



Atlanta Housing Authority

|

2015 Annual Report

Letter from the CEO



2015 was a banner year for the Atlanta Housing Authority (AHA). In January, we opened our tenant-based Housing Choice Voucher Program Waiting List for the first time in more than 14 years, and today, nearly 500 new families have subsidized housing as a result of expanding our program. It was a successful year, in that we not only delivered more housing options to our Housing Choice participants, but also because our efforts to support our participants were enhanced through our case management model of service provision.

Our Human Development Services (HDS) team works every day to ensure that our commitment to our participants is both evident and tangible. Because of the HDS team's diligence in 2015, individuals and families had access to the resources they needed to support themselves as they worked to become independent and self-sufficient. We are especially proud that the work requirement compliance rate for our Housing Choice Voucher participants increased by 10 percent, adding productive, tax-paying residents to our city's booming economy.

Last year was also a great year for our senior residents. We enjoy spending lots of quality time with them, as you can see below, and they continue to keep us informed of their needs for new conveniences and upgrades. Major improvements are on the way at the Juniper & Tenth Highrise, thanks to the U.S. Department of Housing and Urban Development (HUD) awarding AHA a Rental Assistance Demonstration, as well as Low Income Housing Tax Credits awarded through the Georgia Department of Community Affairs. Further, seniors will also benefit from Oasis at Scholars Landing, AHA's newly-built, first affordable personal care facility, which is a part of the former University Homes revitalization initiative. This development is critical as our residents in AHA-owned highrises age in place and need assistance with daily living.

We've accomplished all this while actually reducing AHA's administrative expenses by \$12.5 million, shifting those dollars to the families we serve. We're excited about our growth and will continue to seek new ways to provide vibrant communities dedicated to helping our seniors age in place and plan healthy, children-centered communities with an emphasis on excellent high-performing neighborhood schools and excellent quality of life amenities.

JOY W. FITZGERALD | President & Chief Executive Officer

AHA President and CEO Joy Fitzgerald engages seniors during a program to honor their service and contributions to AHA-owned residential communities.



“

It was a successful year, in that we not only delivered more housing options to our Housing Choice participants, but also because our efforts to support our participants were enhanced through our case management model of service provision.

”

— JOY W. FITZGERALD



Chairman's Message



2015 was a year of opportunities and, at AHA, a year of taking full advantage of them to expand affordable housing in Atlanta.

In September, we got some help along the way. HUD Secretary Julian Castro came to Oasis at Scholars Landing to award \$30 million to the City of Atlanta and AHA to revitalize

the former University Homes, Vine City, Ashview Heights and Atlanta University Center neighborhoods to their former distinction. This is a huge opportunity to expand affordable housing in Atlanta, because the \$30 million grant will leverage an additional \$400 million in public and private investment. Atlanta has not seen this type of opportunity since the HOPE VI grants, which we used to transform communities throughout Atlanta.

We are also engaged in fruitful relationships with the City of Atlanta and Invest Atlanta, the city's economic development authority, to plan the revitalization of communities on the city's Westside. AHA's operations are strong and ready to take on Choice Neighborhoods and other new opportunities.

Due to the excellent leadership of President and CEO Joy Fitzgerald and the work of her competent and highly qualified team, AHA is equally strong financially. In addition to expanded housing options and significantly reduced administrative costs, the Authority continued its unbroken record of achieving clean, unmodified financial audits. Our clean compliance audits – which are in large part due to the great attention to detail of the AHA staff – also show that we are in accordance with all federal, state and local rules.

AHA has played a critical role in helping to transform Atlanta neighborhoods, and we will continue to strive to provide safe, affordable housing in thriving communities throughout our city.

DANIEL J. HALPERN | Chair, Board of Commissioners

Board of Commissioners

Daniel J. Halpern – Chair

James Allen, Jr. – Vice Chair

Justine Boyd

Christopher R. Edwards, MD

Brandon Riddick-Seals

Robert J. Rumley III

“

The [Choice Neighborhood Grant] represents our belief that we can collaborate to make a difference. Every segment in Atlanta can share in Atlanta's prosperity.”

