Atlanta Housing Authority

MTW Annual Report

Fiscal Year Ended June 30, 2010

Board Approved

(September 21, 2010)

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MTW Background and Structure of Report

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.

In response to HUD’s decision to expand and extend the demonstration period until June 30, 2018, AHA and HUD negotiated and executed an Amended and Restated MTW Agreement, effective as of November 13, 2008, and further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009. AHA’s MTW Agreement, as amended and restated is referred herein as the “MTW Agreement.” The second amendment (a) reinstates and expands AHA’s ability to invest MTW Funds in certain types of real estate transactions, and (b) reaffirms that AHA’s MTW Funds may be used for MTW Eligible Activities (as defined in the Restated MTW Agreement) and for low-income housing purposes beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended (“1937 Act”). The MTW Agreement provides that it may be automatically extended for additional ten-year periods, subject to HUD’s approval and AHA meeting certain agreed upon conditions. Pursuant to the authority in AHA’s MTW Agreement, AHA has combined its low-income operating funds, Housing Choice voucher funds and certain capital funds into a single fund (referred herein as “MTW Single Fund” or “MTW Funds”) which may be expended on MTW Eligible Activities as set forth in its business plan.

The MTW Agreement provides substantial statutory and regulatory relief under the 1937 Act, and reaffirms, extends and expands the statutory and regulatory relief provided under AHA’s original MTW Agreement. The MTW Agreement forms the statutory and regulatory framework for AHA to carry out its work during the term of the MTW Agreement, as it may be extended, as set forth in AHA’s Business Plan, and as amended from time to time.

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 accomplish during each fiscal year. Fiscal Year 2010 represents AHA’s seventh year of participation in the MTW demonstration. This MTW Annual Report describes outcomes and accomplishments achieved over the course of FY 2010.

MTW Statutory Goals = AHA’s Goals

| MTW Goal 1: Reduce Costs and Achieve Greater Cost Effectiveness in Federal Expenditures | AHA Goal 1: Quality Living Environments |
| MTW 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 | AHA Goal 2: Self-Sufficiency |
| MTW Goal 3: Increase Housing Choices for Low-Income Families | AHA Goal 3: Economic Viability |

Notes on Navigating This Report

- **Reference Notes for Reader** at the end of each section identifies priority items which were outlined in the FY 2010 CATALYST Implementation Plan.

- **Appendices** section includes detailed charts, AHA Legacy Attachment B, and HUD Attachment B reporting requirements. The *Ongoing Activities Directory* describes the cumulative AHA priority projects, activities and initiatives.
A Message from the President

Creating Model Communities for Low-Income Families
Since 1994, the Atlanta Housing Authority (AHA) has envisioned and created a new model for providing affordable housing opportunities in amenity-rich, mixed-use, mixed-income communities that are economically integrated places where people from all walks of life can live, learn, work and play. AHA’s blueprint also envisions restoring human dignity and instilling a strong sense of personal responsibility and empowerment through long-term strategic investments in families. Through the adoption and implementation of policies that propel families into a mainstream culture of education, work and building economic independence, AHA assists families’ movement towards self-reliance.

Powered by the innovation afforded under its Moving to Work (MTW) Agreement with HUD, AHA has been able to exponentially implement and refine its model by setting forth a new paradigm of delivery of affordable housing resources in Atlanta and igniting the human potential of AHA-assisted families.

Leveraging the lessons learned from our HOPE VI, mixed-income revitalization program and closely adhering to our guiding principles in the development of our MTW Agreement, AHA has learned a number of additional meaningful lessons which have proven to be essential in advancing the Atlanta model. These lessons learned are:

All real estate is local. The local control afforded under AHA’s MTW Agreement is essential and provides AHA with the flexibility to be innovative and more nimble in taking advantage of the dynamic Atlanta real estate market. AHA’s MTW Agreement has afforded AHA greater local control in developing policies, business processes and strategies to meet affordable housing needs in the City of Atlanta.

AHA’s MTW Agreement has removed the barriers associated with federal housing regulations that apply a “one-size fits all” approach and fail to incent private investment. AHA’s MTW Agreement has enabled AHA to leverage private sector investment and incent participation in long-term public/private partnerships. AHA is able to do more with less and to achieve substantially better outcomes for AHA-assisted families.

MTW Single Fund minimizes the “silo” affect associated with the administration of housing programs. Amidst limited and diminishing federal subsidies, the ability to combine operating funds, certain capital funds and Housing Choice Voucher funds to create a single fund allows AHA to take an entrepreneurial business approach in implementing eligible MTW activities. Of particular note, AHA has been able to invest in human development services and supportive services programs that uniformly serve all AHA-assisted families.

Recognizing the need to continue AHA’s MTW Agreement (without further changes), AHA’s Amended and Restated MTW Agreement with HUD extends our commitment until 2018 and beyond. The old model of public housing is sociologically and spiritually obsolete. To end the practice of concentrating the poor requires a long-term focus and a tectonic shift in thinking in order to be truly effective. We can and must continue.

As you review this report, it is our hope that AHA’s demonstrated successes and lessons learned as a participant in the MTW Program will continue to contribute to the conversation on the merits of continuing and expanding the MTW Program. We know that through thoughtful and responsible deregulation and innovative community-building strategies, local housing agencies all over America can continue to facilitate healthier economically integrated environments for the benefit of our low-income citizens.

Renée Lewis Glover
President and Chief Executive Officer
I. Executive Summary

MTW: A Demonstration of AHA Success

In 1994, Renée Lewis Glover, President and CEO of AHA, envisioned “seamlessly knitting together the fabric of the community.” She foresaw that working poor families and the city could only benefit from AHA’s pioneering work in deconcentrating the pockets of poverty that were synonymous with public housing projects. Glover also predicted that AHA’s adaptation of the federal government’s HOPE VI program – which allowed housing authorities to replace obsolete housing projects with innovative development – “would light the way for several HOPE VI communities across the nation.”

The HOPE VI program authored by Senator Barbara Mikulski in 1992 proved to be a very powerful tool. HOPE VI represented HUD’s first comprehensive attempt at deregulation. Recognizing that public housing was failing its original mission, Senator Barbara Mikulski and then Secretary Henry Cisneros challenged housing authorities to come up with a fundamentally new approach to “providing affordable housing that would blend in with the larger community” and “empowering residents” to become a part of mainstream America by achieving economic independence. To get this job done, they knew it would take major investment and new ways of doing business, i.e. deregulation.

Seizing this opportunity, AHA used HOPE VI funds to reposition the 16 distressed, obsolete and socially dysfunctional public housing projects and relocate families to better living conditions and healthier environments. Using the HOPE VI and other public housing development funds, regulatory flexibility and in partnership with great private sector real estate development partners and other stakeholders, AHA demolished 16 public housing projects and created and developed 16 mixed-use, mixed-income communities. AHA’s initiatives to date have impacted over 1,000 acres of land and leveraged approximately $300 million of HOPE VI and other public housing development funds to generate over $3 billion of private economic investment.

AHA’s MTW Agreement became the vehicle for AHA to leverage the learning and best practices from its Strategic Revitalization Program (also referred to as Revitalization Program) to attract new private real estate development partners, investors, the foundation community and other stakeholders for the benefit of working poor families and low-income elderly and disabled persons in the City of Atlanta.

In 2003, when AHA signed its Moving to Work (MTW) Agreement with HUD, AHA promptly created new hope for thousands of families living in the remaining 10 large family public housing developments. AHA’s MTW Agreement allowed AHA to break the bonds of “one size fits all,” federally-mandated laws, regulations and approaches in order to leverage new, innovative private sector-oriented real estate strategies based on the needs, challenges and conditions in the local real estate market. Now, new partnerships and opportunities can be accessed so that AHA can meet its mission and achieve its vision of “Healthy Mixed-Income Communities and Healthy Self-Sufficient Families.” MTW allowed AHA to apply the private sector real estate principles, strategies, best practices and partnerships growing out of its Strategic Revitalization Program across all funding sources and programs.

The problem that AHA is challenged to solve is that, regardless of funding source or program, generations of families have been marginalized physically, economically, socially and mentally by living in concentrated, isolated and impoverished public housing projects. In 1994, Atlanta had more public housing units per capita than any city in the nation.

The problem that AHA is challenged to solve is that many families have been stuck in a cycle and culture of poverty punctuated by poor education options and few working adults. In 2001, only 16 percent of non-
elderly, non-disabled adults who remained in AHA-Owned public housing projects were working. In area schools, truancy was rampant.

When AHA received its MTW designation, innovation was needed across all programs (not just real estate development) in order for AHA to sustain progress it had achieved prior to 2001. Until AHA signed its MTW Agreement, AHA, like other public housing agencies, was forced to operate under a tangle of often conflicting rules and regulations. It was an expensive, inflexible, and unsustainable way to provide affordable housing to the neediest families.

In short, AHA needed MTW flexibility to fulfill its mission and achieve its vision. Using HOPE VI, AHA had addressed part of Atlanta’s public housing problem, but the agency was only halfway there.

Granted to only 35 public housing authorities across the nation, MTW is the deregulatory action that has allowed AHA to address our unique local issues. Under its MTW Agreement, AHA has combined private-sector real estate principles with locally derived strategies that work specifically for Atlanta’s needs. Using the MTW Single fund approach, AHA’s resources can address the needs and fund the strategies consistent with its Business Plan. But MTW is a much broader program of local autonomy.

Under its MTW Agreement, AHA upped the ante for personal responsibility and resident empowerment in FY 2004. AHA set an expectation and standard that in order to receive housing assistance all able-bodied, non-elderly AHA-assisted households are required to work or are “moving to work” by going to school or engaging in job training. At that time, few adults who resided in AHA-owned public housing projects were working. This contrasted with workforce participation by over 90 percent of able-bodied and non-elderly adults residing in public-housing assisted units in the mixed-income rental communities. Only three years later, more than 80 percent of households met the requirement. AHA has seen families rise to and exceed the expectations and standards of personal responsibility and self-empowerment. Coupled with higher expectations and standards, AHA, for the first time outside its Strategic Revitalization Program, was able to invest in coaching and counseling, education and linkage programs that prepared AHA-assisted households to work and begin the journey toward economic freedom. MTW flexibility and learning leveraged from its Strategic Revitalization Program have been major factors in AHA’s families’ success. AHA believes that family success can eventually lead to economic independence and homeownership, as public housing was originally intended.

MTW has not only empowered AHA to develop a solution to several problems, it has given AHA even greater capabilities to provide more affordable housing opportunities to very-low-income and extremely-low-income families in Atlanta. By demolishing the public housing projects and moving families to healthier living conditions, AHA has addressed the roots of the problem. By applying best practices and principles of private sector real estate firms, AHA has been able to leverage its resources and partner effectively with private sector real estate professionals to transform public housing projects into vibrant mixed-use, mixed-income communities that have increased the availability of affordable housing in Atlanta. By expecting greater accountability and engagement, AHA has put families on the road to economic independence where parents are effective role models and can nurture their children’s potential. In other words, HOPE VI and MTW have allowed AHA to redefine the way the agency fulfills its public mission and purpose to provide affordable housing now and well into the future.

AHA’s MTW success story does not end in FY 2010. By signing the Restated and Amended MTW Agreement in 2008 and extending the term of its MTW Agreement until 2018 and beyond, AHA reaffirmed its commitment to its vision of “healthy mixed-income communities and healthy self-sufficient families.” AHA has succeeded in deconcentrating the poverty that existed in public housing projects. By relocating and investing in AHA-assisted families and by creating and developing mixed-use, mixed-
Executive Summary

income communities, in partnership with private sector developers, AHA was simply righting the wrongs of well-intended but failed public policies.

The true challenge is to help families attain financial independence and to become part of the mainstream American dream. An equally important challenge is continuing to work with our development partners and other investors and stakeholders to make additional investments and finish out the master plans so that investments made previously will be sustained and continue to benefit the families, the neighborhoods and the City of Atlanta. For some people the power of education will propel them to a brighter future. For many, the dignity of work will inspire parents to share their pride with their children. The cycle of poverty, disenfranchisement, poor education and poor health of generations cannot be righted in a few short years. Therefore, AHA must ensure its long-term viability as an organization in order to tackle those issues. AHA’s Strategic Revitalization Program began (and continues) with the real estate, but its legacy endures through generations of healthy, self-sufficient families that thrive.

A. AHA’s Goals and Guiding Principles

AHA implemented its quest to deconcentrate poverty in Atlanta through an artful strategy of assisting AHA-assisted families in moving from distressed, obsolete and dysfunctional public housing projects to healthier, mixed-income environments. AHA demolished its projects and leveraged its assets with private sector real estate developers and private investment to create new market rate quality mixed-use, mixed-income communities with an affordable residential component. AHA’s stated vision of “healthy mixed-income communities and healthy self-sufficient families” is addressed with three goals:

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

2. **Self-Sufficiency** – Facilitate and support (a) opportunities for families and individuals to build economic capacity and stability and 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.

3. **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 participants 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.

Each AHA program is designed to leverage AHA’s resources — financial, know-how, and land assets — to meet the vision of “healthy mixed-income communities and healthy self-sufficient families.” The following (Figure 1) illustrates various applications of AHA’s strategic community-building business model.
B. Key Agency-Wide Policies – FY 2010

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 and by minimizing redundancy, overhead and system changes.

New Policy Implemented in FY 2010
Rent Simplification – Following Board approval of this policy change in FY 2009, during FY 2010, AHA implemented a rent simplification strategy that eliminated the inefficient analysis of medical and childcare expenses and raised the standard deductions used in calculating household contributions toward rent and utilities. The standard deduction from gross annual income for all elderly/disabled households increased from $400 to $1,000 and from $480 to $750 for each eligible dependent child under 18 for all families with dependents.

Previously, deductions were based on the verifiable out-of-pocket expenses for: 1) families with dependent children under age 13 with unreimbursed child care expenses; and 2) elderly and disabled families with unreimbursed medical expenses. Households were required to provide receipts documenting these expenses in order to receive a deduction for verified amounts exceeding three percent of gross annual income. Only 1,045 (15 percent) families in Housing Choice made any claims. With the new standard deductions, all families with dependents (0-18 years old) will benefit from the higher amount. In addition, AHA and its partners benefit from eliminating the time and labor-intensive work of validating thousands of small receipts which often leads to dead ends, no resolution, and high levels of inefficiency.

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 III.C2: MTW Innovations 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 MTW that promote, advance and facilitate partnerships with private sector real estate professionals; promote resident accountability and responsibility; promote 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 the 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** – This reform highlights innovations implemented to expand the availability of affordable housing seamlessly in mixed-income communities and neighborhoods using market principles and approaches in administering the subsidy and landlord/tenant relations.
• **Human Development** – 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 AHA-wide CATALYST Work/Program Requirement applies to all non-elderly and non-disabled adults in all AHA programs. For detailed discussion and results, see Section II.B1 – Human Development

• **Corporate Support** – AHA has used MTW flexibility and funding to enhance organization-level enhancements that improve AHA’s financial and business operations.

### C. Key Accomplishments in FY 2010

Each fiscal year’s accomplishments reflect progressive steps towards making AHA’s vision a reality. Over the past seven 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.C2 – MTW Innovations.

As outlined in AHA’s FY 2010 CATALYST Implementation Plan, AHA has focused on seven major priorities plus four new initiatives during FY 2010. Each priority aligns with AHA’s goals and addresses unique local challenges.

**Goal 1: Quality Living Environments**

- Quality of Life Initiative
- Revitalization Program *(includes Innovative & Creative Use of MTW Funds initiative)*
- Project Based Rental Assistance as a Development Tool
- Asset Management
- Re-engineering the Housing Choice Voucher Program
- AHA-Owned Communities
- American Recovery and Reinvestment Act (ARRA) Funds *(new initiative)*

**Goal 2: Self-Sufficiency**

- Human Development

**Goal 3: Economic Viability**

- Corporate Support *(includes new initiatives: Comprehensive Integrated and Relational Agency-wide database, Local Asset Management Program)*
Summary Highlights of FY 2010 Accomplishments

### Goal 1: Quality Living Environments

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<th>Priority</th>
<th>FY 2010 Accomplishments</th>
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| **Quality of Life Initiative** | • Successfully completed assisting relocation of 2,833 households to healthy, mixed-income environments from ten large family projects and two elderly developments, all obsolete and distressed.  
• Used MTW Funds to extend the services with Integral Youth and Family Project, Inc. to continue coaching and counseling support of QLI Phase II-affected families and selected cases from QLI Phase I.  
• Completed the demolition and repositioning at all five QLI Phase I properties and reached 55 percent completion at the seven QLI Phase II properties. |
| **Revitalization Program** | • Focused Strategic Revitalization activities in six communities – Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes – and also initiated a 7th revitalization project at University Homes.  
• Through various partnerships, facilitated completion of 196 affordable rental units and 30 affordable for-sale units.  
• Through the Builders/Owners Agreement Initiative, provided $597,000 in down payment assistance in the form of subordinated loans to 30 low-income homebuyers who are not AHA-assisted families.  
• Used MTW Funds to provide gap funding to support the financial closing of The Veranda III at Auburn Pointe (Grady HOPE VI Phase VII) that serves persons who earn up to 80% of the Metropolitan Atlanta area median income. |
| **Project Based Rental Assistance as a Development Tool** | • Increased the inventory from 3,500 to 4,127 multi-family units either under commitment or under PBRA Agreements with private owners to provide housing for families, seniors and persons with special needs. |
| **Asset Management** | • In consultation with HUD, continued to refine a strategy at AHA-sponsored mixed-finance, mixed-income rental communities to convert public housing operating subsidy under Section 9 to a subsidy arrangement under Section 8. Because of ARRA funding and other factors, AHA decided to delay pursuing a similar strategy for AHA-Owned Communities in FY 2010.  
• 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. |
| **Re-engineering the Housing Choice Voucher Program** | • Recertified and supported 10,492 households (7,644 of whom live in the City of Atlanta) receiving rental assistance.  
• Completed 100% of planned annual inspections of units.  
• Streamlined the annual recertification process using group and mail recertifications to reduce the time needed for working families to complete their annual obligations.  
• Reduced the cycle time by 35 percent from receipt of a landlord’s Request for Tenancy Approval (RTA) to contract execution.  
• Exercising MTW flexibility, AHA implemented a new rent determination process that uses market analysis from a private third-party firm to ensure that rents are in line with Atlanta market equivalent rents.  
• Introduced a new VISA debit card program for distributing utility allowances to participant households. |
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<th>Priority</th>
<th>FY 2010 Accomplishments</th>
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| AHA-Owned Communities            | - Dedicated resources to develop energy conservation and sustainability practices in support of healthy living environments. Entered into a contract with Johnson Controls to provide energy performance contracting and utility management and to assist AHA with sustainability initiatives in the future.  
  - Recovered nearly $400,000 in over-charged utility expenses as a result of evaluating utility bills and monitoring budget-to-actual expenses.  
  - Improved the accessibility of facilities, programs, and services for persons with disabilities, with the completion of 162 UFAS-accessible units, exceeding the UFAS and ADA requirements.                                                                                                                                                                                                                     |
| American Recovery and Reinvestment Act (ARRA) Funds | - Awarded $26.5 million in ARRA funds by HUD and obligated all funds by the March 17, 2010 deadline.  
  - Expended $2.6 million for design and construction management for the 13 remaining AHA-Owned Communities. Capital investments and renovations support the strategic goal of independent living and improving the quality of life for seniors “aging in place.”                                                                                                                                                                                                 |
| Goal 2: Self-Sufficiency        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Priority                        | FY 2010 Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Human Development               | - Supported 3,880 households (from HOPE VI and Quality of Life relocations) and the balance of 7,644 Housing Choice participants directly with AHA’s human development support services.  
  - Made over 4,200 referrals and expanded the Service Provider Network (SPN) from 46 to 56 providers that assist AHA-assisted families’ connections to employment, training, education and other mainstream opportunities.  
  - In partnership with the United Negro College Fund, AHA awarded scholarships to 28 deserving AHA-assisted youth for post-secondary education, totaling $45,100 and $46,500, respectively for the 2009-2010 and 2010-2011 academic years.  
  - In partnership with Georgia State University, introduced a new, expanded curriculum and trained 3,144 participants in the Good Neighbor Program (GNP), 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.                                                                                                                                                                                                                                             |
| Goal 3: Economic Viability      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Priority                        | FY 2010 Accomplishments                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Corporate Support               | - Completed refining the AHA Local Asset Management Plan, a cost allocation plan that enhances AHA’s ability to capture and assign overhead and other expenses to the appropriate programs.  
  - To ensure long-term organizational viability, began a business transformation initiative by hiring Boston Consulting Group, a world-renowned professional business consultancy to make recommendations and to develop an implementation plan beginning in FY 2011 as a key component of AHA’s future business plan.                                                                                                                                                                                                                                                     |
| MTW Innovations                 | - Implemented a rent simplification strategy that eliminated the labor-intensive and inefficient analysis of unreimbursed medical and childcare expenses and raised the standard deductions from gross annual income used to determine a family’s portion of the rent. The policy benefits all elderly/disabled households and all families with dependent children under age 18.                                                                                                                                                                                                 |
II. 2010 Priorities & Accomplishments

A. Goal One: Quality Living Environments

With the goal to provide quality affordable housing in healthy mixed-income communities, AHA leverages all its assets – land, know-how, access to funds, partnerships, goodwill – to create more affordable housing opportunities for low-income families in Atlanta. A fundamental precept of this strategy is that thriving, sustainable communities are composed of mixed-income households from all segments of the economic strata who rent or own their units and have access to quality retail establishments, greenspace and parks, quality education (pre-K to high school), and recreational facilities.

MTW flexibility has facilitated AHA’s strategies for improving its families’ quality of living environments, including the completion of the Quality of Life Initiative. AHA has utilized MTW Funds to leverage private sector resources in order to finance the development of various real estate transactions for the revitalization of former public housing properties. The local housing policy enhancements – enhanced inspections standards, limitation of rent to 30 percent of adjusted income, and sub-market payment standards for rents – have enabled Housing Choice families to choose higher quality housing in lower poverty neighborhoods. AHA’s Project Based Rental Assistance program has enabled AHA to encourage development of high quality affordable housing throughout the City of Atlanta while also addressing the need for housing for special needs populations.

In seven years, AHA has achieved the following results:

- The number of affordable housing units available to low-income families in mixed-income communities has grown to over 16,000 units. Most notably, because of AHA’s public-private partnerships to develop revitalized communities, more than 2,700 new affordable housing units have been added to the housing stock in the City of Atlanta as part of the low-income tax credits program (qualified families’ income must be below 80 percent of the area median income).
  - Housing that provides accessibility for the elderly and disabled has grown to 162 units.
  - In partnership with the Regional Commission on Homelessness, transitional housing opportunities for the homeless have grown by 500 units.
  - Housing in lower poverty environments has increased through partnerships with developers under AHA’s Project Based Rental Assistance program.

- 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 was 29 percent.

AHA structures its approach to providing and facilitating quality affordable housing through four major vehicles: 1) mixed-use, mixed-income communities created through the Strategic Revitalization Program; 2) mixed-income communities created through the strategic deployment of Project Based Rental Assistance and gap financing where needed; 3) Housing Choice Voucher Program; and 4) AHA-Owned Communities. The following diagram (Figure 2) illustrates the partnership model AHA uses in structuring real estate deals.
A1. Quality of Life Initiative

During FY 2010, AHA successfully completed ahead of schedule its Quality of Life Initiative (QLI) in which 2,833 households relocated to healthy, mixed-income environments from ten large family projects and two elderly developments, all obsolete and distressed. Families have now relocated to better communities and neighborhoods primarily through human development services and utilizing tenant-based vouchers. AHA has used MTW flexibility and MTW Funds to fund planning, relocation, and demolition costs. In keeping with the goal of facilitating family self-sufficiency, AHA continues to use MTW Funds for 27 months of coaching and counseling services to support the family’s successful transition into the mainstream. Using lessons learned from AHA’s Strategic Revitalization Program (using HOPE VI and other public housing development funds), AHA recognizes that responsible relocation requires education and support services prior to, during and after the relocation.

Figure 3: Quality of Life Initiative Timeline
Demolition and Maintenance
As of June 30, 2010, demolition and repositioning was 100 percent complete at all Phase I QLI properties and 55 percent complete at Phase II QLI properties. All demolition should be complete by mid-2011. Following demolition and site remediation, all properties that have undergone demolition will be maintained (fencing, grass cutting, trimming, debris removal, etc.) until disposition to a redevelopment partner under AHA’s Strategic Revitalization Program. As market conditions warrant and through a competitive process, AHA will solicit proposals from private sector developers and investors for redevelopment options at several sites. Such plans will be addressed in future CATALYST Implementation Plans.

Figure 4: Status of Demolitions (as of June 30, 2010)

<table>
<thead>
<tr>
<th>Property</th>
<th>Percent Complete</th>
<th>Demolition Estimated Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>QLI Phase I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jonesboro North</td>
<td>100 percent</td>
<td>Complete</td>
</tr>
<tr>
<td>Jonesboro South</td>
<td>100 percent</td>
<td>Complete</td>
</tr>
<tr>
<td>Leila Valley</td>
<td>100 percent</td>
<td>Complete</td>
</tr>
<tr>
<td>U-Rescue Villa</td>
<td>100 percent</td>
<td>Complete</td>
</tr>
<tr>
<td>Englewood Manor</td>
<td>100 percent</td>
<td>Complete</td>
</tr>
<tr>
<td>QLI Phase II</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thomasville Heights</td>
<td>95 percent</td>
<td>August, 2010</td>
</tr>
<tr>
<td>Bowen Homes</td>
<td>88 percent</td>
<td>October, 2010</td>
</tr>
<tr>
<td>Hollywood Courts</td>
<td>70 percent</td>
<td>November, 2010</td>
</tr>
<tr>
<td>Herndon Homes</td>
<td>66 percent</td>
<td>November, 2010</td>
</tr>
<tr>
<td>Bankhead Courts</td>
<td>60 percent</td>
<td>December, 2010</td>
</tr>
<tr>
<td>Palmer House Highrise</td>
<td>2 percent</td>
<td>June, 2011</td>
</tr>
<tr>
<td>Roosevelt House Highrise</td>
<td>2 percent</td>
<td>June, 2011</td>
</tr>
</tbody>
</table>

Human Development Support Services
Many households affected under QLI Phase I reached the end of the 27 months of coaching and counseling services. However, AHA and its professional human development partners recognized that some families have greater needs and that additional support was required. During FY 2010 AHA extended the services with Integral Youth and Family Project, Inc. to continue to support QLI Phase II-affected families, and selected cases from QLI Phase I.

Client Education Seminars
Prior to and during relocation, and in partnership with Georgia State University, AHA provided various educational seminars to facilitate each family’s success in becoming good neighbors. In FY 2010, these seminars were expanded under the title Good Neighbor II to include all Housing Choice families as well as QLI-affected families. See Section II.B1 – Human Development for additional details.

AHA employs a combination of strategies to create quality 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 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.
A2. Revitalization Program

For the last 15 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 developer partners have created 2,517 AHA-assisted rental units and 149 affordable homes for sale.

During FY 2010, AHA focused its revitalization activities on six communities – Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes – and also initiated a 7th revitalization project at University Homes (see Figure 7 for detailed unit counts). In FY 2010, AHA through its partnerships facilitated completion of 196 affordable rentals and 30 for-sale units. Many of the units are occupied by AHA-assisted families, and the other affordable units are supported through tax credits that benefit additional low-income families. Through communities owned by public/private partnerships, AHA is addressing the City of Atlanta’s need for additional high quality affordable housing in sustainable and economically integrated environments.

Because AHA’s Strategic Revitalization Program focuses on “community building,” the comprehensive Master Plans for each community undergoing revitalization incorporate a vision for:

a) Re-integrating the revitalized communities with the surrounding neighborhoods including residential housing (both rental and for-sale);

b) Incorporating great recreational facilities, greenspace and parks;

c) Providing upscale retail and commercial activities; and

d) Supporting the creation of high performing neighborhood schools (pre-K to high school)

As child-centered developers, AHA, its development partners and other stakeholders are working with the Atlanta Public Schools to support the creation of high performing neighborhood schools and world-class early childhood development centers. AHA also recognizes that the human development component is a necessary component to realize successful outcomes for families and has instituted programs to ensure these needs are addressed. See Section II.B1: Human Development for activities that support families.

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. AHA piloted and has used Project Based Rental Assistance as a development tool to support the development (new construction or rehabilitation) and creation of additional mixed-income communities. AHA also acquired improved or unimproved real estate in its jurisdiction in order to facilitate its revitalization programs, to support the creation of mixed-use projects or mixed-income housing opportunities, and to support local revitalization initiatives to stabilize local neighborhoods. A listing of properties acquired by AHA is included under each Revitalization project description below and can also be found in Appendix F in the FY 2010 CATALYST Implementation Plan.
During FY 2010, AHA focused its activities on six communities – Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes – and also initiated a 7th revitalization project at University Homes.
Status of Revitalization Activities Accomplished in FY 2010

Demolition of functionally obsolete and severely distressed buildings is part of the process for revitalization.

<table>
<thead>
<tr>
<th>Redevelopment Properties</th>
<th>Property</th>
<th>Percent Complete</th>
<th>Demolition Estimated Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MLK Highrise</td>
<td>100 percent</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>University Homes</td>
<td>95 percent</td>
<td>September, 2010</td>
</tr>
<tr>
<td></td>
<td>Graves Annex Highrise</td>
<td>80 percent</td>
<td>October, 2010</td>
</tr>
<tr>
<td></td>
<td>Antoine Graves Highrise</td>
<td>80 percent</td>
<td>October, 2010</td>
</tr>
</tbody>
</table>

In June, 2010, AHA submitted amendments to the Revitalization Plans to HUD. The revised Amendments incorporate changes to the Master Plans and unit production schedules for all Revitalization projects except University Homes. Except for McDaniel Glenn and Grady Homes, the HOPE VI Grants are scheduled to close-out on December 31, 2010 and AHA will submit close-out packages for submission to HUD in FY 2011.

Auburn Pointe - Grady Homes Revitalization
(Includes the revitalization of Antoine Graves Highrise and Antoine Graves Annex)

<table>
<thead>
<tr>
<th>Key Activities in FY 2010</th>
<th>On-site public improvements and environmental remediation activities Partnering with the City of Atlanta and other stakeholders on the revitalization of the adjacent Butler Park, to be completed in FY 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition</td>
<td>Completed demolition and remediation of two senior buildings, Antoine Graves Highrise and Antoine Graves Annex</td>
</tr>
<tr>
<td>Financial Closing &amp; Start of Construction</td>
<td>Multi-family rental – 154 units (Phase III) Senior rentals – 88 units + 10 market-rate (Phase VI) Senior rentals – 91 units + 11 market-rate (Phase VII)</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>1.34 acre Salvation Army parcel of land adjacent to Grady Homes to expand the on-site homeownership (Phase V)</td>
</tr>
<tr>
<td>Homeownership</td>
<td>On-site: on hold pending improvement in financial and real estate markets Off-site: worked with Habitat for Humanity to complete 3 units using Builder/Owner Agreements (Phase I)</td>
</tr>
</tbody>
</table>
### 2010 Priorities and Accomplishments

| CollegeTown at West End - Harris Homes Revitalization  
(Includes the revitalization of John O. Chiles main building and John O. Chiles Annex) |
<table>
<thead>
<tr>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Activities in FY 2010</strong></td>
</tr>
<tr>
<td><strong>Financial Closing &amp; Start of Construction</strong></td>
</tr>
</tbody>
</table>
| **Homeownership** | On-site: on hold pending improvement in financial and real estate markets (Phases IV, VIII, IX and X)  
Off-site: utilizing Builder/Owner Agreements for purchases of homes already constructed (Phase VII) through provision of down payment assistance |

| Mechanicsville - McDaniel Glenn Revitalization  
(Includes the revitalization of McDaniel Glenn Annex sites and Martin Luther King, Jr. senior highrise) |
|---|
| **Key Activities in FY 2010** | Completed construction of 328 multifamily rental units and commenced occupancy (Phases IV, V).  
Continued re-occupancy of former affected McDaniel Glenn households who elected to return to the community.  
Submitted application for the development of mixed-income, rental units and received 9% low-income housing tax credit award. Closing planned in FY 2011. |
| **Disposal** | AHA Board approved disposal of the McDaniel Street warehouse property to the Annie E. Casey Foundation, to promote economic development opportunities in the neighborhood. Pending HUD approval. |
| **Acquisitions** | Acquired a number of deteriorated properties located on land identified as “Block 85” (Phase VIII). |
| **Homeownership** | On-site: on hold pending improvement in financial and real estate markets (Phase I).  
Off-site: utilizing Builder/Owner Agreements for homes already constructed (Phases I, VIII, IX, and X) through provision of down payment assistance. |

<table>
<thead>
<tr>
<th>The Villages at Carver - Carver Homes Revitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Activities in FY 2010</strong></td>
</tr>
<tr>
<td><strong>Homeownership</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>West Highlands at Heman E. Perry Boulevard - Perry Homes Revitalization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Activities in FY 2010</strong></td>
</tr>
<tr>
<td><strong>Homeownership</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>University - University Homes Revitalization</th>
</tr>
</thead>
</table>
| **Key Activities in FY 2010** | Initiated the Revitalization Program in FY 2010.  
AHA, its private sector development partner and members of the Atlanta University Center Consortium of Schools (which includes Clark/Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College) began collaborating to develop a comprehensive integrated master plan for the Atlanta University Center neighborhood. |
| **Land Swap** | Negotiating with Clark Atlanta University. |
Other Redevelopment Activities

- AHA also continued to acquire properties in neighborhoods adjacent to AHA-Sponsored mixed-income communities in order to stabilize the surrounding neighborhood. In FY 2010, AHA acquired property near Magnolia Park (the revitalized John Eagan Homes).

- **Supportive Housing Pilot** – During FY 2009, AHA, in partnership with The Integral Group, developed a 26-unit supportive services housing community – the Gardens at CollegeTown at West End – for persons with mental and developmental disabilities. This development is owned and managed by Integral Property Management and is a part of the larger CollegeTown at West End master-planned, mixed-use, mixed-income community. The Integral Youth and Family Project coordinates supportive services with the vision of connecting persons to needed counseling and supportive services so they can live independently.

  During FY 2010, AHA and Integral commenced discussions with the Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) to develop a pilot program for services to be delivered at the site to gain greater efficiency and effectiveness. These discussions will continue during FY 2011 with the goal of developing a pilot for long-term funding that can be implemented during FY 2011. Consistent with AHA’s goals to support independent living, residents will benefit from on-site staff to assist with coordinating connections to appropriate service providers.

- **Affordable Assisted Living Demonstration** – AHA worked with a skilled and knowledgeable procured contractor to assist AHA with moving this demonstration forward. AHA is focused on exploring ways to use Medicaid waivers or other service funding, Section 8 project-based rental assistance, Low-income Housing Tax Credits and other financial resources to create affordable assisted living models at AHA-Sponsored mixed-income communities. Discussions with DBHDD will be advanced during FY 2011.

Comprehensive Homeownership Programs

AHA facilitates affordable homeownership opportunities in healthy, mixed-income communities utilizing the following programs:

- **Builders/Owners Agreement Initiative** is designed to facilitate great opportunities for low-income families in a soft real estate market and has aided in the absorption of Atlanta’s “excess” high quality, recently constructed, single family home inventory. During FY 2010, AHA provided $597,000 in down payment assistance in the form of subordinated loans to 30 homebuyers.

  Under this initiative, AHA’s various private sector development partners have entered into agreements with single-family homebuilders throughout the City of Atlanta to provide down payment assistance in the form of a subordinated mortgage loan 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). These loans reduce the principal amount of the first mortgage and thus, reduce a family’s monthly housing costs so they can qualify for a private mortgage.

- **HOPE VI Homeownership Down Payment Assistance** – Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on hold, except at West Highlands. AHA is proactively advancing its homeownership goals through its Builders/Owners Agreement Initiative.

- **Housing Choice Voucher Homeownership Mortgage Payment Assistance Program** – AHA re-engineered this program with new eligibility benchmark criteria for participants, new underwriting criteria, and a review committee, that evaluates a family’s financial ability to become a homeowner. The fully re-structured program will be launched in FY 2011.

- **Homeownership Self-Sufficiency Program** – AHA used MTW Funds to allow additional time for 19 Family Self-Sufficiency Program participants with escrow balances to participate in the program. In
FY 2010, AHA worked with these families to assist them in attaining financial independence and to purchase a home, if desirable and feasible. The current program has ended.

**Innovative Use of MTW Funds**

Given the softness in the real estate and financial markets, AHA and its private sector real estate development partners, like all real estate firms, found it challenging to identify investors and funders willing to invest in proposed real estate development projects. In order to meet this challenge, as part of its FY 2010 priorities, AHA used its MTW Funds to provide gap funding that supported the financial closing of The Veranda III at Auburn Pointe (Grady HOPE VI Phase VII) which serves persons eligible (i.e. households earning less than 80 percent of area median income) for Tax Credit, Project Based Rental Assisted units and Public Housing Replacement Units. This is one example of AHA leverage that can advance a real estate development transaction.

**Reference Notes for Reader**

**Other Items Mentioned in FY 2010 Plan**
- Proposed Land Swaps
- Acquisitions
- Re-Occupancy Process
- Quality of Life Redevelopment
- Developing Alternative & Supportive Housing Resources

**See Section:**
- Section II.A2: Revitalization Program – Charts for each redevelopment project
- Section II.A2: Revitalization Program – Charts for each redevelopment project
- Section II.A2: Revitalization Program – McDaniel Glenn chart
- Section II.A2: Revitalization Program – Other Redevelopment Activity
- Section II.A2: Revitalization Program – Other Redevelopment Activity
Figure 7: Revitalization Housing Production for FY 2010

| Housing Production For Active Revitalization Programs: Units Status during FY 2010 | For Sale Unit Mix | Rental Unit Mix |
|---|---|---|---|---|---|---|---|---|
| | Market Rate | Affordable | TOTAL HOME-OWNERSHIP | Market Rate | Tax Credit w/Public Housing Assistance | Tax Credit w/PBRA | TOTAL RENTAL |
| Capitol Homes (Capitol Gateway) | 53 | 86 | 139 | 168 | 100 | 138 | 233 | 639 |
| Total Units Completed | 0 | 19 | 19 | 0 | 0 | 0 | 0 | 0 |
| Units Completed in FY 2010 | 0 | 12 | 12 | 0 | 0 | 0 | 0 | 0 |
| Units Under Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Carver Homes (The Villages at Carver) | 0 | 0 | 0 | 207 | 165 | 329 | 150 | 851 |
| Total Units Completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Units Completed in FY 2010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Units Under Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Perry Homes (West Highlands) | 60 | 40 | 100 | 258 | 90 | 228 | 124 | 700 |
| Total Units Completed | 13 | 10 | 23 | 0 | 0 | 0 | 0 | 0 |
| Units Completed in FY 2010 | 50 | 12 | 62 | 0 | 0 | 0 | 0 | 0 |
| Units Under Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grady Homes (Auburn Pointe) | 0 | 18 | 18 | 25 | 0 | 38 | 61 | 124 |
| Total Units Completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Units Completed in FY 2010 | 0 | 3 | 3 | 82 | 31 | 54 | 187 | 354 |
| Units Under Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Harris Homes (CollegeTown) | 0 | 0 | 0 | 126 | 40 | 180 | 166 | 512 |
| Total Units Completed | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Units Completed in FY 2010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Units Under Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| McDaniel Glenn Homes (Mechanicsville) | 11 | 6 | 17 | 182 | 47 | 247 | 181 | 657 |
| Total Units Completed | 0 | 1 | 1 | 132 | 0 | 131 | 65 | 328 |
| Units Completed in FY 2010 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Units Under Construction | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**GRAND TOTAL**

| Units in Master Plan | 1,732 | 653 | 2,385 | 1,205 | 593 | 1,382 | 1,140 | 4,320 |
| Total Units Completed | 124 | 150 | 274 | 966 | 442 | 1,160 | 915 | 3,483 |
| Units Completed in FY 2010 | 13 | 30 | 43 | 132 | 0 | 131 | 65 | 328 |
| Units Under Construction | 50 | 27 | 77 | 82 | 31 | 54 | 187 | 354 |
| Units To Be Developed | 1,558 | 476 | 2,034 | 157 | 120 | 168 | 38 | 483 |

Figure 7 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.
A3. Project Based Rental Assistance as a Development Tool

Using the flexibility under its MTW Agreement, AHA has designed its own Project Based Rental Assistance (PBRA) program, with the goal of making the program attractive to local Atlanta private real estate developers and Owner Entities. During FY 2010 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 lower poverty.

During FY 2010, AHA increased the inventory from 3,500 to 4,127 multi-family units either under commitment or under PBRA Agreements with Owner Entities to provide housing for families, elderly and persons with special needs (see Figure 8).

In support of the Regional Commission on Homelessness, AHA collaborates with United Way of Metropolitan Atlanta in a Homeless Demonstration Program offering PBRA to for-profit and not-for-profit real estate professionals and faith-based organizations that provide units targeted for the chronically homeless population and persons with mental health disabilities. As of June 30, 2010, there were 510 of these units under PBRA agreement and another 167 units under commitment, with construction completion and occupancy scheduled in FY 2011 (see Figure 9).

