

MTW Annual Report

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Connection:
It Takes a Village

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& Accomplishments

Atlanta Housing Authority

MTW Annual Report

Fiscal Year Ended June 30, 2011
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Message from the President



The Partnership Connection: It Takes a Village



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MTW STATUTORY GOALS = AHA'S GOALS

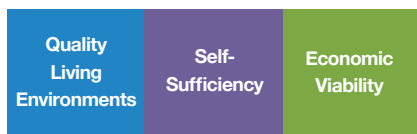
MTW STATUTORY GOALS

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

Goal 2: Give Incentives to families with children where the head of household is working, seeking work or is preparing for work by participating in job training, educational programs or programs that assist people to obtain employment and become economically self-sufficient

Goal 3: Increase Housing Choices for Low-Income Families

AHA'S GOALS



Moving to Work (MTW) is a demonstration program established in 1996 by Congress and administered by the U.S. Department of Housing and Urban Development (HUD), giving certain “high performing” public housing agencies the flexibility to design and test various approaches for facilitating and providing quality affordable housing opportunities in their localities. AHA received its MTW designation in 2001 and executed its MTW Agreement with HUD on September 23, 2003, the initial period of which was effective from July 1, 2003 through June 30, 2010. The MTW Agreement provides substantial statutory and regulatory relief under the U.S. Housing Act of 1937 (“1937 Act”).

When HUD decided to extend the demonstration period, AHA and HUD negotiated and executed an Amended and Restated MTW Agreement, effective November 13, 2008, and further amended by that certain Second Amendment to the MTW Agreement, effective January

16, 2009. AHA’s MTW Agreement, as amended and restated, is referred to as the “MTW Agreement” and reaffirms, extends and expands the statutory and regulatory relief provided under AHA’s original MTW Agreement.

The MTW Agreement forms the framework for AHA to carry out its work. A key provision allows AHA to combine its public housing low income operating funds, Housing Choice voucher funds and certain capital funds into a single fund (MTW Single Fund or MTW Funds). As set forth in its Business Plan, MTW Funds may be used for (a) MTW Eligible Activities, (b) low-income housing purposes beyond the limitations of Section 8 and Section 9 of the 1937 Act, and (c) investments in certain types of real estate transactions. The MTW Agreement may be automatically extended for additional ten-year periods, subject to HUD’s approval and AHA meeting certain agreed upon conditions.

Notes on Navigating This Report

In 2004, AHA submitted to HUD its first Business Plan, using this new statutory and regulatory framework (herein referred to as the “Business Plan” or “CATALYST Plan”). AHA’s Business Plan and its subsequent annual MTW implementation plans on a cumulative basis outline AHA’s priority projects, activities and initiatives to be implemented during each fiscal year. Fiscal Year 2011 represents AHA’s eighth year of participation in the MTW Demonstration.

This report highlights AHA’s MTW-Eligible activities and priorities as identified in the FY 2011 MTW Implementation Plan submitted to HUD, April 15, 2010.

- **Other Priority Items Mentioned in the FY 2011 Plan** at the end of each section identifies items mentioned in the Plan, which may not be highlighted because they are ongoing business operations.
- **Appendices** section includes detailed charts, AHA Legacy Attachment B, and HUD Attachment B reporting requirements.
- **Ongoing Activities Directory** describes the cumulative AHA priority projects, activities and initiatives. Some activities may be highlighted in the report because of significant progress or notable achievements.

June 2011 was a historic month of celebration because 49 high school graduates are on their way to Georgia Tech, Princeton University, Boston University, University of Michigan, Morehouse College, Spelman College, Howard University, University of Georgia and other colleges and universities.

These were not just any graduates. These young people were members of the inaugural kindergarten class at Centennial Place Elementary School, one of the cornerstones of revitalization of the former Techwood/Clark Howell housing projects. Centennial Place Elementary School was created as a part of Centennial Place, the first mixed-use, mixed-income community in the nation. The students' families received a housing subsidy to live in their new community.

With Centennial Place, AHA and The Integral Partnership of Atlanta, its private sector development partner, set out to end the practice of concentrating the poor by establishing four cornerstones: (a) economically integrated market-rate quality, amenity-rich mixed-income housing; (b) world-class neighborhood schools—from pre-kindergarten to college; (c) world-class recreational facilities and green space and (d) first rate retail and commercial uses. These cornerstones could only be constructed by enduring partnerships between organizations with shared vision, shared values, shared outcomes and a shared belief in the common humanity and capacity of human beings.

These 49 young people serve as our report card and the proof of concept—economic integration works; economic segregation fails.

Environment matters, but it does

not stop with the bricks and mortar. Real change comes when a child feels hopeful and excited about their future. Studies show that poor children who move from schools captive to public housing projects to mainstream schools do much better because of the improved socio-economic environment. In a 2005 paper titled *Environment Matters*, Georgia Tech's Dr. Thomas D. Boston found that "children who live in high-poverty communities do not receive proper educational guidance and miss out on important early childhood learning experiences which lay the foundation for success or failure in school and in life."

Similarly, Alexander Polikoff, the thoughtful and provocative attorney and advocate in the famous *Gautreaux* case, said recently to the American Bar Association:

"The simple lesson of *Gautreaux* is get poor people out of the Ghetto. Is it an easy lesson to carry out? No, it is not. But for 20 years, the

Gautreaux Program showed that it could be done. It is, in my opinion, a lesson we can, over time, implement and implement at scale. What

is lacking is the learning of the lesson, the acceptance of it as a goal of public policy. If and when that happens, the rest will follow.

If it doesn't, if the lesson isn't learned, the destruction of lives will continue."

The solution: Get the poor out of the ghetto, by creating in its place, a healthy mixed-use, mixed-income community, which affords improved housing and neighborhood schools. The housing and educational upgrades are best seen at Centennial Place and Centennial Place Elementary School, and the Villages of East Lake and the Drew Charter School. In each case, the opportunity was seized to both (a) create high-quality, amenity-rich communities which attract market-rate families, and (b) create high-quality educational settings and offerings that draw middle and upper-income students and their families.

The lesson learned: Not only must we create healthy communities and raise expectations of personal responsibility, society must also invest in the affected low-income residents to unleash their God-given potential and be successful in their new neighborhoods and new lives.

These 49 young people are re-writing the history of housing, education, economics, class, dependency, disenfranchisement, isolation and despair. These 49 young people have truly become the hope of their generation – and, without knowing it, have validated a new approach to building healthy communities and healthy families and children.

Renée Lewis Glover

President and Chief Executive Officer

The Partnership Connection: It takes a village...to change a village

The Atlanta Model was created in 1995, when AHA decided to de-concentrate poverty in Atlanta. AHA made a strategic decision to mainstream the families, the real estate and the organization.

Mainstreaming the Families

AHA facilitates AHA-assisted families in moving from distressed, obsolete and dysfunctional public housing projects to healthier, mixed-income environments, primarily using Housing Choice vouchers. Over time, AHA and its development partners have learned that the families must be supported with long-term, family-based coaching and counseling to be successful in mainstream America. AHA also has determined that concentrating poverty is a devastatingly bad public policy, especially for children. Ending concentrated poverty is a necessary and essential step to creating healthy communities and healthy neighborhoods and building healthy families.

Partnerships matter.

AHA and its development partners knew that in order to restore dignity, to build the capacity of AHA-assisted families, and to break the multi-generational cycle of poverty, expectations and standards of personal responsibility must be raised. AHA had to make an investment in the families to enable them to build on their own human potential to achieve the American Dream. As a result of raising standards of personal responsibility, implementing a work requirement across all subsidy programs and investing in

the families with long-term coaching and counseling, AHA-assisted families are entering the workforce in record numbers and achieving greater economic independence and self-sufficiency.

Mainstreaming the Real Estate

AHA demolishes the housing projects and leverages its resources and assets through long-term partnerships with private sector real estate developers who arrange for and commit to private funding sources. AHA and its development partners create a shared vision for the new community. The centerpiece for this shared vision is a market-rate quality mixed-use, mixed-income community with a seamless affordable residential component. The private sector developer, using its know-how, experience and balance sheet takes the lead. They master plan, finance, design, construct, asset manage and property manage the new community. AHA acts as the co-developer and, long-term, as an asset manager of its various investments in the newly developed community.

Critical to the success of any community is value creation and developing a product that appeals to market-rate families. A holistic approach must be taken for the neighborhood revitalization to be successful over the long term. AHA's experience has proven that world-class neighborhood public schools, early childhood development centers, quality retail, quality recreation and quality neighborhood parks and green space are essential components of

each community's master plan.

Fundamentally, the Atlanta Model addresses positive changes in the living environment, education, jobs, healthy living and, ultimately, independence and self-sufficiency of families. Systemic change involving thousands of families would not have been possible without the shared vision, active involvement and investment of AHA's partners and other community stakeholders. No single organization could effect this change alone. Partnerships matter.

During FY 2011, these partnerships developed 298 new affordable rental units, 54 new for-sale homes and 131 new market-rate rental units in AHA-Sponsored mixed-use, mixed-income communities on the sites of former public housing projects.

AHA continued to leverage the development activity of other private developers through its Project Based Rental Assistance (PBRA) program. During FY 2011, 368 new affordable units in mixed-income developments were created throughout the city. Structured as a fifteen-year renewable stream of rent subsidy committed to an agreed number of units at a property, PBRA closes the affordability gap for households that earn between the minimum wage and 60% of the metropolitan area median income (or approximately \$43,000 for a family of four).

During FY 2011, AHA continued its Builders/Owners Initiative. Under this initiative, AHA, through its private sector development partners, enters into agreements with single-family

home builders and owners to provide down payment assistance to qualified low-income families to purchase newly developed homes at considerably discounted prices. This program has helped to reduce the excess inventory of newly constructed single-family homes in the City of Atlanta during a depressed cycle in the real estate market.

Multiple public and private organizations have collaborated to reinvigorate green space in a neighborhood undergoing revitalization. The Selena S. Butler Park was closed in 2008 due to neglect and crime. Through the collective efforts of the City of Atlanta, AHA and its development partner, other private developers who are working in the neighborhood, the Atlanta Regional Commission, the Annie E. Casey Foundation and sports organizations, Butler Park was re-commissioned in 2011 and is undergoing comprehensive revitalization. Located directly across the street from Auburn Pointe (an AHA-Sponsored mixed-income community), the revitalized Butler Park, when completed, will become a much-needed amenity to the Auburn Pointe community and the Old Fourth Ward neighborhood.

On the people side, AHA's success in relocating families from housing projects into the mainstream was a major endeavor and would not have been possible without partners. Non-profit organizations such as the Metro Atlanta YMCA, Boys and Girls Clubs, United Way, Integral Youth and Family Project and Families First provided crucial support to AHA-assisted families undergoing relocation.

Similarly, AHA's Service Provider Network which includes organizations like Atlanta Workforce Development

Agency have helped facilitate positive outcomes in areas such as job training, credit counseling, domestic violence counseling, homeownership, faith-based resources and substance abuse treatment. During FY 2011, to benefit the elderly and disabled residents in the AHA-Owned Residential Communities, AHA worked with Leading Age, Connected Living and the professional property management companies (The Lane Company, Integral Property Management and The Habitat Company) to design and implement services that promote aging well and independent living. The success of a computer learning pilot prompted AHA to expand the Connected Living program and create computer rooms in all AHA-Owned Residential Communities (using Federal stimulus funds).

From another perspective, local universities made the connection. AHA maintained strong partnerships with the Georgia Institute of Technology, Emory University and Georgia State University, amongst others. Through an objective lens, each academic partner has tested the Atlanta Model to measure its impact on AHA-assisted families and the City of Atlanta. Overwhelming evidence has shown that the Atlanta Model works. Assisted families – that now have greater access to housing opportunities within quality living environments with quality schools, better retail and commercial amenities, and improved safety – are on the road to self-sufficiency.

According to an economic impact study released in 2011 by Dr. Bruce

Seaman, Associate Professor of Economics at Georgia State University, the City of Atlanta has benefited from \$1.6 Billion in economic growth due to AHA's Strategic Revitalization Program.

In fact, all the studies undertaken by the universities have consistently validated the effectiveness of the Atlanta Model. The secret sauce in the Atlanta Model is strong and enduring partnerships. Partnerships matter.

Mainstreaming the Organization

Since January 2010, AHA has been undergoing a business transformation to ensure that its corporate structure, operating structure, business processes, IT systems, and human resources are aligned so that it can operate effectively, efficiently and at a high level with continued great outcomes for the benefit of the City of Atlanta.

Throughout the FY 2011 Annual Report, you will see a common thread – evidence of partner organizations that have helped AHA pursue its vision of “healthy mixed-income communities; healthy self-sufficient

families.” AHA's relationships with its partners have created the foundation for the Atlanta Model. Success of the Atlanta Model has been achieved through partnerships that change environments, offer

hope for the future and, in turn, create real success for families. It takes a village to change a village.

“the City of Atlanta has benefited from \$1.6 Billion in economic growth due to AHA's Strategic Revitalization Program”

AHA's Goals

AHA's stated vision of
**"healthy mixed-income communities;
healthy self-sufficient families"**
is addressed with three goals:



Quality Living Environments



Self-Sufficiency



Economic Viability

Quality Living Environments

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

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.