– HUD SECRETARY JULIÁN CASTRO

THE YEAR AT-A-GLANCE

Figures as of June 30, 2015



21,779

Households Served

491



new households were housed through the Housing Choice Voucher Program

69

ELIGIBLE, FIRST-TIME HOME-BUYERS RECEIVED DOWN PAYMENT ASSISTANCE FROM AHA



85

additional veterans were housed through the HUD-VASH (Veterans Affairs Supportive Housing) program

60

new affordable rental units were completed in FY 2015 as a part of AHA-Sponsored mixed-use, mixed-income communities developed on the sites of former public housing projects

209

NEW AFFORDABLE RENTAL UNITS WERE MADE AVAILABLE THROUGH AHA'S PBRA (PROJECT BASE RENTAL ASSISTANCE) PROGRAM WITH PRIVATE DEVELOPERS AND OWNERS

27



students were awarded \$49,750 in scholarships

Provided human development services and

case management to 1,209

Housing Choice Voucher participants



Completed construction of Oasis at Scholars Landing, a 60-unit affordable personal care facility; held a job fair to hire neighborhood residents

COMPLETED 100 PERCENT OF HOUSING CHOICE AND PBRA INSPECTIONS AND 100 PERCENT OF AUDITS OF AHA-OWNED AND AHA-SPONSORED COMMUNITIES



Alicia Wheeler

The **Moving to Work!** (MTW) initiative is HUD's way of helping high-performing public housing authorities, like AHA, serve their communities and families more efficiently. With MTW, the federal government grants AHA the flexibility to customize local strategies for local solutions that have a positive impact on families, affordable housing and the city as a whole.

For many people, such as **Alicia Wheeler**, MTW paves the way to new careers and additional education. Alicia, an AHA Housing Choice participant, dropped out of high school during her senior year and was nervous about returning to a classroom...until AHA connected her with the Atlanta Workforce Development Agency, where she completed a skills training program and landed a fulltime job. Now, in addition to earning her GED, Alicia is taking advantage of the tools available to her to change her life.

“

You are never too old to learn, and I thank AHA and AWDA for giving me the chance to realize that.

”

– ALICIA WHEELER

AHA-Owned Residential Communities



Peachtree Road Highrise



1,942 AHA-ASSISTED HOUSEHOLDS • 13 COMMUNITIES

Of the 13 AHA-owned residential communities, two are small family communities, and the remaining 11 are senior highrise communities, designated for the near elderly (ages 55 to 61), elderly (age 62 and older) and non-elderly disabled. The properties, located throughout the city of Atlanta, are managed by three professional property management companies that administer admissions and resident services.

Elderly and Disabled

AHA's Aging Well program is designed to encourage seniors to be active and to take control of their wellbeing. Through social engagement with family, friends and the surrounding community, participants are empowered to be their best selves. At our AHA-Owned Residential Communities, activities and experiences are thoughtfully planned to promote and support physical and mental prosperity.

Cheshire Bridge Highrise residents engaging in regular-scheduled healthy living activities as part of AHA's Aging Well initiative



Tenant-Based Housing Choice Voucher Program



Mario Kelly



9,542 AHA-ASSISTED HOUSEHOLDS

Pulling from our Housing Choice Voucher waiting list, AHA provided assistance to 491 new families. **Mario Kelly**, whose family is the recipient of an AHA Housing Choice voucher, is preparing for greatness. A seventh grader at Martin Luther King Jr. Middle School, Mario plays football and is the recipient of Communities In Schools' Success Award. With aspirations to attend Morehouse College and study computer engineering, he honed his innate leadership abilities during a YMCA summer program.

Tenant-Based Housing Choice Voucher Program

With AHA's Tenant-Based Housing Choice Voucher Program, families can choose quality rental housing anywhere in the city of Atlanta with the guarantee that they will pay no more than 30 percent of their adjusted monthly income toward rent and utilities.

Often, families choose communities with schools that offer the academics and extracurricular activities best suited to their children's needs and interests. That was the case with **Robert Walters** – a 2015 graduate of Maynard Jackson High School, with NFL-worthy talent and academic prowess and; **Antwarn Sanders** – a graduate of Booker T. Washington High School, where he was captain of the varsity basketball team, a member of the National Beta Club and the school's representative at a student roundtable conference hosted by President Barack Obama. Both are currently excelling as college freshmen—Robert at Presbyterian College and Antwarn at Texas A&M University.



