deferred option. Vested participants are entitled to a death benefit payable at 50% of the amount that would have been payable to the participant under the 50% Joint and Survivor Option provided in the plan document.

The Plan's benefit terms does not provide for cost-of-living adjustment on post-retirement benefits.

At June 30, 2016 and 2015, the Plan included the following participants:

	2016	2015
Inactive participants or beneficiaries currently receiving benefits	524	534
Inactive participants entitled to but not yet receiving benefits	236	245
Active participants	10	10
	770	789

Net pension liability

AHA's net pension liability was measured at June 30, 2016 and 2015, corresponding to the dates where the total pension liability used to calculate the net pension liability was determined by an actuarial valuation.

Actuarial assumptions

The total pension liability in the June 30, 2016 and 2015 actuarial valuation was determined using the entry age actuarial cost method and the following actuarial assumptions applied to all periods included in the measurement, except as specifically noted:

	2016	2015
Inflation	2.0%	2.0%
Salary increases	4.0%	4.0%
Investment rate of return	4.9%	level equivalent rate of 4.9%

Mortality assumptions were revised during 2016 from IRC Sec 430 Static Annuitant and Non-Annuitant Tables to RP-2015 Mortality Tables for Annuitants and Non Annuitants, fully generational with Scale MP-2015.

NOTE P — DEFINED BENEFIT PENSION PLAN — continued

Changes in net pension liability

The net pension liability is comprised of the total pension liability less the plan fiduciary net position (plan net assets). A summary of changes in each of these components of the net pension liability for the years ended June 30, 2016 and June 30, 2015, respectively, is presented below:

	Increase (Decrease)		
	Total Pension Liability (a)	**Plan Fiduciary Net Position (b)**	**Net Pension Liability (a)-(b)**
Balances at June 30, 2015	$ 41,782,377	$ 40,109,783	$ 1,672,594
Changes during the year			
Service cost	154,807		154,807
Interest	1,980,774		1,980,774
Difference between expected and actual experience	3,595,608		3,595,608
Contribution — employer		2,000,000	(2,000,000)
Projected earnings on plan fiduciary net position		1,943,183	(1,943,183)
Difference between projected and actual earnings on plan fiduciary net position		(958,302)	958,302
Benefit payments	(2,905,948)	(2,905,948)	–
Net changes	2,825,241	78,933	2,746,308
Balances at June 30, 2016	$ 44,607,618	$ 40,188,716	$ 4,418,902

	Increase (Decrease)		
	Total Pension Liability (a)	**Plan Fiduciary Net Position (b)**	**Net Pension Liability (a)-(b)**
Balances at June 30, 2014	$ 42,993,210	$ 40,755,351	$ 2,237,859
Changes during the year			
Service cost	130,089		130,078
Interest	2,009,842		2,009,842
Difference between expected and actual experience	(500,189)		(500,189)
Contribution — employer		1,000,000	(1,000,000)
Projected earnings on plan fiduciary net position		1,951,673	(1,951,673)
Difference between projected and actual earnings on plan fiduciary net position		(746,677)	746,677
Benefit payments	(2,850,564)	(2,850,564)	–
Net changes	(1,210,833)	(645,568)	(565,265)
Balances at June 30, 2015	$ 41,782,377	$ 40,109,783	$ 1,672,594

Sensitivity of the net pension liability to changes in the discount rate

The following presents the net pension liability of AHA calculated using a level equivalent rate of 4.9%, as well as what AHA's net pension liability would be if the total pension liability were calculated using a discount rate that is 1 percentage point lower (3.9%) or 1 percentage point higher (5.9%) than the current rate:

	1% Decrease (3.9%)	**Current Discount (4.9%)**	**1% Increase (5.9%)**
Net pension liability	$ 9,214,902	$ 4,418,902	$ 394,902

NOTE P — DEFINED BENEFIT PENSION PLAN — continued

Pension Expense

For the year ended June 30, 2016 and 2015, AHA recorded pension expense in the amount of $297,107 and $183,604, respectively, which are comprised of the following components:

	2016	2015
Service cost	$ 154,807	$ 130,078
Interest	1,980,774	2,009,842
Amortization of deferred inflows	(83,336)	(43,353)
Projected earnings on plan fiduciary net position	(1,943,183)	(1,951,673)
Amortization of deferred outflows	188,045	38,710
Total pension expense	$ 297,107	$ 183,604

Deferred Outflows and Deferred Inflows related to the Plan

At June 30, 2016 and 2015, unamortized deferred outflows and deferred inflows related to AHA pension plan resulted from the following sources:

	At June 30, 2016	
	Deferred Outflows	Deferred Inflows
Difference between projected and actual earnings on pension plan investments	$ 1,671,773	$ –
Assumption changes	3,085,168	–
Plan amendments	415,844	–
Difference between expected and actual experience on projected liability	94,556	923,653
Total	$ 5,267,381	$ 923,653

	At June 30, 2015	
	Deferred Outflows	Deferred Inflows
Difference between projected and actual earnings on pension plan investments	$ 901,516	$ –
Difference between expected and actual experience on projected liability	–	1,006,989
Total	$ 901,516	$ 1,006,989

The difference between projected and actual earnings is amortized over a five-year period. Changes in assumption and the difference between expected and actual experience on projected liability are amortized over the average of the expected remaining service lives of all active and inactive employees provided benefits through the pension plan, which approximates a period of 12 years. Experience gains or losses resulting from plan amendments are amortized over one year.

NOTE P — DEFINED BENEFIT PENSION PLAN — continued

Amounts reported as deferred outflows and deferred inflows at June 30, 2016 will be amortized and, in aggregate, added to (deducted from) future pension expenses as follows:

Years ending June 30,	
2017	$ 977,230
2018	561,346
2019	561,346
2020	522,636
2021	373,301
2022 to 2028	1,347,869

Funding policy

AHA's funding policy is to contribute an amount equal to or greater than the minimum required contribution. The Actuarial Standard of Practice recommends the use of best-estimate range for each assumption, based on past experience, future expectations and application of professional judgment. The recommended contributions were computed as part of the actuarial valuations performed as of January 1, 2016 and 2015, respectively. Beginning June 1996, AHA's contributions were determined under the Projected Unit Credit Actuarial Cost method (pay-related benefit formula). For the fiscal year ended June 30, 2016 and 2015, AHA funded pension payments of $2,000,000 and $1,000,000, respectively. Such payments were greater than AHA's minimum annual required contributions under Georgia State Code 47-20-10 in each of those years. Refer to ***Required Supplementary Information*** section for additional information.

NOTE Q — DEFERRED COMPENSATION AND DEFINED CONTRIBUTION PLANS

AHA offers its employees a deferred compensation plan created in accordance with IRC Section 457 (the 457 Plan). The 457 Plan is available to all full-time eligible employees and permits participants to defer a portion of their salary until future years. Effective February 1, 2008, all eligible employees had the option to participate in the 457 Plan with a deferral rate of two percent. Employees may change their deferral rates at any time. Employee contributions of $1,158,412 and $1,029,047 were made to the plan in FY 2016 and FY 2015, respectively.

In conjunction with changes made to the Defined Benefit Plan, effective February 1, 2008, AHA's Board also approved the creation of the new Defined Contribution Plan under IRC Section 401(a) (the 401(a) Plan), for all eligible employees. The 401(a) Plan provides an employer-matching contribution on amounts that employees defer into the 457 Plan, equal to 100 percent of the first two percent deferred by the participant. Additional matching contributions are made based on the participant's years of service with AHA as well as position level. In addition, further contributions can be made at the discretion of management. The employer contribution to the 401(a) Plan amounted to $805,641 and $696,209 for FY 2016 and FY 2015, respectively. Subject to a three-year vesting period, amounts from these plans are available to participants at the time of termination, retirement, and death or emergency. As required by federal regulations, the funds are held in trust for the exclusive benefit of participants and their beneficiaries.

NOTE Q — DEFERRED COMPENSATION AND DEFINED CONTRIBUTION PLANS — continued

Both of the plans are administered by Wells Fargo. AHA has no ownership of the plans. Accordingly, the plans' assets are not reported in AHA's financial statements. Upon receipt of appropriate approval, AHA may amend, modify or terminate the plans.

NOTE R — LEASES

AHA-Owned capital assets under leases

AHA is party to lease agreements as lessor whereby it receives revenue for tenant dwellings leased in AHA-Owned public-housing-assisted residential properties. These leases are for a one-year period (which may or may not be renewed depending upon tenant eligibility and desire) and are considered operating leases for accounting purposes.

AHA is the ground-lessor to Owner Entities of most of the MIMF rental communities, as discussed further in *Note F*. Revenue derived from these leases is nominal.

The cost and accumulated depreciation of AHA-Owned capital assets used in leasing activities as of June 30, 2016 and 2015 were as follows:

	2016	2015
Land	$ 23,203,206	$ 23,203,206
Modernization in process	–	772,974
Total capital assets, not being depreciated	23,203,206	23,976,180
Land improvements	24,183,132	23,749,058
Building and improvements	106,022,812	105,451,126
Equipment	27,639,675	26,645,580
Total depreciable capital assets	157,845,619	155,845,764
Less accumulated depreciation	(100,570,128)	(92,484,860)
Total depreciable capital assets, net	57,275,491	63,360,904
Total capital assets, net	$ 80,478,697	$ 87,337,084

Operating leases

AHA is party to operating lease agreements as a lessee for office equipment used in the normal course of business. Lease payments over the remaining terms of these lease agreements are as follows:

Years ending June 30,	Amount
2017	$ 196,851
2018	196,851
2019	35,257
Total	$ 428,959

NOTE R — LEASES — continued

The lease expense, including service, incurred in connection with these operating leases amounted to $285,017 and $282,461 for the years ended June 30, 2016 and 2015, respectively, and are reported in administration, including operating division expenses.

NOTE S — CONDUIT DEBT

The following bond, issued by AHA as conduit issuer, does not represent a debt or pledge of the full faith and credit of AHA and, accordingly, has not been reported in the accompanying financial statements. AHA has no responsibility for this conduit debt beyond any resources provided by the related loan.

Multi-family housing revenue bonds

In order to provide a portion of the funds for the construction of East Lake Phase II, an AHA-Sponsored MIMF rental community, multi-family housing revenue bonds were issued by AHA, as the conduit issuer, on July 1, 1999. AHA has no responsibility for this conduit debt beyond any resources provided by the related loan.

NOTE T — NET POSITION

Net position is comprised of three components: 1) net investment in capital assets; 2) restricted–expendable; and 3) unrestricted.

Net investment in capital assets, represents the net book value of capital assets less the total outstanding debt used to acquire or lease those capital assets.

Restricted–expendable net position, subject to both internal and external constraints, is calculated at the carrying value of restricted assets less related liabilities. This net position is restricted by time and/or purpose. Restricted–expendable net position includes cash subject to restrictions for HUD-funded programs, related-party development and other loans, and investments associated with operating reserves required in conjunction with the AHA-Sponsored MIMF rental development transactions.

These assets cannot be used, pledged or mortgaged to a third party or seized, foreclosed upon or sold in the case of a default, ahead of any HUD lien or interest without HUD approval. In addition, the related-party development and other loans are not available to satisfy AHA's obligations due to the long-term, contingent nature of the underlying notes (see also *Note F, Note O and* ***Other Supplementary Information***).

Unrestricted net position, although referred to as unrestricted, remains subject to varying degrees of limitations. HUD approval is required, with some limited exceptions, to use or deploy these assets strategically outside of the ordinary course of AHA's business. AHA's eligible business activities are set forth in its HUD-approved MTW Business Plan, as amended from time to time, by its MTW Annual Implementation Plans. 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.

NOTE U — RECENT ACCOUNTING PRONOUNCEMENTS

The Governmental Accounting Standards Board (GASB) has issued new pronouncements which will be implemented by the Authority starting in fiscal year 2017, where applicable: GASB No. 78, *"Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans"*; GASB No. 79, *"Certain External Investment Pools and Pool Participants";* GASB No. 80, *"Blending Requirements for Certain Component Units — an amendment of GASB Statement No. 14";* GASB No. 81, *"Irrevocable Split-Interest Agreements"; and* GASB No. 82, *"Pension Issues — an amendment of GASB Statements No. 67, No. 68 and No. 73."*

GASB No. 78 addresses a practice issue for employers participating in certain non-governmental cost-sharing multiple employer defined benefit pension plans. Establishes accounting and financial reporting standards for employers that participate in a cost-sharing multiple-employer defined benefit pension plan that (1) meets criteria of paragraph 4 of Statement 68; (2) is not a state or local governmental pension plan; (3) provides pensions to employees of state or local governmental employers as well as non-governmental employers; and (4) has no predominant state or local governmental employer. This statement is effective for reporting periods beginning after December 15, 2015.

GASB No. 79 establishes accounting and financial reporting standards for qualifying external investment pools who elect, for financial reporting purposes, to measure all of their investments at amortized cost, and state and local governments that participate in such qualifying external investment pools. This statement is effective for reporting periods beginning after June 15, 2015.

GASB No. 80 establishes additional blending requirement for the financial statement presentation of component units that are organized as not-for-profit corporations in which the primary government is the sole corporate member. Does not apply to component units included in the financial reporting entity pursuant to provisions of Statement 39. This statement is effective for reporting periods beginning after June 15, 2016.

GASB No. 81 establishes accounting and financial reporting standards for irrevocable split-interest agreements created through trusts where the donor irrevocably transfers resources to an intermediary where a government or a third-party can be intermediary. This statement is effective for reporting periods beginning after December 15, 2016.

GASB No. 82 addresses specific pension issues identified during the implementation of the new pension standards, specifically: (1) presentation of payroll-related measures in required supplementary information; (2) selection of assumptions and treatment of deviations from the guidance in an Actuarial Standard of Practice for financial reporting purposes; and (3) classification of payments made by employers to satisfy employee (plan member) contribution requirements. This statement is effective for reporting periods beginning after June 15, 2016.

NOTE V — SUBSEQUENT EVENTS

Events that occur after the date of the statement of net position but before the financial statements were available to be issued must be evaluated for recognition or disclosure. The effects of subsequent events that provide evidence about conditions that existed at the date of the statement of net position are recognized in the accompanying financial statements. Subsequent events, which provide evidence about conditions that existed after the date of the statement of net position, require disclosure in the accompanying notes.

Management has evaluated subsequent events through November 14, 2016, the date on which the financial statements were available to be issued. During this period, no material subsequent events have occurred which would require recognition or disclosure in AHA's financial statements, except for the following event:

> On August 22, 2016, Westside Affordable Housing, Inc., a blended component unit of AHA, transferred and conveyed parcels of land aggregating 1.228 acres, located near the former University Homes public housing community, as AHA's contribution to the "Cop on the Block" program which is part of the HUD-approved University Choice Neighborhood public safety plan. That public safety plan was included in AHA's application to HUD for the $30 million Choice Neighborhoods Implementation Grant, which was awarded to AHA and the City of Atlanta on September 28, 2015. The "Cop on the Block" land was transferred and conveyed for a cash consideration of $135,000, subject to certain restrictions and other requirements as to the use of the property, and translated into a loss on disposal of $429,674, which, given the timing of the land transfer, has not been reflected in AHA's financial statements at and for the year ended June 30, 2016.

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REQUIRED SUPPLEMENTARY INFORMATION

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SCHEDULE OF CHANGES IN NET PENSION LIABILITY AND RELATED RATIOS

For years ended June 30, 2016, 2015 and 2014*

	2016	2015	2014
Total Pension Liability			
Service cost	$ 154,807	$ 130,078	$ 166,019
Interest	1,980,774	2,009,842	2,093,307
Difference between expected and actual experience	3,595,608	(500,189)	(550,153)
Benefit payments	(2,905,948)	(2,850,564)	(2,873,036)
Net change in total pension liability	2,825,241	(1,210,833)	(1,163,863)
Total pension liability — beginning	41,782,377	42,993,210	44,157,073
Total pension liability — ending (a)	$ 44,607,618	$ 41,782,377	$ 42,993,210
Plan Fiduciary Net Position			
Contribution — employer	$ 2,000,000	$ 1,000,000	$ 2,500,500
Projected earnings on plan fiduciary net position	1,943,183	1,951,673	1,921,483
Difference between projected and actual earnings on plan fiduciary net position	(958,302)	(746,677)	(193,549)
Benefit payments	(2,905,948)	(2,850,564)	(2,873,036)
Net change in plan fiduciary net position	78,933	(645,568)	1,354,898
Plan fiduciary net position — beginning	40,109,783	40,755,351	39,400,453
Plan fiduciary net position — ending (b)	$ 40,188,716	$ 40,109,783	$ 40,755,351
Net pension liability — ending (a) - (b)	$ 4,418,902	$ 1,672,594	$ 2,237,859
Plan fiduciary net position as a percentage of the total pension liability	90.1%	96.0%	94.8%
Covered-employee payroll	$ 6,853,955	$ 7,676,909	$ 7,826,041
Net pension liability as a percentage of covered-employee payroll	64.5%	21.8%	28.6%

* AHA adopted the new pension accounting and reporting standard starting in FY 2014, therefore the information for a full 10-year disclosure is unavailable.

SCHEDULE OF PENSION PLAN CONTRIBUTIONS

For years ended June 30, 2016, 2015 and 2014*

	2016	2015	2014
Actuarially determined employer contributions	$ 654,176	$ 387,153	$ 546,432
Cash contributions from AHA	2,000,000	1,000,000	2,500,000
Contribution excess	$ 1,345,824	$ 612,847	$ 1,953,568
Covered-employee payroll	$ 6,853,955	$ 7,676,909	$ 7,826,041
Cash contribution as a percentage of covered-employee payroll	29.2%	13.0%	31.9%

Notes to Schedule of Pension Plan Contributions:

The actuarially determined employer contributions are calculated as of January 1st of each calendar year and correspond to the minimum required contribution as determined under the Georgia State Code in effect as of the date of the valuation.

Methods and assumptions used to determine contributions are as follows:

Actuarial cost method	Projected Unit Credit
Amortization method	Plan asset related — 5 years Projected liability related — 15 to 30 years
Remaining amortization period	13 to 30 years
Asset valuation method	Market
Inflation	2.0%
Salary increases	4.0% including inflation
Investment rate of return	4.9% net of pension plan investment expense
Retirement age	65
Mortality	Mortality assumptions were revised during 2016 from IRC Sec. 430 Static Annuitant and Non-Annuitant Tables to RP-2015 Mortality Tables for Annuitants and Non Annuitants, fully generational with Scale MP-2015.

* AHA adopted the new pension accounting and reporting standard starting in FY 2014, therefore the information for a full 10-year disclosure is unavailable.

OTHER SUPPLEMENTARY INFORMATION

Financial Data Schedule of Combining Program Net Position

As of June 30, 2016

	Project Total	14.871 Housing Choice Vouchers	14.879 Mainstream Vouchers	6.2 Component Unit - Blended	14.881 Moving to Work Demonstration Program	2 State/Local	1 Business Activities
111 Cash - Unrestricted	$ 11,176,276	$ -	$ 15,487	$ 2,418,630	$ 22,871,968	$ -	$ 28,737,805
112 Cash - Restricted - Modernization and Development	-	-	-	-	-	-	11,846,428
113 Cash - Other Restricted	26,460	-	-	-	274,415	6,298,241	37,611,742
114 Cash - Tenant Security Deposits	340,074	-	-	-	-	-	-
115 Cash - Restricted for Payment of Current Liabilities	226,960	-	-	-	-	-	-
100 Total Cash	11,769,770	-	15,487	2,418,630	23,146,383	6,298,241	78,195,975
122 Accounts Receivable - HUD Other Projects	263,591	-	-	-	-	-	-
125 Accounts Receivable - Miscellaneous	1,361,925	33,854	4,467	1,450	269,602	-	173,818
126 Accounts Receivable - Tenants	9,933	-	-	-	-	-	-
126.1 Allowance for Doubtful Accounts -Tenants	(1,370)	-	-	-	-	-	-
126.2 Allowance for Doubtful Accounts - Other	(194,277)	(31,743)	(3,700)	-	(205,689)	-	-
120 Total Receivables, Net of Allowances for Doubtful Accounts	1,439,802	2,111	767	1,450	63,913	-	173,818
142 Prepaid Expenses and Other Assets	71,263	-	-	2,596	4,746	-	-
144 Inter Program Due From	-	-	-	38,728	351,616	-	1,492,406
150 Total Current Assets	13,280,835	2,111	16,254	2,461,404	23,566,658	6,298,241	79,862,199
161 Land	27,450,763	-	-	37,593,927	-	-	1,757,576
162 Buildings	133,451,201	-	-	15,801,881	854,651	-	-
163 Furniture, Equipment & Machinery - Dwellings	27,336,000	-	-	2,978,101	38,495	-	-
164 Furniture, Equipment & Machinery - Administration	303,673	-	-	-	1,683,828	-	-
166 Accumulated Depreciation	(100,943,658)	-	-	(10,794,951)	(1,963,297)	-	-
160 Total Capital Assets, Net of Accumulated Depreciation	87,597,979	-	-	45,578,958	613,677	-	1,757,576
171 Notes, Loans and Mortgages Receivable - Non-Current	949,411	-	-	2,352,000	8,468	-	171,784,905
173 Grants Receivable - Non Current	2,151,503	-	-		2,362,269	-	7,283,482
174 Other Assets	-	-	-		40,000	-	11,635,724
180 Total Non-Current Assets	90,698,893	-	-	47,930,958	3,024,414	-	192,461,687
200 Deferred Outflow of Resources	-	-	-	-	-	-	-
290 Total Assets and Deferred Outflow of Resources	$ 103,979,728	$ 2,111	$ 16,254	$ 50,392,362	$ 26,591,072	$ 6,298,241	$ 272,323,886
312 Accounts Payable <= 90 Days	$ 357,855	$ -	$ -	$ 32,117	$ 244	$ -	$ -
321 Accrued Wage/Payroll Taxes Payable	-	-	-	-	-	-	-
322 Accrued Compensated Absences - Current Portion	-	-	-	-	27,047	-	-
324 Accrued Contingency Liability	-	-	-	-	62,000	-	-
325 Accrued Interest Payable	142,593	-	-	-	-	-	-
331 Accounts Payable - HUD PHA Programs	-	-	15,797	-	-	-	-
341 Tenant Security Deposits	340,074	-		-	-	-	-
342 Unearned Revenue	72,759	-	-	-	-	-	28,295
343 Current Portion of Long-term Debt - Capital Projects/Mortgage	254,267	-	-	-	-	-	-
345 Other Current Liabilities	233,147	-	-	5,600	513,279	6,298,241	1,151,772
346 Accrued Liabilities - Other	3,554,609	-	-	63,447	84,905		1,599,631
347 Inter Program - Due To	-	-	-	1,268,440	18,033		200
310 Total Current Liabilities	4,955,304	-	15,797	1,369,604	705,508	6,298,241	2,779,898
351 Long-term Debt, Net of Current - Capital Projects/Mortgage	8,312,280	-	-	-	-	-	-
353 Non-current Liabilities - Other	89,938	-	-	1,512,000	-	-	1,381,803
357 Accrued Pension and OPEB Liabilities	-	-	-	-	-	-	-
350 Total Non-Current Liabilities	8,402,218	-	-	1,512,000	-	-	1,381,803
300 Total Liabilities	13,357,522	-	15,797	2,881,604	705,508	6,298,241	4,161,701
400 Deferred Inflow of Resources	-	-	-	-	-	-	-
508.4 Net Investment in Capital Assets	79,031,430	-	-	45,578,958	613,677	-	1,757,576
511.4 Restricted Net Position	1,197,531	-	-	839,900	65,935	-	230,724,173
512.4 Unrestricted Net Position	10,393,245	2,111	457	1,091,900	25,205,952	-	35,680,436
513 Total Equity - Net Assets / Position	90,622,206	2,111	457	47,510,758	25,885,564	-	268,162,185
600 Total Liabilities, Deferred Inflows of Resources and Equity - Net	$ 103,979,728	$ 2,111	$ 16,254	$ 50,392,362	$ 26,591,072	$ 6,298,241	$ 272,323,886

14.896 PIH Family Self-Sufficiency Program	14.866 Revitalization of Severely Distressed Public Housing	8 Other Federal Program 1	14.892 Choice Neighborhoods Planning Grants	14.CFP MTW Demonstration Program for Capital Fund	14.HCV MTW Demonstration Program for HCV program	14.OPS MTW Demonstration Program for Low Rent	COCC	Subtotal	Elimination	Total
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500	$ 65,220,666	$ -	$ 65,220,666
-	-	21,454	-	-	-	-	-	11,867,882	-	11,867,882
-	-	-	-	-	-	-	9,447	44,220,305	-	44,220,305
-	-	-	-	-	-	-	-	340,074	-	340,074
-	-	-	-	-	-	-	-	226,960	-	226,960
-	-	21,454	-	-	-	-	9,947	121,875,887	-	121,875,887
17,180	-	-	440,784	-	-	-	-	721,555	-	721,555
-	-	-	-	-	-	-	1,882	1,846,998	-	1,846,998
-	-	-	-	-	-	-	-	9,933	-	9,933
-	-	-	-	-	-	-	-	(1,370)	-	(1,370)
-	-	-	-	-	-	-	(1,794)	(437,203)	-	(437,203)
17,180	-	-	440,784	-	-	-	88	2,139,913	-	2,139,913
-	-	-	-	-	-	-	1,088,376	1,166,981	-	1,166,981
-	-	-	-	-	-	-	12,291	1,895,041	(1,895,041)	-
17,180	-	21,454	440,784	-	-	-	1,110,702	127,077,822	(1,895,041)	125,182,781
-	-	-	-	-	-	-	-	66,802,266	-	66,802,266
-	-	-	-	-	-	-	79,881	150,187,614	-	150,187,614
-	-	-	-	-	-	-	326,107	30,678,703	-	30,678,703
-	-	-	-	-	-	-	6,730,573	8,718,074	-	8,718,074
-	-	-	-	-	-	-	(6,400,646)	(120,102,552)	-	(120,102,552)
-	-	-	-	-	-	-	735,915	136,284,105	-	136,284,105
-	-	-	-	-	-	-	-	175,094,784	-	175,094,784
-	2,451,489	-	-	-	-	-	-	14,248,743	-	14,248,743
-	-	-	-	-	-	-	-	11,675,724	-	11,675,724
-	2,451,489	-	-	-	-	-	735,915	337,303,356	-	337,303,356
-	-	-	-	-	-	-	5,267,381	5,267,381	-	5,267,381
$ 17,180	$ 2,451,489	$ 21,454	$ 440,784	$ -	$ -	$ -	$ 7,113,998	$ 469,648,559	$ (1,895,041)	$ 467,753,518
$ -	$ -	$ -	$ 24,583	$ -	$ -	$ -	$ 183,101	$ 597,900	$ -	$ 597,900
-	-	-	-	-	-	-	302,362	302,362	-	302,362
-	-	-	-	-	-	-	1,024,132	1,051,179	-	1,051,179
-	-	-	-	-	-	-	275,269	337,269	-	337,269
-	-	-	-	-	-	-	-	142,593	-	142,593
-	-	-	-	-	-	-	-	15,797	-	15,797
-	-	-	-	-	-	-	-	340,074	-	340,074
-	-	-	-	-	-	-	-	101,054	-	101,054
-	-	-	-	-	-	-	-	254,267	-	254,267
-	-	-	-	-	-	-	74,019	8,276,058	-	8,276,058
-	-	-	49,750	-	-	-	1,106,664	6,459,006	-	6,459,006
17,180	-	-	366,451	-	-	-	224,737	1,895,041	(1,895,041)	-
17,180	-	-	440,784	-	-	-	3,190,284	19,772,600	(1,895,041)	17,877,559
-	-	-	-	-	-	-	-	8,312,280	-	8,312,280
-	-	-	-	-	-	-	-	2,983,741	-	2,983,741
-	-	-	-	-	-	-	4,418,902	4,418,902	-	4,418,902
-	-	-	-	-	-	-	4,418,902	15,714,923	-	15,714,923
17,180	-	-	440,784	-	-	-	7,609,186	35,487,523	(1,895,041)	33,592,482
-	-	-	-	-	-	-	923,653	923,653	-	923,653
-	-	-	-	-	-	-	735,915	127,717,556	-	127,717,556
-	-	21,454	-	-	-	-	9,447	232,858,440	-	232,858,440
-	2,451,489	-	-	-	-	-	(2,164,203)	72,661,387	-	72,661,387
-	2,451,489	21,454	-	-	-	-	(1,418,841)	433,237,383	-	433,237,383
$ 17,180	$ 2,451,489	$ 21,454	$ 440,784	$ -	$ -	$ -	$ 7,113,998	$ 469,648,559	$ (1,895,041)	$ 467,753,518

Financial Data Schedule of Combining Program Revenues, Expenses and Changes in Net Position

Year ended June 30, 2016

	Project Total	14.871 Housing Choice Vouchers	14.879 Mainstream Vouchers	6.2 Component Unit - Blended	14.881 Moving to Work Demonstration Program	2 State/Local	1 Business Activities
70500 Total Tenant Revenue	$ 6,065,683	$ -	$ -	$ -	$ -	$ -	$ -
70600 HUD PHA Operating Grants	2,786,577	8,444,781	671,875	-	-	-	-
70610 Capital Grants	586,016	-	-	-	-	-	-
70710 Management Fee	-	-	-	-	-	-	-
70750 Other Fees	-	-	-	-	-	-	1,218,428
70700 Total Fee Revenue	-	-	-	-	-	-	1,218,428
71400 Fraud Recovery	1,317	-	-	-	-	-	-
71500 Other Revenue	239,586	-	-	1,263,341	59,394	-	3,540,763
71600 Gain or Loss on Sale of Capital Assets	507,260	-	-	-	-	-	-
70000 Total Revenue	10,186,439	8,444,781	671,875	1,263,341	59,394		4,759,191
91000 Total Operating - Administrative	5,011,218	527,892	38,875	285,366	746,051	-	902,222
92500 Total Tenant Services	1,425,742	-	-	-	115,355	-	-
93000 Total Utilities	3,072,488	-	-	212,981	23,508	-	-
94000 Total Maintenance	4,543,832	-	-	695,265	91,437	-	-
95000 Total Protective Services	1,648,346	-	-	164,447	38,628	-	-
96100 Total insurance Premiums	373,139	-	-	21,991	5,317	-	-
96000 Total Other General Expenses	12,419,910	8,555	-	43,396	1,183,869	25,000	1,701,447
96700 Total Interest Expense and Amortization Cost	434,013	-	-	-	-	-	-
96900 Total Operating Expenses	28,928,688	536,447	38,875	1,423,446	2,204,165	25,000	2,603,669
97000 Excess of Operating Revenue over Operating Expenses	(18,742,249)	7,908,334	633,000	(160,105)	(2,144,771)	(25,000)	2,155,522
97100 Extraordinary Maintenance	3,206,378	-	-	-	655,210	-	-
97300 Housing Assistance Payments	-	7,904,718	625,376		116,013,354	-	-
97400 Depreciation Expense	8,306,376	-		831,737	23,170	-	-
90000 Total Expenses	40,441,442	8,441,165	664,251	2,255,183	118,895,899	25,000	2,603,669
10010 Operating Transfer In	25,088,132	-	-	-	178,312,565	-	1,869,429
10020 Operating transfer Out	(649,436)	-	-	-	(57,061,462)	-	-
10040 Operating Transfers from/to Component Unit	4,000	-	-	(4,791)	(1,143,887)	-	(1,290)
10093 Transfers between Program and Project - In	520,958	-	-	-	-	-	780,000
10094 Transfers between Project and Program - Out	(1,096,896)	-	-	-	-	-	-
10100 Total Other financing Sources (Uses)	23,866,758	-	-	(4,791)	120,107,216	-	2,648,139
10000 Excess (Deficiency) of Total Revenue Over (Under) Total Expenses	$ (6,388,245)	$ 3,616	$ 7,624	$ (996,633)	$ 1,270,711	$ (25,000)	$ 4,803,661
11020 Required Annual Debt Principal Payments	$ 223,177	$ -	$ -	$ -	$ -	$ -	$ -
11030 Beginning Equity	$ 94,074,383	$ (1,505)	$ (7,167)	$ 48,507,391	$ 25,786,798	$ 25,000	$263,753,447
11040 Prior Period Adjustments, Equity Transfers and Correction of Errors	$ 2,323,706	$ -	$ -	$ -	$ (1,171,945)	$ -	$ 217,439
11180 Housing Assistance Payments Equity		$ 2,111					
11190 Unit Months Available	50,088	8,550	600		228,828		
11210 Number of Unit Months Leased	49,255	8,321	594		164,425		
11270 Excess Cash	$ 6,781,934						
11620 Building Purchases	$ 648,219						
11630 Furniture & Equipment - Dwelling Purchases	$ 679,030						
11640 Furniture & Equipment - Administrative Purchases							
13901 Replacement Housing Factor Funds	$ 3,372,593						

14.896 PIH Family Self-Sufficiency Program	14.866 Revitalization of Severely Distressed Public Housing	8 Other Federal Program 1	14.892 Choice Neighborhoods Planning Grants	14.CFP MTW Demonstration Program for Capital Fund	14.HCV MTW Demonstration Program for HCV program	14.OPS MTW Demonstration Program for Low Rent	COCC	Subtotal	Elimination	Total
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,065,683	$ -	$ 6,065,683
137,175	-	-	440,784	1,594,985	154,051,509	18,419,357	-	186,547,043	-	186,547,043
-	-	-	-	3,579,449	-	-	-	4,165,465	-	4,165,465
-	-	-	-	-	-	-	204,062	204,062	(204,062)	-
							-	1,218,428	-	1,218,428
-	-	-	-	-	-	-	204,062	1,422,490	(204,062)	1,218,428
-	-	-	-	-	-	-	-	1,317	-	1,317
-	-	-	-	-	-	-	572,128	5,675,212	(1,719,256)	3,955,956
-	-	-	-	-	-	-	47,993	555,253	-	555,253
137,175			440,784	5,174,434	154,051,509	18,419,357	824,183	204,432,463	(1,923,318)	202,509,145
-		-	378,677	-	-	-	29,493,496	37,383,797	(1,923,318)	35,460,479
137,531	-	-	62,107	-	-	-	1,463,644	3,204,379	-	3,204,379
-	-	-	-	-	-	-	-	3,308,977	-	3,308,977
-	-	-	-	-	-	-	174,779	5,505,313	-	5,505,313
-	-	-	-	-	-	-	-	1,851,421	-	1,851,421
-	-	-	-	-	-	-	318,331	718,778	-	718,778
-	-	-	-	-	-	-	43,330	15,425,507	-	15,425,507
-	-	-	-	-	-	-	-	434,013	-	434,013
137,531	-	-	440,784	-	-	-	31,493,580	67,832,185	(1,923,318)	65,908,867
(356)	-	-	-	5,174,434	154,051,509	18,419,357	(30,669,397)	136,600,278	-	136,600,278
-	-	-	-	-	-	-	630	3,862,218	-	3,862,218
-	-	-	-	-	-	-	-	124,543,448	-	124,543,448
-	-	-	-	-	-	-	418,377	9,579,660	-	9,579,660
137,531	-	-	440,784	-	-	-	31,912,587	205,817,511	(1,923,318)	203,894,193
-	-	17	-	-	-	-	30,866,362	236,136,505	-	236,136,505
-	-	-	-	(5,174,434)	(154,051,509)	(18,419,357)	(780,307)	(236,136,505)	-	(236,136,505)
-	-	-	-	-	-	-	1,145,968	-	-	-
-	-	-	-	-	-	-	-	1,300,958	-	1,300,958
-	-	-	-	-	-	-	(204,062)	(1,300,958)	-	(1,300,958)
-	-	17	-	(5,174,434)	(154,051,509)	(18,419,357)	31,027,961	-	-	-
$ (356)	$ -	$ 17	$ -	$ -	$ -	$ -	$ (60,443)	$ (1,385,048)	$ -	$ (1,385,048)
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 223,177	$ -	$ 223,177
$ 11,158	$ 2,451,489	$ 21,437	$ -	$ -	$ -	$ -	$ -	$ 434,622,431	$ -	$ 434,622,431
$ (10,802)	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,358,398)	$ -	$ -	$ -
								$ 2,111		$ 2,111
								288,066		288,066
								222,595		222,595
								$ 6,781,934	$ -	$ 6,781,934
								$ 648,219	$ -	$ 648,219
								$ 679,030	$ -	$ 679,030
							$ 228,255	$ 228,255	$ -	$ 228,255
								$ 3,372,593	$ -	$ 3,372,593

NOTE A — BASIS OF PRESENTATION

The accompanying Financial Data Schedules of Combining Program Net Position and Combining Program Revenues, Expenses and Changes in Net Position have been prepared using the basis of accounting required by HUD's Real Estate Assessment Center (REAC), as modified in accordance with the provisions, policies and requirements contained in AHA's MTW Agreement.

REAC requires certain items on the Schedule of Combining Net Position to be classified entirely as short- or long-term. These items, however, are allocated between short- and long-term in the financial statements prepared in accordance with GAAP. Also, REAC does not provide for presenting items on the Financial Data Schedule of Combining Program Revenues, Expenses and Changes in Net Position as operating or non-operating. Therefore, there are differences in classifications and presentation between these schedules and the financial statements. Total assets and deferred outflows, total liabilities and deferred inflows, and net position and changes in net position reported in these schedules, however, agree with the financial statements prepared in accordance with GAAP, except for rounding differences.

The financial data schedules are presented by program in accordance with HUD requirements. Below are definitions of the main programs under which AHA conducts its operations.

Project Total

Primarily represents operating and modernization expenditures and tenant rental revenues, where applicable, associated with the properties and communities, either directly owned by AHA or in partnership with Owner Entities of MIMF rental communities, including all related assets and liabilities thereof. This program also includes funds drawn from the Replacement Housing Factor (RHF) grant primarily for reimbursement of development and revitalization expenditures. It also includes liabilities and interest expense associated with the EPC capital lease.

14.881 Moving to Work Demonstration Program (MTW Single Fund)

As defined under *Note A.2 of the* ***Financial Statements*** on page 53, this program essentially includes MTW-eligible activity other than those reported under Project Total, which is described above.

Additionally, the programs below were created for MTW Agencies to report grant and subsidy revenues received from HUD. The grant and subsidy revenues are then transferred to the MTW Single Fund. Therefore, those programs are exclusively used as pass-through programs and allow a separate reporting of each of the HUD program funds included in the MTW Single Fund.

a. 14. OPS MTW Demonstration Program for Low Rent includes all funds received/drawn under the Section 9 Public Housing Operating fund.
b. 14. CFP MTW Demonstration Program for Capital Fund includes funds drawn under the Capital Fund Program (CFP).
c. 14. HCV MTW Demonstration Program for HCV Program includes funds received/drawn under Section 8 Housing Choice Voucher (HCV) program.

NOTE A — BASIS OF PRESENTATION — continued

14.871 Housing Choice Vouchers

Includes the subsidy received and housing assistance payments in connection with the Veteran Affairs Supportive Housing (VASH) program, Family Unification Program (FUP) and Non-elderly Disabled including Mainstream 1-year vouchers. These vouchers are not part of the MTW Single Fund.

14.879 Mainstream Vouchers

Includes the subsidy received and housing assistance payments in connection with the Mainstream 5-year vouchers. These vouchers are not part of the MTW Single Fund.

2 State/Local

Primarily includes funds received from the City of Atlanta and related agencies in connection with public improvement work to be carried out on development projects, as well as public improvement expenditures incurred by AHA to be reimbursed at a later date by the City of Atlanta and related agencies.

1 Business Activities

Primarily includes development and revitalization activities resulting from AHA's role as sponsor and co-developer of mixed-income rental communities. Those activities primarily include predevelopment and development loans to Owner Entities of the mixed-income rental communities, developer and other fees earned from the deals as well as interest revenue on the loans. For further information, refer to *Note F of the **Financial Statements*** on page 63.

This program also includes unrestricted and restricted cash associated with program income received over the years from repayments of loans and other receivables.

Furthermore, as a member of National Housing Compliance, Inc. (NHC), AHA receives contributions, which are included in this program as unrestricted cash. It also includes expenses paid with NHC funds. For further information, refer to *Note G of the **Financial Statements*** on page 65.

COCC

Business units within AHA comprised of several operating and administrative departments overseeing and/or supporting AHA's various projects and programs.

6.2 Component Unit — Blended

Includes all activities of AHA's blended component units as described in *Note A.3 of the **Financial Statements*** on page 54.

NOTE B — COMBINING SCHEDULES OF BLENDED COMPONENT UNITS

AHA's blended component units are created at the direction of the AHA Board to assist the Authority with development and other acquisition activities in support of affordable housing. Under GASBs Nos. 14 and 34, these blended component units are presented within the reporting entity of AHA and are grouped under 6.2 Components Unit — Blended within the Financial Data Schedules. See *Note A.3 of the* ***Financial Statements*** for additional information on AHA's component units. Balances and activity for FY 2016 were as follows:

Combining Statement of Net Position

As of June 30, 2016

	JWD	AAHFI	SHHI	RAH	SRDC	WAH	AHICI	Total Component Units
ASSETS								
Current and non-current assets	$ 596,711	$ 230,946	$ 1,119,301	$ -	$ -	$ 2,589,994	$ 276,451	$ 4,813,404
Capital assets, net	9,834,688	-	-	-	-	35,744,270	-	45,578,958
TOTAL ASSETS	$ 10,431,399	$ 230,946	$ 1,119,301	$ -	$ -	$ 38,334,264	$ 276,451	$ 50,392,362
LIABILITIES AND NET POSITION								
Current and non-current liabilities	$ 81,703	$ 30	$ 30	$ 140	$ 30	$ 2,794,671	$ 5,000	$ 2,881,604
Long-term notes payable	-	-	-	-	-	-	-	-
Total liabilities	81,703	30	30	140	30	2,794,671	5,000	2,881,604
Net investment in capital assets	9,834,688	-	-	-	-	35,744,270	-	45,578,958
Restricted	-	-	-	-	-	839,900	-	839,900
Unrestricted	515,008	230,916	1,119,271	(140)	(30)	(1,044,577)	271,451	1,091,900
Total net position	10,349,696	230,916	1,119,271	(140)	(30)	35,539,593	271,451	47,510,758
TOTAL LIABILITIES AND NET POSITION	$ 10,431,399	$ 230,946	$ 1,119,301	$ -	$ -	$ 38,334,264	$ 276,451	$ 50,392,362

Combining Statement of Revenues, Expenses and Changes in Net Position

Year ended June 30, 2016

	JWD	AAHFI	SHHI	RAH	SRDC	WAH	AHICI	Total Component Units
REVENUES								
Operating revenues	$ 1,148,481	$ 35,526	$ 1,047	$ -	$ -	$ 15,575	$ 62,712	$ 1,263,341
EXPENSES								
Operating expenses	(1,984,469)	(4,605)	(2,305)	(1,415)	(30)	(243,293)	(19,065)	(2,255,182)
Operating transfers in (out)	(1,936)	-	-	1,290	(146)	(4,000)	-	(4,791)
	(1,986,405)	(4,605)	(2,305)	(125)	(176)	(247,293)	(19,065)	(2,259,973)
Change in net position	(837,924)	30,921	(1,258)	(125)	(175)	(231,719)	43,647	(996,632)
Net position - beginning of year	11,187,621	199,996	1,120,529	(15)	145	35,771,312	227,804	48,507,391
Net position - end of year	$ 10,349,697	$ 230,916	$ 1,119,271	$ (140)	$ (30)	$ 35,539,593	$ 271,451	$ 47,510,758

SCHEDULE OF RELATED-PARTY DEVELOPMENT LOANS

Owner Entity:	Effective Date	Interest Rate	Maturity Date	Outstanding Balance as of June 30, 2016	Outstanding Balance as of June 30, 2015
Construction/Permanent Financing Loans:					
Capitol Gateway Partnership I, L.P.	9/15/2008	1.00%	12/31/2072	$ 10,084,861	$ 10,084,861
Capitol Gateway Partnership II, L.P.	11/29/2006	4.89%	11/1/2058	1,430,980	1,487,597
Capitol Gateway Partnership II, L.P.	11/29/2006	1.00%	11/1/2072	2,405,708	2,405,708
Carver Redevelopment Partnership I, L.P.	9/1/2006	1.00%	7/20/2060	7,700,000	7,700,000
Carver Redevelopment Partnership I, L.P.	7/21/2000	0.50%	1/1/2059	500,000	500,000
Carver Redevelopment Partnership I, L.P.	9/1/2006	5.21%	12/31/2055	874,250	874,250
Carver Redevelopment Partnership II, L.P.	12/2/2002	6.25%	7/20/2060	740,000	740,000
Carver Redevelopment Partnership III, L.P.	3/31/2006	1.00%	7/20/2060	8,430,000	8,430,000
Carver Redevelopment Partnership V, L.P.	8/15/2009	0.50%	7/20/2060	6,240,000	6,240,000
CCH John Eagan I Homes, L.P.	8/12/1998	1.00%	8/12/2055	5,896,000	5,896,000
CCH John Eagan II Homes, L.P.	11/17/2000	1.00%	11/30/2057	4,536,000	4,536,000
Centennial Place Partnership I, L.P.	6/11/2015	0.50%	6/11/2070	4,044,270	4,044,270
Centennial Place Partnership II, L.P.	12/4/2015	0.50%	12/4/2070	4,150,000	-
Columbia at Mechanicsville Apartments, L.P.	12/19/2006	0.00%	12/31/2063	5,115,000	5,115,000
Columbia Commons, L.P.	3/30/2007	5.01%	12/30/2059	2,800,000	2,800,000
Columbia Commons, L.P.	3/30/2007	5.01%	12/30/2059	625,221	625,221
Columbia Creste, L.P.	8/7/2007	5.21%	10/30/2059	4,900,000	4,900,000
Columbia Creste, L.P.	8/7/2007	5.21%	10/30/2059	346,290	346,290
Columbia Estates, L.P.	3/30/2007	5.01%	10/30/2059	3,750,000	3,750,000
Columbia Estates, L.P.	3/30/2007	5.01%	10/30/2059	816,413	816,413
Columbia Grove, L.P.	7/23/2008	4.60%	7/31/2055	4,303,896	4,303,896
Columbia Grove, L.P.	7/23/2008	4.60%	7/31/2055	162,773	162,773
Columbia Park Citi Residences, L.P.	10/5/2006	5.21%	10/30/2059	4,575,000	4,575,000
Columbia Park Citi Residences, L.P.	10/5/2006	5.21%	10/30/2059	253,164	253,164
Columbia Senior Residences at Mechanicsville, L.P.	12/20/2006	4.90%	12/31/2063	4,273,628	4,273,628
Columbia Village, L.P.	8/14/1998	6.50%	6/12/2040	2,250,000	2,250,000
East Lake Redevelopment II, L.P.	7/29/1999	0.00%	7/29/2039	11,903,505	11,903,505
East Lake Redevelopment, L.P.	12/13/1996	0.00%	12/12/2036	5,824,000	5,824,000
Grady Multifamily I, L.P.	12/18/2009	0.50%	12/1/2067	7,309,162	7,418,510
Grady Multifamily II, L.P.	12/18/2012	3.48%	12/17/2067	5,500,000	5,500,000
Grady Redevelopment Partnership I, L.P.	9/20/2007	4.57%	9/1/2067	2,723,514	2,748,432
Grady Senior Partnership II, L.P.	3/12/2010	0.50%	12/1/2067	2,644,485	2,747,620
Harris Redevelopment Partnership I, L.P.	1/1/2006	4.87%	10/31/2063	7,925,000	7,925,000
Harris Redevelopment Partnership V, L.P.	12/18/2009	0.50%	10/1/2063	9,081,843	9,194,426
John Hope Community Partnership I, L.P.	5/28/1998	1.00%	5/27/2053	4,620,000	4,620,000
John Hope Community Partnership II, L.P.	5/12/1999	1.00%	5/11/2054	7,980,000	7,980,000
Kimberly Associates I, L.P.	12/30/1999	6.47%	12/30/2054	2,605,000	2,605,000
Kimberly Associates II, L.P.	8/29/2001	5.72%	12/30/2054	1,507,000	1,507,000
Kimberly Associates III, L.P.	11/15/2002	4.60%	12/30/2054	1,305,000	1,305,000
Legacy Partnership II, L.P.	12/16/1996	6.77%	12/15/2051	-	3,445,000
Legacy Partnership III, L.P.	4/1/1998	5.98%	2/28/2051	3,774,000	3,774,000
Legacy Partnership IV, L.P.	2/24/1999	5.24%	2/23/2054	3,920,000	3,920,000
Mechanicsville Apartments Phase 3, L.P.	12/14/2007	4.72%	12/31/2059	5,965,395	5,965,395
Mechanicsville Apartments Phase 4, L.P.	12/21/2007	0.00%	12/31/2059	5,494,000	5,494,000
Mechanicsville Apartments Phase 6, L.P.	1/14/2011	2.50%	12/31/2063	5,164,398	5,164,398
Mercy Housing Georgia VI, L.P.	7/20/2007	2.50%	10/1/2063	5,600,000	5,600,000
UH Senior Partnership II, L.P.	12/24/2013	1.00%	12/17/2066	1,500,000	1,500,000
UH Senior Partnership II, L.P.	2/27/2015	0.00%	2/27/2065	450,000	450,000
West End Phase III Redevelopment Partnership, L.P.	5/19/2000	6.20%	5/31/2034	1,298,400	1,298,400
				195,298,156	194,999,756
Valuation Allowance				(30,877,049)	(30,760,489)
				$ 164,421,107	**$ 164,239,267**

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RELATED-PARTY OTHER LOANS AND FEES RECEIVABLE

As of June 30, 2016

Owner Entity:	Other Loans	Developer and Other Fees Long Term	Predevelopment Loans Long Term	Investment In Partnership
Adamsville Green, LP	$ 1,837,378	$ 3,500	$ -	$ -
Brock Built Homes, LLC	642,000	-	-	-
Campbell Stone, L.P.	1,500,000	-	-	-
Capitol Gateway Partnership I, L.P.	181,236	38,452	-	-
Capitol Gateway Partnership II, L.P.	-	24,115	-	-
Carnegie Library, L.P.	-	11,628	-	-
Carver Redevelopment Partnership I, L.P.	225,792	25,157	-	-
Carver Redevelopment Partnership II, L.P.	-	63,488	-	-
Carver Redevelopment Partnership III, L.P.	111,500	23,346	-	-
Carver Redevelopment Partnership V, L.P.	-	155,551	-	-
Carver Senior Building, L.P.	-	19,583	-	-
CCH John Eagan I Homes, L.P.	46,565	-	-	-
CCH John Eagan II Homes, L.P.	-	122,472	-	-
Centennial Park North II, LLC	2,352,000	-	-	-
Centennial Place Partnership I, L.P.	43,382	263,918	-	-
Centennial Place Partnership II, L.P.	-	240,760	-	-
Columbia at Mechanicsville Apartments, L.P.	-	55,637	-	-
Columbia Colony Senior	-	40,000	-	-
Columbia Commons, L.P.	-	-	-	82,580
Columbia Creste, L.P.	148,009	103,369	-	-
Columbia Estates, L.P.	168,791	71,163	-	-
Columbia Grove, L.P.	227,999	63,811	-	-
Columbia Hertiage Senior Residences, L.P.	-	389,068	-	-
Columbia Park Citi Residences, L.P.	117,687	81,477	-	-
Columbia Senior Residences at Edgewood, L.P.	995,513	-	-	-
Columbia Senior Residences at Mechanicsville, L.P.	-	6,240	-	-
Columbia Village, L.P.	-	-	-	111,914
Cosby Spear, L.P.	-	8,250	-	-
East Lake Redevelopment II, L.P.	318,728	-	-	-
East Lake Redevelopment, L.P.	197,702	-	-	-
Gates Park Crossing HFOP Apartments, L.P.	1,203,535	242,554	-	-
Gates Park Crossing HFS Apartments, L.P.	1,074,078	249,875	-	-
Grady Multifamily I, L.P.	-	19,931	-	-
Grady Multifamily II, L.P.	-	53,913	-	-
Grady Redevelopment Partnership I, L.P.	-	5,412	-	-
Grady Senior Partnership II, L.P.	-	20,448	-	-
Grady Senior Partnership III, L.P.	-	21,308	-	-
Harris Redevelopment Partnership I, L.P.	351,060	42,283	-	-
Harris Redevelopment Partnership II, L.P.	97,544	19,059	-	-
Harris Redevelopment Partnership Phase V, L.P.	-	21,284	-	-
Harris Redevelopment Partnership VI, L.P.	-	21,149	-	220,000
Harris Redevelopment, LLC	8,468	-	-	-
Hightower Manor Redevelopment, L.P.	-	-	16,013	-
John Hope Community Partnership I, L.P.	-	-	-	-
John Hope Community Partnership II, L.P.	-	-	-	-
Juniper and Tenth, L.P.	-	-	338,128	-
Kimberly Associates I, L.P.	152,484	-	-	-
Kimberly Associates II, L.P.	70,335	7,833	-	-
Kimberly Associates III, L.P.	22,080	91,241	-	-
Legacy Partnership III, L.P.	391,289	-	285,385	-
Legacy Partnership IV, L.P.	284,483	-	-	-
Mechanicsville Apartments Phase 3, L.P.	-	14,549	-	-
Mechanicsville Apartments Phase 4, L.P.	-	84,885	-	-
Mechanicsville Apartments Phase 6, L.P.	-	83,086	-	-
Mercy Housing Georgia VI, L.P.	111,296	-	-	-
Peachtree Road Senior Tower, LLC	-	-	4,125	-
Piedmont Senior Tower, LLC	-	-	212,742	-
UH Scholors Partnership III, L.P.	-	10,000	93,019	-
UH Scholors Partnership IV, L.P.	-	10,000	-	-
UH Senior Partnership I, L.P.	-	18,090	-	-
UH Senior Partnership II, L.P.	-	126,002	-	-
West End Phase III Redevelopment Partnership, L.P.	97,805	-	-	-
	12,978,739	2,973,887	949,410	414,494
Valuation allowance	(3,254,473)	(122,472)	-	(414,494)
	$ 9,724,267	**$ 2,851,415**	**$ 949,410**	**$ -**