AHA's Guiding Principles

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

1. End the practice of concentrating low-income families in distressed and isolated neighborhoods.
2. Create healthy mixed-use, mixed-income, children-centered communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families, especially children, with emphasis on excellent, high-performing neighborhood schools and high quality-of-life amenities, including first-class retail and greenspace.
3. Create mixed-income communities with the goal of creating market rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. Support 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.

A. AHA's Business Lines and Programs

AHA structures its approach to providing and facilitating quality affordable housing through four major vehicles:

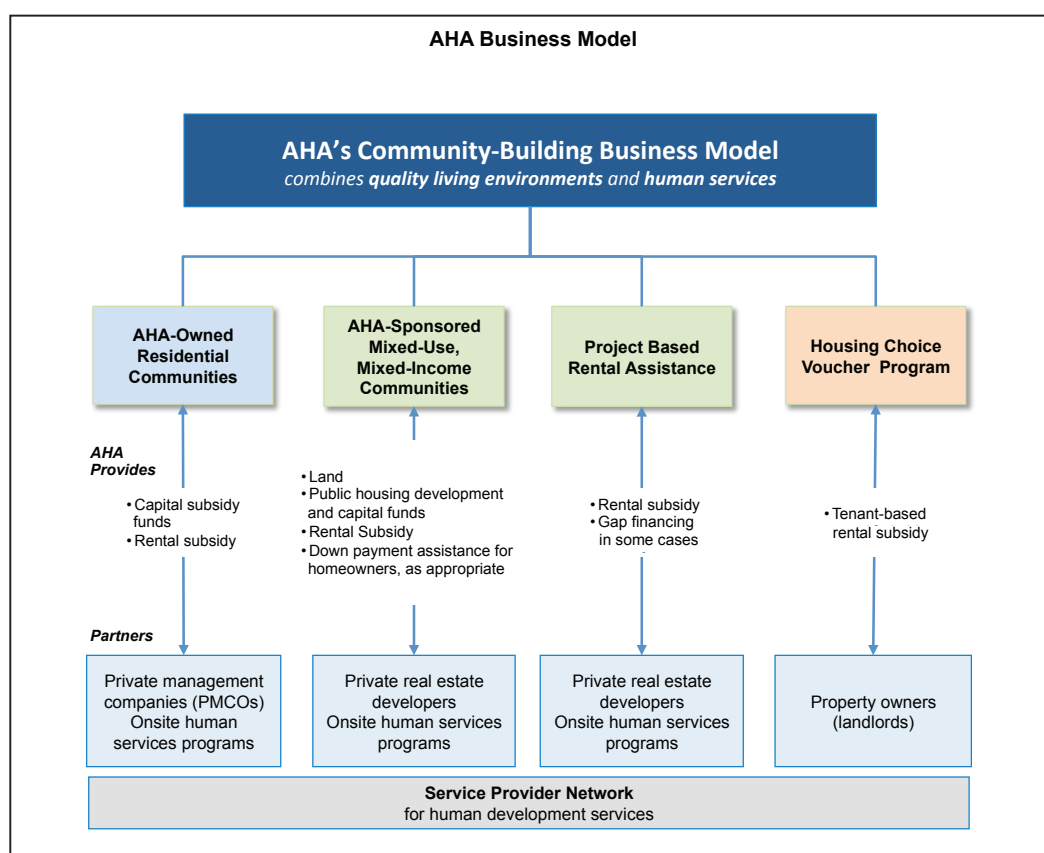
- 1) AHA-Owned Residential Communities;
- 2) AHA-Sponsored mixed-use, mixed-income communities created through the

Strategic Revitalization Program;

- 3) Leveraging development activity by private developers through the use of Project Based Rental Assistance to create additional mixed-income communities; and
- 4) Tenant-Based Housing Choice Voucher

Program. Each program is designed to leverage AHA's resources – finances, knowledge and experience, grant funds, rental subsidies and land – to expand housing opportunities and serve the housing needs of low-income families in the City of Atlanta.

Figure I: The Atlanta Model combines quality living environments with supportive human development services.



AHA has employed a combination of strategies to replace dilapidated, obsolete public housing projects with quality, healthy mixed-use, mixed-income communities with rental and for-sale housing:

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

I. Executive Summary

Figure 2: AHA's Major Business Lines

Housing Opportunities			
<p><i>AHA-Owned Residential Communities</i></p> <p>As a result of advancing AHA's Strategic Revitalization Program, since 1994 AHA has demolished or disposed of 30 distressed, obsolete and socially dysfunctional public housing projects. It continues to own 13 public housing assisted residential properties, including 11 senior high-rise communities and two small family communities. Residents of the high-rise communities are elderly age 62 or older, near elderly (age 55-61), and non-elderly disabled adults.</p> <p>AHA contracts with private Property Management Companies (PMCOs) to comprehensively manage each community in accordance with AHA's goals, policies and priorities. In addition to day-to-day operations and capital improvements, the PMCOs also provide on-site human services that support AHA's Aging Well strategy to promote independent living at the high-rise communities.</p>	<p><i>AHA-Sponsored Mixed-Use, Mixed-Income Communities</i></p> <p>AHA's Strategic Revitalization Program facilitates the creation by private real estate developers of market-rate quality mixed-use, mixed-income, children-centered communities on the sites of former public housing projects. The Master Plans for each site envision transformational community-building by:</p> <ul style="list-style-type: none"> • Developing new mixed-income rental and for-sale units – both affordable and market-rate; • Incorporating great recreational facilities and amenities; • Creating green space and parks; • Providing quality retail and commercial activities; and • Supporting the creation of high performing neighborhood schools (pre-K to high school). 	<p><i>Mixed-Income and Supportive Services Housing using PBRA</i></p> <p>Using the flexibility under its MTW Agreement, AHA has implemented its own Project Based Rental Assistance (PBRA) program including the development of its own form of PBRA Agreement. The program leverages and incents development by local Atlanta private real estate developers and owners to create additional mixed-income and supportive housing developments. AHA and the owner enter into a PBRA Agreement for a specific number of PBRA Units for a period up to 15 years to provide rental assistance to eligible residents in the PBRA Units.</p> <p>AHA's program is innovative because it positions the responsibility of administering program requirements at the site so that owners, that carry the debt and guarantee exposure, can manage and mitigate the market risk. The PBRA Program has successfully increased the long-term availability of high-quality affordable units to low-income families in Atlanta.</p>	<p><i>AHA's Housing Choice Tenant-Based Voucher Program</i></p> <p>Housing Choice Tenant-Based Voucher Program offers families the greatest mobility and broader range of choice in selecting where they live. Using an AHA voucher, families can identify quality housing anywhere in the City of Atlanta with the assurance that they will not have to pay more than 30 percent of adjusted income towards their rent and utilities. Families may also choose to use their AHA voucher to move outside the city limits of Atlanta.</p> <p>Property owners/landlords of single family homes and apartments manage the properties and enter into landlord/tenant relationships with the families.</p>
Human Development Services			
<p>Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of human development and supportive services – including educational services, disability services, employment services and training, homeownership counseling, childcare, mental health services and senior supportive services – with the goals of family success and integration into mainstream society.</p>			

B. Key Accomplishments in FY 2011

Each fiscal year's accomplishments reflect progressive steps towards making AHA's vision a reality. Over the past eight years as an MTW agency, AHA has creatively used the tools and flexibility

afforded by the MTW Agreement. Specifically, MTW-enabled innovations are detailed in Section II – *MTW Innovations & Policies*.

As outlined in AHA's FY 2011 MTW

Implementation Plan, AHA has focused on the seven major priorities set forth in that Plan during FY 2011. Each priority aligns with AHA's goals and addresses unique local challenges.

Priority	AHA Goals		
	Quality Living Environment	Self-Sufficiency	Economic Viability
1	Revitalization Program (includes Quality of Life Initiative)	◆	◆
2	Project Based Rental Assistance as a Development Tool	◆	◆
3	AHA-Owned Residential Communities (includes American Recovery and Reinvestment Act Funds)	◆	◆
4	Re-engineering the Housing Choice Voucher Program	◆	◆
5	Human Development	◆	◆
6	Asset Management	◆	◆
7	Business Transformation	◆	◆

Highlights of FY 2011 Major Accomplishments

- Through various partnerships, facilitated completion of 298 new affordable rental units, 54 new for-sale homes and 131 new market-rate rental units in three phases of AHA-Sponsored mixed-use, mixed-income communities on the sites of former public housing projects.
- Through the Builders/Owners Agreement Initiative, provided \$1 million in down payment assistance to 54 low-income, first-time home-buyers.
- Completed the demolition of all 12 public housing properties as part of its six-year long Quality of Life Initiative.
- Leveraged the development activity of other private developers through its Project Based Rental Assistance (PBRA) program and increased the inventory by 417 units either under commitment or under PBRA Agreements with private owners to provide housing for families, seniors and persons with special needs.
- Using Federal stimulus funds, nearly completed an \$18.5 million renovation program for the 13 remaining AHA-Owned (public housing-assisted) Residential Communities. These capital investments support the strategic goal of independent living and improving the quality of life for seniors and disabled persons “aging in place” by enabling more social interaction and enrichment opportunities in common areas.
- Provided rental subsidy assistance supporting 9,907 households (7,326 of whom live in the City of Atlanta) participating in the Housing Choice Voucher Program.
- For the second year in a row, the Housing Choice Program reduced the processing cycle time by 22 percent – from 45 days to 35 days from receipt of a landlord’s Request for Tenancy Approval (RTA) to contract execution. This improved efficiency allowed quicker decisions to enable families to lease-up quickly.
- Made over 3,500 referrals and expanded the Service Provider Network (SPN) from 56 to 61 providers that assist AHA-assisted families’ connections to employment, training, education and other mainstream opportunities.
- Through its Atlanta Community Scholars Awards, AHA awarded scholarships to 24 deserving AHA-assisted youth for post-secondary education, totaling \$46,500 and \$51,750, respectively for the 2010-2011 and 2011-2012 academic years.
- In partnership with Georgia State University, trained 3,071 participants in the Good Neighbor Program, an instructional program to provide guidance to AHA-assisted families on values, roles and responsibilities associated with being a good neighbor in a mainstream, mixed-income environment.
- Through its business relationship with Georgia HAP Administrators, Inc., continued to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County, earning unrestricted revenues for AHA.
- To ensure long-term organizational viability, continued a business transformation initiative by working with the Boston Consulting Group, a world-renowned professional business consultancy, to make recommendations and to develop an implementation plan, which began in FY 2011.
- Implemented an extension of AHA’s income disregard policy that lowers the rental obligation for non-elderly disabled families.

C. Key Agency-Wide Policies – FY 2011

Under the MTW Agreement, AHA has strategically implemented most of 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 and goals with contract terms in various agreements with developers and service providers. Three, AHA gains economies from systematic implementation across the agency.

New Policy Implemented in FY 2011

Non-Elderly Disabled Income Disregard

Following Board approval of this policy change in FY 2010, during FY 2011, AHA implemented an extension of its elderly income disregard policy to non-elderly disabled individuals. Under the policy for non-elderly disabled individuals who are on fixed income and earn employment income, AHA will disregard earned income in calculating rent. This lowers the rental obligation for disabled adults.

Other Key Policies

AHA has implemented a number of key innovations or reforms as a result of its participation in the MTW Demonstration (see Section II: MTW Innovations and Policies chart). The key reform categories are as follows:

• Use of MTW Funds

MTW Funds support MTW Eligible Activities (as defined in the MTW Agreement) and can provide gap financing for the development and/or preservation of mixed-income communities in partnership with private owners and

developers. MTW Funds also support human development services with professional providers, job training and referrals, and educational programs for youth and adults.

• Local Housing Policy Reforms

AHA has developed and instituted a number of policies under its MTW Agreement that promote, advance and facilitate partnerships with private sector real estate professionals; promote resident accountability and responsibility; foster self-sufficiency and improve AHA's bottom line. AHA has also adopted reforms that help stabilize the amount that low-income households pay for rent and utilities.

• Housing Choice Voucher Program

AHA has used its authority under its MTW Agreement to design and implement local reforms to AHA's Housing Choice Voucher Program, with the goals of mainstreaming families and facilitating progressive "choices" of housing opportunities in economically integrated neighborhoods with better quality-of-life amenities. The local reforms focus on eliminating obstacles and solving problems that have adversely affected the acceptance and use of vouchers in lower poverty neighborhoods.

• Expanding Housing Opportunities

AHA has partnered with private sector development partners to expand the availability of seamlessly affordable housing in mixed-income communities and neighborhoods. Using market principles and innovative approaches in administering the subsidy, AHA and its private sector developers (who carry most of the risk)

have created communities that attract both low-income and market-rate households.

• Human Development

The human development programs include a number of initiatives and programs that further promote human development and client self-sufficiency by leveraging MTW Funds, grants and other public/private resources with strategic partners.

• Work/Program Requirement

The Work/Program Requirement applies to all non-elderly and non-disabled adults in all AHA programs. For detailed discussion and results, see Section 5 – Human Development.

• Corporate Support

AHA has used MTW flexibility and funding to enhance organization-level enhancements that improve AHA's financial and business operations.

I. Revitalization Program (includes Quality of Life Initiative)

Over the last 16 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 4,581 mixed-income rental units (including AHA-assisted units and tax-credit-only units). 289 affordable single family homes have been sold to low-income families.