Robert Walters

“I’m going to major in business and, basically, my dream is to open my own business one day.”

– ROBERT WALTERS

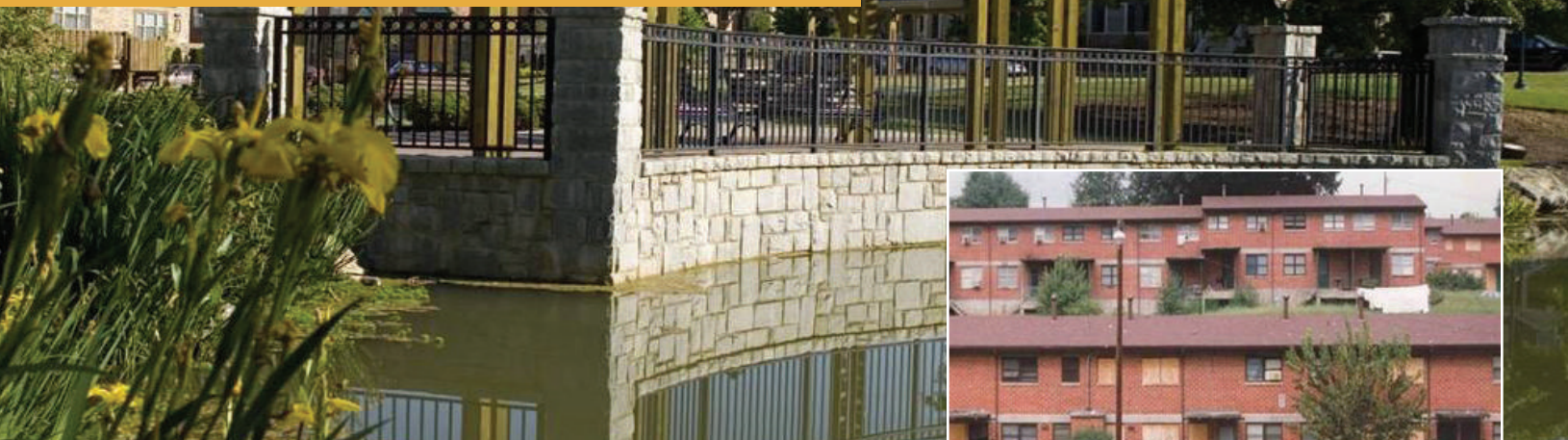
“Despite any personal challenges I have experienced, I never lost sight of what is truly important – a quality education.”

– ANTWARN SANDERS



Antwarn Sanders

AHA-Sponsored Mixed-Use, Mixed-Income Communities



(Above photo) After Revitalization: West Highlands
(Right photo) Before Revitalization: Perry Homes



3,969 AHA-ASSISTED UNITS • 16 COMMUNITIES

In 1994, AHA accepted the challenge to find new solutions to the problems plaguing public housing – concentrated poverty, crime, failing schools and buildings in severe disrepair. Since then, the Strategic Revitalization Program has turned former public housing projects into mixed-income, mixed-use communities that have sparked investment, attracted new residents and transformed lives. AHA and its private-sector partners have successfully created 16 revitalized communities that offer AHA-assisted families quality rental and for-sale units alongside market rate neighbors. Most important, those residences are located in communities with access to the amenities that all families deserve and need in order to thrive:

- High-performing neighborhood schools
- Great recreational facilities and amenities
- Green space and parks
- Quality retail and commercial activities



(Above photo) After Revitalization: Auburn Pointe
(Left photo) Before Revitalization: Grady Homes



Project Based Rental Assistance Program

AHA supports affordability on 81 units at Adamsville Green using PBRA



3,244 AHA-ASSISTED UNITS

With AHA's Project Based Rental Assistance Program (PBRA), AHA and property owners enter into agreements up to 15 years to provide rental assistance to eligible residents. Because of PBRA agreements, AHA has increased its ability to make high quality, affordable units available to low-income individuals and families on a long-term basis.



SUPPORTIVE HOUSING • 1,314 HOUSEHOLDS

Supportive Housing, one of AHA's most vital housing opportunities, provides at-risk populations – those who are often homeless or soon-to-be homeless – with a stable housing arrangement and services they require to address their individual needs. At-risk populations include homeless individuals and families; people with physical, mental or developmental disabilities and other target groups that need quality, affordable housing.