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RELATED-PARTY OTHER LOANS AND FEES RECEIVABLE

As of June 30, 2015

Owner Entity:	Other Loans	Developer and Other Fees Long Term	Predevelopment Loans Long Term	Investment In Partnership
Adamsville Green, L.P.	$ 1,907,578	$ -	$ -	$ -
Campbell Stone, L.P.	1,500,000	-	-	-
Capitol Gateway Partnership I, L.P.	181,236	11,736	-	-
Capitol Gateway Partnership II, L.P.	-	7,412	-	-
Carver Redevelopment Partnership I, L.P.	225,792	6,615	-	-
Carver Redevelopment Partnership II, L.P.	-	55,791	-	-
Carver Redevelopment Partnership III, L.P.	111,500	5,339	-	-
Carver Redevelopment Partnership V, L.P.	-	179,823	-	-
Carver Senior Building, L.P.	-	36,725	-	-
CCH John Eagan I Homes, L.P.	46,565	-	-	-
CCH John Eagan II Homes, L.P.	-	122,472	-	-
Centennial Park North II, LLC	2,352,000	-	-	-
Centennial Place Partnership II, L.P.	-	-	291,211	-
Columbia at Mechanicsville Apartments, L.P.	-	39,121	-	-
Columbia Colony Senior	-	40,000	-	-
Columbia Commons, L.P.	-	-	-	82,580
Columbia Creste, L.P.	148,009	74,804	-	-
Columbia Estates, L.P.	168,791	60,552	-	-
Columbia Grove, L.P.	227,999	47,932	-	-
Columbia Heritage Senior Residences, L.P.	-	319,763	-	-
Columbia Park Citi Residences, L.P.	117,687	66,983	-	-
Columbia Senior Residences at Edgewood, L.P.	1,025,569	-	-	-
Columbia Senior Residences at Mechanicsville, L.P.	-	365	-	-
Columbia Village, L.P.	-	-	-	111,914
Cosby Spear, L.P.	-	8,250	-	-
East Lake Redevelopment II, L.P.	318,728	54,325	-	-
East Lake Redevelopment, L.P.	197,702	-	-	-
Gates Park Crossing HFOP Apartments, L.P.	1,203,535	220,054	-	-
Gates Park Crossing HFS Apartments, L.P.	1,074,078	227,375	-	-
Grady Multifamily I, L.P.	-	4,160	-	-
Grady Multifamily II, L.P.	-	38,806	-	-
Grady Redevelopment Partnership I, L.P.	-	5,412	-	-
Grady Senior Partnership II, L.P.	-	10,196	-	-
Grady Senior Partnership III, L.P.	-	10,708	-	-
Harris Redevelopment Partnership I, L.P.	351,060	97,203	-	-
Harris Redevelopment Partnership II, L.P.	97,544	9,556	-	-
Harris Redevelopment Partnership V, L.P.	-	4,403	-	-
Harris Redevelopment Partnership VI, L.P.	-	21,714	-	220,000
Harris Redevelopment, LLC	8,468	-	-	-
Juniper and Tenth, L.P.	-	-	90,963	-
Kimberly Associates I, L.P.	152,484	-	-	-
Kimberly Associates II, L.P.	70,335	7,833	-	-
Kimberly Associates III, L.P.	22,080	91,241	-	-
Legacy Partnership I, L.P.	43,382	263,918	-	-
Legacy Partnership II, L.P.	116,560	-	-	-
Legacy Partnership III, L.P.	391,289	-	-	-
Legacy Partnership IV, L.P.	284,483	-	-	-
Mechanicsville Apartments Phase 3, L.P.	-	6,582	-	-
Mechanicsville Apartments Phase 4, L.P.	-	70,921	-	-
Mechanicsville Apartments Phase 6, L.P.	-	53,216	-	-
Mercy Housing Georgia VI, L.P.	111,296	-	-	-
Piedmont Senior Tower, LLC	-	-	25,266	-
UH Scholars Partnership III, L.P.	-	10,000	-	-
UH Scholars Partnership IV, L.P.	-	10,000	-	-
UH Senior Partnership I, L.P.	-	9,074	-	-
West End Phase III Redevelopment Partnership, L.P.	97,805	-	-	-
	12,553,556	2,310,379	407,440	414,494
Valuation allowance	(3,371,032)	(122,472)	-	(414,494)
	$ 9,182,523	**$ 2,187,907**	**$ 407,440**	**$ -**

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RELATED-PARTY TRANSACTIONS

Year Ended June 30, 2016

Owner Entity:	Interest Income Received on Loans	Development Related Income	Housing Assistance Payments: Mixed-income Communities	Housing Assistance Payments: PBRA [1]
Construction/Permanent Financing Loans:				
Capitol Gateway Partnership I, L.P.	$ 99,656	$ 26,716	$ 363,071	$ -
Capitol Gateway Partnership II, L.P.	59,763	16,703	202,222	170,069
Carver Redevelopment Partnership I, L.P.	-	18,542	780,053	-
Carver Redevelopment Partnership II, L.P.	-	7,697	115,309	-
Carver Redevelopment Partnership III, L.P.	-	18,007	541,305	-
Carver Redevelopment Partnership V, L.P.	53,604	14,576	286,261	-
CCH John Eagan I Homes, L.P.	-	-	271,068	-
CCH John Eagan II Homes, L.P.	-	-	388,232	-
Centennial Place Partnership I, L.P.	20,221	11,000	35,625	302,555
Centennial Place Partnership II, L.P.	600,314	391,000	28,370	303,861
Columbia at Mechanicsville Apartments, L.P.	32,668	34,288	374,800	287,561
Columbia Commons, L.P.	43,938	-	257,595	96,266
Columbia Creste, L.P.	-	28,565	364,972	-
Columbia Estates, L.P.	41,848	24,180	352,420	-
Columbia Grove, L.P.	-	22,856	233,331	-
Columbia Park Citi Residences, L.P.	-	27,949	363,689	-
Columbia Senior Residences at Mechanicsville, L.P.	56,865	18,227	241,863	631,178
Columbia Village, L.P.	74,888	-	119,731	-
East Lake Redevelopment II, L.P.	-	11,675	1,089,040	-
East Lake Redevelopment, L.P.	-	-	677,552	-
Grady Multifamily I, L.P.	49,148	15,771	286,644	82,387
Grady Multifamily II, L.P.	-	15,107	142,314	-
Grady Redevelopment Partnership I, L.P.	36,417	-	101,641	640,052
Grady Senior Partnership II, L.P.	18,203	10,252	-	881,897
Harris Redevelopment Partnership I, L.P.	-	17,647	308,892	-
Harris Redevelopment Partnership Phase V, LP	61,041	16,881	411,640	86,350
John Hope Community Partnership I, L.P.	-	-	355,427	-
John Hope Community Partnership II, L.P.	-	-	562,316	-
Kimberly Associates I, L.P.	-	-	369,364	51,182
Kimberly Associates II, L.P.	-	-	207,534	83,455
Kimberly Associates III, L.P.	-	-	150,008	24,977
Legacy Partnership III, L.P.	-	10,000	18,328	310,162
Legacy Partnership IV, L.P.	-	-	15,942	341,034
Mechanicsville Apartments Phase 3, L.P.	-	23,327	348,896	296,060
Mechanicsville Apartments Phase 4, L.P.	-	34,232	324,140	337,168
Mechanicsville Apartments Phase 6, L.P.	-	29,870	303,615	293,240
Mercy Housing Georgia VI, L.P.	-	-	506,839	898,983
UH Senior Partnership II, L.P.	-	188,502	-	77,425
West End Phase III Redevelopment Partnership, L.P.	-	-	99,027	-
Other:				
Adamsville Green, L.P.	49,756	7,000	-	584,896
Brock Built Homes, LLC	-	708,212	-	-
Campbell Stone, L.P.	-	-	-	1,447,999
Carnegie Library, L.P.	-	2,000	-	-
Carver Senior Building, L.P.	-	68,471	-	727,542
Columbia Heritage Senior Residences, LP	-	81,687	-	1,019,802
Columbia Mechanicsville Scattered Sites, L.P.	-	53,268	-	-
Columbia Senior Residences at Edgewood, L.P.	30,655	62,500	-	1,256,127
Gates Park Crossing HFOP Apartments, L.P.	-	22,500	-	1,008,484
Gates Park Crossing HFS Apartments, L.P.	-	22,500	-	804,096
Grady Senior Partnership III, L.P.	-	85,921	-	869,573
Harris Redevelopment Partnership II, L.P.	-	40,836	-	683,041
Harris Redevelopment Partnership VI, L.P.	-	610	170,703	-
Hightower Manor Redevelopment, L.P.	-	4,125	-	-
Peachtree Road Senior Tower, LLC	-	4,809	-	-
UH Senior Partnership I, L.P.	-	33,113	-	747,710
UH Scholors Partnership III, L.P.	-	10,000	-	-
	$ 1,328,984	**$ 2,241,120**	**$ 11,769,779**	**$ 15,345,132**

[1] PBRA payments listed are related-party only and, as a result, are not all-inclusive

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RELATED-PARTY TRANSACTIONS

Year Ended June 30, 2015

Owner Entity:	Interest Income Received on Loans	Development Related Income	Housing Assistance Payments: Mixed-income Communities	Housing Assistance Payments: PBRA [1]
Construction/Permanent Financing Loans:				
Capitol Gateway Partnership I, L.P.	$ -	$ 21,736	$ 381,134	$ -
Capitol Gateway Partnership II, L.P.	-	7,412	194,238	180,752
Carver Redevelopment Partnership I, L.P.	-	16,615	509,549	-
Carver Redevelopment Partnership II, L.P.	-	3,343	109,161	-
Carver Redevelopment Partnership III, L.P.	-	15,339	300,968	-
Carver Redevelopment Partnership V, L.P.	-	23,649	203,181	-
CCH John Eagan I Homes, L.P.	-	-	464,142	-
CCH John Eagan II Homes, L.P.	-	-	447,250	-
Columbia at Mechanicsville Apartments, L.P.	-	16,430	524,748	338,416
Columbia Commons, L.P.	-	-	281,837	103,585
Columbia Creste, L.P.	-	13,308	367,020	-
Columbia Estates, L.P.	-	11,899	356,391	-
Columbia Grove, L.P.	-	10,003	308,004	-
Columbia Park Citi Residences, L.P.	57,760	13,944	397,609	-
Columbia Senior Residences at Mechanicsville, L.P.	172,582	18,053	302,781	616,155
Columbia Village, L.P.	-	5,250	145,208	-
East Lake Redevelopment II, L.P.	-	12,050	1,549,076	-
East Lake Redevelopment, L.P.	-	-	790,482	-
Grady Multifamily I, L.P.	-	4,160	247,933	82,130
Grady Multifamily II, L.P.	-	4,132	144,327	-
Grady Redevelopment Partnership I, L.P.	-	5,412	31,702	661,004
Grady Senior Partnership II, L.P.	-	10,196	-	887,011
Harris Redevelopment Partnership I, L.P.	-	7,567	246,477	-
Harris Redevelopment Partnership V, L.P.	-	4,403	299,144	77,454
John Hope Community Partnership I, L.P.	-	-	387,290	-
John Hope Community Partnership II, L.P.	-	-	534,510	-
Kimberly Associates I, L.P.	-	-	277,824	-
Kimberly Associates II, L.P.	-	-	177,818	15,415
Kimberly Associates III, L.P.	-	-	133,875	-
Legacy Partnership I, L.P.	525,337	388,943	-	346,211
Legacy Partnership II, L.P.	-	10,000	-	334,578
Legacy Partnership III, L.P.	-	-	-	362,603
Legacy Partnership IV, L.P.	-	-	-	307,868
Mechanicsville Apartments Phase 3, L.P.	140,250	24,316	390,716	290,859
Mechanicsville Apartments Phase 4, L.P.	-	15,834	390,035	351,440
Mechanicsville Apartments Phase 6, L.P.	-	-	301,633	308,453
Mercy Housing Georgia VI, L.P.	-	-	505,089	897,992
West End Phase III Redevelopment Partnership, L.P.	-	-	40,734	-
Other:				
Adamsville Green, L.P.	68,564	3,500	-	582,422
Brock Built Homes, LLC	-	106,003	-	-
Campbell Stone, L.P.	-	-	-	1,414,922
Carver Senior Building, L.P.	-	9,755	-	736,761
Centennial Park North, LLC	22,808	-	-	-
Centennial Place Holdings LLC	25,000	-	-	-
Columbia Heritage Senior Residences, L.P.	-	12,085	-	1,043,366
Columbia Senior Residences at Edgewood, L.P.	62,083	103,962	-	1,262,783
Cosby Spear, L.P.	-	8,250	-	-
Gates Park Crossing HFOP Apartments, L.P.	-	-	-	1,012,924
Gates Park Crossing HFS Apartments, L.P.	-	-	-	804,182
Grady Senior Partnership III, L.P.	-	10,708	-	907,590
Harris Redevelopment Partnership II, L.P.	-	9,556	-	689,277
Harris Redevelopment Partnership VI, L.P.	-	2,403	172,181	-
Juniper and Tenth, L.P.	-	4,500	-	-
Piedmont Senior Tower, LLC	-	6,000	-	-
UH Scholars Partnership III, L.P.	-	10,000	-	-
UH Scholars Partnership IV, L.P.	-	10,000	-	-
UH Senior Partnership I, L.P.	-	9,074	-	782,087
	$ 1,074,384	**$ 969,790**	**$ 11,914,067**	**$ 15,398,240**

[1] PBRA payments listed are related-party only and, as a result, are not all-inclusive

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF HUD-FUNDED GRANTS

As of and Year Ended June 30, 2016

Program	Original Grant Award Authorized Amount	Grant Drawdown Cumulative as of June 30, 2015	Grant Drawdown Year ended June 30, 2016	Grant Drawdown Cumulative as of June 30, 2016	Expenditures Cumulative as of June 30, 2015	Expenditures Year ended June 30, 2016	Expenditures Cumulative as of June 30, 2016	HUD Receivable/ (Payable) Balance as of June 30, 2016	Remaining Grant Award Unexpended Balance as of June 30, 2016
Capital Fund Program Grants:									
GA06P006501-11 Capital Fund Program 2011*	$ 9,426,542	$ 9,426,542	$ -	$ 9,426,542	$ 9,426,542	$ -	$ 9,426,542	$ -	$ -
GA06P006501-12 Capital Fund Program 2012	4,667,238	745,349	3,921,889	4,667,238	745,349	3,921,889	4,667,238	-	-
GA06P006501-13 Capital Fund Program 2013	3,885,905	-	500,000	500,000	-	500,000	500,000	-	3,385,905
GA06P006501-14 Capital Fund Program 2014	4,665,921	-	752,544	752,544	-	752,544	752,544	-	3,913,377
GA06P006501-15 Capital Fund Program 2015	5,427,060	-	-	-	-	-	-	-	5,427,060
GA06P006501-16 Capital Fund Program 2016	6,135,319	-	-	-	-	-	-	-	6,135,319
Total Capital Fund Program Grants	34,207,985	10,171,891	5,174,433	15,346,324	10,171,891	5,174,433	15,346,324	-	18,861,661
HOPE VI Grants:									
GA4A006CNG114 2014/2015 Choice Neighborhoods Implementation	30,000,000	-	-	-	-	440,784	440,784	440,784	30,000,000
Total HOPE VI Grants	30,000,000	-	-	-	-	440,784	440,784	440,784	30,000,000
Replacement Housing Factor Grants:									
GA06R006502-11 RHF 2011-2*	2,136,846	2,136,846	-	2,136,846	2,136,846	-	2,136,846	-	-
GA06R006501-12 RHF 2012-1	6,618,731	4,295,542	2,323,189	6,618,731	5,461,562	1,157,169	6,618,731	-	-
GA06R006502-12 RHF 2012-2	1,429,204	-	1,429,204	1,429,204	2,532	1,426,672	1,429,204	-	-
GA06R006501-13 RHF 2013-1	5,803,172	-	591,496	591,496	-	788,754	788,754	263,592	5,211,676
GA06R006502-13 RHF 2013-2	2,672,813	-	-	-	-	-	-	-	2,672,813
GA06R006501-14 RHF 2014-1	5,536,616	-	-	-	-	-	-	-	5,536,616
GA06R006502-14 RHF 2014-2	2,629,657	-	-	-	-	-	-	-	2,629,657
GA06R006501-15 RHF 2015-1	5,121,340	-	-	-	-	-	-	-	5,121,340
GA06R006502-15 RHF 2015-2	1,651,700	-	-	-	-	-	-	-	1,651,700
GA06R006501-16 RHF 2016-1	4,558,498	-	-	-	-	-	-	-	4,558,498
GA06R006502-16 RHF 2016-2	1,713,869	-	-	-	-	-	-	-	1,713,869
Total Replacement Housing Factor Grants	39,872,446	6,432,388	4,343,888	10,776,276	7,600,940	3,372,595	10,973,535	263,592	29,096,169
Resident Opportunity & Self Sufficiency Grants:									
GA006FSH172A014 ROSS 2014	118,999	70,363	48,636	118,999	70,007	48,992	118,999	-	-
GA006FSH237A015 ROSS 2015	189,000	-	71,359	71,359	-	88,516	88,516	17,180	117,641
Total Resident Opportunity & Self Sufficiency Grants	307,999	70,363	119,995	190,358	70,007	137,508	207,515	17,180	117,641
Total Hud- Funded Grants	$ 104,388,430	$ 16,674,642	$ 9,638,316	$ 26,312,958	$ 17,842,838	$ 9,125,320	$ 26,968,158	$ 721,556	$ 78,075,471

* Grants completed in year ended June 30, 2015

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF CFP PROGRAM COMPLETION
COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ended June 30, 2016

GRANT NAME		CFP Year 2012
PROJECT NUMBER		GA06P006501-12
GRANT AWARD EFFECTIVE DATE*		February 11, 2012
CONTRACT COMPLETION DATE		March 11, 2016
BUDGET	$	4,667,238
ADVANCES	$	4,667,238
COSTS		4,667,238
EXCESS/(DEFICIENCY) OF ADVANCES DUE TO/(FROM) HUD	$	-
AMOUNT TO BE RECAPTURED BY HUD	$	-

*Represents the LOCCS effective date.

The actual CFRG Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RHF PROGRAM COMPLETION
COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ended June 30, 2016

GRANT NAME	RHF 2012-1
PROJECT NUMBER	GA06R006501-12
GRANT AWARD EFFECTIVE DATE*	February 11, 2012
CONTRACT COMPLETION DATE	November 20, 2015
BUDGET	$ 6,618,731
ADVANCES	$ 6,618,731
COSTS	6,618,731
EXCESS/(DEFICIENCY) OF ADVANCES DUE TO/(FROM) HUD	$ -
AMOUNT TO BE RECAPTURED BY HUD	$ -

*Represents the LOCCS effective date.

The actual CFRG Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RHF PROGRAM COMPLETION COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ended June 30, 2016

GRANT NAME	RHF 2012-2
PROJECT NUMBER	GA06R006502-12
GRANT AWARD EFFECTIVE DATE*	February 11, 2012
CONTRACT COMPLETION DATE	May 20, 2016
BUDGET	$ 1,429,204
ADVANCES	$ 1,429,204
COSTS	1,429,204
EXCESS/(DEFICIENCY) OF ADVANCES DUE TO/(FROM) HUD	$ -
AMOUNT TO BE RECAPTURED BY HUD	$ -

*Represents the LOCCS effective date.

The actual CFRG Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.

The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF ROSS PROGRAM COMPLETION COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ended June 30, 2016

GRANT NAME		ROSS 2014
PROJECT NUMBER		GA006FSH172A014
GRANT AWARD EFFECTIVE DATE*		January 1, 2015
CONTRACT COMPLETION DATE		December 2, 2015
BUDGET	$	118,999
ADVANCES	$	118,999
COSTS		118,999
EXCESS/(DEFICIENCY) OF ADVANCES DUE TO/(FROM) HUD	$	-
AMOUNT TO BE RECAPTURED BY HUD	$	-

*Represents the LOCCS effective date.

The actual CFRG Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.

Appendix G

MTW Benchmarking Study Update

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Atlanta MTW Benchmarking Study

Housing Choice, Spatial Deconcentration, and Progress Toward Self-Sufficiency

Report No. 3

Submitted By:

Emory University

Policy Analysis Laboratory

Prepared By:

Michael J. Rich, Principal Investigator
Department of Political Science

Moshe Haspel
Department of Political Science

Yuk Fai Cheong
Division of Educational Studies

Michael Kramer
Rollins School of Public Health

Lance Waller
Rollins School of Public Health

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TABLE OF CONTENTS

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Executive Summary

Overview

The Atlanta Housing Authority is one of about 40 public housing authorities (out of more than 4,000 public housing authorities across the nation) participating in the federal government's MTW Demonstration. AHA received approval from the U.S. Department of Housing and Urban Development (HUD) for participation in the MTW program in 2001 and executed its MTW agreement in September 2003. Subsequent extensions of the AHA's MTW authority were executed, most recently in December 2015, which extends AHA's MTW participation through 2028.

The flexibility in resources and authority granted to AHA as an MTW agency have been critical components of the AHA's dramatic transformation. Over the past 20 years the agency's rental housing mix has shifted from a 70-30 mix between traditional public housing and housing choice vouchers to a diverse portfolio of housing opportunities that provide assistance to a wide variety of low- and moderate-income families.

The initial reports in our MTW Benchmarking Study were based on a two-wave panel study of a random sample of AHA-assisted households and a comparison group of voucher households served by the Housing Authority of DeKalb County. The primary focus of our initial work was informed by a series of interviews we completed in August 2012 with more than a dozen key stakeholders familiar with the city, its changing neighborhoods, and the Atlanta Housing Authority's public housing transformation efforts. The stakeholders we interviewed represented a broad cross-section of the city's civic leadership, including executive directors of neighborhood-based and citywide nonprofit agencies, senior officials from local foundation and philanthropic organizations, private developers, city officials, academics, and an AHA board member.

Based on our discussions with key stakeholders and senior AHA administrators, there was strong consensus that the next phase of the evaluation of AHA's MTW Demonstration focus on two key questions: 1) to what extent have the programs and policies implemented through AHA's MTW Demonstration affected the well-being of AHA-assisted families and individuals and contributed to their movement toward self-sufficiency, and 2) how were these effects tempered (or boosted) by the type of neighborhood and/or the type of housing assistance that families and individuals received?

This report, our third and final, draws on a variety of data sources to examine three central questions related to the Atlanta Housing Authority's Moving to Work Demonstration: 1) to what extent have AHA's MTW strategies, programs, and activities increased housing choice opportunities for assisted households; 2) to what extent has AHA's goal of decreasing the concentration of low-income households in assisted housing developments in high poverty neighborhoods been attained; and 3) how have AHA-assisted families fared in moving along their path to self-sufficiency?

We examine these questions through extensive data and statistical analysis, drawing on administrative and census data, primarily for the period 2006-2016. Our analysis of housing choice and progress toward self-sufficiency draws on a comparative analysis of the experiences of AHA-assisted households and households receiving housing assistance from six other housing authorities in the greater Atlanta area: the municipalities of College Park, Decatur, East Point, and Lithonia, and the housing authorities serving Fulton and DeKalb counties.

Key Findings

Housing Choice and Mobility

- **MTW housing authorities have taken a variety of approaches to increase housing choice.** Nearly all MTW agencies have taken steps to increase the availability of supportive housing for a variety of hard-to-house populations. Over the past few years supportive housing has been a key focus area of the AHA, which now includes almost 2,000 units of supportive housing (8.1 percent) in its rental portfolio.
- **Another strategy several MTW agencies, including Atlanta, have taken to increase housing choice is to expand options for assisted households to move to better neighborhoods that offer a wider array of opportunities**. Nine MTW agencies, including Atlanta, have established submarket rents or payment standards that differ from the HUD-established Fair Market Rents that apply to an entire metropolitan area. Atlanta is one of only two MTW agencies (King County, WA is the other) that exclusively uses its submarkets to determine payment standards.
- **The AHA has also instituted a variety of practices to improve relations with landlords and to increase landlord participation in AHA's Housing Choice Voucher program**. Most recently, Atlanta BeltLine, Inc announced a partnership with the AHA to increase affordable housing opportunities in areas adjacent to Atlanta's BeltLine, a 22-mile loop of trails, parks, and transit being developed along abandoned rail lines that circle Atlanta's downtown core.
- **To gain some insights into how AHA's MTW activities have affected housing choice, we used the HUD 50058 data to examine the incidence of household moves over the 11-year study period, 2006-2016**. There were no notable differences in the number of household moves as registered by the HUD 50058 data for AHA-assisted households compared to assisted households served by the other housing authorities. Overall, the mover and non-mover proportions for AHA-assisted households is about the same as that recorded by assisted households in the non-MTW agencies.
- For those assisted households that did change census tracts and both their original and new residences were located in Fulton or DeKalb counties, we were able to use the Neighborhood Conditions Index, a composite measure of neighborhood conditions based on 11 measures of need and five measures of neighborhood change, to assess whether the household's move resulted in an improvement, decline, or no difference in neighborhood

conditions. **The data show that about two-thirds (66.5 percent) of assisted household moves during the study period involving AHA-assisted households did not result in any appreciable change in neighborhood conditions**. About one in six (17.6 percent) moves by AHA-assisted households resulted in an improvement in neighborhood conditions, compared to 23 percent of all assisted household moves during the study period. A slightly smaller share of AHA-assisted household moves (15.9 percent) involved a move to a neighborhood with greater levels of neighborhood need as measured by the neighborhood conditions index; by comparison, one out of five (19.9 percent) moves by all assisted housing households involved a move to a census tract with a higher level of neighborhood need.

Poverty Deconcentration

- **The MTW demonstration has been an important element in AHA's reinvention strategy,** initially crafted in 1995, that sought to deconcentrate poverty in Atlanta through a comprehensive restructuring of the agency's approach to providing affordable housing opportunities to low- and moderate-income families and individuals. According to AHA's MTW Plan, AHA's vision of "healthy mixed-income communities" and "healthy self-sufficient families" are addressed through three goals: quality living environments, self-sufficiency, and economic viability.
- **We found little change in the distribution of AHA-assisted households by level of need in DeKalb County and Fulton County census tracts**. The percentage of AHA-assisted households residing in high need census tracts declined slightly, from 76 percent in 2000 to 73.2 percent in 2015, whereas the percentage of AHA-assisted households located in moderate and low need tracts showed very small gains.
- **The poverty and Food Stamp populations in DeKalb and Fulton counties, and to a certain extent, AHA-assisted households, have become relatively more evenly distributed across census tracts by poverty rate in 2015 than was the case in 2000**.
- **The decline in AHA-assisted households residing in the highest poverty census tracts (from 43.7 percent in 2000 to 35.6 percent in 2015) were more than offset by the rise in the share of AHA-assisted households located in census tracts with poverty rates between 30 and 40 percent.** Thus, if one uses the conventional definition of a concentrated poverty neighborhood (poverty rate of 30 percent or higher), the share of AHA-assisted households living in concentrated poverty neighborhoods actually increased between 2000 and 2015, rising from 59.2 percent to 65.6 percent. These shifts were not uniform across the AHA-assisted population. Voucher households became much more concentrated in high poverty neighborhoods as the share of voucher households in census tracts with poverty rates of 30 percent or higher increased from 39.4 percent in 2000 to 66.7 percent in 2015; the share of voucher households residing in lower poverty census tracts (less than 30 percent) declined from 60.6 percent to 33.3 percent over the same period.

- **The number of census tracts with at least one AHA-assisted household declined from 168 in 2000 to 122 in 2015 (-27.4%).** In 2006, AHA-assisted households resided in census tracts located in four of the five core counties (all but Gwinnett). By 2015, AHA-assisted households resided primarily in the city of Atlanta, portions of South Fulton County, and a few census tracts in northern Clayton County.
- **Overall, the number of AHA-assisted households residing in the city of Atlanta nearly doubled over the past decade**, increasing from 8,217 in 2006 to 15,756, based on analysis of the HUD 50058 data. Based on these data, 96.3 percent of AHA-assisted households lived within the city of Atlanta in 2015, compared to 92.8 percent in 2006.
- **The findings regarding the extent of deconcentration among AHA-assisted households based on an analysis of a variety of residential segregation indexes is mixed**. Some methods and measures suggest progress in achieving deconcentration whereas others suggest little or no change, and in some cases, a reconcentration of AHA-assisted households in high need and high poverty neighborhoods. Perhaps most noteworthy is that while the data show little change in the overall spatial distribution of AHA-assisted households, the trends in the spatial patterns of AHA-assisted households appear to be moving in different directions depending on the type of housing assistance received, with unit-based assistance showing evidence of deconcentration and voucher-based assistance moving toward greater concentration in high need, high poverty areas.
- There is, however, a very important caveat readers should take into consideration regarding these findings. **The geographic scale of the census tract may be too coarse to detect changes in the concentration of AHA-assisted households**. Though the data may show that the deconcentration of AHA-assisted households may not be detectable at the census tract level, the AHA experience has demonstrated substantial deconcentration in the mix of assisted households at different levels of subsidy and assistance type by public housing developments. A recent tabulation of the rental unit mix in AHA's master-planned, mixed-use, mixed-income family communities shows the dramatic transformation in the immediate living environment of AHA-assisted households. According to figures provided by AHA, 11 previous housing developments that exclusively served low-income families have been transformed into 22 mixed-income developments where the total rental unit mix is 35.7 percent market rate, 16.6 percent public housing with the deepest subsidies, 41.1 percent public housing with Low Income Housing Tax Credit assistance, and 6.6 percent Project-Based Rental Assistance with Low Income Housing Tax Credit assistance. Almost half of these mixed-income developments (10 of 22) have a rental unit allocation for market rent units of 40 percent or higher. By comparison, HUD data on the 260 completed Hope VI projects reported by Vale and Shamsuddin show only 13 of those projects had a rental unit mix of market rate units that was 40 percent or higher.
- **Several recent actions by the AHA demonstrate the agency's continued commitment to poverty deconcentration and neighborhood revitalization**. These include, among others, the AHA's receipt as lead partner in a HUD Choice Neighborhoods grant that will hopefully spur revitalization on the city's westside and help to better align a number of current initiatives active in that part of the city. Also of note is the AHA's Memorandum of

Understanding with the Atlanta BeltLine, Inc., to serve as ABI's development partner for the creation of affordable housing options along the BeltLine corridor and the AHA's recent announcement of its Areas of Opportunity initiative, a new Request for Proposals designed to spur the creation of affordable housing opportunities in low poverty census tracts in the city of Atlanta as well as in the AHA's ten-mile extra-jurisdictional area outside the city limits.

Moving Toward Self-Sufficiency

- **The AHA has implemented a number of MTW strategies, programs, and activities in support of this goal**. These include most notably, among others, the Work/Program requirement that applies to all non-elderly, non-disabled AHA-assisted households, and an extensive network of human development and case management services, many provided on-site and others available through referrals to AHA's network of human service providers.
- **The analysis included in this report regarding movement toward self-sufficiency builds on our earlier findings in two important ways**. First, the statistical analysis includes all AHA-assisted households for whom administrative data records were available during the period 2006-2016 whereas the analysis in the second MTW Benchmarking report was limited to a random sample of 872 AHA-assisted households that participated in two waves of in-person household interviews conducted in 2013 and 2015. Second, the statistical analysis in this report extends the comparison group of non-MTW assisted households to include all households receiving public housing assistance from six housing authorities in the greater Atlanta area for whom administrative data records were available during the period 2006-2016. These include households assisted through the housing authorities of the cities of College Park, Decatur, East Point, and Lithonia and the housing authorities of DeKalb County and Fulton County.
- **Our analytic strategy relies on a multilevel model for change to assess the determinants of household income trajectories over the period 2006-2016**. The multilevel model for change allows one to answer two types of research questions: how does each assisted household's total annual income change over time; and how do household trajectories of income change vary by household characteristics, such as program participation (MTW vs. non-MTW), type of housing assistance (public housing, voucher, mixed-income housing), household characteristics (gender, race, age of the household head), and neighborhood characteristics.
- **The results from the multilevel model for change analysis of changes in average household income over the period 2006-2016 show that AHA-assisted households have generally fared better than comparable households assisted by conventional public housing authorities in the greater Atlanta area**. The analysis produced statistically significant main effects for all three MTW growth parameters (initial status, rate of change, and curvature) and analysis by housing history subgroups showed that MTW-assisted households generally had statistically significant differences in average household income

when compared to PHA-assisted households. The strongest effects were found for MTW-assisted households in AHA's mixed income and PBRA properties.

- **Although the overall MTW household income trajectory has a higher initial status, the lower rate of change and curvature for MTW households shows that if present trends continue, non-MTW households may eventually catch up and surpass MTW households**. The household income trajectories also suggest that MTW households fared better than non-MTW households during the economic downturn brought about by the Great Recession as the gap between MTW and non-MTW households was largest during those years when the unemployment rate in the five core counties in the Atlanta metro Atlanta hovered near 10 percent.

- **The household income trajectory for AHA-assisted households among households that lived exclusively in mixed-income housing is consistently above the trajectories of all non-MTW housing history groups and is only surpassed by AHA-assisted households in the always PBRA housing history group at the very end of the study period**, due to the latter's greater rate of change and curvature.

- **The net differences in adjusted annual household income between MTW and non-MTW assisted households are generally larger when the comparison is made to PHA voucher households as opposed to PHA public housing households**. The findings also indicate that the greatest differences for both sets of comparisons are generally found for the MTW PBRA and MTW mixed income housing groups. **When the comparison shifts to PHA voucher households, all of the MTW housing groups fare better**.

- **Our analysis of household income trajectories found statistically significant effects for neighborhood condition**, as measured by the neighborhood needs index, for two of the three growth parameters (initial status and rate of change). For each of those parameters, the signs were negative, indicating that more distressed neighborhoods are associated with lower average annual household incomes and lower rates of income growth.

I. Introduction

The Moving to Work (MTW) Demonstration Program was authorized by Congress in 1996 to permit a select group of the nation's public housing authorities (PHAs) to design and test a variety of innovative programs and strategies for providing housing assistance to low- and moderate-income families. At the time of its enactment, there was much debate and little agreement about the future course of federal housing policy, though many believed that the nation's public and assisted-housing programs needed reform to more effectively meet the needs of providing decent homes and suitable living environments for the nation's low- and moderate-income families. Although many policy reforms were under consideration at that time (e.g., block grants, increasing family self-sufficiency in a manner consistent with welfare reform, greater reliance on the private sector and more market-based solutions), the MTW Demonstration "was a compromise that allowed for the pursuit of all of these varying policy goals while largely maintaining the existing models of assisted housing," mainly the low-rent public housing program and the Section 8 Housing Choice Voucher program.[1]

The Atlanta Housing Authority is one of 39 housing authorities (out of more than 4,000 public housing authorities across the nation that operate public housing and/or housing choice voucher programs) participating in the MTW Demonstration. AHA received approval from the U.S. Department of Housing and Urban Development (HUD) for participation in the MTW program in 2001 and executed its MTW agreement in September 2003; amendments were executed in November 2008 and again in January 2009; the current agreement, renewed in December 2015, runs through AHA's fiscal year 2028.

Researchers at Emory University were commissioned by the Atlanta Housing Authority to undertake the next phase of AHA's MTW Demonstration evaluation (2012-2017). The primary focus of that evaluation has been an assessment of the effects of AHA's MTW activities on the well-being of families served by AHA. Core activities of this phase of the MTW evaluation included a panel study of a random sample of approximately 1,200 families, including almost 900 low-income households receiving public housing assistance through AHA's major housing assistance programs and a random sample of about 300 families assisted by the Housing Authority of DeKalb County (HADC). Inclusion of the DeKalb County households provides a comparison group that will sharpen the contrasts between the MTW Demonstration and the practices of conventional public housing authorities. Both sets of families participated in two waves of face-to-face interviews that were conducted in 2013 and 2015.[2]

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[1] See Carmen Brick and Maggie McCarthy, *Moving to Work (MTW): Housing Assistance Demonstration Program* (Washington, D.C.: Congressional Research Service, June 7, 2012).

[2] Michael J. Rich, Moshe Haspel, Yuk Fai Cheong, Elizabeth Griffiths, Kelly Hill, Michael Kramer, Michael Leo Owens, and Lance Waller, *Atlanta Housing Authority MTW Benchmarking Study, Atlanta MTW Panel Study: Wave I Household Survey Findings*, Report No. 1, Atlanta, GA: Emory University, Center for Community Partnerships, February 2014; Michael J. Rich, Moshe Haspel, Yuk Fai Cheong, Elizabeth Griffiths, Kelly Hill, Michael Kramer, Michael Leo Owens, and Lance Waller, *Atlanta MTW Panel Study: Interim Outcomes at Wave II, Atlanta Housing Authority MTW Benchmarking Study, Report No. 2*, Atlanta, GA: Emory University, Policy Analysis Laboratory, February 2016

This report, our third and final, draws on a variety of data sources to examine three central questions related to the Atlanta Housing Authority's Moving to Work Demonstration: 1) to what extent have AHA's MTW strategies, programs, and activities increased housing choice opportunities for assisted households; 2) to what extent has AHA's goal of decreasing the concentration of low-income households in assisted housing developments in high poverty neighborhoods been attained; and 3) how have AHA-assisted families fared in moving along their path to self-sufficiency? We examine these questions through extensive data and statistical analysis, drawing on administrative and census data, primarily for the period 2006-2016. Our analysis of housing choice and progress toward self-sufficiency rely on a comparative analysis of the experiences of AHA-assisted households and households receiving housing assistance from six other housing authorities in the greater Atlanta area: the municipalities of College Park, Decatur, East Point, and Lithonia, and the housing authorities serving Fulton and DeKalb counties.

This introductory section presents a brief overview of the MTW program and Atlanta's MTW activities. Our research design and the major research questions, along with a brief summary of the key findings from our first two reports are discussed in Section II. Section III presents our analysis of housing choice and mobility, which is followed by an analysis of the extent of the spatial deconcentration of AHA-assisted households over the past twenty years (Section IV). We address AHA's progress toward helping families move to self-sufficiency in Section V, through a rigorous empirical analysis of the household income trajectories of more than 35,000 families that received housing assistance from the AHA and six other housing authorities serving low-income households in the greater Atlanta area over an eleven-year period between 2006 and 2016. We summarize our findings in Section VI and discuss the implications of these findings for addressing the needs of low-income families.

Atlanta's MTW Activities

Unlike most MTW agencies, the Atlanta Housing Authority "maintains a holistic view of itself as an MTW agency. … AHA does not separate activities as either MTW or non-MTW. For example, AHA's policy innovations like the work/program requirement are applicable to all families across all AHA programs, except for elderly and disabled persons."[3] According to AHA's MTW Annual Plan (FY 2016), more than 150 activities, initiatives, and policies have been operationalized and incorporated into the agency's business model over the past thirteen years of its participation in the MTW Demonstration.

A brief summary of a selection of AHA's MTW activities is presented in Table 1. Among the key initiatives outlined in AHA's MTW demonstration are a number of policy changes in AHA's leasing standards and practices, most of which took effect October 1, 2004. These policy changes included: 1) a work/program participation requirement that mandates that one non-elderly, non-disabled adult household member be employed for at least 30 hours per week and all other non-elderly, non-disabled adult household members maintain work or participation in a combination of school, job training and/or part-time employment as a condition for receiving and maintaining AHA-assisted-

[3] Atlanta Housing Authority, *MTW Annual Report, Fiscal Year 2012*, p. 7.

housing; 2) an increase from $25 to $125 in AHA's minimum rent under its Public Housing and Housing Choice Voucher programs; and 3) tighter rules on the screening of applicants and residents.[4]

In addition, through AHA's MTW agreement and the flexibility provided to AHA through its MTW single fund authority, AHA has been able to design its own self-sufficiency programs. The design and development of AHA's self-sufficiency and community support services drew extensively on AHA's prior experience with public housing transformation and, in particular, the McDaniel Glenn HOPE VI revitalization experience.[5] According to the AHA's 2016 MTW Annual Report, AHA spent $1.8 million in 2016 on a variety of human development services to help AHA-assisted households overcome barriers to employment and improve their quality of life. These services included job training and placement, after-school programs for children, record restrictions (expungement of criminal records), and many services for the elderly to help them age in place, including elder day care, wellness programs, and referrals to community services.

AHA also used the flexibility permitted under MTW merged funding to design a series of public housing revitalization and transformation initiatives. While much of the funding for the early years of Atlanta's public housing revitalization came through HOPE VI, AHA has used its MTW funding and flexibility to continue that transformation by using MTW funds as seed capital and the value of AHA-owned land as equity to attract private sector development partners and attract private investment. Over the past 18 years, AHA and its private sector development partners have transformed 16 of its public housing properties into mixed-use, mixed-income communities with a total of 4,797 mixed-income rental units (including AHA-assisted units and tax credit-only units) and 2,157 market-rate rental units. Nearly 250 affordable single family homes have also been sold to low-income families.[6]

In 2007, AHA announced that it would demolish a dozen obsolete public housing developments (10 family communities and two serving the elderly) and eventually replace those units with new mixed-income developments. Current residents would be given the opportunity to qualify for a housing choice voucher and seek an apartment (or home) in the private rental market. This initiative, known as the Quality of Life Initiative (QLI), would complete AHA's transformation of its conventional family public housing developments.

In addition, AHA has used its MTW flexibility to create its own Project-Based Rental Assistance program (PBRA), which AHA recently renamed HomeFlex. The PBRA 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

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[4] Ibid., p. 56. For detail on AHA's applicant and tenant screening policies see "Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments," Revision 4, April 30, 2008. Reprinted in Atlanta Housing Authority, *MTW Annual Implementation Plan, FY 2014*, Appendix G.

[5] Michael J. Rich, Michael Leo Owens, Elizabeth Griffiths, Moshe Haspel, Kelly Hill, Adrienne Smith, and Katherine M. Stigers, *Evaluation of the McDaniel Glenn HOPE VI Revitalization: Final Report*, Emory University: Office of University-Community Partnerships, July 2010.

[6] Atlanta Housing Authority, *MTW Annual Report Fiscal Year 2012, Board Approved*, page 12.

Table 1. Summary of Selected Atlanta Housing Authority MTW Activities

MTW Activity/Project/Initiative	***MTW Plan Start Year***	***Current Status***
Development		
Revitalization Program. Over the past 18 years, AHA and its private sector development partners have repositioned 16 of its public housing properties into mixed-use, mixed-income communities with a seamless affordable housing component. To date, AHA's revitalization efforts with private development partners have created 4,797 mixed-income rental units (including AHA-assisted units and tax credit-only units) and 2,157 market-rate rental units. Nearly 250 affordable single family homes have been sold to low-income families. While much of the funding for the early years of Atlanta's public housing revitalization came through HOPE VI, AHA has used its funding flexibility available through MTW to continue that transformation by using HUD funds as seed capital and the value of AHA-owned land as equity to attract private sector development partners and attract private investment. In addition, AHA is committed to using MTW funds and other sources to continue to advance the community-building strategies as outlined in the master plans for each HOPE VI site. *MTW Annual Report, FY 2012*, pp. 12-14.	2005	Ongoing
Project based rental assistance as a development tool. AHA has designed its own 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). As of FY 2012, AHA has developed 38 PBRA communities providing 4,087 units of affordable housing for low-income households. *FY 2014 MTW Annual Implementation Plan, Appendix D*, p. 9.	2005	Ongoing
Project based rental assistance for supportive housing. AHA, in partnership with private developers, has used its MTW authority and flexibility to develop alternative service-enriched housing opportunities for persons with a variety of special needs—homeless persons, persons with disabilities, U.S. military veterans, at-risk families and youth, and other targeted groups who are enrolled in supportive services programs. As part of any such development, the owners must enter into agreement with one or more service providers to provide appropriate wrap-around support services for the targeted population. As of June 30, 2012, there were 546 of these units under current PBRA agreements in 15 properties and another 150 units under commitment, with construction completion and occupancy scheduled in FY 2013. *MTW Annual Report, FY 2012*, p. 19.	2006	Ongoing
Quality of Life Initiative (QLI). AHA has used MTW flexibility and MTW Funds to fund the planning, relocation, and demolition costs associated with its Quality of Life Initiative, launched in August 2007, to demolish and redevelop 10 family public housing developments and 2 elderly public housing developments, all	2007	Completed (2010)

MTW Activity/Project/Initiative	*MTW Plan Start Year*	*Current Status*
considered to be obsolete and distressed. In keeping with the goal of facilitating family self-sufficiency, AHA used MTW Funds for 27 months of coaching and counseling services to support the 2,833 families affected by the relocation to facilitate their successful transition into the mainstream through residency in mixed-income communities and neighborhoods. As of June 2010 all affected households had been relocated from the QLI properties and as of December 2010 demolition of all 12 properties had been completed. *MTW Annual Report, FY 2012*, p. 5; MTW Annual Report, FY 2010, p. 15.		
Tenant Services and Requirements		
Rent Structures. "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. Income Adjusted Rent is based on a percentage of the resident's adjusted household income. Affordable Fixed Rent is based on several property-related factors, including, but not limited to, the particular community question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package." In communities that offer both rent structures, residents will have the option of selecting either rent structure. *Statement of Corporate Policies*, 2012, p. 25.	2005	Ongoing
Established Minimum rent of $125. "Residents paying an Income Adjusted Rent must pay a minimum rent of $125, or such lesser or greater amount as AHA may set from time to time. The minimum rent requirement does not apply to resident households in which all adult 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." *Statement of Corporate Policies, 2012*, p. 27.	2005	Ongoing
30% of Adjusted Income. This innovation ensures housing affordability and uniformity of tenant payments, regardless of the source of the AHA subsidy, by establishing that the total tenant payments of all AHA-assisted households (including Housing Choice Voucher participants) will at no time exceed 30 percent of adjusted income. *MTW Annual Report, FY 2012*, p.39.	2008	Ongoing
Aging well program. In FY 2012, AHA and property management companies collaborated on a wide range of initiatives to improve both the physical environment and the social interactions to help elderly and disabled adults enjoy independent living while aging in place in their communities. *MTW Annual Report, FY 2012*, p.24	2011	Ongoing
Client services/human development services. AHA's human development strategy is built around distinct goals for three populations—families and individuals, children, and older adults and persons with disabilities. AHA established the Service Provider Network in 2005 as a resource for AHA-assisted families and individuals to connect to employment, training, educational and	2005	Ongoing

MTW Activity/Project/Initiative	*MTW Plan Start Year*	*Current Status*
other mainstream opportunities. In FY 2012, over 2,900 referrals were made to the SPN comprised of 62 service providers. *MTW Annual Report, FY 2012*, p. 29.		
Good Neighbor program. An instructional program established in partnership with Georgia State University in 2004 to provide guidance to AHA-assisted families on values, roles and responsibilities associated with being a good neighbor. The curriculum includes training on the roles and responsibilities necessary to be a good neighbor in mainstream, mixed-income environments. Beginning in FY 2010, AHA and GSU began offering three required modules of the Good Neighbor Program: Sustaining Neighborhood Through Community Expectations, Conflict Resolution and Problem Solving, and The Value of Life Long Learning. *MTW Annual Report, FY 2012*, p. 39; *MTW Annual Report, FY 2011*, p. 40.	2005	Ongoing
School attendance requirement. "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." *Statement of Corporate Policies, 2012*, pp. 8-9.	2006	Ongoing
Work requirement. "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. Each other adult member of the Applicant's household, 18 years of age and older, is either (1) legally and gainfully employed or self-employed 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 non 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. *Statement of Corporate Policies, 2012*, pp. 8-9.	2005	Ongoing
Landlord-Related Enhancements		
Housing Choice Process Improvements. By utilizing reliable and validated third-party resources to verify landlord eligibility, the cycle time from receipt of a landlord's Request for Tenancy Approval to contract execution was reduced by 50% between FY 2010 and FY 2012. By requiring landlords to be present during annual inspections and automatically scheduling and limiting re-inspections after a failure, AHA has experienced improved landlord relationships while reducing the number of program moves due to failed units. *MTW Annual Report, FY 2012*, p. 22; *MTW Annual Report, FY 2010*, p. 28.	2012	Ongoing
Landlord relationship management. AHA has instituted a number of new practices and policies to professionalize its relationship with landlords. These include the creation of the Landlord Advisory Board, which has provided feedback on pending AHA procedural changes and has given AHA insight into private sector practices and viewpoints. AHA improved communications with	2010	Ongoing

MTW Activity/Project/Initiative	*MTW Plan Start Year*	*Current Status*
landlord/property owners through the self-service Landlord Portal which allows landlords to schedule inspections and review program-related announcements online. *MTW Annual Report, FY 2010*, p. 28.		
Leasing Incentive Fee (LIF). AHA established a Leasing Incentive Fee to attract landlords and private owners to make housing available to low-income families in lower poverty neighborhoods. In private markets, owners of Class A real estate often require security deposits and application fees to defray the costs of processing an application for an apartment. In response, AHA designed the LIF to eliminate these requirements as obstacles. The LIF gives families greater leverage to compete in the private market to secure quality housing. *MTW Annual Report, FY 2010*, p. 43.	2008	Ongoing
Finances and Operations		
4 to 1 Elderly admissions policy at AHA's high-rise communities. AHA will strive to achieve an optimal balance of Elderly, Almost Elderly, and Non-Elderly Disabled Residents in selected senior communities. The Management Agents of such communities shall be permitted to admit applicants from the waiting list at a ratio of four elderly and almost elderly applicants to one non-elderly disabled applicant in order to achieve the optimal balance. *Statement of Corporate Policies, 2012*, p. 11.	2005	Ongoing
Site-Based Waiting List. AHA'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." *Statement of Corporate Policies, 2012*, p. 6.	2007	Ongoing
Atlanta submarket payment standards. AHA established standards in 13 local submarkets to account for varying local markets and to eliminate financial barriers during the housing search. *MTW Annual Report, FY 2012*, p. 42.	2006	Ongoing
Deconcentration strategy. "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." *Statement of Corporate Policies, 2012*, p. 6.	2005	Ongoing
Enhanced inspection standards. AHA created more comprehensive inspections standards and processes than HUD HQS in order to improve the delivery of quality, safe and affordable housing to assisted families. Ensures the quality and financial viability of the product and the neighborhood. *MTW Annual Report, FY 2012*, p. 42.	2005	Ongoing

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). As of the end of FY 2017, AHA has supported the development of 43 PBRA communities, providing more than 5,000 units of affordable housing for low-income households in multi-family communities, senior communities, and supportive housing communities. AHA is currently seeking partners for another 700 units to be developed in FY 2018.[7]

Finally, AHA has used its MTW flexibility to make a number of changes to its Housing Choice Voucher Program. These include, among others, changes in rent structures (giving tenants the option of paying either a fixed rent or a rent based on a percentage of income), limiting the tenant's contribution toward rent (and utilities) to 30 percent of adjusted household income, establishing submarket payment standards instead of a uniform HUD Fair Market Rent, and providing a leasing incentive fee to attract landlords and private owners to make housing available through the HCVP in lower poverty neighborhoods.

Atlanta's Public Housing Transformation

AHA's public housing transformation efforts were already well underway in 2004 when the housing authority began its participation in HUD's Moving to Work demonstration; by 2012 that transformation had been completed. Today, only two very small AHA-owned public housing communities for families remain, each serving about 50 families. Over the past 20 years, AHA demolished more than 40 family public housing communities, replacing 13 of these developments with new mixed-use, mixed-income residential communities. In addition, during this same time frame, 43 new PBRA mixed-income communities were developed. During this transformation of public housing assistance in Atlanta, the vast majority of former residents of AHA-owned residential properties resettled in either an AHA-sponsored mixed-income community, a PBRA mixed-income community, or utilized a tenant-based Housing Choice Voucher to obtain rental housing in the private market.

As shown in Figure 1, the AHA has dramatically transformed its rental unit mix of the past 20 years. In 1996, AHA was a fairly traditional housing authority. The vast majority of its units were found in public housing (70.7%), consisting of 29 low-rise developments for families (11,398 units) and 17 high-rise developments that served the elderly (3,082 units). About two-thirds of the family public housing was located in developments that were at least 30 years old. Households receiving housing vouchers (then known as the Section 8 program), represented 29.3 percent of AHA's portfolio. In 2004, just prior to the launching of AHA's participation in the MTW program, the unit mix had begun to noticeably shift, reflecting the agency's success in securing several federal HOPE VI grants to assist in the transformation of its public housing stock. The share of public housing units in AHA's rental mix had declined to 34.9 percent, 7.1 percent was located in new mixed income, mixed use developments, and the share of voucher households doubled (from 29.3 to 57.9 percent).

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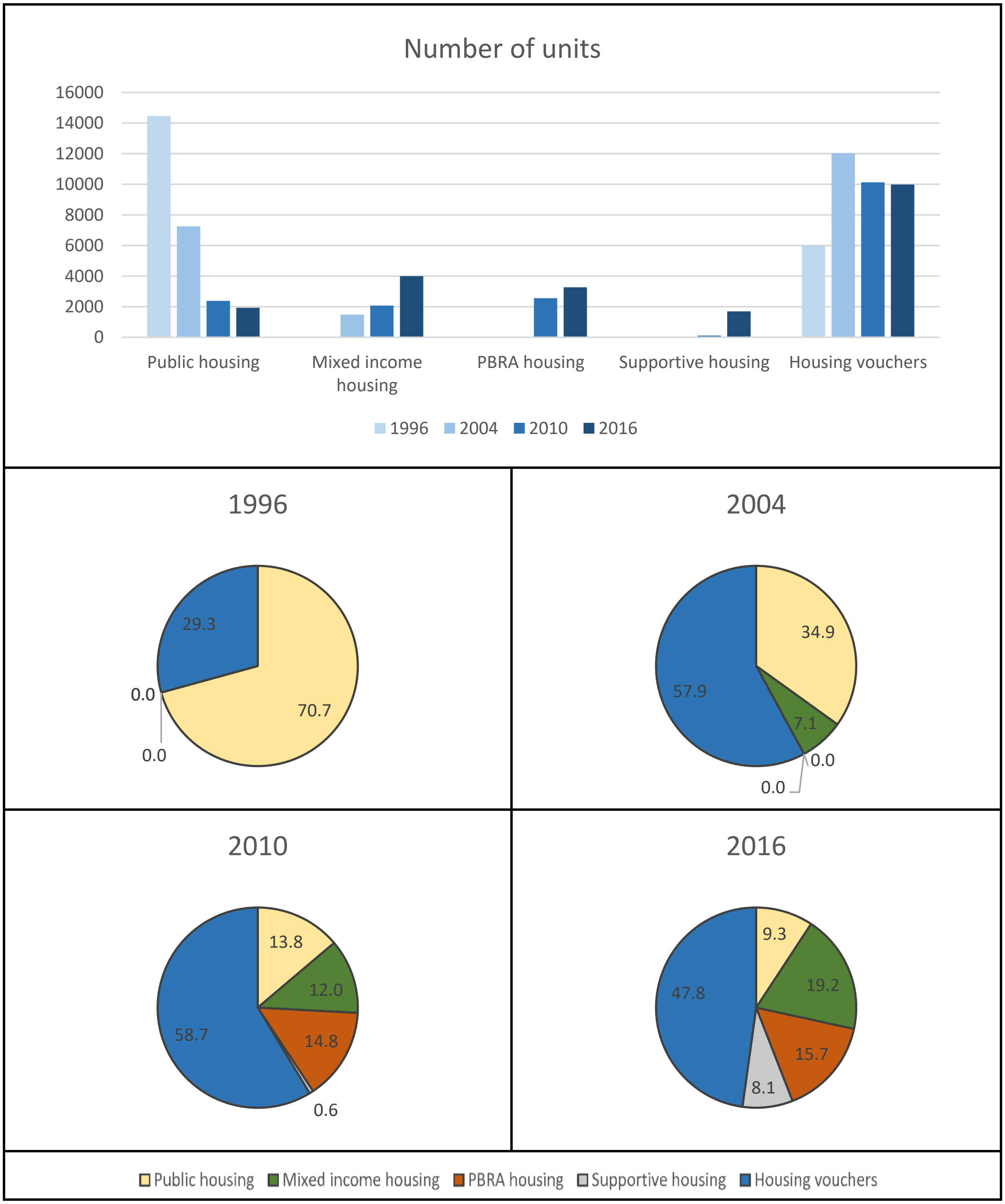
[7] *Atlanta Housing Authority FY 2018 MTW Annual Plan For Fiscal Year Beginning July 1, 2017*. Atlanta: Atlanta Housing Authority, Board Approved March 27, 2017, p. 21.