---

**Figure 8: Project Based Rental Assistance Inside Mixed-Income Communities**  
(as of June 30, 2010)

<table>
<thead>
<tr>
<th>Units</th>
<th>Elderly</th>
<th>Family</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBRA Agreement in Place</td>
<td>1,874</td>
<td>1,090</td>
<td>2,964</td>
</tr>
<tr>
<td>Under Construction</td>
<td>322</td>
<td>51</td>
<td>373</td>
</tr>
<tr>
<td>Commitment Issued</td>
<td>622</td>
<td>168</td>
<td>790</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>2,818</strong></td>
<td><strong>1,309</strong></td>
<td><strong>4,127</strong></td>
</tr>
<tr>
<td>New Units under PBRA Agreement added in FY 2010</td>
<td>105</td>
<td>235</td>
<td>340</td>
</tr>
</tbody>
</table>

**Figure 9: Project Based Rental Assistance Inside Supportive Services Housing**  
(as of June 30, 2010)

<table>
<thead>
<tr>
<th>Units</th>
<th>Special Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBRA Agreement in Place</td>
<td>510</td>
</tr>
<tr>
<td>Under Construction</td>
<td>74</td>
</tr>
<tr>
<td>Commitment Issued</td>
<td>93</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>677</strong></td>
</tr>
<tr>
<td>New Units under PBRA Agreement added in FY 2010</td>
<td>149</td>
</tr>
</tbody>
</table>

---

**Project Based Rental Assistance Regional Expansion Program** – AHA administers PBRA within the City of Atlanta (AHA’s jurisdiction) and may provide PBRA to properties in adjacent jurisdictions, provided an Intergovernmental Agreement is executed with the local public housing authority or the local city or county government. AHA entered into a project-specific agreement with Union City Housing Authority for Arcadia at Parkway Village (PBRA agreement in place) and Woodbridge at Parkway Village (units under construction). AHA also successfully completed a PBRA agreement for Legacy at Walton Lakes in Fulton County Housing Authority’s jurisdiction.
AHA employs a private sector portfolio management approach to facilitate and manage all aspects of the ongoing business relationships and public/private partnerships between AHA and the Owner Entities of AHA-Sponsored mixed-income, multi-family rental communities and with private sector developers and owners of mixed-income, multi-family rental communities under the PBRA program.

Additionally, AHA continues its business relationship with Georgia HAP Administrators, Inc. in the performance of fee-based contract administration of housing assistance contracts for privately owned, FHA-insured multi-family properties.

**Private Sector Innovation & Streamlining Property-Level Operations**

Public/private partnerships were formed to develop AHA-Sponsored mixed-income, multi-family rental communities and, as an extension of its MTW regulatory and statutory relief, AHA encourages and promotes private sector innovation with these Owner Entities to propose operating policies and procedures that streamline operations and create operating efficiencies in applicable communities. Once reviewed and approved by AHA, owner-proposed innovations – such as alternate rent strategies to AHA’s minimum rent policy or different approaches in determining utility allowances based on energy audits and green technologies – may be incorporated in an Owner Entity’s policies and procedures for applicable communities in their portfolio.

**Sustaining Mixed-Income 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, as amended, at AHA-Sponsored mixed-finance, mixed-income rental communities to long-term renewable Project Based Rental Assistance under a demonstration program for the conversion. During FY 2010 AHA continued to refine this strategy in consultation with HUD. During FY 2011, AHA will continue its discussion with HUD to finalize the program structure, receive HUD approval and implement a demonstration program during FY 2011.

In order to improve the sustainability of AHA-Sponsored mixed-finance, mixed-income rental communities during the interim while the demonstration program is under development, AHA revisited its method of determining the level of Section 9 operating subsidy supporting these communities. AHA’s methodology for calculating Section 9 operating subsidy incrementally increases the subsidy to cover operating expenses attributable to Section 9-assisted units, in accordance with the Regulatory and Operating Agreement between AHA and the Owner Entity. While this subsidy methodology incrementally improves the financial position of AHA-Sponsored mixed-income, multi-family rental communities, the methodology fails to yield sufficient operating subsidies to ensure the long-term sustainability of these communities. For this reason, AHA will continue to develop a demonstration program with HUD to reformulate the subsidy arrangement from Section 9 to Section 8 during FY 2011 as discussed above.

**Innovative Subsidy Strategies for AHA-Owned Communities Providing Housing for Seniors and Residents with Disabilities**

With this activity AHA explored innovative strategies for converting the Section 9 subsidy to long-term PBRA at 13 AHA-Owned Communities (eleven senior high-rises and two small family communities). The opportunity for such communities to achieve long-term viability can only be realized by generating the income necessary to reinvest in these communities in order to meet the needs of its residents. Based on several factors, AHA decided to delay conversion of the current Section 9 subsidy arrangement because 1) ARRA stimulus funds combined with the formula capital funding created a new opportunity to make necessary capital upgrades to the properties without incurring additional debt, and 2) AHA’s new Energy Performance Contract will fund current and future capital improvements. Using sound fiscal management of funding streams, AHA will improve the quality of life for residents and provide long-term sustainability of AHA-Owned Communities. Conversion strategies will be considered in future phases.
Project Based Rental Assistance (PBRA) Site-Based Administration
Using its MTW flexibility, AHA authorizes the Owner Entities of mixed-income communities with PBRA-assisted units to have full responsibility for the site-based administration of the program. The Owner Entity’s professional management agent has full responsibility for the administrative and programmatic functions carried out in connection with admission and occupancy procedures and processes relating to AHA-assisted PBRA units. As part of its asset management responsibilities, AHA conducts periodic inspections, audits and business process reviews. In FY 2010, AHA continued enhancing technology-based solutions to further develop its Asset Management Portal and strengthen service delivery strategies between AHA and these communities.

In response to its commitment to the City of Atlanta and under the auspices of the Regional Commission on Homelessness including the United Way of Metropolitan Atlanta, AHA continues to be a resource for housing opportunities for the homeless population utilizing PBRA in partnership with private and faith-based owners to support the development or rehabilitation of units for homeless persons.

Fee-Based Contract Administration
During FY 2010, through its business relationship with Georgia HAP Administrators, Inc., AHA continued to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. AHA earns unrestricted revenue in excess of operating expenses for this business arrangement. MTW Funds or other AHA restricted funds were not expended to support this operation.

Reference Notes for Reader
Other Items Mentioned in FY 2010 Plan
• Rent Simplification
• Enhanced Accessibility Initiative

See Section:
• Section I.B – Key Agency-Wide Policies – FY 2010
• Section II.A6 – AHA-Owned Communities
A5. Re-Engineering the Housing Choice Voucher Program

AHA’s Housing Choice Tenant-Based Voucher Program offers families the greatest opportunity to exercise personal responsibility and preference in selecting where they live. Using MTW flexibility, AHA has strategically and deliberately enacted policies that enable families to use their household income and tenant-based Housing Choice vouchers to improve their circumstances and choose quality mixed-income living environments. Policies include the 30 percent limit, which allows families to identify quality living environments anywhere in the City of Atlanta with the assurance that they will not have to pay more than 30 percent of adjusted income towards rent and utilities. In combination with higher standard deductions for dependents and elderly and disabled persons, AHA has created a set of housing policies that support a family’s progression towards self-sufficiency.

Figure 10: Profile of Housing Choice Households

The tenant-based Housing Choice program must balance management of relationships with independent property owners and the accountability of families to comply with program guidelines. During FY 2010, AHA further refined its operating procedures, business processes and operating structure to enhance customer service, manage costs and improve operating efficiencies.

Participant-Related Enhancements

- During FY 2010, AHA completed the first survey of 7,644 Housing Choice participants (34 percent return ratio) residing in its operational jurisdiction, which provided insights into families’ customer service and social service needs. In addition the Housing Choice Participant Advisory Board met regularly and served as a forum for dialogue and mutual education providing valuable insights into how to improve the contact center, recertifications, compliance processes and forms, and overall customer satisfaction.

- AHA continued to raise its standard for greater accountability in FY 2010. Taking into account the tight job market and economic recession, AHA strengthened the process for referring families to Human Development Services for assistance with job searches, training, and other family needs that may affect the family’s eligibility for assistance. While AHA showed consideration for job losses, it tightened enforcement of program rules and actively investigated potential fraud cases.

- AHA streamlined the annual recertifications process by conducting group and mail recertifications to reduce the time needed for working families to complete their annual obligations.
2010 Priorities and Accomplishments

- With the introduction of a new debit card program for distributing utility allowances, families are responsible for using the funds to make their utility payments. AHA has found that administering the funds through the VISA debit card promotes accountability and encourages participants to make prudent financial choices.

- AHA improved customer service offered through its centralized contact center by providing training to Customer Service Representatives that is more comprehensive in order to resolve issues without escalating to different departments.

- AHA worked with the Georgia Department of Community Affairs (DCA) to implement georgiahousingsearch.org, a service that allows families to search online for available housing opportunities.

- Due to budget constraints, Leasing Incentive Fees (LIF) were not implemented during FY 2010 for all Housing Choice families. Used primarily as a relocation strategy, LIF payments can afford Housing Choice families the opportunity to exercise their choice to move to lower poverty areas by paying an amount which covers application fees and security deposits.

Landlord-Related Enhancements

By increasing its communications and dialogue through surveys and advisory groups, AHA made significant progress to professionalize the relationships with landlords/property owners and to apply more private sector principles in its operations.

- During FY 2010, by utilizing reliable and validated third-party resources to verify landlord eligibility, the cycle time from receipt of a landlord’s Request for Tenancy Approval (RTA) to contract execution was reduced by 35 percent. AHA conducted comprehensive assessments of multi-family properties and developed a schedule of rents for multi-family properties (25 units or more) which resulted in reducing the processing time for finalizing rents.

- By requiring landlords to be present during annual inspections and automatically scheduling and limiting re-inspections after a failure, AHA has experienced improved landlord relationships while reducing the number of program moves due to failed units. AHA’s Inspection staff is now certified by the National Association of Certified Home Inspectors (NACHI).

- Using MTW flexibility, in FY 2010, AHA implemented a new rent determination process in which AHA’s Asset Management and Policy Development division uses market data and analysis from a third-party firm to ensure that rent offers are in line with market equivalent rents. Separating contract rent negotiations from Housing Choice Operations creates a higher level of internal controls and allows AHA to take advantage of internal real estate expertise and knowledge of rents in the Atlanta market.

- In FY 2010, AHA created a forum for dialogue and mutual education by forming the Landlord Advisory Board, which has provided feedback on pending AHA procedural changes and has given AHA insight into private sector practices and viewpoints. AHA improved communications with landlord/property owners through the self-service Landlord Portal which allows landlords to schedule inspections and review program-related announcements online.

- AHA conducted a landlord survey in FY 2010. The survey indicated the need to create staff liaison positions focused on the distinct needs of landlords that own or manage multi-family properties versus those with single family units.

- Housing Choice Community Advisory Board & AHA4You Community Meetings – In an effort to build relationships and address neighborhood concerns, in FY 2010, AHA established a Community
Advisory Board composed of neighborhood leaders, elected officials, advocacy groups and other stakeholders.

- Landlord Marketing Program - As AHA completed the Quality of Life Initiative relocation efforts, it was determined that there was a less urgent need to expand the base of property owners. Postponing this effort allows AHA to lay the groundwork for a comprehensive quality rating system, which can be used to create a more targeted marketing effort in FY 2011.

- Neighborhood Information Resource – AHA delayed this program until a new rating system and enhanced site and neighborhood standards are completed in FY 2011.

Financial Management

- AHA has reduced the cost of serving the 10,000+ households with Housing Choice vouchers, while enhancing customer service and ensuring a higher quality living environment. This commitment to continued and greater efficiency will ensure that AHA has the flexibility to provide more housing opportunities in the future.

- Port Administration – AHA made plans to begin administering (i.e. bill the initial PHA) rather than absorbing port vouchers for assisted families moving to AHA’s jurisdiction. In FY 2010, AHA continued to foster closer relationships with Metropolitan Atlanta-area PHAs by developing a standardized reconciliation process, but has postponed development of new intergovernmental agreements.

- AHA completed a quality assurance study during FY 2010 which helped AHA to identify areas of improvement and strengthen internal controls related to the processing of Housing Assistance Payments.

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A6. AHA-Owned Communities

After completion of the Quality of Life Initiative, AHA continues to own 13 public housing assisted residential properties, including 11 senior high-rise communities and 2 small family communities (see Appendix E). In line with AHA’s strategic goal to support independent living for seniors and persons with disabilities, AHA has devoted resources and staff to better understand the needs of its residents. AHA has also collaborated with community partners to provide more on-site support services. AHA has 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 (see Section II.A7 – ARRA Funds).

Enhanced Accessibility Initiative

AHA has made significant progress in improving the accessibility of its facilities, programs, and services for persons with disabilities. All of AHA’s public and common areas were made accessible under applicable standards and guidelines including Section 504/Uniform Federal Accessibility Standards (UFAS) and the Americans with Disabilities Act (ADA). As of 2010, AHA had 162 UFAS-accessible units, which exceeds the UFAS requirements of 5 percent of the units accessible for people with mobility-related disabilities and 2 percent of units accessible for people with hearing or visual impairments.

Figure 11: Mobility-Accessible Units and Reasonable Modifications by Year

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<tr>
<th></th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
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<tr>
<td>AHA-Owned Communities</td>
<td>20</td>
<td>33</td>
<td>53</td>
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<td>74</td>
<td></td>
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<tr>
<td>UFAS-Accessible Units Completed by Year</td>
<td></td>
<td></td>
<td></td>
<td>106 units complete</td>
<td></td>
<td></td>
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<tr>
<td>Reasonable Modifications Addressed by Year</td>
<td>72</td>
<td>28</td>
<td>51</td>
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<td></td>
<td></td>
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<tr>
<td>Signature Communities</td>
<td>34</td>
<td>22</td>
<td></td>
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<td>UFAS-Accessible Units Completed by Year</td>
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<tr>
<td>Reasonable Modifications Addressed by Year</td>
<td>7</td>
<td>18</td>
<td>14</td>
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AHA has also addressed a significant number of resident reasonable accommodation and modification requests. Based on Resident Needs Assessment Surveys and ongoing feedback from residents, the majority of residents prefer to have their accessibility needs met through AHA’s reasonable modification process versus moving to a unit that is fully-accessible. Over 75 percent of the reasonable modification requests relate to bathroom accessibility (e.g. toilet or shower grab bars, shower/tub or toilet transfer seats, and handheld shower sprayers). AHA’s Voluntary Compliance Agreement (VCA) allows four years (from 3/15/07 through 3/14/11) to complete 189 UFAS units. With the final Signature units completed in FY 2011, AHA will meet or surpass the VCA requirements.

Energy Management Initiative

AHA has dedicated resources to developing energy conservation and sustainability practices that enhance AHA’s business model in support of healthy living environments. During FY 2010, AHA began to build in-house expertise and knowledge around energy and sustainability issues through staff training and working with the Private Management Companies (PMCos) partners, which have been procured to manage AHA-Owned Communities. As a result of evaluating utility bills, analyzing consumption trends, and monitoring budget-to-actual expenses, in FY 2010, AHA recovered nearly $400,000 in over-charged utility expenses. Another result of AHA’s improved understanding of utility consumption was the termination of the Excess Utility Billing program, a decision that reduced the burden of utility expenses on seniors and persons with disabilities without increasing utility costs for AHA. Further, AHA entered into a contract with Johnson Controls to provide energy performance contracting and utility management and to assist AHA with sustainability initiatives in the future.
Energy management is one of AHA’s priorities in the renovations planned with the American Recovery and Reinvestment Act of 2009 (ARRA) funds at the AHA-Owned Communities. During FY 2010, AHA developed requirements for energy conservation enhancements using published industry and Environmental Protection Agency standards and the results of an energy audit commissioned in 2008. The PMCOs and design firms will use this guidance for improvements including new, 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 Real Estate Inspection Systems
Using AHA’s enhanced real estate inspection system and annual accessibility inspections, AHA made significant improvements in the physical condition and operation of its properties. As a result of working closely with AHA’s PMCO partners to identify and proactively address issues at the properties, AHA continues to improve the quality of the living environments throughout the AHA-Owned real estate portfolio. For detailed discussion, see Appendix E.

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<td>• Section II.C2 – MTW Innovations or Appendix M – Ongoing Activities Directory</td>
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AHA was awarded $26.5 million in ARRA funds and obligated all funds by the March 17, 2010 deadline. As of June 30, 2010, 14 percent ($3.6 million) of the monies were expended for the following activities during FY 2010:

- **Demolition of Quality of Life Initiative Phase II Communities** – As of June 30, 2010, AHA had spent $1 million of the $8 million ARRA demolition budget at its Herndon and Hollywood properties. The demolition of these two properties was approximately 70 percent complete as of June 30, 2010, with total demolition targeted for completion by October 30, 2010. Demolition at the remaining two properties, Palmer and Roosevelt, will be complete by the end of FY 2011.

- **Renovation at AHA-Owned Communities** – AHA’s capital investments and renovations support the strategic goal of independent living and improved the quality of life for seniors “aging in place” and disabled adults living in the communities. AHA expended $2.6 million (of $18.5 million) for design and construction management for the 13 remaining AHA-Owned Communities including improvements and energy efficient upgrades to the site, exterior building, major systems, units and common areas. (see examples of renovations in Figure 12 below)

- **Information Technology** – To enable the real estate professionals at AHA-Owned Communities to provide excellent customer service to residents, AHA spent $67,000 to purchase and install administrative computer equipment to replace outdated computers in the 11 high-rise communities. Each community received up to eight new computers that are compatible with AHA’s corporate network. The new computer hardware will provide increased productivity, better communication and enhanced network security.
• **Competitive Funding** – After careful consideration and due diligence, AHA chose not to apply for a portion of the $1 billion in ARRA competitive capital funds in FY 2010.

**Figure 12: Characteristics of AHA’s Senior Communities Pre- and Post- Renovation**

**“Creating Opportunities for Seniors to Age Well”**

**Institutional Look & Feel**
- Improved sense of arrival
- Concierge approach
- Sophisticated palette of materials/colors
- Ergonomic furnishings
- Energy efficient

** Few Opportunities for Resident Socialization**
- Unnecessary functions eliminated
- Multi-use rooms
- Synergy among common spaces
- Café concept
Lack of Connectivity to Outdoor Spaces

- Improved sense of arrival
- Walking trails
- Outside social gathering spaces
- Easy transitions to outside spaces

Challenging Environments to Navigate

- Improved accessibility
- Appropriate lighting
- Way finding/Signage
- Security
- Increased resident mobility
B. Goal Two: Self-Sufficiency “Reclaiming the Dream”

Early on AHA realized that success in mainstreaming families hinged on tearing down the barriers in families’ minds – and not just the relocation of families away from concentrated poverty environments. Through coaching and counseling under its Strategic Revitalization Program, AHA worked with the affected families to help them adapt to the mainstream environment. Whereas HOPE VI grants provided funding for these human services, with the Quality of Life Initiative, AHA needed a new way to fund these activities. AHA’s MTW Agreement enabled AHA to come up with the solution by allowing AHA the flexibility to use MTW Funds where they are most needed. The work/program requirement policy resulted in savings that can be used for other AHA initiatives, because working families pay a greater portion of their own rent.

In seven years, AHA has achieved the following results:

- Thousands of families have been assisted with life challenges by AHA and its partners through coaching and counseling.

- Over 9,200 families have attended classes in developing life skills through AHA’s Good Neighbor Program.

- The number of households with adults working full-time has increased from 16 percent in FY 2003 to 56 percent in FY 2010 who were compliant with AHA’s work/program participation requirement. Prior to the economic recession, work force participation reached a peak of 80 percent in 2005.

- 151 participants have attended and graduated from AHA’s Good-to-Great G.E.D. program begun in 2007, with 12 graduates continuing their education by enrolling in college.

- Sixty-seven (67) students have received over $201,000 in scholarships towards their college education through AHA’s Community Scholars Awards program.
### B1. Human Development

During FY 2010, AHA made substantial targeted investments supporting the distinct needs of three populations:

a) Facilitate opportunities for families and individuals to build financial stability and reduce their dependency on subsidy, ultimately becoming financially independent;

b) Facilitate and support initiatives and strategies to support great educational outcomes for children; and

c) Facilitate and support initiatives that enable elderly and persons with disabilities to live independently with enhanced opportunities for aging well.

Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of supportive services leading to each family’s success and progression to the mainstream. Currently, 3,880 households (from HOPE VI and Quality of Life relocations) and the balance of 7,644 Housing Choice families directly benefit from AHA’s human development support services. The *CATALYST Resource Guide* lists committed community-based organizations focused on educational services, disability services, employment and training, homeownership counseling, childcare, mental health services and senior supportive services.

**Work/Program Participation Requirement**

The dignity and empowerment of work cannot be underestimated. However, during the current economic recession, families have had difficulty obtaining and maintaining employment. AHA understands the impact of unemployment on adults and, ultimately, the children. The chart (Figure 13) illustrates that as the general unemployment rate has risen, Housing Choice households have experienced a drop in income, either from job lay-offs or reduction in available work hours. To be compliant with the work/program requirement, a family must meet all the requirements. The 56 percent compliance rate reflects the effects of a tough economy.

![Figure 13: Changes in Family Income Compared to Unemployment Rate](image)
However, during FY 2010 as many as 42 percent of families currently have received approved temporary deferments as they work towards completing their education or a job training program. To ensure that families stay focused, on-staff Client Service Counselors work closely with families to assist them with ways to become compliant, even during tough economic times.

Figure 14: Families that comply with the work/program requirement have decreased as the unemployment rate has increased (Figure 13 above). However, 42 percent of households are “moving-to-work” because they are enrolled in job training or educational programs. * Non-compliant households are in some stage of the termination process, either just proposed or awaiting an informal review.

In addition to referring families to partners such as Atlanta Workforce Development Agency, in FY 2010, AHA introduced the CareerLink & Assessment, a tool for families to connect with prospective employers. AHA also distributed Connecting You to CATALYST Success weekly emails containing job fair and employment prospects.

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. Any AHA staff member can refer a family to AHA’s on-staff Client Services Counselors who assess family needs and facilitate connections to the appropriate service provider. In FY 2010, over 4,200 referrals were made to the SPN including partners such as Integral Youth and Family Project and Families First, agencies that work with relocation families (see Figure 12 for reasons for referrals). During FY 2010, AHA expanded this network from 46 to 56 providers to cover needs.

Figure 15: Reasons for Referrals to Human Services
Total Referrals = 4,274 during FY 2010
Good Neighbor Program II

AHA established the Good Neighbor Program (GNP) in 2004 as 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. Developed in association with Georgia State University’s Alonzo A. Crim Center for Urban Education Excellence, the GNP originally focused on families affected by the Quality of Life and HOPE VI relocation initiatives. In order to reach all 7,644 Housing Choice participants, in FY 2010, AHA introduced a new, expanded curriculum and trained 3,144 participants. The new GNP II includes a certification requirement and addresses three “real life” issues:

1) Conflict resolution and problem solving,
2) Community expectations, and
3) Valuing life-long education.

The new curriculum has been well-received by families who appreciate more in-depth courses.

Place-Based Supportive Services Strategy

AHA continued the implementation of the Naturally Occurring Retirement Community (NORC) pilot, a national program model that focuses on equipping adults to “age in place.” With the goal to better support residents’ ability to remain independent in their homes as long as possible, AHA and its partners developed over 30 new service provider partnerships and 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. AHA is using insights from this program to prioritize building and property modifications using ARRA funds at three AHA-Owned Communities (Marian Road Highrise, Piedmont Road Highrise, and Cheshire Bridge Road Highrise).

Figure 16: Guiding Principles for “Aging in Place” Pilot

The “aging in place” pilot is funded by a $375,000 Resident Opportunities and Self-Sufficiency (ROSS) Linkage grant secured by Atlanta Regional Commission’s Division on Aging during FY 2007. Primary partners in this pilot include AHA, the Visiting Nurse Health System, Piedmont Hospital, Jewish Family and Career Services, and the Jewish Federation of Greater Atlanta. Source: International Council on Active Aging.
Customer and Community Relations Center
AHA continues to operate and maintain its Customer and Community Relations Center, which includes a dedicated phone line (1-888-AHA4You) for the community to voice neighborhood or client compliments and concerns to AHA. As relocation families have become more acclimated to their new communities, AHA has seen a 60 percent drop in calls per year. AHA maintains staff coverage to ensure responsiveness to calls. After verifying the facts, AHA staff work closely with AHA-assisted families to resolve the issue, if possible. AHA also attends Neighborhood Planning Unit and neighborhood association meetings to maintain open communication with community members.

Figure 17: Phone Calls Received by AHA

Atlanta Community Scholars Awards (ACSA)
In FY 2010, AHA awarded $45,100 (2009/2010 academic year) and $46,500 (2010/2011 academic year) in scholarships to 28 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. Underwritten by AHA employees who contributed over half of this year’s awards and other community benefactors, the scholarship program demonstrates the continued commitment to AHA’s mission. Most notably, AHA reached the goal to fully fund the ACSA endowment for $100,000. Newer sources of funds include movie and TV production companies that have used vacant AHA properties in four films, including the Academy Award-winning movie *The Blindside*. AHA has applied the site rental fees to the scholarship fund.

Rapid Response Team (formerly the Rapid Response Assistance Team)
AHA established the Rapid Response Team in FY 2008 to assist Housing Choice participants affected by foreclosures and other emergency situations such as natural disasters, fire, Violence Against Women Act (VAWA)-related incidents and failed health and safety inspections. The Federal Protecting Tenants at Foreclosure Act of 2009 (part of the Helping Families Save Their Homes Act of 2009) which went into effect June, 2009, has allowed AHA to work closely with AHA-assisted families and landlords to minimize “emergency” moves due to foreclosure. Better communication and collaboration with landlords and better
coordination between AHA departments have lead to fewer urgent moves. These internal and external factors resulted in fewer families requiring support – 105 served versus 140 in FY 2009 – and significant cost savings to AHA.

B2. MTW Benchmarking Study

In 2004, AHA engaged EuQuant, Inc. (or “EuQuant” formerly known as Boston Research Group), a wholly independent Atlanta-based economic and statistical consulting firm, to provide three research reports benchmarking AHA’s progress and effectiveness in utilizing its statutory and regulatory relief as an MTW agency under the MTW Agreement. AHA understands the importance of transparency and the need for independent third party validation of reported outcomes that AHA has achieved using the statutory and regulatory relief authorized under its MTW Agreement. By engaging EuQuant, AHA is providing 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.

Under the leadership of its president, Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology, EuQuant has issued two reports: a baseline report as of June 30, 2004 which was released in 2006 and an interim report as of June 30, 2007 which was released in 2008. The final report in this series covers the full period ending June 30, 2010.

Since the interim report, which reported EuQuant’s findings through June 30, 2006, there have been significant changes in AHA’s strategies, among other things, to accelerate its Quality of Life Initiative, enter into different partnership strategies and arrangements like Project Based Rental Assistance and the Service Provider Network, realign its administrative structure by forming a dedicated asset management function and implement new policies that benefit assisted families.

Therefore, it was important to examine the effects of AHA’s strategies from FY 2004 through FY 2010 by evaluating the changes in family and neighborhood status against baseline metrics from 2004 and 2007 to 2010 outcomes. EuQuant researchers examined every household and household member who received housing assistance between June 30, 2004 and June 30, 2010. In addition, the longitudinal study examined two comparison groups: households that were active each year between 2004 and 2010; and households whose members all lived in public housing developments in 2004 and who were active continually between 2004 and 2010.

EuQuant’s study sets forth compelling evidence that AHA’s MTW activities have:

- Greatly reduced the concentration of poverty among assisted families,
- Appreciably increased families’ access to affordable housing opportunities in healthy mixed-income communities,
- Greatly expanded families’ housing opportunities in better neighborhoods, and
- Substantially increased the economic self-sufficiency of families.

The full study and comprehensive findings have been published separately from this report.
C. Goal Three: Economic Viability

The MTW Agreement removed regulatory and statutory barriers, and has enabled AHA to align its policies, business processes and practices with private sector business principles. AHA’s goal is to leverage private sector investment and incent participation by private partners and investors in long-term public/private partnerships. Through public/private partnerships, AHA is able to do more with less to achieve better operating efficiency and effectiveness, and drive dramatically better outcomes for AHA-assisted households. The relief provided under the MTW Agreement is essential to AHA’s continued success and long-term financial viability.

Under the MTW Agreement, AHA has combined its Housing Choice Voucher funds, Low-income Operating funds and Capital Fund Program (CFP) grants into a single fund known as the MTW Single Fund which may be used for MTW-eligible activities as authorized under the MTW Agreement and AHA’s Annual CATALYST Implementation Plan.

Comparing HUD revenues received by AHA in FY 2003 (the year prior to AHA’s MTW participation) to FY 2009, Figure 18 illustrates the strategic importance of the MTW Single Fund. The MTW Single Fund enables AHA to operate as a single integrated enterprise focused on achieving agreed-upon outcomes rather than managing multiple federal subsidy and grant programs with disparate conditions and requirements. The MTW Single Fund has allowed AHA to eliminate unnecessary redundancy and inefficiency. By combining the various operating funds and grant programs into the MTW Single Fund, AHA has the flexibility to use best practices and sound business principles in order to be more entrepreneurial and efficient in its decision-making and operations. Before AHA executed its MTW Agreement, AHA’s FY 2003 revenues were tied to disparate HUD programs and regulations. In FY 2009, more than 80 percent of AHA’s revenues from HUD were combined under and subject to AHA’s MTW Agreement and AHA’s Business Plan.

Figure 18: Sources of Revenue Comparison FY 2003 and FY 2009

AHA has completely transformed its delivery of affordable housing resources in the City of Atlanta. As a consequence, AHA’s composition and mix of assets, business relationships and contractual relationships have changed dramatically. AHA must ensure that its organizational structure, systems, business processes, personnel, operations and data are aligned consistent with its transformed delivery systems and new business relationships. To assist AHA as it undertakes this organizational assessment and realignment, AHA hired a professional business consultant to make recommendations and develop an implementation plan for FY 2011 as a key component of AHA’s future business plan.

C1. Corporate Support

During FY 2010, AHA focused on its assessment of core infrastructure, staff assets, and financial resources in preparation for future investments stemming from the business transformation efforts in FY 2011.

Comprehensive Integrated and Relational Agency-Wide Database
AHA began an assessment to implement a fully integrated agency-wide solution to drive increased business productivity and assure continuity of support for the agency’s day-to-day operations as AHA’s business model evolves in the coming years. As part of this strategy, AHA completed a migration of historical resident data from the outdated Data Directions, Inc. (DDI) platform to Oracle. The envisioned enterprise solution will focus on providing agency-wide business process automation, automated third-party data-exchange, document management, and integrated business intelligence ability.

Local Asset Management Program
Starting in FY 2009 and continuing into FY 2010, AHA began development of a cost allocation plan that enhances AHA’s ability to capture and assign overhead and other expenses to the appropriate programs. Subsequent to the publication of AHA’s FY 2010 MTW Plan, HUD announced new guidance on how MTW agencies would report their financial statements to HUD using the Financial Assessment Subsystem-Public Housing (FASS-PH). This was formalized in HUD’s December, 2009 publication, Special Instructions for Preparing Financial Data Schedules for Moving to Work Agencies. AHA incorporated HUD’s new guidance in further refining its Local Asset Management Plan and has submitted its FY 2010 unaudited financials into the FASS-PH system.

Human Resources Development
AHA continued to offer in-house training to address employee development. Upon completion of the agency-wide Business Transformation Initiative, a people strategy that includes performance management, training and development for all employees, and an updated employee recognition program will be implemented.

Communications with Stakeholders and the Public (previously Media Management)
AHA relies on the procured services of Alisias Group, an Atlanta-based policy and strategic communications firm, to manage external and internal communications, strategic media management and provide strategic support of key stakeholder relationships at the national, state and local levels. During FY 2010, Alisias has advanced AHA’s core messages of deconcentrating poverty, building healthy communities and supporting educational reform (eliminating high percentages of poor students in schools). The effectiveness of the Alisias work is attested to by the many national and local recognitions AHA has received and by the level of acceptance of AHA programs in Atlanta.
C2. MTW Innovations

The following represents an “At a Glance” overview of a number of key innovations or 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 agency-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 market firm. These payment standards are used instead of HUD Fair Market Rents. Using comparable rents 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 participants 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 compete in the private market to secure quality housing.

- **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 PHA-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 risk associated with owning and implementing the program.

### MTW Agreement Provision:

*Attachment D, Section VII: Establishment of Housing Choice Voucher Program*
## 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 Afford able 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 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
## 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 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 agency’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 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 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
### III. Appendices and AHA Background

#### Appendices Table of Contents

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

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<td>Appendix L</td>
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Summary Financials
For detailed financials, see Appendix F: Financial Analysis - Board Approved FY 2010 Unaudited Actual vs. Budget.

FY 2010 Sources of Funds – Unaudited Actuals

<table>
<thead>
<tr>
<th>Unaudited Actual Sources of Funds (dollars)</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>MTW Single Fund</td>
<td>$230,157,885</td>
</tr>
<tr>
<td>Development &amp; HOPE VI Grants</td>
<td>$30,629,249</td>
</tr>
<tr>
<td>ARRA Grant</td>
<td>$4,248,289</td>
</tr>
<tr>
<td>Tenant Dwelling Revenue</td>
<td>$5,679,841</td>
</tr>
<tr>
<td>Other Sources of Funding</td>
<td>$8,851,181</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$279,566,445</strong></td>
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</tbody>
</table>

FY 2010 Uses of Funds – Unaudited Actual Expenditures

<table>
<thead>
<tr>
<th>Unaudited Actual Uses of Funds (dollars)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Assistance Payments (HAP)</td>
<td>$147,254,397</td>
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<tr>
<td>Administrative</td>
<td>$40,121,596</td>
</tr>
<tr>
<td>Resident Services*</td>
<td>$9,704,457</td>
</tr>
<tr>
<td>Relocation-related Expenses</td>
<td>$1,917,954</td>
</tr>
<tr>
<td>Property &amp; Operating Expenses</td>
<td>$17,877,547</td>
</tr>
<tr>
<td>Modernization, Site work, Public &amp; Accessibility Improvements**</td>
<td>$9,397,959</td>
</tr>
<tr>
<td>Demolition</td>
<td>$14,115,690</td>
</tr>
<tr>
<td>Development &amp; Revitalization Expenditures</td>
<td>$20,776,832</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$261,166,432</strong></td>
</tr>
</tbody>
</table>

*Includes Case Management
**Includes Debt Service (Principal and Interest)
Atlanta Housing Authority Organizational Structure

BOARD OF COMMISSIONERS

Renée Lewis Glover
President and CEO

External Affairs
- Human Development
- Community Relations
- Government Relations

Legal
- Office of General Counsel
- Board Secretary Functions
- Affiliates and Subsidiaries

Real Estate Operations
- Real Estate Development
- Real Estate Management
- Housing Choice

Asset Management
- Asset Management
- Portfolio Management
- Policy and Research
- Contract Administration

Information Technology
- Enterprise Architecture/Development
- IT Compliance/Records Management
- Business Solutions
- IT Operations
- IT Project Management Office

Finance
- Finance & Accounting
- Office of Budgeting
- Procurement & Contracting

Human Resources
- Human Resources
- Risk Management

Strategic Planning
- Strategic Planning
- Moving to Work (MTW)
- Special Initiatives
Atlanta Housing Authority Leadership

Board of Commissioners

Cecil Phillips
Chair
Justine Boyd
Vice Chair
James Allen, Jr.
Daniel Halpern
Wayne Jones
Margaret Paulyne Morgan White
Yvonne Yancy

Executive Management

Renée Lewis Glover
President and Chief Executive Officer

Joy Fitzgerald
Chief Operating Officer
Real Estate Operations

Gloria J. Green
Chief Legal Officer and General Counsel

Mark Kemp
Chief Operating Officer
Administrative Operations

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

Suzi Reddekopp
Chief Financial Officer
Finance

Samir Saini
Chief Information Technology Officer
Information Technology

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

Pat Jones
Executive Program Manager
Real Estate Management

Reneé Bentley
Vice President
Housing Choice Operations

Angela Chadwick
Deputy General Counsel

Ken Clark
Vice President
Real Estate Transactions and Financial Operations

Vona R. Cox
Vice President
Acquisition and Management Services

Martha McMillin
Deputy General Counsel

Marvin Nesbitt, Jr.
Vice President
Human Development Services

Patricia O’Connell
Vice President
Real Estate Development

Marion Quaye
Vice President
Asset Management

Tracey Scott
Vice President
Strategy and Innovation
Atlanta Housing Authority owns and has partnership interests in nearly 1,000 acres of land in Atlanta.
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<th>Appendix A</th>
<th>MTW Annual Report Cross-Reference Guides</th>
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</table>
MTW ANNUAL REPORT CROSS REFERENCE GUIDES

- AHA Legacy Attachment B Requirements
- HUD Attachment B Requirements
The following elements for AHA’s FY 2010 MTW Annual Report are in accordance with AHA’s Legacy Attachment B Requirements included in AHA’s Amended and Restated MTW Agreement.

## REQUIREMENTS

### I. Households Served

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Number served: plan vs. actual by unit size, family type, income group, program/housing type, race &amp; ethnicity</td>
<td>Refer to the MTW Benchmarking Study Executive Summary in the MTW Annual Report. Appendix L EuQuant Study</td>
</tr>
<tr>
<td>B. Changes in tenant characteristics</td>
<td>Appendix D Households Served</td>
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<tr>
<td>C. Changes in waiting list numbers and characteristics</td>
<td>Appendix H FY 2010 MTW Annual Report Resolution &amp; Certifications Minimum Rent Policy Impact Analysis Rent Simplification Subsidy Policy Study</td>
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</table>

### II. Occupancy Policies

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Location</th>
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<tbody>
<tr>
<td>A. Changes in concentration of lower-income families, by program</td>
<td>Appendix D Households Served</td>
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<tr>
<td>B. Changes in Rent Policy, if any</td>
<td>Appendix H FY 2010 MTW Annual Report Resolution &amp; Certifications Minimum Rent Policy Impact Analysis Rent Simplification Subsidy Policy Study</td>
</tr>
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</table>

### III. Changes in the Housing Stock

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Number of units in inventory by program: planned vs. actual</td>
<td>Eliminate. Public Housing inventory is reported to HUD through the PIC system. We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.</td>
</tr>
<tr>
<td>B. Narrative discussion/explanation of difference</td>
<td></td>
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</table>
### IV. Sources and Amounts of Funding

<table>
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<td>Appendix F</td>
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<td>B. Narrative discussion/explanation of difference</td>
<td>Financial Analysis</td>
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<tr>
<td>C. Consolidated Financial Statement</td>
<td>Appendix G</td>
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<tr>
<td></td>
<td>FY 2008 and FY 2009 Audited Financial Statements</td>
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</table>

### V. Uses of Funds

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<th>Requirement</th>
<th>Location</th>
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<td>A. Budgeted vs. actual expenditures by line item</td>
<td>Appendix F</td>
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<td>B. Narrative/explanation of difference</td>
<td>Financial Analysis</td>
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<tr>
<td>C. Reserve balance at end of year. Discuss adequacy of reserves.</td>
<td>Appendix E</td>
</tr>
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</table>

### VI. Capital Planning

<table>
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<th>Requirement</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>A. Planned vs. actual expenditures by property</td>
<td>Appendix F</td>
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<td>B. Narrative discussion/explanation of difference</td>
<td>Financial Analysis</td>
</tr>
</tbody>
</table>

### VII. Management Information for Owned / Managed Units

#### A. (Vacancy) Occupancy Rates

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Target vs. actual occupancies by property</td>
<td>Appendix E</td>
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<td>Management Information for Owned / Managed Units &amp; Assisted Units</td>
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<td>FY 2010 MTW Annual Report Resolution &amp; Certifications</td>
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<td>MTW Performance Benchmarks Report</td>
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<tr>
<td>2. Narrative/explanation of difference</td>
<td>No explanation of difference (N/A)</td>
</tr>
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</table>

#### B. Rent Collections (Rents Uncollected)

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Location</th>
</tr>
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<tbody>
<tr>
<td>1. Target vs. actual collections</td>
<td>Appendix E</td>
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<tr>
<td></td>
<td>Management Information for Owned / Managed Units &amp; Assisted Units</td>
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<tr>
<td></td>
<td>Appendix H</td>
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<tr>
<td></td>
<td>FY 2010 MTW Annual Report Resolution &amp; Certifications</td>
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<tr>
<td></td>
<td>MTW Performance Benchmarks Report</td>
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<tr>
<td>2. Narrative/explanation of difference</td>
<td>No explanation of difference (N/A)</td>
</tr>
<tr>
<td>REQUIREMENT</td>
<td>LOCATION</td>
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<tr>
<td>VII. Management Information for Owned / Managed Units - continued</td>
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<td>C. Work Orders</td>
<td>Appendix E</td>
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<tr>
<td>1. Target vs. actual response rates</td>
<td>Management Information for Owned / Managed Units &amp; Assisted Units</td>
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<td>1. Planned vs. actual inspections completed</td>
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<tr>
<td>2. Narrative/explanation of difference</td>
<td>N / A</td>
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<td>3. Results of independent PHAS inspections</td>
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<td>MTW Program Benchmarks Report</td>
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<td>E. Security</td>
<td>Appendix E</td>
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<tr>
<td>1. Narrative: planned vs. actual actions/explanation of difference</td>
<td>Management Information for Owned / Managed Units &amp; Assisted Units</td>
</tr>
</tbody>
</table>

| VIII. Management Information for Leased Housing | |
| A. Leasing Information | Eliminate.  |
| 1. Target vs. actual lease ups at end of period | We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions. |
## REQUIREMENT

### VIII. Management Information for Leased Housing - continued

#### A. Leasing Information - continued

2. Information and Certification of Data on Leased Housing Management including:
   - Ensuring rent reasonableness;
   - Expanding housing opportunities;
   - Deconcentration of low-income families

3. Narrative/explanation of differences

#### Appendix C
- Deconcentration and Occupancy Policies
  - Refer to the MTW Re-engineering the Housing Choice Voucher Program Priority in the MTW Annual Report.