In FY 2011, through such partnerships, AHA facilitated completion of 298 affordable rentals and 131 market-rate rental units. AHA also facilitated 54 affordable homes for sale through the builder/owner agreements and on the West Highlands site and an additional 19 market-rate homes (See Figure 5 for detailed unit counts). Many of the rental units are occupied by AHA-assisted families, and the other affordable units are supported through low-income housing tax credits that benefit additional low-income families. Through communities developed and owned by public/private partnerships and managed by excellent private sector management companies, AHA helped to address the City of Atlanta's need for additional high quality affordable housing in economically integrated environments.

Ongoing Revitalization Activities

Within the constraints of prevailing financial and real estate market conditions and the availability of funding, AHA and its partners continued to advance phases for the revitalization developments already underway. Highlights of the FY 2011 investments included:

- **Capitol Gateway:** AHA committed \$700,000 in HOPE VI funds as part of a \$3.9 million project to create a boulevard and "destination" along Memorial Drive. The initiative stems from the Livable Communities Initiative of the Atlanta Regional Commission, Georgia Department of Transportation and AHA.
- **Villages at Carver:** In planning for future development to support the Master Plan, AHA acquired an \$850,000 parcel of land from the Atlanta Development Authority.
- **Auburn Pointe:** AHA's development partners completed construction of Phase 3 multi-family rental and Phase 6 senior rental. Because the presence of a park is critical to the quality of life for the residents, AHA committed \$800,000 for improvements in adjacent Butler Park. The City of Atlanta provided additional funds to reconstruct the community center as part of the Mayor's Centers of Hope initiative.
- **CollegeTown at West End:** Developer/partners invested \$7.8 million in public improvements and completion of construction of Phase 5, multi-family rental (Ashley at CollegeTown II).
- **Mechanicsville:** Construction on Phase 6 multi-family rental (156 units) began.
- **West Highlands:** Public improvements in the amount of \$4 million were completed to continue to facilitate sales of new homes and for future homeownership development.



GREEN SPACE

Located adjacent to Auburn Pointe, the Selena S. Butler Park is a small park with historical significance due to its location near Dr. Martin Luther King Jr.'s birth home and grave site. The park fell into disrepair over the years and closed in 2008. For the park's revitalization, AHA committed \$800,000 and others – including the City of Atlanta, Grady Redevelopment LLC, Park Pride, the National PTA, the National Recreation and Park Association, Converse, Weston Solutions, the U.S. Tennis Association, Playcore International, Superior International Industries, Play World and Kay Park Recreation Corporation – contributed funds and in-kind products and services.



Choice Neighborhoods Planning Grant

In FY 2011 as part of the revitalization of University Homes, AHA applied for and was awarded a \$250,000 **Choice Neighborhoods Planning Grant** (CNPG) from HUD for the former University Homes and the surrounding Atlanta University Center (AUC) neighborhood. With a strong emphasis on access to high-quality educational opportunities, the CNPG provides funds to develop plans for housing improvements with

services, schools, public assets, transportation, and access to jobs to transform distressed public housing and neighborhoods into healthy, sustainable mixed-income neighborhoods. AHA and its development partners and the Atlanta University Center colleges and universities have a vision of transforming the area into a “wonderful College Town area, which will rival the great college towns across the country.”

Prior to AHA’s CNPG application, in 2010, the Morehouse School of Medicine (MSM) was awarded a \$500,000 Promise Neighborhood Planning Grant (PNPG) from the Department of Education for the larger PNPG study area. The goal is to improve the educational and developmental outcomes for children and youth by building a holistic, community-centered continuum serving children and families. Because the Promise study area encompasses the Choice grant area, AHA and MSM initiated a collaborative planning project that includes both the Choice and Promise teams.

Facilitated by Urban Collage, AHA’s master-planning consulting firm, the 12-month planning timetable will include neighborhood asset mapping, resident and community involvement workshops, and housing metrics assessments. The outcome of the CNPG activity will be the development of a Choice Neighborhoods Transformation Plan that, in conjunction with MSM’s PNPG effort, will provide the organizational structure to implement a holistic community development effort in the Atlanta University Center neighborhood.

The comprehensive master plan includes redevelopment of the former University Homes public housing project and a “community service model” to create a stable foundation for cradle-to-career educational opportunities for residents of the neighborhood. Other components are a modernized infrastructure, improved public safety, vibrant and active

park spaces, high-quality retail and commercial services, well thought-out transit-oriented development, access to quality healthcare options, and quality, mixed-income sustainable housing options.

Choice & Promise Neighborhood Study Areas



Figure 3: Less than one mile from City Center, the Atlanta University Center neighborhood encompasses Historically Black Colleges and Universities, including Morehouse, Spelman, Clark Atlanta, and Morehouse School of Medicine located in the historic West End area.

II. 2011 Priorities & Accomplishments

AHA also submitted a proposal for a CNPG for the revitalization of the former Englewood Manor public housing development and surrounding area, but was not selected for a 2010 award. In FY 2012, AHA will continue to advance the redevelopment and seek funding and partnerships to support the activities.

Comprehensive Homeownership Programs

Homeownership is an essential ingredient in achieving the “American Dream” and historically has been the foundation of building wealth and creating a financially secure and successful life. AHA has been able to facilitate affordable homeownership opportunities for low-income families in healthy, mixed-income communities utilizing the following programs.

- **Down Payment Assistance** – AHA uses a stringent underwriting process and homeownership counseling to limit financial risk for lower-income households and help families make a long-term commitment to their neighborhood through investment in homeownership. In partnership with the City of Atlanta, Atlanta Development Authority and local lenders, during FY 2011, AHA provided \$1 million in down payment assistance to 54 first-time homebuyers purchasing homes within the City of Atlanta. Under the Builders/Owners Agreement Initiative, AHA’s various private sector development partners entered into agreements with single-family homebuilders throughout the City of Atlanta to provide down payment assistance in the form of assistance or subordinate financing to households that earn either up to 80 percent or up to 115 percent (depending on the funding source) of the Metropolitan Atlanta area median income (AMI). This initiative was designed to facilitate great opportunities for low-income families in a soft real estate market and has successfully aided in the absorption of Atlanta’s “excess” high quality, recently constructed, single family home inventory.

- **Housing Choice Mortgage Payment Assistance Program** – Under the AHA Housing Choice Mortgage Payment Assistance Program, AHA processed applications for 35 clients who were interested in becoming homeowners. Five families closed on their new homes in FY 2011, three more are pending closing and 30 are working to complete their homeownership counseling and debt management classes in order to move to the next step.

- **Partnership with Atlanta Habitat for Humanity** – During FY 2011, AHA initiated a strategic partnership with Atlanta Habitat for Humanity (Atlanta Habitat). AHA hosted a “homeownership information session” with Atlanta Habitat and AHA tenant clients interested in homeownership opportunities were invited to attend and learn about homeownership options with Atlanta Habitat. Nearly 100 people attended. Nine families enrolled and are actively participating in Habitat’s homeownership program. Six families have since become homeowners of Atlanta Habitat homes.



THE AMERICAN DREAM!

When Essinita Harris, a 50 year-old New York native and mother of two who has been with AHA since 1991, decided it was time to give up her voucher, she sent a heartfelt thank-you letter to the Atlanta Housing Authority:

“I want to begin by saying Atlanta Housing Authority has been a major influence in my family’s life. When AHA began assisting me, my children were 4 and 5 years old. They are now 22 and 23 years of age. Atalaya will be entering Mercer University’s Pharmacy School in the Fall of 2011, and Briana has just completed the Cosmetology program at Atlanta Technical College. I have also earned a Bachelor of Science in Early Childhood Education from Mercer University. These accomplishments could not have been possible without a stable home provided by the people at AHA who consistently cared about my family and believed in what we could become.”

In 1991, Harris came to AHA for housing assistance with her two young daughters. After participating in AHA’s self-sufficiency programs, she found the motivation to change her life by pursuing an education and conquering her drug addiction. “My girls were looking up to me and I wanted to get better for them,” Harris said. While in college, Harris found a job with the Georgia HeadStart Early Childhood Education Program, which later qualified her to participate in AHA’s Homeownership Program and become a homeowner. Today, Harris is celebrating five years in her home in Riverdale, Georgia. In August 2011, Harris received her last housing assistance payment from AHA. “I’m a big girl now and AHA helped me to get a life!” she laughed. “It’s time for someone else to have their help now.”

“If you concentrate poverty in the residential arrangement, you cannot help but concentrate poverty in the neighborhood school. And, if you concentrate poverty in the school, it doesn’t work.”

Dr. Norman Johnson, a former professor at Georgia Tech, Carnegie Mellon and Florida A&M, and a former Atlanta Board of Education president

Better Beginnings Initiative

Experts say that early learning begets later learning. Though sometimes confused with daycare, early childhood learning centers focus on language and literacy for children ages 2-to-4 during their critical foundational learning period. Using a child-centered approach, AHA, its development partners and other stakeholders have worked with the Atlanta Public Schools and the State of Georgia to support the creation of high performing neighborhood schools and world-class early childhood development centers in its master-planned, mixed-use, mixed-income communities. Groundwork was laid last year to implement a new model for early childhood learning centers at six master-planned, mixed-use, mixed-income communities (CollegeTown at West End, Mechanicsville, Villages at East Lake, Villages of Carver, University, and Centennial Place). Greater access to this resource will allow AHA-assisted families and other families to realize the long-term benefits of education during the first three years of life.

Special Needs Designated Housing, Supportive Housing

- In FY 2011, Adamsville Green, a 90-unit amenity-rich, market-rate quality affordable senior community with a special emphasis on accessibility, opened in an area targeted by the City of Atlanta for redevelopment. A joint project of PRI and Mercy Housing Southeast, Adamsville Green includes a number of “green” features and was recognized as the 2010 EarthCraft Multifamily Project of the Year. Financing was provided by RBC Capital Markets, Fifth Third Bank, Stateside Capital, the Georgia Department of Community Affairs (DCA), Atlanta Development Authority and AHA with a \$2 million investment and PBRA commitment for 81 units (46 units are special needs).
- Project Interconnections began renovation in April 2011 of O’Hern House, a 76-unit community that provides housing and services for formerly homeless residents with mental health challenges. Funding for renovation of this facility is being provided under the DCA Permanent Supportive Housing Program (the first of its kind in the city of Atlanta). Additional partners include PRI/Tapestry Development and DCA. AHA made a PBRA commitment for all 76 units.

Real Estate Development & the Quality of Life Initiative

Demolition of functionally obsolete and severely distressed buildings is part of the process for revitalization. In FY 2010, AHA successfully completed its Quality of Life Initiative (QLI) in which 2,833 households relocated to healthy, mixed-income environments from ten large family public housing projects and two elderly developments, all obsolete and distressed.

As of June 30, 2011, demolition was 100 percent complete at all Phase II QLI properties. Following demolition and site remediation, all properties that have undergone demolition will be maintained (fencing, grass cutting, trimming, debris removal, etc.) until plans for the sites are developed. Before any new development activities for these sites occur, AHA will complete its comprehensive five-year strategic real estate plan. QLI properties and other sites will be considered as part of this thorough assessment of the long-term best use of the land. After the plan is complete, AHA will initiate its normal process to solicit proposals from private sector developers and investors for redevelopment partnering opportunities.

Figure 4: Status of QLI and Redevelopment Property Demolitions (As of June 30, 2011)



Other Priority Items Mentioned in the FY 2011 Plan

- Elderly Designated Housing — See Appendix C – Ongoing Activities Directory
- Special Needs Designated Housing — See Appendix C – Ongoing Activities Directory
- Supportive Housing — See Appendix C – Ongoing Activities Directory
- Affordable Assisted Living Demonstration Project — See Appendix C – Ongoing Activities Directory

Figure 5: Current Production during FY 2011 in AHA Revitalization Communities

Revitalization Community	Homeownership Unit Mix			Rental Unit Mix				
	Market Rate	Affordable	TOTAL HOMEOWNER-SHIP	Market Rate	Tax Credit	Tax Credit w/Public Housing Assistance	Tax Credit w/PBRA	TOTAL RENTAL
Capitol Gateway								
Master Plan	360	161	521	168	100	138	233	639
Total Completed	53	126	179	168	100	138	233	639
Completed in FY 2011	0	40	40	0	0	0	0	0
Under Construction	0	0	0	0	0	0	0	0
The Villages of Carver								
Master Plan	235	67	302	207	150	329	165	851
Total Completed	0	0	0	207	150	329	165	851
Completed in FY 2011	0	0	0	0	0	0	0	0
Under Construction	0	0	0	0	0	0	0	0
West Highlands at Heman Perry								
Master Plan	610	176	786	258	90	228	124	700
Total Completed	79	46	125	258	90	228	124	700
Completed in FY 2011	19	6	25	0	0	0	0	0
Under Construction	5	3	8	0	0	0	0	0
Auburn Pointe								
Master Plan	34	35	69	167	70	143	248	628
Total Completed	0	21	21	86	31	92	167	376
Completed in FY 2011	0	3	3	61	31	54	106	252
Under Construction	0	0	0	0	0	0	102	102
CollegeTown at West End								
Master Plan	290	93	383	196	68	250	175	689
Total Completed	0	5	5	196	68	250	175	689
Completed in FY 2011	0	5	5	70	28	70	9	177
Under Construction	0	4	4	0	0	0	0	0
Mechanicsville								
Master Plan	203	81	284	209	100	294	210	813
Total Completed	11	6	17	185	47	247	178	657
Completed in FY 2011	0	0	0	0	0	0	0	0
Under Construction	0	2	2	24	53	47	32	156
Scholars Landing*								
Master Plan	80	20	100	0	0	0	100	100
Total Completed	0	0	0	0	0	0	0	0
Completed in FY 2011	0	0	0	0	0	0	0	0
Under Construction	0	0	0	0	0	0	0	0
GRAND TOTAL								
TOTAL MASTER PLAN	1,812	633	2,445	1,205	578	1,382	1,255	4,420
TOTAL COMPLETED	143	204	347	1,100	486	1,284	1,042	3,912
TOTAL COMPLETED IN FY 2011	19	54	73	131	59	124	115	429
TOTAL UNDER CONSTRUCTION	5	9	14	24	53	47	134	258
TOTAL TO BE DEVELOPED	1,664	420	2,084	81	39	51	79	250

* Scholars Landing was developed on the site of the former University Homes.