By 2010, AHA's rental unit mix reflected the continued transformation toward mixed income housing, which was aided by AHA's MTW participation. Though the share of voucher households remained about the same as in 2004 (58.7 percent), public housing's share of the AHA rental mix continued to decline (to 13.8 percent) and the share of mixed income housing nearly doubled (rising to 12 percent). In addition, 14.8 percent of AHA's portfolio now included Project-Based Rental Assistance developments, which also had a mix of incomes, bringing the total share of AHA's rental units that could be classified as mixed income to 26.8 percent. According to AHA's MTW Annual Report (fiscal 2016), public housing now represents less than 10 percent of the units in AHA's rental mix and all but about 100 of those units are in high-rise developments for senior citizens. Only two small public housing family developments remain. The share of mixed income (19.2 percent) and PBRA developments (15.7 percent) both increased and together they represent more than one out of three rental units available in AHA's portfolio. The share of voucher households declined, dropping from 58.7 percent in 2010 to 47.8 percent in 2016. Also of note, AHA's 2016 assisted housing portfolio now includes nearly 1,700 units of supportive housing (8.1 percent).

Figure 1. AHA Assisted Households by Type of Program, 1996-2016



Sources: Atlanta Housing Authority, *MTW Annual Reports*, various years, and U.S. Department of Housing and Urban Development, *A Picture of Subsidized Housing*, 1996.

II. Study Overview and Design

The initial reports in our MTW Benchmarking Study were based on a two-wave panel study of a random sample of AHA-assisted households and a comparison group of voucher households served by the Housing Authority of DeKalb County. The primary focus of our initial work was informed by a series of interviews we completed in August 2012 with more than a dozen key stakeholders familiar with the city, its changing neighborhoods, and the Atlanta Housing Authority's public housing transformation efforts. The stakeholders we interviewed represented a broad cross-section of the city's civic leadership, including executive directors of neighborhood-based and citywide nonprofit agencies, senior officials from local foundation and philanthropic organizations, private developers, city officials, academics, and an AHA board member. The purpose of the stakeholder interviews was to identify stakeholder perceptions and understanding of the themes, questions, and issues associated with AHA's public housing transformation over the past 20 years and the changing dynamics of the greater Atlanta region and its neighborhoods. Information gathered from the stakeholder interviews was used to guide development of research design and data collection instruments for the Atlanta MTW Panel Study.

Based on our discussions with key stakeholders and senior AHA administrators, there was strong consensus that the next phase of the evaluation of AHA's MTW Demonstration focus on two key questions: 1) to what extent have the programs and policies implemented through AHA's MTW Demonstration affected the well-being of AHA-assisted families and individuals and contributed to their movement toward self-sufficiency, and 2) how were these effects tempered (or boosted) by the type of neighborhood and/or the type of housing assistance that families and individuals received?

In our view, these questions align quite nicely with two of the three MTW statutory goals (promote family self-sufficiency, increase housing choices). The third goal, "reduce costs and achieve greater cost effectiveness in federal expenditures," was identified by most stakeholders as a "contributory goal," rather than an end goal by itself. We believe AHA's current practice of documenting costs and efficiencies through a number of indicators included in its current MTW reporting adequately addresses assessment of this goal. We chose, therefore, to focus our evaluation on the effects of AHA's MTW Demonstration on AHA-assisted families and to do so primarily by speaking directly with assisted households. To ensure representativeness, we drew stratified random samples from both AHA- and HADC-assisted populations and both samples—at Wave I and Wave II—closely matched the characteristics of the larger populations from which they were drawn. The findings from the Atlanta MTW Panel Study baseline survey provided preliminary support that Atlanta's MTW activities were consistent with MTW's goals of promoting work and economic self-sufficiency. Many of the strongest differences at baseline between AHA-assisted voucher households and HADC-assisted voucher households aligned with the goals and objectives of Atlanta's MTW Demonstration. Most notably, these findings suggested that AHA-assisted voucher households experienced greater affordability regarding tenant contributions toward rent, greater participation in the work force, fewer unmet service needs, and better quality schools than was reported by HADC-assisted voucher households.[8]

The findings from our second report indicated that the strongest effects from Atlanta's MTW Demonstration were in the area of employment outcomes. AHA-assisted voucher households were much more likely to be employed than were voucher holders assisted by the Housing Authority of DeKalb County. These differences held when statistical adjustments were made for differences in neighborhood and household characteristics. Our analysis also found that AHA-assisted voucher holders, on average, worked more hours than did HADC-assisted voucher holders.[9]

We noted then that these findings directly aligned with one of the core features of Atlanta's MTW Demonstration—the work/program requirement that conditions receipt of housing assistance for non-elderly, non-disabled households on one adult household member working at least 30 hours per week and all other non-elderly, non-disabled adult household members also working a minimum of 30 hours per week or participating in some combination of school, job training, and/or part-time employment.

Another key MTW component that may have contributed to the positive employment outcomes noted in our second report was AHA's human development initiatives designed to promote family self-sufficiency across the life cycle. AHA-assisted families received referrals, as needed, to a network of human service providers offering adult education, job readiness, job training and placement. Families with greater needs also had access to coaching and counseling services.

Our survey findings from the household interviews regarding service utilization among assisted households indicated that AHA-assisted households fared somewhat better than HADC-assisted households. In general, AHA households had higher levels of service utilization than HADC households. They also were more likely to be connected to service providers by their housing authority than were HADC households. On the other hand, AHA-assisted households reported somewhat higher levels of unmet service needs than HADC-assisted households. Differences in unmet needs between AHA and HADC households were most pronounced in the area of adult education and employment services.

While the combination of a work/program requirement and the coupling of human services may have been effective in increasing the labor force participation of AHA-assisted target households, the quality of jobs attained by AHA-assisted households did not appear to be any different than those obtained by HADC-assisted households based on our analysis of hourly wages reported by respondent households in the Wave II survey. Our analysis of AHA administrative data for all non-elderly, non-disabled adult households showed an increase of 10 percent in mean household income between 2012 and 2015. We also found that gains in median household income between 2012 and

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[8] Michael J. Rich, Moshe Haspel, Yuk Fai Cheong, Elizabeth Griffiths, Kelly Hill, Michael Kramer, Michael Leo Owens, and Lance Waller, *Atlanta Housing Authority MTW Benchmarking Study, Report No. 1, Atlanta MTW Panel Study: Wave I Household Survey Findings*, Atlanta, GA: Emory University, Center for Community Partnerships, May 2014.

[9] Michael J. Rich, Moshe Haspel, Yuk Fai Cheong, Elizabeth Griffiths, Kelly Hill, Michael Kramer, Michael Leo Owens, and Lance Waller, *Atlanta Housing Authority MTW Benchmarking Study, Report No. 2, Atlanta MTW Panel Study: Interim Outcomes at Wave II*, Atlanta, GA: Emory University, Policy Analysis Laboratory, February 2016.

2014 were greater for AHA-assisted households (5.7%) than all households in the city of Atlanta (0.6%), however, these were unadjusted differences and did not account for differences in household size, composition, or characteristics such as education and employment status. Atlanta households that received food stamps/SNAP, however, a demographic group more closely aligned with the AHA-assisted population, reported slightly higher gains in income (8.9%) than did AHA-assisted households (5.7%). We concluded our second report by noting that it was too early in our study to say anything definitive about trajectories toward self-sufficiency as at that time we only had two waves of observations. While we did find anecdotal evidence that some households assisted by both housing authorities were no longer receiving housing assistance at Wave II because they no longer met the income eligibility requirements, there were too few cases to conduct any type of statistical analysis to test whether those differences were statistically significant.

To address these concerns, based on our discussion with AHA officials, we opted for a different approach for our third and final report. To increase both the number of data points on household well-being available for analysis as well as to broaden the scope of our comparison group, we secured a data license from the U.S. Department of Housing and Urban Development's Office of Policy Development and Research to obtain HUD administrative data on assisted households served by the AHA and six other housing authorities serving the greater Atlanta area. Our data extract covered the period January 1, 2006 through December 31, 2016, providing information on more than 35,000 non-elderly, non-disabled adults that formed the core for our analysis of the household income trajectories of assisted households. We discuss our research strategy for assessing household income trajectories in Section V.

Drawing on the broader sample made possible by the HUD administrative data, we also examine in this report issues pertaining to housing choice and mobility, which are presented in Section III. We also draw on related administrative data from the Georgia Department of Human Services, the AHA, and HUD's 50058 data as well as Census Bureau data to systematically examine the spatial deconcentration of AHA-assisted households during the period 2000-2016. We assess Atlanta's progress in deconcentrating poverty through three analytical strategies: 1) descriptive analysis of the geographic distribution of AHA-assisted households, poverty households, and households participating in the Supplemental Nutrition Assistance Program (SNAP, also known as Food Stamps); 2) mapping analysis, showing the spatial distribution of AHA-assisted households overall as well as households receiving unit-based assistance (e.g., public housing, mixed income housing, PBRA housing) and voucher households; and 3) calculation of several residential segregation measures for AHA-assisted households, poverty households, and Food Stamps households for the period 2000-2015. Further discussion of our research strategy for this analysis along with our findings are presented in Section IV.

Study Sites

Much of the analysis in this report draws on comparisons between AHA-assisted households and those receiving housing assistance from six other public housing authorities in the greater Atlanta area. Figure 2 shows the location of the six comparison housing authorities, all non-MTW PHAs and all located in Fulton and DeKalb counties, with a dot density overlay of the location of the assisted

Figure 2. Study Sites in the Greater Atlanta Area.

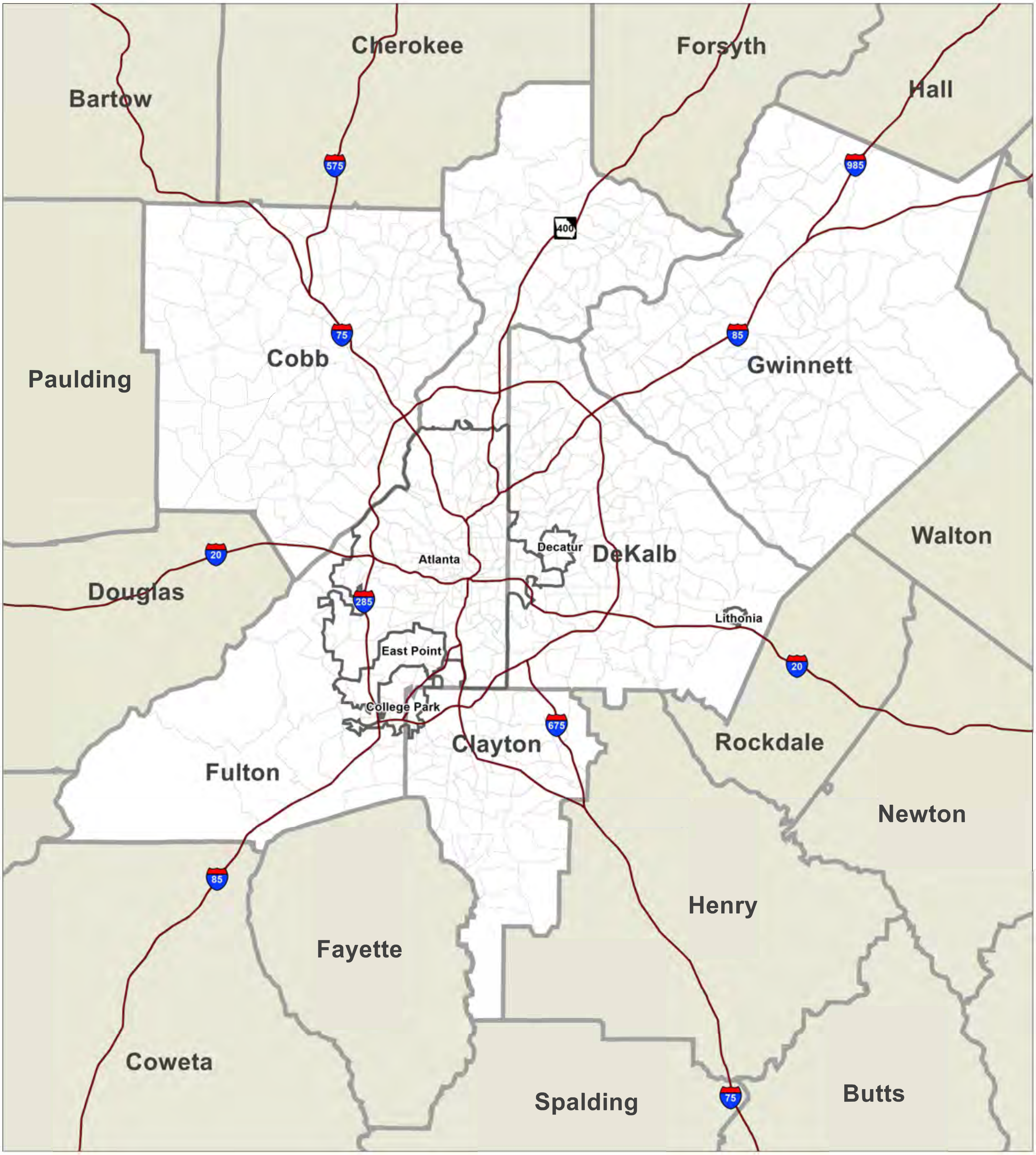
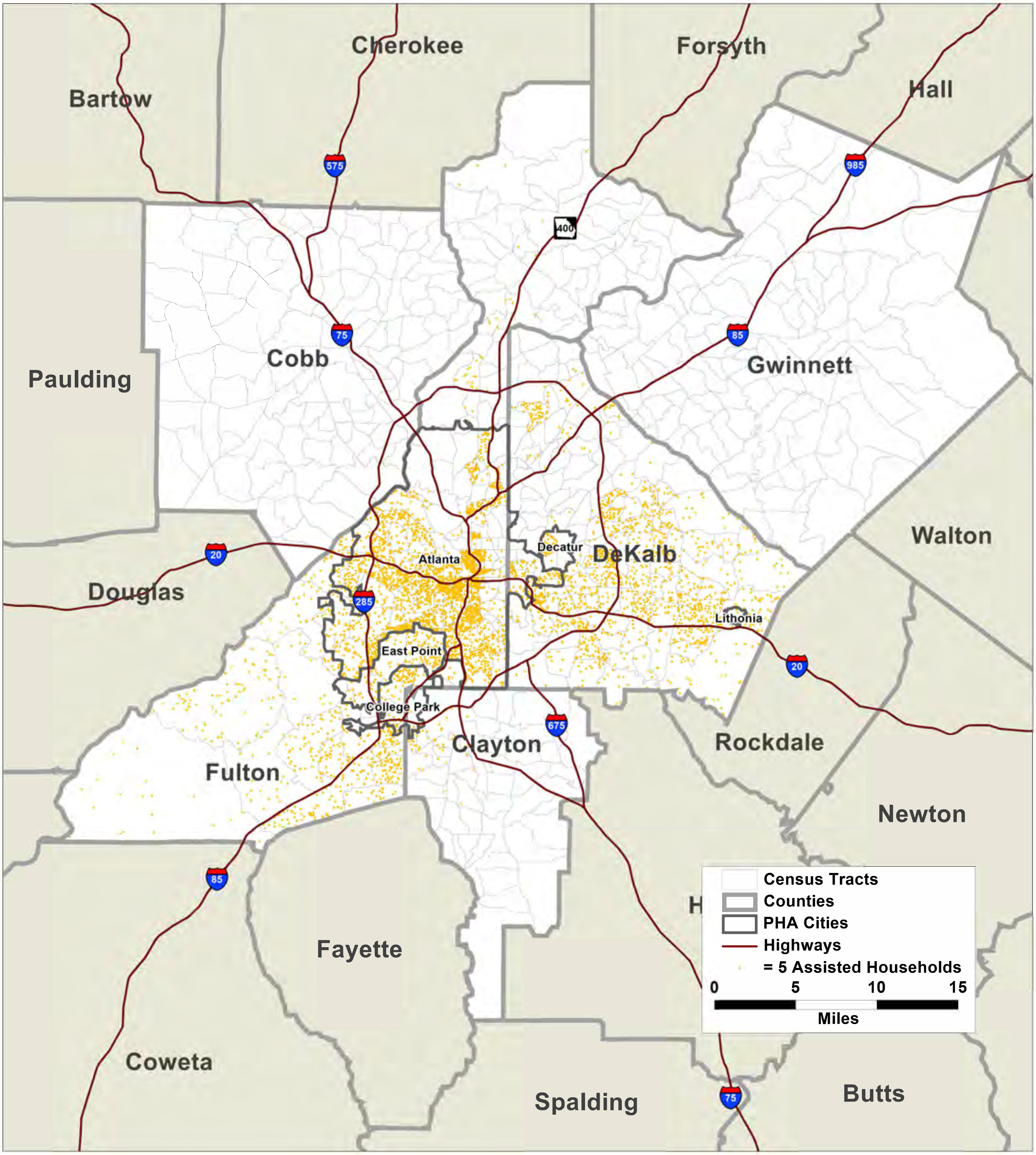


Figure 3. Dot Density Map of Greater Atlanta Area Showing Locations of Assisted Households.



households served by the AHA and the other six PHAs. Figure 3 presents the same map with the addition of census tract boundaries showing the percent of persons below poverty based on the Census Bureau's five-year estimates for 2009-2013. The figure shows that many of the neighborhoods served by the comparison housing authorities have poverty rates comparable to those in the city of Atlanta.

Table 2 provides a summary of selected demographic and housing characteristics of the jurisdictions served by the comparison PHAs. The six PHAs and the communities they serve vary in terms of size, population characteristics, and public housing portfolios. The four municipalities are relatively small communities, and all but the city of Decatur have poverty rates that exceed Atlanta's poverty rate. The two county housing authorities serve the unincorporated areas of their counties and both PHAs predominantly serve low-income families through their voucher programs.

Table 2. Selected Demographic and Public Housing Characteristics, Cities of Atlanta, College Park, East Point, Lithonia and DeKalb and Fulton Counties.

	Atlanta	*College Park*	*Decatur*	*East Point*	*Lithonia*	*DeKalb County*	*Fulton County*
Population, 2010	420,003	13,942	19,335	33,712	1,924	691,893	920,581
Percent Black	53.4	78.5	20.0	73.9	84.3	53.6	43.5
Percent White	36.3	11.6	71.4	11.8	8.5	29.4	40.9
Percent Asian	3.1	0.9	2.9	0.8	0.2	5.1	5.6
Percent Hispanic	5.2	6.9	3.2	11.5	5.8	9.8	7.9
Median Family Income, ACS Five-Year Estimate, 2009-2013	58,036	35,078	114,057	42,646	30,769	60,182	75,658
Percent of persons with income below poverty during last 12 months, ACS Five-Year Estimate, 2009-2013	25.0	38.5	14.3	26.7	39.1	17.6	18.2
Housing Tenure, 2010							
Percent owner-occupied	44.9	25.6	69.5	48.2	30.3	56.9	56.6
Percent renter-occupied	55.1	74.4	31.5	51.8	69.7	43.1	43.4
Publicly-Assisted Housing Units, 2016							
No. of assisted households	16,953	1,475	868	274	1,367	5,890	2,240
Percent in public housing	9.5	19.0	19.2	26.7	17.4	0.0	4.6
Percent in mixed income housing	19.6	0.0	0.0	0.0	0.0	0.0	0.0
Percent in PBRA housing	22.9	0.0	0.0	0.0	0.0	0.0	0.0
Percent receiving vouchers	48.0	81.1	80.8	73.3	82.2	100.0	95.4

Sources: U.S. Bureau of the Census, 2010 Census of Population and Housing; American Community Survey, Five-Year Estimates, 2009-2013; U.S. Department of Housing and Urban Development, HUD 50058 data.

Table 3 provides a more detailed portrait of the characteristics of assisted households by PHA for the two end points of our study period, 2006 and 2016. All seven housing authorities predominantly serve African Americans with the percentage of Black-headed households in 2016 ranging from 92.9 percent in DeKalb County to 98.7 percent in College Park. All the assisted households served by the

Table 3. Characteristics of assisted households, 2006-2016.

	Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
2006								
Households								
No. of assisted households	12,153	879	945	153	1,010	5,137	1,340	21,617
Percent black head of household	95.9	97.6	97.4	92.8	96.8	94.5	91.9	95.5
Percent Hispanic head of household	1.2	0.5	1.8	0.7	0.4	1.0	2.7	1.2
Percent female head of household	84.4	90.8	94.0	91.5	90.1	91.7	94.4	87.8
Percent elderly head of household	32.7	22.9	16.0	27.5	14.3	17.8	14.9	26.0
Percent disabled head of household	29.7	28.1	20.4	24.2	21.8	20.5	15.1	25.8
Percent non-disabled working age household head	53.5	61.4	70.1	61.4	72.2	69.9	75.0	60.7
Percent of households with children	51.7	66.3	71.8	57.5	69.8	71.4	76.9	60.1
Percent of households with elderly	33.3	23.2	17.5	27.5	15.4	18.9	15.8	26.8
Income								
Median annual household income	8,156	9,336	9,060	9,300	8,160	9,096	10,711	8,484
Mean annual household income	10,059	11,989	10,774	11,324	10,277	11,429	12,193	10,643
Mean household wage income	4,917	6,757	7,037	4,838	6,347	6,813	8,311	5,812
Mean household pension income	4,480	4,115	3,144	3,250	2,942	3,464	2,954	3,990
Percent of households with earned income	37.8	41.6	48.8	31.4	43.0	42.4	50.0	40.5
Percent of households with pension income	47.9	47.7	37.1	37.9	34.8	39.3	32.2	43.7
Type of housing assistance (% of households)								
--Public housing	48.8	34.1	39.1	53.3	24.8	10.3	7.8	38.6
--Mixed income housing	6.3	0.0	0.0	0.0	0.0	0.0	0.0	3.5
--Project-based assistance	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6
--Vouchers	44.0	65.9	60.9	46.8	75.2	89.7	92.2	60.9

Table 3. Characteristics of assisted households, 2006-2016, cont'd.

	Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
2016								
Households								
No. of assisted households	16,953	1,475	868	274	1,367	5,890	2,240	29,067
Percent black head of household	95.2	96.8	98.0	96.7	98.7	92.9	93.7	95.0
Percent Hispanic head of household	1.0	0.8	0.6	0.4	0.3	1.5	0.9	1.1
Percent female head of household	67.7	78.1	90.4	91.6	86.0	82.2	93.6	74.9
Percent elderly head of household	46.1	35.3	31.2	32.5	28.3	34.6	24.6	40.2
Percent disabled head of household	37.9	39.1	27.3	27.0	28.5	30.6	21.7	34.4
Percent non-disabled working age household head	40.4	48.5	58.4	58.4	58.9	53.6	65.4	47.0
Percent of households with children	40.0	48.9	55.5	51.1	56.5	49.6	63.4	45.5
Percent of households with elderly	46.8	36.7	33.3	33.2	29.6	35.5	25.8	41.0
Income								
Median annual household income	13,056	10,244	11,160	11,277	9,780	9,876	12,052	12,139
Mean annual household income	15,143	12,482	13,464	13,880	12,047	11,960	14,229	14,089
Mean household wage income	7,754	5,708	8,031	5,187	7,001	5,551	8,375	7,200
Mean household pension income	6,710	6,544	5,010	5,198	4,742	5,339	4,993	6,134
Percent of households with earned income	40.7	33.8	44.8	30.3	39.9	32.2	43.9	38.8
Percent of households with pension income	58.0	58.6	45.2	47.5	44.3	48.9	43.9	54.0
Type of housing assistance (% of households)								
--Public housing	9.5	19.0	19.2	26.7	17.4	0.0	4.6	8.5
--Mixed income housing	19.6	0.0	0.0	0.0	0.0	0.0	0.0	13.3
--Project-based assistance	22.9	0.0	0.0	0.0	0.0	0.0	0.0	12.5
--Vouchers	48.0	81.1	80.8	73.3	82.5	100	95.4	65.6

PHAs are predominantly headed by a female head of household. These percentages range from 67.7 percent in Atlanta to 93.6 percent in Fulton County. All the PHAs also have sizeable elderly and disabled populations. The percentage of households with children ranges from a low of 40 percent in Atlanta to 63 percent in Fulton County. Median household income in 2016 varied from less than $10,000 in College Park and DeKalb County to more than $13,000 in Atlanta.

III. Housing Choice and Mobility

One of the primary goals of HUD's Moving to Work Demonstration is to "increase housing choices for low-income families." According to a recent report on the MTW program that reviewed the strategies, programs, and activities of participating agencies, MTW housing authorities have taken a variety of approaches to increase housing choice. Nearly all MTW agencies have taken steps to increase the availability of supportive housing for a variety of hard-to-house populations (e.g., previously homeless, mentally-ill, developmentally-disabled, formerly incarcerated, victims of domestic violence, those with substance abuse issues, and youth aging out of foster care). Many MTW agencies have created special voucher programs, created transitional or supportive housing units, and or earmarked housing choice vouchers for target populations.[10] As noted earlier, over the past few years supportive housing has been a focus area of the AHA, which now includes almost 2,000 units of supportive housing (8.1 percent) in its rental portfolio).

MTW agencies have also used their MTW flexibility to explore alternative financing arrangements to increase housing options. The AHA is notable among MTW agencies for its use of Project-Based Rental Assistance (PBRA), as it is one of only four MTW agencies that has used its MTW flexibility to support PBRA.[11] During its MTW participation, the AHA has created 25 developments using PBRA, which now provide nearly 3,300 units of affordable housing in a mixed income environment for low- and moderate-income families. An additional 32 developments, primarily mixed income properties, also include PBRA units as part of their rental mix. In fiscal 2016, the AHA made new commitments to develop an additional 1,600 units of PBRA housing over the next three years.[12]

Another strategy several MTW agencies, including Atlanta, have taken to increase housing choice is to expand options for assisted households to move to better neighborhoods that offer a wider array of opportunities. Nine MTW agencies, including Atlanta, have established submarket rents or payment standards that differ from the HUD-established Fair Market Rents that apply to an entire metropolitan area. Atlanta is one of only two MTW agencies (King County, WA is the other) that exclusively uses its submarkets to determine payment standards.[13] The AHA has also instituted a variety of practices to improve relations with landlords and to increase landlord participation in

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[10] Michael D. Webb, Kristin Frescoln, and William M. Rohe, *The Moving to Work Demonstration: Innovation in Public Housing* (Chapel Hill: University of North Carolina, Center for Urban and Regional Studies, January 2015).

[11] Ibid., p. 36.

[12] Atlanta Housing Authority, *MTW Annual Report: Fiscal Year Ended June 30, 2016*, Board Approved, September 29, 2016, p. 6.

[13] Webb, Frescoln, and Rohe, p. 32.

AHA's Housing Choice Voucher program. These include, among others, a leasing incentive fee to attract landlords in low-poverty neighborhoods. Finally, through its comprehensive revitalization of public housing properties, real estate development, and public-private partnerships, the AHA has worked with a wide range of partners to increase the quality of the immediate living environment surrounding its developments through activities such as the promotion of home ownership opportunities, school improvements, investments in parks and community facilities, and the development of a variety of retail and services. Most recently, Atlanta BeltLine, Inc announced a partnership with the AHA to increase affordable housing opportunities in areas adjacent to Atlanta's BeltLine, a 22-mile loop of trails, parks, and transit being developed along abandoned rail lines that circle Atlanta's downtown core. When fully developed in 2030, this transportation and economic development strategy will provide greater connectivity and opportunities for residents in 45 of the city's neighborhoods. According to the Memorandum of Understanding executed in July 2017 between the two agencies, the "AHA is stepping in as a development partner for ABI-controlled land that may be used for mixed-use, mixed income housing that specifically addresses affordability for Atlanta's working families."[14]

To gain some insights into how AHA's MTW activities have affected housing choice, we used the HUD 50058 data to examine the incidence of household moves over the 11-year study period, 2006-2016.[15] As shown in Table 4, there do not appear to be any notable differences in the number of household moves as registered by the HUD 50058 data for AHA-assisted households compared to assisted households served by the other housing authorities. Overall, the mover and non-mover proportions for AHA-assisted households is about the same as that recorded by assisted households in the non-MTW agencies. The one exception is Lithonia, where more than eight out of ten assisted-households did not move over the course of the study. Note, however, that the incidence of household moves may actually be higher than that recorded in the HUD 50058 data as we are only able to capture moves when an assisted household moves from one census tract to another. A move within an apartment complex or to another housing unit in the same census tract would not be captured as a change in residence.

For those assisted households that did change census tracts and both their original and new residences were located in Fulton or DeKalb counties, we are able to use the Neighborhood Conditions Index, a composite measure of neighborhood conditions based on 11 measures of need and five measures of neighborhood change, to assess whether the household's move resulted in an improvement, decline, or no difference in neighborhood conditions (see Appendix B for a discussion of the neighborhood conditions index). Figure 4 displays the neighborhood change outcomes for assisted households who changed census tracts in Fulton and DeKalb counties over the course of the study period. The data show that about two-thirds (66.5 percent) of assisted household moves during the study period involving AHA-assisted households did not result in any change in neighborhood conditions; that is, the census tract that included the household's new residence had the same ranking on the neighborhood conditions index as the household's former residence.

[14] "Atlanta BeltLine, Inc. to Partner with Atlanta Housing Authority," Atlanta BeltLine, Inc, July 28, 2017. Available at https://beltline.org/2017/07/28/atlanta-beltline-inc-to-partner-with-atlanta-housing-authority/.

[15] See Appendix A for a discussion of the HUD 50058 data structure and the strategies we employed for constructing the data analysis files.

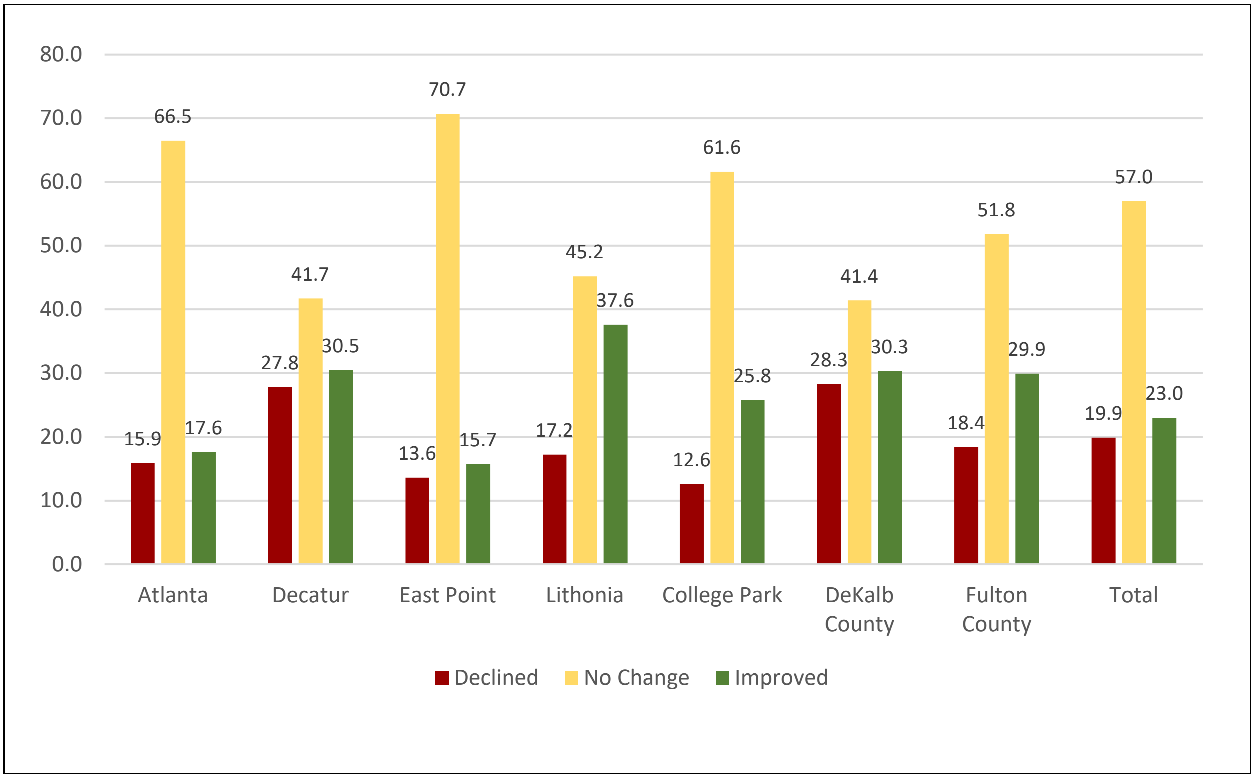
Overall, more than half (57 percent) of all assisted household moves during the study period involved no change in neighborhood conditions. About one in six (17.6 percent) moves by AHA-assisted households resulted in an improvement in neighborhood conditions, compared to 23 percent of all assisted household moves during the study period. A slightly smaller share of AHA-assisted household moves (15.9 percent) involved a move to a neighborhood with greater levels of neighborhood need as measured by the neighborhood conditions index; by comparison, one out of five (19.9 percent) moves by all assisted housing households involved a move to a census tract with a higher level of neighborhood need.

Table 4. Number of Cumulative Household Moves by Public Housing Authority, 2006-2016
Percent of household-years

		Number of cumulative moves				
Housing Authority	n	None	One	Two	Three	Four or more
Atlanta	172,593	63.4	22.8	9.6	3.3	0.9
Decatur	14,168	66.8	19.9	8.1	3.6	1.6
East Point	11,002	59.8	25.8	9.8	3.1	1.5
Lithonia	2,066	84.5	9.9	4.1	1.1	0.4
College Park	14,914	59.6	22.5	10.3	4.8	2.8
DeKalb	68,106	59.2	23.6	10.5	4.5	2.2
Fulton	24,269	56.2	25.0	11.8	4.8	2.2
Total	307,118	61.9	23.0	9.9	3.7	1.5

Source: Author's calculations from HUD 50058 data, 2006-2016.

Figure 4. Change in Neighborhood Conditions Among Assisted Households Who Moved to a New Residence in Fulton or DeKalb Counties, 2006-2016.
Percent of household-year moves



Number of cases (household-years):
Atlanta (n=17,863); Decatur (n=1,514); East Point (n=1,090); Lithonia (n=93); College Park (n=1,207); DeKalb County (n=9,562); Fulton County (n=2,988); Total (n=34,317)

Source: Authors' calculations from HUD 50058 data.

IV. Poverty Deconcentration

The MTW demonstration has been an important element in AHA's reinvention strategy, initially crafted in 1995, that sought to deconcentrate poverty in Atlanta through a comprehensive restructuring of the agency's approach to providing affordable housing opportunities to low- and moderate-income families and individuals.[16] According to AHA's MTW Plan, AHA's vision of "healthy mixed-income communities" and "healthy self-sufficient families" are addressed through three goals:

- **Quality living environments**. Provide quality affordable housing in healthy mixed-income communities with access to quality-of-life amenities.

[16] Atlanta Housing Authority, *Hope: Atlanta Housing Authority 15 Year Progress Report, 1995-2010*.

- **Self-sufficiency**. Facilitate and support (a) opportunities for families and individuals to build economic capacity and stability to reduce their dependency on subsidy, ultimately becoming financially independent; (b) initiatives and strategies to support great educational outcomes for children; and (c) 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.[17]

In pursuit of these three goals, AHA incorporated five principles to guide its work over the course of the MTW Demonstration. These include:

1. **Deconcentrate poverty**. End the practice of concentrating low-income families in distressed and isolated neighborhoods.
2. **Create Diverse Communities**. Create healthy mixed-used, 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 greenspace.
3. **Integrate market rate and affordable housing opportunities**. Create mixed-income communities with the goal of creating market-rate communities with a seamlessly integrated affordable residential component.
4. **Encourage public-private partnerships**. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. **Promote and support family self-sufficiency**. Support families with adequate resources so they can achieve their life goals, focusing on self-sufficiency and educational advancement of the children, with expectations and standards for personal responsibility benchmarked for success.[18]

We examine the extent to which AHA has achieved its deconcentration objectives through three sets of interrelated analyses, each relying on somewhat different data sources and methods. The first method presents a series of descriptive tables derived from the HUD 50058 administrative data for the period 2006-2016 and related HUD and AHA administrative data. The latter include AHA administrative records (households receiving voucher assistance, 2000-2009), AHA annual reports (housing developments by type and number of assisted units), and HUD 50058 administrative records (households receiving voucher assistance, 2010-2016).[19] For this analysis we present a set of descriptive tables showing the distribution of AHA-assisted households by type of neighborhood, utilizing both the composite neighborhood need index (see Appendix B for further details) and the

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[17] Atlanta Housing Authority, *MTW Annual Report, Fiscal Year 2011*, Board Approved, p. 6.

[18] Ibid.

[19] We had voucher data from two sources (AHA and HUD) for several years. Comparing the two sets of data we found the AHA data to be more complete in the early years of the series. Differences between AHA administrative data and HUD 50058 counts were much smaller after 2009.

percentage of persons below poverty as determined by the U.S. Census Bureau's five-year estimates for the period 2009-2013.

The second method presents a series of maps that show the spatial distribution of AHA-assisted households (both total assisted households and households participating in the Housing Choice Voucher Program). These maps display the coverage and concentration of AHA-assisted households by census tract in the greater Atlanta area. Data for this analysis was derived from the HUD 50058 data for the period 2006-2015 (see Appendix A for further details).

The third method involves the calculation of a variety of measures of spatial segregation that compare the geographic distribution of AHA-assisted households with the general population (total households), with poverty households, and with households participating in the federal Food Stamps program (now known as Supplemental Nutrition Assistance Program), which provides assistance to households with gross incomes up to 130 percent of the federal poverty line (monthly income of $2,633 in fiscal year 2016 for a family of four) and net household income up to 100 percent of the federal poverty line (monthly income of $2,025 in fiscal year 2016 for a family of four).

Method 1: Descriptive Analysis

Our initial analysis of the spatial deconcentration of AHA-assisted households is based on a descriptive analysis of the distribution of AHA-assisted households and a comparison of that distribution to the distribution of referent groups including the general population (total persons and households), the poverty population (households below poverty), and households receiving food stamps. We cross-tabulate those distributions at the census tract level based on two indicators of need, the neighborhood conditions index and the percentage of persons below poverty, and report the results for two points in time, 2000 and 2015. For the neighborhood conditions index, we used the neighborhood conditions index for assessing both the 2000 and 2015 distributions, due to data limitations in replicating the neighborhood conditions index based on 2000 data. For the classification of census tracts by poverty rate, we used poverty data from the 2000 census for classifying tracts for the 2000 distributions and the U.S. Census Bureau's five-year estimates for 2009-2013 for the poverty rate classifications for the 2015 distributions.

Counts of AHA-assisted households at the census tract level were derived from combining the count of households receiving unit-based subsidies (e.g., public housing, mixed-income housing, and project-based rental assistance) and households receiving tenant-based subsidies (e.g., housing choice vouchers). The unit-based count was derived from an AHA listing of the number of subsidized units by development, geocoding the location of the AHA developments, and then aggregating the count by census tract. As noted above, the tenant-based count was derived from two sources. Figures for 2000 are from administrative data obtained from the Atlanta Housing Authority and figures for 2015 were obtained from the U.S. Department of Housing and Urban Development, Form MTW 50058. The household-level voucher records were then geocoded, tagged to census tracts, and counts summed by census tract.

Figure 5 presents the distribution of AHA households and the four reference groups by neighborhood condition (low need, moderate need, and high need) for 2000 and 2015. The figure shows little change in the distribution of AHA-assisted households by level of need in DeKalb

County and Fulton County census tracts. The percentage of AHA-assisted households residing in high need census tracts declined slightly, from 76 percent in 2000 to 73.2 percent in 2015, whereas the percentage of AHA-assisted households located in moderate and low need tracts showed very small gains. The concentration of AHA-assisted voucher households in high need neighborhoods rose slightly between 2000 and 2015 (from 78.2 to 79.7 percent), whereas the percentage of households receiving unit-based subsidies in high need neighborhoods declined from 74.2 percent to 67.9 percent (Appendix, Table C-1). Overall, the percentage of AHA-assisted households residing in moderate need (20.5 to 21.8 percent) and low need (3.6 to 4.9 percent) neighborhoods rose slightly between 2000 and 2015. The percentage of AHA-assisted voucher households in low and moderate need neighborhoods declined between 2000 and 2015 while the share of AHA-assisted households in properties with unit-based subsidies increased in low and moderate need neighborhoods increased.

All four population groups reported declines in the proportion of households residing in high need neighborhoods between 2000 and 2015 with the largest decline reported for Food Stamp households (from 69.8 percent in 2000 to 57.8 percent in 2015). All four groups reported gains in the proportion of households residing in moderate need neighborhoods with the largest gains reported for poverty households (31.8 to 40.1 percent) and Food Stamp households (24.6 to 35.0 percent). The only group that did not record an increase in the percentage of its households residing in low need census tracts between 2000 (13 percent) and 2015 (12.7 percent) was poverty households.

Figure 6 shows that the poverty and Food Stamp populations in DeKalb and Fulton counties, and to a certain extent, AHA-assisted households, have become relatively more evenly distributed across census tracts by poverty rate in 2015 than was the case in 2000. While the distribution of the general population (persons and households) remains skewed toward lower poverty census tracts, the share of the general population residing in the lowest poverty census tracts declined from more than half in 2000 to about one-third in 2015; for the general population, the largest share increases were found in census tracts with moderate to high poverty rates.

For AHA-assisted households, the decline in assisted households residing in the highest poverty census tracts (from 43.7 percent in 2000 to 35.6 percent in 2015) were more than offset by the rise in the share of AHA-assisted households located in census tracts with poverty rates between 30 and 40 percent. Thus, if one uses the conventional definition of a concentrated poverty neighborhood

Figure 5. Distribution of AHA and Referent Population by Neighborhood Conditions Index, 2000-2015.

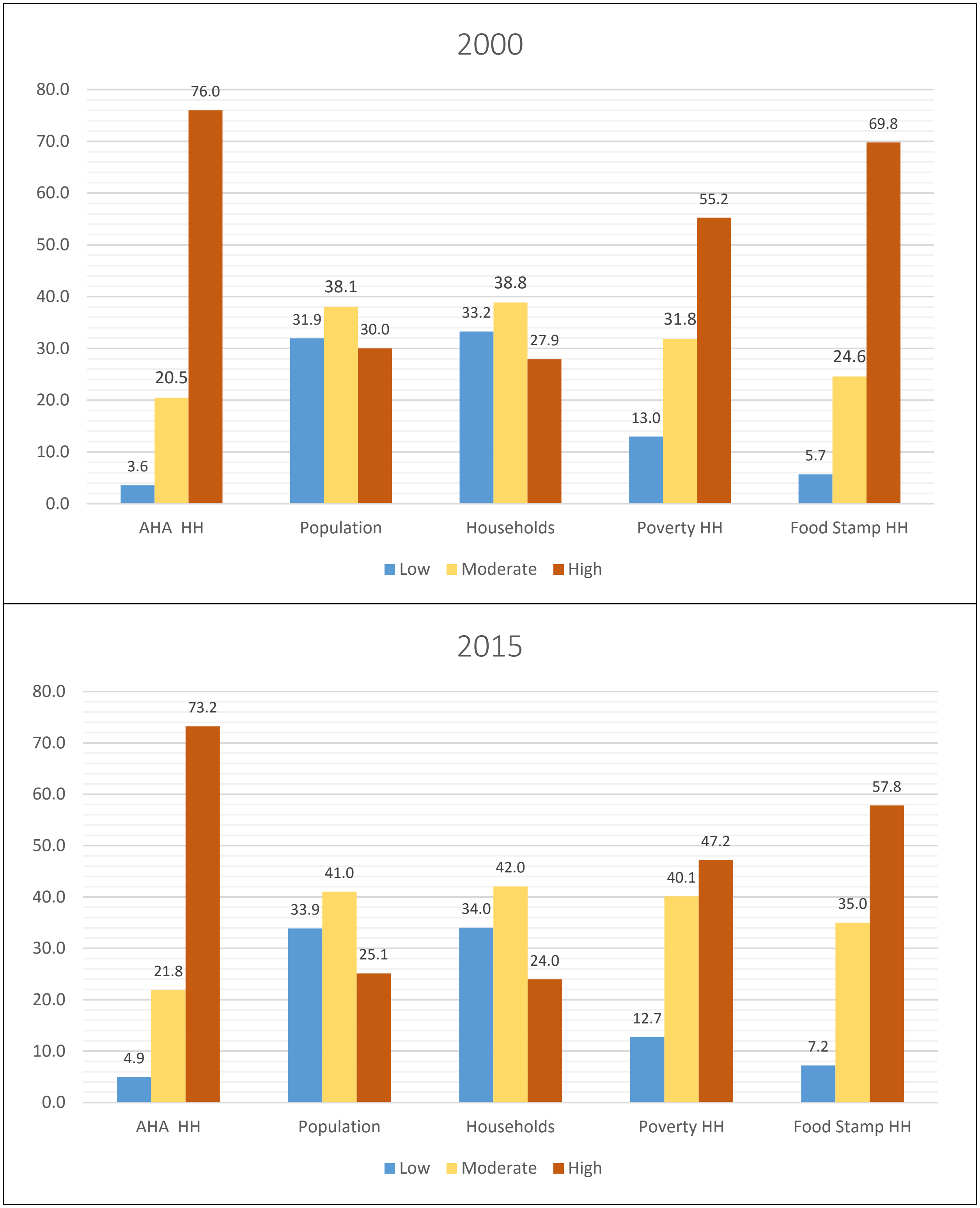
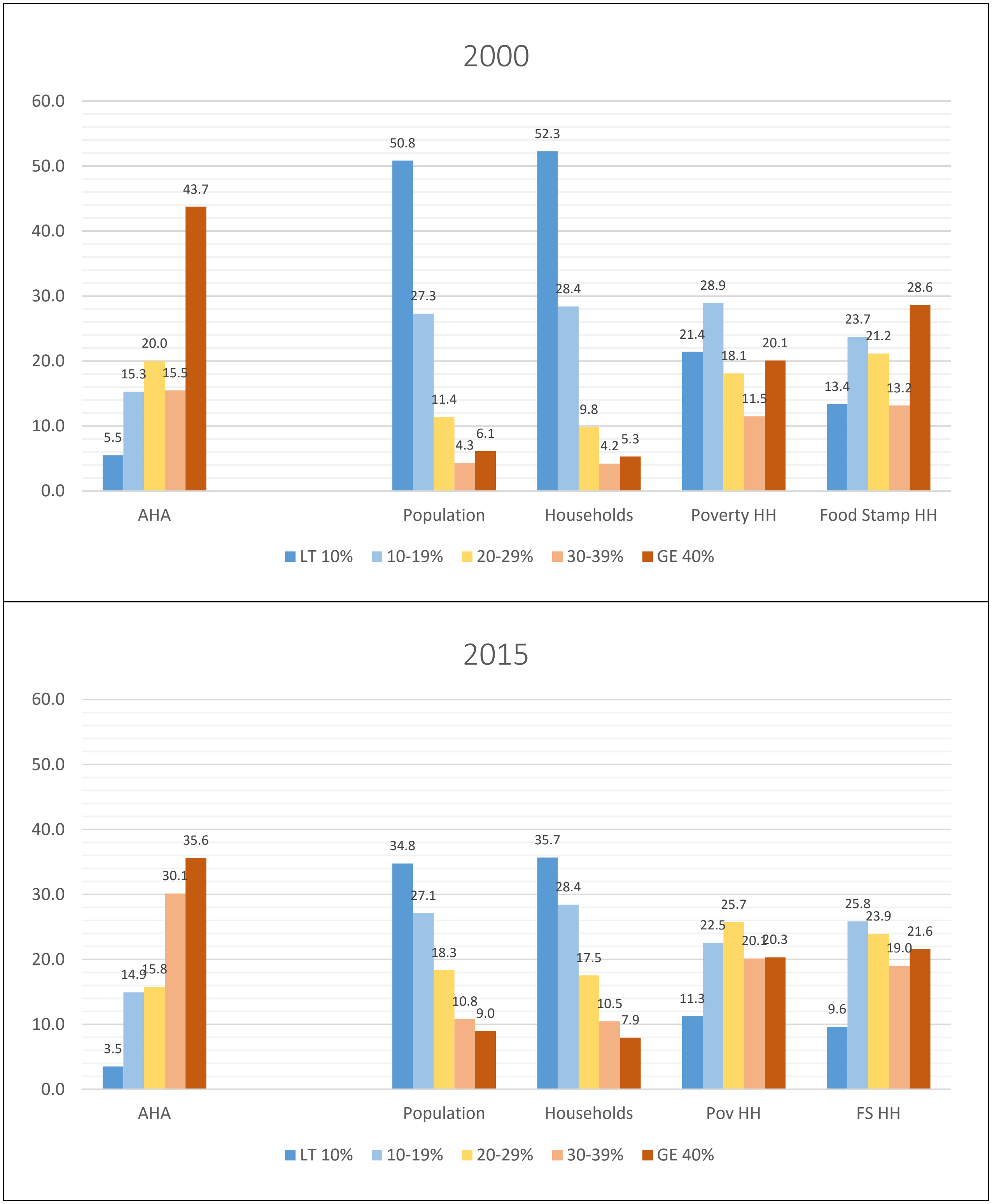


Figure 6. Distribution of AHA and Referent Population by Census Tract Poverty Rate, 2000-2015.



(poverty rate of 30 percent or higher), the share of AHA-assisted households living in concentrated poverty neighborhoods actually increased between 2000 and 2015, rising from 59.2 percent to 65.6 percent. These shifts were not uniform across the AHA-assisted population. Voucher households became much more concentrated in high poverty neighborhoods as the share of voucher households in census tracts with poverty rates of 30 percent or higher increased from 39.4 percent in 2000 to 66.7 percent in 2015; the share of voucher households in lower poverty census tracts (less than 30 percent) declined from 60.6 percent to 33.3 percent over the same period (see Appendix, Table C-2). The proportion of AHA-assisted households receiving unit-based subsidies that resided in low poverty census tracts increased from 25.3 to 35 percent between 2000 and 2015 whereas the share of unit-based households in high poverty neighborhoods dropped from 74.7 to 65 percent over the same period. Thus, while some gains were achieved in deconcentrating assisted-households receiving unit-based subsidies, those gains were more than offset by increased concentration of voucher households in high poverty census tracts.

Method 2: Mapping the Spatial Distribution of AHA-assisted Households

In this section, we present several maps showing the geographic distribution of AHA-assisted households residing in the five core counties in the Atlanta metropolitan area: Fulton, DeKalb, Cobb, Gwinnet, and Clayton. The maps are based on the MTW 50058 information reported by AHA and do not represent a complete count of all AHA-assisted voucher households. Excluded from the mapping analysis are AHA-assisted voucher households for whom 50058 reports were not filed for the reference year and households for whom the address information provided to HUD was not sufficient to allow geocoding (and tagging to a census tract) by HUD.[20]

Figure 7 shows the spatial distribution of all AHA-assisted households in 2006, 2010, and 2015 by census tract. The shaded areas represent census tracts with at least one AHA-assisted household. The figure shows a decline in the area inhabited by AHA-assisted households over the past decade. The number of census tracts with at least one AHA-assisted household declined from 168 in 2000 to 122 in 2015 (-27.4%). In 2006, AHA-assisted households resided in census tracts located in four of the five core counties (all but Gwinnett). By 2015, AHA-assisted households resided primarily in the city of Atlanta, portions of South Fulton County, and a few census tracts in northern Clayton County. Note, these maps show all AHA-assisted households (public housing, mixed-income housing, Project Based Rental Assistance, and housing vouchers); maps showing only the distribution of AHA-assisted voucher households are included in the appendix. These maps show that the census tracts that are no longer inhabited by AHA-assisted households were tracts that were previously occupied by voucher holders.

Figure 8 shows that the location of AHA-assisted households remains primarily in the city of Atlanta and that the number of AHA-assisted households located within the city of Atlanta and in

[20] For example, AHA's MTW Annual Report for Fiscal 2015 reports 9,542 households received voucher assistance whereas we include 7,482 AHA-assisted voucher households in the mapping analysis. Note our analysis only includes those voucher households for whom AHA submitted a MTW 50058 report for that year, had address information sufficient for HUD to geocode the address to a census tract, and resided in the five core counties of metro Atlanta.