**NOTE:** A copy of AHA’s Statement of Policies Governing the Housing Choice Voucher Program is included as Appendix O of AHA’s FY 2011 CATALYST Implementation Plan.

#### B. Inspection Strategy

1. Results of strategy, including:  
   a) Planned vs. actual inspections completed by category: Annual HQS inspections; Pre-contract HQS inspections; HQS Quality Control inspections; b) HQS Enforcement

2. Narrative/discussion of difference

#### Appendix H
- FY 2010 MTW Annual Report Resolution & Certifications
  - MTW Program Benchmarks Report

### IX. Resident Programs

#### A. Narrative: planned vs. actual actions/explanation of difference

Refer to the Human Development Priority section in the MTW Annual Report

#### B. Results of latest PHAS Resident Survey, or equivalent as determined by HUD.

Appendix B
- Resident Satisfaction Survey

### X. Other Information as Required by HUD

#### A. Results of latest completed 133 Audit, (including program-specific OMB compliance supplement items, as applicable to AHA’s Agreement)

Appendix G
- FY 2008 and FY 2009 Audited Financial Statements

#### B. Required Certifications and other submissions from which the Agency is not exempted by the MTW Agreement

Appendix H
- FY 2010 MTW Annual Report Resolution & Certifications
  - MTW Program Benchmarks Report

#### C. Submissions required for the receipt of funds

Appendix K
- Submissions Required for Receipt of Funds
Appendix A - MTW Annual Report Cross-Reference Guides

Form 50900: Elements for the Annual MTW Plan and Annual MTW Report

Attachment B
to AMENDED AND RESTATED MOVING TO WORK AGREEMENT BETWEEN U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AND AGENCY

The information on this form is being collected so the Department is able to respond to Congressional and other inquiries regarding outcome measures obtained and promising practices learned throughout the Moving to Work (MTW) demonstration. The information reported through this form is not confidential. Respondents will report outcome information to accurately evaluate the effects of MTW policy changes on residents, the Agency's operations and the local community. The estimated burden per year per Agency is 81 hours. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The Agency may not conduct or sponsor, and are not required to respond to, a collection of information unless that collection displays a valid OMB control number. All MTW Agencies will provide the following required elements in their Annual MTW Plans and Reports, consistent with the requirements of Section VII of the standard Amended and Restated Agreement, and will follow the following order and format.

<table>
<thead>
<tr>
<th>Annual MTW Report</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Introduction</td>
<td></td>
</tr>
</tbody>
</table>
| ▶️ A. Table of Contents, which includes all the required elements of the Annual MTW Report; and | ▶️ Annual Report Table of Contents
| ▶️ B. Overview of the Agency's ongoing MTW goals and objectives. | ▶️ Annual Report Appendices Table of Contents
| ▶️ Annual Report: | ▶️ Priority Activities
<p>| | ▶️ Corporate Support |</p>
<table>
<thead>
<tr>
<th>Annual MTW Report</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>II. General Housing Authority Operating Information</strong></td>
<td></td>
</tr>
<tr>
<td><strong>A. Housing Stock Information</strong></td>
<td></td>
</tr>
<tr>
<td>Number of public housing units at the end of the Plan year, discuss any changes</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>over 10%;</td>
<td>• Housing Opportunities Chart A1</td>
</tr>
<tr>
<td>Description of any significant capital expenditures by development (&gt;30% of the</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>Agency's total budgeted capital expenditures for the fiscal year );</td>
<td>• Housing Opportunities Chart A2</td>
</tr>
<tr>
<td>Description of any new public housing units added during the year by development</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>(specifying bedroom size, type, accessible features, if applicable);</td>
<td>• Housing Opportunities Chart A3</td>
</tr>
<tr>
<td>Number of public housing units removed from the inventory during the year by</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>development specifying the justification for the removal;</td>
<td>• Housing Opportunities Chart A4</td>
</tr>
<tr>
<td>Number of MTW HCV authorized at the end of the Plan year, discuss any changes</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>over 10%;</td>
<td>• Housing Opportunities Chart A5</td>
</tr>
<tr>
<td>Number of non-MTW HCV authorized at the end of the Plan year, discuss any changes</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>over 10%;</td>
<td>• Housing Opportunities Chart A6</td>
</tr>
<tr>
<td>Number of HCV units project-based during the Plan year, including description of</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>each separate project; and</td>
<td>• Housing Opportunities Chart A7</td>
</tr>
<tr>
<td>Overview of other housing managed by the Agency, e.g., tax credit, state-funded,</td>
<td>Appendix I:</td>
</tr>
<tr>
<td>market rate.</td>
<td>• Housing Opportunities Chart A8</td>
</tr>
<tr>
<td><strong>B. Leasing Information - Actual</strong></td>
<td></td>
</tr>
<tr>
<td>Total number of MTW PH units leased in Plan year;</td>
<td>Appendix I:</td>
</tr>
<tr>
<td></td>
<td>• Housing Opportunities Chart B1</td>
</tr>
<tr>
<td>Total number of non-MTW PH units leased in Plan year;</td>
<td>Appendix I:</td>
</tr>
<tr>
<td></td>
<td>• Housing Opportunities Chart B2</td>
</tr>
<tr>
<td>Total number of MTW HCV units leased in Plan year;</td>
<td>Appendix I:</td>
</tr>
<tr>
<td></td>
<td>• Housing Opportunities Chart B3</td>
</tr>
<tr>
<td>Total number of non-MTW HCV units leased in Plan year;</td>
<td>Appendix I:</td>
</tr>
<tr>
<td></td>
<td>• Housing Opportunities Chart B4</td>
</tr>
</tbody>
</table>
### Annual MTW Report

#### II. General Housing Authority Operating Information - continued

**B. Leasing Information – Actual - continued**

- Description of any issues related to leasing of PH or HCVs; and
  - Appendix I:
    - Housing Opportunities Chart B5

- Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the Plan year).
  - Appendix I:
    - Housing Opportunities Chart B6

**C. Waiting List Information**

- Number and characteristics of households on the waiting lists (all housing types) at the end of the plan year; and
  - Appendix I:
    - Housing Opportunities Chart C1

- Description of waiting lists (site-based, communitywide, HCV, merged) and any changes that were made in the past fiscal year.
  - Appendix I:
    - Housing Opportunities Chart C2

#### III. Non-MTW Related Housing Authority Information (Optional)

**A. List planned vs. actual sources and uses of other HUD or other Federal Funds (excluding HOPE VI); and**

**B. Description of non-MTW activities implemented by the Agency.**

#### IV. Long-term MTW Plan (Optional)

Describe the Agency’s long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.

**V. Proposed MTW Activities: HUD approval requested**

(Provide the listed items below grouped by each MTW activity)

**A. Describe any activities that were proposed in the Plan, approved by HUD, but not implemented, and discuss why these activities were not implemented.**

(All proposed activities that are granted approval by HUD will be reported on in Section VI as “ongoing activities.”)

**Annual Report:**

- Re-engineering the Housing Choice Voucher Program Priority

#### VI. Ongoing MTW Activities: HUD approval previously granted

(Provide the listed items below grouped by each MTW activity)

**A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented;**

**Annual Report:**

- Priority Activities
  - Corporate Support
### Appendix A - MTW Annual Report Cross-Reference Guides

<table>
<thead>
<tr>
<th>Annual MTW Report</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>VI. Ongoing MTW Activities: HUD approval previously granted - <em>continued</em></td>
<td></td>
</tr>
<tr>
<td>(provide the listed items below grouped by each MTW activity)</td>
<td></td>
</tr>
</tbody>
</table>
| **B.** Provide detailed information on the impact of the activity and compare against the proposed benchmarks, and metrics to assess outcomes, including if activity is on schedule. For rent reform initiatives, describe the result of any hardship requests. [The Agency will need to develop benchmarks and evaluation metrics for all ongoing MTW activities. For MTW activities that were implemented prior to the execution of this Amended and Restated Agreement, the Agency does not have to provide this information for past years. The Agency will establish the benchmarks and metrics in the first year that it Reports under this new format.]; | Appendix H:  
- MTW Program Benchmarks Report  
- Minimum Rent Policy Impact Analysis  
- Elderly Income Disregard Policy Impact Analysis  
- Impact Analysis of Standard Deductions |
| **C.** If benchmarks were not achieved or if the activity was determined ineffective, provide a narrative explanation of the challenges, and, if possible, identify potential new strategies that might be more effective; | Appendix H:  
- MTW Program Benchmarks Report |
| **D.** If benchmarks or metrics have been revised; identify any new indicator(s) of activities status and impact (e.g. after 2 years of rent reform only 6 hardship cases); | N/A |
| **E.** If data collection methodology has changed, describe original data collection methodology and any revisions to the process or change in data collected; | N/A |
| **F.** If a different authorization from Attachment C or D was used than was proposed in the Plan, provide the new authorization and describe why the change was necessary; and | On November 13, 2008, AHA and HUD executed AHA’s Amended and Restated MTW Agreement. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement (collectively, the “Amended and Restated MTW Agreement”), which clarified and expanded AHA’s ability to use MTW Funds outside of Section 9 and Section 8 of the U.S. Housing Act of 1937, as amended (“1937 Act”). The Amended and Restated MTW Agreement re-affirmed, in all material respects, all of the authorizations set forth in Appendix A of the Original MTW Agreement and includes these authorizations in Attachment D. AHA has all of the authorizations needed from HUD under the Amended and Restated MTW Agreement to implement the activities described in AHA’s FY 2009 MTW Annual Report. |
| **G.** Cite the specific provision(s) of the Act or regulation that is waived under MTW (as detailed in Attachment C or D of this Restated Agreement) that authorized the Agency to make the change, and briefly describe if and how the waived section of the Act or regulation was necessary to achieve the MTW activity. With respect to requirements related to statutory or regulatory cites, the following is agreed: Every effort will be made by the Agency to reference the complete and correct statute or regulation application to a particular initiative; However, failure to cite to the correct or entire statute or regulation will not be grounds for disapproval of such initiative in an Annual Plan nor will such failure invalidate the use of the MTW authority necessary to implement and support the initiative. | |
## Annual MTW Report

### VII. Sources and Uses of Funding

| A. | List planned vs. actual sources (Operating, Capital, and HCV) and uses of MTW Funds (excluding HOPE VI). Provide a narrative description of any major changes from the approved MTW Plan; | Appendix F:  
• Financial Analysis |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>B.</td>
<td>List planned vs. actual sources and uses of State or local funds;</td>
<td>AHA received city funds for public improvements in FY 2010.</td>
</tr>
<tr>
<td>C.</td>
<td>If applicable, list planned vs. actual sources and uses of the COCC (Central Office Cost Center);</td>
<td>N/A</td>
</tr>
</tbody>
</table>
| D. | If using a cost allocation or fee-for-service approach that differs from 1937 Act requirements, describe the actual deviations that were made during the Plan year; and | Annual Report:  
• Corporate Support section  
Appendix F:  
• Financial Analysis |
| E. | List or describe planned vs. actual use of single-fund flexibility. | Annual Report:  
• Corporate Support section  
Appendix F:  
• Financial Analysis |
| F. | Optional - List planned vs. actual reserve balances at the end of the plan year. | N/A |
| G. | Optional - In plan appendix, provide planned vs. actual sources and use by AMP. | N/A |

### VIII. Administrative

The Agency will provide the following:

| A. | Description of progress on the correction or elimination of observed deficiencies cited in monitoring visits, physical inspections, or other oversight and monitoring mechanisms, if applicable; | Appendix E:  
• Management Information for AHA-Owned Communities / Managed Units and Assisted Units |
| B. | Results of latest Agency-directed evaluations of the demonstration, as applicable; | Appendix L:  
• EuQuant Study |
| C. | Performance and Evaluation Report for Capital Fund activities not included in the MTW Block Grant, as an attachment to the Report; and | Appendix F:  
• Financial Analysis |
### Annual MTW Report

#### VIII. Administrative - continued

The Agency will provide the following:

<table>
<thead>
<tr>
<th>D. Certification that the Agency has met the three statutory requirements of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) assuring that at least 75 percent of the families assisted by the Agency are very low-income families;</td>
</tr>
<tr>
<td>2) continuing to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and</td>
</tr>
<tr>
<td>3) maintaining a comparable mix of families (by family size) are served, as would have been provided had the amounts not been used under the demonstration.</td>
</tr>
</tbody>
</table>

### Appendix H:

- Certification to the US Department of Housing and Urban Development ("HUD") Regarding the Housing Authority of the City of Atlanta, Georgia's FY 2010 Moving to Work Annual Report
AHA-OWNED COMMUNITIES RESIDENT SATISFACTION SURVEY

- Demographics
- Overall Satisfaction
- Property Management
- Property Maintenance
- Resident Services
- Safety
- Quality of Life
# Appendix B

### Atlanta Housing Authority AHA-Owned Communities

#### FY 2010 Resident Satisfaction Survey: Summary of Results

## Demographics

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Under 49</th>
<th>50 - 69</th>
<th>70+</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>64</td>
<td>472</td>
<td>268</td>
<td>30</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>7.7%</td>
<td>56.6%</td>
<td>32.1%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years Lived</th>
<th>Less than 5 years</th>
<th>5 years or more</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>295</td>
<td>348</td>
<td>191</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>35.4%</td>
<td>41.7%</td>
<td>22.9%</td>
</tr>
</tbody>
</table>

The total of 834 represents the total number of surveys that were returned by residents. The "No Response" category is inclusive of individuals who returned the survey but did not respond to a particular question on the survey.

## Overall Satisfaction

<table>
<thead>
<tr>
<th>Overall Quality of Life</th>
<th>Very Good</th>
<th>Average</th>
<th>Poor</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>421</td>
<td>346</td>
<td>40</td>
<td>27</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>50.5%</td>
<td>41.5%</td>
<td>4.8%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Recommendation to a Friend</th>
<th>Yes</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>687</td>
<td>119</td>
<td>28</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>82.4%</td>
<td>14.3%</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community Rooms</th>
<th>Yes</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>680</td>
<td>82</td>
<td>72</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>81.5%</td>
<td>9.8%</td>
<td>8.6%</td>
</tr>
</tbody>
</table>

The total of 834 represents the total number of surveys that were returned by residents. The "No Response" category is inclusive of individuals who returned the survey but did not respond to a particular question on the survey.
Appendix B
Atlanta Housing Authority AHA-Owned Communities
FY 2010 Resident Satisfaction Survey: Summary of Results

<table>
<thead>
<tr>
<th>Property Management</th>
<th>Yes</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>6. Are the property management staff available when you need them?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of responses</td>
<td>759</td>
<td>54</td>
<td>21</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>91.0%</td>
<td>6.5%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

| 7. Are the staff in the rent office courteous and helpful? | | | |
| Number of responses | 737 | 59 | 38 |
| Total number of surveys returned | 834 | 834 | 834 |
| Percentage | 88.4% | 7.1% | 4.6% |

<table>
<thead>
<tr>
<th>Property Maintenance</th>
<th>Yes</th>
<th>No</th>
<th>Does Not Apply</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Do maintenance workers complete work orders in one week or less?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of responses</td>
<td>681</td>
<td>101</td>
<td>30</td>
<td>22</td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
<tr>
<td>Percentage</td>
<td>81.7%</td>
<td>12.1%</td>
<td>3.6%</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

| 9. Do maintenance workers complete emergency repairs in one day or less? | | | |
| Number of responses | 637 | 81 | 85 | 31 |
| Total number of surveys returned | 834 | 834 | 834 | 834 |
| Percentage | 76.4% | 9.7% | 10.2% | 3.7% |

| 10. Are maintenance workers courteous and helpful? | | | |
| Number of responses | 760 | 42 | 9 | 23 |
| Total number of surveys returned | 834 | 834 | 834 | 834 |
| Percentage | 91.1% | 5.0% | 1.1% | 2.8% |

| 11. Are the buildings and grounds clean and well maintained? | | | |
| Number of responses | 747 | 48 | 39 |
| Total number of surveys returned | 834 | 834 | 834 |
| Percentage | 89.6% | 5.8% | 4.7% |

| 12. When you go to the laundry room, do all the machines work? | | | |
| Number of responses | 210 | 561 | 23 | 40 |
| Total number of surveys returned | 834 | 834 | 834 | 834 |
| Percentage | 25.2% | 67.3% | 2.8% | 4.8% |
## Appendix B
Atlanta Housing Authority AHA-Owned Communities
FY 2010 Resident Satisfaction Survey: Summary of Results

### Resident Services

#### Overall, are you satisfied with the quality of the resident services staff that work in your community?

<table>
<thead>
<tr>
<th></th>
<th>Very Satisfied</th>
<th>Satisfied</th>
<th>Dissatisfied</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>315</td>
<td>426</td>
<td>72</td>
<td>21</td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Weekly</th>
<th>Occasionally</th>
<th>Never</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>37.8%</td>
<td>51.1%</td>
<td>8.6%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

#### Does your community offer many opportunities to socialize and know your neighbors?

<table>
<thead>
<tr>
<th></th>
<th>Weekly</th>
<th>Occasionally</th>
<th>Never</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>421</td>
<td>346</td>
<td>25</td>
<td>42</td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>50.5%</td>
</tr>
</tbody>
</table>

#### Does the resident services staff have a good understanding of your needs?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>667</td>
<td>136</td>
<td>31</td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80.0%</td>
</tr>
</tbody>
</table>

#### Does the resident services staff provide you with connections to services (medical, nutritional, etc.) that meet your needs?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>621</td>
<td>160</td>
<td>53</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>74.5%</td>
</tr>
</tbody>
</table>

#### Does the resident services staff offer a variety of activities (recreational, educational, and social) in your community?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>675</td>
<td>114</td>
<td>45</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>80.9%</td>
</tr>
</tbody>
</table>

#### Do you take advantage of the services and activities offered in your community?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>539</td>
<td>231</td>
<td>64</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>64.6%</td>
</tr>
</tbody>
</table>

### Safety

#### Do you feel safe inside your apartment?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>762</td>
<td>56</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>91.4%</td>
</tr>
</tbody>
</table>

#### Do you feel safe in your apartment community?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>No</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of responses</td>
<td>716</td>
<td>92</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85.9%</td>
</tr>
</tbody>
</table>
# Appendix B
Atlanta Housing Authority AHA-Owned Communities
FY 2010 Resident Satisfaction Survey: Summary of Results

## Quality of Life - Please indicate how important the following categories are to your quality of life:

<table>
<thead>
<tr>
<th>Category</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>21. Laundry</td>
<td>81</td>
<td>233</td>
<td>480</td>
<td>40</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>9.7%</td>
<td>27.9%</td>
<td>57.6%</td>
<td>4.8%</td>
</tr>
<tr>
<td>22. Parking</td>
<td>178</td>
<td>211</td>
<td>341</td>
<td>104</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>21.3%</td>
<td>25.3%</td>
<td>40.9%</td>
<td>12.5%</td>
</tr>
<tr>
<td>23. Pest Control</td>
<td>68</td>
<td>142</td>
<td>576</td>
<td>48</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>8.2%</td>
<td>17.0%</td>
<td>69.1%</td>
<td>5.8%</td>
</tr>
<tr>
<td>24. Property Cleanliness</td>
<td>28</td>
<td>128</td>
<td>640</td>
<td>38</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>3.4%</td>
<td>15.3%</td>
<td>76.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>25. Property Maintenance</td>
<td>35</td>
<td>124</td>
<td>640</td>
<td>35</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>4.2%</td>
<td>14.9%</td>
<td>76.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td>26. Community Safety</td>
<td>42</td>
<td>135</td>
<td>627</td>
<td>30</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>5.0%</td>
<td>16.2%</td>
<td>75.2%</td>
<td>3.6%</td>
</tr>
<tr>
<td>27. Resident Services</td>
<td>57</td>
<td>217</td>
<td>533</td>
<td>27</td>
</tr>
<tr>
<td>Number of responses</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Total number of surveys returned</td>
<td>834</td>
<td>834</td>
<td>834</td>
<td></td>
</tr>
<tr>
<td>Percentage</td>
<td>6.8%</td>
<td>26.0%</td>
<td>63.9%</td>
<td>3.2%</td>
</tr>
</tbody>
</table>
DECONCENTRATION AND OCCUPANCY POLICIES

- AHA’s Commitment to the Deconcentration of Poverty
- Summary of Occupancy Policies
Appendix C: Deconcentration and Occupancy Policies

The Atlanta Housing Authority (AHA) continues its commitment to deconcentrate poverty and create healthy mixed-income communities in the City of Atlanta. Through its Guiding Principles, AHA is focused on revolutionizing its programs and strategies to reverse the effects of concentrated poverty and improve outcomes for families. Several of AHA’s priorities as outlined in its FY 2010 MTW Annual Report include strategies for deconcentrating poverty:

- Continuing with its strategic revitalization initiatives in partnership with private sector development partners with the goal of creating healthy and economically sustainable, mixed-use, mixed-income communities;
- Repositioning its public housing portfolio under the Quality of Life Initiative while relocating families to healthier, mixed-income communities;
- Using Project Based Rental Assistance as a development tool to offer substantially better housing opportunities by promoting the development of quality affordable housing for families, seniors and persons with disabilities;
- Developing its own system of payment standards inside its Housing Choice Program enabling eligible families to choose rental housing in low poverty areas and opening up a broader area of affordable housing opportunities within AHA’s jurisdiction; and
- Enhancing its market approach for attracting and fostering long-term relationships with landlords, private owners, property management companies, and rental housing industry groups to expand AHA’s housing resource network.

Additionally, AHA has developed two policy documents governing its eligibility, occupancy and program administration of its Public Housing and Housing Choice Voucher Programs.

The first is AHA’s Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies – or SCP). AHA’s Board of Commissioners amended Revision Five of the SCP on April 14, 2010, after conducting a properly advertised and noticed public hearing on February 25, 2010. The SCP was updated to clarify established policies and revise existing language, as appropriate, to ensure consistency in rent and occupancy policies governing the Public Housing and Housing Choice Voucher Programs.

The second is AHA’s Statement of Policies Governing the Housing Choice Tenant Based Program (Statement of Housing Choice Policies – or SHCP). AHA’s Board of Commissioners amended Revision Seven of the Statement of Housing Choice Policies also on April 14, 2010. Similar to the SCP, the Statement of Housing Choice Policies was updated to clarify established policies and revise existing language to ensure consistency in rent and occupancy policies governing the Public Housing and Housing Choice Voucher Programs.

The Statement of Corporate Policies and the Statement of Housing Choice Policies also provide policy guidance for internal procedures and site-based administration requirements for Project Based Rental Assistance.

Both the SCP and SHCP were included in AHA’s FY 2011 MTW Plan (CATALYST Implementation Plan) which was submitted to HUD on April 15, 2010. AHA received HUD approval on its FY 2010 MTW Annual Plan on August 31, 2010.
HOUSEHOLDS SERVED

- Household Income as a Percentage of AMI
- Bedroom Size Profile
- Family Size
## Appendix D: Change in Households Served

### Household Income as a Percentage of AMI (as of June 30, 2010)

<table>
<thead>
<tr>
<th>PROGRAM/COMMUNITY TYPE</th>
<th>&lt; 30% of AMI</th>
<th>30 - 50% of AMI</th>
<th>51 - 80% of AMI</th>
<th>&gt; 80% of AMI</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 2009</td>
<td>June 2010</td>
<td>% Chg</td>
<td>June 2009</td>
<td>June 2010</td>
</tr>
<tr>
<td>AHA-Owned Communities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Public Housing Assisted)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High-Rise</td>
<td>1,956</td>
<td>1,660</td>
<td>-15%</td>
<td>153</td>
<td>147</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>211</td>
<td>67</td>
<td>-68%</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mixed-Income</td>
<td>1,370</td>
<td>1,104</td>
<td>-19%</td>
<td>518</td>
<td>726</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PHA Total</td>
<td>3,537</td>
<td>2,831</td>
<td>-20%</td>
<td>706</td>
<td>894</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Choice</td>
<td>7,964</td>
<td>8,544</td>
<td>7%</td>
<td>1,887</td>
<td>1,650</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PBRA</td>
<td>1,042</td>
<td>1,119</td>
<td>7%</td>
<td>858</td>
<td>1,019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PBRA Homeless Demonstration</td>
<td>110</td>
<td>297</td>
<td>170%</td>
<td>0</td>
<td>108</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AHA Total</td>
<td>12,653</td>
<td>12,791</td>
<td>1%</td>
<td>3,451</td>
<td>3,671</td>
</tr>
</tbody>
</table>

1. The decrease in the total number of family units is a result of AHA’s Quality of Life Initiative (QLI); many of the QLI-impacted households transferred to other AHA programs.
2. The FY 2009 and FY 2010 figures reflected in the PBRA units (and PH units at mixed-income communities) represent only those communities that have achieved stabilization and does not include communities in the lease-up phase. Therefore, this data is not indicative of the total universe of units.
3. The PBRA Homeless Demonstration units do not include PB3 units. In FY 2009, there were 109 PB3 units and 114 in FY 2010. Therefore, the total households served in FY 2009 was 17,367 and 18,155 in FY 2010.
<table>
<thead>
<tr>
<th>PROGRAM/COMMUNITY TYPE</th>
<th>Studio</th>
<th>1 Bedroom</th>
<th>2 Bedrooms</th>
<th>3 Bedrooms</th>
<th>4+ Bedrooms</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 2009</td>
<td>June 2010</td>
<td>% Chg</td>
<td>June 2009</td>
<td>June 2010</td>
<td>% Chg</td>
</tr>
<tr>
<td>AHA-Owned Communities (Public Housing Assisted)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High-Rise</td>
<td>481</td>
<td>337</td>
<td>-30%</td>
<td>1,647</td>
<td>1,485</td>
<td>-10%</td>
</tr>
<tr>
<td>1Family</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>22</td>
<td>2</td>
<td>-91%</td>
</tr>
<tr>
<td>Mixed-Income</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>539</td>
<td>495</td>
<td>-8%</td>
</tr>
<tr>
<td>PHA Total</td>
<td>481</td>
<td>337</td>
<td>-30%</td>
<td>2,208</td>
<td>1,982</td>
<td>-10%</td>
</tr>
<tr>
<td>Housing Choice</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>1,215</td>
<td>1,602</td>
<td>32%</td>
</tr>
<tr>
<td>2PBRA</td>
<td>0</td>
<td>2</td>
<td>200%</td>
<td>1,737</td>
<td>1,874</td>
<td>8%</td>
</tr>
<tr>
<td>3PBRA Homeless Demonstration</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>77</td>
<td>341</td>
<td>343%</td>
</tr>
<tr>
<td>AHA Total</td>
<td>481</td>
<td>339</td>
<td>-30%</td>
<td>5,237</td>
<td>5,799</td>
<td>11%</td>
</tr>
</tbody>
</table>

1 The decrease in the total number of family units is a result of AHA's Quality of Life Initiative (QLI); many of the QLI-impacted households transferred to other AHA programs.
2 The FY 2009 and FY 2010 figures reflected in the PBRA units (and PH units at mixed-income communities) represent only those communities that have achieved stabilization and does not include communities in the lease-up phase. Therefore, this data is not indicative of the total universe of units.
3 The PBRA Homeless Demonstration units do not include PB3 units. In FY 2009, there were 109 PB3 units and 114 in FY 2010. Therefore, the total households served in FY 2009 was 17,367 and 18,155 in FY 2010.
### Appendix D: Change in Household Members Served

#### Family Size Profile (as of June 30, 2010)

<table>
<thead>
<tr>
<th>PROGRAM/COMMUNITY TYPE</th>
<th>1 Member</th>
<th>2 Members</th>
<th>3 Members</th>
<th>4 Members</th>
<th>5+ Members</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 2009</td>
<td>June 2010</td>
<td>% Chg</td>
<td>June 2009</td>
<td>June 2010</td>
<td>% Chg</td>
</tr>
<tr>
<td>AHA-Owned Communities</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>High-Rise</td>
<td>2,022</td>
<td>1,724</td>
<td>-15%</td>
<td>112</td>
<td>101</td>
<td>-10%</td>
</tr>
<tr>
<td>1 Family</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Mixed-Income*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>PHA Total</td>
<td>2,061</td>
<td>1,730</td>
<td>-16%</td>
<td>168</td>
<td>128</td>
<td>-24%</td>
</tr>
<tr>
<td>Housing Choice</td>
<td>2,366</td>
<td>2,559</td>
<td>8%</td>
<td>2,108</td>
<td>2,377</td>
<td>13%</td>
</tr>
<tr>
<td>PBRA*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>PBRA Homeless Demonstration*</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>AHA Total</td>
<td>4,427</td>
<td>4,289</td>
<td>-3%</td>
<td>2,276</td>
<td>2,505</td>
<td>10%</td>
</tr>
</tbody>
</table>

\* The decrease in the total number of family units is a result of AHA’s Quality of Life Initiative (QLI); many of the QLI-impacted households transferred to other AHA programs.

\* Currently, AHA does not collect Family Size Profile information for Mixed-Income, PBRA and PBRA Homeless Demonstration Communities.
MANAGEMENT INFORMATION FOR AHA-OWNED RESIDENTIAL PROPERTIES, MANAGED UNITS AND ASSISTED UNITS

- Occupancy Rates
- Percentage of Uncollected Rents
- Emergency Work Order Responses
- Routine Work Order Responses
- Unit and Common Area Inspections
## E-1 Public Housing Assisted Units – Occupancy Rates

<table>
<thead>
<tr>
<th>Program / Community Type</th>
<th>Target</th>
<th>Percentage of Occupancy Level</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AHA-Owned Communities (Senior)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barge Road Highrise</td>
<td>98%</td>
<td>100%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Cheshire Bridge Road Highrise</td>
<td>98%</td>
<td>99.0%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Cosby Spear Highrise</td>
<td>98%</td>
<td>99.0%</td>
<td>1.3%</td>
</tr>
<tr>
<td>East Lake Highrise</td>
<td>98%</td>
<td>100%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Georgia Avenue Highrise</td>
<td>98%</td>
<td>100%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Hightower Manor Highrise</td>
<td>98%</td>
<td>99.0%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Juniper and Tenth Highrise</td>
<td>98%</td>
<td>99.0%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Marietta Road Highrise</td>
<td>98%</td>
<td>100%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Marietta Road Highrise</td>
<td>98%</td>
<td>98.0%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Peachtree Road Highrise</td>
<td>98%</td>
<td>99.0%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Piedmont Road Highrise</td>
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</tr>
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## E-1 Public Housing Assisted Units – Occupancy Rates - continued

<table>
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<th>Target</th>
<th>Percentage of Occupancy Level</th>
<th>Difference</th>
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<tr>
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<td>2.0%</td>
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<tr>
<td>Veranda at Auburn Pointe</td>
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<td>100%</td>
<td>2.0%</td>
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<tr>
<td>Ashley CollegeTown</td>
<td>98%</td>
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<td>-0.6%</td>
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<tr>
<td>Atrium at CollegeTown</td>
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<tr>
<td>Gardens at CollegeTown</td>
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<td>96.2%</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Ashley Courts at Cascade I</td>
<td>98%</td>
<td>95.7%</td>
<td>-2.3%</td>
</tr>
<tr>
<td>Ashley Courts at Cascade II</td>
<td>98%</td>
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<td>-0.4%</td>
</tr>
<tr>
<td>Ashley Courts at Cascade III</td>
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<tr>
<td>Centennial Place II</td>
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<td>0.6%</td>
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<td>1.1%</td>
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<tr>
<td>Ashley Terrace at West End</td>
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<td>100%</td>
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</tr>
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</tr>
<tr>
<td>Columbia Village</td>
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</tr>
<tr>
<td>Villages of East Lake I</td>
<td>98%</td>
<td>96.7%</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Villages of East Lake II</td>
<td>98%</td>
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</tr>
<tr>
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<td>0.7%</td>
</tr>
<tr>
<td><strong>PHA TOTALS</strong></td>
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</tbody>
</table>

### E-1 MANAGEMENT NOTES:

Although the aggregate occupancy rate percentage of 99 percent is favorable in comparison to the 98 percent benchmark, a few communities experienced occupancy challenges during the period covered by this report. AHA cannot ignore the adverse effects of a declining economy coupled with high unemployment in the Atlanta metropolitan area as a contributing factor to leasing and occupancy, especially for low income working families who experienced layoffs or reduced hours. Lease violations resulting in evictions and the inability to fill vacancies with qualified households as quickly as possible did not help matters. One community, in particular with 26 units is confronted with the unique...
problem of not achieving the benchmark, falling down to a 96.2 percent occupancy rate when it has only one vacancy. The largest number of vacancies in any community is three. The total number of vacancies for the six communities that did not meet the benchmark is thirteen. This small number of vacancies, while not preferred, does not diminish the effectiveness of the owner entity’s property management agent to lease public housing assisted units.

Each of the subject AHA-Sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.
## Appendix E: Management Information for AHA-Owned Communities/Managed Units and Assisted Units at Mixed-Income Communities as of June 30, 2010

### E-2 Public Housing Assisted Units - % Uncollected Rents

<table>
<thead>
<tr>
<th>Program / Community Type</th>
<th>Target</th>
<th>Percentage of Rents Uncollected</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AHA-Owned Communities (Senior)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barge Road Highrise</td>
<td>2%</td>
<td>0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Cheshire Bridge Road Highrise</td>
<td>2%</td>
<td>0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Cosby Spear Highrise</td>
<td>2%</td>
<td>0.5%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>East Lake Highrise</td>
<td>2%</td>
<td>0.8%</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Georgia Avenue Highrise</td>
<td>2%</td>
<td>0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Hightower Manor Highrise</td>
<td>2%</td>
<td>0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Juniper and Tenth Highrise</td>
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<td>0%</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Marian Road Highrise</td>
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<td>-1.8%</td>
</tr>
<tr>
<td>Marietta Road Highrise</td>
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<tr>
<td>Peachtree Road Highrise</td>
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<td>Piedmont Road Highrise</td>
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<tr>
<td><strong>Senior Totals</strong></td>
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<td><strong>AHA-Owned Communities (Family)</strong></td>
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<td>Martin Street Plaza</td>
<td>2%</td>
<td>1.6%</td>
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<tr>
<td>Westminster</td>
<td>2%</td>
<td>0%</td>
<td>-2%</td>
</tr>
<tr>
<td><strong>Family Totals</strong></td>
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<td>-1.0%</td>
</tr>
<tr>
<td><strong>Mixed-Income</strong></td>
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<tr>
<td>Capitol Gateway I</td>
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</tr>
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<td>Capitol Gateway II</td>
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<td>Villages at Carver II</td>
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<tr>
<td>Villages at Carver III</td>
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<td>Villages at Carver V</td>
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<tr>
<td>Columbia Mechanicsville (Family) Apartments</td>
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<td>Columbia Senior Residences at Mechanicsville</td>
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<td>Mechanicsville Crossing</td>
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</table>
### Appendix E: Management Information for AHA-Owned Communities/Managed Units and Assisted Units at Mixed-Income Communities as of June 30, 2010

#### E-2 Public Housing Assisted Units - % Uncollected Rents - continued

<table>
<thead>
<tr>
<th>Program / Community Type</th>
<th>Target</th>
<th>Percentage of Rents Uncollected</th>
<th>Difference</th>
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<tbody>
<tr>
<td><strong>Mixed-Income - continued</strong></td>
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<tr>
<td>Mechanicsville Station</td>
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</tr>
<tr>
<td>Veranda at Auburn Pointe</td>
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</tr>
<tr>
<td>Ashley CollegeTown</td>
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</tr>
<tr>
<td>Atrium at CollegeTown</td>
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<tr>
<td>Gardens at CollegeTown</td>
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<td><strong>PHA TOTALS</strong></td>
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<td>-0.3%</td>
</tr>
</tbody>
</table>

E – 2 MANAGEMENT NOTES:

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site
visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

Although the aggregate percentage of uncollected rents at 1.7% fell within the 2% benchmark, a few communities were challenged during the period covered by this report. Certainly, the adverse effects of a declining economy coupled with high unemployment in the Atlanta metropolitan area contributed to the volatility of rent collections especially for low income working families who experienced layoffs or reduced hours. Unfortunately, any resident who would not pay their rent based on the household’s adjusted income were evicted. Another contributing factor is related to accrued rent receipts on slow-pay accounts that were paid after the quarterly reporting period thereby impacting the overall percentage of uncollected rents. Such communities ended the final quarter of the annual reporting period with deficits due to rolling unpaid balances from each of the three previous quarters.
## E-3 Public Housing Assisted Units - Emergency Work Order Responses

<table>
<thead>
<tr>
<th>Program/Community Type</th>
<th>Target</th>
<th>% of Emergency Work Orders Completed or Abated within 24 hours</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
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<tr>
<td>Barge Road Highrise</td>
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<td>1%</td>
</tr>
<tr>
<td>Cheshire Bridge Road Highrise</td>
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</tr>
<tr>
<td>Cosby Spear Highrise</td>
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</tr>
<tr>
<td>East Lake Highrise</td>
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<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Georgia Avenue Highrise</td>
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<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Hightower Manor Highrise</td>
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</tr>
<tr>
<td><strong>Senior Totals</strong></td>
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<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>AHA-Owned Communities (Family)</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Martin Street Plaza</td>
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<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Westminster</td>
<td>99%</td>
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<td>1%</td>
</tr>
<tr>
<td><strong>Family Totals</strong></td>
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<td>1%</td>
</tr>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>Capitol Gateway I</td>
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<td>1%</td>
</tr>
<tr>
<td>Capitol Gateway II</td>
<td>99%</td>
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</tr>
<tr>
<td>Villages at Carver I</td>
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<td>1%</td>
</tr>
<tr>
<td>Villages at Carver II</td>
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<td>100%</td>
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</tr>
<tr>
<td>Villages at Carver III</td>
<td>99%</td>
<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Villages at Carver V</td>
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<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Columbia Estate at West Highlands</td>
<td>99%</td>
<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Columbia Park Citi at West Highlands</td>
<td>99%</td>
<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Columbia Creste at West Highlands</td>
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<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Columbia Grove at West Highlands</td>
<td>99%</td>
<td>100%</td>
<td>1%</td>
</tr>
<tr>
<td>Columbia Mechanicsville (Family) Apartments</td>
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<td>Columbia Senior Residences at Mechanicsville</td>
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### Appendix E: Management Information for AHA-Owned Communities/Managed Units and Assisted Units at Mixed-Income Communities as of June 30, 2010

**E-3 Public Housing Assisted Units - Emergency Work Order Responses - continued**

<table>
<thead>
<tr>
<th>Program/Community Type</th>
<th>Target</th>
<th>% of Emergency Work Orders Completed or Abated within 24 hours</th>
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<tr>
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<tr>
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<tr>
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## E-4 Public Housing Assisted Units - Routine Work Order Responses

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### E-4 Public Housing Assisted Units - Routine Work Order Responses - continued

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Appendix E: Management Information for AHA-Owned Communities/ Managed Units and Assisted Units at Mixed-Income Communities as of June 30, 2010

E-5 Inspections

**Inspection Strategy:** Each AHA-Owned Community and the Owner Entity Interest of the mixed-income communities through their respective property management agents are required to inspect 10 percent of the public housing assisted units at each property monthly. At year end, each site’s agent is required to certify that 100 percent of all units, buildings, and common areas have been inspected and work orders have been completed to address deficiencies. AHA exceeded the 1.4 percent benchmark for quality control inspections of the units at all AHA-Owned Communities on an annual basis.

**Target Projections for Planned Inspections:** AHA completed 100 percent of its planned inspections of Section 9 units for FY 2010 (please see E-5 Public Housing Assisted Units – Unit and Common Areas Inspections table; pages E-11 and E-12).

**AHA Reviews of Mixed Income Communities**

**Physical Real Estate/Operational:** Asset Management’s internal compliance staff began performing Business Process Reviews at all of the mixed-income communities in FY2010. The Business Process Review includes a review of the property operations as well as a physical review of a sample of the greater of five (5) units or 5% of the AHA-Assisted Units and the purpose of the annual review is 1) to confirm that site-based administration activities are in compliance with AHA policies, federal requirements and various legal agreements defining the obligations of the owner entities and professional property management companies with respect to the management, maintenance and operations of the respective properties, and 2) to streamline and enhance the compliance review process by utilizing audits, inspections and compliance reviews conducted by other agencies and compliance contractors.

Through the Business Process Reviews, Asset Management has been able to strengthen AHA’s internal controls and external oversight of owner entity and property management performance related to maintenance of the site-based waiting list, physical and operating conditions of the portfolio, enforcement of AHA’s CATALYST requirements, rent determination and accessibility.

**Financial:** Asset Management reviews the audited financial statements for the mixed-income communities, identifying any trends that may affect the long-term financial viability and sustainability of the underlying asset. When there are going concerns, impairments, audit findings or material adverse changes that may impact the ability to meet current or future obligations, Asset Management works with the Owner to ensure the deficiencies are resolved and develop a corrective action plan, as necessary.

**AHA Inspections of AHA-Owned Communities**

**Integrated Inspection System:** AHA Real Estate Management has seen significant improvements in the physical condition and operation of its properties through the enhanced real estate inspection system. Using the ongoing inspection program, REM has provided an integrated assessment of the status of each property, and worked closely with AHA’s Property Management Company (PMCO) partners to identify
Appendix E: Management Information for AHA-Owned Communities/Managed Units and Assisted Units at Mixed-Income Communities as of June 30, 2010

and proactively address issues at the properties. As a result of this program, AHA continues to improve the quality of the living environments throughout the AHA-Owned real estate portfolio.