Table illustrates that AHA has completed construction of a substantial number of rental units in its revitalized communities. Homeownership development reflects the significant slow-down in the real estate market.

Public and Private Sector Partners for Real Estate Development

Capitol Gateway		Capitol Gateway, LLC Members: Integral Development, LLC and Urban Realty Partners, LLC Other: Columbia Residential (MLK Tower/Village)	
	U.S. Department of Housing & Urban Development (HUD), Department of Community Affairs (DCA), Urban Residential Finance Authority (URFA)	Bank of America, Fannie Mae, AMTAX Holdings, Wachovia Multifamily Capitol Lending, FHA	
	DPA Assistance: HUD, Atlanta Development Authority (ADA), City of Atlanta	Off-Site Owner/Builders: Charis Community Housing, Castleberry Point Condo, Novare Group, Central City, Brock Built, Oakland Park Dev, Reynoldstown Revitalization Corp., Russell New Urban Development, SUMMECH CDC, Tribute Lofts I, University Community Development Corporation (UCDC), Urban Realty Partners	
	City of Atlanta: Water Feature on site		
	City of Atlanta, Eastside TAD, ADA Atlanta Regional Commission (ARC), Georgia Department of Transportation (GDOT)		
Villages at Carver		Carver Redevelopment, LLC Members: Integral Development, LLC and H.J. Russell and Company Atlanta Public Schools (APS): Slater Elementary, Price Middle and The Schools at Carver High School	
	HUD, DCA, AHA, URFA	SunTrust CDC, Federal Home Loan Bank, FHA, Fannie Mae, Arbor Commercial Mortgage, APF	
		Metro Atlanta YMCA, Atlanta Braves Baseball Academy, Arthur Blank Foundation (linear park), Weston Solutions (tree planting)	
	City of Atlanta		
Centennial Place		Integral Partnership of Atlanta Members: The Integral Group, LLC and McCormack Baron & Associates	
	APS: Centennial Place Elementary, Georgia Tech	Sheltering Arms Early Childhood Learning Center	
	HUD, DCA, AHA	SunTrust, Wachovia, FHA, SunAmerica	
		Arthur Blank YMCA	
	City of Atlanta		
Auburn Pointe		Grady Redevelopment, LLC Members: Integral Development, LLC and Urban Realty Partners, LLC	
	HUD, DCA, AHA	Prudential Huntoon Paige, Evanston Financial Corporation	
		Habitat for Humanity	
	City of Atlanta Parks Recreation and Cultural Affairs: Selena Butler Park	Butler Park: National Recreation and Parks Assoc, National PTA Assoc., U.S. Tennis Assoc., Converse, Play World and Kay Park Recreation Corporation, Park Pride, Weston Solutions	

CollegeTown at West End		Harris Redevelopment, LLC Members: Integral Development, LLC and Real Estate Strategies, LLC Other: Mercy Housing (Owner-entity)	
	APS: M. Agnes Jones Elementary School	Dean Rusk YMCA Head Start Facility; Harland Boys and Girls Club; Morehouse College, Spelman College, Morehouse School of Medicine, Clark Atlanta University	
	HUD, DCA, AHA, URFA	AMTAX Holdings, Wachovia, Bank of America, GMAC, Fannie Mae, WAH CDC, FHA, SunTrust	
	HUD, ADA, City of Atlanta	Off-Site Owner/Builders: Charis Community Housing, SunTrust Mortgage, Environ Community Housing, Russell New Urban Development, Brock Built, UCDC	
	City of Atlanta: Water Feature and Dean Rusk Park		
	City of Atlanta		
Mechanicsville		McDaniel Glenn Revitalization, LLC Members: Columbia Residential, RHA/Housing Inc., SUMMECH Community Development Corp.	
	APS: Dunbar Elementary	Annie E. Casey Foundation, Sheltering Arms	
	HUD, DCA, AHA	Wachovia, Freddie Mac, Wachovia Affordable CDC, JP Morgan Chase, TransAmerica Life Ins., Iron Capital Partners, Bank of America, Fannie Mae, SunAmerica Housing Fund, Stateside Credit Investor	
	DPA Assistance: HUD, ADA, City of Atlanta, Center for Working Families	Off-Site Owner/Builders: SUMMECH CDC	
	Rosa Burney Park: City of Atlanta Parks Recreation and Cultural Affairs		
	City of Atlanta, ADA		
West Highlands		Perry Housing Redevelopment, LLC Members: Columbia Residential (Multi-family) and Brock Built Homes (Single-family)	
	HUD, DCA, AHA	Bank of America, Midland Affordable Housing, Boston Capitol, Wachovia, SunAmerica Housing Fund, Washington Mutual, Collateral Mortgage Capital	
	DPA Assistance: HUD, ADA, City of Atlanta		
	City of Atlanta, ADA, Beltline	PATH Foundation	
	City of Atlanta, ADA		
Scholars Landing		Integral Development, LLC	
	APS: M. Agnes Jones Elementary School	Morehouse School of Medicine, Spelman College, Clark Atlanta University, Atl. Univ. Ctr.	
	HUD, DCA	CW Capital, Boston Financial	

	Education		Finance		Homeownership		Parks & Recreation		Public Improvements & Streetscapes
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2. Project Based Rental Assistance as a Development Tool

During FY 2011, AHA continued its PBRA priority initiative to expand the availability of quality, affordable housing within its jurisdiction with the goals of facilitating (a) housing opportunities for families and elderly persons in healthy mixed-income communities; (b) the development of supportive services housing for disabled persons and other transitional housing; and (c) the expansion of mixed-income housing opportunities in areas of low poverty. Over the past year, AHA increased the net inventory to 4,070 multi-family units under PBRA Agreements with Owner Entities to provide housing for families, elderly and persons with special needs (see Figure 6 and Appendix D).

Figure 6: Project Based Rental Assistance (as of June 30, 2011)

Units	Elderly	Family	Special Needs	Total
PBRA Assisted Units	2,323	1,198	549	4,070
New Units added in FY 2011	226	123	68	417

Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration

In response to its commitment to the City of Atlanta, AHA continued to work with the Regional Commission on Homelessness (including the United Way of Metropolitan Atlanta) to provide housing opportunities for the homeless population. AHA utilizes PBRA in partnership with private and faith-based owners to support the development or rehabilitation of units for homeless persons and persons with mental health disabilities. As of June 30, 2011, there were 549 of these units under current PBRA agreements and another 82 units under commitment, with construction completion and occupancy scheduled in FY 2012 (see Figure 6 and Appendix D). During FY 2011, AHA issued a Request for Proposals for additional units.

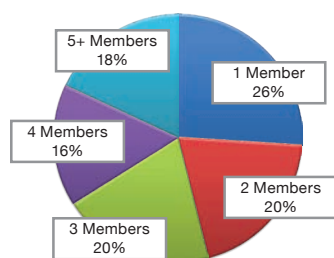
Other Priority Items Mentioned in the FY 2011 Plan

- Project Based Rental Assistance (PBRA) Inside of Mixed-Income Communities
See Appendix C – Ongoing Activities Directory and Section II – MTW Policies and Innovations
- Regional Project Based Rental Assistance
See Appendix C – Ongoing Activities Directory
- Project Based Rental Assistance (PBRA) Site-Based Administration
See Appendix C – Ongoing Activities Directory and Section II – MTW Policies and Innovations
- Public Housing Replacement Using PBRA Units
See Section 6 – Asset Management

3. Re-Engineering the Housing Choice Voucher Program

HOUSING CHOICE FAMILY SIZES

Total Households=9,907



HOUSING CHOICE UNITS BY TYPE

Total Landlords=2,700 (approx.)

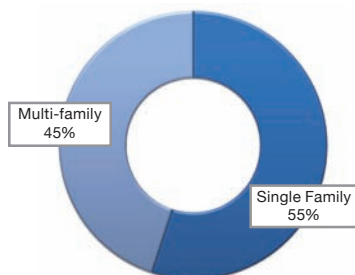


Figure 7: Profile of Housing Choice Households

Through AHA's Housing Choice Tenant-Based Voucher Program, AHA utilizes real estate business practices informed by thoughtful and strategic policies to enable families to choose quality affordable housing opportunities in more economically diverse neighborhoods that offer better amenities and opportunities throughout the City of Atlanta. As a testament to the changes that AHA made in its Housing Choice Program, nearly 90 percent of participants responding to the annual customer satisfaction survey feel that AHA provides good customer service and is easy to do business with. Property Owner/Landlord ("landlord") satisfaction also increased by 15 percent during FY 2011. Utilizing MTW flexibility, AHA continued to enhance its Housing Choice Voucher Program to meet the needs of families, while efficiently managing relationships with landlords.

Program Re-Design

During FY 2011, AHA further refined its operating policies and procedures, business processes and system requirements by focusing on three key concepts: simplify, streamline and stabilize. In conjunction with AHA's business transformation initiative, the Housing Choice Voucher Program was completely overhauled to make it more transparent, operationally efficient and aligned with private sector real estate business practices. This comprehensive effort required reviewing every process, operating policy and touch point with participants, landlords and partners. As a result, for program enhancements that require extensive changes to AHA's systems or long-term preparations, designs and business requirements were completed in FY 2011. Beneficial changes that could be made immediately were implemented in FY 2011 and are described in the rest of this section.

Portability Re-Engineering

- AHA began administering (i.e., billing the initial PHAs) rather than absorbing port vouchers for assisted families moving to AHA's jurisdiction. Additionally, AHA implemented rigorous management of portability billing and use of vouchers to ensure that participants/applicants maintain their assistance while moving from one jurisdiction to another.
- AHA further refined a standardized reconciliation process with Metropolitan Atlanta-area PHAs where AHA families with Housing Choice vouchers may choose to live. Through this process, AHA sends other PHAs a monthly statement reflecting HAP, Utility Assistance Payments (UAP) and administrative fees for vouchers being administered for AHA. Then, a three-way reconciliation between AHA records, the other PHA records and HUD's PIC system is conducted. The process has reduced billing errors and mitigates the potential for future errors because of more precise and well-informed communication between AHA and other PHAs.
- AHA implemented a process to conduct address validation on all port requests (HUD Form 52665) which ensures that vouchers are used within the proper jurisdiction. AHA is exploring how to make its address validation services available to other PHAs in order to reduce confusion for participants and potential landlords while reducing PHA efforts spent correcting jurisdictional errors after a family has already signed a lease.

II. 2011 Priorities & Accomplishments

Real Estate Centric Business Approach

By increasing its communications and dialogue through surveys and advisory groups, AHA made significant progress towards professionalizing the relationships with landlords and now applies more private sector principles in its operations. As a result of streamlining information required from landlords, AHA has decreased the cycle time of document submission to contract execution to 35 days.

- Recognizing the distinct needs of landlords that own or manage multi-family properties, AHA instituted several processes to professionalize the relationships with the landlords operating 100 multi-family properties (defined as properties consisting of 25 units or more where AHA has five or more active HAP contracts).

- o AHA Landlord Liaisons were assigned specific properties to foster closer relationships while assessing performance of the owners and management agents.

- o As a resource tool for communication and proactive issue management, AHA completed comprehensive assessments of the properties and their surrounding vicinities.

- o AHA developed rent schedules for each property which will allow faster processing times for new contracts.

- Utilizing MTW flexibility to align with standard business practices, AHA created a new contract, the Housing Choice Rental Assistance (HCRA) Agreement, which replaces the HAP contract between AHA and property owners. In addition to recognizing AHA's MTW Agreement as a governing document, key changes in the HCRA include:

- o Requires multi-family property owners to designate a management agent.

- o Requires a Housing Choice lease addendum between the owner and participant, but AHA does not review the lease.

- o Requires property owners to submit requests for contract renewals to AHA no less than 90 days prior to lease end.

- o Requires property owners to maintain a minimum amount of liability property insurance and make documents available to AHA for inspection, upon request.

QUALITY HOUSING

AHA continued its partnership with the Georgia Department of Community Affairs (DCA) by using georgiahousingsearch.org, a service that allows families to search online for available housing opportunities.



AHA and several AHA landlords supported a Landlord Fair hosted by HUD and the Veterans Affairs Supported Housing Program (VASH) to assist veterans with Housing Choice vouchers to identify available properties in the Atlanta Metropolitan area.

**HUD-VASH:
Permanent Housing
for Homeless Veterans**



- **Inspections** – During FY 2011, several enhancements to the Inspections process improved service levels and relationships with owners.