AHA provides PBRA assistance for all 90 units of Supportive Housing at the Commons at Imperial Hotel

Homeownership Down Payment Assistance (DPA) Program



Dustin and Brittany Crowell



**69 ELIGIBLE, FIRST-TIME HOMEBUYERS RECEIVED
DOWN PAYMENT ASSISTANCE FROM AHA**

The goal of AHA's Homeownership Down Payment Program (DPA) is to increase homeownership opportunities for low-to-moderate income first-time buyers. Using community development support and leveraging relationships to provide education and subsidies, AHA offers up to \$20,000 to families, such as **Dustin and Brittany Crowell**, who are looking to live the American dream: home ownership.

The Crowells bought their charming bungalow near friends and activities they enjoy. AHA's DPA program gave them considerable financial knowledge, but for them, the best thing was putting down roots in time to start their family.



Moving People to Work: Impact of Case Management

In FY 2014, AHA implemented a strategy to assist Housing Choice participant households in becoming compliant with AHA's work requirement.

AHA's Human Development staff assesses each family's specific barriers to employment and then initiates a family coaching plan to connect them to appropriate services and support. For more intensive needs, AHA refers participants to contract service providers that specialize in removing barriers to self-sufficiency. AHA staff—including two case managers—monitor the family's progress and provide case management services and guidance for up to 12 months until the household becomes compliant or achieves progressing status. By making resources available to our families and investing in their success, we're helping our participants demonstrate to themselves and their families that they can succeed in mainstream society. Ninety-five percent of households in AHA-sponsored Mixed-Income and PBRA communities are in compliance or making progress toward AHA's work/program requirement.

- Since the initiative's inception (through June 30, 2015), **1,979** households have been enrolled in AHA's case management model.
- In FY 2015, **318** Housing Choice families moved to Compliant or Progressing status.
- AHA's case managers have assisted **1,480** participants in developing Action Plans.

Children and Youth



AHA-assisted teens are all smiles during an AHA-sponsored community event

Creating healthy, children-centered communities to support excellent outcomes for families, with emphasis on excellent, high-performing neighborhood schools, excellent quality of life amenities and greenspace is an AHA guiding principle.

Scholarships for College

AHA and the United Negro College Fund (UNCF) continue their partnership on the Atlanta Community Scholars Awards (ACSA). For the 2015/2016 academic year, AHA awarded 27 scholarships totaling \$49,750 to deserving AHA-assisted youth for post-secondary education. UNCF provides fiscal oversight for grants to and gifts given by AHA. The scholarships are awarded by a selection committee headed by community leaders, staffed by an AHA representative and advised by a UNCF representative.

“It was really hard for me to get through school financially. Having the scholarship really made a difference. I needed it, and I really appreciated it.”

- DIONCA FREEMAN

Dionca Freeman

After graduating from the New Schools at Carver in 2010, Dionca Freeman became an ACSA Scholarship recipient in 2011. ACSA supported her matriculation through Albany State University, where she earned a Bachelor of Science degree in nursing in May 2015. Today, Dionca is a nurse at Phoebe Putney Memorial Hospital in Albany, Ga.



ACSA Scholars

A few of the 2015-2016 ACSA Scholars are all smiles as they pose with AHA Vice President Shean Atkins after receiving scholarship awards

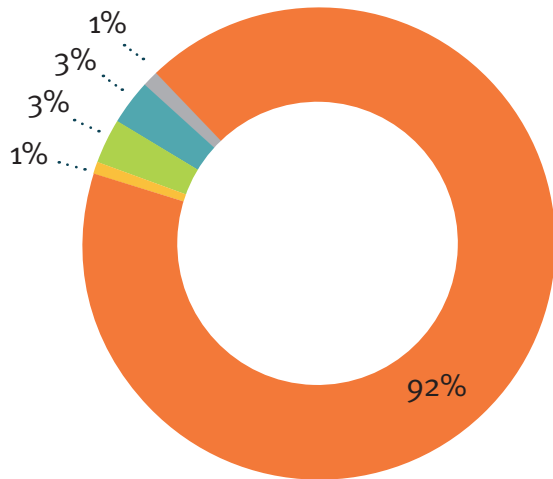
Derrius Jones

ACSA Scholar Derrius Jones is a sophomore at the College of Wooster where he is well on his way to achieving his goal of becoming a paleontologist. A well-rounded student, Derrius complements his studies with a variety of extra-curricular activities, including Leading Educating Activating Diversity (LEAD), which offers tutoring services to campus peers and grade school students in the surrounding community.