The major focus and results of each inspection are as follows:

**Uniform Property Conditions Standards (UPCS):** In FY 2010, AHA increased the frequency of UPCS quality assurance inspections from annually to semi-annually in order to enhance the frequency of feedback to the maintenance staff and improve upon aspects of physical conditions that were declining. A minimum of 5% of the units, common areas, and building systems were inspected. The inspections resulted in a reduction in systemic maintenance issues and an overall improvement in the physical condition of the communities.

**Risk:** In FY 2010, AHA merged the Risk inspection with the Community Safety inspections due to the fact that several of the inspectable items were redundant. AHA insurance premiums were reduced approximately $26,000 as a result of AHA’s RISK/Safety program. The RISK/Safety program (inspections, analysis, etc.) complies with the Insurer’s Work Plan instituted by our liability insurance company.

**Elevator:** AHA’s elevator consultant continues to provide an annual audit for each elevator, as well as to coordinate with the PMCOs on equipment modernization and ongoing routine maintenance. To date, all elevators at AHA’s longer-term communities have been modernized. Improved equipment maintenance has led to improved operational up-time as well as a significant decrease in resident complaints concerning elevators.

**Rental Integrity Monitoring (RIM):** Starting in FY 2007, the RIM review was focused on rent calculation and verification procedures. The findings from RIM have helped in the design of the PMCO Occupancy Guidebook and staff training, which has reduced the amount of errors identified. Although the rent calculation and verification errors dropped from 14% in FY 2007 to three (3) percent in FY 2009, the FY 2010 audit identified some additional procedural errors at several communities. Future RIM audits will incorporate the complete occupancy life-cycle from the Application to Termination. In addition, AHA will offer regular trainings to the PMCOs to improve compliance.

**Procurement/Contracts:** Since FY 2006, AHA’s Acquisition & Management Services (AMS) Department has conducted on-site reviews of PMCO procurements and contract management records. AMS staff have assisted the PMCO’s to make significant progress in maintaining best practices for documentation of contract administration and in public transparency and accountability.

**Finance/Accounting:** During FY 2010, AHA successfully completed internal financial audits at 13 AHA-Owned Communities. The internal financial audit is beneficial in identifying areas of concern within the properties operations. Of the fourteen properties that were audited, only three properties received a rating of “Improvements Required”. While no systemic problems were noted during the audits, the concerns noted were in the following areas: Security Deposit Liability, Tenant Accounts Receivables, and Expense/Contract Management.
Community Safety: In FY 2010, AHA increased the frequency of Community Safety inspections for each property from semi-annually to quarterly. This increase in inspection frequency and more stringent requirements for property administrative, technical, and physical security systems have enabled the PMCOs to identify and mitigate safety issues at the property. Security enhancements at the properties include the addition of visitor management systems, increased operational up-time of physical security systems, and routine crime prevention trainings. Property incidents have decreased at the 13 properties by approximately 22% from 2007 to 2009, a decrease attributed to these security improvements.

Accessibility: Beginning in FY 2010, Accessibility Inspections were conducted annually to ensure each community’s compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AHA’s related policies and procedures. These inspections have enabled AHA to have early detection and resolution of accessibility issues, identify process improvements, and topics for staff training.
### E-5 Public Housing Assisted Units - Unit and Common Areas Inspections

<table>
<thead>
<tr>
<th>Program / Community Type</th>
<th>Target</th>
<th>Percentage of Units and Common Areas Inspected</th>
<th>Difference</th>
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<tr>
<td>Barge Road Highrise</td>
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### E-5 Public Housing Assisted Units - Unit and Common Areas Inspections - continued

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<th>Percentage of Units and Common Areas Inspected</th>
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<td>0%</td>
</tr>
<tr>
<td>Columbia Commons</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia Creste</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia Estate</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia Grove</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia Mechanicsville Apartments</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia Residences at CollegeTown</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>The Gardens at CollegeTown</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Mechanicsville Crossing</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Mechanicsville Station</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia ParkCiti</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Columbia Village</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Magnolia Park I</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Magnolia Park II</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Veranda at Auburn Pointe</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Village of Carver I</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Village of Carver II</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Village of Carver III</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Village of Carver V</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>The Village at Castleberry Hill I</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>The Village at Castleberry Hill II</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Village at Eastlake I</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Village at Eastlake II</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Mixed-Income Totals</strong></td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>PHA TOTALS</strong></td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
</tbody>
</table>
E - 6 Security

AHA continued to address crime and safety in the communities through collaborative strategies with its private development partners, PMCOs, local law enforcement, and residents. With the Quality of Life Initiative and demolition of the family properties, AHA has greatly reduced the number of crimes taking place within its portfolio. AHA aggressively combated crime by:

(1) Vacating and demolishing obsolete family communities where concentrated poverty has been a haven for perpetrators of crime,

(2) Dedicating over $1.93 million during FY 2010 to maintain the security presence of off-duty police and security officers at properties,

(3) Most highrises added visitor management systems to further monitor access to the buildings,

(4) Collaborating with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AHA-Owned Communities and AHA-Sponsored mixed-income communities,

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

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

- Combined Statement of Revenues & Expenses (Grants Budget will be combined in this statement) (Midyear Budget to Actual)
- FY 2010 Actual vs. Budget Variance (Sources & Uses)
- FY 2010 MTW Capital Expenditures
- FY 2010 ARRA Capital Expenditures
- MTW Annual Statement/Performance and Evaluation Report: Capital Fund Program, Capital Fund Program Replacement Housing Factor, and Capital Fund Financing Program
- ARRA Annual Statement/Performance and Evaluation Report: Capital Fund Program, Capital Fund Program Replacement Housing Factor, and Capital Fund Financing Program
# The Housing Authority of the City of Atlanta, Georgia

## FY2010 Actual (unaudited) vs. Budget

for the Fiscal Year Ended June 30, 2010

(Excluding Non-Cash items and City-Funded Public Improvements)

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Sources of Funds:</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/Unfavorable Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Sources of Funds:</td>
<td>MTW Single Fund - see Note 1</td>
<td>$234,010,206</td>
<td>$230,157,885</td>
<td>($3,852,321) (2%)</td>
</tr>
<tr>
<td></td>
<td>Development and HOPE VI Grants</td>
<td>37,942,901</td>
<td>30,629,249</td>
<td>(7,313,652) (19%)</td>
</tr>
<tr>
<td></td>
<td>ARRA Grant</td>
<td>6,576,557</td>
<td>4,248,289</td>
<td>(2,328,268) (35%)</td>
</tr>
<tr>
<td></td>
<td>Tenant Dwelling Revenue</td>
<td>5,626,369</td>
<td>5,679,841</td>
<td>53,472 1%</td>
</tr>
<tr>
<td></td>
<td>Program Income and/or Reserves</td>
<td>4,329,677</td>
<td>1,607,474</td>
<td>(2,722,203) (63%)</td>
</tr>
<tr>
<td></td>
<td>Other Revenue</td>
<td>2,538,961</td>
<td>2,794,595</td>
<td>255,634 10%</td>
</tr>
<tr>
<td></td>
<td>Development and Transaction Fees</td>
<td>1,993,875</td>
<td>3,157,760</td>
<td>1,163,885 58%</td>
</tr>
<tr>
<td></td>
<td>Interest Income</td>
<td>1,164,257</td>
<td>1,291,352</td>
<td>127,095 11%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Sources of Funds</strong></td>
<td><strong>$294,182,803</strong></td>
<td><strong>$279,566,445</strong></td>
<td><strong>($14,616,358) (5%)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Uses of Funds:</th>
<th>Housing Assistance Payments (HAP):</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tenant Based Vouchers</td>
<td>$106,843,040</td>
<td>$107,210,808</td>
<td>($367,768) (0%)</td>
</tr>
<tr>
<td></td>
<td>Project Based Rental Assistance (PBRA)</td>
<td>27,093,070</td>
<td>26,912,717</td>
<td>180,353 1%</td>
</tr>
<tr>
<td></td>
<td>Mixed Income Operating Subsidy</td>
<td>13,255,207</td>
<td>13,130,872</td>
<td>124,335 1%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Housing Assistance Payments</strong></td>
<td><strong>$147,191,317</strong></td>
<td><strong>$147,254,397</strong></td>
<td><strong>($63,080) (0%)</strong></td>
</tr>
</tbody>
</table>

| | Administrative: | Direct Operating Divisions Expense | $24,419,805 | $22,359,557 | **$2,060,248** 8% |
| | | Corporate Overhead and Indirect Expense | 19,570,663 | 17,762,039 | 1,808,624 9% |
| | **Total Administrative** | **$43,990,468** | **$40,121,596** | **$3,868,872** 9% |

| | **Total Uses of Funds** | **$289,996,130** | **$261,166,432** | **$28,829,698** 10% |

| | **Net Surplus - Including Use of Reserves** | **$4,186,673** | **$18,400,013** | **$14,213,340** 339% |

**Note 1** Includes 525 Non-MTW vouchers that are separately administered consistent with their required uses.

**Note 2** Recorded as assets on AHA’s Balance Sheet.
## Schedule I

### Sources of Funds

FY2010 Actual (unaudited) vs. Budget

for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Greater than / (Less than) Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTW Housing Choice Operating Subsidy</td>
<td>$188,748,245</td>
<td>$191,476,449</td>
<td>$2,728,204 A 1%</td>
</tr>
<tr>
<td>Low Income Operating Subsidy</td>
<td>22,850,304</td>
<td>23,367,300</td>
<td>516,996 2%</td>
</tr>
<tr>
<td>Note 1 - Capital Fund Program (CFP)</td>
<td>22,411,657</td>
<td>15,314,136</td>
<td>(7,097,521) B (32%)</td>
</tr>
<tr>
<td>MTW Single Fund</td>
<td>$234,010,206</td>
<td>$230,157,885</td>
<td>($3,852,321) (2%)</td>
</tr>
<tr>
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<td>4,248,289</td>
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<td>2,794,595</td>
<td>255,634 10%</td>
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<td>1,317,760</td>
<td>1,163,885 F 58%</td>
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<td>Interest Income</td>
<td>1,164,257</td>
<td>1,291,352</td>
<td>127,095 11%</td>
</tr>
<tr>
<td>Total</td>
<td>$294,182,803</td>
<td>$279,566,445</td>
<td>($14,616,358) (5%)</td>
</tr>
</tbody>
</table>

### Significant Variance Explanations:

A - **MTW Housing Choice Operating Subsidy** is greater than Budget primarily due to non-MTW vouchers being paid at a higher rate per voucher than was budgeted (due to a rate adjustment received from HUD late in FY2010), and the receipt of greater than anticipated administrative fees for Tenant Protection vouchers.

B - **Capital Fund Program (CFP)** is less than Budget due to the timing of Demolition and Modernization projects for AHA-Owned Residential Communities (see Schedules VII and VIII), receipt of higher than expected tax credit exchange funds on Grady Phase VII which eliminated the need for AHA funds, closing delays on Grady Phase VI, and the strategic decision to defer the drawdown of certain CFP funds until FY2011. See Note 1.

C - **Development and HOPE VI** is less than Budget primarily due to delays in projected development work for Harris Phase V, delayed financial closings for Grady Phase III and Phase VI, a delay in the funding of a predevelopment loan for McDaniel Glenn, and other unforeseen delays due to environmental and weather conditions. See Note 1.

D - **ARRA Grant** is less than Budget due to changes in construction schedules resulting from the longer than anticipated timeframe required to complete the design and engineering analyses necessary to maximize the value of construction. Projects expected to begin in the fourth quarter of FY2010 are now being completed in FY2011. See Note 1.

E - The use of **Program Income and/or Reserves** was less than anticipated due to lower expenditures compared to Budget and the deferral of certain expenditures from FY2010 to FY2011.

F - **Development and Transaction Fees** are greater than Budget primarily due to the timing of fees paid by AHA's development partners.

Note 1 - An increase/decrease in expenditures creates a corresponding increase/decrease in funding recognized.
## Appendix F - Financial Analysis

### Schedule II

**Administrative - Direct Operating Divisions Expense**

**FY2010 Actual (unaudited) vs. Budget**

for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/ (Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Choice</td>
<td>$7,889,003</td>
<td>$7,142,407</td>
<td>$746,596 A 9%</td>
</tr>
<tr>
<td>Real Estate Compliance</td>
<td>1,298,956</td>
<td>1,201,723</td>
<td>97,233 7%</td>
</tr>
<tr>
<td>Real Estate Management</td>
<td>4,347,621</td>
<td>4,251,418</td>
<td>96,203 2%</td>
</tr>
<tr>
<td>AHA-Owned Properties</td>
<td>4,079,716</td>
<td>4,231,341</td>
<td>(151,625) (4%)</td>
</tr>
<tr>
<td>Real Estate Development and Acquisitions</td>
<td>3,398,819</td>
<td>2,645,659</td>
<td>753,160 B 22%</td>
</tr>
<tr>
<td>Asset Management (includes Georgia HAP Admin., Inc.)</td>
<td>2,313,530</td>
<td>2,098,405</td>
<td>215,125 9%</td>
</tr>
<tr>
<td>Legal (revitalization related)</td>
<td>993,858</td>
<td>629,130</td>
<td>364,728 C 37%</td>
</tr>
<tr>
<td>Other</td>
<td>98,302</td>
<td>159,474</td>
<td>(61,172) (62%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$24,419,805</strong></td>
<td><strong>$22,359,557</strong></td>
<td><strong>$2,060,248 8%</strong></td>
</tr>
</tbody>
</table>

**Significant Variance Explanations:**

**A -** The favorable variance in **Housing Choice** is primarily due to reduced consultant utilization and vacancy savings (positions budgeted but not filled).

**B -** The favorable variance in **Real Estate Development and Acquisitions** is primarily due to a deferral in the use of professional services for the public improvements design at Grady Phase VIII, resulting from an extended tax credit deadline. In addition, utilization of consultants was lower than projected for tax credit and other miscellaneous analyses.

**C -** The favorable variance in **Legal (revitalization related)** is primarily due to timing delays associated with various development and revitalization activities and a reduction in the rates charged by outside counsel.
## Appendix F - Financial Analysis

### Schedule III

**Administrative - Corporate Overhead and Indirect Expense**

**FY2010 Actual (unaudited) vs. Budget**

**for the Fiscal Year Ended June 30, 2010**

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/</th>
<th>(Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
<td>$5,625,583</td>
<td>$4,889,030</td>
<td>$736,553</td>
<td>A 13%</td>
</tr>
<tr>
<td>Finance</td>
<td>3,095,557</td>
<td>2,985,789</td>
<td>109,768</td>
<td>4%</td>
</tr>
<tr>
<td>Executive Office</td>
<td>1,467,818</td>
<td>1,295,019</td>
<td>172,799</td>
<td>B 12%</td>
</tr>
<tr>
<td>Legal (non-revitalization related)</td>
<td>2,836,501</td>
<td>2,424,886</td>
<td>411,615</td>
<td>C 15%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,478,990</td>
<td>1,292,268</td>
<td>186,722</td>
<td>D 13%</td>
</tr>
<tr>
<td>Acquisitions Management Services</td>
<td>1,251,114</td>
<td>1,123,924</td>
<td>127,190</td>
<td>E 10%</td>
</tr>
<tr>
<td>Distribution Center</td>
<td>971,116</td>
<td>741,694</td>
<td>229,422</td>
<td>F 24%</td>
</tr>
<tr>
<td>AHA Headquarters Building</td>
<td>327,511</td>
<td>310,604</td>
<td>16,907</td>
<td>5%</td>
</tr>
<tr>
<td>Corporate Planning</td>
<td>2,434,974</td>
<td>2,619,285</td>
<td>(184,311)</td>
<td>G (8%)</td>
</tr>
<tr>
<td>Risk Management</td>
<td>81,499</td>
<td>79,540</td>
<td>1,959</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$19,570,663</strong></td>
<td><strong>$17,762,039</strong></td>
<td><strong>$1,808,624</strong></td>
<td>9%</td>
</tr>
</tbody>
</table>

**Significant Variance Explanations:**

**A** - The favorable variance in **Information Technology** relates to office automation software and related projects being placed on hold pending results of the Business Transformation initiative.

**B** - The favorable variance in **Executive Office** is primarily due to lower than projected use of professional services.

**C** - The favorable variance in **Legal (non-revitalization related)** is due to less than anticipated use of outside legal services, a reduction in the associated rates and deferred training.

**D** - The favorable variance in **Human Resources** relates to lower than projected utilization of temporary staffing and professional services.

**E** - The favorable variance in **Acquisition Management Services** relates to a reduction in headcount and a more efficient supply ordering and monitoring system, resulting in savings in office supplies.

**F** - The favorable variance in **Distribution Center** relates to a reduction in print jobs associated with QLI, Public Relations, CATALYST and Relocation, in addition to lower than projected postage usage and equipment rental expenses.

**G** - The unfavorable variance in **Corporate Planning** is due to services provided in FY2010 which were budgeted for FY2011 for AHA's Business Transformation, with no change in the overall budget for the project.
## Appendix F - Financial Analysis

### Schedule IV

Resident Services including Case Management

FY2010 Actual (unaudited) vs. Budget

for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/ (Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Services - AHA Managed</td>
<td>10,830,517</td>
<td>8,881,397</td>
<td>1,949,120 A 18%</td>
</tr>
<tr>
<td>Resident Services - PMCO Managed</td>
<td>846,955</td>
<td>823,060</td>
<td>23,895 3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,677,472</strong></td>
<td><strong>$9,704,457</strong></td>
<td><strong>$1,973,015 17%</strong></td>
</tr>
</tbody>
</table>

**Significant Variance Explanations:**

**A** - The favorable variance in *Resident Services - AHA Managed* is due to the early acclimation of households relocated as part of AHA’s Quality of Life Initiative, resulting in significant savings in case management.
## Utilities

### FY2010 Actual (unaudited) vs. Budget for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/ (Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric</td>
<td>$2,402,022</td>
<td>$2,210,891</td>
<td>$191,131</td>
</tr>
<tr>
<td>Gas</td>
<td>594,326</td>
<td>444,819</td>
<td>149,507 A</td>
</tr>
<tr>
<td>Other Utilities Expense</td>
<td>248,381</td>
<td>134,028</td>
<td>114,353 B</td>
</tr>
<tr>
<td>Sewer</td>
<td>1,384,218</td>
<td>1,190,669</td>
<td>193,549 C</td>
</tr>
<tr>
<td>WESCO Contract</td>
<td>137,829</td>
<td>109,499</td>
<td>28,330 21%</td>
</tr>
<tr>
<td>Water</td>
<td>270,848</td>
<td>132,939</td>
<td>137,909 C</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,037,624</strong></td>
<td><strong>$4,222,845</strong></td>
<td><strong>$814,779 16%</strong></td>
</tr>
</tbody>
</table>

### Significant Variance Explanations:

A - The favorable variance in **Gas** is due to a lower rate than projected.

B - The favorable variance in **Other Utilities** is the result of refunds received from the City of Atlanta for solid waste expense.

C - The favorable variance in **Sewer and Water** is the result of an overestimate in the mid-year adjustment to the Budget.

**Note 1** - Reflects utilities expense primarily for AHA-Owned Residential Communities and AHA’s Headquarters.
## Appendix F - Financial Analysis

### Schedule VI

**Extraordinary Sitework, Remediation and AHA-funded Public Improvements**

**FY2010 Actual (unaudited) vs. Budget**

for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/ (Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlanta Affordable Housing (AAHFI)</td>
<td>$0</td>
<td>$13,915</td>
<td>($13,915) n/a</td>
</tr>
<tr>
<td>Capitol Gateway</td>
<td>(61,128)</td>
<td>(61,131)</td>
<td>3 0%</td>
</tr>
<tr>
<td>Grady Homes Revitalization</td>
<td>3,065,838</td>
<td>2,148,856</td>
<td>916,982 A 30%</td>
</tr>
<tr>
<td>Harris Revitalization</td>
<td>3,154,970</td>
<td>1,153,066</td>
<td>2,001,904 B 63%</td>
</tr>
<tr>
<td>McDaniel Glenn Revitalization</td>
<td>1,533,172</td>
<td>1,393,819</td>
<td>139,353 9%</td>
</tr>
<tr>
<td>West Highlands</td>
<td>180,000</td>
<td>180,000</td>
<td>0 0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,872,852</strong></td>
<td><strong>$4,828,525</strong></td>
<td><strong>$3,044,327</strong> 39%</td>
</tr>
</tbody>
</table>

**Significant Variance Explanations:**

A - The favorable variance at *Grady Homes Revitalization* is due to delays in the completion of public improvements. Remaining work has been deferred until FY2011.

B - The favorable variance at *Harris Revitalization* is primarily a result of less deterioration of the existing sitework than was anticipated at Harris Phase V and delays in work created by the need for soil remediation. In addition, the variance is due to delays in the completion of public improvement projects. A significant portion of these expenditures have been deferred until FY2011.
# Schedule VII

## Demolition

**FY2010 Actual (unaudited) vs. Budget**

for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/ (Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AHA-Owned Residential Communities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affordable Housing General Fund</td>
<td>$7,000</td>
<td>$0</td>
<td>$7,000</td>
</tr>
<tr>
<td>Bankhead Courts</td>
<td>3,221,044</td>
<td>2,381,769</td>
<td>839,275</td>
</tr>
<tr>
<td>Bowen Homes</td>
<td>3,898,817</td>
<td>2,837,322</td>
<td>1,061,495</td>
</tr>
<tr>
<td>Englewood Manor</td>
<td>37,464</td>
<td>(3,180)</td>
<td>40,644</td>
</tr>
<tr>
<td>Herndon Homes</td>
<td>947,011</td>
<td>603,048</td>
<td>343,963</td>
</tr>
<tr>
<td>Hollywood Courts</td>
<td>1,291,268</td>
<td>1,029,777</td>
<td>261,491</td>
</tr>
<tr>
<td>Palmer House Highrise</td>
<td>116,828</td>
<td>0</td>
<td>116,828</td>
</tr>
<tr>
<td>Roosevelt House Highrise</td>
<td>91,594</td>
<td>0</td>
<td>91,594</td>
</tr>
<tr>
<td>Thomasville Heights</td>
<td>1,798,092</td>
<td>1,758,279</td>
<td>39,813</td>
</tr>
<tr>
<td>U-Rescue Villa</td>
<td>8,937</td>
<td>0</td>
<td>8,937</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>$11,418,055</td>
<td>$8,607,015</td>
<td>$2,811,040</td>
</tr>
<tr>
<td><strong>Revitalization Communities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grady Homes</td>
<td>$4,525,884</td>
<td>$3,832,447</td>
<td>$693,437</td>
</tr>
<tr>
<td>Harris Homes</td>
<td>111,310</td>
<td>111,310</td>
<td>0</td>
</tr>
<tr>
<td>McDaniel Glenn</td>
<td>1,675,884</td>
<td>1,564,918</td>
<td>110,966</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>$6,313,078</td>
<td>$5,508,675</td>
<td>$804,403</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$17,731,133</td>
<td>$14,115,690</td>
<td>$3,615,443</td>
</tr>
</tbody>
</table>

**Significant Variance Explanations:**

A - The favorable variance at the **AHA-Owned Residential Communities** is primarily due to delays at Bowen Homes and Bankhead Courts, and other timing differences in the completion of demolition projects. A majority of these projected expenditures will now occur in FY2011.

B - The favorable variance at the **Revitalization Communities** is due to cost savings on the University demolition and delays in building remediation for Antoine Graves.
## Schedule VIII

### Modernization of AHA-Owned Residential Communities and Corporate Office

**FY2010 Actual (unaudited) vs. Budget for the Fiscal Year Ended June 30, 2010**

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/ (Unfavorable) Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Modernization by AHA-Owned Residential Communities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Georgia Avenue Highrise</td>
<td>$378,453</td>
<td>$177,704</td>
<td>$200,749 53%</td>
</tr>
<tr>
<td>Juniper and Tenth Highrise</td>
<td>379,777</td>
<td>172,800</td>
<td>206,977 54%</td>
</tr>
<tr>
<td>Westminster</td>
<td>137,618</td>
<td>91,124</td>
<td>46,494 34%</td>
</tr>
<tr>
<td>Peachtree Road Highrise</td>
<td>535,792</td>
<td>303,525</td>
<td>232,267 43%</td>
</tr>
<tr>
<td>Cheshire Bridge Road Highrise</td>
<td>440,363</td>
<td>307,384</td>
<td>132,979 30%</td>
</tr>
<tr>
<td>Piedmont Road Highrise</td>
<td>480,431</td>
<td>282,711</td>
<td>197,720 41%</td>
</tr>
<tr>
<td>Marian Road Highrise</td>
<td>496,905</td>
<td>222,286</td>
<td>274,619 55%</td>
</tr>
<tr>
<td>Hightower Manor Highrise</td>
<td>340,801</td>
<td>225,232</td>
<td>115,569 34%</td>
</tr>
<tr>
<td>Barge Road Highrise</td>
<td>555,263</td>
<td>245,288</td>
<td>309,975 56%</td>
</tr>
<tr>
<td>Martin Street Plaza</td>
<td>153,346</td>
<td>52,060</td>
<td>101,286 66%</td>
</tr>
<tr>
<td>Marietta Road Highrise</td>
<td>507,308</td>
<td>178,637</td>
<td>328,671 65%</td>
</tr>
<tr>
<td>East Lake Highrise</td>
<td>566,479</td>
<td>304,616</td>
<td>261,863 46%</td>
</tr>
<tr>
<td>Cosby Spear Towers</td>
<td>507,396</td>
<td>503,677</td>
<td>3,719 1%</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>$5,479,932</td>
<td>$3,067,044</td>
<td>$2,412,888 A 44%</td>
</tr>
<tr>
<td><strong>Modernization related to the Corporate Office:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JWD Corporate Office - AHA Headquarters</td>
<td>$88,400</td>
<td>$63,351</td>
<td>$25,049 28%</td>
</tr>
<tr>
<td>Corporate Office - computers and software</td>
<td>273,047</td>
<td>43,388</td>
<td>229,659 84%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$5,841,379</td>
<td>$3,173,783</td>
<td>$2,667,596 46%</td>
</tr>
</tbody>
</table>

### Significant Variance Explanations:

**A** - The favorable variance at the **AHA-Owned Residential Communities** is the result of delays in construction schedules resulting from the longer than anticipated timeframe required to complete the design and engineering analyses necessary to maximize the value of construction work. Construction work projected to begin in the fourth quarter of FY2010 will now commence in FY2011.
## Appendix F - Financial Analysis

### Schedule IX

#### Development and Revitalization Expenditures

**FY2010 Actual (unaudited) vs. Budget**

for the Fiscal Year Ended June 30, 2010

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget</th>
<th>Actual</th>
<th>Favorable/Unfavorable Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development by Expenditure Type:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Loans</td>
<td>$17,097,271</td>
<td>$9,555,779</td>
<td>$7,541,492</td>
</tr>
<tr>
<td>Public Improvement Advances</td>
<td>6,918,446</td>
<td>4,200,248</td>
<td>2,718,198</td>
</tr>
<tr>
<td>Site Improvements</td>
<td>2,079,295</td>
<td>2,502,227</td>
<td>(422,932) (20%)</td>
</tr>
<tr>
<td>Homeownership Subsidy</td>
<td>601,400</td>
<td>537,300</td>
<td>64,100 (11%)</td>
</tr>
<tr>
<td>Site Acquisitions</td>
<td>6,027,977</td>
<td>3,981,278</td>
<td>2,046,699 (34%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$32,724,389</td>
<td>$20,776,832</td>
<td>$11,947,557</td>
</tr>
</tbody>
</table>

| **Development by Revitalization Project:** |           |             |                               |
| Harris Homes                        | $4,991,624 | $4,500,235  | $491,389 (10%)                |        |
| Capitol Homes                       | 1,001,664  | 377,462     | 624,202 B, C 62%              |        |
| Grady Homes                         | 12,041,407 | 7,856,464   | 4,184,943 A, B 35%            |        |
| McDaniel Glenn                      | 3,824,254  | 1,589,070   | 2,235,184 A 58%               |        |
| Perry Homes                         | 6,082,390  | 4,357,679   | 1,724,711 C 28%               |        |
| Carver Homes                        | 1,487,160  | 500,912     | 986,248 C 66%                 |        |
| Gates Crossing (PBRA)              | 314,990    | -           | 314,990 100%                  |        |
| Magnolia Perimeter                 | 980,900    | 295,253     | 685,647 70%                   |        |
| Adamsville Green (PBRA)            | 2,000,000  | 1,299,757   | 700,243 A 35%                 |        |
| **Total**                          | $32,724,389 | $20,776,832 | $11,947,557                    | 37%    |

### Significant Variance Explanations:

**A -** The favorable variance in Development Loans is due to the availability of tax-credit exchange funding for a loan for Grady Phase VII (in place of the budgeted AHA funding), the shift to FY2011 of a projected predevelopment loan for McDaniel Glenn Phase VI resulting from the developer being unable to secure project financing before year-end, and delays in the closing of a loan for Grady Phase VI which delayed projected loan draws. In addition, the variance is further caused by a timing difference in the funding of a developer loan at Adamsville Green.

**B -** The favorable variance in Public Improvement Advances is primarily due to delays in Capitol Homes Phase V and Grady Phase II, due to issues related to a City of Atlanta water leak.

**C -** The favorable variance in Site Acquisitions is due to delays in the projected acquisitions for Perry, Carver and Capitol Homes.
### Appendix F: Financial Analysis

#### FY 2010 Planned vs. Actual MTW Capital Expenditures

<table>
<thead>
<tr>
<th>Property</th>
<th>Description</th>
<th>7/1/09 Budget</th>
<th>6/30/10 Budget</th>
<th>Paid Through 6/30/10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bankhead Courts</td>
<td>Bankhead Demolition and Abatement</td>
<td>$3,213,148</td>
<td>$3,363,148</td>
<td>$2,399,092</td>
</tr>
<tr>
<td>Bankhead Courts Total</td>
<td></td>
<td>$3,213,148</td>
<td>$3,363,148</td>
<td>$2,399,092</td>
</tr>
<tr>
<td>Barge Road</td>
<td>Life Safety Upgrades</td>
<td>$265,477</td>
<td>$264,477</td>
<td>$264,477</td>
</tr>
<tr>
<td></td>
<td>Security Room A/C</td>
<td>11,000</td>
<td>9,955</td>
<td>9,955</td>
</tr>
<tr>
<td></td>
<td>A/V Device Installation</td>
<td>-</td>
<td>1,626</td>
<td>1,626</td>
</tr>
<tr>
<td>Barge Road Total</td>
<td></td>
<td>$276,477</td>
<td>$276,058</td>
<td>$276,058</td>
</tr>
<tr>
<td>Bowen Homes</td>
<td>Demolition</td>
<td>$4,703,005</td>
<td>$4,672,936</td>
<td>$3,757,932</td>
</tr>
<tr>
<td>Bowen Homes Total</td>
<td></td>
<td>$4,703,005</td>
<td>$4,672,936</td>
<td>$3,757,932</td>
</tr>
<tr>
<td>Cheshire Bridge</td>
<td>Cheshire Bridge Design &amp; Engineering Services</td>
<td>$254,000</td>
<td>$256,977</td>
<td>$195,304</td>
</tr>
<tr>
<td>Cheshire Bridge Total</td>
<td></td>
<td>$254,000</td>
<td>$256,977</td>
<td>$195,304</td>
</tr>
<tr>
<td>Cosby Spear</td>
<td>Computer Room</td>
<td>$-</td>
<td>$45,000</td>
<td>$35,030</td>
</tr>
<tr>
<td>Cosby Spear Total</td>
<td></td>
<td>$-</td>
<td>$45,000</td>
<td>$35,030</td>
</tr>
<tr>
<td>Eastlake Highrise</td>
<td>Public Street Improvements</td>
<td>$80,000</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Eastlake Highrise Total</td>
<td></td>
<td>$80,000</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Georgia Avenue</td>
<td>Exterior Lighting Upgrades</td>
<td>$22,000</td>
<td>$22,000</td>
<td>$21,258</td>
</tr>
<tr>
<td>Georgia Avenue Total</td>
<td></td>
<td>$22,000</td>
<td>$22,000</td>
<td>$21,258</td>
</tr>
<tr>
<td>Herndon Homes</td>
<td>Demolition Design</td>
<td>$187,392</td>
<td>$187,392</td>
<td>$164,866</td>
</tr>
<tr>
<td>Herndon Homes Total</td>
<td></td>
<td>$187,392</td>
<td>$187,392</td>
<td>$164,866</td>
</tr>
<tr>
<td>Hightower Manor</td>
<td>Life Safety Upgrades</td>
<td>$166,701</td>
<td>$170,518</td>
<td>$170,518</td>
</tr>
<tr>
<td></td>
<td>Security Room A/C</td>
<td>7,500</td>
<td>7,500</td>
<td>7,500</td>
</tr>
<tr>
<td></td>
<td>Vehicle Entry Gate Replacement</td>
<td>-</td>
<td>9,570</td>
<td>9,467</td>
</tr>
<tr>
<td></td>
<td>A/V Device Installation</td>
<td>-</td>
<td>1,626</td>
<td>1,626</td>
</tr>
<tr>
<td>Hightower Manor Total</td>
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<td>$174,201</td>
<td>$189,214</td>
<td>$189,112</td>
</tr>
<tr>
<td>Hollywood Courts</td>
<td>Demolition Design</td>
<td>$195,118</td>
<td>$195,118</td>
<td>$173,038</td>
</tr>
<tr>
<td>Hollywood Courts Total</td>
<td></td>
<td>$195,118</td>
<td>$195,118</td>
<td>$173,038</td>
</tr>
<tr>
<td>Juniper and 10th</td>
<td>Life Safety Upgrades</td>
<td>$149,059</td>
<td>$147,949</td>
<td>$147,949</td>
</tr>
<tr>
<td></td>
<td>Security Room A/C</td>
<td>11,000</td>
<td>9,955</td>
<td>9,954</td>
</tr>
<tr>
<td></td>
<td>Water Heater and Booster Pump Replacement</td>
<td>61,000</td>
<td>37,026</td>
<td>37,026</td>
</tr>
<tr>
<td>Juniper and 10th Total</td>
<td></td>
<td>$221,059</td>
<td>$194,930</td>
<td>$194,929</td>
</tr>
<tr>
<td>Marian Road</td>
<td>Marian Road Generator Replacement</td>
<td>$44,000</td>
<td>$76,732</td>
<td>$76,732</td>
</tr>
<tr>
<td></td>
<td>Security Room A/C</td>
<td>10,500</td>
<td>-</td>
<td>-</td>
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<tr>
<td></td>
<td>Generator Study</td>
<td>9,158</td>
<td>8,167</td>
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<td></td>
<td>A/V Device Installation</td>
<td>10,566</td>
<td>10,566</td>
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<tr>
<td>Marian Road Total</td>
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<td>$54,500</td>
<td>$96,455</td>
<td>$95,464</td>
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<tr>
<td>Marietta Road</td>
<td>Life Safety Upgrades</td>
<td>$271,434</td>
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<td>$269,726</td>
</tr>
<tr>
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<td>Security Room A/C</td>
<td>9,500</td>
<td>9,955</td>
<td>9,955</td>
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<tr>
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<td>A/V Device Installation</td>
<td>2,439</td>
<td>2,439</td>
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</tr>
<tr>
<td>Marietta Road Total</td>
<td></td>
<td>$280,934</td>
<td>$282,120</td>
<td>$282,120</td>
</tr>
<tr>
<td>Piedmont Road</td>
<td>Elevator Cab Upgrades</td>
<td>$29,069</td>
<td>$29,069</td>
<td>$29,069</td>
</tr>
<tr>
<td></td>
<td>Exterior Lighting Upgrades</td>
<td>14,931</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Piedmont Road Total</td>
<td></td>
<td>$44,000</td>
<td>$29,069</td>
<td>$29,069</td>
</tr>
<tr>
<td>Thomasville Heights</td>
<td>Demolition</td>
<td>$2,282,048</td>
<td>$2,297,366</td>
<td>$2,238,559</td>
</tr>
<tr>
<td>Thomasville Heights Total</td>
<td></td>
<td>$2,282,048</td>
<td>$2,297,366</td>
<td>$2,238,559</td>
</tr>
<tr>
<td>Westminster</td>
<td>A/V Device Installation</td>
<td>-</td>
<td>$1,887</td>
<td>$1,887</td>
</tr>
<tr>
<td>Westminster Total</td>
<td></td>
<td>-</td>
<td>$1,887</td>
<td>$1,887</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>$11,987,882</strong></td>
<td><strong>$12,189,671</strong></td>
<td><strong>$10,133,718</strong></td>
</tr>
<tr>
<td>Property</td>
<td>Description</td>
<td>7/1/09 Budget</td>
<td>6/30/10 Budget</td>
<td>Paid Through 6/30/10</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------</td>
<td>---------------</td>
<td>----------------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>Barge Road</strong></td>
<td>Design</td>
<td>$128,265</td>
<td>$148,486</td>
<td>$114,480</td>
</tr>
<tr>
<td></td>
<td>Construction Management Fees</td>
<td>$101,379</td>
<td>$101,379</td>
<td>$57,447</td>
</tr>
<tr>
<td></td>
<td>Non-Dwelling Equipment</td>
<td>$6,006</td>
<td>$6,006</td>
<td>$6,006</td>
</tr>
<tr>
<td></td>
<td>Renovation Work</td>
<td>$885,524</td>
<td>$865,303</td>
<td></td>
</tr>
<tr>
<td><strong>Barge Road Total</strong></td>
<td></td>
<td><strong>$1,121,174</strong></td>
<td><strong>$1,121,174</strong></td>
<td><strong>$177,933</strong></td>
</tr>
<tr>
<td><strong>Hightower Manor</strong></td>
<td>Design</td>
<td>$118,665</td>
<td>$144,919</td>
<td>$110,181</td>
</tr>
<tr>
<td></td>
<td>Construction Management Fees</td>
<td>$120,182</td>
<td>$120,182</td>
<td>$68,104</td>
</tr>
<tr>
<td></td>
<td>Non-Dwelling Equipment</td>
<td>$4,290</td>
<td>$4,290</td>
<td>$4,290</td>
</tr>
<tr>
<td></td>
<td>Renovation Work</td>
<td>$1,083,153</td>
<td>$1,056,899</td>
<td></td>
</tr>
<tr>
<td><strong>Hightower Manor Total</strong></td>
<td></td>
<td><strong>$1,326,290</strong></td>
<td><strong>$1,326,290</strong></td>
<td><strong>$182,575</strong></td>
</tr>
<tr>
<td><strong>Juniper and 10th</strong></td>
<td>Design</td>
<td>$96,904</td>
<td>$98,984</td>
<td>$75,697</td>
</tr>
<tr>
<td></td>
<td>Construction Management Fees</td>
<td>$71,545</td>
<td>$71,545</td>
<td>$40,544</td>
</tr>
<tr>
<td></td>
<td>Non-Dwelling Equipment</td>
<td>$6,006</td>
<td>$6,006</td>
<td>$6,006</td>
</tr>
<tr>
<td></td>
<td>Renovation Work</td>
<td>$618,551</td>
<td>$616,471</td>
<td></td>
</tr>
<tr>
<td><strong>Juniper and 10th Total</strong></td>
<td></td>
<td><strong>$793,006</strong></td>
<td><strong>$793,006</strong></td>
<td><strong>$122,247</strong></td>
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In order to meet the Federal Government’s reporting deadline for the ARRA Grant, accruals are not included in the total Paid Through 6/30/10 column in the chart above.

F - 12
## Appendix F: Financial Analysis
### FY2010 Planned vs. Actual ARRA Capital Expenditures

<table>
<thead>
<tr>
<th>Property</th>
<th>Description</th>
<th>7/1/09 Budget</th>
<th>6/30/10 Budget</th>
<th>Paid Through 6/30/10</th>
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<td></td>
<td>Renovation Work $\quad 2,029,589$</td>
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<td>$\quad 6,006$</td>
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<tr>
<td></td>
<td>Renovation Work $\quad 1,780,787$</td>
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<td><strong>Georgia Avenue</strong></td>
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<td><strong>Grand Total</strong></td>
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</table>

In order to meet the Federal Government’s reporting deadline for the ARRA Grant, accruals are not included in the total Paid Through 6/30/10 column in the chart above.