- o AHA's wireless solution for inspectors allows communication of inspection reports from the field. The state-of-the-art solution has improved customer service by allowing inspectors real-time access to schedules, inspections history and unit details. In conjunction with requiring landlords' presence during annual inspections and a simplified inspection checklist for owners, AHA experienced improved landlord relationships, while reducing the number of program moves due to failed units.

- o AHA implemented a streamlined inspections standards checklist to foster greater understanding of AHA's Enhanced Inspections Standards which incorporate local building codes and national standards. AHA also implemented an automatic 21-day re-inspection following failed initial inspections and limited landlords to two re-inspections of a unit. Since implementation in FY 2011, AHA has reduced the number of failed annual inspections by 11 percent.

- **Submarket Payment Standards** – Because each neighborhood varies widely and offers different amenities, AHA identified the need for a more granular approach that better matches rental values based on neighborhoods. In FY 2011 AHA began developing a new, expanded schedule of submarket payment standards for the Atlanta market. By expanding from seven submarkets to as many as 30, AHA will create greater opportunities for quality affordable housing for AHA participants throughout Atlanta. AHA expects to complete its work and implement in FY 2012.

- **Rent Reasonableness** – Building on an initial contract rent determination process that AHA designed and implemented in FY 2010 for new Housing Choice HAP contracts, AHA implemented a process in FY 2011 for annual contract rent determinations to run concurrently with the annual renewal process of HAP Contracts. Using internal real estate expertise and knowledge of rents in the Atlanta market, AHA's rent determinations reflect the changing market rent dynamics and realities of the residential real estate market. As AHA ramped up the annual contract rent determination process, AHA realized net savings in excess of \$600,000 during the second half of FY 2011. Projected annualized net savings for annual rent determinations are estimated to be \$2,250,000. AHA anticipates continued growth in net savings during FY 2012.

Other Priority Items

Mentioned in the FY 2011 Plan

- Policy Changes – See Section I – C – Key Agency-Wide Policies – FY 2011 – Non-Elderly Disabled Income Disregard

4. AHA-Owned Residential Communities

In line with AHA's strategic goal to support independent living for seniors and persons with disabilities, AHA devoted resources and staff to better understand the needs of its residents. AHA also collaborated with community partners to provide more on-site supportive services. AHA focused its capital investments and policy enhancements consistent with improving the quality of life for seniors "aging in place" and disabled adults living in the communities.

American Recovery and Reinvestment Act of 2009 (ARRA) Funds

When AHA was awarded \$26.5 million in ARRA funds, management recognized a rare opportunity to make significant capital improvements to AHA-Owned Residential Communities without adding debt. AHA decided to use all the funds for capital improvements and demolition. None of the funds were used for AHA corporate overhead and administration. As of June 30, 2011, 97 percent (\$25.7 million) of the monies were expended for renovations at AHA-Owned Residential Communities and demolition of four Quality of Life Initiative properties. Construction is complete at 11 of the 13 sites, and demolition work is substantially complete. Under AHA's site-based and private property management business model, Lane Company, Integral Property Management and the Habitat Company (the professional property management companies collectively known as the PMCOs) that manage AHA-Owned Residential Communities provided comprehensive construction management for the renovations. This business model enabled AHA to promptly and effectively deploy the ARRA funds.

Renovation at AHA-Owned Residential Communities – AHA's capital investments and renovations support the strategic goal of independent living and improved quality of life for seniors "aging in place" and disabled adults living in the communities. At its 13 AHA-Owned Residential Communities, AHA expended \$19.3 million for renovations including improvements and upgrades to the sites, exterior buildings, major systems, units and common areas. (See examples of renovations below.)

For the residents, the significance of these renovations far exceeds the dollar value. The new environments were designed to encourage more socialization and interaction in group settings and an active, independent lifestyle. All signs indicate that these objectives are being met. Residents are socializing in the common areas. The computer rooms are in constant use as residents use the Internet to communicate with family and friends and work on projects such as personal memoirs. The combination of physical improvements (computer rooms, exercise facilities, open common spaces) and services (computer instruction and support, aerobics classes, health education seminars) have created an environment in which seniors and persons with disabilities can thrive. (See more detail in Section 5 – Human Development.)

Another benefit of the ARRA-funded renovations is more frequent and positive interaction with the surrounding neighborhood community. These stakeholders – community leaders, neighbors, business owners – recognize the investment AHA has made in providing quality affordable housing in mixed-income environments.

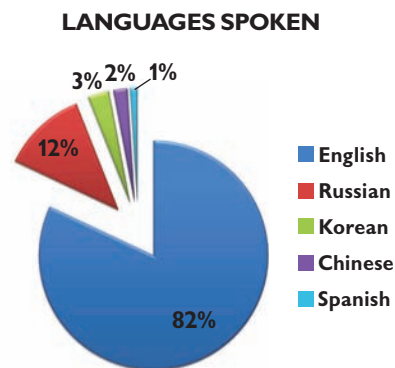
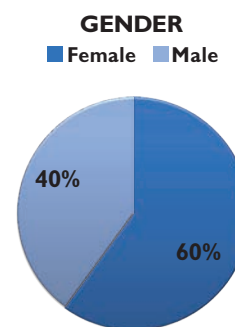
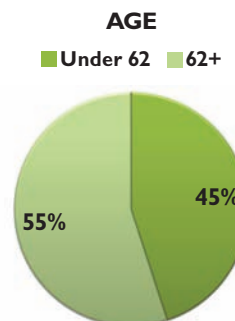


Figure 8: Profile of Residents in AHA-Owned Residential Communities
Sources: Internal, Limited English Proficiency Survey



NEW BEGINNINGS

At the ribbon-cutting ceremonies, residents proudly welcomed guests to their “new home” and demonstrated the use of the computers in the Internet café, no-cost washers and dryers, meeting/craft rooms and exercise facilities



POSSE (Positive Opportunities Serving Seniors Everywhere), an active group of former public housing residents, pushed the button which demolished the Roosevelt Highrise. The early morning event attracted hundreds of people – including college students from neighboring Georgia Tech as well as Centennial Place Elementary School students who had completed science projects about implosions prior to the event.



Demolition of Quality of Life Initiative Phase II Communities – As of June 30, 2011, AHA had spent \$6.4 million of the \$6.6 million ARRA demolition budget. See Figure 4 for demolition schedule.

Energy Management Initiative

AHA dedicated resources to developing energy conservation and sustainability practices that enhance AHA’s business model in support of healthy living environments. This past year, AHA worked closely with the PMCOs and Johnson Controls, Inc. (JCI) to develop an energy performance contract (EPC) which will allow AHA to make needed energy-related upgrades in major systems at the AHA-Owned Residential Communities. AHA and JCI completed the energy audit, consumption modeling and design necessary to identify the energy conservation measures that will support the financing. AHA plans to complete the financing, allowing JCI to begin installation of the improvements in FY 2012.

AHA also used ARRA funds for energy-conservation renovations at the AHA-Owned Residential Communities. The PMCOs and their design firms used published industry and Environmental Protection Agency standards for improvements, including energy-efficient building components and lighting; improved HVAC and plumbing systems; high efficiency EnergyStar washers and dryers; and upgraded WaterSense kitchen and bathroom fixtures.

Enhanced Accessibility Initiative

In FY 2011, AHA completed its Voluntary Compliance Agreement (VCA) with HUD which allowed four years (from 3/15/07 through 3/14/11) for AHA and its various partners to implement policies and programs and to retrofit and modify certain units and common areas in order to meet the requirements of Section 504/Uniform Federal Accessibility Standards (UFAS). With the final units completed in FY 2011, AHA surpassed the VCA requirement that five percent of public housing assisted rental units are accessible. AHA and its development partners made the appropriate adjustments and retro-fits to complete 192 units. Additionally, public and common areas in the 13 AHA-Owned Residential Communities and 14 AHA-Sponsored Mixed-Income rental communities were made accessible under applicable standards and guidelines including UFAS and the Americans with Disabilities Act (ADA). Further enhancements to AHA’s accessibility policies and programs have been operationalized.

II. 2011 Priorities & Accomplishments

“Aging Well” Features of AHA-Owned Residential Communities Post-ARRA Renovations



More opportunities for socialization



More connections to the outdoors



More opportunities for socialization



Less institutional look & feel



Improved accessibility



Crossing the digital divide

5. Human Development

WORK PROGRAM COMPLIANCE

All AHA Programs

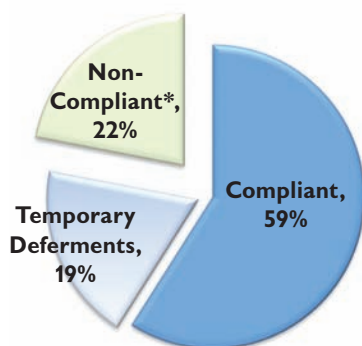
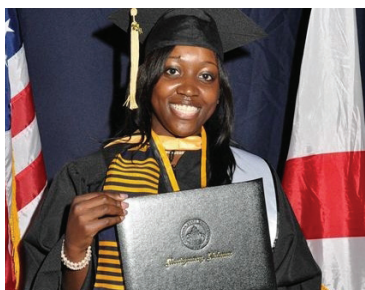


Figure 9: Non-compliant households are in some stage of the termination process, either just proposed or awaiting an informal review.



ACSA GRADUATION

Ta'Ebony Bradford, 22 year-old Housing Choice participant, went to Alabama State University on a full academic scholarship and is the first on both sides of her family to graduate from college. "ACSA gave me the help I needed. I graduated from college with almost no debt."

As AHA has completed its obligations, has expended all of its HOPE VI funds and is closing out its remaining HOPE VI revitalization grants, AHA continued to use its funds to support distinct needs of four populations: working families and individuals, children and youth, seniors, and persons with disabilities. Additional funds and grant opportunities were pursued this year, and AHA plans to seek more funding opportunities to continue its work with families.

Work/Program Requirement

Though the current economic recession made it difficult for families to obtain and maintain employment, 78 percent of families across all programs were compliant with AHA's work/program requirement (69 percent of Housing Choice families). The compliance rate reflects the effects of a tough economy. However, AHA requires that all targeted adults are "moving to work" by enrolling in job training or educational programs. As many as 38 percent of families received approved temporary deferments as they worked toward completing their education or a job training program.

AHA expended MTW funds for on-staff Client Service Counselors who assist families with ways to become compliant, even during tough economic times. Families were referred to AHA partners such as Atlanta Workforce Development Agency, which provided training for 1,510 participants in FY 2011. For those who completed the job readiness programs, 91 percent are now employed.

Good Neighbor Program II

Developed and operated in association with Georgia State University's Alonzo A. Crim Center for Urban Education Excellence, the Good Neighbor Program (GNP) was designed to provide guidance to AHA-assisted families on living in a mainstream, mixed-income environment. In FY 2011, AHA introduced a new curriculum to 3,071 participants, with a 91 percent completion rate.

Atlanta Community Scholars Awards (ACSA)

In FY 2011, AHA awarded \$46,500 (2010/2011 academic year) and \$51,750 (2011/2012 academic year) in scholarships to 24 deserving AHA-assisted youth for post-secondary education. The United Negro College Fund continued to partner with AHA to provide fiscal oversight for grants, gifts received and disbursements. The scholarships were underwritten by AHA employees, who contributed over half of this year's awards, and other community benefactors.

II. 2011 Priorities & Accomplishments

Service Provider Network (SPN) and Connections to the SPN

AHA established the Service Provider Network (SPN) as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. In FY 2011, over 3,500 referrals were made to the SPN comprised of 61 service providers. See Partners on opposite page.

Rapid Response Team and Foreclosures

Established in FY 2008, the Rapid Response Team assists Housing Choice participants affected by foreclosures and other emergency situations. Despite the continuing recession and increase in foreclosures, the Federal Protecting Tenants at Foreclosure Act of 2009 allowed AHA to minimize "emergency" moves due to foreclosure. Working with the third-party firm Equity Depot, AHA proactively monitored foreclosure notices. If a property occupied by an AHA-assisted family appeared in the notices, AHA initiated a program move. Better communication with landlords and better coordination between AHA departments have led to fewer urgent moves.

Aging Well Initiative

Over the past few years, AHA has connected various aspects of its work to develop its Aging Well strategy. In December, 2010, working with Leading Age, AHA completed a needs assessment to determine space needs and services needed by seniors to be more successful and independent. Using the "Seven Dimensions of Wellness" model created by the International Council on Active Aging (see Figure 10), AHA has focused on helping residents to lead independent lives and remain independent in their homes as long as possible. Already, residents at AHA-Owned Residential Communities have emerged from their apartments more often to socialize. They have learned new skills on computers, and they have taken more control of their health. AHA will continue to monitor the overall effectiveness of its approach over time.

Place-Based Supportive Services Strategy AHA completed the sixth quarter of the Naturally Occurring Retirement Community (NORC) pilot, a national "aging in place" program model. Working with its service provider partners, AHA helped over 400 residents access services such as food stamps, Medicare, Medicaid, as well as nutrition education and access to fresh fruits and vegetables through a local Farmer's Market project. Initially funded by a Resident Opportunities and Self-Sufficiency (ROSS) Linkage grant, AHA will build on the learnings and expand these services to all seniors through its Aging Well Initiative.



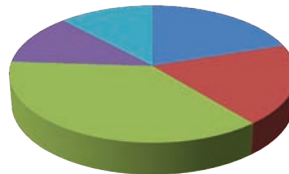
Figure 10: Because of the success of the Connected Living pilot at Cosby Spear Highrise, AHA committed MTW funds to expand this service to all the AHA-Owned Residential Communities. Residents believe that Connected Living's Resident Ambassadors' enthusiasm has increased the visibility and popularity of the program.