Figure 7. Census Tracts with AHA-Assisted Households, 2006-2015

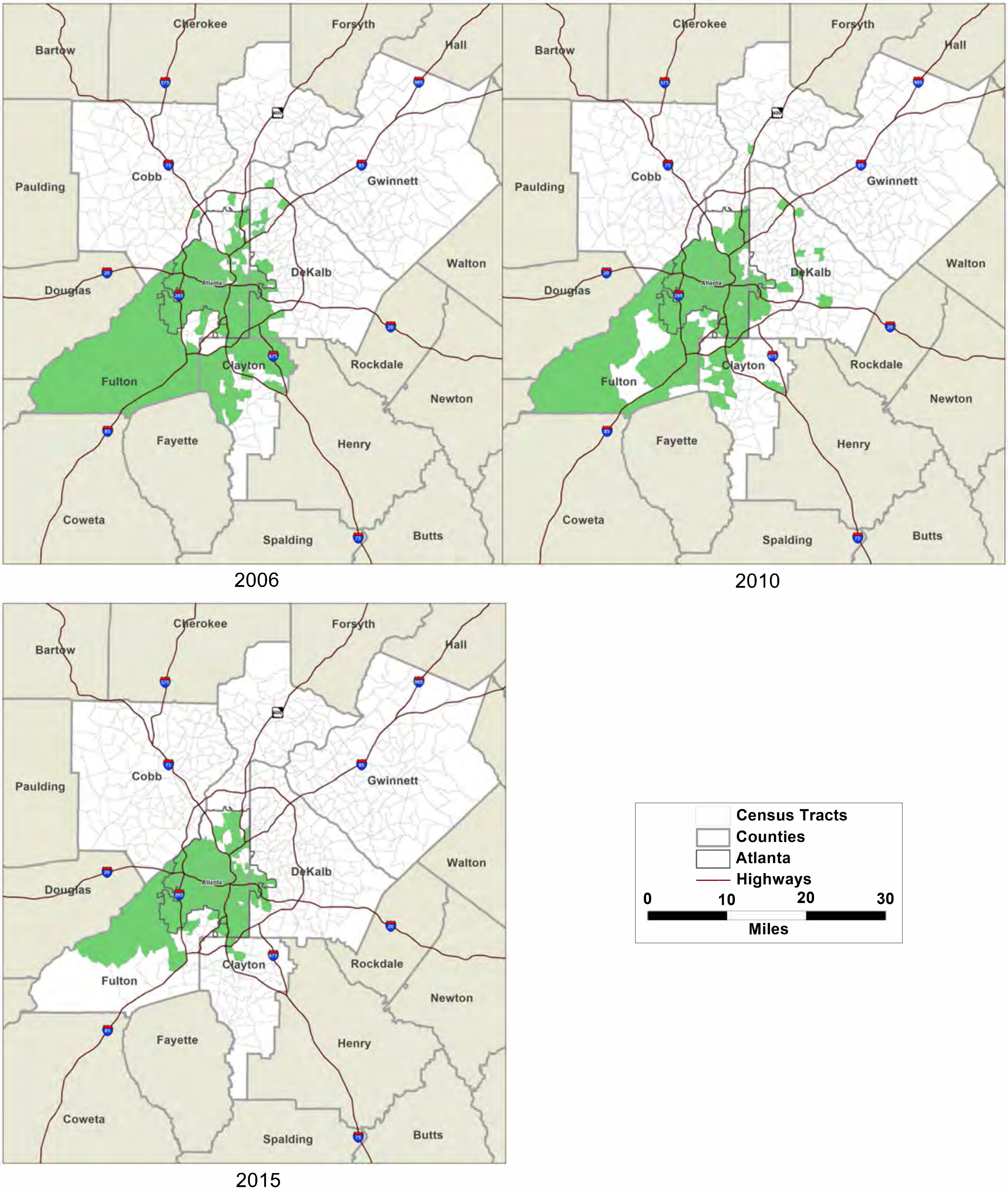


Figure 8. Number of AHA-Assisted Households by Census Tract, 2006-2015

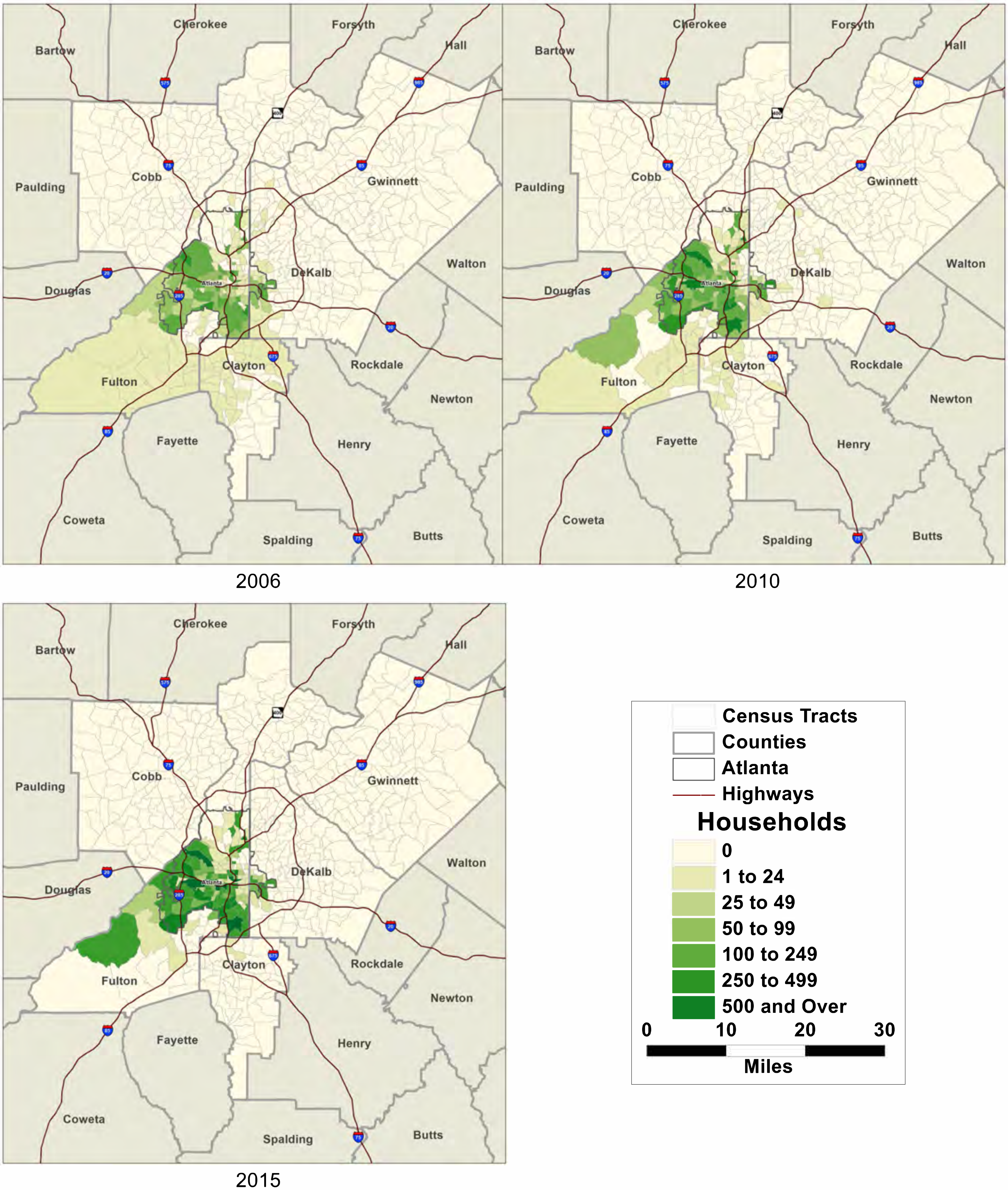
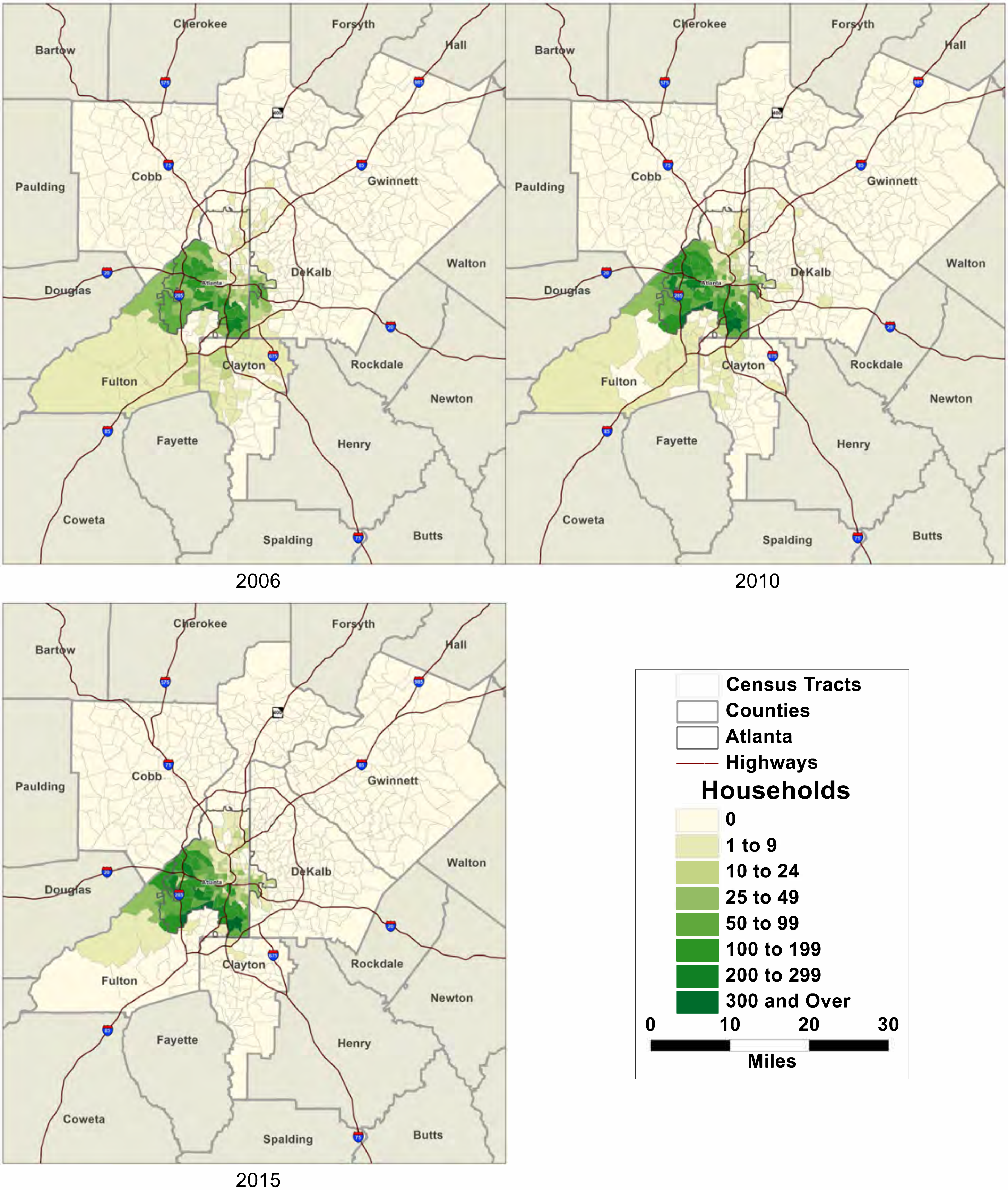


Figure 9. AHA-Assisted Households as Percentage of Total Households, 2006 - 2015



areas in South Fulton County adjacent to or near Atlanta has increased over time. The number of census tracts in the city of Atlanta with at least one AHA-assisted household increased from 104 to 111 (6.7%) between 2006 and 2015. The figure also shows an increased number of AHA-assisted households in the southeast and northeast sections of the city. Overall, the number of AHA-assisted households residing in the city of Atlanta nearly doubled over the past decade, increasing from 8,217 in 2006 to 15,756 in 2015, based on analysis of the HUD 50058 data. Based on these data, 96.3 percent of AHA-assisted households lived within the city of Atlanta in 2015, compared to 92.8 percent in 2006.

Census tracts vary widely in their land area and population size so relying solely on counts of AHA-assisted households in a census tract may not be an accurate measure of the concentration of AHA-assisted households. Figure 9 presents another view of the spatial distribution of AHA-assisted households, this time standardizing the geographic distribution based on the proportion of housing units in a census tract that are occupied by AHA-assisted households. This view shows that the areas with the greatest concentration of AHA-assisted households are all in the city of Atlanta and that the census tracts with the greatest concentrations of AHA-assisted households are found in Northwest Atlanta, in or adjacent to downtown Atlanta, in areas south of Interstate 20 and west of Interstates 75/85, and in tracts east of Interstates 75/85 south of Interstate 20.

Method 3: The Dimensions of Residential Segregation

For several decades researchers and policy analysts have explored the extent of residential segregation in American cities and metropolitan areas through a variety of measures designed to tap the extent of segregation between social groups, primarily those related to race and ethnicity. In a widely cited paper published in 1988, Douglas Massey and Nancy Denton reviewed twenty indices of residential segregation, noting that residential segregation is a multidimensional phenomenon. According to Massey and Denton, "at a general level, residential segregation is the degree to which two or more groups live separately from one another, in different parts of the urban environment. This general understanding masks considerable underlying complexity, however, for groups may live apart from one another and be 'segregated' in a variety of different ways."[21] They identify five distinct dimensions of segregation, pointing out that researchers have developed multiple measures to capture each of these distributional characteristics, with some researchers calling for the adoption of one measure over the exclusion of others. Massey and Denton "argue that this sort of argument is fruitless," noting that their "survey of the research literature leads us to conclude that segregation should be measured not with one index, but with several. Specifically, we hold that residential segregation is a global construct that subsumes five underlying dimensions of measurement, each corresponding to a different aspect of spatial variation."[22]

The five dimensions of segregation identified by Massey and Denton include the following:

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[21] Douglas S. Massey and Nancy A. Denton, "The Dimensions of Residential Segregation," *Social Forces* 67, 2 (December 1988), p. 281.

[22] Ibid., p. 283.

- Evenness represents the extent to which two social groups are evenly distributed over the areal units (typically census tracts) in a city (or some other geographic unit, such as a metropolitan area). Evenness is measured in a relative sense and maximized when all units have the same relative number of majority and minority members as the city as a whole.
- Exposure "refers to the degree of potential contact, or the possibility of interaction, between minority and majority group members within geographic areas of a city." It captures the likelihood that minority and majority group members share the same neighborhood. Unlike evenness, which is based on differences from some ideal standard of evenness based on citywide population composition, exposure measures take into consideration the relative size of minority and majority groups in assessing the extent of residential segregation between them.
- Concentration denotes the relative amount of space occupied by a minority group in an urban area. Groups that reside in neighborhoods that comprise only a small proportion of the city's total geographic area are considered to be residentially concentrated.
- Centralization captures the degree to which a social group resides in areas that are near the center of an urban area. One measure of centralization uses the number of group members living in the central city of a metropolitan area whereas another measure takes into consideration the distance of an areal unit (e.g., census tract) from the central business district.
- Clustering measures the extent to which areal units inhabited by minority group members are contiguous. Urban areas with a high degree of clustering (all minority areas are contiguous to one another) would generally be considered more segregated than another urban area where minority groups resided in areal units that were separated from one another.

Table 5 lists the measures of residential segregation that were calculated for this analysis along with a brief description of their interpretation. Figure 10 presents a graphic illustration of the different dimensions of residential segregation.[23]

Figure 11 plots five sets of spatial segregation scores for the measures listed in Table 5: calculations based on total AHA-assisted households, on AHA-assisted households receiving a unit-based subsidy (e.g., public housing, mixed-income housing, PBRA), and for AHA-assisted households receiving a housing voucher.[24] In addition, segregation scores for two comparison groups are also displayed in Figure 11: households with income below the poverty line, based on the Census Bureau's five-year estimates for the period 2009-2013; and households that received assistance under the Supplemental Nutrition Assistance Program (Food Stamps). All scores are

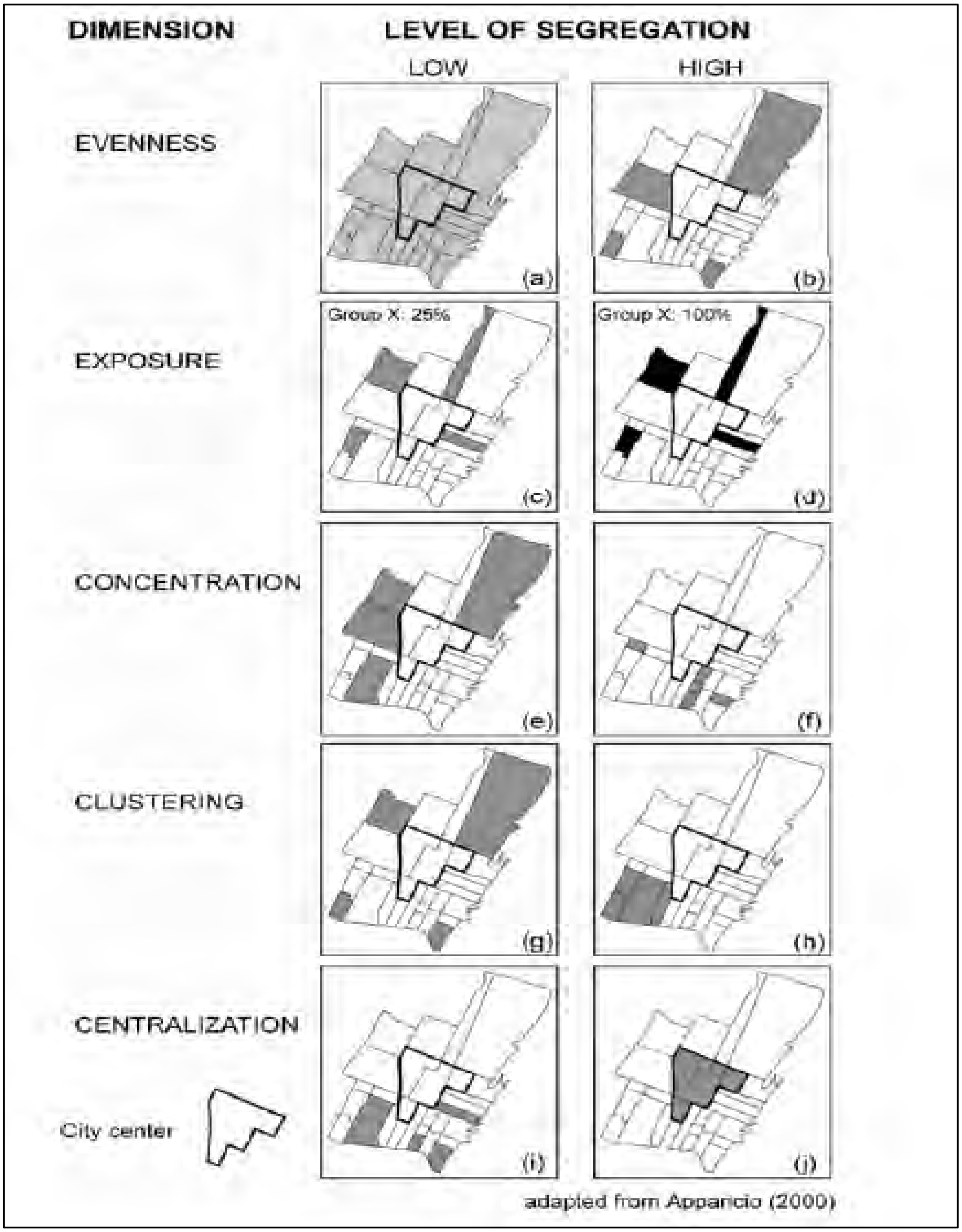
[23] Philippe Appariciio, Valera Petkevitch, and Mathieu Charron, "Segregation Analyzer: a C#.Net application for calculating residential segregation indices," *Cybergeo: Revue européenee de géographie, Systémes, Modélisation, Géostatistiques*, 414 (February 26, 2008).

[24] Historical census data on households and poverty were obtained from Brown University, Spatial Structures in the Social Sciences, American Communities Project, Longitudinal Tract Data Base, which provides census data from 1970-2010 based on 2010 census tract boundaries.

Table 5. Measures of Residential Segregation Included in the Analysis.

Measure	Dimension	Range	Interpretation
Index of dissimilarity	Evenness	0 (complete integration) to 1 (complete segregation)	Percentage of households in a social group that would have to move for each census tract to have the same percentage of households in the social group as the reference area (Fulton and DeKalb Counties) as a whole
Dissimilarity index adjusted for census tract contiguity	Evenness	0 (complete integration) to 1 (complete segregation)	Same as index of dissimilarity but index score is adjusted to take into consideration the proportions of the social group and the non-social groups in adjacent census tracts.
Isolation index	Exposure	0 (low) to 1 (high)	Value represents the probability that a randomly drawn member of a social group shares a census tract with a member of the non-social group,
Absolute concentration index	Concentration	0 (maximum deconcentration possible) to 1 (maximum concentration possible)	Comparison of total land area inhabited by a social group relative to the minimum and maximum possible areas in the reference area that could be inhabited by the group.
Relative concentration index	Concentration	-1 (Y's concentration exceeds X's to maximum extent possible) to 1 (X's concentration exceeds Y's to maximum extent possible)	Ratio of X's (social group households) concentration to Y's (non-social group households) concentration
Absolute centralization index	Centralization	-1 (social group members live further away from city center) to 1 (social group members reside closer to city center); 0 means social group has a uniform distribution throughout the reference area	Proportion of social group members that would need to change residences (census tracts) in order to achieve a uniform distribution around the city center
Relative centralization index	Centralization	-1 (Y social group members are located closer to the city center than members of social group X) to 1 (X social group members are located closer to city center than members of social group Y)	Relative share of social group households that would need to change residences (census tracts) in order to match the degree of centralization of members in the non-social group.
Spatial proximity index, recalibrated	Clustering	0 (social group members show the same amount of clustering as the majority group) to 1 (social group members show greater clustering than members of the majority group)	Average of the intragroup proximities of social group households and the non-social group households, weighted by the proportions each group represents in the population.

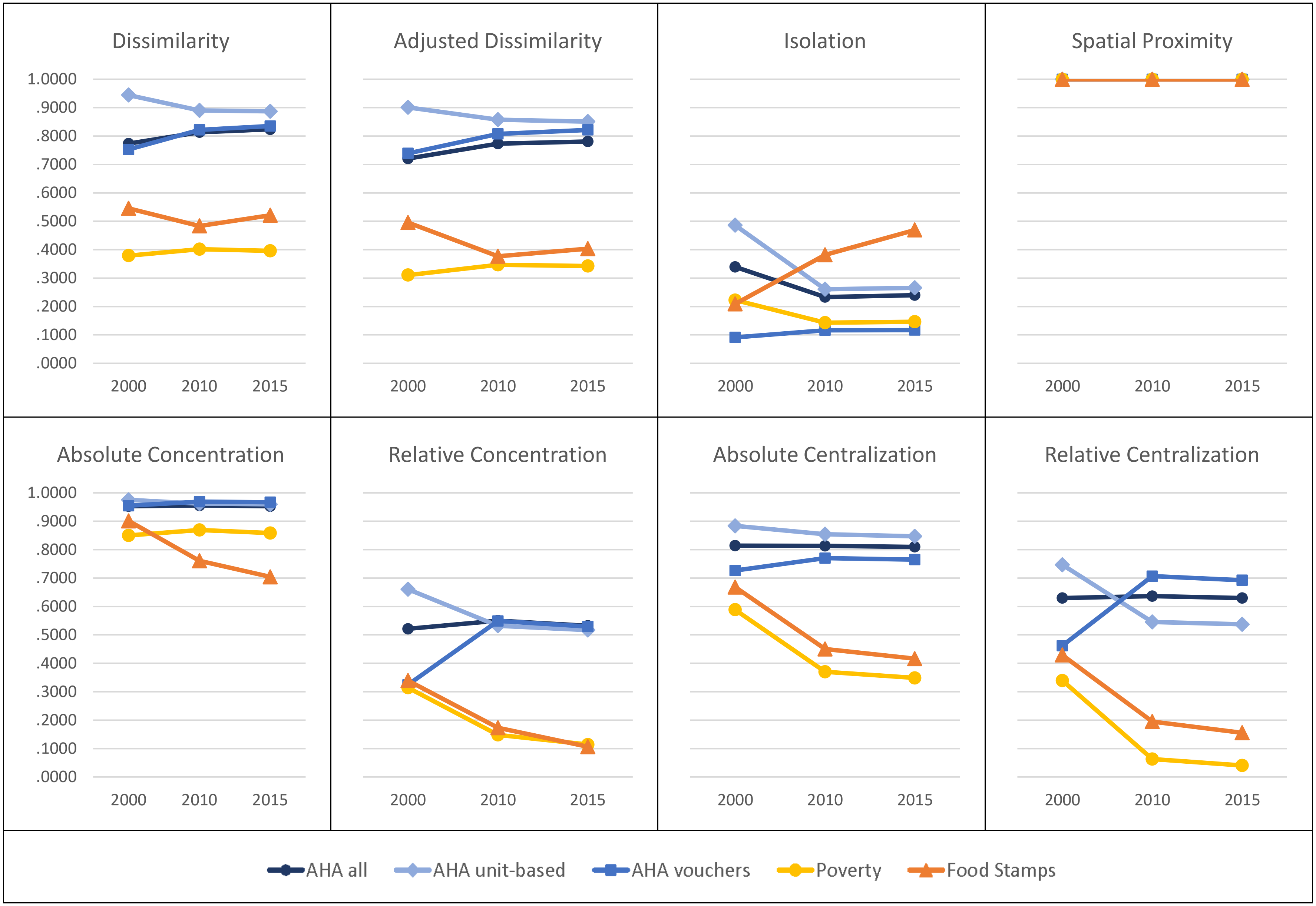
Figure 10. The Five Dimensions of Residential Segregation.



Source: Apparicio et al (2008).

based on households in the referent population (AHA, poverty, Food Stamps) and the referent populations (households) are compared to the general population (households). Based on available data, segregation scores were calculated for 2000, 2010, and 2015. Appendix Table C-3 reports the segregation scores for each of the measures, comparisons, and time points.

Figure 11. Measures of Residential Segregation for AHA-Assisted Households and Reference Groups, 2000-2015.



Evenness. Overall, the results for the two evenness measures show an increasing level of segregation among AHA-assisted households as compared to the general population in Fulton and DeKalb Counties between 2000 and 2015. Both versions of the dissimilarity index for AHA-assisted households increased during this period, though the direction of change differed depending on the type of housing subsidy received. The dissimilarity index for AHA-assisted households residing in public housing, mixed income, or PBRA properties dropped from 0.9441 in 2000 to 0.8870 in 2015, whereas the index score for AHA-assisted households receiving vouchers increased from 0.7527 to 0.8353. Poverty households and Food Stamp households had much lower dissimilarity scores than AHA-assisted households, indicating that a much smaller proportion of poor households and Food Stamp households in Fulton and DeKalb counties would need to change census tracts in order for each census tract to have the same proportion of households of poor and Food Stamps households as the counties as a whole. These patterns are largely influenced by the fact that the vast majority of AHA-assisted households reside in the city of Atlanta, whereas poor and Food Stamp households can be found throughout the two-county area. Of particular note is the rising suburbanization of poverty as noted by scholars and policy analysts; several recent reports have placed Atlanta at the top or very near the top in terms of the percentage increase in suburban poverty among the nation's metropolitan areas.[25]

Exposure. According to the isolation index scores shown in Figure 11, AHA-assisted households in total are less isolated in 2015 than was the case in 2000. When broken down by type of housing subsidy, the decline has been most dramatic for AHA-assisted households receiving unit-based subsidies; the isolation index for this housing subgroup declined by near half, dropping from 0.4861 in 2000 to 0.2654 in 2015. AHA-assisted voucher households, on the other hand, while having a much lower isolation index score than households residing in public housing, mixed income housing, or PBRA housing, experienced a small increase in their isolation index, rising from 0.0913 in 2000 to 0.1169 in 2015. Isolation among poverty households declined slightly between 2000 and 2015, whereas isolation among Food Stamps households more than doubled, based on their isolation index scores (from 0.2091 in 2000 to 0.4693 in 2015).

Concentration. Figure 11 shows little change in concentration among AHA-assisted households (overall and both housing subgroups) between 2000 and 2015 with scores very close to the maximum value on the absolute concentration index for all three time periods. Absolute concentration among poverty households is also quite high (about 10 points lower than the scores for AHA-assisted households). Food Stamps households, on the other hand, are the only social group that shows a steady decline in concentration over the reference period, with the absolute concentration score for this group declining from 0.9015 in 2000 to 0.7044 in 2015. This pattern can be attributed to the

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[25] Between 2000 and 2011, Atlanta's suburban poor increased by 159%. According to an analysis by the Brookings Institution, nearly nine out of ten (88%) poor persons in the Atlanta metropolitan area live in the suburbs. See Alana Semuels, "Suburbs and the New American Poverty," *The Atlantic*, 7 January 2015 and Elizabeth Kneebone and Alan Berube, *Confronting Suburban Poverty in America* (Washington, DC: The Brookings Institution, 2013). The Brookings analysis also reported that metropolitan Atlanta had the highest rate of growth in suburban poverty of any major metropolitan area. A recent report by Harvard University's Joint Center for Housing Studies found that the number of high poverty census tracts (defined by the study's authors as 20% or higher) in the Atlanta suburbs increased nearly threefold between 2000 (n=102) and 2015 (n=2015). See *The State of the Nation's Housing, 2017* (Cambridge: Harvard University, Joint Center for Housing Studies).

dramatic expansion in the Food Stamp population between 2000 and 2015 as many households enrolled in the Food Stamps program in response to the downturn in the economy and the Great Recession. For example, the number of Food Stamps households in Fulton and DeKalb counties increased by 28 percent between 2000 and 2014.

The absolute concentration index is a "one group" index, based on the value of a single group. The relative concentration index compares the concentration of the target social group (e.g., AHA-assisted households, poverty households, Food Stamps households) to the concentration of the non-target group (e.g., households not receiving AHA assistance, households not in poverty, households not receiving Food Stamps). Examination of the relative concentration index gives a better indication than the absolute concentration index of how concentration in the target group is changing in comparison to the general population. As shown in Figure 11, both poverty and Food Stamps households were less concentrated in comparison to the general population in 2015 than was the case in 2010. These changes reflect the overall trends in the poverty and Food Stamps populations noted above. In terms of AHA-assisted households, the patterns are similar (and a bit more pronounced) than those reported for the dissimilarity and isolation indexes. Overall, the relative concentration index shows little change for AHA-assisted households (from 0.5286 in 2000 to 0.5318 in 2015) whereas the index scores for households receiving unit-based housing assistance declined from 0.6642 to 0.5170 and those for voucher households increased (from 0.3274 to .5300).

Centralization. The centralization indexes are similar to the concentration indexes, though the concentration indexes rely on comparisons to areas near the city center and the concentration indexes are based on comparisons involving the total land area inhabited by the target social group. Trends in the centralization of AHA-assisted households have been fairly steady over the 15-year time period examined. As before, the pattern is one of high scores but little change for AHA-assisted households overall, high scores with a small decline for households receiving unit-based subsidies, and slightly lower but still high scores for voucher households that increase over time. While the absolute centralization score for AHA-assisted households overall changed very little between 2000 and 2015, there was greater convergence in centralization among unit-based and voucher-based AHA-assisted households. The difference in the absolute centralization scores of unit-based and tenant-based AHA-assisted households dropped by about half during this period, from about 16 points in 2000 to 8 points in 2015. For both the poverty households and Food Stamps households' groups, Figure 11 provides additional evidence of the dispersal of poverty and Food Stamp households: absolute centralization scores for poverty households declined from 0.5885 in 2000 to 0.3487 in 2015 whereas scores for Food Stamps households dropped from 0.6685 to 0.4164 during the same period.

Examination of the relative centralization index scores shows that contrary to the trend among poverty and Food Stamps households, which have been decentralizing between 2000 and 2015, there was little change in the relative centralization index scores for AHA-assisted households overall. The relative centralization index for AHA-assisted households with unit-based subsidies, however, declined from .7469 in 2000 to .5374 in 2015 whereas the index for AHA-assisted voucher households increased from .4619 to .6926 during this same period. The decline in relative index scores between 2000 and 2015 for both poverty households (.3396 to .0404) and Food Stamps households (.4291 to

.1554) indicates that both groups currently have a degree of centralization (proximity to the city center) comparable to that of the general population in Fulton and DeKalb counties.

Clustering. Figure 11 shows little variation across time or social group in the spatial proximity index scores, with the index values for all five target groups and all times at essentially their maximum value of 1, indicating that each of these groups has a greater degree of clustering in their residential patterns than is the case for the general population.

Summary

The findings regarding the extent of deconcentration among AHA-assisted households is mixed. Some methods and measures suggest progress in achieving deconcentration whereas others suggest little or no change, and in some cases, a reconcentration of AHA-assisted households in high need and high poverty neighborhoods. Perhaps most noteworthy is that while the data show little change in the overall spatial distribution of AHA-assisted households, the trends in the spatial patterns of AHA-assisted households appear to be moving in different directions depending on the type of housing assistance received. These trends are most evident in the analysis of the residential segregation measures, which showed declines in adjusted dissimilarity, isolation, relative concentration, relative centralization for households with unit-based subsidies and increases in these index scores for AHA-assisted voucher households.

There is, however, a very important caveat readers should take into consideration regarding these findings. The geographic scale of the census tract may be too coarse to detect changes in the concentration of AHA-assisted households. A recent article by Larry Vale and Shomon Shamsuddin points out that there are many definitions of mixed-income housing and many different standards for assessing the attainment of mixed-income objectives. Two in particular are noted: "the proportion and range of incomes included in the mixed-income project" and "the geographic scale at which income mixing is intended."[25] Vale and Shamsuddin give as examples income mixing on the same floor of a building, on different floors in a building, and in different buildings in the development project. They add, however, that

> The meaning of mixed-income housing also depends greatly on the type of neighborhood in which it is located. This matters both because the context of low-income housing depends on whether it exists within a broader area of low-income occupancy, or whether it is a last bastion of affordability in an otherwise gentrifying area. This neighborhood context also matters because, together with a city's broader economic trajectory, it affects the viability of new mixed-income housing developments to engage prospective market-rate renters and homeowners. Every mixed-income development enters a different housing market.[26]

Though the data may show that the deconcentration of AHA-assisted households may not be detectable at the census tract level, the AHA experience has demonstrated substantial

[25] Lawrence J. Vale & Shomon Shamsuddin (2017) "All Mixed Up: Making Sense of Mixed-Income Housing Developments," *Journal of the American Planning Association*, 83:1, 56-67.

[26] Ibid, p. 64.

deconcentration in the mix of assisted households at different levels of subsidy and assistance type by public housing developments. A recent tabulation of the rental unit mix in AHA's master-planned, mixed-use, mixed-income family communities shows the dramatic transformation in the immediate living environment of AHA-assisted households. According to figures provided by AHA, 11 previous housing developments that exclusively served low-income families have been transformed into 22 mixed-income developments where the total rental unit mix is 35.7 percent market rate, 16.6 percent public housing with the deepest subsidies, 41.1 percent public housing with Low Income Housing Tax Credit assistance, and 6.6 percent Project-Based Rental Assistance with Low Income Housing Tax Credit assistance. Almost half of these mixed-income developments (10 of 22) have a rental unit allocation for market rent units of 40 percent or higher.[27] By comparison, the HUD data on the 260 completed Hope VI projects reported by Vale and Shamsuddin show only 13 of those projects had a rental unit mix of market rate units that was 40 percent or higher.

[27] Atlanta Housing Authority, HOPE: Atlanta Housing Authority 15 Year Progress Report, 1995-2010, Atlanta, GA: Atlanta Housing Authority, p. 47.

V. Moving Toward Self-Sufficiency

One of the three statutory goals of the Moving to Work Demonstration was for participating public housing agencies to provide incentives for assisted households to move toward self-sufficiency by "giv[ing] 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."[28]

The AHA has implemented a number of MTW strategies, programs, and activities in support of this goal. These include most notably, among others, the Work/Program requirement that applies to all non-elderly, non-disabled AHA-assisted households, and an extensive network of human development and case management services, many provided on-site and others available through referrals to AHA's network of human service providers. Lead partners include the Urban League (vocational counseling for youth ages 18-24, GED, job training and placement programs for the long-term unemployed, expungement services for addressing records restrictions), Senior Citizen Services of Atlanta (adult day care services and daily programming), Literacy Action (literacy and GED preparation for adults), Boys and Girls Club (after school and summer care programs), Center for Working Families (job training and placement services), and Mercy Care (behavioral health, wellness, life coaching services).[29]

A key objective of this report is to systematically analyze the progress AHA-assisted households have made in moving toward self-sufficiency. The analysis included in this report builds on our earlier findings in two important ways. First, the statistical analysis includes all AHA-assisted households for whom administrative data records were available during the period 2006-2016 whereas the analysis in the second MTW Benchmarking report was limited to a random sample of 872 AHA-assisted households that participated in two waves of in-person household interviews conducted in 2013 and 2015. Second, the statistical analysis in this report extends the comparison group of non-MTW assisted households to include all households receiving public housing assistance from six housing authorities in the greater Atlanta area for whom administrative data records were available during the period 2006-2016. These include households assisted through the housing authorities of the cities of College Park, Decatur, East Point, and Lithonia and the housing authorities of DeKalb County and Fulton County.

The key research questions that have guided our evaluation of Atlanta's MTW Demonstration pertaining to self-sufficiency include the following:

1. *To what extent have the programs and policies implemented through AHA's MTW Demonstration affected the well-being of AHA-assisted families and individuals and contributed to their movement toward self-sufficiency?*

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[28] Omnibus Consolidated Rescissions and Appropriations Act of 1996 (Public Law 104-134, 110 Stat 1321), dated April 26, 1996, Sec. 204, p. 281.

[29] Atlanta Housing Authority, *MTW 2016 Annual Report, Fiscal Year Ended June 30, 2016*, Board Approved, September 29, 2016, p. 31.

2. *How were MTW effects tempered (or boosted) by the type of neighborhood and/or the type of housing assistance families and individuals received?*
3. *What is the added value of combining housing assistance and bundled human development services, as manifest in AHA's MTW Demonstration, as compared to housing-only assistance provided by conventional public housing authorities?*

Our analysis in this report relies on total household income as reported by assisted households to their local housing authority during program admission and recertification over the 2006-2016 period, which in turn were included in records submitted to the U.S. Department of Housing and Urban Development through Form HUD-50058 MTW Family Report and Form HUD-50058 Family Report. All dollar amounts were converted into constant dollars, using 2016 dollars as the metric throughout the study period.

Our analytic strategy relies on a multilevel model for change to assess the determinants of household income trajectories over the period 2006-2016. The multilevel model for change allows us to answer two types of research questions: how does each assisted household's total annual income change over time (level 1); and how do household trajectories of income change vary by household characteristics, such as program participation (MTW vs. non-MTW), type of housing assistance (public housing, voucher, mixed-income housing, etc.), household characteristics (gender, race, age of the household head), and neighborhood characteristics (level 2).

The level-1 component of the multilevel model, which is also known as the individual growth model, represents the change in household income we expect each household to experience during the time period under study. The level-1 component yields information (intercept or initial status, slope or rate of change, and a residual that includes random error in predicted household income not accounted for by the variables included in the equation) that allows for the calculation of each household's trajectory of change over the study period. These trajectories are based on the individual growth parameters (intercept, slope) generated by the level-1 component of the multilevel model.

The level-1 submodel for individual change equation is written as follows:

$$Y_{ij} = \left[\pi_{0i} + \pi_{1i} \left(TIME_{ij} - 2011 \right) + \{ \pi_{ki} X_{ij} \} \right] + [\varepsilon_{ij}] \qquad \text{(Eq. 1)}$$

The level-2 component of the multilevel model for individual change includes two equations, one for each of the two growth parameters derived from the level-1 submodel as dependent variables. These equations can be represented as follows:

$$\pi_{0i} = \gamma_{00} + \gamma_{0k} X_{ki} + \delta_{0i} \qquad \text{(Eq. 2)}$$

$$\pi_{1i} = \gamma_{10} + \gamma_{1k} X_{ki} + \delta_{1i} \qquad \text{(Eq. 3)}$$

These equations are similar to a regular regression model, and the multilevel model for change requires one for each of the growth parameters derived from the level-1 submodel. The intercept (π_{0i}) represents the point on the y (outcome) axis where the change trajectory for household i intersects. To facilitate parameter interpretation, we centered our measure of *TIME* (year) by subtracting 2011 from each observation, which allows one to interpret the intercept in the level-1 submodel as the value of *Y* in 2011 (when *TIME* = 0). The second parameter in the level-2 submodel is the slope (π_{1i}), which represents the rate at which the growth trajectory for household i changes with time. The delta terms at the end of equations 2 and 3 ($\delta_{0i,}$ δ_{1i}), represent the unexplained variance in the growth parameters that determine how the intercepts and slopes for each household vary around the relevant population averages.

The level-2 submodel is designed to simultaneously identify the factors most strongly associated with both individual differences in the intercepts (initial status) and slopes (rate of change) between groups (e.g., MTW, non-MTW) as well as interindividual differences in intercepts and slopes within groups. The level-2 submodel yields a set of fixed effects represented in the equations above by γ (gamma) that capture the systematic interindividual differences in change trajectories that can be attributed to the level-2 predictors (the term in equation 3, X_{ki}, which represents the k time invariant predictor variables included in the submodel.) These fixed effects can then be used to examine differences in the initial status (intercept from the level-1 submodel) and rate of change (slope from the level-1 submodel) for the outcome of interest based on different combinations of the predictor variables associated with different household types (e.g., MTW participant, non-MTW participant). The multilevel model for change also allows one to identify how much of the variation in the outcome of interest can be attributed to variation within households (level-1 submodel) as opposed to variation between households (level-2 submodel).

One of the most important aspects of the multilevel model for change is identifying the correct functional specification for the level-1 submodel (household growth curves). Appendix D presents empirical change plots for a random sample of AHA- and non-AHA assisted households.[30] These plots include the original data with a superimposed OLS-estimated linear trajectory for the randomly selected households. Based on our examination of the empirical change plots, we transformed the original outcome data to obtain a more linear distribution by taking the natural logarithm of total household income. Unless otherwise noted, we express outcomes in log dollars.

We present a taxonomy of multilevel models, in sequence, to address our research questions pertaining to household progress toward self-sufficiency. Each model extends a prior model which permits comparisons across models to identify how the individual and joint effects of specific predictors affect the initial status and rate of change of household income trajectories. Table 6 defines the variables incorporated in the multilevel analysis of change, Table 7 summarizes the taxonomy of multilevel models for change fitted to total household income (in constant dollars) for the period 2006-2016, and Table 8 presents the results of our statistical models.

Model A: Unconditional Means. The unconditional means model includes no predictors. Its primary purpose is to identify whether there is any systematic variation in the outcome measure of interest and if so, to what extent the variation can be partitioned into variation due to differences within households and differences between households. The model also provides a baseline for evaluating subsequent models. The unconditional means model simply assumes that the true individual change trajectory for household i is flat and unchanging over time, sitting at the intercept for the level-1 submodel.

[30] There are over 35,000 households included in the analysis, too many to display every household's income trajectory.

This intercept represents the household-specific mean across the study time period. Since the level- 2 submodel includes no predictor variables to explain variation across households in the outcome of interest, any variation in the outcome of interest across households cannot be attributed to a predictor variable. The intercept of the level-2 submodel, therefore, is a fixed effect that represents the grand mean, or the mean in the outcome of interest across all households. As shown in Table 8, the average assisted non-disabled, non-elderly household had a total annual household logged income of 8.445 log dollars ($4,652 in 2016 dollars) in 2011.[31]

Table 6. Variables Included in the Multilevel Analysis of Change.

Variable	Definition	Data Source
Time	Number of years since 2006, centered on 2006.	Derived from HUD 50058 data, Effective date of transaction.
Unemployment	Atlanta metropolitan area unemployment rate, annual average, centered on 4.8 percent. Includes Clayton, Cobb, DeKalb, Fulton, and Gwinnett Counties.	Derived from U.S. Department of Labor, Bureau of Labor Statistics.
Age, head of household	Age, in years, of head of household, centered on age 30.	HUD 50058 data
Household with children	Dichotomous variable, coded 1 for households with children; 0 otherwise.	HUD 50058 data
Household housing history	Five dichotomous variables coded as follows: Always public housing: 1 if household resided in public housing during duration of study; 0 otherwise Always mixed-income housing: 1 if household resident in mixed-income housing during duration of study; 0 otherwise Always PBRA housing: 1 if household resided in project-based rental assistance during duration of study; 0 otherwise Public housing to voucher: 1 if household began in public housing and later moved to housing choice voucher program; 0 otherwise Other: All other housing history combinations except Always voucher, which is the left out category. See appendix D for cross tabulation of household housing history by public housing authority.	Derived from HUD 50058 data

[31] Note that since the dependent variable is expressed as the natural logarithm of total household income, the geometric mean (8.445 in log dollars in this case, which converts to $4,652 upon transformation back to dollars) is much lower than the arithmetic mean, which in this case is $14,595.

Table 6, cont' d

Variable	Definition	Data Source
Time X Housing History	Cross-level interaction of time (level-1) and household housing history (level-2)	Derived from HUD 50058 data
MTW	Dichotomous variable, coded 1 for households assisted through AHA's MTW Housing Demonstration (begun July 1, 2004); 0 otherwise	Derived from HUD 50058 data
Time X MTW	Cross-level interaction of time (level-1) and MTW status (level-2)	Derived from HUD 50058 data
MTW X Housing History	Interaction of MTW status and Household history dichotomous variables	Derived from HUD 50058 data
Time X (MTW X Housing History)	Cross-level interaction of time (level-1) and MTW status X Housing history (level-2)	Derived from HUD 50058 data
Gender of household head	Dichotomous variable coded as 1 for male; 0 for female	Derived from HUD 50058 data
Race of household head	Dichotomous variable coded as 1 for white; 0 for nonwhite	Derived from HUD 50058 data
Family Self-Sufficiency	Dichotomous variable coded as 1 for Family Self-Sufficiency participant (non-AHA public housing authorities); 0 otherwise	Derived from HUD 50058 data
Neighborhood Need	Composite neighborhood need index for the period 2009-2013 measured on an ordinal scale of 9 stops, ranging from 1 for low need, improving to 9 high need, declining for census tracts in DeKalb and Fulton counties. See appendix for further discussion.	Bureau of the Census, American Community Survey, 2009-2013; PolicyMap (median home sales price), Georgia Department of Human Services (food stamp recipients), Atlanta Police Department (violent and property crime).

Examination of the variance components in Model A provides information on how the variation in total annual household income is partitioned into within-household variation (the pooled scatter of each household's data around their mean) and the between-household variation (the pooled scatter of each household's household-specific mean around the grand mean derived from all households included in the analysis). If a variance component is zero, then there is no variation in outcomes to be explained at that level. The intraclass correlation for Model A is 0.67, which indicates that about two-thirds of the variation in total household income among the 35,644 households included in the analysis is explained by variation due to differences between households.[32]

Model B: Unconditional Growth. The unconditional growth model moves the analysis forward by adding a predictor of time into the level-1 submodel. Because time is the only predictor in the

[32] To facilitate comparisons across models, we limit the analysis to the subset of households that have complete data for all variables included in the analysis.

Table 7.
Taxonomy of Multilevel Models for Change Fitted to Households Receiving Housing Assistance.

	Level-1 Submodel		Level-2 Submodel		
Model	Time	Time-Varying Covariates	Program	Household Covariates (Time invariant)	Cross-Level Interactions
A					
B	TIME $TIME^2$				
C	TIME $TIME^2$	• Age • Children in the Household • Employment Status (Hhold has wage income) • Metro Atlanta Unemployment rate			
D	TIME $TIME^2$	• Age • Children in the Household • Employment Status • Metro Atlanta Unemployment rate		• Housing history subgroups	• TIME x Housing history subgroups • $TIME^2$ x Housing history subgroups
E	TIME $TIME^2$	• Age • Children in the Household • Employment Status • Metro Atlanta Unemployment rate	MTW	• Housing history subgroups • HH head gender • HH race • HUD Family Self-Sufficiency program participant • Neighborhood conditions	• TIME x Housing history subgroups • $TIME^2$ x Housing history subgroups • TIME x household covariates • $TIME^2$ x household covariates
F	TIME $TIME^2$	• Age • Children in the Household • Employment Status • Metro Atlanta Unemployment rate	MTW	• Housing history subgroups • MTW x Housing history subgroups • HH head gender • HH race • HUD Family Self-Sufficiency program participant • Neighborhood conditions	• TIME x Housing history subgroups • $TIME^2$ x Housing history subgroups • TIME x (MTW x Housing history subgroups • $TIME^2$ x (MTW x Housing history subgroups) • TIME x household covariates • $TIME^2$ x household covariates

Table 8. Taxonomy of Multilevel Models for Change in Household Income Fitted to Households Receiving Public Housing Assistance, 2006-2016.

	Model A	Model B	Model B2	Model C	Model D	Model E	Model F
Composite Model Fixed Effects							
Intercept	8.445***	8.447***	8.431***	5.831***	5.683***	5.7054***	5.6930***
Level 1							
Time (linear term)		-.0235***	-.0272***	-.0237***	-.0371***	-.0174***	-.0155***
Time 2 (quadratic term)			.0018*	-.0009	-.0014	.0035*	.0039*
Atlanta metro unemployment rate				-.0209***	-.0217***	-.0230***	.0227***
Age of head of household				.0233***	.0272***	.0275***	.0274***
Household with children				.6230***	.6526***	.6139***	.6131***
Household has wage earner				3.2932***	3.2702***	3.2409***	3.2393***
Household housing history (initial status)							
Always public housing					.3104***	.3740***	.4343***
Always mixed-income housing					.5432***	.3137***	.2807***
Always PBRA housing					.0538	-.1272*	-.1619**
Public housing to voucher					.2690***	.1195**	.3941***
Other					.4270***	.2186**	.1928
Household housing history (rate of change)							
Time x Always public housing					.0161	.0185#	.0074
Time x Always mixed-income housing					.0312***	.0537***	.0494***
Time x Always PBRA housing					.0911***	.1113***	-.1080***
Time x Public housing to voucher					-.0020	.0072	-.0156
Time x Other					.0359**	.0494***	-.0375
Household housing history (accelerated change)							
Time2 x Always public housing					-.0058	-.0097**	-.0110**
Time2 x Always mixed-income housing					-.0001	.0106**	.0118***
Time2 x Always PBRA housing					.0236**	.0326***	.0339***
Time2 x Public housing to voucher					-.0070**	-.0026	-.0090#
Time2 x Other					-.0072#	.0007	.0036
MTW (initial status)						.3518***	.4034***
Time x MTW (rate of change)						-.0242***	-.0297***
Time2 x MTW (accelerated change)						-.0107***	-.0125***
MTW x Household housing history (initial status)							
MTW x all public housing							-.2651
MTW x all mixed-income housing							see note 1
MTW x all PBRA housing							see note 2
MTW x public housing to voucher							-.3891***
MTW x other							-.0014
MTW x Hhold housing history (rate of change)							
Time x (MTW x all public housing)							.0337
Time x (MTW x all mixed-income housing)							see note 1
Time x (MTW x all PBRA housing)							see note 2
Time x (MTW x public housing to voucher)							.0315#
Time x (MTW x other)							.1012**
MTW x Hhold housing history (accelerated change)							
Time2 x (MTW x all public housing)							.0126
Time2 x (MTW x all mixed-income housing)							see note 1
Time2 x (MTW x all PBRA housing)							see note 2
Time2 x (MTW x public housing to voucher)							.0102#
Time2 x (MTW x other)							-.0022

Table 8, cont'd

	Model A	Model B	Model B2	Model C	Model D	Model E	Model F
Household covariates (initial status)							
Male head of household						-.4437***	-.4389***
White head of household						-.2534*	-.2504*
Family Self-Sufficiency participant						-.2644***	-.2648***
Neighborhood need index						-.0290***	-.0307***
Household covariates (rate of change)							
Male head of household						-.0368***	-.0370***
White head of household						-.0205	-.0207
Family Self-Sufficiency participant						-.0046	-.0043
Neighborhood need index						-.0031**	-.0029*
Household covariates (accelerated change)							
Male head of household						.0127***	.0124***
White head of household						.0015	.0013
Family Self-Sufficiency participant						.0023	.0023
Neighborhood need index						.0003	.0004
Variance Components							
Level 1: Within-person (Residual)	5.934	5.451	5.037	3.729	3.726	3.726	3.726
Level 2: In initial status (_cons)	2.903	2.685	4.093	2.707	2.678	2.633	2.629
Level 2: Rate of change (_time)		.0655	.0752	.0527	.0525	.0519	.0519
Level 2: Accelerated change (_time2)			.0058	.0039	.0039	.0039	.0039
Log likelihood	-367,877	-366,423	-365,297	-340,836	-340,612	-340,429	-340,414
N of observations	151,568	151,568	151,568	151,568	151,568	151,568	151,568
N of groups	35,644	35,644	35,644	35,644	35,644	35,644	35,644
Goodness-of-fit							
Likelihood-ratio test			2250.7***	48923.8***	448.1***	365.2***	30***
Pseudo R-Square--y, y^		0.001	0.001	0.295	0.299	0.302	0.302
Pseudo R-Square--within persons level 1		0.081	0.151	0.372	0.372	0.372	0.372
Pseudo R-Square--initial status at study midpoint				0.339	0.346	0.357	0.358
Pseudo R-Square--average rate of change				0.299	0.302	0.310	0.310
Pseudo R-Square--curvature (accelerated change)				0.328	0.328	0.328	0.328
Deviance Statistic	735,754	732,846	730,594	681,672	681,224	680,858	680,828
AIC	735,760	732,858	730,614	681,700	681,282	680,946	680,938
BIC	735,790	732,918	730,713	681,839	681,570	681,383	681,484

*** p ≤ .001 ** p ≤ .01 * p ≤ .05 # p ≤ .1C

Note 1. Mixed-income housing was only an option for AHA-assisted households. Interaction with MTW not appropriate.
Note 2. PBRA housing was only an option for AHA-assisted households. Interaction with MTW not appropriate.

level-1 submodel, it is called the unconditional growth model as it estimates both a household's initial status and its general rate of change for the outcome of interest. Our time variable is centered at 2011, the midpoint in our study period, to assist in model interpretation. Model B now provides information on how household *i's* observed outcome deviates from its change trajectory as opposed to household *i's* household-specific mean. Model B includes fixed effects for both initial status (intercept) and rate of change (coefficient of the *TIME* variable) and variance components that summarize the scatter of each household's data around its own linear change trajectory (represented by initial status and rate of change). As Willet and Singer point out, "estimating these variance components allow us to distinguish level-1 variation from the two different kinds of level-2 variation (status and rate of change) and to determine whether interindividual [interhousehold] differences in change are due to interindividual [interhousehold] differences in true initial status or true rate of change. However, we cannot attribute any of the variation in differences in household income trajectories to any specific factors since there are no level-2 predictors (beyond *TIME*) included at this point in the analysis.