F - 13
**Appendix F - Financial Analysis**
**MTW Performance and Evaluation Report**

<table>
<thead>
<tr>
<th>PHA Name:</th>
<th>The Housing Authority of the City of Atlanta, Georgia</th>
</tr>
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<tbody>
<tr>
<td>Grant Type and Number</td>
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<tr>
<td>Date of CFFP</td>
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<td>Replacement Housing Factor Grant No:</td>
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<td>FFY of Grant:</td>
<td>2007</td>
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<td>FFY of Grant Approval:</td>
<td>2007</td>
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**Type of Grant**
- ☐ Original Annual Statement
- ☐ Revised Annual Statement (revision no: )
- ☐ Final Performance and Evaluation Report
- ☐ Reserve for Disasters/Emergencies
- ☐ Performance and Evaluation Report for Period Ending:

<table>
<thead>
<tr>
<th>Lines</th>
<th>Summary by Development Account</th>
<th>Total Estimated Cost</th>
<th>Total Actual Cost</th>
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<tr>
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<td>Total non-CFP Funds</td>
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<tr>
<td>2</td>
<td>1406 Operations (may not exceed 20% of line 21)</td>
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<td>3</td>
<td>1408 Management Improvements</td>
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<tr>
<td>4</td>
<td>1410 Administration (may not exceed 10% of line 21)</td>
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<td>5</td>
<td>1411 Audit</td>
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<tr>
<td>6</td>
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<td>7</td>
<td>1430 Fees and Costs</td>
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<td></td>
</tr>
<tr>
<td>8</td>
<td>1440 Site Acquisition</td>
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<tr>
<td>9</td>
<td>1450 Site Improvement</td>
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<td>10</td>
<td>1460 Dwelling Structures</td>
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<td>11</td>
<td>1465.1 Dwelling Equipment—Nonexpendable</td>
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<td>12</td>
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<td>1475 Non-dwelling Equipment</td>
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<td>Amount of line 20 Related to Section 504 Activities</td>
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<td>Amount of line 20 Related to Security – Soft Costs</td>
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<td>Amount of line 20 Related to Energy Conservation Measures</td>
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1 To be completed for the Performance and Evaluation Report.
2 To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
3 PHAs with under 250 units in management may use 100% of CFP Grants for operations.
4 RHF funds shall be included here.
### Part 1: Summary

<table>
<thead>
<tr>
<th>PHA Name:</th>
<th>Grant Type and Number</th>
<th>FFY of Grant:</th>
<th>FFY of Grant Approval:</th>
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<th>Final Performance and Evaluation Report</th>
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<table>
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<th>Line</th>
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<th>Total Actual Cost</th>
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<td>Original</td>
<td>Revised</td>
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**Signature of Executive Director:** [Signature]  
**Date:** 9/22/10

**Signature of Public Housing Director:**  
**Date:** [Signature]
### Appendix F - Financial Analysis

**MTW Performance and Evaluation Report**

**U.S. Department of Housing and Urban Development**
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 4/30/2011

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**Part I: Summary**

**PHA Name:** The Housing Authority of the City of Atlanta, Georgia

**Grant Type and Number:** Capital Fund Program Grant No: GA06P006550-08

**Date of CFFP:** NA

**Replacement Housing Factor Grant No:**

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**Final Performance and Evaluation Report**

- **Performance and Evaluation Report for Period Ending:** 6/30/2010
- **Reserve for Disasters/Emergencies:**

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

---

Page 1 of 2

Form HUD-50075.1 (4/2008)

F - 16
### Part I: Summary

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**Type of Grant**

- [ ] Original Annual Statement
- [ ] Reserve for Disasters/Emergencies
- [ ] Performance and Evaluation Report for Period Ending: 6/30/2010
- [ ] Revised Annual Statement (revision no: )
- [ ] Final Performance and Evaluation Report

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**Signature of Executive Director**

Date: 9/24/10

**Signature of Public Housing Director**

Date
## Appendix F - Financial Analysis
### MTW Performance and Evaluation Report

#### Part I: Summary

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Page 1 of 2

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Appendix F - Financial Analysis
MTW Performance and Evaluation Report

Part I: Summary

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Page 2 of 2

form HUD-50075.1 (4/2008)

F - 19
### Appendix F - Financial Analysis

**MTW Performance and Evaluation Report**

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| Line | Summary by Development Account | Total Estimated Cost | | | |
|---|---|---|---|---|
| | | Original | Revised | Obligated | Expended |
| 1 | Total non-CFP Funds | | | | |
| 2 | 1406 Operations (may not exceed 20% of line 21) | | | | |
| 3 | 1408 Management Improvements | | | | |
| 4 | 1410 Administration (may not exceed 10% of line 21) | | | | |
| 5 | 1411 Audit | | | | |
| 6 | 1415 Liquidated Damages | | | | |
| 7 | 1430 Fees and Costs | | | | |
| 8 | 1440 Site Acquisition | | | | |
| 9 | 1450 Site Improvement | | | | |
| 10 | 1460 Dwelling Structures | | | | |
| 11 | 1465.1 Dwelling Equipment—Nonexpendable | | | | |
| 12 | 1470 Non-dwelling Structures | | | | |
| 13 | 1475 Non-dwelling Equipment | | | | |
| 14 | 1485 Demolition | | | | |
| 15 | 1492 Moving to Work Demonstration | $3,432,489 | $3,432,489 | $3,432,489 | $3,432,489 |
| 16 | 1495.1 Relocation Costs | | | | |
| 17 | 1499 Development Activities | | | | |
| 18a | 1501 Collateralization or Debt Service paid by the PIHA | | | | |
| 18ba | 9000 Collateralization or Debt Service paid Via System of Direct Payment | | | | |
| 19 | 1502 Contingency (may not exceed 8% of line 20) | | | | |
| 20 | Amount of Annual Grant: (sum of lines 2—19) | | | | |
| 21 | Amount of line 20 Related to LBP Activities | | | | |
| 22 | Amount of line 20 Related to Section 504 Activities | | | | |
| 23 | Amount of line 20 Related to Security—Soft Costs | | | | |
| 24 | Amount of line 20 Related to Security—Hard Costs | | | | |
| 25 | Amount of line 20 Related to Energy Conservation Measures | | | | |

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Appendix F - Financial Analysis
MTW Performance and Evaluation Report

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Signature of Executive Director: [Signature] Date: 9/22/10

Signature of Public Housing Director: [Signature] Date:
### Appendix F - Financial Analysis
#### MTW Performance and Evaluation Report

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### Appendix F - Financial Analysis
#### MTW Performance and Evaluation Report

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<th>The Housing Authority of the City of Atlanta, Georgia</th>
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**U.S. Department of Housing and Urban Development**
**Office of Public and Indian Housing**
**Expires 4/30/2011**

Page 2 of 2
### Appendix F - Financial Analysis
**MTW Performance and Evaluation Report**

#### Part I: Summary

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## Appendix F - Financial Analysis
### MTW Performance and Evaluation Report

#### Part I: Summary

**PHA Name:**
The Housing Authority of the City of Atlanta, Georgia

**Grant Type and Number:**
- Capital Fund Program Grant No: [Details]
- Replacement Housing Factor Grant No: GA068006501-05

**Type of Grant:**
- Original Annual Statement
- Performance and Evaluation Report for Period Ending: 6/30/2010

**FFY of Grant:** 2005

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MTW Performance and Evaluation Report

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Date: 9/22/10

Signature of Public Housing Director: [Signature]
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*Date: 9/22/10*
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#### Type of Grant

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**Signature of Executive Director:** [Signature]  
**Date:** [9/22/10]

**Signature of Public Housing Director:** [Signature]  
**Date:** [ ]
### Appendix F - Financial Analysis

**MTW Performance and Evaluation Report**

#### Part 1: Summary

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Page 1 of 2

Form HUD-50075.1 (4/2008)

F - 32
## Appendix F - Financial Analysis
### MTW Performance and Evaluation Report

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| Performance and Evaluation Report for Period Ending: | 6/30/2019 |

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Page 2 of 2

Form HUD-50075.1 (4/2008)
### Appendix F - Financial Analysis
MTW Performance and Evaluation Report

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**Type of Grant**

- [ ] Original Annual Statement
- [ ] Revised Annual Statement (revision no: )
- [ ] Reserve for Disasters/Emergencies
- [ ] Performance and Evaluation Report for Period Ending: 6/30/2010
- [ ] Final Performance and Evaluation Report

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Page 1 of 2

Form HUD-50075.1 (4/2008)
### Appendix F - Financial Analysis
MTW Performance and Evaluation Report

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# Appendix F - Financial Analysis

## MTW Performance and Evaluation Report

### Part I: Summary

**PHA Name:** The Housing Authority of the City of Atlanta, Georgia  
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Page 2 of 2
# Appendix F - Financial Analysis

## MTW Performance and Evaluation Report

### Part I: Summary

**PHA Name:** The Housing Authority of the City of Atlanta, Georgia  
**Grant Type and Number:** Capital Fund Program Grant No:  
**Date of CFP:** NA  
**Replacement Housing Factor Grant No:** GA068006501-08  
**FFY of Grant:** 2008  
**FFY of Grant Approval:** 2008

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4. RHF funds shall be included here.
### Appendix F - Financial Analysis
MTW Performance and Evaluation Report

#### Part I: Summary

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#### Type of Grant

- [ ] Original Annual Statement
- [ ] Reserve for Disasters/Emergencies
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- [ ] Final Performance and Evaluation Report

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### MTW Performance and Evaluation Report

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### Type of Grant

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- Reserve for Disasters/Emergencies
- Revised Annual Statement (revision no: )

### Performance and Evaluation Report for Period Ending: 6/30/2010

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Appendix F - Financial Analysis
MTW Performance and Evaluation Report

Part I: Summary

PHA Name: The Housing Authority of the City of Atlanta, Georgia
Grant Type and Number: Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006502-08
Date of CFFP: FFY of Grant: 2008
FFY of Grant Approval: 2008

Type of Grant

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- Reserve for Disasters/Emergencies
- Revised Annual Statement (revision no: )
- Final Performance and Evaluation Report


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## Appendix F - Financial Analysis
### MTW Performance and Evaluation Report

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### MTW Performance and Evaluation Report

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## Appendix F - Financial Analysis

### MTW Performance and Evaluation Report

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¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CPPF Grants for operations.
⁴ RHF funds shall be included here.
Appendix F - Financial Analysis
MTW Performance and Evaluation Report

<table>
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<tr>
<th>PHA Name:</th>
<th>The Housing Authority of the City of Atlanta, Georgia</th>
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U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
Expires 4/30/2011
## Part I: Summary

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- Reserve for Disasters/Emergencies
- Revised Annual Statement (revision no.: )
- Final Performance and Evaluation Report

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</table>

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

Page 1 of 2
## Appendix F - Financial Analysis

### ARRRA Performance and Evaluation Report

#### Part I: Summary

<table>
<thead>
<tr>
<th>FHA Name:</th>
<th>Grant Type and Number</th>
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Page 2 of 2

form HUD-50075.1 (4/2008)
### Part II: Supporting Pages

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<th>Development Number/ Name</th>
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(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement
(2) To be completed for the Performance and Evaluation Report

Quarter Ending June 30, 2010

Appendix F - Financial Analysis
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<th>Development Number/ Name HA-Wide Activities</th>
<th>General Description of Major Work Categories</th>
<th>Dev. Acct No.</th>
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(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement
(2) To be completed for the Performance and Evaluation Report

Quarter Ending June 30, 2010

Appendix F - Financial Analysis

ARRA Performance and Evaluation Report
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<th>Development Number/Name</th>
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(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement
(2) To be completed for the Performance and Evaluation Report

Quarter Ending June 30, 2010

Appendix F - Financial Analysis

Page 5 of 10

ARRA Performance and Evaluation Report
<table>
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<th>Development Number/Name HA-Wide Activities</th>
<th>General Description of Major Work Categories</th>
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(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement
(2) To be completed for the Performance and Evaluation Report
Quarter Ending June 30, 2010
Appendix F - Financial Analysis
<table>
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<tr>
<th>Development Number/ Name HA-Wide Activities</th>
<th>General Description of Major Work Categories</th>
<th>Dev. Acct No.</th>
<th>Quantity</th>
<th>Total Estimated Cost</th>
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Quarter ending June 30, 2010
Appendix F - Financial Analysis
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<th>Development Number/ Name HA-Wide Activities</th>
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| GA0060000530                               | Hightower Manor Highrise                      |               |           |          |         |                |                |                |
|                                            | Fees and Costs - Design fees and construction management fees | 1430          |           | 238,847  | 261,646 | 261,646        | 183,210        |                |
|                                            | Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements | 1450          |           | 0        | 109,605 | 109,605        | 0              |                |
|                                            | Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements | 1460          |           | 1,021,244 | 445,373 | 445,373        | 0              |                |
|                                            | Common Areas - Lobby, common area and specialty function room renovations | 1470          |           | 32,727   | 392,540 | 392,540        | 0              |                |
|                                            | Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers | 1475          |           | 38,182   | 38,531  | 38,531         | 4,290           |                |

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement
(2) To be completed for the Performance and Evaluation Report

Quarter Ending June 30, 2010

Appendix F - Financial Analysis
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## Development Number/ Name HA-Wide Activities

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**GA006000580 Marietta Road Highrise**

- **Fees and Costs - Design fees and construction management fees**: 1430, 233,833, 224,621, 224,621, 154,257
- **Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements**: 1450, 0, 91,140, 91,140, 0
- **Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements**: 1460, 1,019,167, 247,566, 247,566, 0
- **Common Areas - Lobby, common area and specialty function room renovations**: 1470, 12,727, 448,286, 448,286, 0
- **Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers**: 1475, 37,273, 37,470, 37,470, 3,432

**GA006000592 Herndon Homes**

- **Construction Mgt Fees**: 1430, 78,450, 78,450, 78,450, 37,518
- **Demolition**: 1485, 784,500, 784,500, 784,500, 541,881

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(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Quarter Ending June 30, 2010

Appendix F - Financial Analysis
FY 2008 AND FY 2009 AUDITED FINANCIAL STATEMENTS

- Audit

The Housing Authority of the City of Atlanta, Georgia

For the fiscal years ended June 30, 2009 and 2008
A COMPREHENSIVE ANNUAL FINANCIAL REPORT AND REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

For the fiscal years ended June 30, 2009 and 2008
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December 21, 2009

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

We are pleased to present the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2009 (FY2009) of The Housing Authority of the City of Atlanta, Georgia (AHA or the Authority).

The information presented in this report is the responsibility of the management of AHA. To the best of our knowledge and belief, the information as presented is accurate in all material respects, is presented in a manner designed to fairly state the financial position and the results of operations of the Authority, and includes all necessary disclosures to enable the reader to gain a complete understanding of AHA’s financial position. To provide for a reasonable basis for making these representations, management of the Authority has established a comprehensive internal control framework that is designed both to protect its assets and the integrity of its operations and to compile sufficient reliable information for the preparation of the Authority’s financial statements in conformity with generally accepted accounting principles (GAAP).

The U.S. Department of Housing and Urban Development (HUD) requires that each local housing authority publish, within nine months of the close of its fiscal year, a complete set of financial statements prepared in accordance with GAAP, consistently applied, and audited by a firm of independent certified public accountants. Metcalf Davis, engaged by AHA to audit its FY2009 financial statements, issued an unqualified opinion on the financial statements of the Authority for the fiscal years ended June 30, 2009 and 2008, indicating that the Authority’s financial statements are fairly presented in conformity with GAAP. The independent auditor’s report is included as the first component of the financial section of this report.

The independent audit of the financial statements of the Authority is part of a broader, Federally-mandated “Single Audit,” designed to meet the special needs of Federal grantor agencies. The standards governing Single Audit engagements require an independent auditor to report not only on the fair presentation of the financial statements, but also on the Authority’s internal controls and compliance with Federal Program requirements.

The basic financial statements for AHA consist of the Statements of Net Assets, Statements of Revenues, Expenses and Changes in Net Assets, and Statements of Cash Flows. Notes to the Basic Financial Statements are an integral part of the financial statements.

The Government Accounting Standards Board (GASB) requires that management provide a narrative introduction, overview and analysis to accompany the basic financial statements in the form of Management’s Discussion and Analysis (MD&A). This letter of transmittal is designed to complement the MD&A and should be read in conjunction with it. The MD&A can be found immediately following the report of the independent public accountants.
AHA is a public body corporate and politic created under the Housing Authorities Laws of the State of Georgia. AHA’s mission is to provide affordable housing for the betterment of the community. Since 1994, AHA has been transforming its operations from a troubled public housing authority to become a well managed diversified real estate organization, with a public mission and purpose. AHA meets its mission by deploying its assets to facilitate affordable housing opportunities for low-income households, the elderly and disabled persons in the City of Atlanta. AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing, invest and lend money, create for-profit and not-for-profit entities, administer housing choice vouchers, issue bonds for affordable housing purposes and develop commercial, retail and market rate properties that benefit affordable housing. Many of AHA’s programs are funded, in part, and regulated by HUD under the provisions of the U.S. Housing Act of 1937, as amended, as modified by AHA’s Moving to Work Agreement dated September 23, 2003, as amended and restated effective as of November 13, 2008 and as further amended effective as of January 16, 2009 (the MTW Agreement).

Under the Housing Authorities Laws, the governing body of AHA is the Board of Commissioners, whose members are appointed by the Mayor of the City of Atlanta. The Board of Commissioners hires the President and Chief Executive Officer, who, in turn, hires the staff of the Authority. The current President and Chief Executive Officer is Renée Lewis Glover, who was hired on September 1, 1994.

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

AHA is one of the 11 founding members of Georgia HAP Administrators, Inc. (Georgia HAP), a Georgia not-for-profit 501(c)(4) corporation that performs contract administration services for HUD’s project-based Section 8 and FHA-insured portfolio in the states of Georgia and Illinois. Georgia HAP subcontracts with its members and pays incentive fees and distributions for work performed. Fees earned by AHA from performing such contract administration services are included in AHA’s financial statements.

On an annual basis, AHA submits its Comprehensive Operating and Capital budget to the Board of Commissioners for approval. Throughout the fiscal year, the Board-approved budget is used as a management tool to plan, control and evaluate proprietary fund spending for each major project.
AHA’s Mission, Vision, and Guiding Principles

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

In response to the deteriorating conditions in AHA’s remaining distressed and obsolete public housing projects and the escalating rates of crime in these projects and the need to facilitate the assisted households in moving from such detrimental conditions, AHA designed and began implementing in Fiscal Year 2007 a program called the “Quality of Life Initiative (QLI),” QLI is discussed below in greater detail. As of June 30, 2010, AHA will have successfully completed the relocation of all affected public housing–assisted households and will have substantially completed the demolition of these 12 properties. When the relocation and demolition phases of QLI are completed, AHA will no longer own or operate any large family public housing projects, thereby ending the era of warehousing low income households in distressed and obsolete developments in isolated and depressed areas. AHA will continue to own 11 elderly high-rise buildings and two small family public housing–assisted developments, all of which are well located in economically integrated neighborhoods. AHA expects that as a result of these strategic initiatives—the Revitalization Program and QLI, its operations will be more stable and financially sound in the future.

AHA’s VISION

Healthy Mixed-Income Communities

The Revitalization Program is governed by five guiding principles:

1. End the practice of concentrating low-income families in distressed and isolated neighborhoods.
2. Develop communities through public/private partnerships using public and private sources of funding, using market principles.
3. Create mixed-use, mixed-income communities with the goal of creating market rate communities with a seamless affordable component.
4. Create healthy communities using a holistic and comprehensive approach to ensure long-term marketability and sustainability and to support excellent outcomes for families, especially children, with emphasis on excellent, high performing neighborhood schools and excellent quality of life amenities, such as first-class retail and green space.
5. Residents should be supported with adequate resources to assist them to achieve their life goals, focusing on self-sufficiency and educational advancement of the children. Expectations and standards for personal responsibility should be benchmarked for success.
Since 1994, AHA has been able to successfully de-concentrate poverty through implementing its Revitalization Program. The Revitalization Program calls for AHA, in partnership with great private sector developers, to leverage its public housing development funds, its land and its operating subsidies to facilitate the availability of quality affordable housing opportunities in mixed-use, mixed-income communities. To date, AHA has sponsored the creation of 16 mixed-use, mixed-income communities, leveraging over $300 million in HOPE VI, other public housing development funds and MTW Funds, resulting in total financial investment and economic impact of over $3 billion.

Having moved from troubled agency status in 1994 to high performer status in 1999 and sustained that status thereafter, AHA applied for and received a Moving to Work (MTW) designation in 2001. After protracted negotiations with HUD, AHA executed its MTW Agreement with HUD on September 23, 2003, effective as of July 1, 2003. AHA negotiated and executed with HUD an extension of this agreement effective November 13, 2008, as amended on January 16, 2009 (herein, the MTW Agreement), which extended the agreement until June 30, 2018, with rights to further ten year extensions, subject to HUD’s approval and meeting certain agreed-upon conditions. AHA’s MTW Agreement provides substantial statutory and regulatory relief under the U.S. Housing Act of 1937, as amended. AHA’s program design for implementing its MTW Agreement is reflected in AHA’s multi-year business plan (“Business Plan”), which was prepared leveraging the statutory and regulatory relief under its MTW Agreement and the guiding principles, the lessons learned and best practices from AHA’s Revitalization Program. Under its MTW Agreement, AHA has the statutory and regulatory flexibility to implement local solutions to address local challenges in providing affordable housing opportunities to income-eligible households in Atlanta.

Consistent with the five guiding principles; AHA’s Business Plan sets forth three primary goals.

1. Developing quality living environments in mixed-income communities;
2. Enhancing AHA’s economic viability and sustainability; and
3. Increasing self-sufficiency, financial independence and successful outcomes for families by leveraging AHA’s investments in human development and support services.

**FY2009 Priority Activities**

AHA’s organization activities continued to be aligned around the six major priorities of the Plan which are highlighted below:

1. **Quality of Life Initiative (QLI)** – QLI was designed and commenced implementation in FY 2007 to facilitate the relocation of approximately 3,000 households from 10 distressed and obsolete family developments and two distressed and obsolete senior high-rise developments to privately-owned housing in better neighborhoods, using Housing Choice vouchers. The relocated households are supported with at least 27 months of individualized coaching, counseling and human development services to insure the families adjust in their new neighborhoods and achieve their goals of achieving financial independence and self-sufficiency. After the households are relocated, the projects are demolished. Subject to market and financial conditions, AHA intends to solicit the private sector development and investor community for proposals to develop additional mixed-use, mixed-income communities. After the relocation and demolition phases of QLI are completed, as of June 30, 2010, AHA will own 11 senior high-rise buildings and two small family public housing-assisted developments, all of which are well located in economically integrated neighborhoods. These developments will continue to be comprehensively managed by professional private management companies in accordance with AHA’s goals, objectives and financial resources. In order to improve the physical condition, the
sustainability and marketability of these developments, AHA is investing a substantial portion of the recently appropriated American Recovery and Reinvestment Act (ARRA) funds. With the change in the AHA-owned portfolio to primarily housing for elderly and disabled persons, AHA will use the statutory and regulatory relief under its MTW Agreement to develop creative and innovative programs and initiatives to better serve elderly and disabled persons.

2. **Revitalization Program** – AHA and its private sector development partners will continue to advance the “comprehensive community building” projects which are underway with the goal of creating healthy and economically sustainable master-planned market rate quality mixed-use, mixed-income communities.

3. **Human Development** – AHA will continue to invest in, facilitate and provide linkages for AHA-assisted households to human services providers to ensure healthy outcomes with the goals of economically independent families, educated children, and self-sufficient elderly and persons with disabilities. To ensure that families are successful, AHA has three core philosophies that direct its Human Development activities:
   a. All families must be served and benefited by Human Development and Supportive Services Programs, especially during relocation and community revitalization;
   b. Families who have lived in the chaos, dysfunction and trauma associated with concentrated poverty environments must have comprehensive, hands-on support that connects and integrates them into mainstream society and opportunities; and
   c. Human Development and Supportive Services Programs must be outcome driven with the expectation of success for families based on the belief that all people, regardless of race, creed, culture or financial circumstance, have unlimited human potential.

4. **Project Based Rental Assistance (PBRA) as a Development Tool** – AHA will expand its PBRA program, contracting with owners of private apartment communities, through a competitive process, to provide quality housing opportunities in healthy mixed-income rental communities. PBRA provides a ten-year renewable stream of rent subsidy that closes the affordability gap for households who earn between the minimum wage and 60% of the metropolitan area median income.

5. **Asset Management** – AHA will continue to develop and evolve its systems, processes, procedures and human resources to create comprehensive and integrated asset management capacity, with an emphasis on external business relationship management and technology-oriented solutions. Asset Management also drives policy development, exercising the authority under AHA’s MTW Agreement, which further supports AHA’s on-going priority activities.

6. **Re-engineering the Housing Choice Voucher Program** – AHA will continue to enhance the Housing Choice Voucher Program including redesigning business systems, implementing technology solutions, improving customer service delivery, human resources development, and refining participant and landlord policies and procedures. Using its statutory and regulatory relief under its MTW Agreement, AHA is also making innovative operational changes to the Housing Choice Program so that the households who elect tenant-based vouchers as their affordable housing resource can use the vouchers in lower poverty, opportunity-enriched neighborhoods throughout the City of Atlanta, while continuing to pay no more than 30% of their adjusted income towards rent and utilities.

During FY 2010, AHA will continue its evolution to become a diversified real estate organization, with a public mission and purpose. Through intentional and focused initiatives, AHA will improve its information technology, finance, procurement, data and business systems infrastructure and human resources and operational capacity with the assistance of a world class business consulting firm. When completed in FY 2011, AHA expects these initiatives to yield significant returns over
time including improved operational efficiency and effectiveness, improved and timely customer service and the creation of an organization positioned to respond to and leverage opportunities in the real estate market to advance the mission and business of AHA.

Economic Conditions

Like every other major metropolitan area in the United States, the Atlanta metropolitan area has been adversely impacted by the global economic recession. Many local and national economists have stated that metropolitan Atlanta and Georgia remain attractive places to live, work and invest because the fundamentals are quite strong. Metropolitan Atlanta enjoys the benefits of moderate weather, an educated workforce, a concentration of excellent colleges and universities and the Hartsfield Jackson International Airport. Such economists have stated that given these fundamentals, Atlanta’s economic recovery will be better than that of the nation. Job loss data suggests, however, that Atlanta in the near term has been hit slightly harder by the recession than the nation. The first full quarter of positive net job growth is not expected until late 2010 or early 2011.

AHA has been similarly impacted as follows:

- AHA-sponsored development activities, in partnership with private developers, rely on private investment and the conditions in the real estate and financial markets. AHA expects that our development activities will pick up as those markets improve and credit becomes more available.

- The downturn in the Atlanta real estate market has created both opportunities and challenges. AHA has been able to purchase real estate at more reasonable prices to advance revitalization activities. In this environment, real estate owners throughout the City of Atlanta have been willing to participate in the PBRA initiative, thereby guaranteeing a stream of income for a percentage of their units in a soft market. This has opened new markets in Atlanta for this initiative. Households using tenant based housing choice vouchers have had a broader array of choices to use their vouchers, but tempered by the heightened risk of foreclosure.

- AHA-assisted households have been impacted by the downturn in the employment market which will result in higher aggregate subsidy payments from AHA until the employment market recovers.

- In preparing our budget for FY 2011, AHA will be more conservative in making assumptions and projections concerning revenues and will make cuts in administrative and overhead costs. AHA believes that as a result of (a) the statutory and regulatory relief provided under its MTW Agreement; (b) the operational and financial efficiencies resulting from combining its low income operating funds, housing choice voucher funds and capital funds into a single fund and preparing a multi-year Business Plan and (c) the elimination of the obsolete, distressed and socially dysfunctional public housing projects through the thoughtful implementation of its comprehensive Revitalization Program and QLI, it is well positioned to come through this economic downturn. Even in a down economy, these strategic steps have enabled AHA to provide substantially better housing opportunities to income-eligible households in amenity-rich communities and neighborhoods.
Awards and Acknowledgement

The Government Finance Officers Association (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the Authority for its Comprehensive Annual Financial Report (CAFR) for the fiscal years ended June 30, 2008. A certificate of achievement is valid for one year. We believe that our current CAFR continues to meet the Certificate of Achievement Program’s requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

In addition, the Authority also received the GFOA’s Distinguished Budget Presentation Award for its comprehensive budget for fiscal year 2008. In order to qualify for the Distinguished Budget Presentation Award, the Authority’s budget document was judged proficient as a policy document, a financial plan, an operations guide and a communications device.

We wish to express our appreciation to all of the individuals who contributed to the preparation of this Report.

Sincerely,

Renée Lewis Glover
President and Chief Executive Officer

Suzi Reddekopp, CPA
Chief Financial Officer
AHA's Board of Commissioners*

Cecil Phillips
Chairman
HOD AFA IC

James Brown
Vice Chair
HOD AFA

Margarette Paulyne
Morgan White
Commissioner
HOD

Eva Davis
Commissioner
HOD

Carol Jackson
Commissioner
AFA IC

Justine Boyd
Commissioner
HOD

Renée Lewis Glover
President and CEO & Secretary to the Board

Committee Memberships
HOD Housing Operations, & Development
AFA Administration, Finance, and Audit
IC Investment Committee (a subcommittee of the AFA)

As of July 1, 2009

*Under AHA's charter, there is currently one vacant Commissioner position.
Atlanta Housing Authority
Business Line Organization
as of July 1, 2009

Board of Commissioners
President & CEO

Operations
- Real Estate Management
- AHA-Owned Affordable Communities
- AHA HQ Building Mgt
- Inspections
- Contact Center
- Housing Choice Operations

Real Estate Development & Acquisitions
- Acquisition & Rehabilitation
- Real Estate Development
- Homeownership

Asset Management
- Asset Management
- Compliance
- Policy Development

Corporate Administration and Support
- Executive Office
- Legal Services
- Human Resources
- Finance
- Acquisition & Management Services
- Information Technology
- Intergovernmental & Community Relations
Certificate of Achievement for Excellence in Financial Reporting

Presented to
The Housing Authority of the City of Atlanta
Georgia
For its Comprehensive Annual Financial Report
for the Fiscal Year Ended
June 30, 2008

A Certificate of Achievement for Excellence in Financial Reporting is presented by the Government Finance Officers Association of the United States and Canada to
government units and public employee retirement systems whose comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.

President

Executive Director
FINANCIAL SECTION
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Independent Auditors’ Report

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

We have audited the accompanying basic financial statements of The Housing Authority of the City of Atlanta, Georgia, as of and for the fiscal years ended June 30, 2009 and 2008, as listed in the table of contents. These basic financial statements are the responsibility of The Housing Authority of the City of Atlanta, Georgia’s management. Our responsibility is to express opinions on these basic financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of The Housing Authority of the City of Atlanta, Georgia as of and for the fiscal years ended June 30, 2009 and 2008 and the changes in financial position and cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.
In accordance with *Government Auditing Standards*, we have also issued our report dated December 21, 2009, on our consideration of The Housing Authority of the City of Atlanta, Georgia’s internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal controls over financial reporting and compliance and the results of that testing and not to provide an opinion on the internal controls over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering and assessing the results of our audits.

Management’s Discussion and Analysis on pages 18 through 39 and the Schedule of Pension Funding Progress on page 76 are not a required part of the basic financial statements but are supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audits were conducted for the purpose of forming an opinion on the basic financial statements of The Housing Authority of the City of Atlanta, Georgia taken as a whole. The Financial Data Schedules and notes thereto, the Schedule of HUD Funded Grants and Program Cost Certification Schedules, listed as other supplementary information in the table of contents are required by the United States Department of Housing and Urban Development and are presented for purposes of additional analysis and are not a required part of the basic financial statements of The Housing Authority of the City of Atlanta, Georgia. The Financial Data Schedules, the Schedule of HUD Funded Grants and Program Cost Certification Schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects, in relation to the basic financial statements taken as a whole.

The introductory section and statistical section have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

Atlanta, Georgia
December 21, 2009
The management of The Housing Authority of the City of Atlanta, Georgia (AHA) is providing this Management’s Discussion and Analysis as an analytical overview of AHA’s financial performance for the fiscal years (FY) ended June 30, 2009, and June 30, 2008. Given that the information in this discussion and analysis presents financial highlights and changes in those fiscal years, it should be read in conjunction with the Transmittal Letter, AHA’s Basic Financial Statements and accompanying notes.

BACKGROUND AND CONTEXT

Introduction

Various ongoing activities and new initiatives were pursued during FY2009. The significance of these activities and initiatives on AHA’s financial condition is reflected in the Financial Highlights.

As a diversified real estate organization with a public purpose and mission in accordance with its charter, AHA continued its comprehensive Revitalization Program, in partnership with great private sector developers, replacing obsolete public housing projects with vibrant mixed-use, mixed-income communities, each having a seamless affordable residential rental component. Recognizing that the Revitalization Program had not yet addressed all of AHA’s obsolete and distressed public housing projects, AHA implemented the Quality of Life Initiative (QLI) in 2007. Under QLI, AHA requested and received approval from the U.S. Department of Housing and Urban Development (HUD) to demolish 12 of AHA’s distressed and obsolete public housing projects and highrises. Upon completion of the relocation and demolition activities associated with QLI, AHA, as of June 30, 2010, will continue to own 11 senior public housing assisted developments and 2 small family public housing assisted developments. Consistent with AHA’s policies, the net book value of the public housing structures approved by HUD for demolition in FY2008 and FY2009 were written off the books of AHA at the time of such HUD approvals.

During FY2009, the Revitalization Program and QLI involved cross-departmental activities throughout AHA in support of these efforts. The expenses associated with the relocation of residents from public housing projects either master planned for revitalization or slated for demolition under QLI are described in the Financial Highlights and reflected in the condensed financial statements as part of this discussion and analysis. The Housing Choice Tenant-Based Voucher Program was the principal relocation resource elected to be used by the affected public housing residents during FY2009 which resulted in an increase in housing assistance payments. AHA’s commitment to affected public housing residents extended beyond the relocation phase. Prior to, during and after relocation, AHA provides for human development counseling, resources and other services for at least 27 months. These costs are expensed as incurred.

Project Based Rental Assistance (PBRA) was used in support of other development activities and to expand quality affordable housing opportunities in mixed income communities. During FY2009, the completion and occupancy of new PBRA units significantly increased housing assistance payments.
Introduction — continued

During FY2009, AHA and the various owner entities agreed to change the methodology for calculating public housing operating subsidy for PHA-assisted units in residential rental developments of mixed-use, mixed-income communities, effective as of January 1, 2008, which resulted in a substantial increase in housing assistance payments provided to the owner entities. Financial activities in support of existing mixed-use, mixed-income communities also included expenditures relating to Uniform Federal Accessibility Standards (UFAS) improvements required to be made under the Voluntary Compliance Agreement (VCA) entered into by HUD and AHA in FY2007.

AHA made certain policy and administrative decisions supporting relocation activities to ensure that the percentage of rent paid by residents relocating from public housing into the Housing Choice Tenant-Based Voucher Program would not increase. During FY2008 and FY2009, to ensure a smooth transition between programs, AHA updated and revised its utility allowances, established its own schedule of Housing Choice payment standards and limited the total tenant payment to 30% of monthly adjusted income. The implementation of these policy and administrative decisions also increased housing assistance payments under the Tenant-Based Voucher Program.

With respect to other revenues AHA continued to earn fees during FY2009 in connection with development activities under the Revitalization Program and as a subcontractor and member of Georgia HAP Administrators, Inc.

Moving to Work Agreement

AHA is a Moving to Work agency under the Moving to Work Demonstration Program which provides participating agencies with substantial statutory and regulatory relief under the U.S. Housing Act of 1937, as amended (1937 Act). AHA negotiated and entered into a Moving to Work (MTW) Agreement with HUD on September 25, 2003 which was effective from July 1, 2003 through June 30, 2010.

During FY2009, in response to HUD’s decision to revise the form of agreement and expand the MTW Demonstration Program, AHA successfully negotiated and executed an Amended and Restated MTW Agreement on November 13, 2008. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement. This Agreement incorporates AHA’s legacy authorizations from its initial MTW Agreement and clarifies AHA’s ability to use MTW-eligible funds outside of Section 9 and Section 8 of the 1937 Act. AHA has the authorizations needed from HUD under its MTW Agreement to implement the activities addressed in AHA’s Annual CATALYST Implementation Plan, which is AHA’s Business Plan. The Amended and Restated MTW Agreement was extended until June 30, 2018, and may be automatically extended for additional 10-year periods, subject to HUD approval and AHA meeting certain agreed-upon conditions.
Significance of MTW

AHA’s Amended and Restated MTW Agreement provides substantial statutory and regulatory relief under the 1937 Act. Under this agreement, AHA has combined its Housing Choice Voucher funds, Low Income Operating funds and Capital Fund Program (CFP) grants into a single fund known as the MTW Single Fund which may be used for MTW-eligible activities as authorized under the Amended and Restated MTW Agreement and AHA’s annual Business Plan.

The Amended and Restated MTW Agreement removed regulatory and statutory barriers, and has enabled AHA to align its policies, business processes and practices with the goal of leveraging private sector investment and incenting participation by private partners and investors in long-term public/private partnerships utilizing private sector business principles. Through public/private partnerships, AHA is able to do more with less to achieve better operating efficiency and effectiveness, and to achieve dramatically better outcomes for AHA-assisted households. The relief provided AHA under the Amended and Restated MTW Agreement is essential to AHA’s continued success and long-term financial viability.

Comparing HUD revenues received by AHA in FY2003 (the year prior to AHA’s MTW participation) to FY2009, the chart below illustrates the strategic importance of the MTW Single Fund. The MTW Single Fund enables AHA to operate as a single integrated enterprise focused on achieving agreed-upon outcomes rather than managing multiple federal subsidy and grant programs with disparate conditions and requirements. The MTW Single Fund has allowed AHA to eliminate unnecessary redundancy and inefficiency. By combining the various operating funds and grant programs into the MTW Single Fund, AHA has the flexibility to use best practices and sound business principles in order to be more entrepreneurial and efficient in its decision-making and operations. Before AHA executed its MTW Agreement which became effective as of July 1, 2003, AHA’s FY2003 revenues were tied to disparate HUD programs and regulations. In FY2009, more than 80% of AHA’s revenues from HUD were combined under and subject to AHA’s Amended and Restated MTW Agreement and AHA’s Business Plan.
Advancing the Blueprint

By continuing to leverage AHA’s public housing funds and land with private funds and other resources over the past 15 years, AHA, in partnership with excellent private sector developers, has facilitated and expanded the availability of quality affordable housing opportunities in amenity-rich, mixed-use, mixed-income communities and, in doing so, has made a significant impact on de-concentrating poverty. AHA and its private sector partners have leveraged more than $300 million in HOPE VI and other public housing development funds, producing more than $3 billion in new financial investments and economic impact in once-distressed and economically disinvested neighborhoods. As described in the Transmittal Letter, the FY2009 strategy was closely aligned around the six major priorities and a number of ongoing organizational initiatives, which continue to transform AHA from a traditional housing authority, managing outdated projects, to an effective, high-performing, diversified real estate organization with a public mission and purpose.
The Housing Authority of the City of Atlanta, Georgia

MANAGEMENT’S DISCUSSION AND ANALYSIS

FY2009 FINANCIAL HIGHLIGHTS

- **Substantial Use of MTW Single Fund Reserves.** AHA’s FY2009 Comprehensive Operating and Capital Budget (Budget) and FY2009 Business Plan provided for the use of MTW Single Fund reserves to execute MTW strategies and initiatives. MTW cash reserves decreased by $29.5 million during FY2009.

- **AHA’s Financial Position Remains Strong.** The decline of $10 million in Net Assets (Equity) resulted primarily from (1) increased Housing Assistance Payments (HAP) expenses; (2) the write-off of the net book value of six QLI properties; and (3) significant increase in expenses for relocation, human services, demolition and remediation incurred in connection with MTW and QLI activities. Notwithstanding the $10 million decrease in Net Assets (equity), the expenditures facilitated the ability of public housing assisted households to move to substantially better communities and neighborhoods and allowed AHA to close down and demolish a number of obsolete, socially dysfunctional and expensive to operate public housing projects. AHA expects that its operations will be more stable and financially sound in the future, while facilitating a variety of housing opportunities to AHA-assisted households in healthier amenity-rich communities and neighborhoods.

- **Policy Reform Changes in the Housing Choice Tenant-Based Voucher Program.** The full implementation of local reforms in the Housing Choice Tenant-Based Voucher Program focused on eliminating obstacles which adversely affect the participants’ ability to move to better quality neighborhoods. Policy reform changes during FY2008 and FY2009 included the alignment of “AHA Payment Standards” with market rents and stabilizing the total tenant payment to be no more than “30% of Adjusted Income” for rent and utilities. The first policy afforded participants with broader opportunities to move to better neighborhoods of their choice. The second policy provided stability for former public housing families who relocated using Housing Choice vouchers, enabling them to maintain the same financial arrangement they had as public housing assisted residents. Total housing assistance paid for tenant-based vouchers increased as a result of these policy reforms. In addition, increases in utility allowances and an increase of 745 tenant-based vouchers under contract (bringing the total of tenant-based vouchers under contract to 10,127) contributed to the 28% increase in housing assistance payments.

- **Continued Use of Project Based Rental Assistance (PBRA) as a Development Tool.** AHA continued to expand and enhance its PBRA program. Entering into 10–year renewable agreements with private sector owners for a percentage of units in multi-family rental developments has proven to be an effective method for increasing the supply of quality, affordable units for income-eligible households. The primary reason for the 89% increase in PBRA housing assistance payments was the increase in units from July 1, 2007 (beginning of FY2008) to June 30, 2009. In addition, a higher level of subsidy and the change in utility allowances also contributed to the increase.
The Housing Authority of the City of Atlanta, Georgia

MANAGEMENT’S DISCUSSION AND ANALYSIS

FINANCIAL HIGHLIGHTS — continued

- Sustaining AHA-Sponsored Mixed-Income Communities. AHA developed and implemented, effective as of January 1, 2008, a new methodology for calculating subsidy that more closely aligned operating subsidies to the costs of operating AHA-assisted units. As a result, AHA increased housing assistance payments to private sector owner entities of AHA-sponsored mixed-income residential rental communities in order to better support their operations and continued viability and market competitiveness, while preserving AHA’s investment. During FY2009, 281 AHA-assisted units came on line as new mixed-income residential rental communities reached construction completion, bringing the total number of available AHA-assisted units in those arrangements to 2,232. The 108% increase in housing assistance payments for mixed-income residential rental communities for FY2008 versus FY2009 was attributable to a new methodology for calculating subsidy, the increase in the number of AHA-assisted units and utility allowances.