Public and Private Sector Partners Providing Human Development Services

Empowering Families

Achor Center
AGL Resources
Atlanta Community Food Bank
Atlanta Habitat for Humanity
Boys & Girls Club of Metro Atlanta
The Center for Working Families
City of Atlanta Watershed Management
Families First
Fulton County Human Services Department
Fulton County Department of Family and Children Services (DFCS)
Gate City Day Nursery Association
Georgia Family Council
Georgia Power Company
Georgia Public Service Commission
Georgia State University
Alonzo A. Crim Center for Urban Educational Excellence
Heating Energy Assistance Team, Inc. (H.E.A.T.)
Integral Youth and Family Project (IYFP)
MARTA
Project Healthy Grandparents
Quality Care for Children
Safe Families for Children
SCANA Energy
United Way of Metropolitan Atlanta
Metro Atlanta YMCA

Service & Human Development Partners



■ Aging Well
■ Education
■ Family
■ Healthcare
■ Employment

AHA partners with a variety of organizations to provide services and counseling needed by families, seniors and disabled residents.

Enhancing Life Seniors & Disabled

Alzheimer's Association, Georgia Chapter
American Association of Retired Persons (AARP)
American Society on Aging (ASA)
Atlanta Regional Commission (ARC)
Area Agency on Aging
Bobby Dodd Institute
Connected Living
DisAbility Link
Dynamic Productions / Stepp Stewart
Emory Fuqua Center for Late Life Depression
Fulton County Human Services – Division of Aging Services
Georgia Department of Human Resources - Adult Protective Services, Aging Division, Children with Special Needs
International Council on Active Aging
Hands On Atlanta
Jewish Family and Career Services
Jewish Federation of Greater Atlanta
Leading Age
Meals on Wheels Atlanta
Project Interconnections, Inc.
Quality Living Services (QLS)
Senior Connections
UniHealth Source

Fostering Growth & Learning

Atlanta Metropolitan College
Atlanta Public Schools
Atlanta Technical College
Atlanta-Fulton Public Library System
CHRIS Kids, Inc.
Georgia Department of Early Care and Learning - Bright from the Start
Georgia State University - Center for Study of Adult Literacy, Educational Opportunity Center
Literacy Action, Inc.
Literacy Volunteers of Atlanta
Sheltering Arms Early Education & Family Centers
YMCA Early Childhood Development Company, LLC - Head Start

Connecting to Employment

Atlanta Workforce Development Agency (AWDA)
Atlanta Job Corps
Catholic Charities of the Archdiocese of Atlanta
Fulton-Atlanta Community Action Authority (FACAA)
Georgia Department of Labor
Goodwill of North Georgia
Urban League of Greater Atlanta, Inc.

Promoting Healthy Lifestyles

Children's Healthcare of Atlanta - Hughes Spalding Hospital
Emory University - Nell Hodgson Woodruff School of Nursing
Georgia Crisis & Access Line Behavioral Health Link
Grady Health System - Geriatrics Department
H.O.P.E. Through Divine Intervention, Inc.
Kaiser Permanente
Morehouse School of Medicine (MSM) - Prevention Research Center
Piedmont Hospital
Project Open Hand
Visiting Nurse Health System

Independent Studies of AHA's Atlanta Model

The studies consistently demonstrate that the Atlanta Model is working and has improved the quality of life for low-income families in the City of Atlanta.

Independent Studies of AHA's Atlanta Model

AHA has engaged with multiple third-party, academic researchers in evaluating the effectiveness of the Atlanta Model in deconcentrating poverty to create better outcomes and self-sufficiency for families and seniors. Many of the studies test AHA's progress on the guiding principles as stated in its Business Plan: to end the practice of concentrating the poor in distressed, isolated neighborhoods by creating and facilitating the development of healthy mixed-use, mixed-income communities that assist families in achieving self-sufficiency and educational advancement.

The studies consistently demonstrate that the Atlanta Model is working and has improved the quality of life for low-income families in the City of Atlanta.

- Families are generally better-off due to relocation from environments of concentrated poverty.
- AHA policy changes have enabled families to improve their quality of life.
- Each time a family moves, they make better choices.
- The City of Atlanta has seen a boost in the gross domestic product of \$1.67 billion and 1,320 jobs from household spending, sales tax revenues and construction investment since the inception of AHA's Strategic Revitalization Program.

For more information about these studies, visit www.atlantahousing.org.

Monitoring and Evaluating the Atlanta Housing Authority's MTW Program: Comprehensive Final Report covering 2004, 2007 and 2010

EuQuant, Inc.

In 2004, AHA engaged EuQuant, Inc. (formerly known as Boston Research Group) lead by Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology, to provide independent third-party validation of AHA's reported outcomes achieved using the relief authorized under its MTW Agreement. By engaging EuQuant, AHA provides HUD and Congress with meaningful objective evidence and empirical analysis that will assist them in assessing the effectiveness and impact of the Moving to Work Demonstration Program.

EuQuant has published three reports: in 2006 (using baseline date from 2004), 2008 and the final comprehensive report in 2010. Researchers examined every household and household member who received housing assistance between June 30, 2004 and June 30, 2010.

Research Findings:

EuQuant's study illustrates that AHA's policies and real estate approach of mixed-income, lower poverty environments positively benefit families. In other words, **to achieve improved family outcomes, environment matters.**

- Families that have relocated as part of the Quality of Life initiative have moved from neighborhoods (census tracts) where the average poverty rate was 56 percent to neighborhoods where the average poverty rate is 29 percent.

- Families' access to affordable housing opportunities in healthy mixed-income communities appreciably increased due to AHA's policies.
- Access to higher quality schools has enhanced school performance.
- Annual income from families relocating from public housing to mixed-income environments has increased from \$10,736 to \$14,710 and substantially increased the economic self-sufficiency of families.
- The number of households with adults working full-time has increased from 16 percent in FY 2003 to 56 percent in FY 2010.
- Families' access to affordable housing opportunities in healthy mixed-income communities appreciably increased due to AHA's policies.
- Access to higher quality schools has enhanced school performance.
- Annual income from families relocating from public housing to mixed-income environments has increased from \$10,736 to \$14,710 and substantially increased the economic self-sufficiency of families.

Comprehensive Evaluation of HOPE VI Grady Homes

Georgia Tech Research Corporation

This study examines the impact of the Grady Homes Revitalization Master Plan, which involved the demolition and revitalization of Grady Homes and University Homes (both public housing family developments), and Antoine Graves and Antoine Graves Annex (public housing senior developments).

Research Findings:

The findings provide significant justification that AHA's HOPE VI Revitalization strategy and supportive human development activities combined with policies requiring work have proven effective.

- After demolition of public housing projects 86.3 percent of families moved to neighborhoods significantly lower in poverty and had better housing options.
- AHA's work compliance policy increased household income by 28 percent (from \$7,080 in 2004 to \$9,186 in 2010) while the Atlanta Area Median Income increased by only 13.1 percent. The opportunity to live in a mixed-income development or to use a Housing Choice voucher was the single greatest factor in improving employment outcomes and overall self-sufficiency for former residents on Grady Homes.
- The risk of families losing housing assistance was greater when they lived in public housing rather than in mixed-income communities.

Evaluation of the McDaniel Glenn HOPE VI Revitalization

Emory University

Located in Atlanta's Mechanicsville neighborhood, the McDaniel Glenn revitalization is noteworthy because of the unique partnerships between AHA, the Annie E. Casey Foundation's Atlanta Civic Site, Enterprise Community Partners, community-based organizations, and other city agencies e.g., Atlanta Public Schools.

The study measures the effects of the revitalization on former residents of McDaniel Glenn, residents' satisfaction and perspective of neighborhood change, student composition and achievement at local schools, and crime in surrounding neighborhoods.

Research Findings:

The findings provide significant justification that AHA's HOPE VI revitalization strategy and supportive activities proved effective in various areas.

- More than half (54%) of the former McDaniel Glenn residents reported being "very satisfied" with the overall relocation experience. The residents remain satisfied with their new residences, neighborhoods, and the schools available to children.
- Post relocation trends show promising and persistent reductions in violent crime.
- Two-thirds (67%) of the neighborhood respondents reported that "the area around McDaniel Glenn is nicer since the revitalization." Half the respondents agreed that the area around McDaniel Glenn is safer now that "the housing project is gone."

II. 2011 Priorities & Accomplishments

The Economic Impact on the City of Atlanta of AHA's Mixed Income Communities Revitalization Program, Phase 1: Residential Household Spending and Construction Impacts

Georgia State University

This two-phase study focuses on the economic impacts of AHA's relocation strategy upon neighborhoods around each of the 16 newly revitalized communities and the City of Atlanta as of 2009-2010. Phase 2 of the study is in progress.

Phase 1 Research Findings:

The Atlanta economy has seen a boost in the gross domestic product of \$1.67 billion, composed of aggregate household spending (\$166 million across all 16 communities) and construction investment (\$1.51 billion) since the inception of the revitalization program. Included in these numbers are:

- **The City of Atlanta has benefited from increased sales tax revenues of \$4.73 million linked to new households relocating to the City and an additional \$9.98 million from the construction activity.**
- Household relocation into the City of Atlanta and construction activity related to the sixteen communities generated the equivalent of **1,320 jobs** (if measured over 12 years).

An Interdisciplinary Study of HOPE VI Relocations & Bio-behavioral Risks for HIV

Emory University – Rollins School of Public Health

Study in Progress - The primary aims of this National Institutes of Health-funded study are to document pre-/post-relocation changes in the characteristics of the neighborhoods where HOPE VI relocates live, and how these changes in neighborhoods, social networks, and support systems relate to changes in specific health outcomes over time such as Sexually Transmitted Infections (STIs) including HIV, alcohol and drug use patterns, and healthcare utilization.

Preliminary Findings:

- The relocation of residents has not been found to have a negative effect or impact on their health.
- Former public housing residents who moved to less impoverished areas or neighborhoods report a reduction in alcohol and drug dependence.
- Incidence of STIs was higher before public housing relocations occurred.

Public Housing Relocation in Atlanta: Examining the Spatial Distribution of Destination Neighborhoods

Georgia State University

Study in Progress - The study focuses on the outcomes of former public housing residents that relocated to the private rental market with Housing Choice vouchers, as well as those who relocated to rental communities with project based rental assistance. This research expands upon previous research by examining destination neighborhood quality

compared to public housing, as well as measuring residents' perceptions of their communities.

Assessing the Impact of Public Housing Transformation on Crime Patterns in Atlanta

Emory University

Study in Progress - This study focuses on the impact of public housing transformation on crime patterns in Atlanta. Researchers will compare the Atlanta experience to Chicago. Together with the Chicago research, this study will provide the first in-depth analysis on the important policy question of **how public housing transformation affects receiving communities**. What are the effects of public housing transformation on urban neighborhoods in Atlanta and Chicago? Is there an association between the relocation of public housing families to urban neighborhoods and crime patterns?

6. Asset Management

AHA employs a private sector portfolio management approach to manage its ongoing business relationships and public/private partnerships created for AHA-Sponsored Mixed-Income Communities and for mixed-income developments under AHA's PBRA program. In FY 2011, as part of the Business Transformation initiative, AHA critically reviewed current processes to bring them in line with private sector business practices. Business requirements were developed to automate the exchange of data with partners and provide real-time reporting capabilities.

Private Sector Innovation

As an extension of its MTW regulatory and statutory relief, AHA encouraged Owner Entities to propose operating policies and procedures that create operating efficiencies in their communities. As an example in this past fiscal year, owners of the Villages of Carver implemented a new minimum rent structure and utility allowance approach tied to bedroom size. This localized approach more closely aligns residents' rent with the market value of their unit and helps owners manage expenses.

Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities

During FY 2008, using its MTW flexibility, AHA developed a strategy to convert public housing operating subsidy under Section 9 of the 1937 Housing Act at AHA-Sponsored mixed-finance, mixed-income rental communities to long-term renewable Project Based Rental Assistance under a demonstration program for the conversion. While the demonstration program was under development, AHA revisited its method of determining the level of operating subsidy AHA provides to support these communities and determined that the methodology fails to yield sufficient operating subsidies to ensure the long-term sustainability of these communities. During FY 2011, AHA continued to refine this strategy in consultation with HUD. During FY 2012, AHA will continue its discussion with HUD to finalize the program structure, receive HUD approval and implement a demonstration program.

Public Housing Replacement Using PBRA Units

AHA explored innovative strategies for converting the Section 9 subsidy to long-term PBRA at the 13 AHA-Owned Residential Communities. Because ARRA stimulus funds combined with the formula capital funding created a new opportunity to make necessary capital upgrades to the properties, AHA decided to delay conversion of the current Section 9 subsidy arrangement. Additionally, AHA's new Energy Performance Contract will fund further capital improvements. Using sound fiscal management of funding streams, AHA has improved the quality of life for residents, though conversion strategies may be considered in future phases.