As shown in Table 8, on average, the initial status in terms of total household income for assisted households in 2011 was 8.447 in log dollars and the average annual rate of change in total household income in constant log dollars was -0.0235 (or -2.3 percent) over the period 2006-2016.[33] Both growth parameters are statistically significant, yielding a status estimate at the midpoint of the study (intercept) and rate of change (slope) for the average assisted household income change trajectory. Examination of the variance components of Model B also shows that there is non-zero variability in the level-1 residual variance (within household) and in the level-2 residual variance for the two linear growth parameters. This indicates that we gain precision by adding substantive time-varying predictors to the level-1 submodel and time-invariant predictors to the level-2 submodel.

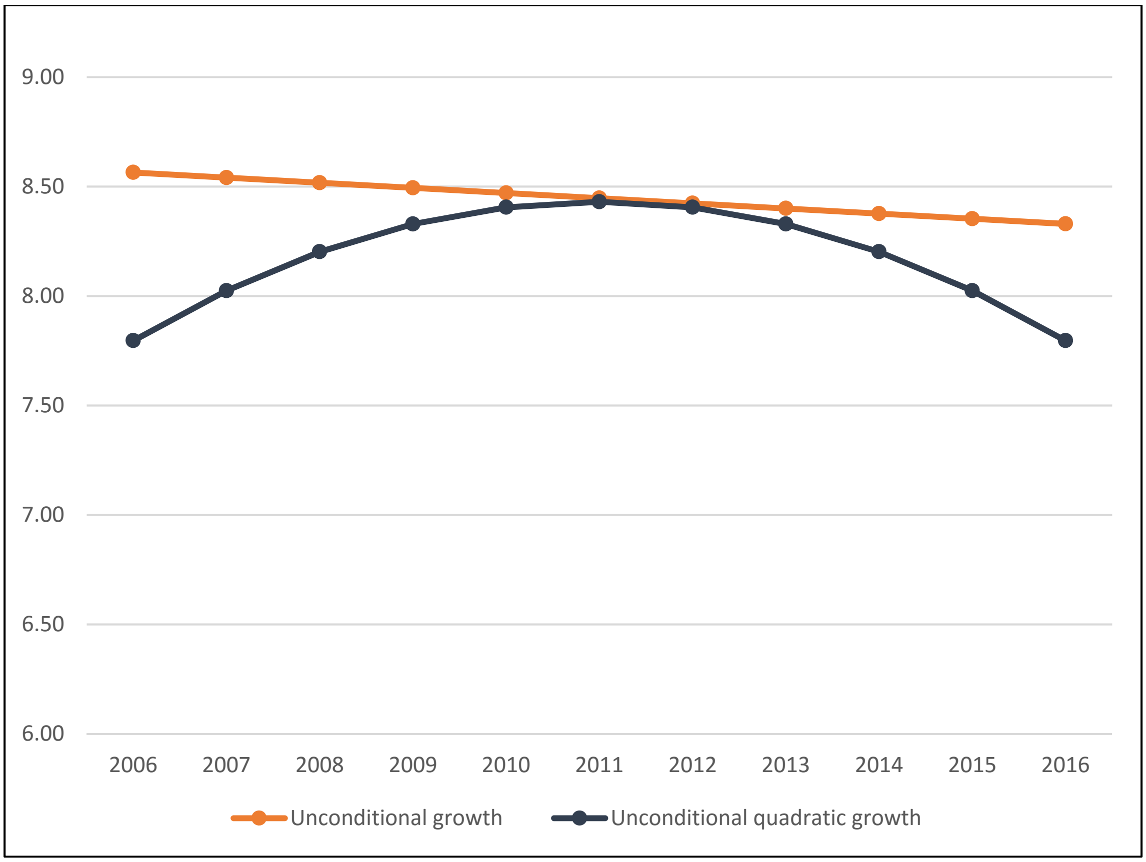
Model B2: Unconditional Quadratic Growth. The unconditional growth model is based on the notion that change is linear (in log dollars), smooth, and the rate of change is constant over time. Examination of empirical growth plots for a random sample of assisted households, however, suggests that the true change trajectory is likely more complex and potentially curved with increasing or decreasing change over time (see Appendix D). To explore this possibility, we add a second-order polynomial for quadratic change ($TIME^2$) to the unconditional growth model which already includes linear time. Model B2 now includes two time predictors, three growth parameters, and variance components for *TIME* and $TIME^2$ that allow the growth trajectories to vary across households as opposed to constraining them to be fixed (the same) for all households.
The value of the intercept still represents the value of our dependent variable (logged household income in constant dollars) when *TIME* and $TIME^2$ are both 0 (in this case, corresponding to year=2011 since both measures are time-centered). The parameter associated with *TIME*, however, no longer represents a constant rate of change; instead, it is interpreted as the instantaneous rate of change at a specific point in time, when *TIME*=0, or in this case 2011. The coefficient for $TIME^2$, known as the curvature parameter, represents the changing rate of

[33] Because the dependent variable is expressed as a natural log of total annual household income, we can interpret the parameter estimate as the annual average percentage change in total household income for each unit change in *TIME* by computing $100(e^{(coefficient)}-1)$. Here the computation is $100(e^{(-0.0235)}-1)$=-2.3%.

change, which accelerates the trajectory when positive, or decelerates the trajectory when the parameter is negative. Though a quadratic growth trajectory does not have a constant slope, the rate of change does change smoothly over time, with each additional unit of time affecting the outcome variable based on the sign and magnitude of the *TIME* and *TIME*^{2} parameters.

Table 8 indicates that both time parameters are statistically significant as are each of the variance components. Compared to Model B (linear growth), the results for Model B2 (quadratic growth) allow us to reject the null hypothesis that all the model's parameters are simultaneously zero and conclude that there is potentially predictable variation in curvature across assisted households. We therefore treat change in total household income as though the trajectory is quadratic, not linear. In subsequent models we add additional predictors at both level-1 and level-2 to gain a greater understanding of the determinants of change in total household income. Figure 12 illustrates these two different trajectories, based on the results from Model B (linear change) and Model B2 (quadratic change).

Figure 12. Individual Change Trajectories: Unconditional Linear Change and Quadratic Change.



Model C: Quadratic Change with Time-Varying Predictors. Model C adds four time-varying predictors to the level-1 submodel: the annual unemployment rate for metropolitan Atlanta (centered at 9.8 percent, which was the unemployment rate for the five core counties in the metro Atlanta area in 2011), the age of the head of household (centered at age 30), households with children, and households with wage income. Results from Model C show that all added covariates were statistically significant. We can now interpret the intercept as the average annual income in 2011 (in constant log dollars) for a household without children, with wage income, headed by a 30-year old adult when the unemployment rate for metro Atlanta was 9.8 percent.

Model D: Quadratic Change with Time-Varying Predictors and Household Housing History Groups. Model D adds additional level-2 covariates which allow us to distinguish how household income trajectories, adjusted for the time-varying factors of metro area unemployment, age of the head of household, whether a household has children, and whether a household has wage income, vary by a household's housing history. Model D adds four dichotomous variables that capture a household's housing experience over the course of the study: always in public housing, always in mixed-income housing, always in project-based rental assistance (PBRA) housing, households that moved from public housing to a housing choice voucher, and households that had other configurations of housing experiences (see Appendix D for distribution of study households by housing history groups and public housing authority).

Households that spent the entire study period in the housing choice voucher program (about 60% of the study sample) are the reference category, meaning that the coefficients of the housing history variables indicate the average difference between households in any specific housing history group and those in the reference (always voucher) housing history group, controlling for other factors included in the multilevel model of change. Three sets of housing history variables are included in Model D, one that expresses average differences in initial status (i.e., average household income in 2011) and two additional sets that represent cross-level interactions between *TIME* and housing history, which capture differences in the average annual rate of change in household income for the housing history groups, and $TIME^2$ and housing history, which represent differences in the curvature (acceleration/deceleration in the rate of change).

Table 8 shows that the average annual rate of change in total household income for the reference group (always housing voucher), controlling for the effects of metro Atlanta unemployment, age of the head of household, presence of children in the household, and households with wage income was -0.0371 in log dollars or an average annual rate of decline in total household income of 3.6 percent. The curvature was also negative for the reference group, -0.0014 in log dollars, or an average decline of 0.14 percent per year.

Table 8 shows that all five housing groups had statistically significant differences in their initial status for annual household income as compared to the initial status of those households in the reference group. These differences in household income in 2011 (in 2016 dollars) between the housing history subgroups and the reference group (always voucher households), controlling for the effects of metro area unemployment, age of the head of household, presence of children in the household, and households with wage income, were 0.3104 higher in log dollars for those households in the always public housing history group, 0.5432 higher in log dollars for the mixed income group, 0.0538 higher in log dollars for those in the always PBRA housing group, 0.2690 higher in log dollars for households in the public housing to voucher group, and 0.4270 higher in log dollars for those households in the always mixed-income housing group.

Three of these housing history groups also had statistically significant differences in their average annual rate of change as compared to the reference group. In each group, the average percentage change in annual household income was higher than the annual average change for the always voucher reference group, controlling for the other factors in the model. These differences were 0.0312 log dollars (3.2 percent higher) for the always mixed income housing group, 9.5 percent higher for the always PBRA housing group, and 3.7 percent higher for the "other" assisted housing group.

In regard to curvature, the parameter estimate was negative for four of the five housing history groups, indicating that each additional unit of time decreased the household income growth trajectory for the housing history group as compared to the trajectory for the reference group. These differences ranged from -0.0072 log dollars (0.7 percent lower) for the "other" housing group to -0.001 log dollars (0.1 percent lower) for the always mixed income housing group. The curvature was positive for the always PBRA housing history group (0.0236 log dollars or 2.4 percent higher).

Examination of the model's variance components shows that all parameters are statistically significant, indicating that there is still residual within household and between household variance in total household income to be explained. In terms of model fit, Model D is an improvement over Model C based on the likelihood-ratio test and examination of the deviance statistics.

Model E: Quadratic Change with Time-Varying Covariates, Housing History Groups, and MTW Status. Model E examines how these income trajectories are influenced by MTW status and additional household characteristics by adding three additional predictors to the multilevel model of change: MTW (status) and cross-level interactions with MTW and *TIME* (rate of change) and MTW and $TIME^2$ (curvature). In addition, four additional household covariates are added to the level-2 submodel to adjust for household differences. The added variables include the gender and race of the head of household, participation in HUD's Family Self-Sufficiency Program, and neighborhood condition, based on a composite index of the level of need and rate of change for a variety of neighborhood indicators (see Appendix B).

Though conceptually the latter two indicators could be considered time-varying predictors, available data on FSS participation are not fine enough to permit time-specific measures of program participation; similarly, the neighborhood conditions index relies heavily on indicators derived from the Census Bureau's American Community Survey Five-Year estimates and other measures derived from local administrative data that preclude more frequent measurement of neighborhood conditions during the study period. Therefore, we include these predictors in the level-2 submodel as time-invariant predictors as they do provide important information on the receipt of services designed to help PHA-assisted households move toward self-sufficiency (FSS participation) and neighborhood context (neighborhood conditions index) that distinguish the experiences of assisted households. We also include cross-level interactions with *TIME* and $TIME^2$ for each of the added household covariates.

As shown in Table 8, there is a statistically significant MTW effect for all three growth parameters. On average, the initial status of MTW households regarding total household income in 2011 was 0.3518 log dollars (42 percent) greater than for non-MTW voucher households, controlling for the other predictors included in the model. The parameter estimate for the rate of change for MTW households (*TIME X MTW*) is negative, indicating that on average and controlling for the other factors in the model, the rate of change in household income for MTW households was 2.4 percent lower than the rate for non-MTW voucher households. The curvature for MTW households (*$TIME^2$* x *MTW*) was also negative, indicating that the difference in the rate of change between MTW and non-MTW households, on average, and controlling for the other predictors in the model, is -0.0107 for each additional year (or 1.1 percent per year).

Table 8 shows all four of the added household covariates have statistically significant effects on the initial status of household income. Two of the added covariates (gender and neighborhood condition) have statistically significant effects on rate of change, and only gender of the household head has a statistically significant effect on curvature. The parameter estimates for the added covariates indicate that households headed by a male have a lower initial status, lower rate of change, and higher curvature, on average, than households headed by women, controlling for all of the other factors included in the model. All three parameter estimates were statistically significant. Households headed by a Caucasian show a similar pattern—lower initial status, lower rate of change, and higher curvature, on average, than households headed by a nonwhite adult, controlling for all of the other predictors included in the model. Only the parameter estimate for initial status was statistically insignificant. Findings for households that participated in HUD's Family Self Sufficiency Program were more complex. On average, FSS households had a lower initial status, lower rate of change, and higher curvature, than those households that did not participate in the FSS program, controlling for the other predictors in the model. Only the FSS parameter estimate for initial status was statistically significant.

In terms of neighborhood, the findings reported in Table 8 are consistent with a growing literature on the linkages between neighborhood conditions and quality of life outcomes. The parameter estimates for the neighborhood need index are negative and statistically significant for initial status and rate of change. As noted earlier, our neighborhood conditions measure is a nine-step index that ranges from 1 (low need, improving) to 9 (high need, declining), which we centered at a value of 5 (moderate need, stable). The parameter estimates for the neighborhood need index show that, on average, a one unit change in the index (worsening neighborhood conditions) is associated with a lower initial status and a lower rate of change in household income trajectories, controlling for all of the other factors included in the model. The curvature parameter estimate is insignificant, indicating that there is no acceleration (or deceleration) in household income trajectories based on changes in neighborhood condition.

Regarding the estimates of the MTW effects by housing subgroup, inclusion of the additional household covariates does not dramatically affect the magnitude or direction of the growth parameter estimates, though their interpretation has changed as those effects are now conditioned on the gender and race of the head of household, along with participation in HUD's Family Self-Sufficiency Program, and neighborhood conditions. Three parameter estimates switch signs from Model D to Model E. The initial status for the always PBRA housing subgroup changes from 0.0538 to -0.1272 and also becomes statistically significant. The rate of change parameter for the public housing to voucher housing history group changes in the opposite direction, from -0.0020 to 0.0072, but is not significant. The curvature estimate for the always mixed income housing group moved from -0.001 to 0.0106 and attained statistical significance.

Examination of the variance components for Model E shows little change from Model D. All of the variance components are statistically significant, indicating that there is still residual variation in total household income, both within households and between households, to be explained. The likelihood-ratio test and Deviance measures indicate Model E is a better fit for the data than Model D, though the values are only slightly better.

Model F: Quadratic Change with Time-Varying Covariates, Housing History Groups, MTW Status, and Interaction of MTW Status and Housing History Groups. To examine whether the effects of MTW participation vary by housing history group, Model F includes a set of interaction terms between MTW participation and the housing history groups to capture any changes in the growth parameters of MTW households by housing history group. The addition of the MTW interaction terms changes the interpretation of the coefficients for the MTW growth parameters. They now represent the effect of MTW conditional on the value for all housing groups being 0. In other words, the coefficients for the MTW growth parameters (initial status, rate of change, curvature) can now be interpreted as the MTW effect for the MTW always voucher households. When the MTW X housing group interaction term, which is a dichotomous measure, is one the MTW effect for the housing group is represented as the sum of the MTW coefficient plus the coefficient of the MTW X housing group interaction term. It is important to note that with the addition of the MTW interaction terms, the MTW and housing group parameters are now measuring a different effect than they were in Model E, which contained no MTW – housing group interaction terms. It is also important to note that there are no MTW - housing group interaction terms for the always mixed income housing and always PBRA housing subgroups, as both housing options were only available to AHA-assisted households.

In terms of status (at 2011), Table 8 shows that the only housing group with a statistically significant MTW interaction is the public housing to voucher group. For assisted households in that group, their predicted income in 2011 was -0.3891 log dollars lower than that estimated for MTW voucher households, a very small difference. For the rate of change parameter, all three housing subgroups with MTW interactions had a higher rate of change than MTW voucher households, with the differences being statistically significant for the public housing to voucher group and the "other" housing group. The former had a rate of change 3.2 percent higher than MTW voucher households and the latter group's rate of change was 10.7 percent higher. The only housing group with a statistically significant interaction with MTW for the curvature growth parameter was the public housing to voucher group, which was one percent greater than the changing rate of change for MTW voucher households.

All of the MTW growth parameters, which capture the difference between MTW voucher households and PHA voucher households, remain statistically significant and are generally slightly stronger than in Model E. Initial status is positive, indicating that MTW voucher households had higher incomes than PHA voucher households in 2011, on average and controlling for the other factors in the model. However, both rate of change and curvature growth parameters are negative, indicating a lower rate of change and a deceleration effect that slows the rate of change over time.

Examination of the variance components and goodness-of-fit measures shows that Model F's results are essentially the same as those for Model E, adding no additional explanatory power. The most important contribution of Model F is its ability to provide estimates of how the effects of MTW vary by housing subgroup. Overall, the results from Model F show there is still unexplained variation in household income trajectories left to be explained. However, due to limitations in the available household covariates in the HUD 50058 administrative data, we have exhausted the potential predictor variables that could be added to the model in an effort to reduce the unexplained variance. Therefore, in the interest of parsimony, we use the results from Model F as our final model and these results are used to fit household income trajectories (in constant 2016 dollars) for the housing subgroups by MTW status and to calculate the net differences in predicted household income between MTW households and non-MTW households by housing subgroup, which we present in the next section.

Summary

In this section we use the results from the multilevel model for change to summarize the main findings regarding the household income trajectories of the 35,644 households that received housing assistance from the AHA and the other six housing authorities in the greater Atlanta area included in the analysis.

Fitted Household Income Trajectories. We begin with Figure 13, which displays the fitted trajectories for prototypical households by housing history group and MTW status. The top panel of Figure 13 displays the main effects of the AHA's MTW Demonstration, plotting the household income trajectories for MTW and non-MTW households over the 11-year study period between 2006 and 2016. In distinguishing the MTW and non-MTW household income trajectories (in constant 2016 dollars) overall and by housing history group, these trajectories were calculated for prototypical households with the following characteristics: the household head is a Black female, age 30, in a household with children and at least one wage earner; the household did not participate in HUD's Family Self-Sufficiency program and lives in a neighborhood characterized as moderate need, stable. The trajectories also include controls for the unemployment rate in the greater Atlanta area (five core counties, centered at 2011 values).

Although the overall MTW household income trajectory has a higher initial status, the lower rate of change and curvature for MTW households shows that if present trends continue, non-MTW households may eventually catch up and surpass MTW households. The plot also suggests that MTW households fared better than non-MTW households during the economic downturn brought about by the Great Recession as the gap between MTW and non-MTW households is largest during these years when the unemployment rate in the five core counties in the Atlanta metro Atlanta hovered near 10 percent.

Note, however, that these are overall average trajectories for both MTW and non-MTW households and as the bottom panel of Figure 13 illustrates, the fitted trajectories of household income differ by type of housing assistance and MTW status. The household income trajectory for AHA-assisted households in the always mixed income housing group is consistently above the trajectories of all non-MTW housing history groups and is only surpassed by AHA-assisted households in the always PBRA housing history group at the very end of the study period, due to the latter's greater rate of change and curvature. While the MTW mixed income households started at a higher initial status in 2006, the MTW PBRA housing group's higher rate of change and curvature enabled this group to catch up and surpass the MTW mixed income group by the end of the study period. There is also evidence in the data that suggests a number of "late arrivers" in the PBRA housing group and that these households likely arrived with higher incomes than the existing PBRA households.[34]

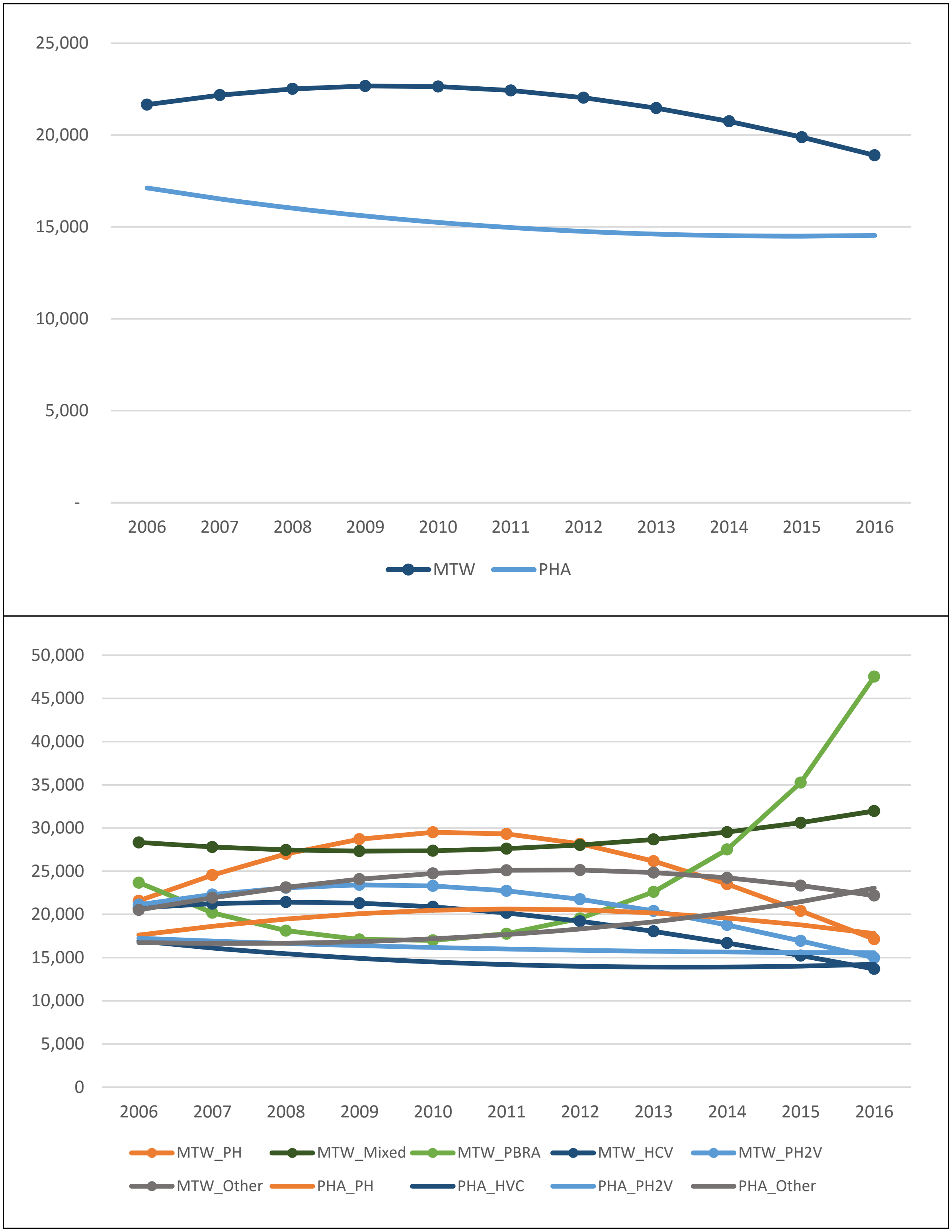
The MTW always voucher and MTW public housing to voucher housing history groups follow very similar trajectories over the course of the study period, though the former's negative rate of change and curvature yield a sharper drop at the end of the study period than is the case for the MTW public housing to voucher group. The household income trajectories for the MTW and non-MTW voucher groups follow different trajectories over the study period with a fairly large gap between the two during the middle years of the study, a gap that largely disappears by the end of the study period when the PHA voucher households actually surpass the MTW voucher households in predicted household income for 2016.

Figure 13 also shows a greater spread in the household income trajectories of the MTW and PHA always public housing subgroups throughout most of the study, with a large gap during the middle years of the study, a gap like that with voucher households that disappears by the end of the study. The trajectory patterns seem to indicate that the MTW public housing group emerged from the Great Recession in a better position than voucher households, though much like the experience of most low- and moderate-income households across the nation, their income growth has failed to keep pace with inflation.

Also of note in Figure 13 is the beginning and ending positions of the housing subgroups by MTW status. At the beginning of the study period, with the exception of MTW mixed income housing, all of the housing subgroups were bunched together very tightly, with the MTW housing subgroups generally starting with a higher initial status (average predicted income) than was the case for the PHA housing groups. By the end of the study, the housing groups were more widely dispersed in their relative positions, with the exception of MTW mixed income and MTW PBRA, which had much higher ending statuses (average household income) than the other housing subgroups and tended to cluster more closely together by type of housing assistance history (e.g., public housing, voucher, public housing to voucher, "other") than by MTW/non-MTW as was the case at the beginning of the study period.

[34] The number of PBRA households rose steadily throughout the study period as AHA added additional PBRA properties to its rental unit inventory, rising from a couple hundred households in the early years of the series to 800 or more in the final four years of the study period, during which the average income for PBRA households increased sharply. In addition, both the rate of change and the curvature for the PBRA group were positive, giving an added boost to predicted income for those households at the end of the study period.

Figure 13. Growth Trajectories by MTW Status and Housing History Group



Prototypical households include the following characteristics: Household head is a Black, female, age 30, in a household with children and at least one wage earner. Household did not participate in HUD's Family Self-Sufficiency program and lives in a neighborhood characterized as moderate need, stable. Trajectories include controls for the unemployment rate in the greater Atlanta area (five core counties, centered at 2011 values).

Net Differences in Adjusted Annual Household Income. Figure 14 shows the differences in net household annual income, adjusted for the time-varying and time-invariant factors included in the multilevel model for change between MTW and PHA households by housing history subgroups. As with the household trajectories, the contrasts displayed in Figure 14 are the same as those used in the presentation of the prototypical household income trajectories: Thirty year old, nonwhite female head of household, age 30, with children and at least one wage earner in the household, not a participant in HUD's Family Self-Sufficiency Program, and residing in a moderate need, stable neighborhood. The estimates of expected income also control for the unemployment rate in metro Atlanta during the study period. We present two comparisons. The top panel of Figure 13 shows the net difference in conditioned annual household income between the six MTW housing subgroups and an identical household configuration residing in PHA public housing. The bottom panel shows the net difference between MTW housing subgroup households and PHA voucher households. Both panels present the net differences in average household income, controlling for the factors included in the model, at three points in time: beginning of the study (2006), the study midpoint (2011), and the end of the study period (2016).

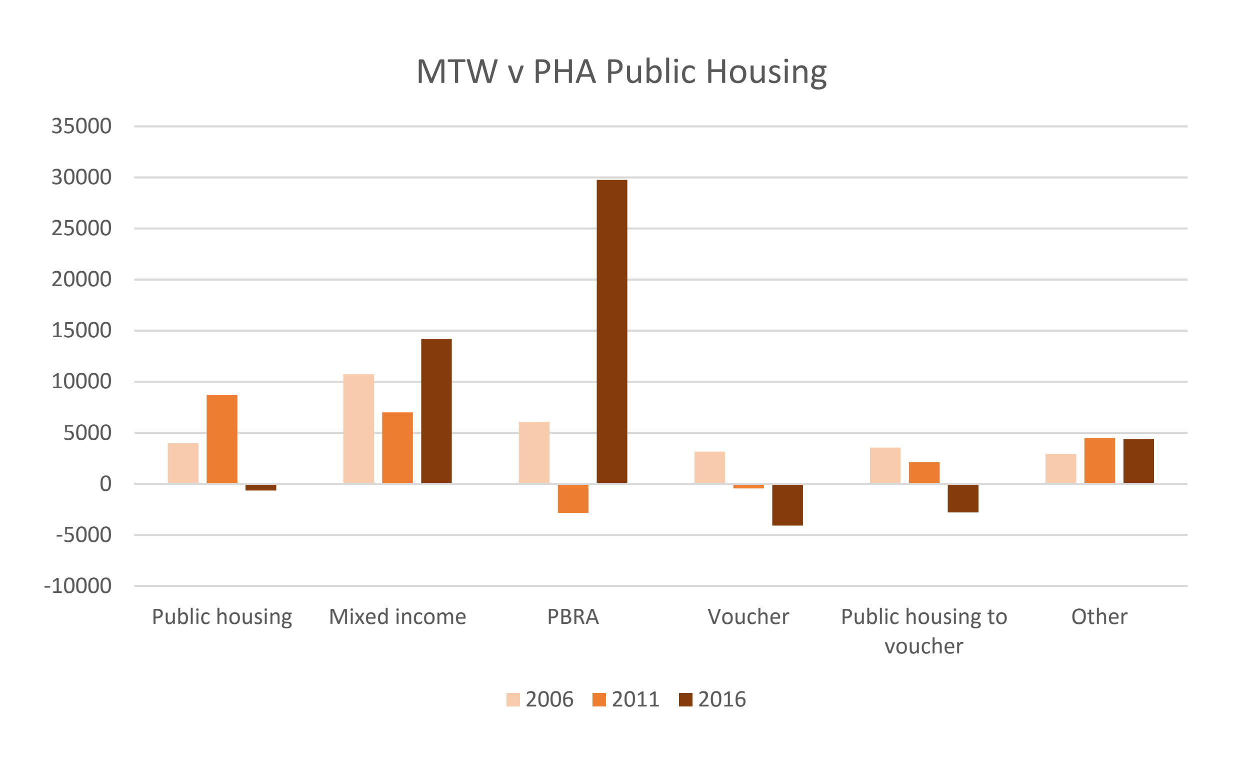
The patterns shown in Figure 14 essentially provide snapshots of the net differences between the MTW housing subgroups and two non-MTW comparison groups, assisted households in the always public housing subgroup and assisted households in the always voucher housing history group. Figure 14 shows that the net differences in adjusted annual household income between MTW and non-MTW assisted households are generally larger when the comparison is made to PHA voucher households as opposed to PHA public housing households. The findings also indicate that the greatest differences for both sets of comparisons are generally found for the MTW PBRA and MTW mixed income housing groups. A final point to note concerning the data displayed in Figure 14 is that there does not appear to be any clear pattern as to when MTW's effects are strongest. Regarding the comparison with PHA public housing households, the top panel in Figure 14 shows two of the MTW housing groups had their largest net differences at the beginning of the study, two in the middle of the study, and two at the end of the study. Three MTW housing groups—public housing, voucher, and public housing to voucher—ended the study period with lower predicted adjusted average annual household incomes than was the case for PHA-assisted households in the always public housing group.

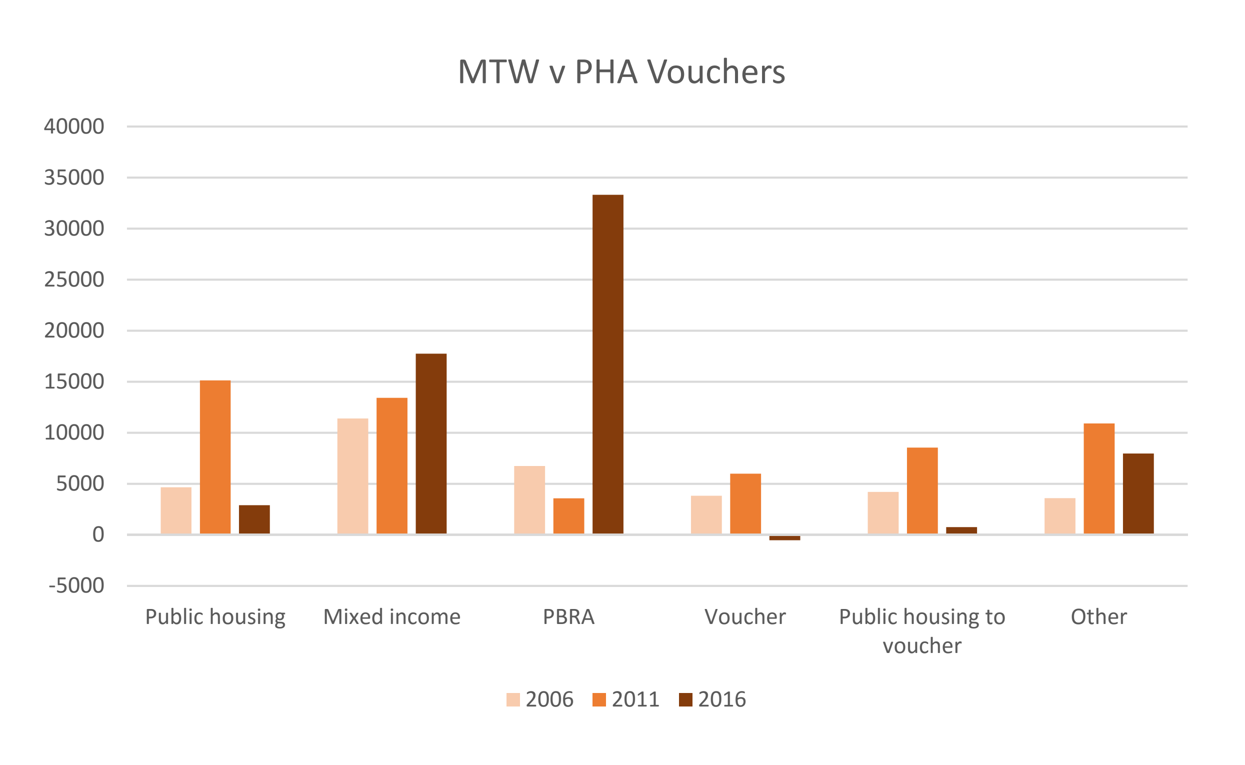
When the comparison shifts to PHA voucher households, all of the MTW housing groups fare better. The MTW mixed income group shows a steady increase in its net difference with PHA voucher households. Four MTW housing groups (public housing, voucher, public housing to voucher, and "other") report their largest differences during the study's midpoint; all four have lower net differences at the end of the study and one of those, MTW vouchers, has an average predicted income slightly below PHA voucher households. As pointed out above, MTW PBRA households end the study period with a substantial difference in predicted average household income, adjusted for the model's covariates, when compared to PHA voucher households.

The results from the multilevel model for change analysis of changes in average household income over the period 2006-2016 show that AHA-assisted households have generally fared better than comparable households assisted by conventional public housing authorities in the greater Atlanta area. The analysis produced statistically significant main effects for all three MTW growth

Figure 14. Net Effects of MTW by Type of Housing Assistance, 2006-2016

Net difference in annual household income, MTW – PHA, in constant dollars (2016=1.00)





parameters (initial status, rate of change, and curvature) and analysis by housing history subgroups showed that MTW-assisted households generally had statistically significant differences in average household income when compared to PHA-assisted households. The strongest effects were found for MTW-assisted households in AHA's mixed income and PBRA properties.

Like all observational studies, however, we must recognize that it is unclear how much of the MTW-PHA difference in household income trajectories can be attributed to the MTW Demonstration and how much of the difference may be due simply to selection bias. Since assisted households were not randomly assigned to their housing situations, there may be systematic differences in assisted household characteristics, observed or more likely unobserved, that may account for the observed differences in household income. For example, assisted households residing in mixed income or PBRA properties may have greater resources, ambition, or aspirations for their economic future that may attract them to those housing situations as opposed to others.

Understanding how the MTW Demonstration affects individual and family well-being is complicated by the fact that most low-income households have some degree of choice regarding their living situation. Housing outcomes through MTW are not fixed or exclusively determined by AHA. Rather, individual and family characteristics and circumstances may influence the type of housing situation a household is seeking. For instance, community and neighborhood characteristics may affect the type of housing options available to low-income households. Landlords in a particular neighborhood may be less willing to participate in the Housing Choice Voucher program, thus reducing the availability of affordable housing units in the neighborhood. Other low poverty neighborhoods may have few rental opportunities that are affordable to low-income families. It is also conceivable that there may be selection bias on the part of mixed income and PBRA property managers, who may have higher standards for tenant selection than those found in other assisted housing rental opportunities.

VI. Conclusion

In this final section we summarize our findings and place them in a broader context for better understanding the AHA's Moving to Work Demonstration, the agency's accomplishments and shortcomings to date, and the implications of its strategies and activities for the future of affordable housing, neighborhood revitalization, and improvements in the quality of life for low- and moderate-income families.

We begin by returning to the questions raised at the outset of our evaluation, with a brief review of what we've learned and the outstanding issues that warrant further research and inquiry.

1. To what extent have the programs and policies implemented through AHA's MTW Demonstration affected the well-being of AHA-assisted families and individuals and contributed to their movement toward self-sufficiency?

Our first report, based on the Wave I household interviews conducted during the Spring and Summer of 2013 concluded that the vast majority of families that were affected by AHA's public housing transformation were satisfied with their current housing situations. A substantial majority of respondents rated the overall condition of their housing as excellent or good. While the neighborhoods in which many AHA-assisted households resided in were more challenged than the neighborhoods in which the typical Atlanta household resides, most respondents were generally pleased with the area immediately surrounding their place of residence. Nearly two-thirds of AHA-assisted households rated their block as an excellent or good place to live, though a slightly smaller proportion of respondents rated their larger neighborhood as an excellent or good place to live. Most respondents indicated they anticipated their neighborhood would improve, though the percentages holding this outlook varied widely across housing types: PBRA households (46%) were less likely to report expected improvement whereas public housing households (63%) were more likely to note they expected their neighborhood to improve. Most respondents generally agreed that their current neighborhoods were socially cohesive and socially organized communities.

About one-third of AHA-assisted respondents in the baseline survey reported they had worked for pay during the week prior to their baseline interview. AHA-assisted voucher households (35%) and those in mixed income housing (36%) were more likely to have worked and those in public housing (7%) and PBRA properties (24%) were least likely to be working. Less than half of the working baseline respondents reported they were eligible for employer-provided benefits. Overall, about eight out of ten baseline respondents reported their total annual household income was $20,000 or less. More than four out of ten respondents noted that there was a time within the past year when there was not enough money to buy food.

At our Wave II survey, respondents continued to hold very favorably opinions of their housing; more than three out of four respondents rated the condition of their housing as excellent or good and most respondents had a reasonably favorable impression of their neighborhood, though a substantial share of AHA-assisted households resided at that time in neighborhoods that were classified as high need neighborhoods based on a variety of neighborhood need and change measures. We noted then that there seemed to be a fairly strong disconnection between respondent impressions of their neighborhoods and the neighborhood conditions captured in census and other small area data. As we pointed out then the macro view of the neighborhood did not always coincide with the day-to-day lived experience of residents at the micro level. For example, respondents held a much higher view of their block and its immediate surroundings than was the case for the broader neighborhood area.

A similar share of respondents reported they were working at Wave II as in Wave I, however a greater proportion of Wave II respondents noted they were eligible for employer-provided benefits than had been the case at their baseline interview. Incomes, however, remained low. The vast majority of respondent households reported total household income of less than $13,500, including about two-thirds of voucher holders and PBRA residents and nearly nine out of ten residents in the senior high rises. Analysis of AHA administrative data showed that the mean household income for all AHA-assisted households increased 10 percent between 2012 and 2015, rising from $13,277 in 2012 to $14,611 in 2015. Voucher households reported the highest incomes, followed by mixed income households, PBRA households, and households residing in the senior high rises.

As pointed out earlier our strongest empirical finding from the second report was found in our analysis of employment outcomes. MTW households were more likely to be employed at Wave II than were HADC-assisted households, regardless of whether or not they were employed at Wave I. Indeed the effects were larger for households not employed at Wave I than was the case for households employed at Wave I. MTW households also worked more hours than HADC-assisted households. We did not find, however, any statistically significant differences between AHA- and HADC-assisted households in terms of their hourly wages earned through employment.

The analysis presented in this report provides the strongest evidence to date of the progress AHA-assisted households have made toward self-sufficiency. By utilizing the analytic strategy of a multilevel model for change, we found statistically significant differences in the trajectories of average annual household income growth for AHA-assisted households as compared to assisted households served by conventional public housing authorities in the greater Atlanta area based on our analysis of the income trajectories of more than 35,000 households that received public housing assistance between 2006 and 2016. Differences between MTW and PHA households in average annual income over the study period were strongest for AHA-assisted households residing in mixed income and PBRA communities, especially when compared to average annual income growth for PHA-assisted voucher households. Overall, our analysis showed an MTW effect of more than $5,000 on average, during the middle years of the study period, when compared to PHA voucher households. These findings suggest that MTW households likely fared better than PHA-assisted households during the difficult economic times brought on by the Great Recession. MTW effects regarding income trajectories were even stronger for mixed income and PBRA households, as was illustrated in Figures 13 and 14.

There were also signs of concern in the trajectory analysis. Many MTW housing subgroups experienced a fairly strong deceleration effect in their income growth curves, particularly near the end of the study period. This was especially evident for MTW voucher households and assisted-households residing in public housing.

2. How were MTW effects tempered (or boosted) by the type of neighborhood and/or the type of housing assistance families and individuals received?

As we concluded in our second report, place matters. In our multivariate analysis of MTW program outcomes, one or more of our measures of neighborhood condition and context generally emerged as a statistically significant predictor, and generally in the direction predicted for a wide range of MTW outcomes that were examined. That is, more favorable neighborhood conditions and context were generally associated with better program outcomes. For example, both housing costs and wages earned were statistically significantly lower in more distressed neighborhoods as measured by the neighborhood conditions index; housing costs and neighborhood satisfaction were statistically significantly higher in neighborhoods with greater levels of social capital; housing costs, participation in the labor force, hours worked, and wages earned were all statistically significantly lower in neighborhoods with greater social disorder; and neighborhood satisfaction and employment were statistically significantly higher in neighborhoods with greater levels of neighborhood resources and assets, including available jobs; controlling for the other variables included in our models. These findings are very consistent with the larger social science literature on neighborhoods and neighborhood effects.

The analyses presented in this report further reinforce those findings. Our analysis of household income trajectories found statistically significant effects for neighborhood condition, as measured by the neighborhood needs index, for two of the three growth parameters (initial status and rate of change). For each of those parameters, the signs were negative, indicating that more distressed neighborhoods are associated with lower average annual household incomes and lower rates of income growth.

We also found evidence in our studies that type of housing assistance matters. The analysis presented in our second report showed statistically significant effects between AHA-assisted voucher holders and PBRA households, with the latter reporting statistically significantly lower levels of employment and hours worked, controlling for the household and neighborhood characteristics included in our models. We also found that PBRA households had statistically significantly lower levels of satisfaction with their neighborhood, as measured at both the block level and in terms of respondent perceptions of neighborhood change. PBRA households were less optimistic that their neighborhood would improve over the next few years than were AHA-assisted voucher holders. PBRA households were also less likely than AHA voucher recipients to perceive the schools their children attended as safe. On the other hand, PBRA households had higher levels of satisfaction with the quality of their children's schools than did AHA voucher holders. PBRA households also reported lower housing costs, on average, than did AHA-assisted voucher holders. There were fewer statistically significant differences between AHA-assisted voucher holders and the other types of AHA housing.

Those differences, however, appear to have flipped based on our analysis of household income trajectories over the past decade, as PBRA households showed the greatest net differences with PHA public housing and voucher households at the end of the study period. As we noted above, those differences seem to have been driven in part by a number of new PBRA households in the latter years of our study period as more PBRA properties came on line, and the results suggest that those PBRA households had higher incomes than existing PBRA households. We also found strong effects for MTW households residing in mixed income housing. Indeed mixed income and PBRA were the only MTW housing subgroups that sustained positive and statistically significant growth parameters for rate of change and curvature (acceleration in the rate of change), on average, controlling for the other factors included in the model. Though these are group averages and individual household experiences likely vary around those mean trajectories, these findings strongly suggest that assisted households in both housing subgroups are making good progress toward self-sufficiency.

A consistent theme throughout our three reports has been the disconnection between macro and micro perceptions of neighborhood change and its impacts on the quality of life of MTW households. In both of our survey-based reports, we frequently noted household perceptions of neighborhood conditions were not always aligned with the official statistics on neighborhood conditions. Assisted households generally had a more favorable view of their neighborhood than what census information and administrative data presented. We also saw evidence of this disconnection in our deconcentration analysis. Whether looking at descriptive tables and tabulations of the distribution of AHA-assisted households by neighborhood conditions and poverty rates or assessing trends in a variety of residential segregation scores designed to tap the many different dimensions of segregation, there appears to have been very little progress in the deconcentration of poverty and households receiving housing assistance over the past 15 years or more. Yet, when we shift our perspective from the census tract to the immediate neighborhood surrounding AHA-assisted households we see meaningful progress in the deconcentration of poverty. AHA's housing stock and rental unit mix has been dramatically transformed from its state twenty years ago and a substantial share of AHA-assisted households (more than one-third) now live in a mixed income, mixed use environment.

There are also signs of concern regarding the geographic distribution of AHA-assisted households. This is especially evident with the voucher population, which according to the data analysis we presented, appears to be reconcentrating in high poverty, high need neighborhoods. Evidence for this was found in both the descriptive and mapping analyses presented in the deconcentration analysis section as well as trends over the past 15 years illuminated through examination of a variety of residential segregation measures.

These findings suggest that while the AHA's MTW Demonstration has had an impact on the overall quality of the immediate living environment of AHA-assisted households, these gains in the quality of the micro-environment have not translated into a dramatic transformation of the macro-environment (census block group, census tract). Expecting housing authorities, by themselves, to dramatically transform the larger neighborhood area surrounding their properties, is asking too much. Place characteristics, such as safety, the quality of neighborhood schools, job opportunities, and connectivity and accessibility to other parts of the city and region require more comprehensive revitalization initiatives engaging a broader group of stakeholders. Given the large body of social science evidence that has been accumulated over the past couple of decades on the effects of neighborhoods on economic mobility and life outcomes, greater gains in moving low-income households toward family self-sufficiency are likely to occur only when people- and place-based strategies are more tightly interwoven.

Several recent actions by the AHA demonstrate the agency's continued commitment to poverty deconcentration and neighborhood revitalization. These include, among others, the AHA's receipt as lead partner in a HUD Choice Neighborhoods grant that will hopefully spur revitalization on the city's westside and help to better align a number of current initiatives active in that part of the city. Also of note is the AHA's Memorandum of Understanding with the Atlanta BeltLine, Inc., to serve as ABI's development partner for the creation of affordable housing options along the BeltLine corridor and the AHA's recent announcement of its Areas of Opportunity initiative, a new Request for Proposals designed to spur the creation of affordable housing opportunities in low poverty census tracts in the city of Atlanta as well as in the AHA's ten-mile extra-jurisdictional area outside the city limits.[35]

3. What is the added value of combining housing assistance and bundled human development services, as manifest in AHA's MTW Demonstration, as compared to housing-only assistance provided by conventional public housing authorities?

The AHA is one of the nation's leading housing authorities in terms of its efforts to integrate the provision of housing assistance with human services. Less than half of the MTW agencies nationally have incorporated some type of self-sufficiency programming into their MTW activities and while more than 800 public housing authorities are participating in HUD's Family Self-Sufficiency program, the vast majority of these public housing authorities provide FSS-supported services to only a small fraction of the residents they serve. The AHA is distinctive among housing authorities for both the breadth and depth of its human services strategy.

Our findings regarding the effects of bundling housing assistance and human services are tentative, due largely to limitations in the data. Regarding our analysis of employment outcomes in our second report, we did not find any evidence of a statistically significantly effect for workforce development services received on the probability of employment. This held for both workforce development services overall and for workforce development services received by AHA-assisted households. Similarly, we found no effect of workforce development services on hours worked or wages earned. We did, however, find evidence that the absence of services had effects on employment outcomes. For example, households with greater levels of unmet workforce development needs were statistically significantly less likely to be employed and when employed, worked fewer hours.

The null findings regarding workforce development services is likely due to the weakness of the measures available, which were derived solely from the household survey, and based on receipt of service. Characteristics of the services received, such as frequency and quality, are likely to have a stronger relationship with employment outcomes, though we were not able to incorporate measures of those attributes into our analysis due to data quality issues. Another complicating factor is when households received services. Our Wave II survey only asked about service receipt within the year preceding the household interview. It is likely that many AHA-assisted households received workforce development services prior to that time, which may have aided their entry into the workforce. Conversely, without a more detailed history on respondents' service history, we cannot determine how—if at all—the effects of prior services may have attenuated over time. We are

[35] Atlanta Housing Authority, *MTW Annual Report, Fiscal Year Ended June 30, 2016*, p. 23.

hopeful that the new data and reporting requirements the AHA has instituted for its human development services division and the agency's participating human services providers will yield a richer set of data and indicators for exploring the effects of human services on employment and self-sufficiency in future studies.

Similarly, we had hoped the acquisition of HUD 50058 data, and in particular information on Atlanta area households participating in HUD's Family Self-Sufficiency program would yield information that could be used as household-level covariates to control for the receipt of services by households served by comparison housing authorities. However, we found the data that was made available to be very incomplete, in both the breadth and depth of its coverage. Thus, all we were able to salvage from that effort was a dichotomous variable indicating whether or not a household had participated in the FSS program. While there were a rich array of fields on the data reporting instrument pertaining to service needs and service receipts, unfortunately most of those fields were blank for participating households.

In short, these data limitations have reduced our ability to provide a more compelling operationalization of the MTW intervention as implemented by the AHA. AHA's reporting provides a pretty good overview of the elements of its human development services strategy that is part of its MTW Demonstration, but there is very little data available to tie the breadth and depth of service utilization to individual households and in turn, identify which services are most important. The issue of bundling services and housing assistance is an important one, and we encourage AHA officials to keep this issue front and center in its future research and evaluation plans.

4. How are AHA-assisted households being prepared to move to the next level toward self-sufficiency? What services are available to AHA families? Are there service providers in their neighborhood? Who is AHA partnering with to provide services to AHA families? Are these services accessible to AHA residents? Do the available services meet the needs of AHA residents?

We concluded our second report by noting how rare an event the receipt of human services was for most respondents in the twelve months preceding their Wave II interview. The most frequently reported services among AHA-assisted respondents were children and youth, senior services, and emergency assistance. Less than one in four targeted households (non-elderly, non-disabled) reported receipt of adult education or employment preparation services, with AHA-assisted households residing in unit-based properties having somewhat higher rates than AHA voucher households and HADC voucher holders having lower service utilization rates than either group of AHA-assisted households.

The largest services gap (difference between the percentage of respondents reporting receipt of a service and the percentage reporting they needed a service but did not receive it) was found for adult education services. For all three housing subgroups—AHA unit-based respondents, AHA voucher recipients, HADC voucher recipients—a larger percentage of respondents reported they needed the service but did not get it than those who reported receiving the service. About half of the AHA-assisted non-elderly, non-disabled respondents residing in the senior high-rise, mixed-income, and PBRA properties reported they needed some type of adult education (e.g., adult literacy, GED, technical school, college classes) but did not receive the service compared to about one third of AHA voucher recipients (32%) and one fifth of HADC voucher recipients (21%). The percentage of AHA-assisted respondents reporting an unmet need for employment services (screening, job readiness, job skills training, job placement, post placement) was about half the level as reported for adult education (25% for unit-based respondents and 16% for voucher holders); DeKalb voucher holders with unmet employment services needs were only slightly lower (16%) than those reporting unmet adult education needs.

About one out five AHA-assisted voucher recipients found their services through an AHA case worker or resident services coordinator as compared to 13 percent of HADC-assisted voucher holders who received assistance in locating services through their housing authority. AHA-assisted households were more likely to find their services from another caseworker or a services provider (about half) whereas HADC-assisted households were more likely to find their services on their own (33% vs. 21% for AHA voucher holders).

In terms of the quality of service, nearly nine out of ten respondents in all three housing assistance subgroups reported that the services they received were excellent or good regarding the helpfulness of the service to them (or their family) in moving toward their goal of self-sufficiency.

Since that report, AHA has taken a number of steps to better align its service delivery network with the needs of assisted-households, in part by placing greater emphasis on services that help households break down the barriers to employment and career advancement; meet the needs of children and youth; better serve the elderly, enabling them to better age in place; and provide behavioral health and therapeutic and life coaching services to adults. We believe, based on our findings regarding employment outcomes in our second report, that greater attention to the general and behavioral health of assisted households is warranted to ensure they make meaningful progress in moving to self-sufficiency. Two of the strongest predictors regarding the probability of employment based on our second report were the general health of household heads and their resiliency, as measured by a composite index that represents a greater sense of an individual’s perceived self-efficacy and ability to cope with daily hassles as well as adaptation after experiencing all kinds of stressful events.

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APPENDICES

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A. Data Sources

Data for the self-sufficiency analysis is primarily based on micro level historical data for assisted households obtained through a data license from the U.S. Department of Housing and Urban Development, Office of Policy Development and Research. We built our analysis files from a series of annual data extracts from HUD Form 50058 Family Report and HUD Form MTW 50058 for the period 2006-2016. We obtained these data for the Atlanta Housing Authority and for six additional housing authorities in the greater Atlanta area: College Park, Decatur, East Point, Lithonia, DeKalb County, and Fulton County.

Each year's household file contains one record per household, based on information obtained from the most recent transaction on file for that household over the prior 18 months at the end of the calendar year. Transactions include actions such as new admission, annual reexamination, interim reexamination, portability moves (in, out), program termination, issuance of a voucher, and expiration of a voucher, among others. Since HUD requires each assisted household to undergo an annual reexamination, every household should have at least one transaction on file for each year they reside in assisted housing. In practice, however, PHAs occasionally neglect to submit all of their transactions. HUD provides housing authorities with a two-month grace period after a transaction's effective date to submit their data to HUD. Some PHAs also send their transactions to HUD in advance of the effective date so a calendar year's file may also include transactions that will occur in the initial months of the subsequent calendar. For example, the 2015 50058 file includes records with effective dates beginning July 1, 2014 (includes 18 months prior to December 31, 2015) and forward-dated records as late as February 1, 2016. Any record with an effective date later than December 31, 2015 was sent in advance and those records should still be considered part of the group of active households in 2015 unless they were a new admission.

The HUD MTW 50058 files have similar issues with the exception that MTW agencies are only required to undergo reexamination at least once every three years. Thus, the annual 50058 extract for MTW agencies will include the most recent transaction on file for a household over the prior three years at the end of the calendar year. For example, the 2015 file for MTW agencies includes transactions with effective dates beginning December 31, 2012 and dated as late as May 1, 2016.[36]

We followed these HUD guidelines along with those used by Eric Schultheis, Gregory Russ, and Carolina Lucey in their longitudinal analysis of the Cambridge, Massachusetts Housing Choice Voucher Program.[37] Schultheis and colleagues reshaped the HUD 50058 data from a household-event format to a household-period structure based on a method for interpolating a household's

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[36] U.S. Department of Housing and Urban Development, Office of Policy Development and Research, "Analytic Guidelines for the Emory University Data License Extract," April 19, 2017.