- Relocation-related Activities. Relocation-related costs, including those for human development activities and leasing incentive fees, increased by 49% for FY2009 versus FY2008 as the number of affected households who received such services and benefits grew to include all 12 QLI properties, as compared to only five QLI properties undergoing relocation in FY2008.

- Demolition Costs Continue to be Substantial. Demolition costs will continue to be substantial as properties undergoing revitalization and QLI properties are repositioned. AHA expended $8.8 million in FY2009 and has budgeted to spend $17.1 million in FY2010.

- Commitment to Expand the Inventory of Uniform Federal Accessibility Standards (UFAS) units. Significant investments were made to increase the number of fully accessible UFAS units in AHA’s longer-term hold public housing assisted developments and the AHA-assisted units in mixed-income residential rental communities. This aligns with AHA’s undertaking pursuant to its Voluntary Compliance Agreement (VCA) with HUD. During FY2009, AHA certified to HUD the completion of needed UFAS improvements relating to 80 units, bringing the total number of UFAS units to 140. As new properties come online, AHA ensures that the required percentage of units are UFAS compliant.

- Decreased Tenant Dwelling Revenue and Low Income Operating Funds. Tenant Dwelling Revenue and Low Income Operating Funds continued to decrease as households were relocated and AHA-owned units were demolished under the Revitalization Program and QLI.

- Decreased Utilities, Maintenance and Protective Services. The decline in utilities, maintenance and protective services expense was attributable to the phasing out of QLI properties as tenants were relocated.

Revitalization Activities. AHA and its private sector development partners continued the implementation of six active mixed-use, mixed-income revitalization plans which are in various stages of development. Significant accomplishments during FY2009 included:

Completed the development of:

- Veranda at Auburn Pointe, a 124-unit, elderly only property which is part of the Grady Homes revitalization plan.
- Mechanicsville Station, a 164-unit mixed-income multi-family rental community is a part of the McDaniel Glenn revitalization plan.
- Atrium at Collegetown, a 190-unit, elderly only property is a part of the Harris Homes revitalization plan.
- The Gardens at Collegetown, a 26-unit community with supportive services for the mentally and developmentally disabled is a part of the Harris Homes revitalization plan.
- Villages at Carver V, a 165-unit mixed-income multifamily rental community, is a part of the Carver Homes revitalization plan.

Other revitalization activity:

- Closed on the sale of 31 affordable and seven market-rate single family homes as part of the Capitol Homes and the Grady Homes revitalization plans.
- Acquired a total of 23.6 acres of land in support of each of the respective Grady Homes, Perry Homes, Harris Homes and University Homes revitalization plans.
- Closed the following HUD grants: RHF Year 2003 (second increment) and Clark Howell Development Grant.
- Public improvement funds of $9.1 million were expended to further the infrastructure and public improvement work associated with the respective Grady Homes, Harris Homes, Perry Homes and the McDaniel Glenn revitalization plans.
The Condensed Statements of Revenues, Expenses, and Changes in Net Assets present the revenues and expenses for the fiscal years ended June 30, 2009, 2008, and 2007, respectively. Revenues less Expenses result in the change in Net Assets for such fiscal years.

### CONDENSED STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS

*(in millions)*

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>Increase/Decrease</td>
<td>Increase/Decrease</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>MTW Single Fund and grants used for operations</td>
<td>$216.9</td>
<td>$225.8</td>
<td>$174.3</td>
<td>$8.9</td>
<td>$51.5</td>
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<td>Tenant dwelling revenues</td>
<td>9.9</td>
<td>14.5</td>
<td>17.3</td>
<td>(4.6)</td>
<td>(2.8)</td>
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<tr>
<td>Other revenue (including Georgia HAP)</td>
<td>4.1</td>
<td>5.6</td>
<td>6.7</td>
<td>(1.5)</td>
<td>(1.1)</td>
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<tr>
<td><strong>Total operating revenues</strong></td>
<td>$230.9</td>
<td>$245.9</td>
<td>$198.3</td>
<td>(15.0)</td>
<td>47.6</td>
</tr>
<tr>
<td><strong>Operating expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing assistance payments (HAP)</td>
<td>$123.6</td>
<td>$87.9</td>
<td>$84.9</td>
<td>$35.7</td>
<td>$3.0</td>
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<tr>
<td>Utilities, maintenance, and protective services</td>
<td>27.3</td>
<td>35.3</td>
<td>38.5</td>
<td>(8.0)</td>
<td>(3.2)</td>
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<tr>
<td>Resident and participant services</td>
<td>5.2</td>
<td>5.6</td>
<td>6.8</td>
<td>(0.4)</td>
<td>(1.2)</td>
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<td>General and administrative, including direct operating division expenses and Georgia HAP</td>
<td>51.2</td>
<td>62.9</td>
<td>44.5</td>
<td>(11.7)</td>
<td>18.4</td>
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<tr>
<td>Depreciation and amortization</td>
<td>7.4</td>
<td>11.6</td>
<td>13.8</td>
<td>(4.2)</td>
<td>(2.2)</td>
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<td><strong>Total operating expenses</strong></td>
<td>$214.7</td>
<td>$203.3</td>
<td>$188.5</td>
<td>$11.4</td>
<td>$14.8</td>
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<td><strong>Net operating income</strong></td>
<td>$16.2</td>
<td>$42.6</td>
<td>$9.8</td>
<td>(26.4)</td>
<td>32.8</td>
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<td><strong>Non-operating revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Capital grant revenue</td>
<td>$26.9</td>
<td>$26.3</td>
<td>$30.9</td>
<td>0.6</td>
<td>(4.6)</td>
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<tr>
<td>Interest and investment income</td>
<td>1.8</td>
<td>5.4</td>
<td>5.6</td>
<td>(3.6)</td>
<td>(0.2)</td>
</tr>
<tr>
<td>Gain on sale of land</td>
<td>-</td>
<td>2.5</td>
<td>0.4</td>
<td>(2.5)</td>
<td>2.1</td>
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<tr>
<td><strong>Total non-operating revenue</strong></td>
<td>$28.7</td>
<td>$34.2</td>
<td>$36.9</td>
<td>(5.5)</td>
<td>(2.7)</td>
</tr>
<tr>
<td><strong>Total non-operating expenses:</strong></td>
<td>$23.8</td>
<td>$28.1</td>
<td>$5.7</td>
<td>(4.3)</td>
<td>22.4</td>
</tr>
<tr>
<td>Capital asset write-off</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demolition and remediation expenses</td>
<td>8.8</td>
<td>11.2</td>
<td>2.1</td>
<td>(2.4)</td>
<td>9.1</td>
</tr>
<tr>
<td>Other revitalization expenses</td>
<td>4.1</td>
<td>5.9</td>
<td>4.3</td>
<td>(1.8)</td>
<td>1.6</td>
</tr>
<tr>
<td>Relocation-related expenses</td>
<td>13.8</td>
<td>9.3</td>
<td>1.7</td>
<td>4.5</td>
<td>7.6</td>
</tr>
<tr>
<td>Grants to owner entities of mixed-income communities (UFAS)</td>
<td>0.5</td>
<td>-</td>
<td>-</td>
<td>0.5</td>
<td>-</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>-</td>
<td>4.0</td>
<td>-</td>
<td>(4.0)</td>
<td>4.0</td>
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<tr>
<td>Valuation allowance</td>
<td>3.6</td>
<td>19.9</td>
<td>2.6</td>
<td>(16.3)</td>
<td>17.3</td>
</tr>
<tr>
<td>Interest expense</td>
<td>0.3</td>
<td>0.9</td>
<td>1.0</td>
<td>(0.6)</td>
<td>(0.1)</td>
</tr>
<tr>
<td><strong>Total non-operating expense</strong></td>
<td>$54.9</td>
<td>$79.3</td>
<td>$17.4</td>
<td>(24.4)</td>
<td>61.9</td>
</tr>
<tr>
<td><strong>Net non-operating revenue/expense</strong></td>
<td>$(26.2)</td>
<td>$(45.1)</td>
<td>$19.5</td>
<td>$18.9</td>
<td>$(64.6)</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>$(10.0)</td>
<td>$(2.5)</td>
<td>$29.3</td>
<td>$7.5</td>
<td>$(31.8)</td>
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<tr>
<td><strong>Net Assets – beginning of year</strong></td>
<td>$367.5</td>
<td>$370.0</td>
<td>$340.7</td>
<td>$(2.5)</td>
<td>$29.3</td>
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<tr>
<td><strong>Net Assets – end of year</strong></td>
<td>$357.5</td>
<td>$367.5</td>
<td>$370.0</td>
<td>(10.0)</td>
<td>(2.5)</td>
</tr>
</tbody>
</table>
FINANCIAL ANALYSIS:

OPERATING REVENUES

<table>
<thead>
<tr>
<th></th>
<th>FY2009</th>
<th>FY2008</th>
<th>FY2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Choice Voucher Funds</td>
<td>$230.9</td>
<td>$245.9</td>
<td>$198.3</td>
</tr>
<tr>
<td>Low Income Operating Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RHF, Development &amp; HOPE VI Grants</td>
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<td></td>
</tr>
<tr>
<td>Tenant Dwelling Revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CFP Grants</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Other Revenue</td>
<td></td>
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</tr>
</tbody>
</table>

FY2009 vs. FY2008

Total operating revenues for FY 2009 versus FY 2008 decreased by $15.0 million, primarily due to a decrease in Low Income Operating Funds and Tenant Dwelling Revenue. The decrease in Low Income Operating Funds was a direct result of the ongoing implementation of QLI and the Revitalization Program; 16 properties were in various stages of receiving phase down subsidy during FY2009. Tenant Dwelling Revenue declined as QLI-affected households were relocated from AHA public housing projects. Housing Choice Voucher Funds for FY2009 versus FY2008 were relatively flat, primarily as a result of the timing of a one-time award by HUD in FY2008 for a funding adjustment that had been delayed.

FY2008 vs. FY2007

Total operating revenues increased by $47.6 million in FY2008 as compared to FY2007, primarily due to a $25.0 million increase in Housing Choice Voucher Funds to provide housing assistance to cover rent and utilities for the households affected by QLI and AHA’s Revitalization Program. Additionally, a one-time adjustment of $24.3 million was received in FY2008 from HUD due to a delay in the Federal FY2007 Appropriations.
OPERATING EXPENSES

FY2009 vs. FY2008

Total operating expenses for FY 2009 versus FY 2008 increased by $11.4 million, primarily due to an increase of $35.7 million in Housing Assistance Payments (HAP), offset by aggregate decreases of $24.3 million in the other remaining operating expense line items.

- **Housing Assistance Payments** increased $35.7 million (from $87.9 million for FY2008 to $123.6 million for FY2009). HAP expenses include the rental and utility subsidy paid for Housing Choice Tenant-Based vouchers, PBRA subsidy and operating subsidy for public housing-assisted units paid to owner entities of AHA-sponsored mixed-income residential rental communities.

- **Housing Choice Tenant-Based Vouchers.** FY2009 tenant-based voucher payments increased $19.7 million (from $71.0 million for FY2008 to $90.7 million for FY2009). As addressed in the **Financial Highlights**, the increase resulted from implementing various reform policies; the net increase of 745 vouchers under contract; and the implementation of the new schedule of utility allowances, resulting from a significant increase in the City of Atlanta’s water/sewer rates and other rate increases for electricity and natural gas. There were 10,127 tenant-based vouchers under contract at June 30, 2009.
The Housing Authority of the City of Atlanta, Georgia

MANAGEMENT’S DISCUSSION AND ANALYSIS

OPERATING EXPENSES — continued

✓ Housing assistance payments for PBRA-assisted units under contract in privately-owned multi-family rental developments were $21.5 million for FY2009 as compared to $11.4 million for FY2008. This change was primarily attributable to the increase in PBRA-assisted units over a two fiscal year period from 990 at the beginning of FY2008 to 2,800 units at the end of FY2009. Also contributing to the increase was a higher level of subsidy paid to the owners of these multi-family developments, as the average payment increased from $637 to $707 per unit, and the implementation of the new schedule of utility allowances.

✓ Mixed-income Residential Rental Communities. Housing assistance payments for public housing assisted units in mixed-income residential rental communities increased from $5.5 million for FY2008 to $11.4 million for FY2009. As addressed in the Financial Highlights, the increase is primarily due to the change in methodology for calculating the operating subsidy, providing retroactive subsidy adjustments to AHA-assisted units across the mixed-income portfolio effective as of January 1, 2008, and due to the addition of 281 AHA-assisted units at four mixed income residential rental communities during the fiscal year ended June 30, 2009. Also contributing to the increase was the implementation of the new schedule of utility allowances.

The chart below visually depicts the composition of HAP between the years:

![Housing Assistance Payments Chart](chart.png)

- Housing Choice Tenant-Based
- PBRA
- Mixed-income

FY2009: $123.6 million, 74% Housing Choice Tenant-Based, 17% PBRA, 9% Mixed-income

FY2008: $87.9 million, 6% Housing Choice Tenant-Based, 13% PBRA, 81% Mixed-income
Utilities, maintenance and protective services expense decreased by $8.0 million during FY2009, as a result of the phasing down and closing of QLI properties as households relocated from the QLI properties and properties undergoing revitalization.

General and administrative including direct operating division expenses and Georgia HAP expenses decreased by $11.7 million for FY2009 as compared to FY2008. In FY2008, a contribution of $12 million was made to AHA’s Defined Benefit Plan to provide a cash-out option to vested and terminated employees who were not yet receiving pension payments from the Plan and had not been certificated by the Plan Administrator. By contrast, AHA contributed $1 million to the defined Benefit Plan during FY2009.

Depreciation and amortization expense decreased by $4.2 million for FY2009 primarily because AHA’s depreciable asset basis has been reduced over the years as a result of the write-off of public housing assisted developments approved by HUD for demolition undergoing repositioning under the Revitalization Program or QLI. Amortization expense was nominal in both years.

FY2008 vs. FY2007

Total operating expenses for FY2008 increased by $14.8 million as compared to FY2007 primarily as a result of:

- increase in housing assistance payments for AHA-assisted units in mixed-income residential rental communities and for units in the Housing Choice Tenant-Based Voucher Program;
- relocation expenses and security costs related to the implementation of the first phase of QLI;
- a $12 million contribution to the Defined Benefit Plan (representing a $9.3 million increase over FY2007); and
- an increase in third-party consulting costs related to the implementation of QLI and the re-engineering of the Housing Choice Tenant-Based Voucher Program.
NON-OPERATING REVENUE

FY2009 vs. FY2008

*Total non-operating revenue* decreased by **$5.5 million** as compared to FY2008, primarily due to:

- **Interest and investment income** decreased by **$3.6 million for FY2009** primarily due to lower cash balances and lower net returns on such balances. MTW cash reserves of $29.5 million were used during FY2009 to support costs for QLI, revitalization activities and other MTW initiatives.

- **Gain on sale of land** decreased by **$2.5 million for FY 2009** as no land was sold during FY2009.

FY2008 vs. FY2007

*Total non-operating revenue* decreased by **$2.7 million** in FY2008, primarily due to a decrease in capital grant revenues between years of **$4.6 million**, offset by a **$2.1 million** increase in the gain on the sale of land. FY2007 capital grant revenue included a $1.8 million reimbursement from HUD and a $2.2 million grant of ACoRA funds from a City of Atlanta instrumentality used by AHA to make a contribution to the YMCA metropolitan chapter for the construction and development of the Villages of Carver Family YMCA.
NON-OPERATING EXPENSE

FY2009 vs. FY2008

Total non-operating expense decreased by $24.4 million primarily as described below:

- **Capital asset write-off** decreased by $4.3 million which represented fewer public housing assisted developments for which the net book value was written-off in FY2009 as compared to FY2008.

- **Demolition and remediation expenses** decreased by $2.4 million for FY2009 as compared to FY2008. AHA expended $5.7 million in environmental remediation costs in FY2008 in order to prepare the sites of the former Grady Homes and University Homes for development. In FY2009, $3.3 million was expended on remedial sitework in order to prepare the sites of the former Grady Homes and Harris Homes for development. Demolition costs for the QLI properties remained fairly consistent between the years.

- **Other Revitalization expenses** decreased by $1.8 million for FY2009 primarily due to timing and level of public improvement expenditures in FY2009 versus FY2008.

- **Relocation-related expenses** increased by $4.5 million in FY2009 as compared to FY2008 primarily due to the increase in the number of affected residents who received relocation-related services and benefits, including human development services and leasing incentive fees, associated with Bowen Homes, Bankhead Courts, Herndon Homes, Thomasville Heights, Hollywood Courts, Palmer House and Roosevelt House. Leasing incentive fees provide landlords with a one-time non-refundable fee (in lieu of security deposits and other related costs) in consideration of their agreement to lease units selected by relocating families. The leasing incentive fees helped relocating residents to access housing in better communities and neighborhoods.

- **Bad debt expense** decreased by $4.0 million. FY2008 included the bad debt write-off associated with the first priority lender’s foreclosure of the loans secured by the two phases of Summerdale Commons. There was no bad debt expense in FY2009.

- **Valuation allowance** expense totaled $3.6 million, representing a $16.3 million decrease as compared to FY2008. The FY2009 expense consisted of: a $2.7 million charge for unsecured loans to owners of mixed-income communities for certain capital improvements; a $0.4 million charge for investments in partnerships where AHA’s loans were deeply subordinated; and $0.5 million for bad debt expense associated with various developer fees receivable. No adjustments were made to the related-party development loans receivable in FY2009. In FY2008, this expense totaled $19.9 million, and consisted of $18.7 million associated with the related-party development loans receivable and $1.2 million for unsecured loans.
FY2008 vs. FY2007

*Total non-operating expense* increased by **$61.9 million** for FY2008 versus FY2007 as a result of the ongoing implementation of the Revitalization Program and QLI, as well as the valuation allowance adjustment made to the related-party development loans receivable.

The significant increases for FY2008 versus FY2007 included:

- capital asset write-offs of QLI properties and properties undergoing revitalization ($22.4 million),
- demolition and remediation ($9.1 million)
- relocation-related costs ($7.6 million)
- bad debt write-off of the Summerdale I and II loans ($4.0 million)
- valuation allowance (expense) attributable to certain related party development loans receivables ($17.3 million)
The Housing Authority of the City of Atlanta, Georgia

MANAGEMENT’S DISCUSSION AND ANALYSIS

The Statements of Net Assets presents the assets, liabilities and net assets of AHA at the end of the fiscal year. The purpose of the statement of Net Assets is to give the financial statement readers a snapshot of the fiscal condition of AHA at a certain point in time.

CONDENSED STATEMENTS OF NET ASSETS

(in millions)

<table>
<thead>
<tr>
<th>FY2009</th>
<th>FY2008</th>
<th>FY2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS:</strong></td>
<td><strong>FY2009 vs. FY2008 Increase/Decrease</strong></td>
<td><strong>FY2008 vs. FY2007 Increase/Decrease</strong></td>
</tr>
<tr>
<td>Current assets</td>
<td>$112.6</td>
<td>$151.3</td>
</tr>
<tr>
<td>Related development loans, receivables and investment in partnerships, net of allowance</td>
<td>135.3</td>
<td>123.1</td>
</tr>
<tr>
<td>Capital assets, net of accumulated depreciation*</td>
<td>119.3</td>
<td>130.3</td>
</tr>
<tr>
<td>Other non-current assets</td>
<td>30.1</td>
<td>27.9</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$397.3</td>
<td>$432.6</td>
</tr>
<tr>
<td><strong>LIABILITIES:</strong></td>
<td><strong>FY2009 vs. FY2008 Increase/Decrease</strong></td>
<td><strong>FY2008 vs. FY2007 Increase/Decrease</strong></td>
</tr>
<tr>
<td>Current liabilities</td>
<td>$34.5</td>
<td>$58.7</td>
</tr>
<tr>
<td>Long-term debt, net of current portion</td>
<td>3.5</td>
<td>4.3</td>
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<tr>
<td>Other non-current liabilities</td>
<td>1.8</td>
<td>2.1</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$39.8</td>
<td>$65.1</td>
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<td><strong>NET ASSETS:</strong></td>
<td><strong>FY2009 vs. FY2008 Increase/Decrease</strong></td>
<td><strong>FY2008 vs. FY2007 Increase/Decrease</strong></td>
</tr>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>$115.0</td>
<td>$125.3</td>
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<tr>
<td>Restricted net assets</td>
<td>188.1</td>
<td>201.7</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>54.4</td>
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</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>$357.5</td>
<td>$367.5</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$397.3</td>
<td>$432.6</td>
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</table>

* Additional details provided in the following pages.

CAPITAL ASSETS, NET OF ACCUMULATED DEPRECIATION

(in millions)

<table>
<thead>
<tr>
<th>FY2009</th>
<th>FY2008</th>
<th>FY2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2009 vs. FY2008 Increase/Decrease</strong></td>
<td><strong>FY2008 vs. FY2007 Increase/Decrease</strong></td>
<td></td>
</tr>
<tr>
<td>Land*</td>
<td>$44.3</td>
<td>$36.8</td>
</tr>
<tr>
<td>Land improvements</td>
<td>11.1</td>
<td>10.1</td>
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<td>Buildings and improvements</td>
<td>57.9</td>
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<td>Equipment</td>
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</tr>
<tr>
<td>Modernization in process*</td>
<td>1.7</td>
<td>11.1</td>
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<tr>
<td><strong>Total capital assets, net of accumulated depreciation</strong></td>
<td>$119.3</td>
<td>$130.3</td>
</tr>
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</table>

*Non-depreciable asset
The Housing Authority of the City of Atlanta, Georgia

MANAGEMENT’S DISCUSSION AND ANALYSIS

TOTAL ASSETS

FY2009 vs. FY2008

Total assets decreased by $35.3 million at June 30, 2009 versus June 30, 2008 due to the following:

- **Current assets** decreased by $38.7 million primarily due to the planned use of $29.5 million of MTW Single Fund reserves to implement initiatives tied to AHA’s FY2009 Budget and Business Plan. As cash restricted for public improvement infrastructure work is completed, both the asset (cash) and the corresponding liability accounts are reduced. Public improvement funds of $9.1 million from the City of Atlanta were spent to implement infrastructure work at the sites of the former Grady Homes, Harris Homes, Perry Homes and McDaniel Glenn.

- **Related development loans, receivables, and investment in partnerships, net of allowance** increased by $12.2 million primarily due to increased loan activity associated with phase IV and V of McDaniel Glenn revitalization plan.

- **Capital assets, net of accumulated depreciation** decreased by $11.0 million primarily as a result of the write-off of the aggregate net book value of the remaining six QLI properties, which outpaced capital improvements to AHA-owned properties. In addition, AHA recorded $7.5 million in land acquisitions in FY2009 in support of the Harris Homes, Perry Homes, Grady Homes and University Homes revitalization plans.

- **Other non-current assets** increased by $2.2 million and consisted primarily of a public improvement receivable to be funded from the proceeds of the issuance of the Perry Bolton Tax Allocation District (TAD) bonds. The first bond issue is expected during the summer of 2010.

FY2008 vs. FY2007

Total assets increased by $15.8 million at June 30, 2008 versus June 30, 2007. **Current assets** increased by $20.0 million at June 30, 2008 versus June 30, 2007 primarily from the accumulation of MTW Single Fund reserves. **Capital assets, net of accumulated depreciation** decreased by $14.5 million at June 30, 2008 versus June 30, 2007. This decrease was primarily the result of the write-off in FY2008 of six QLI properties and five properties undergoing revitalization with an aggregate net book value of $28.1 million, which outpaced capital improvement activity on the longer-term hold communities. Land increased as acquisitions were made in FY2008 to support the revitalization of Harris Homes and University Homes. **Other non-current assets** increased by $12.8 million at June 30, 2008 primarily due to a public improvement receivable to be funded from the proceeds of the first issuance of Perry Bolton TAD bonds. This receivable was reclassified from current to long-term due to the deterioration of market conditions in FY2008.
TOTAL LIABILITIES

FY2009 vs. FY2008

Total liabilities decreased by $25.3 million at June 30, 2009 versus June 30, 2008 primarily due to the following:

- **Current liabilities** decreased by $24.2 million primarily due to pay-off of the $10.9 million secured line of credit using MTW Single Fund cash reserves and a decrease of $9.1 million in the liability for public improvement funds. Public improvement infrastructure work was in progress during FY2009 primarily at the sites of the former Grady Homes, Harris Homes, Perry Homes and McDaniel Glenn as part of their respective revitalization plans. Liabilities for public improvement funds held by AHA represent cash granted to AHA by the City of Atlanta and related entities for public improvement infrastructure work to be performed by AHA’s private development partners at the various revitalization sites. As cash is used to pay for completed public improvement work, AHA’s liability is reduced.

- **Long-term debt, net of current portion** decreased by $0.8 million, representing scheduled amortization of debt.

FY2008 vs. FY2007

Total liabilities increased by $18.3 million at June 30, 2008 versus June 30, 2007. **Current liabilities** increased $19.5 million at June 30, 2008 versus June 30, 2007 primarily due to higher balances in public improvement funds, accounts payable and accrued expense. During FY2008, AHA accrued $4.1 million in environmental remediation expense for work to be completed in subsequent fiscal years for two of its properties undergoing revitalization. Such remediation work was completed in FY2009. **Long-term debt, net of current portion** decreased $0.7 million at June 30, 2008 versus June 30, 2007, representing scheduled amortization of debt.
TOTAL NET ASSETS (EQUITY)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>$115.0</td>
<td>$125.3</td>
<td>$139.0</td>
<td>$ (10.3)</td>
<td>$ (13.7)</td>
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<td>Restricted net assets, restricted for:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>HUD funded programs</td>
<td>39.4</td>
<td>68.9</td>
<td>63.6</td>
<td>(29.5)</td>
<td>5.3</td>
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<td>Related development project notes receivable</td>
<td>140.2</td>
<td>124.0</td>
<td>130.4</td>
<td>16.2</td>
<td>(6.4)</td>
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<tr>
<td>Related development partnership operating reserves</td>
<td>8.5</td>
<td>8.8</td>
<td>8.1</td>
<td>(0.3)</td>
<td>0.7</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>54.4</td>
<td>40.5</td>
<td>28.9</td>
<td>13.9</td>
<td>11.6</td>
</tr>
<tr>
<td>Total net assets</td>
<td>$357.5</td>
<td>$367.5</td>
<td>$370.0</td>
<td>$ (10.0)</td>
<td>$ (2.5)</td>
</tr>
</tbody>
</table>

FY2009 vs. FY2008

Total net assets decreased by $10.0 million at June 30, 2009 versus June 30, 2008. This decrease is a direct result of implementing the innovative strategies and activities described in AHA’s FY2009 Budget and Business Plan. The changes in Total net assets are described below:

- **Invested in capital assets, net of related debt** is defined as land, buildings, improvements and equipment less the related debt outstanding to acquire those assets. AHA generally uses these assets to provide affordable housing to qualified income-eligible families. Although AHA’s investment in its capital assets is reported net of debt, the assets primarily represent assets that carry a restricted use and cannot be used to liquidate liabilities. These net assets decreased by $10.3 million at June 30, 2009 versus June 30, 2008 primarily due to the write-off of the net book value of QLI properties in FY2009.

- **Restricted net assets** have statutory, regulatory, contractual or other limitations on the way in which these assets can be used. Changes in Restricted net assets include:
  - **HUD-funded programs** represent assets that can be used to implement strategies as prescribed under AHA’s Amended and Restated MTW Agreement. These assets decreased by $29.5 million at June 30, 2009 versus June 30, 2008 as the MTW Single Fund reserves were used to cover increased HAP expenses and relocation costs, to pay-off the secured line of credit, to acquire land, to make loans, and to modernize certain AHA-owned communities.
  - **Related development and other loans receivable** includes predevelopment, construction and permanent loans related to the development of mixed-income and certain communities owned by private owners which had PBRA agreements relating to a percentage of the units. These assets increased by $16.2 million at June 30, 2009 versus June 30, 2008 due to increased loan activity, net of allowances and payments. AHA’s Related development and other loans receivable are not considered available to satisfy AHA’s obligations due to their long-term, contingent nature.
  - **Related development partnership operating reserves** represent funds held in AHA escrow accounts for the sole purpose of covering any operating subsidy shortfalls (under certain specified conditions) for the AHA-assisted units in the mixed-income rental communities owned by various owner entities. These funds remained fairly consistent with a decrease of $0.3 million at June 30, 2009 versus June 30, 2008.
The Housing Authority of the City of Atlanta, Georgia

MANAGEMENT’S DISCUSSION AND ANALYSIS

TOTAL NET ASSETS (EQUITY) — continued

- Unrestricted net assets represent the cumulative effect of AHA’s entrepreneurial and business activities. One of AHA’s goals is to reduce its dependency on HUD for financial resources. Although these assets are categorized as unrestricted, they must be used consistent with AHA’s mission and purpose under its charter in serving low-income families. Unrestricted net assets increased by $13.9 million at June 30, 2009 versus June 30, 2008. The balance of $54.4 million at June 30, 2009 includes accumulated amounts AHA earned from the following activities:

- Developer fees, transaction fees and other fees associated with its role as a co-developer, ground lessor and sponsor of mixed-income communities, account for approximately $19.4 million of the unrestricted net assets.

- Program income accumulated primarily from the repayment of advances to developers and from other sources accounts for approximately $15.2 million of the unrestricted net assets. Additionally, $8.3 million of program income from sales proceeds remains in unrestricted reserves. Real estate sold over the past several years is an integral part of AHA’s strategic Revitalization Program to further homeownership, retail and commercial development.

- AHA is a member and subcontractor of Georgia HAP Administrators, Inc. (GA HAP), a not-for-profit corporation whose members consist of the Georgia Department of Community Affairs and ten public housing authorities. HUD contracted with GA HAP to be its Performance Based Contract Administrator in the states of Georgia and Illinois responsible for providing HAP contract administration oversight for FHA-insured and HUD project-based Section 8 multi-family rental properties. AHA has accumulated an unrestricted net asset balance of approximately $5.7 million from net cumulative fees earned from its participation in GA HAP.

- AHA’s component units (created to support various functions necessary to meet AHA’s mission of providing quality affordable housing) have accumulated nearly $5 million in unrestricted net assets.

FY2008 vs. FY2007

Total net assets decreased by $2.5 million at June 30, 2008, as compared to June 30, 2007. Increased one-time costs associated with the Revitalization Program and QLI slightly outpaced the increase in revenue, primarily from Housing Choice Voucher Funds.
ECONOMIC FACTORS

American Recovery and Reinvestment Act (ARRA)

On February 17, 2009, President Obama signed the American Recovery and Reinvestment Act (ARRA) of 2009. This legislation includes a $4 billion appropriation of Capital Funds for public housing agencies to carry out capital and other investment activities to spur economic activity and growth. On March 18, 2009, HUD awarded AHA $26.6 million in ARRA funds. None of these funds were expended in FY2009. AHA will use $18.6 million in ARRA funds for modernization of the 13 AHA-owned longer-term hold public housing assisted developments and $8.0 million for the demolition of four QLI properties in FY2010 and FY2011.

Future HUD Funding — Subsidies and Multi-year Grant Awards

AHA anticipates higher Housing Choice Voucher Funds in FY2010 as HUD provides full-year funding for most of the voucher increments received throughout FY2009 to support the relocation of affected households related to QLI. Low Income Operating Funds will continue to decrease as additional public housing projects are demolished under QLI and AHA’s comprehensive Revitalization Program. Low Income Operating Funds are based on unit occupancy (although demolished units continue to receive decreasing amounts of subsidy for the three years following demolition in recognition of the phase down process).

Capital Fund Awards, which include Capital Fund Program (CFP) and Replacement Housing Factor (RHF) grants, are tied to the number, type and age of existing public housing assisted units. HUD awards CFP grants with respect to public housing assisted units until they are demolished and removed from AHA’s inventory. After that time, in lieu of CFP grants, AHA is eligible to receive up to 10 years of RHF funds, the use of which is limited to the development of public housing assisted units. Over the coming years, these combined grant awards are expected to remain fairly stable.

In addition to the projected changes in funding levels identified above, HUD funding for Low Income Operating Funds, Housing Choice Voucher Funds and CFP Grants remain uncertain since Congress has not yet passed the Federal Fiscal Year (FFY) 2010 Transportation, Housing and Urban Development, and Related Agencies Appropriations Act. Although the appropriations bills that passed both Houses of Congress indicate continued funding of HUD public housing programs at substantially the same as recent levels, competing national priorities may reduce funding in Congress prior to the bill becoming law.

Local Market Issues

Current local market conditions directly affect AHA assisted households and may impact FY2010 expenses. Atlanta’s unemployment rate of more than 10 percent exceeds the national average, with many AHA families facing company downsizing and layoffs. If incomes fall then tenant rental payments would be reduced and in that circumstance, AHA would experience reduced tenant rent revenue in AHA-owned communities, increased housing assistance payments for PHA-assisted units in mixed-income communities, Housing Choice Tenant-Based Vouchers and PBRA – assisted units in privately owned properties.
The mortgage foreclosure rate in the Atlanta metropolitan area continues to be among the highest in the nation. This has an adverse effect on AHA’s Housing Choice voucher holders as tenants are forced to relocate from homes undergoing foreclosure. AHA has refined its due diligence process and implemented programs to assist the families affected by such foreclosures.

AHA expects that national and local financial and real estate market conditions will continue to slow the development schedule for AHA’s Revitalization Program as the number of financial investors has diminished. Syndicators are being very selective with projects and are demanding substantially higher returns on investment. The impact on tax credit pricing has been significant, with pricing on federal credits falling dramatically in the current market. Despite the turmoil in the financial and credit markets, AHA has been able to continue to implement its strategic plans by leveraging its funds with the Georgia Department of Community Affairs Tax Credit Assistance Program (TCAP) funds or the Tax Credit Exchange Program and other sources of private capital. Market conditions will continue to influence the timing of the development of various components and phases of AHA-sponsored mixed-use, mixed-income communities.

CONTACTING AHA’S FINANCIAL MANAGEMENT

This financial report is designed to provide a general overview of AHA’s financial position and to demonstrate AHA’s accountability for the assets it manages to interested persons, including citizens of our local jurisdiction, creditors and other interested parties. If you have questions about this report or wish to request additional financial information, contact the Chief Financial Officer at The Housing Authority of the City of Atlanta, Georgia, 230 John Wesley Dobbs Ave., N.E., Atlanta, Georgia 30303, telephone number 404-892-4700.
BASIC FINANCIAL STATEMENTS
The Housing Authority of the City of Atlanta, Georgia

STATEMENTS OF NET ASSETS

As of June 30, 2009 and 2008

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
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<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$55,307,620</td>
<td>$75,540,401</td>
</tr>
<tr>
<td>Restricted</td>
<td>39,381,562</td>
<td>38,800,006</td>
</tr>
<tr>
<td>Total cash and cash equivalents</td>
<td>94,689,182</td>
<td>114,340,407</td>
</tr>
<tr>
<td>Receivables, net of allowance of $1,827 and $86,790 for 2009 and 2008, respectively</td>
<td>17,462,336</td>
<td>22,107,440</td>
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<tr>
<td>Investments, restricted</td>
<td>-</td>
<td>13,024,046</td>
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<tr>
<td>Prepaid expenses</td>
<td>383,408</td>
<td>1,777,613</td>
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<td>Total current assets</td>
<td>112,534,926</td>
<td>151,249,506</td>
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<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Related development and other loans, investments in partnerships and development receivables, net of allowances of $33,549,725 and $30,599,328 in 2009 and 2008, respectively</td>
<td>135,322,659</td>
<td>123,102,703</td>
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<tr>
<td>Capital assets, net of accumulated depreciation of $93,840,365 and $137,251,882 in 2009 and 2008, respectively</td>
<td>119,322,667</td>
<td>130,334,865</td>
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<td>Investments, restricted</td>
<td>13,395,241</td>
<td>13,668,312</td>
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<td>Other assets, net of accumulated amortization and allowances of $1,999,028 and $1,323,863 in 2009 and 2008, respectively</td>
<td>16,686,461</td>
<td>14,290,399</td>
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<td>Total non-current assets</td>
<td>284,727,028</td>
<td>281,396,279</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$397,261,954</td>
<td>$432,645,785</td>
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</table>

The accompanying notes are an integral part of these statements.
<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
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<td></td>
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<tr>
<td>Accounts payable</td>
<td>$ 6,103,198</td>
<td>$ 11,912,802</td>
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<tr>
<td>Accrued liabilities</td>
<td>15,721,265</td>
<td>13,486,057</td>
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<tr>
<td>Other current liabilities</td>
<td>11,878,466</td>
<td>21,710,135</td>
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<tr>
<td>Line of credit</td>
<td>-</td>
<td>10,906,077</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>756,981</td>
<td>728,288</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>34,459,910</td>
<td>58,743,359</td>
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<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
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<tr>
<td>Long-term debt, net of current portion</td>
<td>3,553,851</td>
<td>4,310,832</td>
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<tr>
<td>Other non-current liabilities</td>
<td>1,752,213</td>
<td>2,133,171</td>
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<tr>
<td><strong>Total non-current liabilities</strong></td>
<td>5,306,064</td>
<td>6,444,003</td>
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<td><strong>TOTAL LIABILITIES</strong></td>
<td>39,765,974</td>
<td>65,187,362</td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<td></td>
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<tr>
<td>Invested in capital assets, net of related debt</td>
<td>115,011,835</td>
<td>125,295,746</td>
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<tr>
<td>Restricted for:</td>
<td></td>
<td></td>
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<tr>
<td>HUD-funded programs</td>
<td>39,406,307</td>
<td>68,908,593</td>
</tr>
<tr>
<td>Related development and other loans</td>
<td>140,163,736</td>
<td>123,969,175</td>
</tr>
<tr>
<td>Related development operating reserves</td>
<td>8,507,228</td>
<td>8,794,948</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>54,406,874</td>
<td>40,489,961</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>357,495,980</td>
<td>367,458,423</td>
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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$ 397,261,954</td>
<td>$ 432,645,785</td>
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</tbody>
</table>
The accompanying notes are an integral part of these statements.
The Housing Authority of the City of Atlanta, Georgia

COMBINED STATEMENTS OF CASH FLOWS

For the Years Ended June 30, 2009 and 2008

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease) in Cash</td>
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<td></td>
</tr>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
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<tr>
<td>Operating subsidies</td>
<td>$218,181,837</td>
<td>$226,210,226</td>
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<tr>
<td>Receipts from residents</td>
<td>9,567,908</td>
<td>13,719,243</td>
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<tr>
<td>Payments to landlords</td>
<td>$(123,618,931)</td>
<td>$(87,842,298)</td>
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<tr>
<td>Payments to suppliers</td>
<td>$(75,807,119)</td>
<td>$(90,153,927)</td>
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<tr>
<td>Payments for employees</td>
<td>$(24,021,186)</td>
<td>$(20,248,795)</td>
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<tr>
<td>Other (payments) receipts</td>
<td>$(3,794,795)</td>
<td>19,699,734</td>
</tr>
<tr>
<td></td>
<td><strong>507,714</strong></td>
<td><strong>61,384,183</strong></td>
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<tr>
<td>Cash flows from noncapital financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repayments of amounts borrowed</td>
<td>$(10,906,077)</td>
<td>-</td>
</tr>
<tr>
<td>Cash flows from capital and related financing activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital grant revenues</td>
<td>26,859,467</td>
<td>19,988,427</td>
</tr>
<tr>
<td>Proceeds from sale of land</td>
<td>-</td>
<td>2,530,000</td>
</tr>
<tr>
<td>Acquisition and modernization of capital assets</td>
<td>$(20,126,220)</td>
<td>$(25,308,271)</td>
</tr>
<tr>
<td>Demolition and remediation expenditures</td>
<td>$(8,773,739)</td>
<td>$(11,227,208)</td>
</tr>
<tr>
<td>Other revitalization expenses</td>
<td>$(4,098,581)</td>
<td>$(5,862,316)</td>
</tr>
<tr>
<td>Grants to owner entities of mixed-income communities (UFAS)</td>
<td>$(484,914)</td>
<td>-</td>
</tr>
<tr>
<td>Related development loans, investment in partnerships, and development-related receivables</td>
<td>$(16,220,695)</td>
<td>$(15,838,277)</td>
</tr>
<tr>
<td>Payments under capital debt</td>
<td>$(1,519,598)</td>
<td>$(1,267,547)</td>
</tr>
<tr>
<td>Net cash used in capital and related financing activities</td>
<td>$(24,364,280)</td>
<td>$(36,985,192)</td>
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<tr>
<td>Cash flows from investing activities</td>
<td></td>
<td></td>
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<tr>
<td>Investments, restricted</td>
<td>13,297,117</td>
<td>1,137,602</td>
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<tr>
<td>Interest, investment income, and dividends</td>
<td>1,814,301</td>
<td>5,356,915</td>
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<tr>
<td>Net cash provided by investing activities</td>
<td><strong>15,111,418</strong></td>
<td><strong>6,494,517</strong></td>
</tr>
<tr>
<td>Net (decrease) increase in cash</td>
<td>$(19,651,225)</td>
<td>30,893,508</td>
</tr>
<tr>
<td>Cash - beginning of the year</td>
<td>114,340,407</td>
<td>83,446,899</td>
</tr>
<tr>
<td>Cash - end of the year</td>
<td><strong>$94,689,182</strong></td>
<td><strong>$114,340,407</strong></td>
</tr>
</tbody>
</table>

Continued...
The Housing Authority of the City of Atlanta, Georgia

COMBINED STATEMENTS OF CASH FLOWS - Continued

For the Years Ended June 30, 2009 and 2008

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reconciliation of net operating income to net cash provided by operating activities</td>
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<td></td>
</tr>
<tr>
<td>Net operating income</td>
<td>$16,160,960</td>
<td>$42,639,300</td>
</tr>
<tr>
<td>Adjustments to reconcile net operating income to net cash used in operating activities</td>
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<td></td>
</tr>
<tr>
<td>Depreciation and amortization expense</td>
<td>7,435,239</td>
<td>11,611,915</td>
</tr>
<tr>
<td>Provision for operating bad debts</td>
<td>92,353</td>
<td>547,127</td>
</tr>
<tr>
<td>Relocation-related expenses</td>
<td>(13,849,771)</td>
<td>(9,272,600)</td>
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<tr>
<td>Change in assets and liabilities</td>
<td></td>
<td></td>
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<tr>
<td>Decrease in receivables</td>
<td>1,801,549</td>
<td>1,096,908</td>
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<tr>
<td>Decrease (increase) in prepaid expenses</td>
<td>1,394,205</td>
<td>(1,991,493)</td>
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<tr>
<td>(Decrease) increase in accounts payable and accrued liabilities</td>
<td>(3,019,704)</td>
<td>9,299,332</td>
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<tr>
<td>(Decrease) increase in deferred revenue and public improvements</td>
<td>(9,126,159)</td>
<td>7,888,233</td>
</tr>
<tr>
<td>Decrease in other non-current liabilities</td>
<td>(380,958)</td>
<td>(434,539)</td>
</tr>
<tr>
<td></td>
<td>(15,653,246)</td>
<td>18,744,883</td>
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<tr>
<td>Net cash provided by operating activities</td>
<td>$507,714</td>
<td>$61,384,183</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of these statements.
NOTES TO THE BASIC FINANCIAL STATEMENTS
NOTE A — ORGANIZATION AND NATURE OF OPERATIONS

1. Organization

The Housing Authority of the City of Atlanta, Georgia (AHA) is a public body corporate and politic created under the Housing Authorities laws of the State of Georgia, and is a diversified real estate organization, with a public purpose and mission. The primary purpose of AHA is to facilitate affordable housing opportunities for low-income, elderly and disabled persons in the City of Atlanta (City). AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing, invest and lend money, create for-profit and not-for-profit entities, administer Housing Choice vouchers, issue bonds for affordable housing purposes and develop commercial, retail and market-rate properties that benefit affordable housing.