Other Priority Items

Mentioned in the FY 2011 Plan

- Project Based Rental Assistance (PBRA) Site-Based Administration – Appendix C – Ongoing Activities Directory
- Streamlining Property-Level Operations – See Appendix C – Ongoing Activities Directory
- Rent Reasonableness Determinations – See Section 3 – Re-engineering Housing Choice
- AHA Sub-Market Payment Standards Methodology – See Section 3 – Re-engineering Housing Choice
- Regional Project Based Rental Assistance – See Appendix C – Ongoing Activities Directory

Fee-Based Contract Administration

During FY 2011, as part of its business relationship with Georgia HAP Administrators, Inc., dba National Housing Compliance (NHC), AHA continued to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. NHC is a Performance Based Contract Administrator (PBCA) that is under contract with HUD to perform PBCA services for FHA-insured, project-based Section 8 developments in Georgia and Illinois. As a NHC subcontractor, AHA earned unrestricted revenue in excess of operating expenses for this business arrangement amounting to approximately \$1,000,000. MTW Funds or other AHA restricted funds were not expended to back this self-supporting operation. Additionally, NHC participated in HUD's national competitive bidding process, which having not been determined in FY 2011, was extended into FY 2012.

7. Business Transformation Initiative

As AHA, its development partners, and other stakeholders have implemented the Atlanta Model, AHA's composition and mix of assets, business relationships and contractual relationships have changed dramatically. Funds at the Federal, State and local levels were available to support operations. Foundations could afford to be generous to their causes. However, since the Great Recession, the new normal is a world of tighter budgets, more scrutiny of entitlement programs, yet even greater needs of low-income families.

With the goal of mainstreaming families, AHA tore down the dilapidated, isolated public housing and relocated families. Next, the real estate was mainstreamed when AHA worked with private sector developers and others to create mixed-income, mixed-use communities on the sites of the old public housing. Because AHA has completely transformed its delivery of affordable housing resources, during fiscal year 2010, AHA senior management determined that the time had come to mainstream the enterprise. This need has become more imperative in light of the challenges in the new post-recession economy. In order to assist with its business transformation, AHA hired a world-class consulting team—the Boston Consulting Group and Apgar and Associates—to help position it to operate in this new environment.

As a consequence, AHA began an initiative to align its organizational structure, systems, business processes, personnel, operations and data with this new world order. Taking advantage of a down cycle in the real estate market over the last year, AHA engaged in an internal business transformation process with assistance from the Boston Consulting Group. Central to this initiative was a business process review in which AHA took a hard look at processes, operating policies and procedures. During this comprehensive assessment, AHA's staff was given the challenge to eliminate all non-value-added processes, then develop ways to simplify and streamline processes for greater effectiveness. Essentially, if a process, a form, or an operating policy did not add value, then AHA would eliminate it or improve it.

In FY 2012, AHA will galvanize the organization around implementation of these business transformation improvements while continuing the mission.

• **Roll-out of an Integrated Enterprise Resource Planning (iERP) solution** – After a thorough competitive bidding process, AHA chose Yardi Systems, Inc. to provide an ERP technology solution which incorporates best practices in real estate and housing authority management. The iERP technology will enable AHA to operate as one enterprise, with all data and transaction records in a data warehouse. The streamlined processes identified in the business process review will be automated and integrated across departments and with AHA's private sector partners. The iERP will become the single source of business intelligence for reports both internally and for sharing with regulators and other stakeholders. As a benefit of centralization, AHA will improve its management and standardization of information security and record retention protocols.

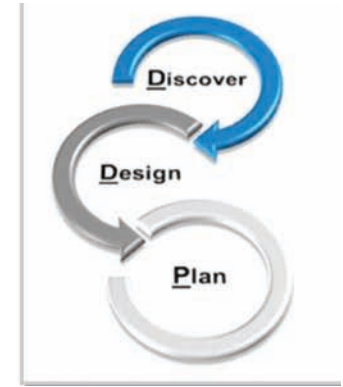


Figure II: Discovery, Design, and Planning (DDP) allowed the agency to design the “AHA of the future” in an integrated manner – there were 15 inter-departmental teams

1. Discovery – AHA team members from all departments discovered in detail the capabilities of the software and tools selected. In turn, Yardi and the other consultants learned about AHA's business.

2. Design – AHA, working with Yardi and other consultants, designed at a high level how AHA will do business in the future. The team designed new business policies, new roles, new organization structures, and how AHA will use the new application software and tools.

3. Planning – Each team developed project plans for detailed designs and implementation which began in FY 2012.



BUSINESS PROCESS REDESIGN AND EMPLOYEE INVOLVEMENT

Over 75 percent of AHA staff were directly involved in the Business Process Review and related activities. Fifteen interdepartmental teams worked together to identify ways to increase efficiencies while improving customer and employee experience.

• **Evolving Finance** – Continued economic viability is a critical component to AHA's success. To be good stewards, AHA needs real-time visibility into the flow of funds, better insight into the costs of its business processes, and enhanced accounting and forecasting capability. As part of iERP, AHA will incorporate project-based accounting, business intelligence and enhanced reporting capabilities, accessing a data warehouse housing “one version of the truth.” Additionally, AHA will implement best practice solutions for budgeting, forecasting and modeling while aligning specialized roles with the needs of the business.

• **Change Management and People Strategies** – From the strategy comes the structure which reveals the skills and capabilities needed to implement the strategy. True business transformation will require a change of the hearts and minds of all of AHA's employees. During FY 2011, AHA leaders dedicated countless hours to ensure that every employee felt part of making the changes necessary for the future. AHA leaders started with a vision statement that “AHA will become **a great place to work, where employees feel valued, can grow, develop and add value to AHA's success.**” This statement led to developing a competency model to identify the skills and capabilities needed for the future. Next, leaders introduced a new performance management system based on accountability for meeting goals and linked to a compensation plan that rewards performance and behaviors. At every step, employees and managers have embraced an intensive training curriculum. Clarifying expectations, maintaining consistency, and holding people accountable – these will be keys to AHA's success in transforming the business in the coming years.

As a result of the Business Transformation Initiative, AHA expects increased efficiencies and thus lower costs; better customer service due to the real-time availability of information; and more efficient interaction with partners' systems and processes. By lowering the cost and improving customer service, AHA can be a better steward of all its resources – time, talent *and* treasure.

MTW Innovations & Policies

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

Atlanta Housing Authority MTW Innovations

Use of MTW Funds

- **MTW Single Fund** combines the low-income operating subsidy, capital funds and Housing Choice Voucher funds into a single, authority-wide fund used for MTW Eligible activities as defined in AHA's MTW Agreement and the FY 2010 MTW Annual Plan. Among other things, these funds are used to expand quality, affordable housing in healthy mixed-income communities, support self-sufficiency programs for public housing and Housing Choice-assisted households and improve enterprise-wide operations (financial and other).
- **Gap Financing** supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80% of Area Median Income) to include tax credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects.
- **Use of MTW Funds in Affordable Residential Properties with Private Owners** enables investment in residential properties owned by private entities to facilitate the creation of mixed-income communities and support the development or rehabilitation of affordable housing units for low-income families. Use of MTW Funds leverages public/private investment to expand quality affordable housing.

MTW Agreement Provision:

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

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

Atlanta Housing Authority MTW Innovations

Housing Choice Voucher Program

- **30% of Adjusted Income** ensures that all Housing Choice Voucher Program (HCVP) participants' total tenant payments are limited to 30 percent of adjusted income. This innovation ensures continued affordability of the HCVP and uniformity of tenant payments regardless of the source of AHA subsidy.
- **Atlanta Submarket Payment Standards** were created using a market study conducted by a private third-party real estate firm. These payment standards are used instead of HUD Fair Market Rents. Using rents comparable to those in the submarkets does not skew the rents paid in the submarket. This innovation has eliminated many financial barriers families often encounter during a housing search and gives families additional financial leverage in leasing quality affordable housing.
- **Rent Reasonableness Determinations** developed by AHA's Asset Management group use independent market analysis to establish the market equivalent rent for each residential unit in AHA's HCVP. The value of this program results in consistent rent determination outcomes and stabilized Housing Choice contract rents in line with the Atlanta rental market and available subsidy resources.
- **Leasing Incentive Fee (LIF)** was established 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 secure quality housing in the private market.
- **Enhanced Inspection Standards** establishes interim and annual inspection "checkpoints" for improving accountability and enforcing the landlords' and participants' responsibility in property upkeep and re-evaluating neighborhood quality. This process develops a positive image and greater acceptance of the HCVP in communities.
- **Homeownership Policies:** (a) Section 8 Voucher for Homeownership allows qualified participants in the HCVP to use their voucher for mortgage payment assistance and facilitates upward movement from renting to homeownership. (b) Housing Choice Voucher Homeownership Policy established AHA's own procedures and requirements for eligible families to participate in the Housing Choice Homeownership or Homeownership Self-Sufficiency Program. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership. (c) Comprehensive Homeownership is being established at AHA using its own policies, procedures, eligibility and participation requirements, including changes to the HUD Family Self-Sufficiency Program requirements. This new program approach and design will support and sustain a more successful homeownership program at AHA.
- **Project Based Rental Assistance (PBRA) Site-Based Administration** moves from the public housing authority-managed model under the traditional Housing Choice Project Based Voucher Program and operates as a distinct and separate program from the HCVP. It allows AHA to enter into long-term PBRA Agreements with Owner Entities of quality multi-family rental developments including developments for the elderly and persons with disabilities. The Owner Entities' professional management companies have the full responsibility of administering all aspects of PBRA eligibility, admissions and occupancy at the property level. This process has made the PBRA program attractive to private sector real estate professionals by allowing them to manage and mitigate their market risks associated with owning and implementing the program.

MTW Agreement Provision:

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

Atlanta Housing Authority MTW Innovations

Local Reform of Housing Policies

- **Work/Program Requirement Policy** states that as a condition of receiving the housing subsidy, (a) one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members must also maintain employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as a condition of the household's eligibility to receive subsidy assistance. This policy standard establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency.
- **\$125 Minimum Rent Policy** raises standards of responsibility for AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent. This policy does not apply to households where all members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plans. These exempted households are still responsible for paying rent based upon 30 percent of their monthly adjusted income for rent and utilities, or a public housing assisted resident may elect to pay the Affordable Fixed Rent.
- **Elderly Income Disregard Policy** allows an elderly person to work without being penalized or having to calculate the employment income when determining rental assistance. The disregard applies only when the elderly person's sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plan income. This policy is applicable to all AHA housing assistance programs. This innovation encourages "aging well" and self-sufficiency.
- **Non-Elderly Disabled Income Disregard Policy** allows a non-elderly person with a disability, as defined by AHA, whose sole source of income is Social Security, SSI, and/or other fixed annuity pension and retirement plan income to work without being penalized or having to calculate the employment income when determining rental assistance. The policy is applicable to all AHA housing assistance programs and encourages self-sufficiency.
- **4-to-1 Elderly Admissions Preference Policy** has resulted in a more optimal mix of less than 20 percent non-elderly, disabled adults in each community and fewer complaints. Elderly residents report feeling safer and more satisfied. AHA is improving the quality of life of elderly (62 years and older), almost elderly (55 to 61 years) and young disabled adults by creating a population mix that is more conducive to shared living space in the high-rise buildings. AHA has addressed sociological and generational lifestyle differences by admitting four elderly persons from the waiting list to each non-elderly, disabled adult admitted. The 80/20 population mix is supported by academic research and independent studies.
- **Rent Simplification Policy** determines adjusted annual income by developing AHA's Standard Deductions that replace HUD's Standard Deductions. All AHA-assisted families benefit from AHA's Standard Deductions as they are more generous and equitable and eliminate the need to consider other deductions. This policy also makes provisions for catastrophic hardships. The intent of this policy is to reduce errors and the administrative burden, inefficiency and costs associated with the verification of unreimbursed medical and childcare expenses while reducing the potential for fraud.

MTW Agreement Provision:

Attachment D, Section I.O: General Conditions

Atlanta Housing Authority MTW Innovations

Expanding Housing Opportunities

- **Strategic Revitalization Program** further facilitates AHA's development and rehabilitation activities with private sector development partners and leverages public/private resources. AHA adopts its own policies and procedures to determine and control major development decisions, such as replacing HUD's Total Development Cost (TDC) limits. This streamlined and simplified process allows AHA to be more nimble and responsive in a dynamic real estate market in the creation or rehabilitation of mixed-income communities.
- **Development of Alternative & Supportive Housing Resources** uses AHA's Single Fund to support the development of or facilitate through private sector developers, service-enriched housing for the elderly and persons with disabilities. While reversing the lack of affordable, supportive housing, AHA allows the elderly and disabled to age in place in quality environments.
- **Quality of Life Initiative (QLI)** was AHA's strategy to facilitate the relocation of AHA-assisted families from 12 large, distressed, obsolete and socially dysfunctional public housing developments to better quality housing in lower poverty neighborhoods with better amenities.
- **Project Based Rental Assistance as a Development Tool** is AHA's financial incentive and financing tool that provides a renewable rental subsidy to private sector developers and Owners to commit a percentage of units as affordable in quality multi-family developments. PBRA also enhances developers and Owners' competitive applications for the State's Low-Income Housing Tax Credits Program, earning additional points for the provision of affordable rental housing. PBRA enables AHA to leverage private sector development throughout the City of Atlanta and leverage federal funds with other public and private investment to expand affordable housing resources.
- **Housing Choice Voucher Program (HCVP) Reforms** continue the transformation of AHA's HCVP into a world class operation that identifies quality affordable housing opportunities in healthy neighborhoods and streamlines its internal business processes, systems, operations and service delivery practices to reduce the financial and administrative burden of managing the program. These reforms facilitate the development of greater acceptance of the HCVP in Atlanta communities and neighborhoods while creating incentives for families to achieve and maintain economic independence, improve their quality of life and self-sufficiency.