[37] Eric Schultheis, Gregory Russ, and Carolina Lucey, "Using Administrative Data for Spatial and Longitudinal Analysis of the Housing Choice Voucher Program," *Cityscape: A Journal of Policy Development and Research*, Vol. 14, No. 3 (2012): 195-205.

voucher status. That method relies on a series of assumptions grounded in HUD requirements and local PHA experience. The key assumption was that "an HCVP household would have a certification event every 12 months, in accordance with federal law … [and that] an HCVP household reported major changes to its composition or income via an interim recertification."[38] This practice was judged by Schultheis and colleagues to be reliable except for the first and last years of the 50058 data analyzed, which were omitted from their analysis. For each month in the time period they analyzed, they assigned HCVP households to one of six program statuses: not yet in program (all periods prior to the first certification), start of program participation (first month after certification became effective), program participant (all periods between the household's first and last certifications), final certification (first full period after a household's termination certification), and termination ghost (12 months after a household's last certification if no termination date was recorded).

We constructed three sets of longitudinal household files for our analysis. We reshaped the longitudinal file created by merging all eleven annual household extracts for the period 2006-2016 into a household-period file where the period was year-month beginning with January 2006 and ending with December 2016. For each period we derived household information from the 50058 transaction based on the effective date of that transaction. We then copied down that information for each year-month period between the effective date and the effective date of the next transaction recorded for that household. We assigned termination ghost status for the 12 year-month periods following the effective date of the last recorded transaction (36 year-month periods for AHA-assisted households) when that transaction type was not a termination event.
The reshaped historical data file then had 132 observations (year-months for 2006-2016) for every household that received assistance from one of the seven public housing agencies included in the study. For each observation, households were assigned one of the following statuses: not yet in program, active program participant, termination, and termination ghost.

From the historical data file we created an annual household history file, with one observation per year per household. For each year, household data was based on the December "observation." This file was used primarily for generating snapshot descriptive statistics on the characteristics of assisted households at particular time points (e.g., 2006, 2016).

We also created an historical file which was used for the multilevel model of change analyses (e.g., total household income). This analysis file is structured as an unbalanced household-period file where the number of 50058 transactions (or periods) and the spacing of time between transactions varies across households. We use a temporal variable (year of the effective date) to denote the passage of time. Thus each record in the unbalanced historical file consists of household ID, the effective date of the transaction, our constructed temporal variable (year), and a set of variables denoting various household characteristics. As Judith Singer and John Willett note, "the multilevel model for change does not care if the individual-specific cadence of the level-1 predictor [determinant(s) of change in income, for example] is identical for everyone or if it varies from case to case."[39] Singer and Willett also point out that "treating an unstructured data set as though it is time-

[38] Ibid., p. 200.

[39] Judith D. Singer and John B. Willett, *Applied Longitudinal Data Analysis: Modeling Change and Event Occurrence* (New York: Oxford University Press, 2003), p. 142.

structured introduces error into the analysis … the bottom line: never 'force' an unstructured data set to be structured."[40]

Table A-1 presents the number of observations per household in the unbalanced historical 50058 file by public housing authority for the period January 1, 2006 through December 31, 2016. Overall, there are 307,606 household-event observations in the data file, with more than half of those (56%) for households assisted by the Atlanta Housing Authority. The mean number of observations per household overall is 7.24, which ranges from 7 for AHA to 8.2 for the Housing Authority of East Point. Among households who were actively assisted during the entire eleven-year study period, the average number of observations was slightly higher at 8.1, which ranged from 7.9 for AHA to 8.9 for East Point. Based on these data there do not appear to be any systematic differences in reporting practices across the public housing authorities included in the study.

Table A-2 reports the number of new admissions by year by housing authority. Overall nearly 9 out of 10 household-transactions in the study did not involve a new admission over the course of the study. Note that new admission denotes admission to an assisted housing program (e.g., public housing, project-based rental assistance, housing voucher) and not necessarily first-time admission to assisted housing. Overall the data show new admissions were generally evenly distributed over time across the seven housing authorities. For six of the seven housing authorities (all but Decatur), the largest percentage of new admissions took place during 2007.

Table A-3 reports the number of program exits by year by housing authority. Overall, nearly 9 out of 10 household-transactions in the study did not involve a program exit over the course of the study. Again, the distribution of program exits was relatively even across time and housing authority. Table A-4 reports the type of action recorded by PHAs for the 151,568 observations included in the data analysis file used for conducting the multilevel model for change—that is, non-elderly, non-disabled head of household with no missing data for any of the variables included in the analysis over the 11-year study period (2006-2016).

[40] Ibid., pp. 145-6.

Table A-1. Number of Observations by Assisted Household and Public Housing Authority, 2006-2016

Observations	Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb Co.	Fulton Co.	Total
1 n	6,230	224	101	44	125	1,203	349	8,276
%	3.6	1.6	0.9	2.1	0.8	1.8	1.4	2.7
2 n	11,302	1,244	805	173	932	4,861	1,635	20,952
%	6.5	8.8	7.3	8.4	6.3	7.1	6.7	6.8
3 n	13,007	1,360	556	119	879	4,708	1,574	22,203
%	7.5	9.6	5.1	5.8	5.9	6.9	6.5	7.2
4 n	13,678	1,048	490	149	1,000	4,480	1,951	22,796
%	7.9	7.4	4.5	7.2	6.7	6.6	8.0	7.4
5 n	13,619	1,512	560	144	946	4,871	1,778	23,430
%	7.9	10.7	5.1	7.0	6.3	7.2	7.3	7.6
6 n	14,585	980	638	204	870	4,973	1,840	24,090
%	8.4	6.9	5.8	9.9	5.8	7.3	7.6	7.8
7 n	13,674	892	734	150	911	5,361	1,924	23,646
%	7.9	6.3	6.7	7.3	6.1	7.9	7.9	7.7
8 n	18,043	865	802	187	1,297	6,083	2,179	29,456
%	10.4	6.1	7.3	9.0	8.7	8.9	9.0	9.6
9 n	22,255	934	899	125	1,204	6,118	2,395	33,930
%	12.9	6.6	8.2	6.0	8.1	9.0	9.9	11.0
10 n	23,655	1,606	1,686	266	1,861	9,060	3,466	41,600
%	13.7	11.3	15.3	12.9	12.5	13.3	14.3	13.5
11 n	17,597	3,460	3,576	506	4,741	16,101	4,960	50,941
%	10.2	24.4	32.5	24.5	31.8	23.6	20.4	16.6
12 n	5,367	50	137	-	130	245	227	6,156
%	3.1	0.4	1.2	0.0	0.9	0.4	0.9	2.0
13 n	63	-	17	-	11	27	12	130
%	0.0	0.0	0.2	0.0	0.1	0.0	0.0	0.0
Total n	173,075	14,175	11,001	2,067	14,907	68,091	24,290	307,606
%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Mean--All households	7.01	7.1	8.15	7.35	7.96	7.48	7.43	7.24
Mean--Households in study all years	7.91	8.04	8.87	8.13	8.73	8.33	8.31	8.12

Table A-2. Number of New Admissions by Year and Public Housing Authority, 2006-2016

Year		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb Co.	Fulton Co.	Total
Existing in 2006	n	152,457	12,323	10,213	1,850	13,524	61,100	21,585	273,052
	%	88.1	86.9	92.8	89.5	90.7	89.7	88.9	88.8
2007	n	4,948	253	218	40	214	972	366	7,011
	%	2.9	1.8	2.0	1.9	1.4	1.4	1.5	2.3
2008	n	2,352	148	45	15	162	553	280	3,555
	%	1.4	1.0	0.4	0.7	1.1	0.8	1.2	1.2
2009	n	1,518	93	47	19	172	1,014	371	3,234
	%	0.9	0.7	0.4	0.9	1.2	1.5	1.5	1.1
2010	n	1,399	111	98	20	119	695	228	2,670
	%	0.8	0.8	0.9	1.0	0.8	1.0	0.9	0.9
2011	n	1,728	106	55	28	137	584	251	2,889
	%	1.0	0.7	0.5	1.4	0.9	0.9	1.0	0.9
2012	n	1,829	311	73	10	164	595	252	3,234
	%	1.1	2.2	0.7	0.5	1.1	0.9	1.0	1.1
2013	n	1,741	170	44	6	125	535	265	2,886
	%	1.0	1.2	0.4	0.3	0.8	0.8	1.1	0.9
2014	n	1,354	251	39	10	105	497	198	2,454
	%	0.8	1.8	0.4	0.5	0.7	0.7	0.8	0.8
2015	n	2,039	266	110	36	104	692	210	3,457
	%	1.2	1.9	1.0	1.7	0.7	1.0	0.9	1.1
2016	n	1,710	143	59	33	81	854	284	3,164
	%	1.0	1.0	0.5	1.6	0.5	1.3	1.2	1.0
Total	n	173,075	14,175	11,001	2,067	14,907	68,091	24,290	307,606
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table A3. Number of Exits by Year and Public Housing Authority, 2006-2016

Year	Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb Co.	Fulton Co.	Total
None n	153,257	12,652	9,877	1,866	13,450	60,536	21,468	273,106
%	88.5	89.3	89.8	90.3	90.2	88.9	88.4	88.8
2006 n	3,773	66	68	11	76	295	67	4,356
%	2.2	0.5	0.6	0.5	0.5	0.4	0.3	1.4
2007 n	1,607	141	173	26	180	713	168	3,008
%	0.9	1.0	1.6	1.3	1.2	1.0	0.7	1.0
2008 n	1,704	152	156	20	148	653	236	3,069
%	1.0	1.1	1.4	1.0	1.0	1.0	1.0	1.0
2009 n	1,888	113	92	21	166	632	238	3,150
%	1.1	0.8	0.8	1.0	1.1	0.9	1.0	1.0
2010 n	1,575	102	99	29	96	719	281	2,901
%	0.9	0.7	0.9	1.4	0.6	1.1	1.2	0.9
2011 n	1,756	132	87	20	107	668	311	3,081
%	1.0	0.9	0.8	1.0	0.7	1.0	1.3	1.0
2012 n	1,585	120	88	14	141	782	303	3,033
%	0.9	0.8	0.8	0.7	0.9	1.1	1.2	1.0
2013 n	1,413	158	104	8	133	707	310	2,833
%	0.8	1.1	0.9	0.4	0.9	1.0	1.3	0.9
2014 n	1,493	157	86	11	117	841	297	3,002
%	0.9	1.1	0.8	0.5	0.8	1.2	1.2	1.0
2015 n	1,523	188	91	17	139	697	327	2,982
%	0.9	1.3	0.8	0.8	0.9	1.0	1.3	1.0
2016 n	1,501	194	80	24	154	848	284	
%	0.9	1.4	0.7	1.2	1.0	1.2	1.2	0.0
Total n	173,075	14,175	11,001	2,067	14,907	68,091	24,290	307,606
%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table A-4. Type of Action Recorded by Public Housing Authority, 2006-2016.*

		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
Reclassification	n	4,084	25	30	1	16	273	58	4,487
	%	5.7	0.3	0.5	0.1	0.2	0.7	0.4	3.0
0 (don't know)	n	211	-	-	-	-	-	-	211
	%	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.1
New	n	5,267	348	242	99	296	1,542	289	8,083
	%	7.3	4.7	3.9	8.5	3.8	3.7	1.8	5.3
Annual reexamination	n	39,087	3,545	2,646	821	3,838	20,708	8,379	79,024
	%	54.5	48.2	43.1	70.4	49.5	49.7	53.2	52.1
Interim reexamination	n	11,503	2,150	2,255	157	1,945	11,279	3,060	32,349
	%	16.0	29.2	36.7	13.5	25.1	27.1	19.4	21.3
Port in	n	382	335	113	35	285	1,610	1,122	3,882
	%	0.5	4.6	1.8	3.0	3.7	3.9	7.1	2.6
Port out	n	23	93	71	2	136	475	301	1,101
	%	0.0	1.3	1.2	0.2	1.8	1.1	1.9	0.7
Terminate	n	3,194	346	228	30	222	2,603	907	7,530
	%	4.5	4.7	3.7	2.6	2.9	6.2	5.8	5.0
Other change	n	4,027	512	547	21	902	3,027	1,319	10,355
	%	5.6	7.0	8.9	1.8	11.6	7.3	8.4	6.8
Annual reexamination search	n	49	-	-	-	-	-	-	49
	%	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Flat rent update	n	32	2	-	-	64	63	-	161
	%	0.0	0.0	0.0	0.0	0.8	0.2	0.0	0.1
Historical adjustment	n	3,848	6	11	-	54	109	308	4,336
	%	5.4	0.1	0.2	0.0	0.7	0.3	2.0	2.9
TOTAL	n	71,707	7,362	6,143	1,166	7,758	41,689	15,743	151,568
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

* Includes only assisted households with non-elderly, non-disabled head of household.

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B. Neighborhood Conditions Index

In *Neighborhoods and Urban Development*, Anthony Downs, one of the nation's most respected scholars of urban neighborhoods, points out that "a complete description of any neighborhood's condition should include both its position on the continuum [of neighborhood condition or life cycle] and its direction of change or the absence of change if it is stable."[41] While many composite indices of neighborhood conditions have been developed by scholars and practitioners over the years, most tend to focus only on the level of need. Few capture the direction (improving, stable, or declining) the neighborhood is headed.

We develop a nine-step index of neighborhood conditions, based on analysis of census and administrative data, for the 349 census tracts in Fulton and DeKalb counties. The neighborhood conditions index sorts Fulton and DeKalb census tracts into nine groups based on level of need (high, moderate, low) and direction of change (improving, stable, or declining).

The 11 indicators of need used to construct the index include the following:

1. **Owner-Occupied Housing**. Percent of housing units owner-occupied, five-year point estimate from the American Community Survey, 2009-2013;
2. **Affordable Housing**. Percent of housing units affordably occupied (≤ 30% of household income), five-year point estimate from the American Community Survey, 2009-2013;
3. **Residential Stability**. Percent of households who moved in before 2000, five-year point estimate from the American Community Survey, 2009-2013;
4. **Housing Value**. Median home sales price, 2013, obtained from Boxwood Means data, courtesy of PolicyMap;
5. **Vacant Housing**. Percent of vacant housing units, five-year point estimate from the American Community Survey, 2009-2013;
6. **Housing Condition**. Percent of renter households residing in a structure built before 1960, five-year point estimate from the American Community Survey, 2009-2013;
7. **Median Family Income**. Five-year point estimate from the American Community Survey, 2009-2013;
8. **Poverty**. Percent of persons below poverty, five-year point estimate from the American Community Survey, 2009-2013
9. **Low-Income Households**. Number of Food Stamp recipients per 1,000 population, 2013
10. **Violent Crimes**. Number of violent crimes per 1,000 population, 2013. Includes murder, rape, robbery, and aggravated assault.
11. **Property Crimes**. Number of property crimes per 1,000 population, 2013. Includes burglary, larceny, and auto theft.

The 5 indicators of neighborhood change used to construct the index include the following:

[41] Anthony Downs, *Neighborhoods and Urban Development*. Washington, DC: The Brookings Institution, 1981, p. 65.

1. **Population Change**. Percent population change, 2000-2010;
2. **Home Sales Trajectory**. Median home sales price trajectory, based on Boxwood-Means annual data for the period 2009-2013;
3. **Change in Food Stamp Recipients**. Trajectory based on annual count of Food Stamp recipients for the period 2009-2013;
4. **Violent Crime Trajectory**. Trajectory based on annual count of violent crimes for the period 2009-2013;
5. **Property Crime Trajectory**. Trajectory based on annual count of property crimes for the period 2009-2013.

The neighborhood conditions index was constructed as follows:

1. Each variable was aligned so higher values represented lower needs, sorted, and grouped into quintiles for each variable.
2. Each census tract was assigned to one of three level of need groups (high, moderate, low) based on the 11 level of need indicators: tracts with 60 percent or more of their valid indicators in the top two quintiles (best off) were assigned to the low need group; tracts with 60 percent or more of their indicators in the bottom two quintiles (worst off) were assigned to the high need group; all remaining tracts were assigned to the moderate need group; tracts with less than six level of need indicators were coded as missing data.
3. Each census tract was assigned to one of three direction of change groups (improve, stable, decline) based on the five direction of change indicators: tracts with 60 percent or more of their valid indicators in the top two quintiles (best off) were assigned to the improving group; tracts with 60 percent or more of their indicators in the bottom two quintiles (worst off) were assigned to the declining group; all remaining tracts were assigned to the stable group; tracts with less than three change indicators were coded as missing data.
4. Each census tract was then assigned to one of nine groups for the neighborhood conditions index, ordered as follows: 1) low need – improving; 2) low need – stable; 3) low need – declining; 4) moderate need – improving; 5) moderate need – stable; 6) moderate need – declining; 7) high need – improving; 8) high need – stable; and 9) high need – declining.

Figure B-1 displays the spatial distribution of the neighborhood needs index groupings. There is a fairly tight spatial clustering of census tracts by neighborhood conditions needs index group. These spatial groupings are most prominent for the two ends of the neighborhood conditions index spectrum. For example, the vast majority of low need-improving census tracts are located in Fulton County north of the city of Atlanta and a few tracts are also scattered in the northern sections of DeKalb County and in the area just north of the section of the city of Atlanta in DeKalb County. The census tracts at the other end of the neighborhood conditions index—high need-declining—are also tightly clustered, with most of these tracts located either in Fulton County just south of the city of Atlanta or in south central DeKalb County. There are also several high need-declining census tracts in the city of Atlanta in the neighborhoods south and west of the central business district and in DeKalb County in the greater Clarkston area. There is also a very large contiguous cluster of high need-stable neighborhoods in the city of Atlanta, encompassing most of the neighborhoods that run along a diagonal from northwest to southeast Atlanta.

Figure B-1. Neighborhood Conditions Index
Fulton and DeKalb County Census Tracts

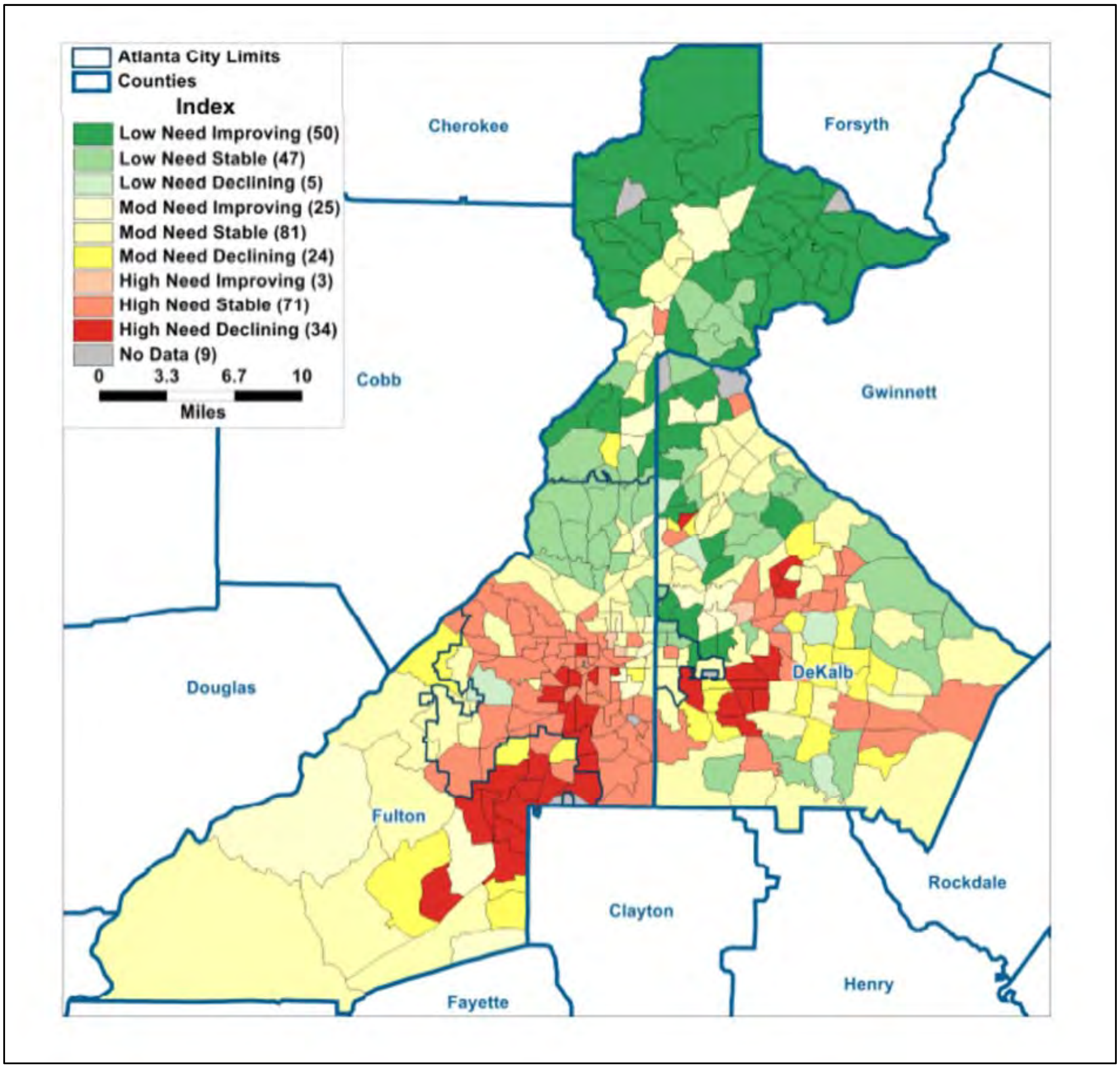


Table B-1. Distribution of Assisted Households by Neighborhood Conditions and Public Housing Authority, 2006-2016.

Neighborhood Conditions Index		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
Assisted households, 2006									
Low need, improving	n	23	12	-	-	-	33	151	219
	%	0.2	1.4	0.0	0.0	0.0	0.6	11.8	1.1
Low need, stable	n	450	39	-	-	-	700	13	1,202
	%	4.1	4.6	0.0	0.0	0.0	13.7	1.0	6.0
Low need, declining	n	43	8	-	-	-	120	1	172
	%	0.4	1.0	0.0	0.0	0.0	2.3	0.1	0.9
Subtotal, Low Need	n	516	59	-	-	-	853	165	1,593
	%	4.7	7.0	0.0	0.0	0.0	16.7	12.9	7.9
Moderate need, improving	n	181	283	10	-	36	7	143	660
	%	1.6	33.7	1.2	0.0	4.3	0.1	11.2	3.3
Moderate need, stable	n	1,979	157	26	1	48	1,317	336	3,864
	%	17.9	18.7	3.0	0.7	5.7	25.7	26.3	19.2
Moderate need, declining	n	96	98	108	1	90	828	267	1,488
	%	0.9	11.7	12.6	0.7	10.7	16.2	20.9	7.4
Subtotal, Moderate Need	n	2,256	538	144	2	174	2,152	746	6,012
	%	20.4	64.1	16.9	1.4	20.6	42.1	58.3	29.9
High need, improving	n	545	5	-	-	-	36	-	586
	%	4.9	0.6	0.0	0.0	0.0	0.7	0.0	2.9
High need, stable	n	6,499	136	446	139	1	1,344	28	8,593
	%	58.8	16.2	52.2	98.6	0.1	26.3	2.2	42.7
High need, declining	n	1,230	101	264	-	668	732	340	3,335
	%	11.1	12.0	30.9	0.0	79.2	14.3	26.6	16.6
Subtotal, High Need	n	8,274	242	710	139	669	2,112	368	12,514
	%	74.9	28.8	83.1	98.6	79.4	41.3	28.8	62.2
TOTAL	n	11,046	839	854	141	843	5,117	1,279	20,119
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table B-1, cont'd

Neighborhood Conditions Index		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
Assisted households, 2016									
Low need, improving	n	8	5	-	-	-	11	139	163
	%	0.0	0.3	0.0	0.0	0.0	0.2	6.2	0.6
Low need, stable	n	427	65	-	5	-	687	3	1,187
	%	2.5	4.4	0.0	1.8	0.0	11.6	0.1	4.1
Low need, declining	n	122	17	-	-	-	88	1	228
	%	0.7	1.1	0.0	0.0	0.0	1.5	0.0	0.8
Subtotal, Low Need	n	557	87	-	5	-	786	143	1,578
	%	3.3	5.9	0.0	1.8	0.0	13.3	6.4	5.4
Moderate need, improving	n	428	283	32	-	92	35	416	1,286
	%	2.5	19.0	3.7	0.0	7.4	0.6	18.6	4.4
Moderate need, stable	n	2,960	309	58	58	218	1,481	731	5,815
	%	17.4	20.8	6.8	21.2	17.6	25.0	32.6	20.0
Moderate need, declining	n	300	192	105	2	226	784	499	2,108
	%	1.8	12.9	12.3	0.7	18.2	13.2	22.3	7.3
Subtotal, Moderate Need	n	3,688	784	195	60	536	2,300	1,646	9,209
	%	21.7	52.7	22.8	21.9	43.2	38.8	73.5	31.7
High need, improving	n	198	-	-	-	-	-	-	198
	%	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.7
High need, stable	n	9,357	360	332	209	13	1,837	20	12,128
	%	55.1	24.2	38.8	76.3	1.0	31.0	0.9	41.8
High need, declining	n	3,194	256	329	-	693	1,007	431	5,910
	%	18.8	17.2	38.4	0.0	55.8	17.0	19.2	20.4
Subtotal, High Need	n	12,749	616	661	209	706	2,844	451	18,236
	%	75.0	41.4	77.2	76.3	56.8	48.0	20.1	62.8
TOTAL	n	16,994	1,487	856	274	1,242	5,930	2,240	29,023
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table B-2. Distribution of Assisted Households by Poverty Rate of Census Tracts and Public Housing Authority, 2006-2016.

		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
Assisted Households, 2006									
Census tract poverty rate, 2009-2013									
Less than 10 percent	n	583	45	12	1	36	784	276	1,737
	%	5.2	5.4	1.3	0.7	3.6	15.3	20.5	8.5
10 - 19 percent	n	1,285	242	127	-	78	1,742	298	3,772
	%	11.5	28.8	14.1	0.0	7.8	34.1	22.2	18.4
20 - 29 percent	n	1,638	402	342	140	377	1,348	534	4,781
	%	14.6	47.9	37.9	99.3	37.8	26.4	39.7	23.3
30 - 39 percent	n	3,899	108	149	-	112	781	225	5,274
	%	34.8	12.9	16.5	0.0	11.2	15.3	16.7	25.7
40 percent or higher	n	3,793	43	273	-	395	458	12	4,974
	%	33.9	5.1	30.2	0.0	39.6	9.0	0.9	24.2
TOTAL	n	11,198	840	903	141	998	5,113	1,345	20,538
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Assisted Households, 2016									
Census tract poverty rate, 2009-2013									
Less than 10 percent	n	241	86	29	46	96	742	335	1,575
	%	1.4	5.8	3.3	16.8	7.0	12.5	14.9	5.4
10 - 19 percent	n	2,538	419	117	6	190	1,840	713	5,823
	%	14.9	28.2	13.4	2.2	13.9	31.0	31.6	20.0
20 - 29 percent	n	2,491	580	297	178	585	1,649	932	6,712
	%	14.7	39.0	34.0	65.0	42.9	27.8	41.4	23.0
30 - 39 percent	n	5,309	236	215	44	123	1,031	268	7,226
	%	31.2	15.9	24.6	16.1	9.0	17.4	11.9	24.8
40 percent or higher	n	6,418	166	215	-	370	668	5	7,842
	%	37.8	11.2	24.6	0.0	27.1	11.3	0.2	26.9
TOTAL	n	16,997	1,487	873	274	1,364	5,930	2,253	29,178
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

C. DECONCENTRATION ANALYSIS

Table C-1.
Distribution of AHA-Assisted Households and Fulton and DeKalb County Reference Populations by Neighborhood Conditions, 2000-2015.

			AHA-Assisted Households			Reference Groups			
		Census Tracts	Unit-Based 2000	Vouchers 2000	Total 2000	Total Population 2000	Total Households 2000	Poverty Households 2000	Food Stamps Households 2000
2000									
Low need, improving	n	50	0	62	62	229457	88,713	3,430	697
	%	14.7	0.0	0.8	0.4	15.7	15.7	5.2	1.9
Low need, stable	n	47	406	74	480	210728	88,211	4,266	1,035
	%	13.8	4.3	1.0	2.8	14.4	15.6	6.4	2.9
Low need, declining	n	5	0	66	66	25836	10,554	930	319
	%	1.5	0.0	0.9	0.4	1.8	1.9	1.4	0.9
Subtotal, Low Need	n	102	406	202	608	466,021	187,478	8,626	2,051
	%	30.0	4.3	2.6	3.6	31.9	33.2	13.0	5.7
Moderate need, improving	n	25	141	77	218	89413	41,987	3,646	1,051
	%	7.4	1.5	1.0	1.3	6.1	7.4	5.5	2.9
Moderate need, stable	n	81	1880	1183	3063	347408	135,859	14,101	5,877
	%	23.8	20.0	15.3	17.9	23.8	24.1	21.2	16.2
Moderate need, declining	n	24	0	221	221	118712	41,205	3,416	1,986
	%	7.1	0.0	2.9	1.3	8.1	7.3	5.1	5.5
Subtotal, Moderate Need		130	2,021	1,481	3,502	555,533	219,051	21,163	8,914
		38.2	21.5	19.2	20.5	38.1	38.8	31.8	24.6
High need, improving	n	3	264	9	273	6716	3,127	930	763
	%	0.9	2.8	0.1	1.6	0.5	0.6	1.4	2.1
High need, stable	n	71	5,537	4,597	10,134	278,714	99,015	24,643	17,536
	%	20.9	58.9	59.6	59.2	19.1	17.6	37.0	48.4
High need, declining	n	34	1169	1429	2598	152492	55,194	11,192	7,001
	%	10.0	12.4	18.5	15.2	10.4	9.8	16.8	19.3
Subtotal, High Need	n	108	6,970	6,035	13,005	437,922	157,336	36,765	25,300
	%	31.8	74.2	78.2	76.0	30.0	27.9	55.2	69.8
TOTAL	n	340	9,397	7,718	17,115	1,459,476	563,865	66,554	36,265
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

			AHA-Assisted Households			Reference Groups			
			Unit-Based 2015	Vouchers 2015	Total 2015	Total Population 2015	Total Households 2015	Poverty Households 2015	Food Stamps Households 2014
2015									
Low need, improving	n	50	50	7	57	303,126	111,830	16,799	1,820
	%	14.7	0.6	0.1	0.3	18.1	17.4	5.6	1.3
Low need, stable	n	47	605	39	644	237,253	95,095	18,265	6,096
	%	13.8	6.7	0.5	3.9	14.1	14.8	6.0	4.5
Low need, declining	n	5	0	114	114	27,628	11,282	3,384	1,844
	%	1.5	0.0	1.5	0.7	1.6	1.8	1.1	1.4
Subtotal, Low Need	n	102	655	160	815	568,007	218,207	38,448	9,760
	%	30.0	7.2	2.1	4.9	33.9	34.0	12.7	7.2
Moderate need, improving	n	25	282	67	349	135,447	58,878	18,827	4,117
	%	7.4	3.1	0.9	2.1	8.1	9.2	6.2	3.0
Moderate need, stable	n	81	1,875	1,183	3,058	436,254	169,672	78,774	29,960
	%	23.8	20.7	15.8	18.5	26.0	26.4	26.0	22.1
Moderate need, declining	n	24	100	107	207	116,507	41,137	23,705	13,337
	%	7.1	1.1	1.4	1.3	6.9	6.4	7.8	9.8
Subtotal, Moderate Need		130	2,257	1,357	3,614	688,208	269,687	121,306	47,414
		38.2	24.9	18.1	21.8	41.0	42.0	40.1	35.0
High need, improving	n	3	301	45	346	11,721	3,616	1,823	923
	%	0.9	3.3	0.6	2.1	0.7	0.6	0.6	0.7
High need, stable	n	71	4,394	4,854	9,248	273,788	100,430	96,755	51,905
	%	20.9	48.5	64.9	55.9	16.3	15.7	32.0	38.3
High need, declining	n	34	1,457	1,063	2,520	135,822	49,695	44,098	25,493
	%	10.0	16.1	14.2	15.2	8.1	7.7	14.6	18.8
Subtotal, High Need	n	108.0	6,152.0	5,962.0	12,114.0	421,331.0	153,741.0	142,676.0	78,321.0
	%	31.8	67.9	79.7	73.2	25.1	24.0	47.2	57.8
TOTAL	n	340	9,064	7,479	16,543	1,677,546	641,635	302,430	135,495
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table C-2
Distribution of DeKalb and Fulton County Population by Census Tract Poverty Rate, 2006-2016.

			AHA-Assisted Households			Reference Groups			
Tract Poverty Rate, 2009-2013		Census Tracts	Unit-Based 2000	Vouchers 2000	AHA 2000	Total Population 2000	Total Households 2000	Poverty Households 2000	Food Stamp Households 2000
2000									
Less than 10 percent	n	163	599	371	970	753,484	298,273	14,387	4,883
	%	47.0	6.0	4.8	5.5	50.8	52.3	21.4	13.4
10 - 19 percent	n	92	931	1,762	2,693	404,264	162,001	19,434	8,658
	%	26.5	9.4	22.8	15.3	27.3	28.4	28.9	23.7
20 - 29 percent	n	41	979	2,546	3,525	168,903	56,092	12,157	7,728
	%	11.8	9.9	33.0	20.0	11.4	9.8	18.1	21.2
30 - 39 percent	n	22	967	1,759	2,726	64,269	24,008	7,731	4,809
	%	6.3	9.8	22.8	15.5	4.3	4.2	11.5	13.2
40 percent or higher	n	29	6,427	1,280	7,707	90,948	30,282	13,496	10,457
	%	8.4	64.9	16.6	43.7	6.1	5.3	20.1	28.6
TOTAL	n	347	9,903	7,718	17,621	1,481,868	570,656	67,205	36,535
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
2015									
Less than 10 percent	n	104	553	30	583	590,019	230,843	5,664	15,850
	%	30.1	6.1	0.4	3.5	34.8	35.7	11.3	9.6
10 - 19 percent	n	90	1,670	801	2,471	460,327	183,861	11,348	42,486
	%	26.1	18.4	10.7	14.9	27.1	28.4	22.5	25.8
20 - 29 percent	n	59	949	1,663	2,612	311,370	113,493	12,963	39,328
	%	17.1	10.5	22.2	15.8	18.3	17.5	25.7	23.9
30 - 39 percent	n	46	3,019	1,967	4,986	183,352	67,735	10,143	31,262
	%	13.3	33.3	26.3	30.1	10.8	10.5	20.1	19.0
40 percent or higher	n	46	2,873	3,018	5,891	152,730	51,367	10,227	35,475
	%	13.3	31.7	40.4	35.6	9.0	7.9	20.3	21.6
TOTAL	n	345	9,064	7,479	16,543	1,697,798	647,299	50,345	164,401
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table C-3.
Selected Measures of Residential Segregation, 2000 - 2015, for AHA-Assisted-Poverty-, and Food Stamps-Households Residing in Fulton and DeKalb Counties

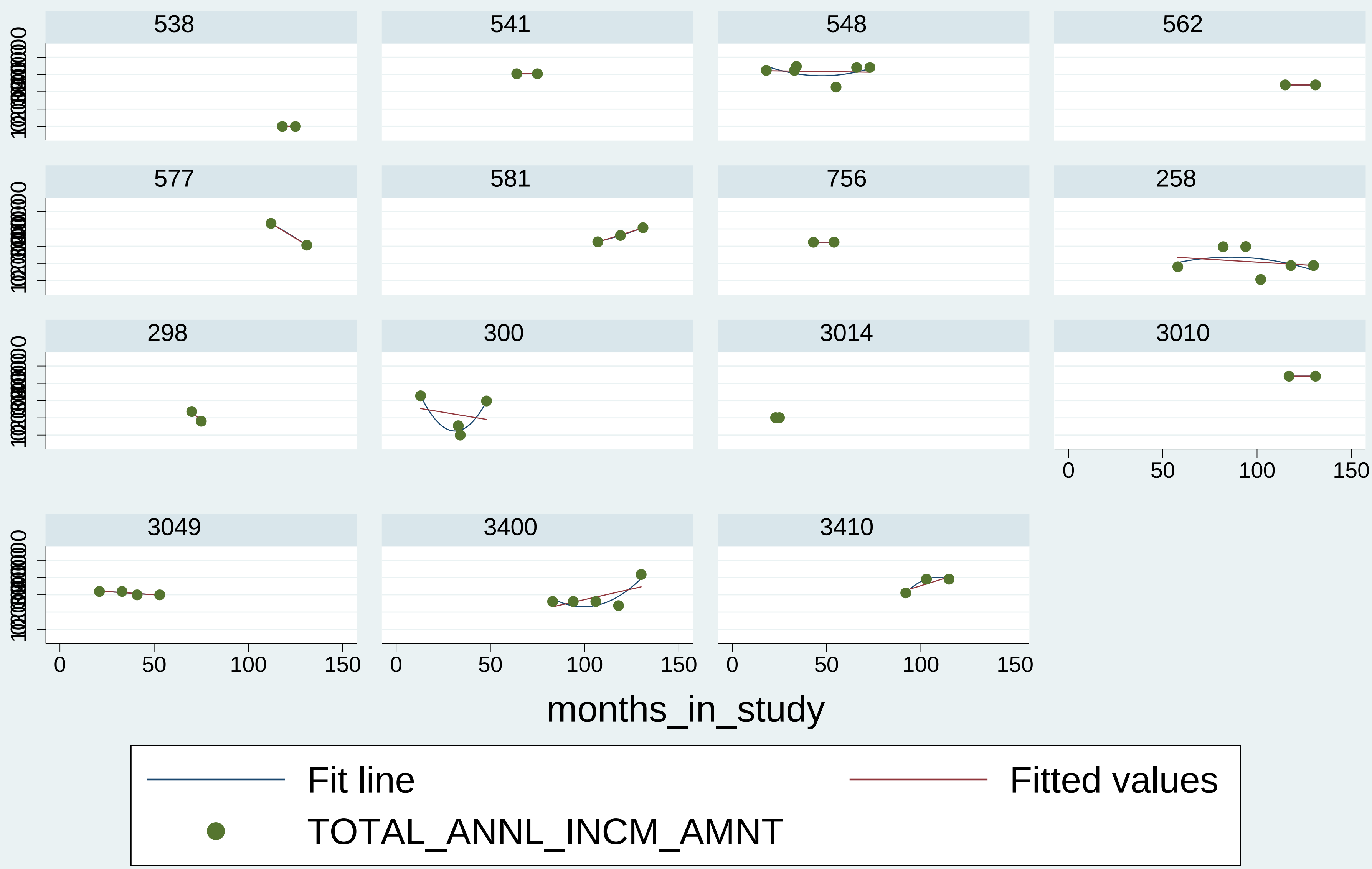
Index	Dimension	2000	2010	2015
Dissimilarity	Evenness			
AHA all		.7734	.8133	.8237
AHA unit-based		.9441	.8901	.8870
AHA vouchers		.7527	.8217	.8353
Poverty		.3789	.4017	.3962
Food Stamps		.5455	.4833	.5208
Adjusted Dissimilarity	Evenness			
AHA all		.7207	.7732	.7808
AHA unit-based		.9008	.8576	.8507
AHA vouchers		.7389	.8075	.8214
Poverty		.3104	.3468	.3421
Food Stamps		.4955	.3768	.4034
Isolation	Exposure			
AHA all		.3395	.2332	.2398
AHA unit-based		.4861	.2607	.2654
AHA vouchers		.0913	.1161	.1169
Poverty		.2226	.1430	.1462
Food Stamps		.2091	.3821	.4693
Absolute Concentration	Concentration			
AHA all		.9529	.9557	.9529
AHA unit-based		.9755	.9618	.9597
AHA vouchers		.9549	.9690	.9671
Poverty		.8501	.8693	.8589
Food Stamps		.9015	.7612	.7044
Relative Concentration	Concentration			
AHA all		.5286	.5501	.5318
AHA unit-based		.6642	.5319	.5170
AHA vouchers		.3274	.5490	.5300
Poverty		.3378	.1479	.1143
Food Stamps		.3525	.1731	.1064
Absolute Centralization	Centralization			
AHA all		.8141	.8134	.8097
AHA unit-based		.8838	.8542	.8470
AHA vouchers		.7266	.7703	.7651
Poverty		.5885	.3703	.3487
Food Stamps		.6685	.4507	.4164
Relative Centralization	Centralization			
AHA all		.6300	.6365	.6298
AHA unit-based		.7469	.5453	.5374
AHA vouchers		.4619	.7070	.6926
Poverty		.3396	.0629	.0404
Food Stamps		.4291	.1951	.1554

Table C-3, cont'd

Index	Dimension	2000	2010	2015
Spatial Proximity	Clustering			
AHA all		.9994	.9995	.9995
AHA unit-based		.9991	.9995	.9995
AHA vouchers		.9998	.9997	.9997
Poverty		.9997	.9998	.9998
Food Stamps		.9996	.9994	.9992
Adjusted Dissimilarity (general population)				
White-Black		.6585	.6338	.6260
White-Hispanic		.4146	.4027	.3951
Black-Hispanic		.5795	.5467	.5277

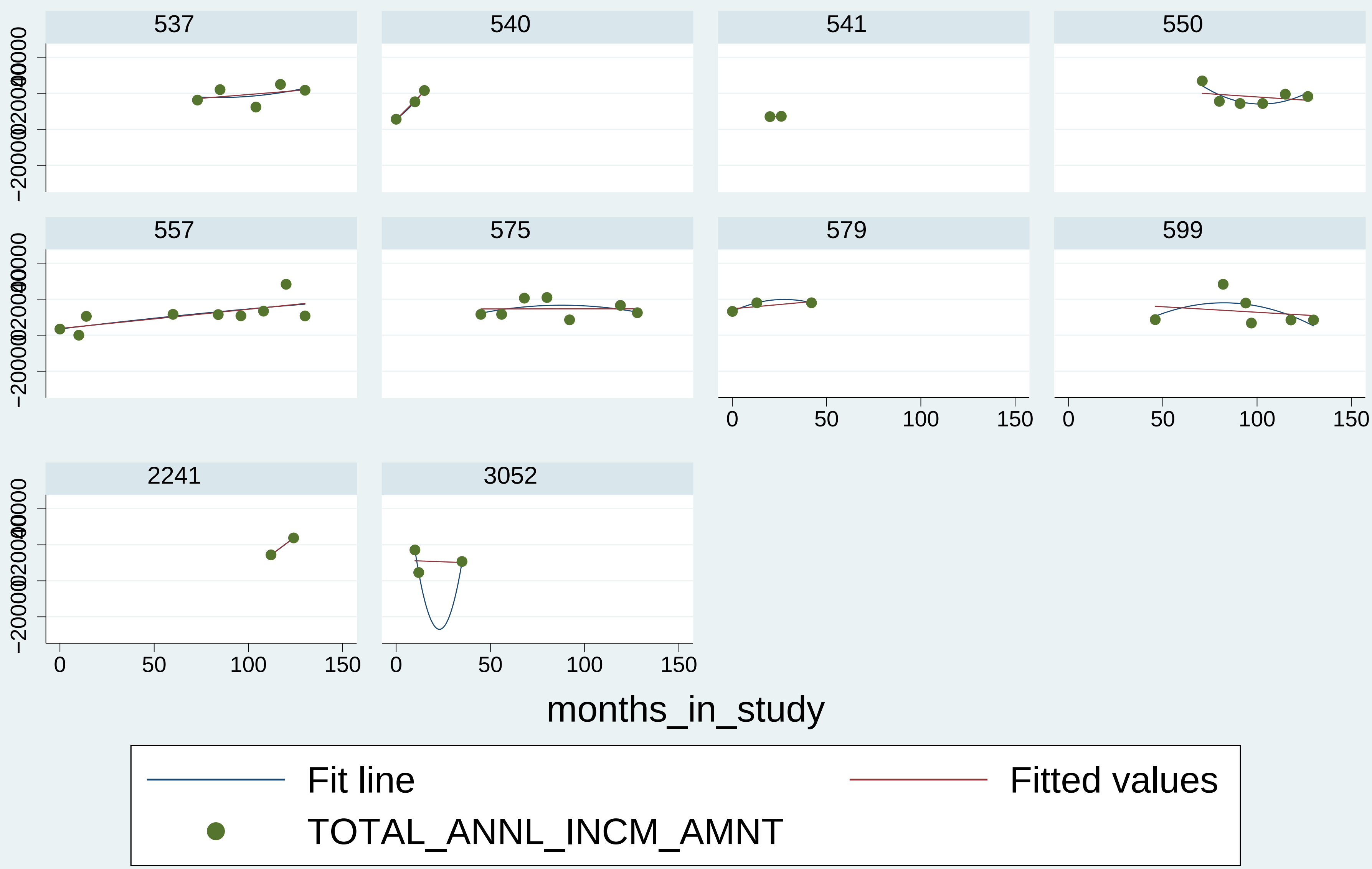
D. Multilevel Model for Change

Figure D-1. Empirical Growth Plots of Household Income with Superimposed OLS and Quadratic Trajectories.