FY 2015 Financial Summary

SOURCES OF FUNDS



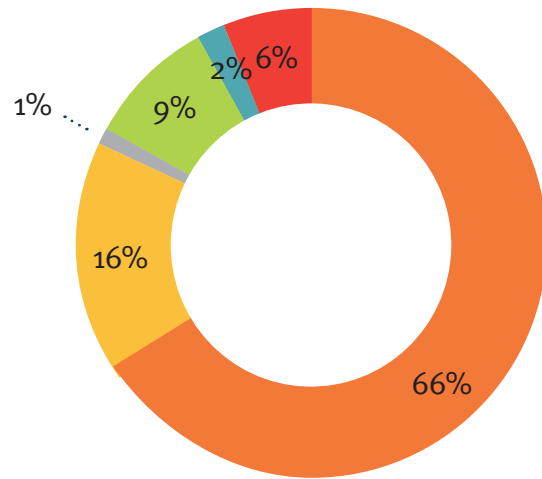
- MTW Single Fund*
- Reserves including funds advanced by the City of Atlanta
- Development grants including Redevelopment Housing Factor grants
- Tenant rents
- Other revenue

AHA also received revenue from these sources:

- Rents paid by residents of the 13 AHA-Owned Residential Communities
- Development grants from HUD and the private sector
- Fees earned in connection with development activities under AHA's Revitalization Program
- Participation with the individual Owner Entities in net cash flows from mixed-income, mixed-finance rental communities (primarily in the form of interest)
- Profit participation from the sale of single family homes
- Fees earned as a member of National Housing Compliance, Inc.

* Comprised of Housing Choice Voucher Funds, Public Housing Operating Subsidy, and Capital Fund grants

USES OF FUNDS



- Housing Assistance Payments
- Revitalization Expenditures
- Modernization (AHA-Owned residential communities)
- Operating Expenses (AHA-Owned residential communities)
- Human Development Services
- Administrative

In FY 2015, AHA continued to facilitate quality affordable housing opportunities for low-income families in the following ways:

- Provided a total of \$89 million in housing assistance payments for households under the tenant-based Housing Choice Voucher Program
- Provided a total of \$35 million in PBRA payments supporting AHA-sponsored PBRA units in mixed-income communities and PBRA units with private owners
- Used MTW Single Funds to provide \$12 million in operating subsidy payments to AHA-assisted units in the AHA-Sponsored mixed-income communities
- Used MTW Single Funds to cover \$21 million in operating expenses, human development support, and capital improvements to support 1,942 households in AHA-Owned Residential Communities

Program Benchmarks

Performance Measure Definition	Baseline	FY 2015 Target	FY 2015 Outcome	
Public Housing Program				
Percent Rents Uncollected Gross tenant rents receivable for the Fiscal Year (FY) divided by the amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.	2%	≤ 2%	.03%	Exceeds Benchmark
Occupancy Rate The ratio of occupied public housing units to available units as of the last day of the FY will be greater than or equal to the target benchmark.	98%	≥ 98%	98%	Meets Benchmark
Emergency Work Orders Completed or Abated in < 24 Hours The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as “emergency resolved through temporary measure, and a work order for long term resolution has been issued.”)	99%	≥ 99%	99.5%	Exceeds Benchmark
Housing Choice Program				
Budget Utilization Rate The expenditure of FY 2015 Housing Choice MTW vouchers annual budget allocation (i.e. HUD disbursements) for MTW-eligible activities will be greater than or equal to the target benchmark of 98%.	98%	≥ 98%	100%	Exceeds Benchmark
Percent Planned Annual Inspections Completed The percentage of all occupied units under contract that are inspected directly by AHA or any other agency responsible for monitoring the property during the FY shall be greater than or equal to the target benchmark by the last day of the Fiscal Year.	98%	≥ 98%	100%	Exceeds Benchmark
Quality Control Inspections The percentage of all previously inspected units having a quality control inspection during the FY shall be greater than or equal to the target benchmark.	≥ 1.4%	≥ 1.4%	3.5%	Exceeds Benchmark
Community and Supportive Services				
Resident Homeownership The number of Public Housing residents or Housing Choice Voucher participants, and other income eligible families who closed on purchasing a home during the FY, regardless of participation in a homeownership counseling program, shall be greater than or equal to the target benchmark.	6	12	69	Exceeds Benchmark
Household Work / Program Compliance The annual percentage of Public Housing and Housing Choice assisted households that are Work/Program compliant (excluding elderly and disabled members of the households) through the last day of the fiscal year shall be greater than or equal to the target benchmark.	N/A	75%	95% in mixed-income rental communities 64% Housing Choice Tenant-Based Vouchers 97% AHA-Owned Communities	Exceeds Benchmark
Finance				
Project Based Financing Closings The annual number of projects to which AHA will commit project-based rental assistance and/or make an investment of MTW funds.	N/A	6	13	Exceeds Benchmark