The governing body of AHA is its Board of Commissioners (Board) which is comprised of seven members appointed by the Mayor of the City of Atlanta. Two resident members serve one-year terms and five members serve five-year staggered terms of which one position is currently vacant. The Board appoints the President and Chief Executive Officer to operate the business of AHA. The Board independently oversees AHA’s operations; AHA is not considered a component unit of the City and is not included in the City’s financial statements. AHA is, however, considered a related entity of the City.

2. Moving to Work Agreement

Most of AHA’s programs are funded and regulated by the U.S. Department of Housing and Urban Development (HUD) under the provisions of the U.S. Housing Act of 1937, as amended, (1937 Act), as modified by the Moving to Work (MTW) Agreement. AHA negotiated and entered into a MTW Agreement with HUD on September 25, 2003, effective July 1, 2003 through June 30, 2010. Moving to Work is a demonstration program administered by HUD, which allows participating public housing authorities to explore more effective and efficient methods of delivering affordable housing and supportive services in their localities. The MTW Agreement constitutes AHA’s statutory and regulatory framework with HUD.

In response to HUD’s decision to revise the form of agreement and expand the MTW Demonstration Program, AHA successfully negotiated and executed an Amended and Restated MTW Agreement, on November 13, 2008. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement.
NOTE A — ORGANIZATION AND NATURE OF OPERATIONS — continued

AHA’s Amended and Restated MTW Agreement incorporates its legacy authorizations from its initial MTW Agreement and clarifies AHA’s ability to use MTW-eligible funds outside of Section 9 and Section 8 of the 1937 Act. The Amended and Restated MTW Agreement was extended until June 30, 2018, and may be automatically extended for additional 10-year periods, subject to HUD approval and AHA meeting certain agreed-upon conditions. The Amended and Restated MTW Agreement authorizes AHA to combine Section 9 Operating Funds, Capital Funds and Section 8 Housing Choice Voucher Funds into a single fund (collectively, the MTW Single Fund) to be used for MTW-eligible activities as authorized under the Amended and Restated MTW Agreement. HUD monitors AHA’s work for consistency and compliance related to the Amended and Restated MTW Agreement and AHA’s Business Plan through submission of Annual MTW plans, reports, related appendices, MTW implementation protocols and site visits.

3. Affiliate Entities

To manage its business and financial affairs more effectively, AHA has created affiliate entities to support its various housing opportunity ventures. While AHA, the parent entity, manages federal programs, the affiliate entities support the various functions necessary to meet AHA’s mission of providing quality affordable housing. In determining how to define the reporting entity, management has considered all potential component units of AHA. The decision to include a component unit in the reporting entity was made by applying the criteria set forth in Sections 2100 and 2600 of the “Codification of Governmental Accounting and Financial Reporting Standards and Statement No. 14 of the Governmental Accounting Standards Board, The Financial Reporting Entity.” These criteria require the entity to consider factors such as: a) manifestation of financial responsibility and financial accountability; b) appointment of a voting majority of the Board; c) imposition of will; d) financial benefit to or burden on a primary organization; e) financial accountability as a result of fiscal dependency; f) potential for dual inclusion; and g) organizations included in the reporting entity although the primary organization is not financially accountable. All of the following component units included in the reporting entity were determined to be blended component units versus discretely presented units after it was determined that criteria a) through e) apply to each of the component units blended into the accompanying financial statements.

a. Atlanta Housing Development Corporation (AHDC) is a Georgia not-for-profit organization, organized solely to serve as an “instrumentality” of AHA for the purpose of issuing tax-exempt bonds for construction, acquisition and rehabilitation of low-income housing pursuant to Section 11(b) of the Housing Act of 1937, as amended (42 U.S.C. Section 1437i).
b. Atlanta Affordable Housing for the Future, Inc. (AAHFI) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order to facilitate the revitalization of AHA-owned distressed public housing projects. AAHFI participates in the revitalization of AHA-sponsored communities by holding limited partnership interests in either the related development project partnership (owner entity) or an interest in the general partner of the related development project partnership of the various public/private partnerships that own the mixed-use, mixed-income communities.

c. Special Housing and Homeownership, Inc. (SHHI) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order to develop, maintain and implement programs to assist income-eligible individuals in achieving the goal of homeownership.

d. 230 John Wesley Dobbs Boulevard Ventures, Inc. (JWD) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order to lessen the burdens of government by acquiring and holding title to real property and improvements, and by providing such real property and improvements to government agencies and tax-exempt organizations at cost.

e. Renaissance Affordable Housing, Inc. (RAH) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board in order for AHA to participate in the acquisition and development of certain properties to support the overall revitalization program at or near AHA communities or other appropriate locations in metropolitan Atlanta. RAH is the sole member of Renaissance Gates, LLC, a Georgia limited liability company.

f. Westside Affordable Housing, Inc. (WAH) is a Georgia 501(c)(3) not-for-profit corporation and was created at the direction of the AHA Board in order for AHA to participate in the acquisition and development of certain properties to support the overall revitalization program at or near AHA communities or other appropriate locations in metropolitan Atlanta. WAH is the sole member of Carver Leasing Facility, LLC; Centennial Place Holdings, LLC; Harris Holdings I, LLC; Pryor Road Corridor, LLC; Westside Pryor Courts, LLC; Westside Joyland, LLC; Pryor Road Corridor I, LLC; Westside Revitalization Acquisitions, LLC; 180 Elm Street, LLC; and Westside Decatur Street, LLC; all of which are Georgia limited liability companies. WAH has ownership interests in Centennial Park North, LLC; Centennial Park East, LLC and Carver Homeownership I, LLC.

g. Strategic Resource Development Corporation, Inc. (SRDC) is a Georgia 501(c)(3) not-for-profit corporation created at the direction of the AHA Board to solicit and accept charitable donations to fund AHA initiatives.
NOTE A — ORGANIZATION AND NATURE OF OPERATIONS — continued

h. Atlanta Housing Investment Company, Inc. (AHICI) is a for-profit corporation created at the direction of the AHA Board in order to assist AHA in its revitalization efforts at or near AHA communities or other appropriate locations in metropolitan Atlanta. AHICI will participate in revitalizations by holding partnership and financial interests in various transactions. AHICI is currently a Class A Special Limited Partner in Columbia Senior Residences at Edgewood, L.P. Columbia Senior Residences at Edgewood, L.P. is the owner entity for Columbia Senior Residences at Edgewood. This is a transaction involving a loan from AHA and a Project Based Rental Assistance (PBRA) contract.

AHA has one affiliate, Atlanta Housing Opportunity, Inc. (AHOI), that is not a component unit. It is, however, considered a related entity. AHOI is a Georgia not-for-profit corporation created at the direction of the AHA Board in order to facilitate the Housing Opportunity Bond Program established by the City of Atlanta. The activities of the nonprofit corporation are limited to participation in the Housing Opportunity Bond Program. Since the City of Atlanta is financially accountable, responsible for the debt, imposes its will and appoints the board, the financial activity of AHOI is included in the City’s financial statements. See further disclosure in Note U.

NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A summary of the significant accounting policies consistently applied in the preparation of the accompanying financial statements follows:

1. Basis of Presentation and Accounting

The financial statements represent the consolidated results of AHA and have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) of the United States of America as applied to governmental entities. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. AHA and its blended component units maintain their accounts substantially in accordance with the chart of accounts prescribed by HUD and are organized utilizing the fund accounting model. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts.

AHA accounts for its operations in a single enterprise fund. Enterprise funds account for those operations financed and operated in a manner similar to private business or where AHA has decided that determination of revenues earned, costs incurred and net revenue over expenses is necessary for management accountability.
NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

Enterprise funds are proprietary funds used to account for business activities of special purpose governments for which a housing authority qualifies under GASB Pronouncement No. 34. Proprietary funds apply Financial Accounting Standards Board (FASB) pronouncements and Accounting Principles Board (APB) opinions issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements, in which case GASB prevails.

2. Inter-company and Inter-fund Receivables and Payables

Inter-company and inter-fund receivables and payables are the result of the use of a central fund as the common paymaster for shared costs of AHA. All inter-company and inter-fund balances net to zero in consolidation and, hence, are eliminated for financial statement presentation. All programs aggregate into one single enterprise fund. Cash settlements are made periodically.

3. Fair Value of Financial Instruments

The carrying amount of AHA’s financial instruments at June 30, 2009 and 2008, including cash, investments, accounts receivable, accounts payable and other current liabilities, approximates fair value due to the relatively short maturity of these instruments.

Investments of HUD funds are made in financial instruments that are consistent with HUD regulations. AHA requires uninsured funds on deposit be collateralized in accordance with HUD requirements and in AHA’s name if held by a third party.

4. Inventories

AHA maintains no inventory of expendable items. All supplies are expensed when purchased. Supplies on hand are nominal.

5. Prepaid Expenses

Payments to vendors for goods or services that will benefit periods beyond the fiscal year end are recorded as prepaid expenses. Prepaid expenses at June 30, 2009 consisted primarily of prepaid insurance premiums and service contracts. At June 30, 2008, the balance also included prepaid PBRA payments.
NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

6. Restricted Assets

Certain assets are classified as restricted assets on the Statements of Net Assets because their use is restricted by time or specific purpose.

7. Related Development and Other Loans and Valuation Allowance

AHA makes subordinated loans to the private sector owners (owner entities) in conjunction with financing arrangements related to the development of the AHA-sponsored mixed-income communities. These subordinated loans are fully obligated to the owner entities at the financial closings and represent AHA’s share of the development budget for AHA-assisted units. Such loans are typically funded on a draw-down basis using Development, HOPE VI and Capital Fund grants. These loans are amortized over periods up to 55 years at interest rates ranging from zero to 7.99 percent, as agreed to by AHA and the individual owner entities, and as approved by HUD. The respective loan agreements provide that these loans will be repaid by the owner entity to AHA from net cash flow, net project proceeds, and/or condemnation proceeds to the extent such amounts are available. For most of these development projects, AHA owns the land and enters into a long-term ground lease with the owner entity.

Related development and other loans are evaluated by management in accordance with FASB No. 118, “Accounting by Creditors for Impairment of a Loan — Income Recognition and Disclosures” (an amendment of FAS No. 114). AHA adjusts the valuation allowance when appropriate. All homeownership mortgage down payment assistance notes are fully reserved and classified as non-current assets. See further disclosure in Note E, Note H, Note P and in the Other Supplementary Information.

8. Allowance for Doubtful Accounts

AHA has established an allowance for doubtful accounts for all vacated tenant accounts or tenant accounts receivable older than 60 days. A general allowance has also been established for other accounts receivable. All homeownership mortgage down payment assistance notes are fully reserved and classified as non-current assets.

9. Capital Assets

Capital assets include land, land improvements, buildings, equipment and modernization in process for improvements to land and buildings. Capital assets are defined by AHA as assets with an initial cost of more than $2,500 and an estimated useful life of greater than one year. Such assets are recorded at cost or fair value at the time of purchase or donation, respectively. Improvements and other capital activities are recorded as modernization in process until they are completed and placed in service.
NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

The costs of normal and extraordinary maintenance and repairs that do not add value to the asset or extend the useful life of the asset are expensed as incurred to operations. Generally, demolition costs, land preparation, soil remediation and other site improvements costs that do not add value are expensed as non-operating items.

Depreciation is calculated using the straight-line method assuming the following useful lives:

- Buildings: 20–40 years
- Building improvements: 10–30 years
- Building equipment: 10–15 years
- Land improvements: 15 years
- Equipment: 5–10 years

Long-lived assets are reviewed annually for impairment under the provisions and in accordance with GASB No. 42, “Accounting and Financial Reporting for Impairment of Capital Assets and for Insurance Recoveries.”

AHA owns several paintings of historical significance which are being preserved for future educational and exhibition purposes. These works of art, commissioned in the 1940s at minimal cost, have an estimated value of over $500,000 but have not been recorded on AHA’s books.

10. Income and Property Taxes

Income received or generated by AHA is not generally subject to federal income tax, pursuant to Internal Revenue Service Code Section 115. Although exempt from state and local property taxes, AHA makes payments in lieu of taxes (PILOT), pursuant to an agreement with the City of Atlanta and DeKalb and Fulton counties.

11. Accrued Compensated Absences

A liability for compensated absences (vacation) is accrued as employees earn the right to receive the benefit. The current portion represents the amount estimated to be taken in the ensuing year.
NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

12. Fee and Interest Income Recognition on Related Development and Other Loans

In connection with its Revitalization Program, AHA earns developer and other fees in its role as co-developer of the mixed-income communities. Developer fees are typically recorded at the financial closing and are generally tied to equity payments from the tax credit investor. Other fees are recorded as earned. Any portion of the fees that are solely contingent on cash flow or where the owner is not otherwise required to pay by a certain date may be deferred. Under these circumstances, fees are not recorded until received or when reasonably expected to be received. If a guarantee of payment exists on a date certain in future years, the receivable is discounted and recorded at its net present value.

Because interest on the related development loans is subordinated and contingent on cash flow from the property, recognition of interest income does not occur until payments are received or are reasonably expected to be received.

13. Revenues and Expenses

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services or producing and delivering goods in connection with a proprietary fund’s principal ongoing operations. AHA defines its operating revenues as income derived from operating funds received from HUD, tenant dwelling revenue and other operating revenue. When grant funds are used for operations, AHA recognizes operating revenue at the time such costs are incurred, pursuant to a draw-down process on a reimbursement basis. Operating expenses for proprietary funds include the cost of providing services, administrative expenses and depreciation on capital assets, which is consistent with AHA’s definition of operating expenses.

When AHA completes capital work to be paid with grants, AHA’s right to be reimbursed by HUD is perfected and AHA records the asset and corresponding capital grant revenue as the work progresses. The unexpended portions of the grants held by HUD for AHA’s account remain available for AHA’s use, subject to the terms of the grant agreements and other agreements with HUD.

Non-operating revenues include interest and investment income, reimbursements for capitalized expenditures under capital grants received from HUD for modernization, revitalization and other development activities and gain from the sale of land. Non-operating expenses include interest, demolition and remediation, relocation, bad debt expense and capital asset write-off and adjustments to valuation allowances.
NOTE B — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES — continued

14. Self-insurance and Litigation Losses

AHA recognizes estimated losses related to self-insured workers’ compensation claims and litigation claims in the period in which the occasion giving rise to the loss occurred and when the loss is probable and reasonably estimable. See further disclosure in Note O.

15. Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that may affect the reported amounts. Accounting estimates for such items as depreciation, valuation of related development and other loans, other operating receivables, operating expense accruals and contingent liabilities are all reflected in AHA’s financial statements and disclosed in the notes thereto.

16. Budgets

Annually, AHA submits a Comprehensive Operating and Capital budget to the Board of Commissioners for approval. Throughout the fiscal year, the budget is used as a management tool to plan, control and evaluate proprietary fund spending for each major program. Budgets are not required for financial statement presentation.

17. Risk Management

AHA is exposed to various risks of loss related to: torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees and natural disasters. AHA carries commercial insurance and certain reserves deemed sufficient to meet current requirements.

18. Change in Presentation

Certain reclassifications have been made to the prior year’s financial statements to conform to the current year’s presentation. These reclassifications had no effect on total net assets.
NOTE C — CASH AND INVESTMENTS

Cash and investments are stated at cost, which approximates fair value, and consist primarily of cash in checking accounts and/or money market accounts and other investments. All uninsured funds on deposit are Federal Treasury accounts or are fully collateralized in accordance with guidance recommended by HUD for collateral held by third parties in AHA’s name. HUD recommends housing authorities invest excess HUD funds in obligations of the United States, certificates of deposit or any other federally insured investments.

At June 30, 2009 and 2008, cash and investments consisted of deposits with financial institutions, fully collateralized by FDIC insurance and/or collateralized by securities held by a third party in AHA’s name and in government securities. The FDIC coverage limits of $100,000 per institution are temporarily increased to $250,000 between October 3, 2008 and December 31, 2013.

Cash and investments at June 30, 2009 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair value</th>
<th>Collateral held by third party</th>
<th>US backed securities and treasury obligations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total cash</td>
<td>$ 94,689,182</td>
<td>$ 110,038,280</td>
<td>$</td>
</tr>
<tr>
<td>Investments, restricted (current)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Investments, restricted (non-current)</td>
<td>13,395,241</td>
<td>-</td>
<td>13,395,241</td>
</tr>
<tr>
<td>Total in banks</td>
<td>$ 108,084,423</td>
<td>$ 110,038,280</td>
<td>$ 13,395,241</td>
</tr>
</tbody>
</table>

Cash and investments at June 30, 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair value</th>
<th>Collateral held by third party</th>
<th>US backed securities and treasury obligations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total cash</td>
<td>$ 114,340,407</td>
<td>$ 137,277,582</td>
<td>$</td>
</tr>
<tr>
<td>Investments, restricted (current)</td>
<td>13,024,046</td>
<td>-</td>
<td>13,024,046</td>
</tr>
<tr>
<td>Investments, restricted (non-current)</td>
<td>13,668,312</td>
<td>-</td>
<td>13,668,312</td>
</tr>
<tr>
<td>Total in banks</td>
<td>$ 141,032,765</td>
<td>$ 137,277,582</td>
<td>$ 26,692,358</td>
</tr>
</tbody>
</table>
The Housing Authority of the City of Atlanta, Georgia

NOTES TO THE BASIC FINANCIAL STATEMENTS

June 30, 2009 and 2008

NOTE D — RECEIVABLES

Current receivables at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>HUD receivables</td>
<td>$12,748,125</td>
<td>$14,222,913</td>
</tr>
<tr>
<td>Related predevelopment loans (See Note E)</td>
<td>1,611,215</td>
<td>773,000</td>
</tr>
<tr>
<td>Related development and other fees receivable (See Note E)</td>
<td>1,650,612</td>
<td>480,089</td>
</tr>
<tr>
<td>Tenant dwelling rents (net of allowance of $1,827 and $86,790 in 2009 and 2008, respectively)</td>
<td>15,992</td>
<td>111,591</td>
</tr>
<tr>
<td>Other receivables</td>
<td>663,507</td>
<td>3,087,299</td>
</tr>
<tr>
<td>Public improvement advances</td>
<td>772,885</td>
<td>3,432,548</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,462,336</strong></td>
<td><strong>$22,107,440</strong></td>
</tr>
</tbody>
</table>

NOTE E — RELATED DEVELOPMENT AND OTHER LOANS, INVESTMENT IN PARTNERSHIPS AND DEVELOPMENT RECEIVABLES

The non-current portion of the related development and other loans, investment in partnerships, development receivables and predevelopment loans at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development loans (net of allowance of $30,262,101 and $30,099,328 in 2009 and 2008, respectively)</td>
<td>$127,296,357</td>
<td>$113,692,160</td>
</tr>
<tr>
<td>Other loans (net of allowance of $1,894,637 and $0 in 2009 and 2008, respectively)</td>
<td>6,418,811</td>
<td>4,693,793</td>
</tr>
<tr>
<td>Investment in Partnerships (net of allowance of $414,493 and $0 in 2009 and 2008, respectively)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Development and other fees receivables (net of allowance of $978,494 and $500,000 in 2009 and 2008, respectively)</td>
<td>1,550,152</td>
<td>4,584,893</td>
</tr>
<tr>
<td>Predevelopment loans</td>
<td>57,339</td>
<td>131,857</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$135,322,659</strong></td>
<td><strong>$123,102,703</strong></td>
</tr>
</tbody>
</table>
NOTE E — RELATED DEVELOPMENT AND OTHER LOANS, INVESTMENT IN PARTNERSHIPS AND DEVELOPMENT RECEIVABLES — continued

Development loans

AHA advances subordinated development (construction and permanent) loans to the owner entities of the mixed-income communities in conjunction with financing arrangements related to the development projects, as described in Note B.7. Principal and interest payments from the mixed-income properties are generally made from net cash flow, to the extent available, and in accordance with the respective agreements. During FY2009, subordinated construction loans to owner entities increased $13,604,197.

Other loans

AHA makes related party acquisition loans in situations where an operating business exists on a parcel of land that AHA intends to secure in support of the master plan for revitalization. After business operations have ceased, AHA acquires the land in satisfaction of the loan. During FY2009, AHA made related party acquisition loans of $2,133,767 in support of the University Homes and Harris Homes revitalizations.

During FY2009, AHA made other unsecured loans of $496,330 to owner entities of mixed-income rental communities.

AHA may provide gap financing to facilitate the construction and rehabilitation of properties for which there is a 10-year renewable PBRA agreement with the private owners. During FY2009, loan draws of $311,761 were advanced under such loans, while principal payments of $525,510 were received.

AHA and HUD are parties to a Voluntary Compliance Agreement (VCA). With respect to the mixed-income communities, the VCA requires that AHA ensure that the site, common areas and at least 5% of AHA-assisted units meet Uniform Federal Accessibility Standards (UFAS) and other federal statutory requirements. AHA or its affiliate committed to make loans, grants or capital contributions to the owner entities of the mixed-income communities to achieve UFAS compliance with the VCA. During FY2009, AHA made unsecured loans of $1,561,081 and provided grants of $484,914 to the owner entities so that AHA-assisted units could come into compliance with UFAS standards.
NOTE E — RELATED DEVELOPMENT AND OTHER LOANS, INVESTMENT IN PARTNERSHIPS AND DEVELOPMENT RECEIVABLES — continued

Investment in partnerships

AAHFI, an AHA affiliate entity as described in Note A.3(b), made capital contributions during FY2009 of $82,579 and $111,914 to Columbia Commons, L.P. and Columbia Village, L.P., respectively, to fund UFAS expenditures.

AAHFI also made a capital contribution of $220,000 to Harris Redevelopment VI, L.P. for the purpose of renovating the former John O. Chiles Annex into a 26-unit (100% assisted unit) supportive services community known as the Gardens at Collegetown.

Development and other fees receivable

Based on negotiations with the owner entities, AHA earns development and other fees associated with the construction and rehabilitation activities at the mixed-income rental communities and certain properties with PBRA agreements. To the extent that any portion of the fee is solely contingent on cash flow, revenue recognition does not occur until such fee is received or reasonably expected to be received. If payment is guaranteed on a date certain in future years, the receivable is discounted and recorded at its net present value. Fees expected to be collected within one year are classified as current. See further disclosure in Note B.12 and Note D.

Predevelopment loans

AHA makes predevelopment loans to its development partners (typically an affiliate of the owner entity) prior to the financial closing to facilitate development of the site, including the purchase of building materials, permits and architectural/design services. Predevelopment loans are repaid upon closing the financial instruments that support the construction of the project, including AHA’s subordinated construction loan. Loans expected to be paid within one year are classified as current. See further disclosure in Note D.

Valuation allowance

Management evaluates its loans in accordance with FASB No. 118, “Accounting by Creditors for Impairment of a Loan — Income Recognition and Disclosures” (an amendment of FASB No. 114), as applicable. An increase of $2,950,397 in the valuation allowance represents the amount of unsecured loans and investments in partnerships made during FY2009, in addition to certain developer and other fees. See further disclosure by owner entity in the Other Supplementary Information.
NOTE E — RELATED DEVELOPMENT AND OTHER LOANS, INVESTMENT IN PARTNERSHIPS AND DEVELOPMENT RECEIVABLES — continued

The following related-party development income and expenses were recorded by AHA:

<table>
<thead>
<tr>
<th>Type of income/(expense)</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest income</td>
<td>$1,172,611</td>
<td>$1,225,736</td>
</tr>
<tr>
<td>Developer and other fee income</td>
<td>571,009</td>
<td>2,059,845</td>
</tr>
<tr>
<td>Grants to owner entities of mixed income Communities (UFAS)</td>
<td>(484,914)</td>
<td>-</td>
</tr>
<tr>
<td>Housing assistance payments to owner entities of mixed income communities</td>
<td>(11,411,384)</td>
<td>(5,476,195)</td>
</tr>
<tr>
<td>Housing assistance payments to private owners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>where AHA has a PBRA agreement and has advance loans</td>
<td>(6,537,267)</td>
<td>(3,078,527)</td>
</tr>
</tbody>
</table>

See further disclosure in Note B.12 and in the Other Supplementary Information.

In FY2006, Centennial Place Holdings, a wholly owned subsidiary of Westside Affordable Housing, Inc. (WAH), an AHA affiliate, sold a 2.36 acre parcel of land (CP East Property) to Centennial Park East, LLC (CPE) for $2,481,400 and took back a note for the sale. WAH owns a 10% member interest in CPE where WAH participates in distributable cash and equity distributions pursuant to agreed terms with its development partners. In FY2008, WAH approved the refinancing of the CP East Property which resulted in a payoff of the aforementioned note receivable to CPH and recognition of the gain on sale of land in the amount of $2,473,956. In FY2008, WAH also received $350,000 in distributable cash from the third-party sale of the CP East Property and also received $13,000 which represented its share of equity distributions made during FY2008.

Generally, owner entity financial statements are audited by independent accounting firms hired by each respective owner entity.

NOTE F — OTHER RELATED PARTY TRANSACTIONS

Georgia HAP Administrators, Inc.

AHA is one of the 11 founding members of Georgia HAP Administrators, Inc. (Georgia HAP), a Georgia 501(c)(4) not-for-profit corporation that performs contract administration services for HUD’s project-based Section 8 and FHA-insured portfolio in the states of Georgia and Illinois. Georgia HAP subcontracts with its members and pays incentive fees and distributions for work performed. AHA earned unrestricted fees of $1,827,643 and $1,833,476 in FY2009 and FY2008, respectively, from Georgia HAP activities.
NOTE G — CAPITAL ASSETS

Changes in capital assets for the year ended June 30, 2009:

<table>
<thead>
<tr>
<th></th>
<th>Balance at June 30, 2008</th>
<th>Additions and reclasses</th>
<th>Deletions and reclasses</th>
<th>Balance at June 30, 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land*</td>
<td>$ 36,809,231</td>
<td>$ 7,476,551</td>
<td>$</td>
<td>$ 44,285,782</td>
</tr>
<tr>
<td>Land improvements</td>
<td>16,116,811</td>
<td>2,869,320</td>
<td>(1,119,939)</td>
<td>17,866,192</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>188,067,337</td>
<td>17,632,820</td>
<td>(70,969,707)</td>
<td>134,730,450</td>
</tr>
<tr>
<td>Equipment</td>
<td>15,421,844</td>
<td>1,683,370</td>
<td>(2,477,443)</td>
<td>14,627,771</td>
</tr>
<tr>
<td>Modernization in process*</td>
<td>11,171,524</td>
<td>20,670,362</td>
<td>(30,189,049)</td>
<td>1,652,837</td>
</tr>
<tr>
<td></td>
<td>267,586,747</td>
<td>50,332,423</td>
<td>(104,756,138)</td>
<td>213,163,032</td>
</tr>
</tbody>
</table>

Less accumulated depreciation

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land improvements</td>
<td>(6,045,727)</td>
<td>(981,091)</td>
<td>288,784</td>
<td>(6,738,034)</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>(120,649,142)</td>
<td>(4,749,287)</td>
<td>48,593,504</td>
<td>(76,804,925)</td>
</tr>
<tr>
<td>Equipment</td>
<td>(10,557,013)</td>
<td>(1,663,960)</td>
<td>1,923,567</td>
<td>(10,297,406)</td>
</tr>
<tr>
<td></td>
<td>(137,251,882)</td>
<td>(7,394,338)</td>
<td>50,805,855</td>
<td>(93,840,365)</td>
</tr>
</tbody>
</table>

Total capital assets, net $130,334,865 $42,938,085 $(53,950,283) $119,322,667

* Non-depreciable asset

AHA’s Revitalization Program and QLI in recent years have resulted in a reduction in capital assets, as the net book value of the public housing projects are written-off following HUD’s approval of the demolition applications related to such projects. During FY2009, the following QLI properties were written off: Bankhead Courts; Hollywood Courts; Thomasville Heights; Herndon Homes; Palmer House Highrise; and Roosevelt House Highrise.

During FY2009, AHA and its affiliates acquired a total of 23.6 acres in support of the following revitalizations:  Perry Homes - 7.3 acres known as 2000 Perry and 15.5 acres known as Georgia Power Utility Right-of-Way; Harris Homes - 0.35 acres; Grady Homes - 0.25 acres; and University Homes - 0.20 acres.
NOTES TO THE BASIC FINANCIAL STATEMENTS
June 30, 2009 and 2008

NOTE G – CAPITAL ASSETS – continued

Changes in capital assets for the year ended June 30, 2008:


<table>
<thead>
<tr>
<th></th>
<th>June 30, 2007</th>
<th>Additions and reclasses</th>
<th>Deletions and reclasses</th>
<th>June 30, 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land*</td>
<td>$ 31,955,670</td>
<td>$ 4,853,561</td>
<td>$</td>
<td>$ 36,809,231</td>
</tr>
<tr>
<td>Land improvements</td>
<td>16,957,849</td>
<td>747,048</td>
<td>(1,588,086)</td>
<td>16,116,811</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>255,476,970</td>
<td>10,783,480</td>
<td>(78,193,113)</td>
<td>188,067,337</td>
</tr>
<tr>
<td>Equipment</td>
<td>16,046,583</td>
<td>3,177,376</td>
<td>(3,802,115)</td>
<td>15,421,844</td>
</tr>
<tr>
<td>Modernization in process*</td>
<td>5,503,151</td>
<td>5,973,037</td>
<td>(304,664)</td>
<td>11,171,524</td>
</tr>
<tr>
<td></td>
<td>325,940,223</td>
<td>25,534,502</td>
<td>(83,887,978)</td>
<td>267,586,747</td>
</tr>
</tbody>
</table>

Less accumulated depreciation

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land improvements</td>
<td>(5,241,799)</td>
<td>(1,065,383)</td>
<td>261,455</td>
<td>(6,045,727)</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>(163,254,047)</td>
<td>(8,408,935)</td>
<td>51,013,840</td>
<td>(120,649,142)</td>
</tr>
<tr>
<td>Equipment</td>
<td>(12,686,074)</td>
<td>(2,111,413)</td>
<td>4,240,474</td>
<td>(10,557,013)</td>
</tr>
<tr>
<td></td>
<td>(181,181,920)</td>
<td>(11,585,731)</td>
<td>55,515,769</td>
<td>(137,251,882)</td>
</tr>
</tbody>
</table>

Total capital assets, net

|                              | $ 144,758,303| $ 13,948,771           | (28,372,209)           | $ 130,334,865|

* Non-depreciable asset

NOTE H — OTHER NON-CURRENT ASSETS

Other non-current assets at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public improvement funds from the City of Atlanta and related entities</td>
<td>$ 16,650,860</td>
<td>$ 14,183,031</td>
</tr>
<tr>
<td>Homeownership down payment assistance notes (net of allowance of $1,814,312 and $1,215,878 in 2009 and 2008, respectively)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Loan costs, (net of accumulated loan amortization of $184,716 and $107,985 in 2009 and 2008, respectively)</td>
<td>20,636</td>
<td>97,368</td>
</tr>
<tr>
<td>Other</td>
<td>14,965</td>
<td>10,000</td>
</tr>
</tbody>
</table>

$ 16,686,461 $ 14,290,399
NOTE I — ACCOUNTS PAYABLE

Accounts payable at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable, trade</td>
<td>$ 3,669,095</td>
<td>$ 9,039,845</td>
</tr>
<tr>
<td>Contract retention</td>
<td>2,057,980</td>
<td>2,531,817</td>
</tr>
<tr>
<td>Other</td>
<td>376,123</td>
<td>341,140</td>
</tr>
<tr>
<td></td>
<td>$ 6,103,198</td>
<td>$11,912,802</td>
</tr>
</tbody>
</table>

NOTE J — ACCRUED LIABILITIES

Accrued liabilities at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accrued expenses</td>
<td>$11,217,175</td>
<td>$ 9,857,198</td>
</tr>
<tr>
<td>HUD payable</td>
<td>2,564,833</td>
<td>1,053,110</td>
</tr>
<tr>
<td>Compensated absences</td>
<td>799,373</td>
<td>698,140</td>
</tr>
<tr>
<td>Wages payable</td>
<td>825,645</td>
<td>686,267</td>
</tr>
<tr>
<td>Contingencies and uncertainties (Note P)</td>
<td>200,000</td>
<td>444,346</td>
</tr>
<tr>
<td>Worker's compensation claims (Note O)</td>
<td>100,000</td>
<td>350,000</td>
</tr>
<tr>
<td>Interest payable</td>
<td>14,239</td>
<td>396,996</td>
</tr>
<tr>
<td></td>
<td>$ 15,721,265</td>
<td>$13,486,057</td>
</tr>
</tbody>
</table>

Compensated absences at June 30, 2009 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Balance at July 1, 2008</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance at June 30, 2009</th>
<th>Non-current</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensated Absences</td>
<td>$1,237,533</td>
<td>$ 878,105</td>
<td>$(698,140)</td>
<td>$1,417,498</td>
<td>$ 618,125</td>
<td>$ 799,373</td>
</tr>
</tbody>
</table>

See further disclosure in Note N.
The Housing Authority of the City of Atlanta, Georgia

NOTES TO THE BASIC FINANCIAL STATEMENTS

June 30, 2009 and 2008

NOTE K — OTHER CURRENT LIABILITIES

Other current liabilities at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public improvement funds received from the City of Atlanta and related entities</td>
<td>$9,771,089</td>
<td>$18,879,634</td>
</tr>
<tr>
<td>Prepaid construction loan interest</td>
<td>709,636</td>
<td>1,425,145</td>
</tr>
<tr>
<td>Other</td>
<td>1,397,741</td>
<td>1,405,356</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$11,878,466</td>
<td>$21,710,135</td>
</tr>
</tbody>
</table>

NOTE L — LINE OF CREDIT

AHA had a $15 million secured revolving credit line, collateralized by restricted investments, and a $5 million unsecured revolving credit line to facilitate and expedite AHA’s strategic Revitalization Program. The secured line of credit had an outstanding balance of $10,906,077 at June 30, 2008 and was paid off during FY2009. There was no outstanding balance on either line at June 30, 2009; both lines of credit were terminated in FY2009.

NOTE M — LONG-TERM DEBT

Long-term debt at June 30, 2009 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Balance at</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance at</th>
<th>Long-term</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>July 1, 2008</td>
<td></td>
<td></td>
<td>June 30, 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPC capital lease</td>
<td>$892,075</td>
<td>$-</td>
<td>$(438,338)</td>
<td>$453,737</td>
<td>$-</td>
<td>$453,737</td>
</tr>
<tr>
<td>JW Dobbs note payable</td>
<td>4,147,045</td>
<td></td>
<td>(289,950)</td>
<td>3,857,095</td>
<td>3,553,851</td>
<td>303,244</td>
</tr>
<tr>
<td></td>
<td>$5,039,120</td>
<td></td>
<td>$(728,288)</td>
<td>$4,310,832</td>
<td>$3,553,851</td>
<td>$756,981</td>
</tr>
</tbody>
</table>

-63-
NOTE M — LONG-TERM DEBT — continued

Long-term debt at June 30, 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Balance at July 1, 2007</th>
<th>Additions</th>
<th>Reductions</th>
<th>Balance at June 30, 2008</th>
<th>Long-term</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPC capital lease</td>
<td>$1,315,435</td>
<td>$ -</td>
<td>(423,360)</td>
<td>$ 892,075</td>
<td>$ 453,737</td>
<td>$ 438,338</td>
</tr>
<tr>
<td>JW Dobbs note payable</td>
<td>4,423,778</td>
<td>(276,733)</td>
<td>4,147,045</td>
<td>3,857,095</td>
<td>289,950</td>
<td></td>
</tr>
</tbody>
</table>

$ 5,739,213 $ - $ (700,093) $ 5,039,120 $ 4,310,832 $ 728,288

EPC capital lease

AHA’s Energy Performance Contract (EPC) is part of a HUD-sponsored program designed to incent local housing authorities to undertake energy-saving improvements at their properties. HUD allows such agencies to freeze the consumption base used to determine their utility funding at an agreed pre-constructed level for up to 20 years so that the savings from such improvements can be used to finance the cost of water and energy conservation improvements. AHA’s EPC capital lease, which consists of a 12-year equipment lease and option agreement, had an original balance of $4,623,000.

Generally, improvements under an EPC result in lower energy consumption that generates savings in utility expenses. The note payable is collateralized by the building improvements which had a net book value of $2,019,886 and $2,073,669 at June 30, 2009 and 2008, respectively. Repayment commenced March 31, 2000. The EPC capital lease was refinanced September 19, 2003 with quarterly debt service payments of approximately $115,910, based on a fixed interest rate of 3.42 percent. Final payment is due on June 30, 2010.

J.W. Dobbs note payable

The J.W. Dobbs capital lease agreements and note payable were refinanced and combined effective September 1, 2004 in the total amount of $5,125,000 requiring monthly debt service payments of $39,193, based on a fixed interest rate of 4.43 percent. A final balloon payment is due September 1, 2014. The note is collateralized by the land and building located at 230 J.W. Dobbs Avenue, which had a net book value of $13,870,081 and $11,902,356 at June 30, 2009 and 2008, respectively.
Note M — Long-Term Debt — continued

Aggregate long-term debt by year

Aggregate long-term debt service payments scheduled for the next six fiscal years (including a final balloon payment in fiscal 2015) are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Principal</th>
<th>Interest</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$ 756,981</td>
<td>$ 176,970</td>
<td>$ 933,951</td>
</tr>
<tr>
<td>2011</td>
<td>317,148</td>
<td>153,163</td>
<td>470,311</td>
</tr>
<tr>
<td>2012</td>
<td>331,315</td>
<td>138,997</td>
<td>470,312</td>
</tr>
<tr>
<td>2013</td>
<td>346,881</td>
<td>123,430</td>
<td>470,311</td>
</tr>
<tr>
<td>2014</td>
<td>362,786</td>
<td>107,525</td>
<td>470,311</td>
</tr>
<tr>
<td>2015</td>
<td>2,195,721</td>
<td>24,503</td>
<td>2,220,224</td>
</tr>
</tbody>
</table>

$ 4,310,832 $ 724,588 $ 5,035,420

Note N — Other Non-Current Liabilities

Other non-current liabilities at June 30, 2009 and 2008 consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident security deposits</td>
<td>$ 407,070</td>
<td>$ 789,354</td>
</tr>
<tr>
<td>Deferred rooftop satellite lease revenue</td>
<td>562,126</td>
<td>632,914</td>
</tr>
<tr>
<td>Compensated absences (Note J)</td>
<td>618,125</td>
<td>539,393</td>
</tr>
<tr>
<td>Other</td>
<td>164,892</td>
<td>171,510</td>
</tr>
</tbody>
</table>

$ 1,752,213 $ 2,133,171
NOTE O — OTHER NON-CURRENT LIABILITIES

AHA is exposed to various risks of loss related to: torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees and natural disasters.

Self-insurance plan — workers’ compensation

AHA is self-insured for workers’ compensation claims and obtains an actuarial study as needed. The last study completed was as of June 30, 2007. Settled claims have not exceeded the self-insured retention in any part of the past five years. There was no reduction in insurance limits in the current fiscal year. AHA has purchased excess insurance for its workers’ compensation self-insurance plan, which limits AHA’s liability to $400,000 per occurrence. Benefit payments under the plan up to $400,000 are administered by AHA. AHA has recorded estimated liabilities of $100,000 and $350,000 as of June 30, 2009 and 2008, respectively.