MTW Agreement Provision:

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

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

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

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

Atlanta Housing Authority MTW Innovations

Self-Sufficiency

- **Work/Program Requirement** states that as a condition of receiving the housing subsidy, (a) one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members must also maintain employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as a condition of the household's eligibility to receive subsidy assistance. This policy standard establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency.
- **Human Development and Support Services** are provided by social service professionals through individualized coaching and counseling to (a) families impacted by AHA revitalizations and QLI relocation activities, and (b) to families who are non-compliant with the Work/Program Requirement and other obligations. By using MTW and HOPE VI funds to finance these vital services, AHA minimizes and/or removes a variety of generational barriers to self-sufficiency; giving the families more support to achieve success.
- **Good Neighbor Program** is an instructional program established by AHA and Georgia State University. The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AHA leverages MTW Funds with Georgia State University resources to support the implementation of this program.
- **Service Provider Network** is a group of social service agencies formed by AHA to support family and individual self-sufficiency. Leveraging MTW Funds with resources from these established organizations, AHA has provided various opportunities ranging from employment, job training, GED programming, post - secondary education, dental, physical and mental health referrals, and other connections supporting family success.
- **Rapid Response Team** proactively responds to issues experienced by Housing Choice participants adversely impacted by private property owner foreclosures or other emergencies, natural disasters or property abatement. AHA has provided a continuum of support leading to the resettlement of impacted families into new living environments while creating operational efficiencies including the establishment of processes, procedures and protocols that improve response times in handling these time-sensitive moves.
- **Place-Based Supportive Services Strategy Pilot** was created in collaboration with the Atlanta Regional Commission and other partners to leverage grant funds, MTW Funds and other resources. Using the Naturally Occurring Retirement Community (NORC) model, the goal of the pilot is to create a service-enriched living environment for seniors and persons with disabilities to age in place at three AHA-Owned Residential Communities (Marian Road Highrise, Piedmont Road Highrise, and Cheshire Bridge Road Highrise). Based on the best practices derived from the pilot, AHA will use the NORC model in other senior high-rise communities.

MTW Agreement Provision:

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

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

Atlanta Housing Authority MTW Innovations

Corporate Support

- **Maximizing the Power of Technology** will commence in FY 2011 to link AHA's information technology, financial, procurement, data and business operations into a fully integrated technology system by implementing enterprise resource planning real estate software. As AHA's business model evolves, this integrated enterprise solution will further drive increased productivity and assure continuity of support for the enterprise's day-to-day operations, business process automation, automated third-party data-exchange, document management, and integrated business intelligence ability.
- **Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities** refers to AHA exploration strategies for reformulating the subsidy arrangement for AHA-Sponsored mixed-finance, mixed-income, communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness.
- **Innovative Subsidy Strategies** sustain viability of AHA-Owned Residential Communities by substituting the Section 9 operating subsidy for renewable Project Based Rental Assistance. Similar to the investment strategy above, AHA will be able to design and implement a financing strategy leveraging private resources to continue improving the physical structures and quality of the environment.
- **Local Asset Management Program** replaces HUD's asset management requirements by defining AHA's comprehensive program design, including project-based property management, budgeting, accounting and financial management of AHA-Owned Residential Communities and public housing assisted units in mixed-income communities, and the other aspects of its business operations, based on AHA's Business Plan.

MTW Agreement Provision:

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

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

First Amendment, Section 6: Local Asset Management within MTW

Appendices Table of Contents

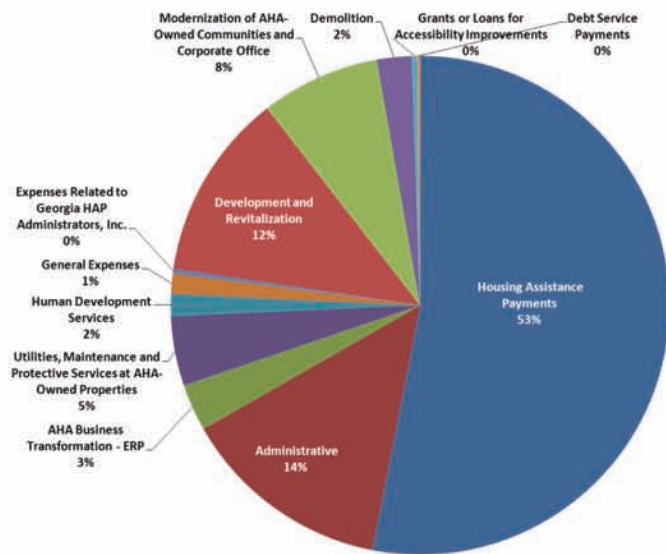
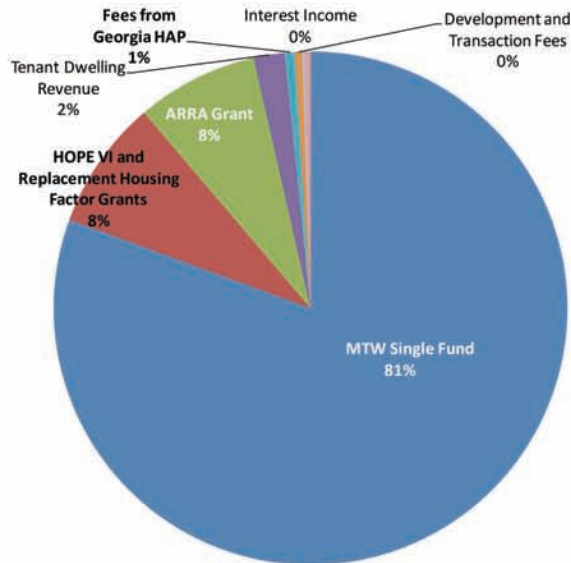
Attached to this document, AHA has included additional detailed statistics and reports.

Appendix A	MTW Annual Report Cross-Reference Guides – FY 2011 1. AHA Legacy Attachment B Requirements 2. HUD Attachment B Requirements
Appendix B	Certifications & Resolution – FY 2011 1. Certification to HUD Regarding AHA's FY 2011 MTW Annual Report 2. Secretary's Certificate 3. Resolution EO-1 Exhibit EO-1-A: MTW Program Benchmarks Report Exhibit EO-1-B: Minimum Rent Policy Impact Analysis Exhibit EO-1-C: Elderly and Non-Elderly Disabled Income Disregard Policy Impact Analysis Exhibit EO-1-D: Rent Simplification Policy Impact Analysis
Appendix C	Ongoing Activities Directory (FY 2005-2011)
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Appendix F	AHA-Owned Residential Communities Resident Satisfaction Survey – FY 2011
Appendix G	Financial Analysis – FY 2011 1. Sources and Uses of Funds, FY 2011 Actual (Unaudited) vs. Budget 2. Planned vs. Actual Capital Expenditures (MTW and ARRA) 3. Annual Statement/Performance and Evaluation Reports (CFP, RHF, ARRA) 4. MTW and non-MTW Housing Choice Vouchers Authorized
Appendix H	AHA Audit for the Fiscal Years Ended June 30, 2010 and 2009

Summary Financials

For detailed financials, see **Appendix G: Financial Analysis** - Board Approved FY 2011 Unaudited Actual vs. Budget

FY 2011 Sources and Uses of Funds – Unaudited Actuals



Sources of Funds (dollars)

MTW Single Fund	\$ 225,057,677
HOPE VI and Replacement Housing Factor Grants	22,826,627
American Recovery and Reinvestment Act Grant	21,411,256
Tenant Dwelling Revenue	5,415,284
Fees earned from Georgia HAP Administrators, Inc.	1,817,122
Development and Transaction Fees	1,250,455
Interest Income	424,886
Other Revenue	1,032,992
TOTAL	\$ 279,236,299

Uses of Funds (dollars)

Housing Assistance Payments	\$ 147,352,440
Administrative	37,938,063
AHA Business Transformation - ERP	8,464,937
Utilities, Maintenance and Protective Services at AHA-Owned Properties	12,495,722
Human Development Services	4,001,758
General Expenses	3,722,630
Expenses Related to Georgia HAP Administrators, Inc.	750,264
Development and Revitalization	33,684,952
Modernization of AHA-Owned Communities and Corporate Office	21,447,885
Demolition of QLI Properties	6,248,405
Grants or Loans to Owner Entities for Accessibility Improvements	1,021,869
Debt Service Payments	469,140
TOTAL	\$ 277,598,065

Atlanta Housing Authority Leadership



Atlanta Housing Authority Leadership

Atlanta Housing Authority Board of Commissioners

Daniel Halpern
Chair

Justine Boyd
Vice Chair

James Allen, Jr.

Cecil Phillips

Wayne Jones

Margarette Paulyne Morgan White

Atlanta Housing Authority Management Team

Renée Lewis Glover
President and Chief Executive Officer

Charlene Crusoe-Ingram
Chief Human Resources Officer

Joy Fitzgerald
Chief Operating Officer
Real Estate Operations

Gloria J. Green
Chief Legal Officer and General Counsel

Edward (Mike) Proctor, Ph.D.
Chief Operating Officer - Asset
Management and Chief Policy Officer

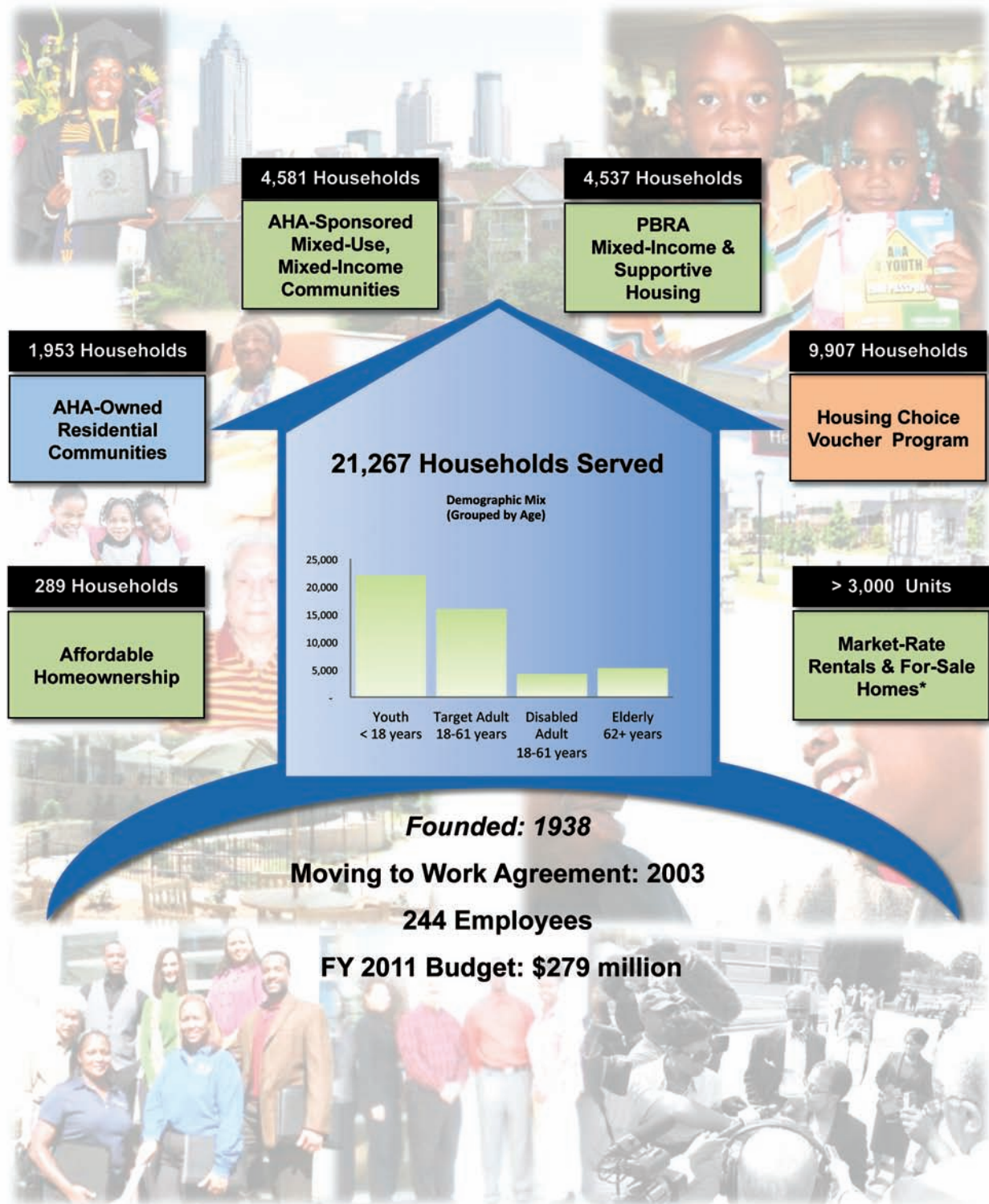
Suzi Reddekopp
Chief Financial Officer

Samir Saini
Chief Information Technology Officer

Tracey Scott
Vice President
Strategy & Innovation

Barney Simms
Chief External Affairs Officer
Community, Governmental &
External Affairs





All figures as of June 30, 2011.

* Market-rate units are critical components of AHA's model for mixed-income communities. They are not included in households served.