Program Benchmarks

Community & Program Type	Type of Assistance ⁽⁵⁾	End of FY 2014	Planned, End of FY 2015	Actual End of FY 2015	Percent Change FY 2014 to FY 2015
AHA-Owned Residential Communities	PH	1,942	1,942	1,942	0.0%
AHA-Sponsored Mixed-Income Communities	PH	2,522	2,221	2,221	-11.9%
	PBRA ⁽⁶⁾	1,387	1,748	1,748	26.0%
	LIHTC-only ⁽⁶⁾	1,176	1,169	1,167	-0.8%
PBRA Communities	PBRA ⁽⁶⁾	3,040	3,133	3,244	6.7%
	LIHTC-only ⁽⁶⁾	1,644	1,554	1,494	-9.1%
Housing Choice Tenant-Based ⁽²⁾	HCV	7,292	7,458	7,526	3.2%
Housing Choice Ports ⁽³⁾	HCV	2,303	2,120	2,016	-12.5%
Housing Choice Homeownership	HCV	59	40	37	-37.3%
Homeownership-Other ⁽⁴⁾	Down-payment	315	345	384	21.9%
TOTAL ⁽¹⁾		21,680	21,730	21,779	0.5%

NOTES:

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

* Sources: FY 2014 MTW Annual Report, FY 2015 MTW Annual Plan.

⁽¹⁾ Overall, AHA saw an increase in households served in the Housing Choice Voucher Program, Supportive Housing Programs, existing units added to the PBRA Communities, and new units from development in AHA Sponsored Mixed-Income Communities.

⁽²⁾ Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, 240 HUD VASH vouchers and port-ins from other PHAs.

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

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

⁽⁵⁾ AHA does not have any non-MTW PH or PBRA units in its portfolio. Most PH and PBRA-assisted units in mixed-income, mixed-finance communities are developed using low income housing tax credit equity and are also tax credit units. For reporting purposes, these units are categorized only as PH or PBRA units (not as LIHTC-only units).

⁽⁶⁾ Changes in PBRA and LIHTC-only are due to added units and shifts between types of assistance on a unit within a community.

AHA Senior Leadership Team



Joy W. Fitzgerald
President and CEO



Shean L. Atkins
Vice President,
External & Governmental
Affairs and Corporate
Communications



Reneé Bentley
Senior Vice President,
Customer Services Group



Mark T. Campbell, D.Sc.
Chief Information Officer



Lou Cataland
Vice President &
Managing General Counsel



Angela Chadwick
Interim Co-General Counsel



Vona R. Cox
Vice President, Acquisition
& Management Services



Karen Fuerst
Interim Co-General Counsel



Tom Hoenstine
Vice President,
Real Estate Oversight



Mark Kemp
Vice Senior Vice President,
Administration



Trish O'Connell
Vice President,
Real Estate Development



E. Mike Proctor, Ph.D.
Senior Vice President,
Policy, Strategy &
Business Development



Myrianne Robillard
Senior Vice President,
Finance



Ken Sadeckas
Vice President, Financial
Planning & Analysis



Tracey Scott
Vice President,
Strategy & Innovation



Paul Vranicar
Vice President & Managing
General Counsel



Mike Wilson
Vice President, Real Estate
Transactions & Finance

Healthy Mixed-Income Communities Healthy Self-Sufficient Families



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