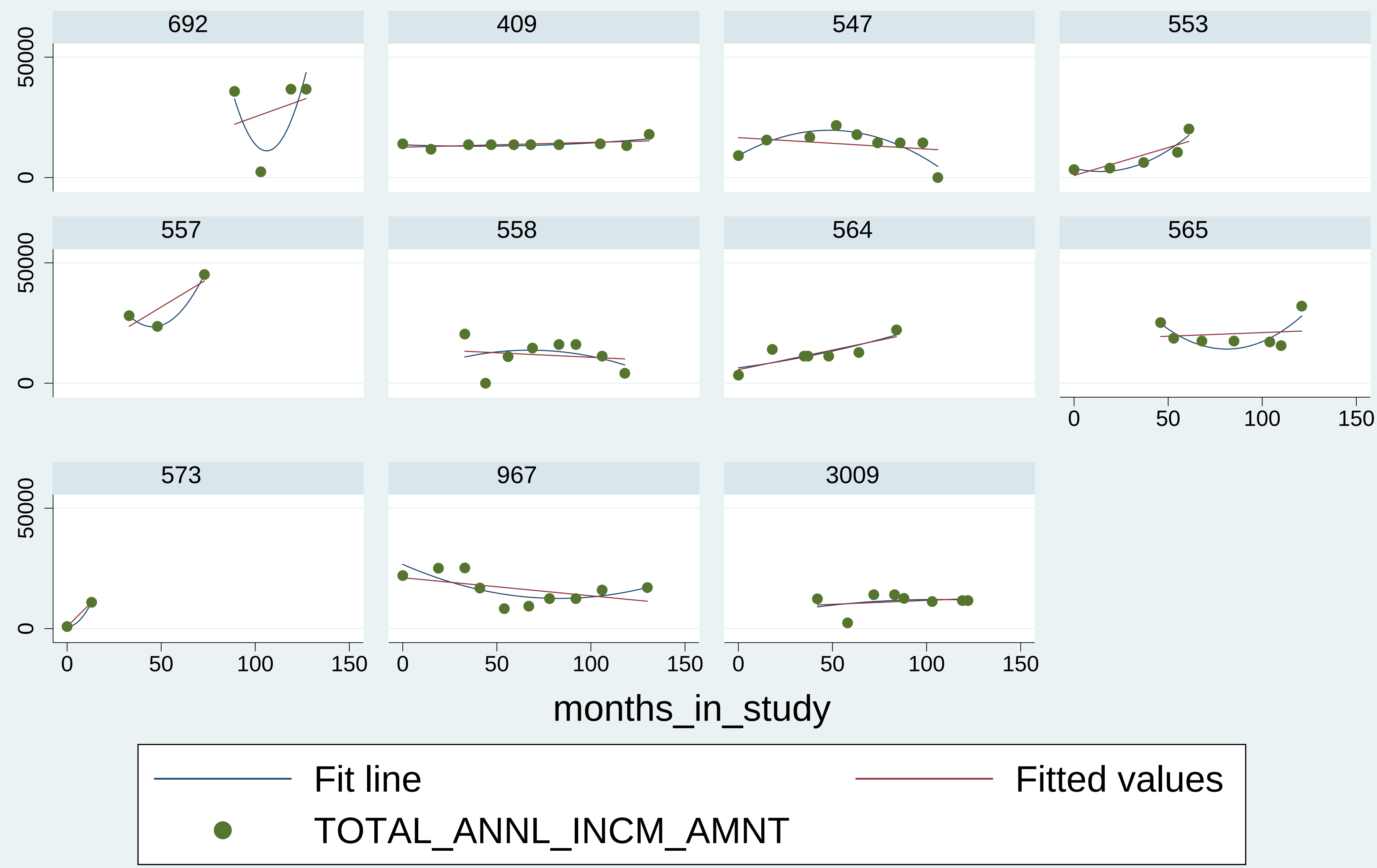
AHA -- project-based assistance

Figure D-1, cont'd



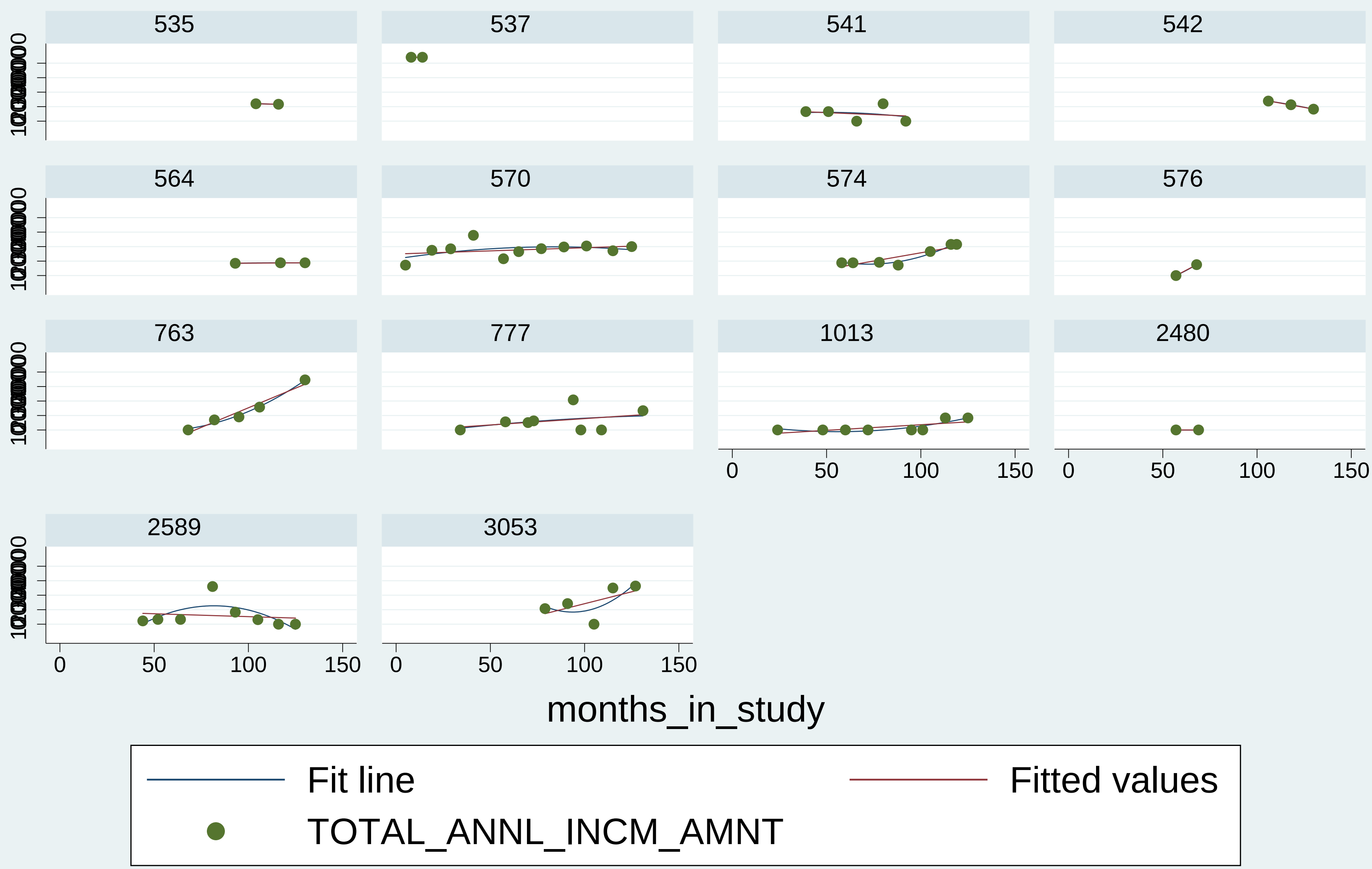
AHA-- public housing

Figure D-1, cont'd



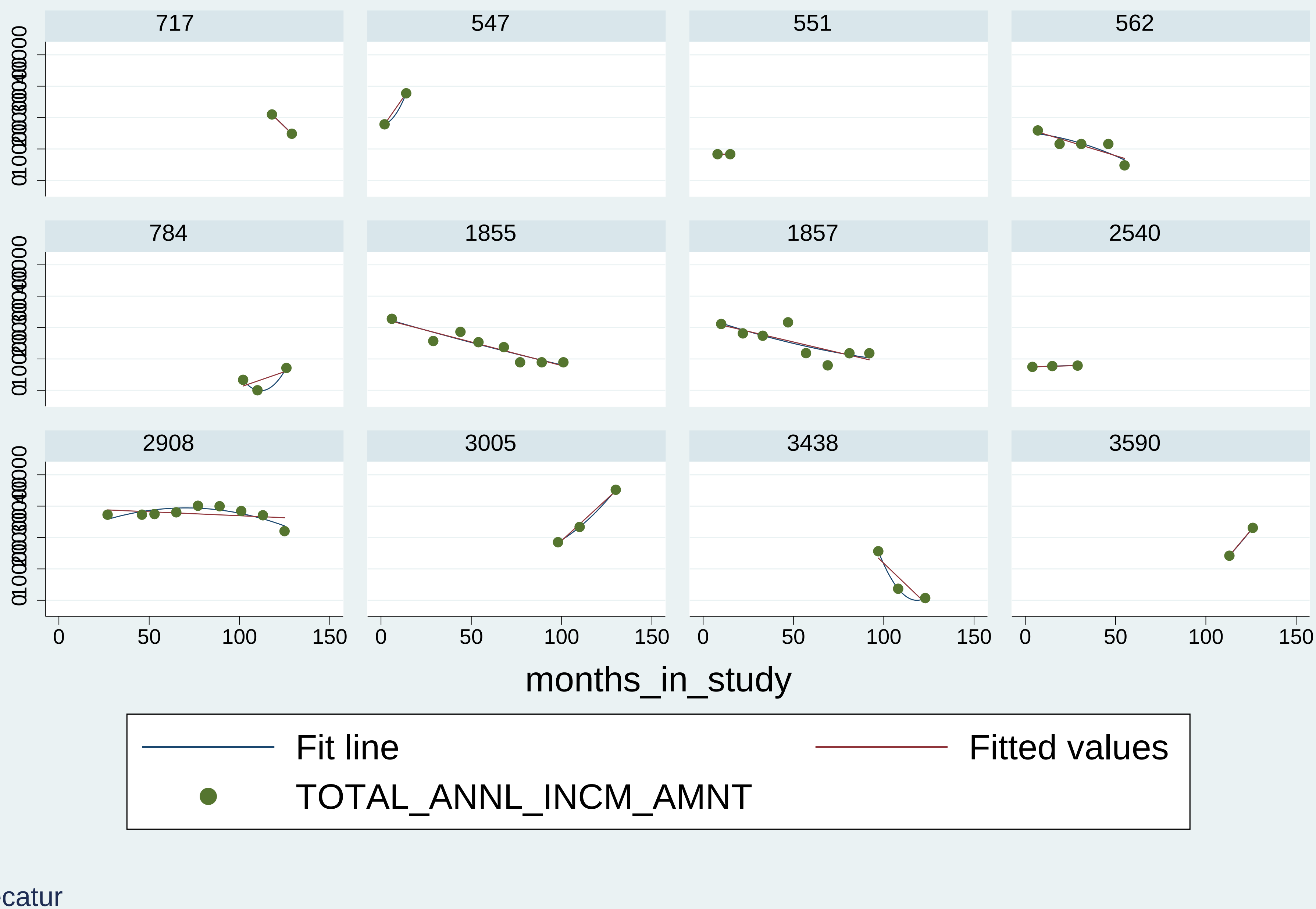
AHA -- voucher households

Figure D-1, cont'd



College Park

Figure D-1, cont'd



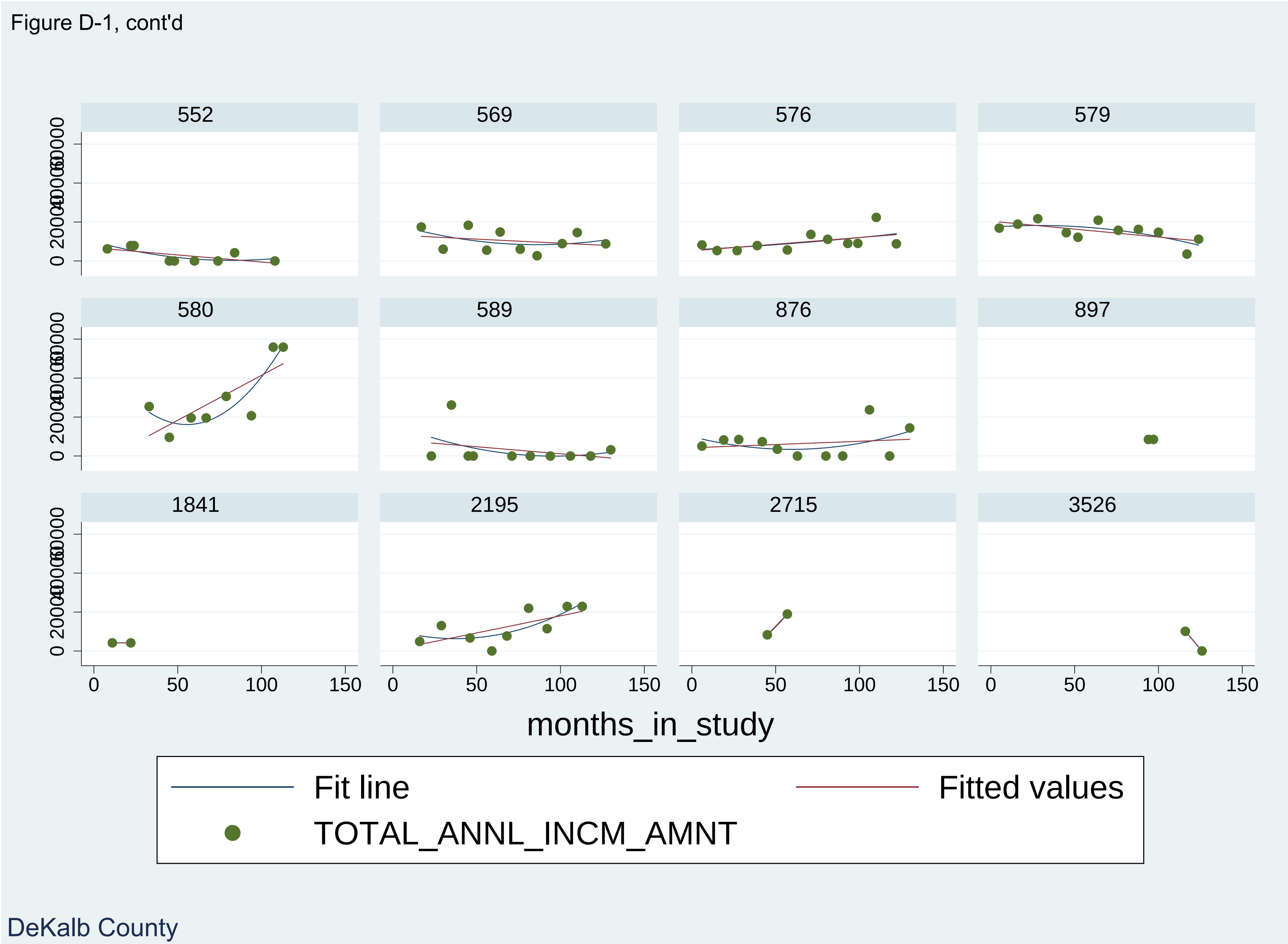
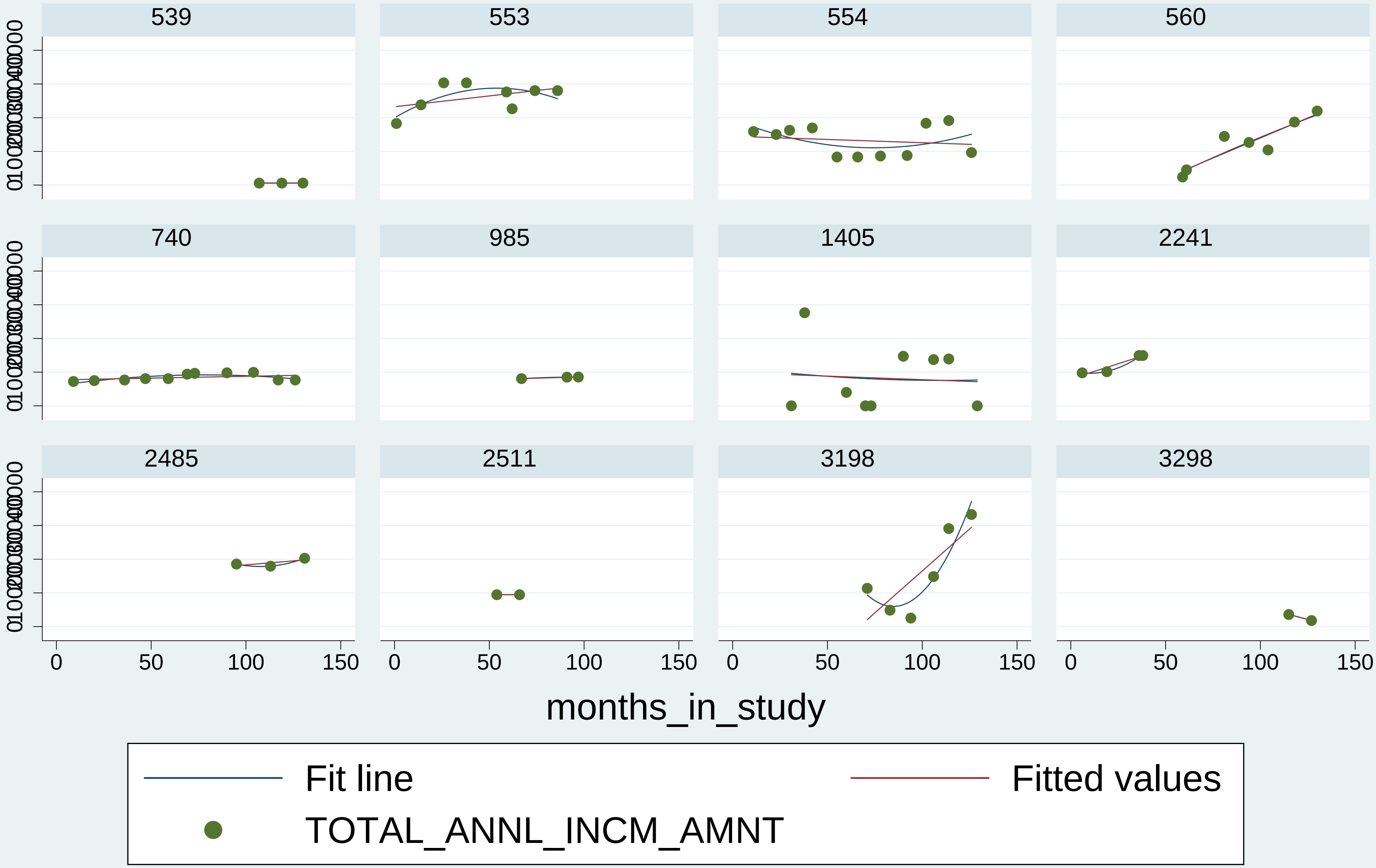


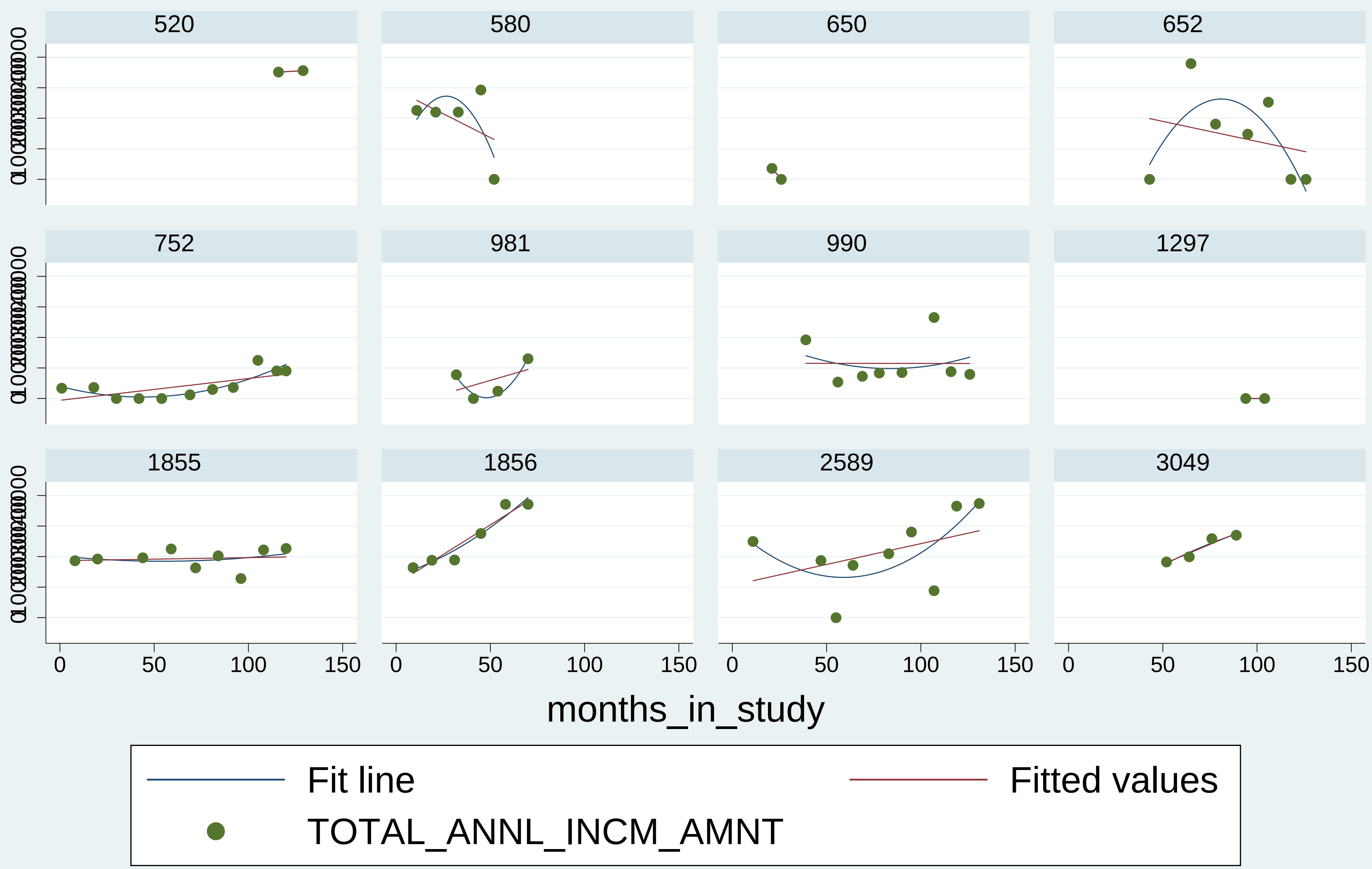
Figure D-1, cont'd
552
569
576
579
580
589
876
897
1841
2195
2715
3526
0
200000
400000
600000
0
50
100
150
months_in_study
Fit line
Fitted values
TOTAL_ANNL_INCM_AMNT
DeKalb County

Figure D-1, cont'd



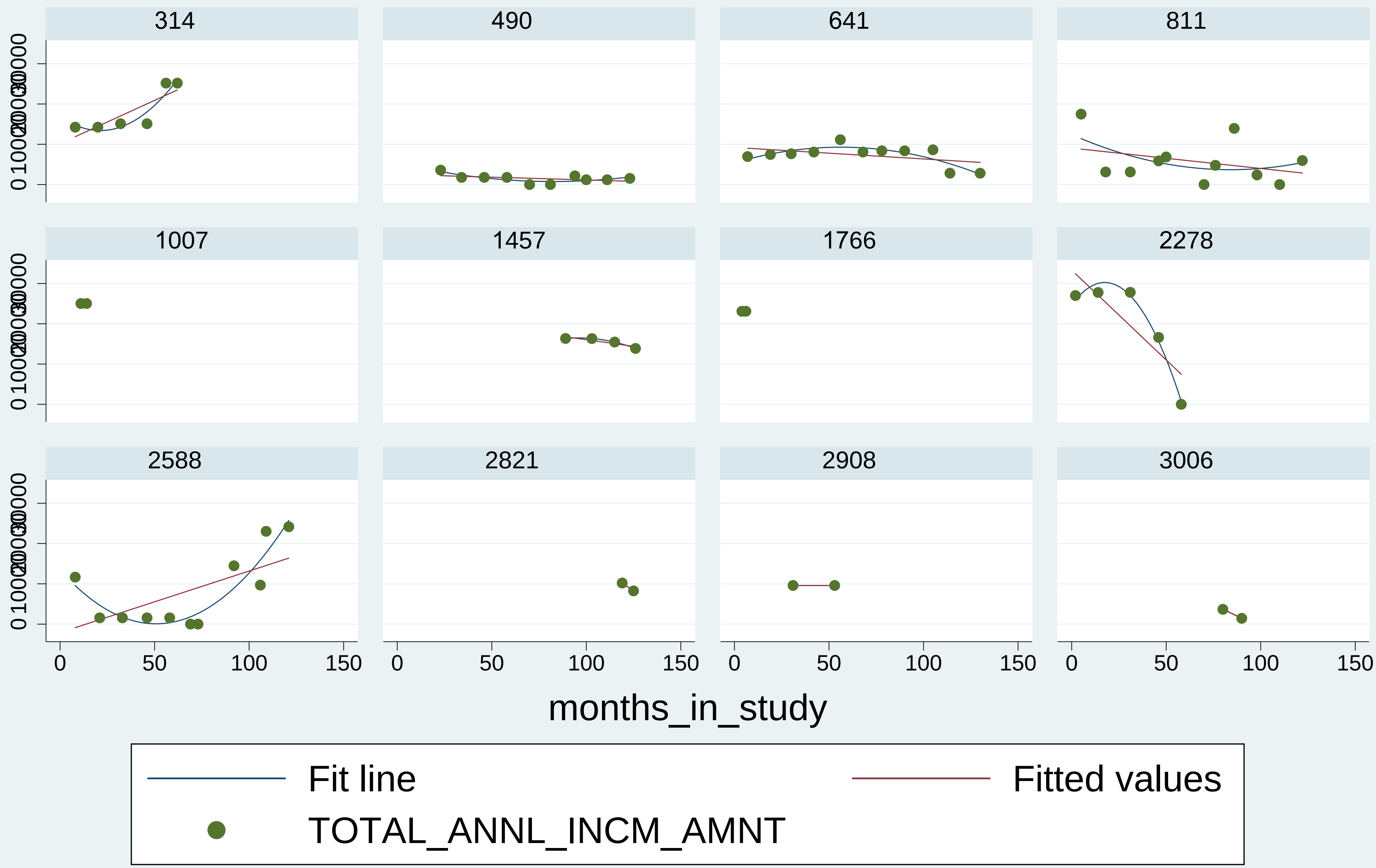
East Point

Figure D-1, cont'd



Fulton County

Figure D-1, cont'd



Lithonia

Table D-1. Housing Histories of Assisted Households by Public Housing Authority, 2006-2016.*

		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
Observations									
Always public housing	n	1,888	1,297	1,347	451	1,342	270	456	7,051
	%	2.6	17.6	21.9	38.7	17.3	0.6	2.9	4.7
Always mixed-income housing	n	9,460	-	-	-	-	-	-	9,460
	%	13.2	0.0	0.0	0.0	0.0	0.0	0.0	6.2
Always project-based rental assistance	n	6,055	-	-	-	-	-	-	6,055
	%	8.4	0.0	0.0	0.0	0.0	0.0	0.0	4.0
Always housing choice voucher	n	36,404	5,666	3,657	646	6,010	39,728	14,742	106,853
	%	50.8	77.0	59.5	55.4	77.5	95.3	93.6	70.5
Public housing to housing choice voucher	n	11,978	341	1,066	46	344	1,468	448	15,691
	%	16.7	4.6	17.4	3.9	4.4	3.5	2.8	10.4
Public housing to mixed-income housing	n	1,131	3	12	-	8	11	1	1,166
	%	1.6	0.0	0.2	0.0	0.1	0.0	0.0	0.8
Public housing to project-based rental assistance	n	314	1	9	-	8	-	6	338
	%	0.4	0.0	0.1	0.0	0.1	0.0	0.0	0.2
Housing choice voucher to public housing	n	119	10	16	15	22	31	17	230
	%	0.2	0.1	0.3	1.3	0.3	0.1	0.1	0.2
Housing choice voucher to mixed-income housing	n	430	2	1	-	1	54	9	497
	%	0.6	0.0	0.0	0.0	0.0	0.1	0.1	0.3
Housing choice voucher to PBRA	n	603	3	8	-	2	34	13	663
	%	0.8	0.0	0.1	0.0	0.0	0.1	0.1	0.4
Mixed income housing to public housing	n	18	5	-	-	-	-	3	26
	%	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Mixed income housing to PBRA	n	339	-	-	-	-	-	-	339
	%	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.2
Mixed income housing to housing choice voucher	n	648	4	13	0	0	22	8	695
	%	0.9	0.1	0.2	0.0	0.0	0.1	0.1	0.5
PBRA to public housing	n	32	0	0	0	0	0	14	46
	%	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0
PBRA to mixed-income housing	n	470	-	-	-	-	-	-	470
	%	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.3
PBRA to housing choice voucher	n	556	3	2	-	5	39	17	622
	%	0.8	0.0	0.0	0.0	0.1	0.1	0.1	0.4
Public housing to voucher to mixed-income housing	n	104	-	-	-	-	2	-	106
	%	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	n	1,158	27	12	8	16	30	9	1,260
	%	1.6	0.4	0.2	0.7	0.2	0.1	0.1	0.8
TOTAL	n	71,707	7,362	6,143	1,166	7,758	41,689	15,743	151,568
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

* Includes only assisted households with non-elderly, non-disabled head of household.

Table D-2. Housing Histories of Assisted Households by Public Housing Authority, 2006-2016.*

Households		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
Always public housing	n	1,081	290	327	115	309	86	108	2,316
	%	5.8	16.8	26.1	43.4	19.5	0.9	3.4	6.5
Always mixed-income housing	n	2,826	-	-	-	-	-	-	2,826
	%	15.2	0.0	0.0	0.0	0.0	0.0	0.0	7.9
Always project-based rental assistance	n	2,128	-	-	-	-	-	-	2,128
	%	11.5	0.0	0.0	0.0	0.0	0.0	0.0	6.0
Always housing choice voucher	n	9,242	1,387	765	139	1,221	8,771	2,973	24,498
	%	49.7	80.3	61.0	52.5	77.1	96.4	94.8	68.7
Public housing to housing choice voucher	n	1,929	40	141	10	38	174	37	2,369
	%	10.4	2.3	11.2	3.8	2.4	1.9	1.2	6.6
Public housing to mixed-income housing	n	288	1	6	-	4	3	1	303
	%	1.5	0.1	0.5	0.0	0.3	0.0	0.0	0.9
Public housing to project-based rental assistance	n	74	1	5	-	4	-	3	87
	%	0.4	0.1	0.4	0.0	0.3	0.0	0.1	0.2
Housing choice voucher to public housing	n	59	1	3	1	1	12	3	80
	%	0.3	0.1	0.2	0.4	0.1	0.1	0.1	0.2
Housing choice voucher to mixed-income housing	n	89	1	1	-	1	21	2	115
	%	0.5	0.1	0.1	0.0	0.1	0.2	0.1	0.3
Housing choice voucher to PBRA	n	146	2	3	-	2	17	6	176
	%	0.8	0.1	0.2	0.0	0.1	0.2	0.2	0.5
Mixed income housing to public housing	n	11	-	-	-	-	-	1	12
	%	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mixed income housing to PBRA	n	64	-	-	-	-	-	-	64
	%	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.2
Mixed income housing to housing choice voucher	n	152	-	2	-	-	3	-	157
	%	0.8	0.0	0.2	0.0	0.0	0.0	0.0	0.4
PBRA to public housing	n	18	0	0	0	0	0	0	18
	%	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
PBRA to mixed-income housing	n	104	-	-	-	-	-	-	104
	%	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.3
PBRA to housing choice voucher	n	139	-	-	-	-	2	-	141
	%	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.4
Public housing to voucher to mixed-income housing	n	20	-	-	-	-	-	-	20
	%	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	n	213	4	2	-	3	6	2	230
	%	1.1	0.2	0.2	0.0	0.2	0.1	0.1	0.6
TOTAL	n	18,583	1,727	1,255	265	1,583	9,095	3,136	35,644
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

* Includes only assisted households with non-elderly, non-disabled head of household.

Table D-3. Housing histories of assisted households by PHA.

Households		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
2016									
Always public housing	n	1,489	271	160	70	230	-	95	2,315
	%	8.7	18.2	18.3	25.5	16.8	0.0	4.2	7.9
Always mixed-income housing	n	2,693	-	-	-	-	-	-	2,693
	%	15.7	0.0	0.0	0.0	0.0	0.0	0.0	9.2
Always project-based rental assistance	n	3,271	-	-	-	-	-	-	3,271
	%	19.1	0.0	0.0	0.0	0.0	0.0	0.0	11.1
Always housing choice voucher	n	6,285	1,158	559	194	1,053	5,378	1,955	16,582
	%	36.6	77.8	64.0	70.8	77.0	90.7	86.8	56.5
Public housing to housing choice voucher	n	1,478	43	138	5	67	483	167	2,381
	%	8.6	2.9	15.8	1.8	4.9	8.1	7.4	8.1
Public housing to mixed-income housing	n	264	-	-	-	-	-	-	264
	%	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.9
Public housing to project-based rental assistance	n	164	-	-	-	-	-	-	164
	%	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6
Housing choice voucher to public housing	n	24	5	4	2	7	-	2	44
	%	0.1	0.3	0.5	0.7	0.5	0.0	0.1	0.1
Housing choice voucher to mixed-income housing	n	119	-	-	-	-	-	-	119
	%	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.4
Housing choice voucher to PBRA	n	208	-	-	-	-	-	-	208
	%	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.7
Mixed income housing to public housing	n	65	1	1	-	-	-	1	68
	%	0.4	0.1	0.1	0.0	0.0	0.0	0.0	0.2
Mixed income housing to PBRA	n	147	-	-	-	-	-	-	147
	%	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.5
Mixed income housing to housing choice voucher	n	234	2	6	-	4	36	7	289
	%	1.4	0.1	0.7	0.0	0.3	0.6	0.3	1.0
PBRA to public housing	n	6	1	-	-	-	-	5	12
	%	0.0	0.1	0.0	0.0	0.0	0.0	0.2	0.0
PBRA to mixed-income housing	n	170	-	-	-	-	-	-	170
	%	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6
PBRA to housing choice voucher	n	137	2	2	1	3	20	15	180
	%	0.8	0.1	0.2	0.4	0.2	0.3	0.7	0.6
Public housing to voucher to mixed-income housing	n	33	-	-	-	-	-	-	33
	%	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	n	370	6	3	2	3	14	6	404
	%	2.2	0.3	0.3	0	0.2	0.1	0.2	1.4
TOTAL	n	17,157	1,489	873	274	1,367	5,931	2,253	29,344
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Table D-3, cont'd

Households		Atlanta	Decatur	East Point	Lithonia	College Park	DeKalb County	Fulton County	Total
2016									
Always public housing	n	1,489	271	160	70	230	-	95	2,315
	%	8.7	18.2	18.3	25.5	16.8	0.0	4.2	7.9
Always mixed-income housing	n	2,693	-	-	-	-	-	-	2,693
	%	15.7	0.0	0.0	0.0	0.0	0.0	0.0	9.2
Always project-based rental assistance	n	3,271	-	-	-	-	-	-	3,271
	%	19.1	0.0	0.0	0.0	0.0	0.0	0.0	11.1
Always housing choice voucher	n	6,285	1,158	559	194	1,053	5,378	1,955	16,582
	%	36.6	77.8	64.0	70.8	77.0	90.7	86.8	56.5
Public housing to housing choice voucher	n	1,478	43	138	5	67	483	167	2,381
	%	8.6	2.9	15.8	1.8	4.9	8.1	7.4	8.1
Public housing to mixed-income housing	n	264	-	-	-	-	-	-	264
	%	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.9
Public housing to project-based rental assistance	n	164	-	-	-	-	-	-	164
	%	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6
Housing choice voucher to public housing	n	24	5	4	2	7	-	2	44
	%	0.1	0.3	0.5	0.7	0.5	0.0	0.1	0.1
Housing choice voucher to mixed-income housing	n	119	-	-	-	-	-	-	119
	%	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.4
Housing choice voucher to PBRA	n	208	-	-	-	-	-	-	208
	%	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.7
Mixed income housing to public housing	n	65	1	1	-	-	-	1	68
	%	0.4	0.1	0.1	0.0	0.0	0.0	0.0	0.2
Mixed income housing to PBRA	n	147	-	-	-	-	-	-	147
	%	0.9	0.0	0.0	0.0	0.0	0.0	0.0	0.5
Mixed income housing to housing choice voucher	n	234	2	6	-	4	36	7	289
	%	1.4	0.1	0.7	0.0	0.3	0.6	0.3	1.0
PBRA to public housing	n	6	1	-	-	-	-	5	12
	%	0.0	0.1	0.0	0.0	0.0	0.0	0.2	0.0
PBRA to mixed-income housing	n	170	-	-	-	-	-	-	170
	%	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6
PBRA to housing choice voucher	n	137	2	2	1	3	20	15	180
	%	0.8	0.1	0.2	0.4	0.2	0.3	0.7	0.6
Public housing to voucher to mixed-income housing	n	33	-	-	-	-	-	-	33
	%	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.1
Other	n	370	6	3	2	3	14	6	404
	%	2.2	0.3	0.3	0	0.2	0.1	0.2	1.4
TOTAL	n	17,157	1,489	873	274	1,367	5,931	2,253	29,344
	%	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Appendix H

HUD Information Reporting Requirement

(HUD Form 50900 – Attachment B)

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

Attachment B
to
AMENDED AND RESTATED MOVING TO WORK AGREEMENT
BETWEEN
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
AND
MOVING TO WORK (MTW) HOUSING AGENCIES

The information on this form is being collected so that HUD is able to evaluate the impacts of MTW activities; respond to congressional and other inquiries regarding outcome measures; and identify promising practices learned through the Moving to Work (MTW) demonstration. The information collected through this form is not confidential. MTW public housing authorities (PHAs) will report outcome information on the effects of MTW policy changes on residents, the agency's operations, and the local community. The estimated burden per year, per agency, is 81 hours. Responses to this collection of information are required to obtain a benefit or to retain a benefit. HUD may not conduct or sponsor, and MTW agencies are not required to respond to, a collection of information unless that collection displays a valid OMB control number. All MTW PHAs will provide the following required elements in the order and format given in the 50900 in their Annual MTW Plans and Annual MTW Reports, consistent with the requirements in Section VII of the Standard MTW Agreement.

(I) Introduction

Annual MTW Report

A. Table of Contents, which includes all the required elements of the Annual MTW Report; and	See Annual Report: Sections I & II
B. Overview of the PHA's short-term and long-term MTW goals and objectives. The PHA should include information about whether short-term goals and objectives were accomplished and report progress towards long-term goals and objectives.	

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

Attachment B

(II) General Housing Authority Operating Information

Annual MTW Report

II.4.Report.HousingStock

A. MTW Report: Housing Stock Information

New Housing Choice Vouchers that were Project-Based During the Fiscal Year

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Actual Number of New Vouchers that were Project-Based	Description of Project
Providence at Parkway Village	0	50	Senior community
Reynoldstown Senior Residences	26	26	Senior community

Anticipated Total Number of New Vouchers to be Project-Based *	Actual Total Number of New Vouchers that were Project-Based
217	76

	Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year *	Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year *
Anticipated	5340	5340

Actual Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year	Actual Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year
5139	5139

* From the Plan

Other Changes to the Housing Stock that Occurred During the Fiscal Year

None

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

General Description of Actual Capital Fund Expenditures During the Plan Year

The $1.24 million in expenditures for capital repairs/improvements at AHA-Owned Communities are categorized as Building Improvements (improvements to energy/lighting/blinds, plumbing, envelope/roof/doors, and/or corridor/elevator/doors); Site Improvements (asphalt/concrete work); and Furniture, Fixtures, & Equipment (including fire/security, HVAC/mechanical equipment, and appliances) and FY 2017 expenditures included:

- Barge Road Highrise: $95,023 - Building Improvements & Equipment
- Cheshire Bridge Road Highrise: $245,495 - Building Improvements & Equipment
- Cosby Spear Highrise: $9,587 - Building Improvements & Equipment
- East Lake Highrise: $280,636 - Building Improvements & Equipment
- Georgia Avenue Highrise: $12,971 - Building Improvements & Equipment
- Hightower Manor Highrise: $20,749 - Building Improvements, Site Improvements & Equipment
- Marian Road Highrise: $177,039 - Building Improvements & Equipment
- Marietta Road Highrise: $93,815 - Building Improvements & Equipment
- Martin Street Plaza: $126,445 - Building Improvements & Equipment
- Peachtree Road Highrise: $91,656 - Building Improvements & Equipment
- Piedmont Road Highrise: $27,273 - Building Improvements & Equipment
- Westminster: $60,135 - Building Improvements & Equipment

Overview of Other Housing Owned and/or Managed by the PHA at Fiscal Year End

Housing Program *	Total Units	Overview of the Program
Not Applicable	0	AHA does not own or manage any other housing
Total Other Housing Owned and/or Managed	0	

*** Select Housing Program from:** Tax-Credit, State Funded, Locally Funded, Market-Rate, Non-MTW HUD Funded, Managing Developments for other non-MTW Public Housing Authorities, or Other.

If Other, please describe: None

II.5.Report.Leasing

B. MTW Report: Leasing Information

Actual Number of Households Served at the End of the Fiscal Year

Housing Program: Federal MTW Public Housing	Number of Households Served* Planned	Number of Households Served* Actual
Number of Units that were Occupied/Leased through Public Housing (PH Units in AHA-Owned and MIXED (AHA-Sponsored Mixed-Income) Communities **	4,014	4,014
Total Projected and Actual Households Served	4,014	4,014

* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program: Federal MTW Public Housing

	Unit Months Occupied/Leased**** Planned	Actual
Number of Units that were Occupied/Leased through Public Housing (PH Units in AHA-Owned and MIXED (AHA Sponsored Mixed-Income) Communities***	48,168	48,168
Total Projected and Annual Unit Months Occupied/Leased	48,168	48,168

There was no difference between the number of households planned and actual households served in Public Housing.

*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.
**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

Housing Program: Federal MTW Housing Choice Voucher

	Number of Households Served* Planned	Actual
Number of Units that were Occupied/Leased throughFederal MTW Housing Choice Voucher Property-Based Assistance Programs (HomeFlex Units)**	5,340	5,139
Number of Units that were Occupied/Leased through Federal MTW Housing Choice Voucher Tenant-Based Assistance Programs (HC Voucher Units) **	9,938	10,492
Port-In Vouchers (not absorbed)	N/A	0
Total Projected and Actual Households Served	15,278	15,631

* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.
** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program: Federal MTW Housing Choice Voucher

	Unit Months Occupied/Leased**** Planned	Actual
Number of Units that were Occupied/Leased through Federal MTW Housing Choice Voucher Property-Based Assistance Programs (HomeFlex Units) ***	64,080	61,668
Number of Units that were Occupied/Leased through Federal MTW Housing Choice Voucher Tenant-Based Assistance Programs (HC Voucher Units) ***	119,256	125,904
Port-In Vouchers (not absorbed)	N/A	0
Total Projected and Annual Unit Months Occupied/Leased	183,336	187,572

Overall, exceeded estimates in HomeFlex (PBRA) Units and HC Voucher Units. Decrease in HomeFlex units was due to delayed UFAS certification for new units at Lakewood Christian Manor.

*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.
**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

Housing Program: Local, Non-Traditional Programs

	Number of Households Served* Planned	Actual
Number of Units that were Occupied/Leased through Local, Non-Traditional MTW Funded Property-Based Assistance Programs (LIHTC Units) **	2,744	2,668
Number of Units that were Occupied/Leased through Local, Non-Traditional MTW Funded Tenant-Based Assistance Programs (Downpayment Assistance) **	488	553
Total Projected and Actual Households Served	3,232	3,221

* Calculated by dividing the planned/actual number of unit months occupied/leased by 12.

** In instances when a Local, Non-Traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of Households served.

Housing Program: Local, Non-Traditional Programs	Unit Months Occupied/Leased**** Planned	Unit Months Occupied/Leased**** Actual
Number of Units that were Occupied/Leased through Local Non-Traditional MTW Funded Property-Based Assistance Programs (LIHTC Units)***	32,928	32,016
Number of Units that were Occupied/Leased through Local, Non-Traditional MTW Funded Tenant-Based Assistance Programs (Downpayment Assistance) ***	5,856	6,636
Total Projected and Annual Unit Months Occupied/Leased	38,784	38,652

Anticipated properties with HomeFlex and LIHTC units not on-boarded as planned during FY 2017.

*** In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/Households Served, the PHA should estimate the number of households served.
**** Unit Months Occupied/Leased is the total number of months the housing PHA has occupied/leased units, according to unit category during the year.

	Average Number of Households Served Per Month	Total Number of Households Served During the Year
Households Served through Local Non-Traditional Services Only	0	0

Reporting Compliance with Statutory MTW Requirements: 75% of Families Assisted are Very Low-Income

HUD will verify compliance with the statutory objective of "assuring that at least 75 percent of the families assisted by the Agency are very low-income families" is being achieved by examining public housing and Housing Choice Voucher family characteristics as submitted into the PIC or its successor system utilizing current resident data at the end of the agency's fiscal year. The PHA will provide information on local, non-traditional families provided with housing assistance at the end of the PHA fiscal year, not reported in PIC or its successor system, in the following format:

Fiscal Year:	2011	2012	2013	2014	2015	2016	2017	2018
Total Number of Local, Non-Traditional MTW Households Assisted	2828	2,971	3074	3135	3045	3118	3249	X
Number of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	X	X	X	X	X	X
Percentage of Local, Non-Traditional MTW Households with Incomes Below 50% of Area Median Income	X	X	X	X	X	X	X	X

Reporting Compliance with Statutory MTW Requirements: Maintain Comparable Mix

In order to demonstrate that the statutory objective of "maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration" is being achieved, the PHA will provide information in the following formats:

Baseline for the Mix of Family Sizes Served

Family Size:	Occupied Number of Public Housing units by Household Size when PHA Entered MTW	Utilized Number of Section 8 Vouchers by Household Size when PHA Entered MTW	Non-MTW Adjustments to the Distribution of Household Sizes *	Baseline Number of Household Sizes to be Maintained	Baseline Percentages of Family Sizes to be Maintained
1 Person	X	X	X	X	X
2 Person	X	X	X	X	X
3 Person	X	X	X	X	X
4 Person	X	X	X	X	X
5 Person	X	X	X	X	X
6+ Person	X	X	X	X	X
Totals	0	0	0	0	0

Explanation for Baseline Adjustments to the Distribution of Household Sizes Utilized	**Per AHA's MTW agreement, AHA established bedroom sizes, not family sizes. Changes in mix of family sizes served is primarily due to relocation associated with AHA's Quality of Life Initiative (QLI), in which nearly 3,000 families were relocated from large family public housing communities to mixed-income communities or private developments using Housing Choice vouchers.**

Mix of Family Sizes Served

	1 Person	2 Person	3 Person	4 Person	5 Person	6+ Person	Totals
Baseline Percentages of Household Sizes to be Maintained **	X	X	X	X	X	X	0
Number of Households Served by Family Size this Fiscal Year ***	8,721	3,865	2,749	1,909	1,712	N/A	18,956
Percentages of Households Served by Household Size this Fiscal Year ****	46%	20%	15%	10%	9%	N/A	100%
Percentage Change	-	-	-	-	-	-	See note below

Justification and Explanation for Family Size Variations of Over 5% from the Baseline Percentages	**AHA has experienced less than 5 percent variation between family sizes per year. Chart excludes our baseline figures, because per AHA's MTW agreement, AHA established bedroom sizes, not family sizes. Chart also excludes LIHTC units because detailed household demographic information is not collected for such units.**

* "Non-MTW adjustments to the distribution of family sizes" are defined as factors that are outside the control of the PHA. Acceptable "non-MTW adjustments" include, but are not limited to, demographic changes in the community's population. If the PHA includes non-MTW adjustments, HUD expects the explanations of the factors to be thorough and to include information substantiating the numbers used.

** The numbers in this row will be the same numbers in the chart above listed under the column "Baseline percentages of family sizes to be maintained."

*** The methodology used to obtain these figures will be the same methodology used to determine the "Occupied number of Public Housing units by family size when PHA entered MTW" and "Utilized number of Section 8 Vouchers by family size when PHA entered MTW" in the table immediately above.

**** The "Percentages of families served by family size this fiscal year" will reflect adjustments to the mix of families served that are directly due to decisions the PHA has made. HUD expects that in the course of the demonstration, PHAs will make decisions that may alter the number of families served.

Description of any Issues Related to Leasing of Public Housing, Housing Choice Vouchers or Local, Non-Traditional Units and Solutions at Fiscal Year End

Housing Program	Description of Leasing Issues and Solutions
None	None

Number of Households Transitioned To Self-Sufficiency by Fiscal Year End

Activity Name/#	Number of Households Transitioned *	Agency Definition of Self Sufficiency
4-to-1 Elderly Admissions Policy at AHA's High-Rise Communities	1,761	Defined as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process
Aging Well Program	1,761	Defined as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process
Comprehensive Homeownership Program	5	Defined as households with sufficient income and savings to maintain a mortgage without subsidy
Elderly/Disabled Income Disregard	116	Defined as elderly persons who have earned income and fixed income
Non-Elderly Disabled Income Disregard	165	Defined as non-elderly disabled persons who have earned income
Households Duplicated Across Activities/Definitions	1,761	
ANNUAL TOTAL NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY	2,047	

II.6.Report.Leasing

C. MTW Report: Wait List Information

Wait List Information at Fiscal Year End

Housing Program(s) *	Wait List Type **	Number of Households on Wait List	Wait List Open, Partially Open or Closed ***	Was the Wait List Opened During the Fiscal Year
Federal MTW Public Housing Units (AHA-Owned Communities)	Site Based	3,724	Open	Yes
Federal MTW Public Housing & MIXED Communities (AHA-Sponsored Mixed-Income/PBRA)	Site Based	21,299	Partially Open	Yes
Federal MTW Housing Choice Voucher Program (AHA HCV)	Community-Wide	30,000	Closed	Yes
Project-Based Local, Non-Traditional MTW Housing Assistance Program (HomeFlex Communities)	Site Based	31,062	Partially Open	Yes

** Select Housing Program* **:** Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

*** Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

*** For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

None

If Local, Non-Traditional Program, please describe:

Using the flexibility authorized under its MTW Agreement, AHA manages occupancy and waiting lists through its various relationships with private developer partners and property management companies. Except for its Housing Choice Tenant-Based Voucher Program which AHA manages directly, partner entities manage all aspects of leasing units and occupancy, including waiting lists, for other AHA communities. For HomeFlex (AHA's Project Based Rental Assistance Program) and at MIXED Communities (AHA-Sponsored Mixed-Income), AHA streamlines program activities through site-based administration delivered at the property level. The waiting lists 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 updating the site-based waiting list.

If Other Wait List Type, please describe:

None

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

During FY 2017, AHA amended its FY 2017 MTW Annual Plan in order to implement a waiting list residency preference for its tenant-based Housing Choice Voucher Program ("HCVP"). Based on AHA's analysis of the data and outcomes related to the FY 2015 opening of the HCVP Waiting List, AHA determined that establishing a City of Atlanta residency preference for the FY 2017 opening of the HCVP Waiting List would be the best way to serve local affordable housing needs and priorities ("Residency Preference"). Pursuant to 24 CFR §982.207, a PHA may establish a system of local preferences, including a residency preference, for selection of families admitted to the HCVP provided such local preferences are set forth in the PHA's administrative plan and PHA annual plan. AHA's Amended and Restated Statement of Corporate Policies provides that the HCVP administrative procedures for receiving applications, placing applicants on the waiting list and selecting applicants from the waiting list are set forth in the program's operating procedures. AHA amended its HCVP operating procedures in conjunction with this amendment to establish the Residency Preference for the FY 2017 opening and, unless revoked by AHA, subsequent openings of the HCVP Waiting List.

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

Attachment B

(III) Proposed MTW Activities: HUD approval requested

Required Elements for Proposed Activities in the MTW Report:

All proposed activities that are granted approval by HUD are reported on in Section IV as 'Approved Activities'."

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

Attachment B

(IV) Approved MTW Activities: HUD approval previously granted

All required elements grouped by each MTW activity are in *Appendix H: Ongoing Activities Previously Approved by HUD (provided at the end of this form section).*

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

Attachment B

(V) Sources and Uses of Funds

Annual MTW Report

V.3.Report.Sources and Uses of MTW Funds

A. MTW Report: Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

PHAs shall submit their unaudited and audited information in the prescribed FDS format through the Financial Assessment System - PHA (FASPHA), or its successor system

Describe the Activities that Used Only MTW Single Fund Flexibility

Except for the portion of certain revitalization and development activities outlined below and expenditures requiring non-federal funds, AHA operates all activities as detailed in its FY 2017 MTW Annual Plan using its MTW Single Fund authority.
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 (referred herein as "MTW Single Fund" or "MTW Funds") which may be expended on MTW Eligible Activities as set forth in AHA's business plan. Under this MTW Single Fund authority, AHA determines the best use of funds for the purposes of fulfilling its mission to deliver innovative, affordable housing. Although the MTW Agreement allows AHA to include RHF funds in the MTW Single Fund, AHA has elected not to do so.

In accordance with Section V.A.1 of Attachment D of AHA's MTW Agreement, AHA is authorized to combine operating subsidies provided under Section 9, capital funding (including development and replacement housing factor funds) provided under Section 9 (formerly Section 14), and assistance provided under Section 8 of the 1937 Act for the voucher programs to fund HUD approved MTW activities.

As detailed in Schedule A of the FY 2017 Comprehensive Budget, AHA funds all operations with MTW funds except where other funds are provided for specific purposes (e.g. Replacement Housing Factor funds) or where limited by law or regulation. In FY 2017, AHA drew from HUD $ 173,439,829 in MTW Single Funds to support AHA's MTW eligible activities.

In addition to the funds used to provide assistance to tenant and project-based participants in Housing Choice, the amount of MTW funds identified above includes $45,149,351 in MTW Single funds to support MTW-authorized revitalization activities. AHA's revitalization activities are also funded by RHF funds, public improvement funds provided by the City of Atlanta, program income from prior years, and private grants.

But for the MTW Single Fund flexibility, AHA would be unable to fund fully the costs of (i) operating the PH-assisted units in its mixed-income, mixed-finance communities, (ii) operating and maintaining the housing AHA owns (consisting primarily of senior high-rises), (iii) providing human development services intended to support fragile populations as well as promote resident self-sufficiency, (iv) funding AHA's HUD-approved version of project-based rental assistance (PBRA) at communities including both AHA-sponsored mixed-income, mixed-finance properties as well as multi-family communities that are privately owned, and (v) supporting local housing programs.

V.4.Report.Local Asset Management Plan

B. MTW Report: Local Asset Management Plan

Has the PHA allocated costs within statute during the plan year?	Yes		
Has the PHA implemented a local asset management plan (LAMP)?	Yes	or	

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. It shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?	Yes	or	

In the body of the Report, PHAs should provide a narrative updating the progress of implementing and operating the Local Asset Management Plan during the fiscal year.

V.5.Report.Unspent MTW Funds

C. MTW Report: Commitment of Unspent Funds

Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.

Note *: Written notice of a definition of MTW reserves will be forthcoming. Until HUD issues a methodology for defining reserves, including a definition of obligations and commitments, MTW agencies are not required to complete this section.*

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

Attachment B

(VI) Administrative

The PHA shall provide the information below with the first Plan/Report submittal to HUD.

Annual MTW Report

A. General description of any HUD reviews, audits or physical inspection issues that require the agency to take action to address the issue;	None
B. Results of latest PHA-directed evaluations of the demonstration, as applicable; and	n/a
C. Certification that the PHA has met the three statutory requirements of: 1) assuring that at least 75 percent of the families assisted by the Agency are very low-income families; 2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and 3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.	See Appendix B: MTW Annual Report Resolution and Certifications

Appendix H2: Ongoing Activities

BACKGROUND

The Atlanta Housing Authority's (AHA) Ongoing Activities addresses the HUD Form 50900 requirement by listing activities identified in AHA's MTW Annual Plans since FY 2005 ("MTW Annual Plans"). AHA's MTW Agreement with HUD was signed 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 was 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, and as extended to June 30, 2028, effective April 14, 2016 ("MTW Agreement"). Per AHA's MTW Agreement, 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. Additionally, per AHA's MTW Agreement, AHA's reporting requirements are described in Legacy Attachment B.

In June 2014, AHA decided to report its MTW-approved activities in accordance with the HUD Form 50900 – Attachment B and solely for purposes of complying with the substantive information reporting requirements of the Paperwork Reduction Act.

DESCRIPTION

This section includes information for **Section IV: Approved Activities** of the HUD Form 50900. Activities are divided into the following sub-sections: Implemented, Not Yet Implemented, On Hold, and Closed Out.

Each sub-section includes a summary table of activities, year implemented and MTW authorizations, followed by narrative descriptions, HUD Standard Metrics and FY 2017 outcomes. Per HUD's requirements **"standard metrics must be shown in the table format provided in the 'HUD Standard Metrics' Section of Form 50900."**

EXAMPLE of HUD Standard Metrics:

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero. **AHA = 0**	Benchmark set in FY 2016 MTW Annual Plan.	**10 households**	n/a

HUD-required metric and unit of measure for this type of activity

AHA-reported figures or definitions in BOLD *type*

FY 2017 benchmarks.

AHA reports the FY 2017 outcomes in comparison to the benchmark. Minor variances are reported as meeting benchmark.

A. Approved MTW Activities: HUD Approval Previously Granted

The MTW activity number indicates the functional area and fiscal year in which the activity was approved in AHA's MTW Plan. **Key**: AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

Implemented Activities			
Activity #	**Activity**	**Fiscal Year Impl.**	**MTW Authorization(s)**
AW.2005.01	**$125 Minimum Rent**	2005	Attachment D, Section I.O: General Conditions
PH.2005.07	**4 to 1 Elderly Admissions Policy at AHA's High-Rise Communities**	2005	Attachment D, Section III: Occupancy Policies Attachment D, Section IV: Self-Sufficiency/Supportive Services
SH.2005.08	**Affordable Assisted Living Demonstration**	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
PH.2011.03	**Aging Well Program**	2011	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility
HC.2006.01	**AHA Submarket Payment Standards**	2006	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
RE.2007.03	**Comprehensive Homeownership Program**	2007	Attachment D, Section V: Single Fund Budget with Full Flexibility
SH.2005.09	**Developing Alternative & Supportive Housing Resources**	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
AW.2005.02	**Elderly Income Disregard**	2005	Attachment D, Section I.O: General Conditions
PH.2017.01	**Elimination of Flat Rent**	2017	Attachment D, Section I.O: General Conditions Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section IV: Self-Sufficiency/Supportive Services
PH.2008.03	**Energy Performance Contracting**	2010	Attachment D, Section IX: Energy Performance Contracting
HC.2005.04	**Enhanced Inspection Standards**	2005	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
RE.2005.11	**Gap Financing**	2005	Attachment D, Second Amendment, Section 2: Use of MTW Funds Second Amendment, Section 3: Reinstatement of "Use of MTW Funds" Implementation Protocol
HD.2005.05	**Good Neighbor Program II**	2005	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility

Implemented Activities *Continued*			
Activity #	**Activity**	**Fiscal Year Impl.**	**MTW Authorization(s)**
HC.2011.02	**Housing Choice Voucher Program HAP Abatement Policy**	2011	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
HD.2005.06	**Human Development Services**	2005	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility
HC.2008.02	**Leasing Incentive Fee (LIF)**	2007	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
SH.2017.01	**Next Step Youth Self-Sufficiency Program**	2017	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section VII: Establishment of Housing Choice Voucher Program Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
AW.2011.01	**Non-Elderly Disabled Income Disregard**	2011	Attachment D, Section I.O: General Conditions
RE.2007.04	**Project Based Rental Assistance as a Strategic Tool**	2007	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
RE.2006.02	**Project Based Rental Assistance Site Based Administration**	2006	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
HC.2007.01	**Re-engineering the Housing Choice Voucher Program**	2008	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII: Establishment of Housing Choice Voucher Program Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
RE.2005.09	**Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities including Centennial Place and AHA's Affordable Communities**	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. C: Demonstration Program on Project Based Financing
HC.2007.02	**Rent Reasonableness**	2011	Attachment D, Section VII: Establishment of Housing Choice Voucher Program

Implemented Activities *Continued*			
Activity #	**Activity**	**Fiscal Year Impl.**	**MTW Authorization(s)**
AW.2008.01	**Rent Simplification / AHA Standard Deductions**	2010	Attachment D, Section I.O: General Conditions
RE.2005.10	**Revitalization Program**	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
RE.2012.01	**Single Family Home Rental Demonstration**	2013	Attachment D, Section V: Single Fund Budget with Full Flexibility
SH.2013.01	**Veterans Supportive Housing**	2013	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility
AW.2005.03	**Work/Program Requirement**	2005	Attachment D, Section I.O: General Conditions Attachment D, Section IV: Self-Sufficiency/Supportive Services

Please Note:

AHA has recently changed the names of its programs. References reflect the following changes:

- AHA's MTW-Approved Project Based Rental Assistance (PBRA) is now **HomeFlex (HF)**.
- AHA-Sponsored Mixed Income Communities are now **MIXED Communities**.
- AHA-Owned Residential Communities are now **AHA-Owned Communities**.
- Supportive Housing programs are collectively referred to as **HAVEN**.

AW.2005.01 – $125 MINIMUM RENT

DESCRIPTION

Effective October 1, 2004 (FY 2005), AHA raised its minimum rent from $25 to $125 for its Public Housing and Housing Choice programs. This rent policy does not apply to households where all members are either elderly or disabled and living on a fixed income, in which case their total tenant payment continues to be based on 30% of their adjusted gross income.

Mixed-income, mixed-finance rental communities, including AHA-assisted and AHA's MIXED Community (Project Based Rental Assistance) units in private developments, are developed through public-private partnerships and are managed by the owner entity's professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking. Management agents are responsible for implementing AHA housing policies.

Because AHA's housing model has continued to evolve to include mixed-income and MIXED Communities, starting in FY 2017, AHA will include these other communities in its reporting.

IMPACT

AHA's family policy initiatives such as the work requirement are aligned with standards set in the private sector. These policies are intended to prepare AHA's families to live in market-rate, mixed-income communities. Since raising the minimum rent, the number of families paying minimum rent has steadily decreased as adults move into the workforce. Families are becoming more economically self-sufficient which also allows them to be more competitive within the job market and housing arenas.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars). **AHA = $25 rent x 2,272 PH and HC households x 12 = $681,000 approx. (FY 2006).**	Expected rental revenue after implementation of the activity (in dollars) = $125 rent x 719 (PH + HC+ MIXED + HomeFlex households) x 12 = $1.1 million resulting in increased rental revenue and greater HAP savings of $863,000 approx.	Expected rental revenue after implementing the activity = $125 rent x 434 (4 PH + 56 HF+ 68 MXD+ 306 HC) x 12 = **$ 651,000 resulting in increased rental revenue and greater HAP savings of $520,800 approx.**	Yes

PH.2005.07 – 4-TO-1 ELDERLY ADMISSIONS POLICY AT AHA-OWNED COMMUNITIES

DESCRIPTION

AHA implemented an admissions policy that applies to public housing-assisted units in communities for elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled and allows the admission of four elderly or almost elderly applicants from the waiting list before admitting a non-elderly disabled applicant. This policy helps to create an optimal mix of elderly, almost elderly and non-elderly disabled residents in a community.

IMPACT

Implementation of this policy has helped reach an optimal mix of elderly and non-elderly disabled residents in the AHA-Owned Communities, which has helped create an improved quality of life for all residents. All residents have a greater ability to access services and resources needed to be engaged and in control of decisions that affect their lives and the aging process.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

In AHA-Owned Communities which are undergoing conversions from Section 9 to Section 8 subsidy as part of RAD or AHA's Reformulation Initiative and the residents have been relocated, the households are not included in the benchmark during the transition.

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(AHA defines as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process)** prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	1,685 households in the AHA-Owned Communities	**1,761 households** in the AHA-Owned Communities	Yes

SH.2005.08 – AFFORDABLE ASSISTED LIVING DEMONSTRATION

DESCRIPTION

AHA will explore strategies to create affordable assisted living opportunities for low-income elderly persons and persons with disabilities, and to leverage resources with Medicaid Waivers or other service funding.

Early proposals to the State of Georgia Department of Human Resources (DHR) would have allowed elderly residents to age-in-place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures. At the Gardens at CollegeTown, AHA and its development partner created 26 units that are designated for persons with mental and developmental disabilities. As part of the programming for this community, the Owner Entity provides service coordination and had considered Medicaid waivers for personal support services, but has been unsuccessful with this approach. Concurrently, AHA and its development partner have pursued development of alternative living services in a licensed personal care home in a newly constructed mid-rise building financed using LIHTC.

IMPACT

Construction was completed and began occupancy in FY 2015 at Oasis at Scholars Landing. The development provides 60 affordable assisted rental units for seniors, targeting veterans who can use Aid and Attendance benefits from the U.S. Veterans Administration to cover the cost of support services. AHA will continue exploring opportunities to use Medicaid funds for assisted-living supportive services.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	Expected housing units of this type after implementation of the activity = 0 units	**0 units**	N/A

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	Expected number of households receiving these services after implementation of the activity (number) = 0 households	**0 households**	N/A

PH.2011.03 – AGING WELL PROGRAM

DESCRIPTION

In support of AHA's efforts to enhance the delivery of case management and supportive services to elderly and persons with disabilities in AHA high-rise communities, AHA in collaboration with Atlanta Regional Commission Area Agency on Aging and other partners, implemented a place-based supportive services pilot using the NORC (Naturally Occurring Retirement Community) model. The NORC is a national program model focused on enabling adults to "age in place" and builds the community capacity to support the process. A strong emphasis is placed on resident involvement with priorities set by residents and new initiatives that capitalize on the economy of scale created by the concentration of individuals with similar needs.

Using lessons learned from the NORC program model and recognizing that there are higher percentages of active older adults who want to maintain their quality of life, AHA introduced the expanded Aging Well program in 2011 to provide our residents with vibrant physical spaces, active programming, and enhanced opportunities for socialization, learning, and wellness. AHA work with the PMDs network of service providers and local universities: (i) to provide activities and learning experiences for the residents that address the "7 Dimensions of Whole Person Wellness," and (ii) to connect residents with resources to support their physical and mental wellness.

IMPACT

Compared to the baseline prior to implementation, all AHA-Owned high-rise residents now have the ability to access services and resources needed to be engaged and in control of decisions that affect their lives and the aging process.

While not considered an MTW Activity, AHA's use of American Recovery and Reinvestment Act (ARRA) funds to renovate the AHA-Owned Communities was informed by the Aging Well strategy. The $20 million renovations included:

- **Site Improvements** – Parking lot, sidewalk and street repairs as well as landscaping and exterior recreation space enhancements.
- **Common Areas** – Lobby, common area and specialty function room renovations including community room, Internet café, TV/media room, fitness center, mail room, wellness services suite, and resident association offices.

These physical improvements facilitate greater socialization and engagement by residents, while providing private rooms for working with service providers. Residents have access to on-site Service Coordinators who help refer and link residents to community-based resources to meet their health and wellness needs. Each property also has on-site programs and activities that promote wellness such as: dance and fitness classes, resource fairs, computer classes, nutrition classes, vision screening, podiatry screening, behavioral health practitioner visits, and nursing student visits.

AHA will continue to promote active aging at the AHA-Owned Communities balancing this initiative with the limited funding for operating and managing the properties.

IMPLEMENTATION YEAR

This activity was approved in the FY 2011 MTW Annual Plan. Implementation began in FY 2011.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no significant changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

In AHA-Owned Communities which are undergoing conversions from Section 9 to Section 8 subsidy as part of RAD or AHA's Reformulation Initiative and the residents have been relocated, the households are not included in the benchmark during the transition.

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(defined as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process)** prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2011)**	1,685 elderly and disabled households	**1,761 households** in the AHA-Owned high-rise communities	Yes

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). **AHA = 0 (FY 2011)**	1,685 elderly and disabled households	**1,761 households** in the AHA-Owned high-rise communities	Yes

HC.2006.01 – AHA SUBMARKET PAYMENT STANDARDS

DESCRIPTION

Using a third-party real estate market research firm, AHA developed its own Payment Standards based on local market conditions and identified submarkets that exist within the City of Atlanta. Separate payment standard schedules were implemented for each of the identified seven submarkets upon establishment of new HAP contracts and at the recertification of existing contracts.

IMPACT

By aligning its payment standards in the City of Atlanta, market rents for a particular neighborhood are not skewed by subsidy paid by AHA in that neighborhood. The realignment of the rents also allows AHA to better manage its subsidy allocation so that AHA can provide more housing opportunities in low poverty and less impacted areas. . Based on market studies conducted in FY 2016, AHA introduced updated sub-market payment standards which have been expanded from 7 to 23 sub-markets. These new payment standards reflect the dramatic changes in the Atlanta real estate market since 2007. AHA will closely monitor the effects of these changes on HAP costs and lease-up rates.

IMPLEMENTATION YEAR

This activity was approved in the FY 2006 MTW Annual Plan. Implementation began in FY 2006.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2006)**	1,429 households	**1,299 households**	No

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2006)**	Number of units on AHA HCVP over the HUD FMR standards = 1,429 units	1 BR: 282 2 BR: 444 3 BR: 433 4 BR: 119 5 BR: 19 6 BR: 2 **= 1,299 units**	No. Dependent on number of program moves and new admissions

RE.2007.03 – COMPREHENSIVE HOMEOWNERSHIP PROGRAM

DESCRIPTION

AHA will continue implementing its Comprehensive Homeownership Program which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate-income families in becoming successful homeowners utilizing the following approaches:

1. Housing Choice Voucher Homeownership Program-provides mortgage payment assistance to qualified Housing Choice clients seeking homeownership.
2. Down Payment Assistance for first-time home buyers throughout the City of Atlanta in the form of a subordinated mortgage loan to households that earn up to 80 percent (or 115 percent depending on the funding source) of the metropolitan Atlanta area median income (AMI).

IMPACT

AHA's homeownership program increases affordable homeownership opportunities for low-income families and helps to reduce the excess inventory of newly constructed single family units in the market. AHA further increases homeownership opportunities by leveraging other state and local down payment assistance programs and available funds. To date, AHA has assisted more than 400 first-time, low-income homebuyers through its various Down Payment Assistance programs.

IMPLEMENTATION YEAR

This activity was approved in the FY 2007 MTW Annual Plan. Implementation began in FY 2007.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2007)**	10 units	**14 units**	Yes

HC #6: Increase in Homeownership Opportunities				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households that purchased a home as a result of the activity (increase).	Number of households that purchased a home prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2007)**	10 households	**14 households**	Yes

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(AHA defines as households with sufficient income and savings to maintain a mortgage without subsidy)** prior to implementation of the activity (number). This number may be zero. **AHA = 0 households (FY 2007)**	6 households	**5 households**	No

SH.2005.09 – DEVELOPING ALTERNATIVE & SUPPORTIVE HOUSING RESOURCES

DESCRIPTION

AHA will continue to develop and implement alternative and supportive housing resources for income-eligible families. Resources include Elderly Designated Housing, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living, or other supportive housing initiatives.

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

In support of citywide and nationwide efforts to reduce and prevent homelessness, AHA will continue to use its MTW flexibility and funds to explore various rent reforms and additional homelessness initiatives and pilots. AHA will also continue to collaborate with the United Way of Greater Atlanta, the City of Atlanta Continuum of Care (CoC), the U.S. Department of Veterans Affairs, HUD, Georgia Division of Family and Children Services, and various state and local entities to address the housing needs of various at-risk populations.

IMPACT

Using its MTW flexibility to partner with the private sector, government agencies, and the service provider community, AHA has created multiple solutions to address the various local housing needs of at-risk populations. These solutions include its tenant-based supportive housing pilot, short-term housing assistance pilot, and conversion of the State-issued Georgia Housing Vouchers. While the Family Unification Program and Veterans Affairs Supportive Housing special purpose vouchers are not MTW Activities, AHA has continued to expand its use of these programs to support its supportive housing objectives.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	50 units	**87 units**	Yes

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	50 households	**87 households**	Yes

AW.2005.02 – ELDERLY INCOME DISREGARD

DESCRIPTION

AHA amended its Income Disregard policy to include when determining annual household income, AHA will disregard the employment income of an Elderly Person or Disabled Person whose source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan ("Annual Fixed Income"). For those cases in which the Annual Fixed Income is not the primary source of income, Atlanta Housing Authority, in its discretion, may establish a limit on the amount of employment income that may be disregarded. Any employment income that is not disregarded will be included in annual household income for purposes of calculating Total Tenant Payment.

IMPACT

Compared to baseline, the number of households with working elderly persons has increased. The increase in working elderly households took place largely in the first few years after implementation of the policy. Each year this number seems to trend upward slightly. Most importantly, individuals who choose to work may improve their quality of life and an increased level of self-sufficiency. This policy complements AHA's Aging Well strategy by encouraging elderly individuals to maintain their engagement in their communities.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(defined as elderly persons who have earned income)** prior to implementation of the activity (number). This number may be zero. **AHA = 26 households (FY 2005)**	130 households	**116 households**	No

PH.2017.01 – ELIMINATION OF FLAT RENT

An MTW activity – PH.2003.01 – Affordable Fixed Rent / Affordable Flat Rent – was approved in the FY 2003 MTW Annual Plan. This activity builds on the intent with this previously approved MTW activity.

DESCRIPTION

With HUD's changes in flat rent requirements, AHA may explore rent structures consistent with self-sufficiency goals, private sector practices and the goal to increase housing opportunities for low-income families (statutory objective #3).

In anticipation of future conversions of subsidy from Section 9 to Section 8 and to provide greater alignment between affordable housing programs, AHA eliminated flat rents from its public housing communities. Flat renters are in transition to the standard income-adjusted rents in which a household pays 30 percent of their income towards rent and utilities.

There are compelling reasons to implement this policy. Few households – 1.3 percent – utilize this option. Because flat rent households tend to be higher income households, income-adjusted rents are more consistent with HUD's emphasis on creating greater housing opportunities for those most in need. As conversions from Section 9 to Section 8 funding using AHA's HomeFlex program are completed, eventually all households will pay income-adjusted rents. Additionally, HUD guidance introduced in 2014 created a greater administrative burden on AHA and its Property Management/Developers to adjust and track the flat rents each year for very few households.

In accordance with its MTW Agreement, AHA conducted an impact analysis as part of its FY 2016 Annual Report. Based on this assessment of current incomes of flat renters combined with the new HUD-mandated flat rent annual adjustments, AHA anticipated limited impacts to the preponderance of affected households. For current flat renters, AHA has communicated with the families and has begun phasing in the changes during FY 2017 in order to prevent hardship to affected families. All new admissions to public housing units are only provided income-based rent calculations.

IMPACT

In 2015, AHA amended its flat rent policies to comply with the statutory changes contained within Public Law 113 – 76, the Fiscal Year 2014 Appropriations Act. HUD required that all flat rents be set at no less than 80 percent of the applicable Fair Market Rent (FMR) adjusted, if necessary, to account for reasonable utilities costs. At the time, 77 households were paying flat rents. AHA followed a phase-in schedule in adjusting its flat rents. In FY 2017, 24 residents (or 1.4% of public housing residents in AHA-Owned Communities) are transitioning from the flat rent option and affected by this change.

IMPLEMENTATION

This activity was approved in the FY 2017 MTW Annual Plan. Implementation began in FY 2017.

STANDARD HUD METRICS

HC #1: Additional Units of Housing Made Available*				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 26 (FY 2016)**	Expected housing units of this type after implementation of the activity (number) = 20 new units	24 units	Yes

**HUD Standard Metric used assumes that some families will opt-out and make new units available for other low-income families.*

PH.2008.03 – ENERGY PERFORMANCE CONTRACTING

DESCRIPTION

AHA continues to employ energy conservation and efficiency standards, practices and improvements to its properties while enhancing the quality of the living environment for its residents. AHA is utilizing an Energy Performance Contract (EPC) to facilitate upgrades at its AHA-Owned Residential Communities as well as pursuing other funding for green initiatives.

Under AHA's MTW Agreement (*Attachment D, Section IX*), AHA or its agents may, without prior HUD approval, enter into energy performance contracts (EPCs) with Energy Service Companies (ESCos) and make local determinations of the terms and conditions of EPCs, including the debt service source, in order to satisfy reasonable financing requirements, provided that with respect to each contract the term does not exceed twenty (20) years and at least 50% of the energy cost savings are used to pay financing and debt service costs. AHA is authorized to keep the savings under an EPC up to 50 percent of cost savings, which is above the 25 percent cost savings allowed for non-MTW housing authorities.

Working with Johnson Controls, in FY 2011 AHA implemented its second energy performance contract (EPC) which combines a $9.1 million EPC loan with additional MTW funds. Through the EPC project AHA serviced newer HVAC systems in the buildings, replaced the older systems with new more energy efficient systems, upgraded bathrooms with new sinks, light fixtures, low-flow faucets and showerheads, toilets and compact fluorescent lights.

IMPACT

These capital improvements complement and supplement the ARRA renovations begun in FY 2010 and accelerate AHA's ability to continue the physical improvements designed to support delivery of vibrant "aging well" programs for its residents. The savings have been higher than anticipated due to the success of the energy conservation measures while program costs remained approximately the same as anticipated. Because of AHA's MTW relief, AHA is able to keep the savings for other improvements and services. During FY 2017, savings from the EPC were lower due to increased consumption of water.

IMPLEMENTATION YEAR

This activity was approved in the FY 2008 MTW Annual Plan. Implementation began in FY 2010.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars). **AHA = 0 (FY 2011)**	$50,000 cost savings AHA is allowed to keep under its MTW Agreement.	**$129,887 in total savings** (net program costs) **which is $11,137 more** that AHA is allowed to keep under its MTW Agreement.	Yes

HC.2005.04 – ENHANCED INSPECTION STANDARDS

DESCRIPTION

Components of AHA's Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadraplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections.

While AHA will continue enhancing its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants in a tight real estate market, AHA has recognized some inefficiencies. As a result, AHA reviewed and streamlined its Enhanced Inspections Standards to better align with private rental market practices and reduce administrative burden, where feasible. For example, AHA eliminated the requirement for landlords to provide gas certifications at the initial inspection. Gas certifications are only required at the inspector's discretion, such as when a gas appliance is not accessible. AHA also revised its Site & Vicinity standard to make the determination clearer for landlords.

IMPACT

Enhanced real estate inspections have improved the quality and safety of AHA's families' homes.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	7,942 units in AHA's jurisdiction.	**8,381 units**	Yes

RE.2005.11 – GAP FINANCING

DESCRIPTION

AHA supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80% of Area Median Income) to include Tax Credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects.

IMPACT

Gap financing facilitates financial closings in development projects, thereby creating new affordable housing opportunities. In FY 2015, gap financing facilitated completion of Oasis at Scholars Landing, a 60-unit affordable assisted living community. In FY 2017, AHA provided gap financing for 149 units with the RAD conversion of Juniper and Tenth Highrise.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2011)**	149 units	**149 units**	Yes

HD.2005.05 – GOOD NEIGHBOR PROGRAM II

DESCRIPTION

AHA's Good Neighbor Program (GNP) is an instructional program established by AHA and taught by Georgia State University (GSU). The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AHA leverages MTW Funds with GSU resources to support the implementation of this program. The program expanded its coursework to include a certification requirement for participants under three "real life" issues: (1) conflict resolution and problem solving; (2) community expectations – "It takes a Village"; and, (3) valuing life-long education. Also referred to as "Empowering S.E.L.F."

All households that receive a Housing Choice voucher are required to attend GNP.

IMPACT

Providing training under the Good Neighbor Program prepares families to be successful neighbors. The continuation of Human Services and Support Services also assists with the successful transition of assisted families into their new neighborhoods and as contributing members of their communities.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). **AHA = 0 (FY 2005)**	800 households	**1361 households** participated in activity	Yes

HC.2011.02 – HOUSING CHOICE VOUCHER PROGRAM HAP ABATEMENT POLICY

DESCRIPTION

AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the HCVP fails to comply with AHA's Inspection Standards. The procedures and practices established under this policy are set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.

IMPACT

AHA has continued to professionalize its relationships with landlords. As a result of elevating expectations and standards for accountability and a higher quality product, the private sector real estate community has responded in kind. These positive changes have resulted in a higher caliber of units and landlords participating in the program who are attracted to AHA's streamlined way of doing business. By becoming a better and more astute business partner, AHA has begun to reposition the Housing Choice program as an asset in the broader Atlanta community.

IMPLEMENTATION YEAR

This activity was approved in the FY 2011 MTW Annual Plan. Implementation began in FY 2011.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase) = **HAP savings**	Rental revenue prior to implementation of the activity (in dollars). **AHA = 0 (FY 2011)**	Expected HAP savings based on 288 units = $540,000	**$669,795** on 973 unit months	Yes

HD.2005.06 – HUMAN DEVELOPMENT SERVICES

DESCRIPTION

AHA continues to utilize its MTW flexibility to facilitate self-sufficiency of households participating in its Housing Choice Voucher Program with particular emphasis on the following population segments:

1. Working-age Adults - AHA's Human Development Strategy will primarily focus on assisting households to become compliant with its Work/Program Participation requirement by providing human development case management services and connecting household members to specialized supportive services provided by organizations contracted by AHA;
2. Elderly and Disabled Adults - providing supportive services for aging in place and independent living; and,
3. Children (0-5) and Youth (6-17) - advancing educational success and opportunities.

In FY 2014, AHA began utilizing an expanded Human Development Services staff (including two Family Self Sufficiency Program funded coordinators) to assess the specific needs of the whole family in support of Target Adults transitioning to the workforce. Recognizing that chronic unemployment may be related to long-term, complex barriers, AHA refers the families “most in need” to contracted service providers that specialize in particular issues. AHA staff provide service coordination, monitor the family’s progress, and provide guidance for up 12 months.

For families whose reasons for unemployment may be related to other issues, such as job skills development or access to quality affordable child care, AHA has expanded its Service Provider Network to include 126 community organizations that address a broad spectrum of support services, including services that address the needs of senior and disabled household members. AHA staff also conduct resource briefings and workshops on topics such as résumé writing and how to enter the Georgia’s state child care lottery.

AHA will continue to utilize its MTW Single Fund to support its human development services initiatives.

IMPACT

AHA’s philosophy for supporting families through the process of positive transformation is premised on a belief that all members, but especially non-elderly, non-disabled adult members, can and should contribute to the community, and that communities should provide a nurturing environment for such contribution. AHA’s human development approach has been developed from numerous lessons learned in similar human and community development situations and believes that it is important to offer support to all members of the family balanced with clear information about individual responsibilities. As a result, the human development process is designed to counsel, coach and educate. Providing the human development intervention and guidance for the next generation will ensure a better chance for individual success, thereby, resulting in successful communities.

Since inception of the most recent initiatives in February 2014, AHA has seen the effectiveness of this human development services approach, with nearly 800 families becoming compliant or progressing. AHA will continue to advance the strategy in FY 2018.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). **AHA = 0 (FY 2005)**	1,200 households	**1,434 households** using case management services	Yes

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(AHA defines as households moving from non-compliant with work requirement to Compliant and Progressing)** prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	300 households	**745 households** moved from Non-compliant to Compliant or Progressing	Yes

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<**all categories**>> prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	1,200 households	**1,434 households** using case management services	Yes

HC.2008.02 – LEASING INCENTIVE FEE (LIF)

DESCRIPTION

Originally used as a deconcentration strategy to provide financial incentives to encourage landlords and property owners to lease available housing to families impacted by relocation from AHA projects to be demolished. AHA continues to utilize this incentive to incent applicants and participants in the program move process to find units faster and submit their requests for tenancy approval as well as to remove barriers to leasing, such as security deposits and application fees. The LIF also attracts more landlords in areas of opportunity.

IMPACT

This tool was a critical element of the Quality of Life Initiative in which AHA facilitated relocation for nearly 3,000 families in public housing. In FY 2016, AHA began offering Leasing Incentive Fees to landlords on behalf of applicants that turn in a Request for Tenancy Approval (RTA) within 30 days of voucher issuance.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2007.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #5: Increase in Resident Mobility				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	200 households	**277 households**	Yes

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	200 units	**277 units** in which household utilized LIF	Yes

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2005)**	200 households	**277 households**	Yes

SH.2017.01 – NEXT STEP YOUTH SELF-SUFFICIENCY PROGRAM

DESCRIPTION

AHA will continue developing and implementing alternative and supportive housing resources for income-eligible families. Resources include Elderly Designated Housing, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living or other supportive housing initiatives.

Working with the Georgia Department of Family and Children Services ("DFCS") and its contracted Independent Living Program service providers, AHA is proposing a new MTW activity referred to as "Next Step" to provide vouchers to house foster care youth ages 18-23 that age out of foster care ("transitioning youth") and that are working with the State-supported Independent Living Program (ILP). The purpose of the voucher is to help the aged out foster youth stabilize their living situation, avoid becoming homeless and move toward self-sufficiency. Initially, AHA will offer vouchers to house up to 25 eligible transitioning youth that are properly vetted and referred by DFCS.

Typically when a foster youth reaches 18 years of age, they exit the system and often lack the independent living skills and guidance to "make it" on their own. Often transitioning youth become homeless. AHA seeks to supply vouchers to house transitioning youth for up to 36 months or until age 23, whichever comes first. AHA reserves the authority to extend vouchers up to 12 months to allow full-time students to complete their degree or other circumstances on a case-by-case basis and in consultation with DFCS.

AHA will also require voucher-holders under this activity to begin, continue, and/or maintain appointments and visits with social service providers as recommended by DFCS (or its contracted ILP service providers) to assist these families in the preparation of living independently and creating a stable living environment. AHA may not issue any vouchers and may consider DFCS recommendations on whether to renew voucher contracts to families (transitioning youth) that refuse or withdraw from appropriate service-level case management (or equivalent ILP requirements), including the refusal to meet AHA's work/program requirements.

Vouchers issued under this activity are not portable, are subject to minimum rent, and standard AHA rent calculations. Under AHA's Supportive Housing policies (*Statement of Corporate Policies*) alternative occupancy arrangements (e.g., shared housing and sponsored housing) may be considered.

Overall, this activity requires a strong working partnership between AHA and the state DFCS office and Independent Living Program, where AHA will administer the vouchers and DFCS will refer the transitioning youth to AHA. An overview of the process resembles the following:

- Collaboration between AHA, DFCS, and service providers to create measurable goals and standards for success and to jointly create forms and processes, which may be achieved through regular meetings and trainings;
- Referral process between AHA and DFCS, where both agencies will establish points-of-contact to expedite the housing/referral process, through pre-screenings and other measures administered by DFCS prior to referrals (other agencies may refer to DFCS for referral to AHA). AHA will finalize eligibility of referrals and issue vouchers as appropriate.

IMPACT

Using its MTW flexibility to partner with the private sector, government agencies, and the service provider community, AHA has created multiple solutions to address the various local housing needs of at-risk populations. AHA will continue to promote housing opportunities to decrease instances of homelessness.

IMPLEMENTATION YEAR

This activity was approved in the FY 2017 MTW Annual Plan. Implementation began in FY 2017.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2018. Any changes in quantities, magnitude or value of FY 2018 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2017)**	Expected housing units of this type after implementation of the activity (number) = **25 new units**	**0 units**	No

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2017)**	Expected number of households receiving these services after implementation of the activity (number) = **25 households**	**0 households**	No

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). **AHA = 0 (FY 2017)**	Expected number of households receiving self-sufficiency services after implementation of the activity (number) = **25 households**	**0 households**	No

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(AHA defines as households moving from non-compliant with work requirement to Compliant and Progressing)** prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2017)**	Expected households transitioned to self-sufficiency **(AHA defines as households moving from non-compliant with work requirement to Compliant and Progressing)** after implementation of the activity (number) = **20 households**	**0 households**	No

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<**all categories**>> prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2017)**	Expected head(s) of households in <<all categories>> after implementation of the activity (number) = **25 households**	**0 households**	No

AW.2011.01 – NON-ELDERLY DISABLED INCOME DISREGARD

DESCRIPTION

AHA amended its Income Disregard policy to include when determining annual household income, AHA will disregard the employment income of an Elderly Person or Disabled Person whose source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan ("Annual Fixed Income"). For those cases in which the Annual Fixed Income is not the primary source of income, Atlanta Housing Authority, in its discretion, may establish a limit on the amount of employment income that may be disregarded. Any employment income that is not disregarded will be included in annual household income for purposes of calculating Total Tenant Payment.

This policy will be applicable to all AHA housing assistance programs and serve as the replacement for applicable HUD rules and regulations.

IMPACT

Since implementation of this policy, the number of households with working non-elderly disabled persons has not significantly changed, and we do not anticipate any significant fluctuations in future years. Most importantly, individuals who choose to work may improve their quality of life and an increased level of self-sufficiency. This policy complements AHA's Aging Well strategy by encouraging disabled individuals to maintain their engagement in their communities.

IMPLEMENTATION YEAR

This activity was approved in the FY 2011 MTW Annual Plan. Implementation began in FY 2011.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency **(AHA defines as non-elderly disabled persons who have earned income)** prior to implementation of the activity (number). This number may be zero. **AHA = 82 households (FY 2011)**	78 households	**165 households**	Yes

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RE.2007.04 – PROJECT BASED RENTAL ASSISTANCE AS A STRATEGIC TOOL

DESCRIPTION

AHA designed its Project Based Rental Assistance (PBRA) program, now referred to as HomeFlex (HF), in which, through a competitive process, AHA solicits private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years. Commitments for HomeFlex may be extended beyond the ten-year period after meeting agreed upon conditions. As AHA receives and approves proposals from developers for multi-family rental properties outside of AHA's jurisdiction, AHA may negotiate intergovernmental agreements with PHAs or local governments in the Atlanta metropolitan area. AHA will continue to use its HomeFlex program to expand the availability of quality affordable housing in healthy, mixed-income communities for families and the elderly, to further develop supportive services housing, and as a tool for its Reformulation initiative and RAD conversions.

IMPACT

AHA's HomeFlex program has successfully increased the long-term availability of 5,051 market-rate quality new and existing affordable units to low-income families in Atlanta.

IMPLEMENTATION YEAR

This activity was approved in the FY 2007 MTW Annual Plan. Implementation began in FY 2007.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2007)**	217 units	**76 units**	No

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number). **AHA = 0 (FY 2007)**	149 units	**149 units**	Yes

RE.2006.02 – PROJECT BASED RENTAL ASSISTANCE SITE BASED ADMINISTRATION

DESCRIPTION

AHA developed and implemented a HomeFlex (HF, f.k.a. Project Based Rental Assistance) Agreement, which replaces the former Project Based HAP contract, for the effective implementation of the HomeFlex Site-Based Administration. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AHA inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to HomeFlex assisted units.

IMPACT

This process has made the HomeFlex program attractive to private sector real estate professionals by allowing them to manage and mitigate their market risk associated with owning and implementing the program. AHA provides oversight and accrues administrative cost savings over direct management.

IMPLEMENTATION YEAR

This activity was approved in the FY 2006 MTW Annual Plan. Implementation began in FY 2006.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease)	Cost of task prior to implementation of the activity (in dollars). **AHA = Estimated savings realized in Baseline Year: 923 HF Units x HUD CY2008 PUM HC Blended Admin Fee Rate ($53.26) x 12 months x 80% (assuming AHA still incurs 20% of the admin costs) = $471,926 Baseline Agency Cost Savings for HF Units administered at the site. (FY 2008)**	Expected cost of task after implementation of the activity (in dollars) = **Estimated savings for Benchmark Year: 5,340 HF Units x HUD CY2016 PUM HC Column A Admin Fee Rate ($72.29) x 12 months x 80% = $3.7 million Baseline Agency Cost Savings**	Estimated savings for Benchmark Year: 5,139 HomeFlex Units x HUD CY2017 PUM HC Column A Admin Fee Rate ($79.43) x 12 months x 80% **= $3.9 million Baseline Agency Cost Savings**	Yes

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease)	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours). **AHA = Divide the agency cost savings by AHA hourly rate to estimate staff time savings. \$471,926 ÷ \$35 (assuming a staff per hour pay rate) = 13,484 hours saved (FY 2008)**	Expected amount of total staff time dedicated to the task after implementation of the activity = 106,000 hours saved	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = \$3.9 million ÷ \$35 **= 111,961 hours saved**	Yes

HC.2007.01 – RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

DESCRIPTION

AHA will continue to re-engineer, enhance, and streamline its business processes and related policies, procedures, and business documents such as Family Obligations, using its MTW flexibility to (1) increase cost efficiency of administering the program; (2) increase housing opportunities for families; and (3) advance self-sufficiency of Housing Choice Participants. Housing Choice Voucher Program core business processes that are being reviewed include: 1- Waitlist, 2- Portability, 3- Eligibility & Voucher Issuance, 4- Referrals, 5- Landlord Eligibility & RTA, 6- Unit Eligibility, 7- HAP & UAP Payments, 8- HAP Contract & Contract Maintenance, 9- Recertification, 10- Move Request, 11- Inquiry Management, 12- Compliance.

In the interests of families and as stewards of federal funds, AHA has strived to build long-term relationships with landlords that want to provide quality affordable housing. Despite opening and pulling from its waiting list in 2016 and 2017, AHA has seen voucher holders struggle to find available, appropriately sized units in Atlanta that meet AHA's Enhanced Inspections Standards. In turn, AHA has faced tough negotiations with landlords seeking rents that keep pace with a rising market.

In response to a tight real estate market, AHA has explored several approaches to increase availability of inventory and market the Housing Choice program. These approaches are designed to balance the differences between multi-family properties and single family properties, and the differences between new landlords and tenured, experienced landlords with a reliable track record. AHA has also continued to re-examine operating policies and modify them where appropriate to align with private sector business practices and expectations of property owners and to eliminate administrative burdens that hamper lease-up times.

For example, working with its Landlord Advisory Group during FY 2016, AHA re-examined its abatement policy and implemented an approach that incents responsible landlords that promptly address unit repairs and maintenance, while appropriately penalizing and withholding Housing Assistance Payments to landlords with units that fail inspections and destabilize families.

Below are examples of activities AHA has implemented or plans to implement to ensure successful lease-up of Housing Choice applicants and participants.

- **Marketing Plan** – AHA has increased its outreach and marketing to large multi-family property owners and current property owners that own other non-participating properties. The marketing campaign will focus on raising awareness of the benefits of working with AHA, debunking the myths about assisted families, and educating the prospective property owners on how the program works. AHA will continue to collaborate with the City of Atlanta, Invest Atlanta, Atlanta Apartment Association, and the Atlanta Real Estate Collaborative to engage more property owners throughout the city.

- **Unit Incentive Fees** (Inspection First-Time Pass Bonus for Single Family Units) – Using savings from abatements, AHA will make one-time incentive payments to landlords each time their units pass on the initial inspection on the first attempt and they subsequently lease their units to Housing Choice applicants and participants under new contracts. AHA launched a four-month pilot during FY 2016.

- **Leasing Incentive Fees** – AHA began offering Leasing Incentive Fees to landlords on behalf of applicants that turn in a Request for Tenancy Approval (RTA) within 30 days of voucher issuance. Leasing Incentive Fees are non-reimbursable and defray the costs of application fees and security deposits. AHA will also offer New Contract Incentives for Single Family Homes.

- **Streamlined AHA Enhanced Inspections Standards** – AHA reviewed and streamlined its Enhanced Inspections Standards to better align with private rental market practices and reduce administrative burden, where feasible. For example, AHA eliminated the requirement for landlords to provide gas certifications at the initial inspection. Gas certifications are only required at the inspector's discretion, such as when a gas appliance is not accessible. AHA also revised its Site & Vicinity standard to make the determination clearer for landlords.

- **Expedited Lease-up at High-Performing Multifamily Properties** – AHA will continue to implement its program allowing high-performing multifamily properties scoring 97 or greater on AHA's comprehensive property assessments, to conduct self-certification inspections signed by the participant and the landlord, and expedited processing of the housing assistance contracts and lease addendums. AHA conducts quality control inspections on a percentage of these units on an annual basis. The implementation of this program has reduced the lease-up cycle time for these properties from an average 25 days to 5 – 7 days.

- **Self-Certification Inspections at Multi-family Properties** – In FY 2016, AHA began allowing multi-family properties scoring 87 or greater on its comprehensive property assessments to conduct self-certification inspections signed by the participant and the landlord. AHA will conduct follow-up inspections on these units within 45 – 60 days following lease-up.

- **Rent Determination** – AHA will continue to implement enhancements to its rent determination process, offering fixed-rate boosts on units for major system upgrades, and allowing landlords to submit rent comparables including leases for comparable units and certain multiple listing service rents

- **Applicant/Participant Education** – AHA will implement an educational program that better equips applicants and participants with information that helps them identify and secure quality housing, especially in high opportunity areas.

- **Updated Sub-Market Payment Standards** – AHA currently uses its own payment standards for seven submarkets. These payment standards were introduced in 2007. In FY 2016, AHA contracted with a nationally recognized consultant to conduct a rental market study. The consultant identified the need for new payment standards and more sub-markets to more closely reflect market dynamics. As a result, AHA established standards in 23 local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.

During FY 2018, AHA will continue to streamline its internal business processes and systems with the goal of ensuring successful lease-ups, stabilizing families, and expanding partnerships with landlords.

IMPACT

By creating its own Housing Choice Program standards, business practices and procedures based on private real estate market principles, AHA has improved cost efficiencies and reduced the administrative burden, enhanced its image within the community and amongst landlords, and, ultimately, created a program that enables and empowers families to move toward self-sufficiency.

IMPLEMENTATION YEAR

This activity was approved in the FY 2007 MTW Annual Plan. Implementation began in FY 2008.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #1: Agency Cost Savings				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars). **AHA = Overhead Cost of $12 million which was voucher administration cost of $1,309 per voucher (FY 2008)**	Overhead Cost of $7.9 million which was voucher administration costs of $807 per voucher	**Overhead Cost of $ 8.5 million which was voucher administration cost of $767 per voucher**	Yes

RE.2005.09 – REFORMULATING THE SUBSIDY ARRANGEMENT IN AHA MIXED COMMUNITIES (AHA-SPONSORED MIXED-INCOME, MIXED-FINANCE) INCLUDING CENTENNIAL PLACE AND AHA'S AFFORDABLE COMMUNITIES

DESCRIPTION

AHA continues to explore strategies to reformulate the subsidy arrangement for AHA's MIXED Communities (AHA-Sponsored mixed-income, mixed-finance communities) and AHA-Owned Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to AHA's HomeFlex (under a project based rental agreement agreement), in order to sustain and preserve investments in these multi-family rental communities. AHA has worked with HUD to develop the program structure and process for implementation based on the Centennial Place demonstration model.

On November 2, 2012, HUD approved AHA's proposal to pilot AHA's Reformulation Demonstration Program under the auspices of its MTW Agreement at Centennial Place. In conjunction with the reformulation of Centennial Place, AHA received additional Housing Choice voucher funding on April 23, 2013, to be used as part of the HomeFlex (PBRA) funding to replace the public housing operating subsidy upon conversion.

During FY 2018, AHA will continue with its implementation of the reformulation program at Centennial Place while exploring reformulation/conversion strategies that will improve long-term financial sustainability and preserve public and private investments in its other 15 mixed-income rental communities and AHA-Owned Communities, as anticipated in and pursuant to AHA's MTW Agreement.

IMPACT

The ultimate objective of the Reformulation Demonstration Program at Centennial Place was to reposition the 301 AHA-assisted units so that these units will carry their aliquot share of the debt service, equity requirements, and operating costs for the property for the long-term sustainability of the development.

During FY 2015, under the Reformulation Demonstration Program, all 301 units were converted. In FY 2016, AHA's developer partner received Low Income Housing Tax Credits (LIHTC) for Phase III. An LIHTC application was submitted in June, 2016 for Phase IV.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #2: Units of Housing Preserved				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number). **AHA = 0 (FY 2005)**	0 units	**0 units**	N/A

HC.2007.02 – RENT REASONABLENESS

DESCRIPTION

AHA developed and initiated rent reasonableness determinations in which an independent market analysis is conducted to establish the market equivalent rent for each residential unit in AHA's Housing Choice Voucher Program. This will result in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.

IMPACT

Using internal real estate expertise and knowledge of rents in the Atlanta market as well as professional services, AHA's rent determinations reflect the changing market rent dynamics and realities of the residential real estate market. More accurate and timely determination of rents has allowed AHA to realize HAP savings.

Based on market studies conducted in FY 2016, AHA introduced updated sub-market payment standards which have been expanded from 7 to 23 sub-markets. These new payment standards also reflect the dramatic changes in the Atlanta real estate market since 2007. While all rents are subject to rent reasonableness determinations, AHA expects the cumulative effects of the payment standards may increase certain HAP costs.

IMPLEMENTATION YEAR

This activity was approved in the FY 2007 MTW Annual Plan. Implementation began in FY 2011.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #5: Increase in Agency Rental Revenue				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars). **AHA = Average HAP per voucher = $916 HAP assistance = $81 million (FY 2011)**	Average HAP/voucher = $862 HAP assistance = $71 million	**Average HAP per voucher = $781** **HAP assistance = $74 million**	Yes

AW.2008.01 - RENT SIMPLIFICATION / AHA STANDARD DEDUCTIONS

DESCRIPTION

During FY 2008 AHA adopted a policy, which was clarified in FY 2011 that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets used to calculate an assisted household's portion of the contract rent. This policy was adopted and is implemented across all AHA housing and rental assistance programs.

Prior to implementation of the Rent Simplification Policy, AHA determined that across all programs, 80 to 85 percent of assisted families were not claiming "other deductions" relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses.

The goal of the Rent Simplification Policy is to streamline operations by eliminating the burden and potentially inaccurate process of verifying unreimbursed out-of-pocket expenses. The Standard Income Deductions improve and add value to the integrity and accuracy of rent and subsidy determinations and over time will result in improved operating efficiency and effectiveness across all programs. In addition, by increasing the amount of the HUD standard deduction for dependents from $480 to AHA's standard deduction of $750, and the HUD standard deduction for elderly/disabled families from $400 to AHA's standard deduction of $1,000, AHA's Standard Income Deductions under the Rent Simplification Policy provide an equitable deduction approach applicable to all assisted families.

IMPACT

This policy positively affects all families with dependent children or medical expenses. For the agency, less time is required to collect and process receipts, and streamlined processing results in fewer errors.

IMPLEMENTATION YEAR

This activity was approved in the FY 2008 MTW Annual Plan. Implementation began in FY 2010.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

CE #2: Staff Time Savings				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours). **AHA = 15% of households historically seek deductions x 17,338 households x 1 hour verification = 2,600 hours (FY 2010)**	15% of households historically seek deductions x 19,257 households x 1 hour verification = 2,888 hours saved	15% x 20,166 assisted households x 1 hour = **3,025 hours saved**	Yes

CE #3: Decrease in Error Rate of Task Execution				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage). **AHA = 3% (FY 2012)**	Expected average error rate (percentage) = 3%	**2.04% error rate**	Yes

RE.2005.10 – REVITALIZATION PROGRAM

DESCRIPTION

Over the last 19 years, AHA and its private sector development partners have repositioned its public housing properties into 16 mixed-use, mixed-income communities with a seamless affordable housing component. The community-building model including human development strategies for mixed-use, mixed-income communities is a blend of private sector market principles and public sector safeguards, which AHA has branded the “Atlanta Model.”

In partnership with private sector developers, AHA will continue transforming conventional public housing developments into economically sustainable, market rate quality, mixed-use, mixed-income communities through its Strategic Revitalization Program. To further advance the program, AHA will continue acquiring improved or unimproved real estate parcels to support the creation of mixed-use, mixed-income communities, support local revitalization initiatives and stabilize local neighborhoods. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great recreational facilities and green space; (3) retail and commercial activities; and (4) high-performing neighborhood schools.

Elements of the approved master plans will be advanced during FY 2017 subject to market demand, financial feasibility, funding availability, and conditions in the financial and real estate markets. The revitalization activities planned for implementation during FY 2017 are described in Section 1 of the Annual Plan.

Subject to funding availability and in furtherance of the master plans and long-term community sustainability, AHA will continue to engage in acquisition activity during FY 2018. 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 the communities listed in the Annual Plan.

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 Choice Neighborhoods Planning and/or Implementation grants.

During FY 2016 and FY 2017, AHA worked with a real estate consultant to analyze the site conditions, market conditions, and financial feasibility to determine short- and long-term opportunities for redevelopment of the former public housing sites that were demolished between FY 2007 and FY 2010, referred to as the Quality of Life Initiative (QLI). During FY 2018, AHA may continue revitalization activities associated with the QLI sites.

IMPACT

Public/private partnerships are the key ingredient. AHA leverages its special standing under its charter, its goodwill, its land, its MTW Agreement, and HUD grants, while the private Development Partner leverages its balance sheet, know-how, brand, and track record to raise private equity and incur debt. In all cases, the partners align their interests so that both parties are focused on the success of the community. AHA’s revitalization efforts with private development partners have created thousands of mixed-income rental units (including AHA-assisted units and tax-credit-only units), and nearly 400 affordable single family homes have been sold to low-income families.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

When the metrics, baseline and benchmarks were established initially as part of AHA’s *Revised FY 2015 MTW Annual Plan*, HUD metric HC#2 was identified for this MTW Activity. Upon subsequent review, HUD Standard Metric HC#2 is not applicable to this development activity.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 2,720 units (FY 2005)**	0 units (rental)	**54 rental units and 9 for-sale homes were developed**	Yes

RE.2012.01 – SINGLE FAMILY HOME RENTAL DEMONSTRATION

DESCRIPTION

AHA will sell land to a Mechanicsville development partner for a neighborhood stabilization demonstration program for families at or below 60% AMI.

AHA's development partner has been engaged in pre-development activities for the development of 75 scattered-site rental units as part of a lease-to-own program promoting neighborhood stabilization. Affordable rentals will be achieved through low-income housing tax credit (LIHTC) Program for a 15-year period. Twenty-five of these units will be on AHA property under the terms of a ground lease with a purchase option at the end of the 15-year compliance period. AHA is not providing subsidy to families. For families that remain in the home throughout the 15-year LIHTC compliance period and increase their income sufficiently to become a qualified buyer, the opportunity to purchase the home will be provided.

IMPACT

The developer has received Low Income Housing Tax Credits during FY 2017 and 28 new housing units made available for families and the community.

IMPLEMENTATION YEAR

This activity was approved in the FY 2012 MTW Annual Plan. Implementation began in FY 2013.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0**	10 units	**28 units** completed but under construction	Yes

SH.2013.01 – VETERANS SUPPORTIVE HOUSING

DESCRIPTION

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

AHA provides supportive housing for veterans using its HomeFlex program and tenant-based vouchers such as the HUD Veterans Affairs Supportive Housing (HUD-VASH) voucher program. The HUD-VASH vouchers program is not an MTW activity, but is operated under AHA's Supportive Housing policies and administered through AHA's Housing Choice Program.

IMPACT

Oasis at Scholars Landing opened in FY 2015 and provides 60 affordable assisted rental units for seniors with a veteran's preference. *VASH vouchers are not reported as an MTW Activity.*

IMPLEMENTATION YEAR

This activity was approved in the FY 2013 MTW Annual Plan. Implementation began in FY 2013.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

HC #1: Additional Units of Housing Made Available				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2013)**	0 units	**0 units**	N/A

HC #7: Households Assisted by Services that Increase Housing Choice				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. **AHA = 0 (FY 2013)**	0 households	**0 households**	N/A

AW.2005.03 – WORK/PROGRAM REQUIREMENT

DESCRIPTION

Effective October 1, 2004, AHA's work/program participation policy requires that (a) one non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.

Because the primary paths to self-sufficiency are work and education, in FY 2014, AHA began implementing its Human Development Services strategy to assist families in the Housing Choice Voucher Program with achieving compliance with the work/program requirement within 12 months in order to maintain their housing assistance.

Non-compliant households are subdivided into two categories: progressing and non-compliant.

- Progressing households are households in which all Target Adults are engaged in a minimum of 15 hours per week of work, training, and/or school. These households are encouraged to continue improvements and are not referred for human development services as long as they maintain this status.
- Non-compliant households are households in which Target Adults are not working or meeting any of the work/program requirements.

In FY 2014, AHA began utilizing an expanded Human Development Services staff (including two Family Self-Sufficiency Program funded coordinators) to assess the specific needs of the whole family in support of Target Adults transitioning to the workforce. Recognizing that chronic unemployment may be related to long-term, complex barriers, AHA refers the families most in need to contracted service providers that specialize in particular issues. AHA staff provide service coordination, monitor the family's progress, and provide guidance for up to 12 months.

For families whose reasons for unemployment may be related to other issues, such as job skills development or access to quality affordable child care, AHA has expanded its Service Provider Network to include 126 community organizations that address a broad spectrum of support services, including services that address the needs of senior and disabled household members. AHA staff also conduct resource briefings and workshops on topics such as résumé writing and how to enter Georgia's state child care lottery.

IMPACT

The dignity and empowerment of work cannot be underestimated. When first instituted, less than 14 percent of households were working. During the current economic recession, families have had difficulty obtaining and maintaining employment. As the general unemployment rate has risen, AHA-assisted households have experienced a drop in income, either from job lay-offs or reduction in available work hours. However, the work/program requirement remains a powerful tool in enabling families to move to self-sufficiency.

A strong indication of the impact of mixed-income environments is that 99 percent of AHA-assisted households with Target Adults in AHA MIXED Communities, and 97 percent of households in HomeFlex Communities achieved compliance with AHA's work/program requirement. By contrast, in FY 2017, 78 percent of Housing Choice households reached compliance.

Since inception of the most recent initiatives in February 2014, AHA has seen the effectiveness of this human development services approach, with nearly 800 families becoming compliant or progressing. AHA will continue to advance the strategy in FY 2018.

IMPLEMENTATION YEAR

This activity was approved in the FY 2005 MTW Annual Plan. Implementation began in FY 2005.

CHANGES TO METRICS, BASELINE, OR BENCHMARK

There have been no changes to the metrics, baseline, or benchmark assumptions and calculations for FY 2017. Any changes in quantities, magnitude or value of FY 2017 benchmarks are due to normal year-to-year fluctuations in residents, households, or units that form the basis of inputs into the calculations.

SS #3: Increase in Positive Outcomes in Employment Status				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Report the following information separately for each category: (1) Employed Full- Time (2) Employed Part- Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<**all categories**>> prior to implementation of the activity (number). This number may be zero. **AHA = 0** **(FY 2005)**	1,200 households	**1,434 households** using case management services	Yes

SS #8: Households Transitioned to Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households transitioned to self - sufficiency (increase).	Households transitioned to self - sufficiency **(AHA defines as households moving from non-compliant with work requirement to Compliant and Progressing)** prior to implementation of the activity (number). This number may be zero. **AHA = 0** **(FY 2005)**	300 households	**745 households** moved from Non-compliant to Compliant or Progressing	Yes

SS #5: Households Assisted by Services that Increase Self Sufficiency				
Unit of Measurement	**Baseline**	**FY 2017 Benchmark**	**FY 2017 Outcome**	**Benchmark Achieved?**
Number of households receiving services aimed to increase self - sufficiency (increase).	Households receiving self -sufficiency services prior to implementation of the activity (number). **AHA = 0** **(FY 2005)**	1,200 households	**1,434 households** using case management services	Yes

B. NOT YET IMPLEMENTED MTW ACTIVITIES

The MTW activity number indicates the functional area, fiscal year in which the activity was approved in AHA's MTW Plan. **Key**: AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

Not Yet Implemented Activities		
Activity #	**Activity**	**MTW Authorization(s)**
PH.2003.01	**Affordable Fixed Rent / Affordable Flat Rent**	Attachment D, Section I.O: General Conditions
HC.2012.02	**Comprehensive Graduation Program**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
HD.2013.02	**Endowment Fund for Human Development Services**	Attachment D, Section I.O: General Conditions Attachment D, Section V: Single Fund Budget with Full Flexibility
HC.2006.03	**Housing Choice Inspection Fees**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
HD.2005.14	**Individual Development Accounts (IDAs)**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
HD.2006.04	**Standards for Residency in Single Family Homes**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program

PH.2003.01 – AFFORDABLE FIXED RENT / AFFORDABLE FLAT RENT

DESCRIPTION
AHA will explore different rent structures for Public Housing to further align with private sector practices as well as maximize the use of the subsidy resource.

UPDATE
Because this initiative was developed to address rent structures in AHA's large family public housing communities, it is obsolete and does not align with AHA's current strategy.

TIMELINE FOR IMPLEMENTATION
With recent changes in HUD flat rent requirements, AHA will continue to explore rent structures consistent with self-sufficiency goals, including the proposed MTW Activity: Elimination of Flat Rent (FY 2017).

HC.2012.02 – COMPREHENSIVE GRADUATION PROGRAM

DESCRIPTION
AHA will develop and implement a comprehensive graduation program for assisted families who have achieved economic self-sufficiency and financial stability and who no longer need rental assistance. AHA will use the standard income levels for determining eligibility as the benchmark for success and will develop and implement strategies to ensure the smooth transition of successful families who have graduated. Such strategies may include financial counseling and homeownership opportunities.

UPDATE
AHA expects to consider implementation of this program as part of its Human Development Services strategy.

TIMELINE FOR IMPLEMENTATION
A timeline has not been established for this activity.

HD.2013.02 – ENDOWMENT FUND FOR HUMAN DEVELOPMENT SERVICES

DESCRIPTION
To further enhance its human development strategy, AHA will establish an endowment fund for long-term sustainability of investments in human development services and other non-HUD funded initiatives.

UPDATE
After initial exploratory research, AHA determined that more research is needed to assess fully the feasibility of this initiative.

TIMELINE FOR IMPLEMENTATION
A timeline has not been established for this activity.

HC.2006.03 – HOUSING CHOICE INSPECTION FEES

DESCRIPTION
AHA contemplated charging landlords reasonable fees for pre-inspections and subsequent re-inspections following the initial re-inspection to cover the administrative costs associated with these additional inspections. AHA also contemplated charging participant households a fee to cover the administrative costs of re-inspections due to certain deficiencies which were the responsibility of the household and remained unaddressed.

UPDATE
AHA postponed the implementation of this project during the implementation of certain activities in Re-Engineering the Housing Choice Voucher Program.

TIMELINE FOR IMPLEMENTATION
A timeline has not been established for this activity.

HD.2005.14 – INDIVIDUAL DEVELOPMENT ACCOUNTS (IDAS)

DESCRIPTION

Having eliminated the Federal Earned Income Disallowance for residents paying an income-adjusted rent, at its discretion, AHA explored the implementation of an IDA initiative which would promote and encourage economic independence among residents through a monetary incentive program.

UPDATE

Due to the implementation of AHA's Quality of Life Initiative, AHA discontinued exploring this program and during FY 2009 postponed any further development.

TIMELINE FOR IMPLEMENTATION

AHA may explore use of similar self-sufficiency programs in the future.

HD.2006.04 – STANDARDS FOR RESIDENCY IN SINGLE FAMILY HOMES

DESCRIPTION

AHA contemplated adopting and implementing single family home eligibility standards (1-4 units) to assure that families are prepared financially and otherwise to live in single family homes and be successful in neighborhoods.

UPDATE

Due to other priority Housing Choice Re-engineering efforts, this activity was postponed in FY 2008. AHA informally incorporates rental housing counseling in its case management.

TIMELINE FOR IMPLEMENTATION

A timeline has not been established for this activity.

C. ACTIVITIES ON HOLD

The MTW activity number indicates the functional area, fiscal year in which the activity was approved in AHA's MTW Plan. **Key**: AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

Activities On Hold		
Activity #	**Activity**	**MTW Authorization(s)**
HC.2006.05	**Port Administration Re-engineering**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program

HD.2006.05 – PORT ADMINISTRATION RE-ENGINEERING

DESCRIPTION

AHA will continue to build its collaborative relationships with metro Atlanta public housing authorities to explore strategies for creating seamless mobility administration arrangements and agreed upon procedures and business terms that would be implemented through intergovernmental agreements. AHA is also exploring strategies for contractually passing on its MTW flexibility to partnering PHAs through these intergovernmental agreements.

UPDATE

After some early enthusiasm in discussions with metro Atlanta PHAs, interest in formal agreements waned. AHA will build on these relationships to continue to explore streamlining ports administration, eventually resulting in formal agreements when warranted.

D. CLOSED OUT ACTIVITIES

The MTW activity number indicates the functional area, fiscal year in which the activity was approved in AHA's MTW Plan. **Key**: AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing

Closed Out Activities			
Activity #	**Activity**	**MTW Authorization(s)**	**Closeout Year (FY)**
--	**ARRA Funds**	n/a	2012
HD.2007.05	**Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program	2008
SH.2008.04	**John O. Chiles Annex Supportive Housing Pilot**	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process	Merged with Supportive Housing activities
HD.2008.05	**Pre-Relocation Client Education**	Attachment D, Section VII: Establishment of Housing Choice Voucher Program	2010
RE.2007.06	**Quality of Life (QLI) Initiative**	Attachment D, Section I.O: General Conditions Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process	2010
PH.2007.07	**Utility Allowance Waiver**	Attachment D, Section V: Single Fund Budget with Full Flexibility	2010
--	**Voluntary Compliance Agreement (VCA)**	n/a	2011
AW.2010.01	**Business Transformation Initiative**	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII: Establishment of Housing Choice Voucher Program	2016

AW.2010.01 – BUSINESS TRANSFORMATION INITIATIVE

Reason for Closing Out Initiative

The Business Transformation initiative was a three-phase strategy to (I) assess and evaluate AHA's current business systems and practices, (II) 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 (III) develop and launch a business transformation implementation plan. As part of the plan, AHA completed implementation of an enterprise resource planning solution designed to provide business process automation across every department.

Final Outcome and Lessons Learned

The ERP solution supports greater productivity of AHA's staff. AHA has automated business processes internally; eliminated manual, redundant processes and paperwork; and introduced 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 has improved relationships, resulting in better outcomes for families.

Atlanta Housing Authority

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

230 John Wesley Dobbs Avenue, NE • Atlanta, GA • 30303 • www.atlantahousing.org • 404-892-4700