Litigation and claims

AHA is party to legal actions arising in the ordinary course of business. These actions are in various stages of the litigation process and their ultimate outcome cannot be determined currently. Accordingly, potential liabilities in excess of insurance coverage may not be reflected in the accompanying financial statements. While it is the opinion of outside and in-house legal counsel that the ultimate outcome of such litigation would be impossible to predict, the financial statements include estimates of probable liabilities in the amounts of $200,000 and $444,346 as of June 30, 2009 and 2008, respectively.

NOTE P — CONTINGENCIES AND UNCERTAINTIES

Easements, liens and other contractual obligations

Generally, real property owned by AHA under the public housing program is subject to a HUD declaration of trust and most have various customary easements (e.g., utility right-of-way). From time to time, mechanics’ liens or other such liens may be recorded against AHA-owned property. Notwithstanding any such liens, under Georgia law, all real property of AHA is exempt from levy and sale by virtue of execution, other judicial process or judgment. Additionally, AHA real property that is ground leased to owner entities in connection with mixed-income communities and real property owned by AHA affiliate entities may also be subject to mortgage liens and other contractual obligations.
NOTE P — CONTINGENCIES AND UNCERTAINTIES — continued

Valuation of related development loans

The multi-family rental housing market is affected by a number of factors such as mortgage interest rates, supply and demand, changes in neighborhood demography and growth of the Atlanta metropolitan area. Because related development loans to owner entities of the mixed-income multi-family rental communities are payable from net cash flows, local market conditions could impact the value of those receivables as reflected on AHA’s books. AHA’s strategy is to monitor local market conditions annually and perform a valuation study every two years by an expert third-party financial consultant. The most recent valuation was performed as of June 30, 2008. See further disclosure by owner entity in the Other Supplemental Information.

Unfunded loan commitments

AHA has entered into loan agreements with private developers for mixed-income communities and/or communities which have PBRA agreements for a portion of the units. The agreements relating to AHA-sponsored mixed income rental communities require AHA to provide loans and/or contributions from certain of its HUD funds to owner entities to pay for the cost of construction (up to HUD’s total development cost limits) of AHA-assisted units. The loans made to private owners, where AHA has made a commitment to provide a PBRA agreement, provide gap funding in an amount and on terms agreed by AHA and the owner. Total loan commitments outstanding as of June 30, 2009, were $6,216,138. Funding for these loans has been obligated primarily from HOPE VI, Capital Fund grants and the MTW Single Fund.

Remediation obligations

At June 30, 2008, $4,126,892 was accrued for environmental remediation liabilities. All remediation work associated with the former Grady Homes and University Homes has been completed in FY2009 with no anticipated recovery.
NOTE Q — DEFINED BENEFIT PENSION PLAN

Plan description

AHA’s Retirement Plan is a single-employer, non-contributory defined benefit pension plan (the Plan) under a group annuity contract with Massachusetts Mutual Life Insurance Company, an insurance carrier, which maintains custody of Plan assets, administers the Plan in a commingled trust and invests all funds through a pooled trust. AHA is not required to provide a separate audited GAAP-basis pension plan report. Assets of the Plan represent less than one percent of the insurance carrier’s total assets. None of the Plan’s investments are the property of AHA. The Plan provides retirement, disability and death benefits to the participants and their beneficiaries.

The AHA Board froze the Plan as of December 31, 2007. No employees hired or rehired on or after January 1, 2008, may be added to or accrue additional benefits under the Plan. The Board also froze benefit accruals under the Plan for all current participants, except certain vested employees whose age plus years of service equals 60 and who elected to continue accruals under the Plan (grandfathered employees). In FY2009, AHA offered and made lump sum cash payments to those plan participants who are no longer employed with AHA, had vested in a retirement benefit but who were not yet receiving pension payments from the Plan and had not been certificated by the Plan administrator. AHA contributed $12 million to the Defined Benefit Plan in FY2008 in order to cover the estimated cost of offering the lump sum benefit. In August 2009, $6,306,469 was paid from the Plan to the 304 participants who elected to take the lump sum payout and the balance of $5,693,531 remains in the Plan for the retirement benefits of future retirees. AHA will no longer be liable to fund future retirement benefits for those participants who elected to take their retirement benefit under the lump sum option.

Funding policy

AHA’s funding policy is to contribute an amount equal to or greater than the minimum required contribution. The Actuarial Standard of Practice recommends the use of best-estimate range for each assumption, based on past experience, future expectations and application of professional judgment. The recommended contributions were computed as part of the actuarial valuation performed as of January 1, 2009, 2008, and 2007. Beginning June 1996, AHA’s contributions were determined under the projected unit credit cost method (pay-related benefit formula). Significant actuarial assumptions used to compute the actuarially determined contribution requirements are the same as those used to compute the net pension obligation. See multi-year pension trend information presented in the Schedule of Pension Funding Progress immediately following the notes to the financial statements.
NOTE Q — DEFINED BENEFIT PENSION PLAN — continued

Annual pension costs and annual required contribution

For the fiscal years ended June 30, 2009, 2008 and 2007, AHA funded pension payments of $1,000,000, $12,000,000, and $2,700,000, respectively, were greater than AHA’s annual required contributions, calculated as of January 1, 2009, 2008 and 2007, of $0, $0, and $1,703,673, respectively using the projected unit credit cost method. The annual required contribution decreased substantially for 2008. This decrease was primarily due to the $12 million contribution made for the 2007 plan year to cover the cost of offering a lump sum payment option to former employees that had vested under the Plan but who were not yet receiving pension payments from the Plan and had not been certificated under the Plan. The Plan’s unfunded actuarial accrued liability is being amortized as a level percentage of projected payrolls on an open basis. The remaining amortization period at January 1, 2009 is 19 years.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets available for benefits expressed as a percentage of actuarial accrued liability</td>
<td>108%</td>
<td>85%</td>
<td>89%</td>
</tr>
<tr>
<td>Un-funded actuarial accrued liability expressed as a percentage of covered payroll</td>
<td>0%</td>
<td>50%</td>
<td>43%</td>
</tr>
<tr>
<td>Actual employer contributions expressed as a percentage of required contribution</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Net pension obligation</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
NOTE Q — DEFINED BENEFIT PENSION PLAN — continued

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Market value of assets</td>
<td>$ 49,447,193</td>
<td>$ 38,728,718</td>
<td>$ 39,878,195</td>
</tr>
<tr>
<td>Accumulated net pension obligations</td>
<td>45,866,203 *</td>
<td>45,673,452 *</td>
<td>44,672,523 *</td>
</tr>
<tr>
<td>Percentage funded</td>
<td>107.8%</td>
<td>84.8%</td>
<td>89.3%</td>
</tr>
<tr>
<td>Overfunded (Unfunded) net pension obligation</td>
<td>3,580,990</td>
<td>(6,944,734) *</td>
<td>(4,794,328) *</td>
</tr>
<tr>
<td>Annual required contribution</td>
<td>-</td>
<td>-</td>
<td>1,703,673</td>
</tr>
<tr>
<td>Employer contributions</td>
<td>1,000,000</td>
<td>12,000,000</td>
<td>2,700,000</td>
</tr>
<tr>
<td>Overfunded (Unfunded) net pension obligations after employer contributions</td>
<td>4,580,990</td>
<td>5,055,266</td>
<td>(2,094,328)</td>
</tr>
<tr>
<td>Annual covered payroll</td>
<td>13,877,719</td>
<td>13,822,948</td>
<td>11,253,960</td>
</tr>
<tr>
<td>Overfunded (Unfunded) obligation as percentage of covered payroll</td>
<td>33.0%</td>
<td>36.6%</td>
<td>-18.6%</td>
</tr>
<tr>
<td>Annual required contribution as percentage of covered payroll</td>
<td>0%</td>
<td>0%</td>
<td>15%</td>
</tr>
<tr>
<td>Net pension obligation</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accrued pension liability</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

* Based on six percent interest
NOTE R — DEFERRED COMPENSATION AND DEFINED CONTRIBUTION PLANS

AHA offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457 (the 457 Plan). The 457 Plan is available to all full-time eligible employees and permits participants to defer a portion of their salary until future years. Effective February 1, 2008, all eligible employees, except certain grandfathered employees, were automatically enrolled in the 457 Plan with a deferral rate of two percent. Employees may change their deferral rates at any time. Employee contributions of $614,180 and $361,763 were made in the Plan years 2008 and 2007, respectively.

In conjunction with changes made to the Defined Benefit Plan, effective February 1, 2008, AHA’s Board also approved the creation of the new Defined Contribution Plan under Internal Revenue Code Section 401(a) (the 401(a) Plan) for all eligible employees. The 401(a) Plan provides an employer matching contribution on amounts that employees defer into the 457 Plan, equal to 100% of the first 2% deferred by the participant. Additional matching contributions are made based on the participant’s years of service with AHA. In addition, further contributions can be made at the discretion of management. The employer contribution to the 401(a) Plan was $477,657 and $198,260 during FY2009 and FY2008, respectively. Amounts from these plans are available to participants at the time of termination, retirement, death or emergency (limited to the 457 Plan). As required by federal regulations, the funds are held in trust for the exclusive benefit of participants and their beneficiaries. AHA has no ownership of the plans. Accordingly, the plans’ assets are not reported in AHA’s financial statements.

NOTE S — POST-EMPLOYMENT BENEFITS

AHA offered early retirement programs in FY1995 and FY2004. AHA employees who elected early retirement under prescribed “open windows” in these years, were permitted to continue their medical benefits until age 65 at 50% of the premium cost. AHA records these expenditures on a pay-as-you-go basis. Annual costs were $28,680 and $35,854 for FY2009 and FY2008, respectively. As of June 30, 2009, seven employees were receiving these benefits; four from FY1995 and three from FY2004.
NOTE T — LEASES

AHA is party to lease agreements as lessor whereby it receives revenues for tenant dwellings leased in AHA-owned public housing developments. These leases are for a one-year period (which may or may not be renewed depending upon tenant eligibility and desire) and are considered operating leases for accounting purposes. See further disclosure in Note G.

AHA is also a party to lease agreements as lessor whereby it receives revenues for leasing office and retail spaces to various businesses. These leases are considered operating leases for accounting purposes. Revenues derived from these leases are nominal.

AHA is the ground lessor to owner entities of most of the mixed-income, communities, as discussed further in Note B.7. Revenues derived from these leases are nominal.

AHA is party to operating lease agreements as lessee for office equipment used in the normal course of business. Estimated yearly disbursements over the remaining life are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$325,152</td>
</tr>
<tr>
<td>2011</td>
<td>194,760</td>
</tr>
<tr>
<td>2012</td>
<td>152,122</td>
</tr>
<tr>
<td>Total</td>
<td>$672,034</td>
</tr>
</tbody>
</table>
NOTE U — CONDUIT DEBT

Taxable mortgage revenue refunding bonds

Taxable mortgage revenue refunding bonds were issued by AHA, as the conduit issuer, on September 25, 1995, related to the properties shown below. The bonds do not represent a debt or pledge of the full faith and credit of AHA and, accordingly, have not been reported in the accompanying financial statements.

<table>
<thead>
<tr>
<th>Property</th>
<th>December 31, 2008</th>
<th>December 31, 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oakland City</td>
<td>$2,193,501</td>
<td>$3,791,753</td>
</tr>
<tr>
<td>Bedford Pines</td>
<td>1,266,480</td>
<td>1,314,034</td>
</tr>
<tr>
<td>Bedford Towers</td>
<td>3,091,448</td>
<td>3,312,661</td>
</tr>
<tr>
<td>Grant Park</td>
<td>3,508,828</td>
<td>3,658,556</td>
</tr>
<tr>
<td>Capital Towers</td>
<td>1,288,796</td>
<td>1,292,029</td>
</tr>
<tr>
<td>Capital Avenue</td>
<td>1,496,597</td>
<td>1,576,368</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$12,845,650</strong></td>
<td><strong>$14,945,401</strong></td>
</tr>
</tbody>
</table>

Taxable revenue bonds (Housing Opportunity Program)

Atlanta Housing Opportunity, Inc. (AHOI) is a Georgia not-for-profit corporation created at the direction of the AHA Board for the sole purpose of facilitating the Housing Opportunity Program for the City of Atlanta. AHOI has no other programs or purpose. See further disclosure in Note A.

The Urban Residential Finance Authority of the City of Atlanta, Georgia (URFA) is authorized to issue Housing Opportunity Bonds (conduit debt) and loan the proceeds to AHOI, up to a maximum principal amount not to exceed $75 million. URFA issued the first bond series of $35 million Series 2007 A bonds and loaned the proceeds to AHOI in FY2007. The City of Atlanta has the absolute and unconditional obligation to make the debt payments. In addition to the debt payments, the City pays the administrative and corporate governance costs of AHOI. URFA serves as the program administrator for the Housing Opportunity Program. The City’s program oversight role includes establishing the program, directing the activities, and establishing or revising the budget for the Housing Opportunity Program. As such, AHOI is considered a component unit of the City of Atlanta.
NOTE U — CONDUIT DEBT — continued

Multi-family housing revenue bonds

In order to provide a portion of the funds for the construction of three AHA-sponsored mixed-income communities, multi-family housing revenue bonds were issued by AHA, as the conduit issuer, on May 1, 1999, July 1, 1999, and December 7, 2006, respectively. These bonds do not represent a debt or pledge of the full faith and credit of AHA and, accordingly, have not been reported in the accompanying financial statements.

<table>
<thead>
<tr>
<th>Related development project</th>
<th>December 31, 2008</th>
<th>December 31, 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Hope Community Partnership II, L.P.</td>
<td>$ 10,964,955</td>
<td>$ 11,160,562</td>
</tr>
<tr>
<td>Carver Redevelopment Partnership V, L.P.</td>
<td>8,100,000</td>
<td>8,100,000</td>
</tr>
<tr>
<td>East Lake Redevelopment II, L.P.</td>
<td>11,840,000</td>
<td>12,140,000</td>
</tr>
<tr>
<td>Total Multi-Family Housing Revenue Bonds</td>
<td>$ 30,904,955</td>
<td>$ 31,400,562</td>
</tr>
</tbody>
</table>

NOTE V — NET ASSETS

Net assets are comprised of three components: 1) capital assets, net of related debt; 2) restricted net assets; and 3) unrestricted net assets. Restricted net assets can be restricted by time and/or purpose, and can be temporarily or permanently restricted.

Capital assets, net of related debt represents the net book value of capital assets, net of outstanding debt used to acquire those assets.

Restricted net assets, subject to both internal and external constraints, are calculated as the carrying value of restricted assets less related liabilities. Restricted net assets include restrictions for HUD-funded programs, related development and other loans, and partnership operating reserves made in conjunction with the AHA-sponsored mixed-income transactions. The related development and other loans are not available to satisfy AHA’s obligations due to the long-term, contingent nature of the underlying notes. See further disclosure in Note E, Note P and in the Other Supplementary Information.

Unrestricted net assets represent the balance remaining after determining the amounts invested in capital assets and in restricted net assets. Unrestricted net assets may be used to meet ongoing obligations.
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## SCHEDULE OF PENSION FUNDING PROGRESS

<table>
<thead>
<tr>
<th>Actuarial Valuation Date</th>
<th>Actuarial Value of Assets</th>
<th>Actuarial Accrued Liability (AAL)</th>
<th>(Underfunded) Overfunded AAL</th>
<th>Funded Ratio</th>
<th>Covered Payroll</th>
<th>AAL as a % of Covered Payroll</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 1, 2001</td>
<td>$ 34,742,104</td>
<td>$ 32,681,685</td>
<td>$ 2,060,419</td>
<td>106.30%</td>
<td>$ 15,425,579</td>
<td>13.36%</td>
</tr>
<tr>
<td>January 1, 2002</td>
<td>$ 33,912,491</td>
<td>$ 29,317,632</td>
<td>$ 4,594,859</td>
<td>115.67%</td>
<td>$ 17,043,407</td>
<td>26.96%</td>
</tr>
<tr>
<td>January 1, 2003</td>
<td>$ 32,258,280</td>
<td>$ 29,594,674</td>
<td>$ 2,663,606</td>
<td>109.00%</td>
<td>$ 14,592,516</td>
<td>18.25%</td>
</tr>
<tr>
<td>January 1, 2004</td>
<td>$ 33,491,848</td>
<td>$ 30,407,288</td>
<td>$ 3,084,560</td>
<td>110.14%</td>
<td>$ 15,699,710</td>
<td>19.65%</td>
</tr>
<tr>
<td>January 1, 2005</td>
<td>$ 34,586,113</td>
<td>$ 34,195,565</td>
<td>$ 390,548</td>
<td>101.14%</td>
<td>$ 14,243,999</td>
<td>2.74%</td>
</tr>
<tr>
<td>January 1, 2006</td>
<td>$ 36,301,044</td>
<td>$ 43,272,475</td>
<td>$ (6,971,431)</td>
<td>83.89%</td>
<td>$ 13,150,498</td>
<td>-53.01%</td>
</tr>
<tr>
<td>January 1, 2007</td>
<td>$ 39,878,195</td>
<td>$ 44,672,523</td>
<td>$ (4,794,328)</td>
<td>89.27%</td>
<td>$ 11,253,960</td>
<td>-42.60%</td>
</tr>
<tr>
<td>January 1, 2008</td>
<td>$ 38,728,718</td>
<td>$ 45,673,452</td>
<td>$ (6,944,734)</td>
<td>84.79%</td>
<td>$ 13,822,948</td>
<td>-50.24%</td>
</tr>
<tr>
<td>January 1, 2009</td>
<td>$ 49,447,193</td>
<td>$ 45,866,203</td>
<td>$ 3,580,990</td>
<td>107.81%</td>
<td>$ 13,877,719</td>
<td>25.80%</td>
</tr>
</tbody>
</table>
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OTHER SUPPLEMENTARY INFORMATION
## The Housing Authority of the City of Atlanta, Georgia

### FINANCIAL DATA SCHEDULE OF COMBINING BALANCE SHEET ACCOUNTS

As of June 30, 2009

<table>
<thead>
<tr>
<th>Public Housing</th>
<th>Housing Choice</th>
<th>HOPE VI Developments</th>
<th>AHA Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$ 9,581,951</td>
<td>$ 18,510,591</td>
<td>- $ 1,899,203</td>
</tr>
<tr>
<td>Restricted</td>
<td>-</td>
<td>164,892</td>
<td>13,624,649</td>
</tr>
<tr>
<td>Total cash</td>
<td>9,581,951</td>
<td>18,675,483</td>
<td>13,624,649</td>
</tr>
<tr>
<td>Receivables, net of allowance</td>
<td>163,927</td>
<td>367,925</td>
<td>14,946,965</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>115,189</td>
<td>11,200</td>
<td>-</td>
</tr>
<tr>
<td>Interprogram - due from</td>
<td>5,999,175</td>
<td>1,379,539</td>
<td>1,588,601</td>
</tr>
<tr>
<td>Total current assets</td>
<td>15,860,242</td>
<td>20,434,147</td>
<td>30,160,215</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Related development project notes and receivables, net of valuation allowance</td>
<td>-</td>
<td>-</td>
<td>57,339</td>
</tr>
<tr>
<td>Investments, restricted</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other assets, net of accumulated amortization and allowances</td>
<td>-</td>
<td>14,965</td>
<td>16,650,860</td>
</tr>
<tr>
<td>Capital assets, net of accumulated depreciation</td>
<td>80,354,745</td>
<td>1,387,067</td>
<td>-</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>80,354,745</td>
<td>1,402,032</td>
<td>16,708,199</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$ 96,214,987</td>
<td>$ 21,836,179</td>
<td>$ 46,868,414</td>
</tr>
</tbody>
</table>

| **LIABILITIES AND NET ASSETS** | |
| **CURRENT LIABILITIES**      | |
| Accounts payable              | $ 2,473,101 | $ 519,303 | $ 1,995,957 | $ 1,056,644 |
| Accrued liabilities           | 6,971,176    | 334,113   | 5,064,019   | 2,214,859   |
| Other current liabilities     | 76,994       | -         | 10,740,383  | 2,690       |
| Current portion of long-term debt | 453,737 | - | - | - |
| Interprogram - due to         | 3,811,627    | 1,550,714 | 7,405,899   | -           |
| Total current liabilities     | 13,786,635   | 2,404,130 | 25,206,258  | 3,274,193   |

| **NON-CURRENT LIABILITIES** | |
| Long-term debt, net of current portion | - | - | - | - |
| Other non-current liabilities | 969,196 | 190,428 | - | 591,092 |
| Total non-current liabilities | 969,196 | 190,428 | - | 591,092 |
| **TOTAL LIABILITIES**        | 14,755,831   | 2,594,558 | 25,206,258  | 3,865,285   |

| **NET ASSETS**               | |
| Invested in capital assets, net of related debt | 79,901,008 | 1,387,067 | - | 959,932 |
| Restricted for:              | |
| HUD-funded programs          | 1,558,148    | 17,854,554 | 19,993,602 | - |
| Related development and other loans | - | - | 1,668,554 | - |
| Related development operating reserves | - | - | - | - |
| Unrestricted                 | -            | -         | -           | (313,415)   |
| **TOTAL NET ASSETS**         | 81,459,156   | 19,241,621 | 21,662,156  | 646,517     |

<p>| <strong>TOTAL LIABILITIES AND NET ASSETS</strong> | |
| $ 96,214,987 | $ 21,836,179 | $ 46,868,414 | $ 4,511,802 |</p>
<table>
<thead>
<tr>
<th>11(b) Program</th>
<th>Business Activities</th>
<th>State/Local Program</th>
<th>Component Units</th>
<th>Total Pre-Eliminations</th>
<th>Eliminations</th>
<th>Total Post-Eliminations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$-</td>
<td>$23,709,342</td>
<td>$309,116</td>
<td>$1,072,089</td>
<td>$39,381,562</td>
<td>$-</td>
<td>$39,381,562</td>
</tr>
<tr>
<td>$-</td>
<td>$1,952,992</td>
<td>$-</td>
<td>$17,462,336</td>
<td>$17,462,336</td>
<td>$-</td>
<td>$17,462,336</td>
</tr>
<tr>
<td>$-</td>
<td>$-</td>
<td>$-</td>
<td>$6,062</td>
<td>$383,408</td>
<td>$-</td>
<td>$383,408</td>
</tr>
<tr>
<td>$813,998</td>
<td>$3,973,715</td>
<td>$708</td>
<td>$370,512</td>
<td>$14,181,960</td>
<td>(14,181,960)</td>
<td>$-</td>
</tr>
<tr>
<td>$813,998</td>
<td>$50,469,194</td>
<td>$309,824</td>
<td>$5,117,395</td>
<td>$126,716,886</td>
<td>(14,181,960)</td>
<td>$112,534,926</td>
</tr>
<tr>
<td>$-</td>
<td>$136,373,755</td>
<td>$-</td>
<td>$154,565</td>
<td>$136,585,659</td>
<td>(1,263,000)</td>
<td>$135,322,659</td>
</tr>
<tr>
<td>$-</td>
<td>$-</td>
<td>$20,636</td>
<td>$16,686,461</td>
<td>$16,686,461</td>
<td>$-</td>
<td>$16,686,461</td>
</tr>
<tr>
<td>$-</td>
<td>$2,500</td>
<td>$37,676,401</td>
<td>$120,380,647</td>
<td>(1,057,980)</td>
<td>$119,322,667</td>
<td>$-</td>
</tr>
<tr>
<td>$-</td>
<td>$149,771,496</td>
<td>$-</td>
<td>$37,851,602</td>
<td>$287,048,008</td>
<td>(2,320,980)</td>
<td>$284,727,028</td>
</tr>
<tr>
<td>$813,998</td>
<td>$200,240,690</td>
<td>$309,824</td>
<td>$42,968,997</td>
<td>$413,764,894</td>
<td>(16,502,940)</td>
<td>$397,261,954</td>
</tr>
</tbody>
</table>

| $-            | $28,511             | $-                  | $29,680         | $6,103,198             | $-          | $6,103,198             |
| $-            | $877,880            | $-                  | $259,219        | $15,721,265            | $-          | $15,721,265            |
| $-            | $709,636            | $309,116            | $39,647         | $11,878,466            | $-          | $11,878,466            |
| $-            | $-                  | $303,244            | $756,981        | $756,981               | $-          | $756,981               |
| $-            | $1,413,721          | $-                  | $14,181,960     | (14,181,960)           | $-          | (14,181,960)           |
| $-            | $3,029,748          | $309,116            | $631,790        | $48,641,870            | (14,181,960)| $34,459,910           |
| $-            | $-                  | $4,816,851          | $4,816,851      | (1,263,000)            | $3,553,851  |
| $-            | $1,498              | $-                  | $1,752,213      | $1,752,213             | $-          | $1,752,213             |
| $-            | $1,498              | $4,816,851          | $6,569,064      | (1,263,000)            | $5,306,064  |
| $-            | $3,031,246          | $309,116            | $5,448,641      | $55,210,934            | (15,444,960)| $39,765,974           |
| $-            | $2,498              | $32,556,305         | $114,806,815    | $205,020               | $115,011,835| |
| $-            | $139,758,182        | $-                  | $141,426,736    | (1,263,000)            | $140,163,736| |
| $-            | $8,507,228          | $-                  | $8,507,228      | $8,507,228             | $-          | $8,507,228             |
| $813,998      | $48,941,536         | $708                | $4,964,051      | $54,406,874            | $-          | $54,406,874            |
| $813,998      | $197,209,444        | $708                | $37,520,356     | $358,553,960           | (1,057,980) | $357,495,980           |
| $813,998      | $200,240,690        | $309,824            | $42,968,997     | $413,764,894           | (16,502,940)| $397,261,954           |
# The Housing Authority of the City of Atlanta, Georgia

**FINANCIAL DATA SCHEDULE OF COMBINING BALANCE SHEET ACCOUNTS**

As of June 30, 2008

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>Public Housing</th>
<th>HOPE VI Developments</th>
<th>AHA Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$1,558,508</td>
<td>$53,306,155</td>
<td>$-</td>
</tr>
<tr>
<td>Restricted</td>
<td>-</td>
<td>171,510</td>
<td>19,825,666</td>
</tr>
<tr>
<td><strong>Total cash</strong></td>
<td>$1,558,508</td>
<td>53,477,665</td>
<td>19,825,666</td>
</tr>
<tr>
<td>Receivables, net of allowance</td>
<td>2,025,174</td>
<td>1,139,738</td>
<td>17,355,699</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>175,715</td>
<td>1,410,836</td>
<td>-</td>
</tr>
<tr>
<td>Investments, restricted</td>
<td>1,820,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interprogram - due from</td>
<td>5,947,588</td>
<td>373,881</td>
<td>2,385,727</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>11,526,985</td>
<td>56,402,120</td>
<td>39,567,092</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Related development project notes and receivables, net of valuation allowance</td>
<td>-</td>
<td>-</td>
<td>131,858</td>
</tr>
<tr>
<td>Investments, restricted</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other assets, net of accumulated amortization and allowances</td>
<td>-</td>
<td>10,000</td>
<td>14,183,031</td>
</tr>
<tr>
<td>Capital assets, net of accumulated depreciation</td>
<td>101,441,867</td>
<td>989,000</td>
<td>1,468,788</td>
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<tr>
<td><strong>Total non-current assets</strong></td>
<td>101,441,867</td>
<td>999,000</td>
<td>15,783,677</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$112,968,852</td>
<td>$57,401,120</td>
<td>$55,350,769</td>
</tr>
</tbody>
</table>

| LIABILITIES AND NET ASSETS | | | |
| **CURRENT LIABILITIES** | | | |
| Accounts payable | $4,440,706 | $718,336 | $3,679,617 | $2,495,346 |
| Accrued liabilities | 4,894,873 | 269,664 | 5,983,881 | 1,491,862 |
| Other current liabilities | 111,146 | - | 19,838,717 | - |
| Line of credit | - | - | - | - |
| Current portion of long-term debt | 438,338 | - | - | - |
| Interprogram - due to | 759,993 | 2,125,429 | 8,492,335 | 1,259,048 |
| **Total current liabilities** | 10,645,056 | 3,113,429 | 37,994,550 | 5,246,256 |
| **NON-CURRENT LIABILITIES** | | | |
| Long-term debt, net of current portion | 453,737 | - | - | - |
| Other non-current liabilities | 1,418,935 | 178,860 | - | 532,043 |
| **Total non-current liabilities** | 1,872,672 | 178,860 | - | 532,043 |
| **TOTAL LIABILITIES** | 12,517,728 | 3,292,289 | 37,994,550 | 5,778,299 |

| NET ASSETS | | | |
| Invested in capital assets, net of related debt | 100,549,791 | 989,001 | 1,468,788 | 1,132,621 |
| Restricted for: | | | |
| HUD-funded programs | (98,667) | 53,119,830 | 15,887,431 | - |
| Related development and other loans | - | - | - | - |
| Related development operating reserves | - | - | - | - |
| **Unrestricted** | - | - | - | (1,935,663) |
| **TOTAL NET ASSETS** | 100,451,124 | 54,108,831 | 17,356,219 | (803,042) |
| **TOTAL LIABILITIES AND NET ASSETS** | $112,968,852 | $57,401,120 | $55,350,769 | $4,975,257 |
### Business State/Local Total

<table>
<thead>
<tr>
<th>11(b) Program</th>
<th>Business Activities</th>
<th>State/Local Program</th>
<th>Component Units</th>
<th>Total Pre-Eliminations</th>
<th>Eliminations</th>
<th>Post-Eliminations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$727,143</td>
<td>$15,661,903</td>
<td>$3,189,954</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$75,540,401</td>
<td>$75,540,401</td>
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<tr>
<td>727,143</td>
<td>17,961,741</td>
<td>340,807</td>
<td>-</td>
<td>-</td>
<td>38,800,006</td>
<td>38,800,006</td>
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<tr>
<td>-</td>
<td>33,623,644</td>
<td>6,667</td>
<td>70,149</td>
<td>114,340,407</td>
<td>-</td>
<td>114,340,407</td>
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<tr>
<td>-</td>
<td>-</td>
<td>492</td>
<td>1,777,613</td>
<td>1,777,613</td>
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<tr>
<td>-</td>
<td>-</td>
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<td>13,024,046</td>
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<tr>
<td>-</td>
<td>1,508,827</td>
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<tr>
<td>-</td>
<td>340,807</td>
<td>3,189,954</td>
<td>165,595,838</td>
<td>(14,346,332)</td>
<td>151,249,506</td>
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<td>124,160,346</td>
<td>108,000</td>
<td>124,400,204</td>
<td>(1,297,501)</td>
<td>123,102,703</td>
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<tr>
<td>-</td>
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<td>-</td>
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<td>-</td>
<td>13,668,312</td>
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<tr>
<td>-</td>
<td>72,738</td>
<td>-</td>
<td>14,920,076</td>
<td>-</td>
<td>14,920,076</td>
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</tr>
<tr>
<td>-</td>
<td>370</td>
<td>26,356,868</td>
<td>131,392,845</td>
<td>(1,057,980)</td>
<td>130,334,865</td>
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<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>289,950</td>
<td>-</td>
<td>289,950</td>
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</tr>
<tr>
<td>-</td>
<td>137,905,096</td>
<td>26,489,498</td>
<td>283,751,760</td>
<td>(2,355,481)</td>
<td>281,396,279</td>
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</tr>
<tr>
<td>-</td>
<td>185,739,349</td>
<td>363,724</td>
<td>449,347,598</td>
<td>(16,701,813)</td>
<td>432,645,785</td>
<td></td>
</tr>
<tr>
<td>$727,143</td>
<td>$15,661,903</td>
<td>$3,189,954</td>
<td>$75,540,401</td>
<td>$75,540,401</td>
<td>$75,540,401</td>
<td></td>
</tr>
</tbody>
</table>

---

| 809,196       | 37,620,271          | 13,750              | 3,982,407        | 40,489,961             | -            | 40,489,961        |
| 809,196       | 171,685,595         | 13,750              | 24,894,731       | 368,516,404            | (1,057,981)  | 367,458,423       |
| $727,143      | $185,739,349        | $363,724            | $31,821,384      | $449,347,598           | $16,701,813  | $432,645,785      |
## The Housing Authority of the City of Atlanta, Georgia

### FINANCIAL DATA SCHEDULE OF COMBINING PROGRAM REVENUES, EXPENSES, AND CHANGES IN NET ASSET ACCOUNTS

**For the Year Ended June 30, 2009**

<table>
<thead>
<tr>
<th></th>
<th>Public Housing</th>
<th>Housing Choice</th>
<th>HOPE VI Developments</th>
<th>AHA Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenues:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTW Single Fund used for operations</td>
<td>$31,254,871</td>
<td>$174,039,469</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tenant dwelling revenue</td>
<td>9,946,947</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Development and HOPE VI grants</td>
<td>-</td>
<td>-</td>
<td>11,514,248</td>
<td>-</td>
</tr>
<tr>
<td>Fees earned from Georgia HAP Administrators, Inc.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>660,623</td>
<td>793,206</td>
<td>-</td>
<td>36,048,590</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>41,862,441</td>
<td>174,832,675</td>
<td>11,514,248</td>
<td>36,048,590</td>
</tr>
<tr>
<td><strong>Operating expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing assistance payments</td>
<td>11,411,385</td>
<td>112,207,545</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Administrative including direct operating division expenses</td>
<td>6,513,086</td>
<td>46,294,856</td>
<td>2,646,070</td>
<td>29,586,198</td>
</tr>
<tr>
<td>Utilities, maintenance, and protective services</td>
<td>25,691,889</td>
<td>932</td>
<td>-</td>
<td>384,566</td>
</tr>
<tr>
<td>Resident and participant services</td>
<td>1,662,862</td>
<td>158,437</td>
<td>-</td>
<td>3,378,791</td>
</tr>
<tr>
<td>General expenses</td>
<td>1,210,116</td>
<td>1,755,040</td>
<td>-</td>
<td>1,774,222</td>
</tr>
<tr>
<td>Expenses related to Georgia HAP Administrators, Inc.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>5,749,686</td>
<td>181,317</td>
<td>-</td>
<td>425,446</td>
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<tr>
<td><strong>Total operating expenses</strong></td>
<td>52,239,024</td>
<td>160,598,127</td>
<td>2,646,070</td>
<td>35,549,223</td>
</tr>
<tr>
<td><strong>Net operating income/(loss)</strong></td>
<td>$(10,376,583)</td>
<td>14,234,548</td>
<td>8,868,178</td>
<td>499,367</td>
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<tr>
<td><strong>Non-operating revenues/(expenses):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital grant revenue-modernization of AHA-owned communities</td>
<td>4,948,674</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital grant revenue-revitalization related</td>
<td>-</td>
<td>-</td>
<td>21,981,189</td>
<td>-</td>
</tr>
<tr>
<td>Interest and investment income</td>
<td>(77,467)</td>
<td>280,036</td>
<td>-</td>
<td>14,515</td>
</tr>
<tr>
<td>Capital asset write-off</td>
<td>(23,779,910)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Demolition and remediation expenses</td>
<td>(4,711,095)</td>
<td>-</td>
<td>(4,062,644)</td>
<td>-</td>
</tr>
<tr>
<td>Other revitalization expenses</td>
<td>-</td>
<td>-</td>
<td>(4,098,581)</td>
<td>-</td>
</tr>
<tr>
<td>Relocation-related expenses</td>
<td>(8,137,593)</td>
<td>(13,873)</td>
<td>(3,152,875)</td>
<td>(2,545,430)</td>
</tr>
<tr>
<td>Grants to mixed-income communities (UFAS)</td>
<td>(484,914)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Bad debt expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Valuation allowance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(25,301)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net non-operating revenues/(expenses)</strong></td>
<td>$(32,267,606)</td>
<td>266,163</td>
<td>10,667,089</td>
<td>(2,530,915)</td>
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<tr>
<td><strong>Other financing sources (uses):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers, net</td>
<td>23,652,222</td>
<td>(49,367,920)</td>
<td>(15,229,329)</td>
<td>3,481,106</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>(18,991,968)</td>
<td>(34,867,209)</td>
<td>4,305,938</td>
<td>1,449,558</td>
</tr>
<tr>
<td><strong>Net assets — beginning of year</strong></td>
<td>100,451,124</td>
<td>54,108,830</td>
<td>17,356,218</td>
<td>(803,041)</td>
</tr>
<tr>
<td><strong>Net assets — end of year</strong></td>
<td>$81,459,156</td>
<td>$19,241,621</td>
<td>$21,662,156</td>
<td>$646,517</td>
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<tr>
<td>Business State/Local</td>
<td>11(b) Program</td>
<td>Program Component Units</td>
<td>Pre-Eliminations</td>
<td>Eliminations</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------</td>
<td>--------------------------</td>
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</tr>
<tr>
<td>$</td>
<td>-</td>
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<tr>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>1,827,643</td>
<td>-</td>
<td>4,637,946</td>
<td>(40,652,857)</td>
</tr>
<tr>
<td>-</td>
<td>789,599</td>
<td>13,333</td>
<td>73,938</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>1,401,438</td>
<td>(13,042)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>(3,134,338)</td>
<td>-</td>
<td>(414,494)</td>
<td>(3,548,831)</td>
</tr>
<tr>
<td>-</td>
<td>(127,228)</td>
<td>(179,291)</td>
<td>(331,821)</td>
<td>-</td>
</tr>
<tr>
<td>4,802</td>
<td>(1,694,886)</td>
<td>(568,050)</td>
<td>(26,123,403)</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>25,808,298</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4,802</td>
<td>25,523,850</td>
<td>(13,042)</td>
<td>12,625,626</td>
<td>(9,962,443)</td>
</tr>
<tr>
<td>809,196</td>
<td>171,685,594</td>
<td>13,750</td>
<td>24,894,730</td>
<td>368,516,403</td>
</tr>
<tr>
<td>$</td>
<td>813,998</td>
<td>$ 197,209,444</td>
<td>$ 708</td>
<td>$ 37,520,356</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>11(b) Program</th>
<th>Business State/Local</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
<td>Program</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business State/Local</th>
<th>11(b) Program</th>
<th>Program Component Units</th>
<th>Pre-Eliminations</th>
<th>Eliminations</th>
<th>Post-Eliminations</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>-</td>
<td>1,827,643</td>
<td>-</td>
<td>4,637,946</td>
<td>(40,652,857)</td>
<td>230,873,619</td>
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<tr>
<td>-</td>
<td>789,599</td>
<td>13,333</td>
<td>73,938</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>-</td>
<td>1,401,438</td>
<td>(13,042)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>(3,134,338)</td>
<td>-</td>
<td>(414,494)</td>
<td>(3,548,831)</td>
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<tr>
<td>-</td>
<td>(127,228)</td>
<td>(179,291)</td>
<td>(331,821)</td>
<td>-</td>
<td>(331,821)</td>
</tr>
<tr>
<td>4,802</td>
<td>(1,694,886)</td>
<td>(568,050)</td>
<td>(26,123,403)</td>
<td>-</td>
<td>(26,123,403)</td>
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<tr>
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<td>25,808,298</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4,802</td>
<td>25,523,850</td>
<td>(13,042)</td>
<td>12,625,626</td>
<td>(9,962,443)</td>
<td>-</td>
</tr>
<tr>
<td>809,196</td>
<td>171,685,594</td>
<td>13,750</td>
<td>24,894,730</td>
<td>368,516,403</td>
<td>367,458,423</td>
</tr>
<tr>
<td>$</td>
<td>813,998</td>
<td>$ 197,209,444</td>
<td>$ 708</td>
<td>$ 37,520,356</td>
<td>$ 358,553,960</td>
</tr>
</tbody>
</table>
The Housing Authority of the City of Atlanta, Georgia

FINANCIAL DATA SCHEDULE OF COMBINING PROGRAM REVENUES, EXPENSES, AND CHANGES IN NET ASSET ACCOUNTS

For the Year Ended June 30, 2008

<table>
<thead>
<tr>
<th>Public Housing</th>
<th>Housing Choice</th>
<th>HOPE VI Developments</th>
<th>AHA Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating revenues:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTW Single Fund used for operations</td>
<td>$38,255,952</td>
<td>$176,320,500</td>
<td>$ -</td>
</tr>
<tr>
<td>Tenant dwelling revenue</td>
<td>14,472,567</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Development and HOPE VI grants</td>
<td>-</td>
<td>-</td>
<td>11,260,438</td>
</tr>
<tr>
<td>Fees earned from Georgia HAP Administrators, Inc.</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>905,281</td>
<td>431,346</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>53,633,800</td>
<td>176,751,846</td>
<td>11,260,438</td>
</tr>
<tr>
<td><strong>Operating expenses:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing assistance payments</td>
<td>5,476,195</td>
<td>82,366,103</td>
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<tr>
<td>Administrative including direct operating division expenses</td>
<td>10,573,493</td>
<td>46,769,437</td>
<td>776,892</td>
</tr>
<tr>
<td>Utilities, maintenance, and protective services</td>
<td>33,402,789</td>
<td>148,910</td>
<td>-</td>
</tr>
<tr>
<td>Resident and participant services</td>
<td>2,432,709</td>
<td>589</td>
<td>-</td>
</tr>
<tr>
<td>General expenses</td>
<td>2,416,921</td>
<td>1,305,526</td>
<td>-</td>
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<tr>
<td>Expenses related to Georgia HAP Administrators, Inc.</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>10,406,679</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>64,708,786</td>
<td>130,590,565</td>
<td>776,892</td>
</tr>
<tr>
<td><strong>Net operating income/(loss)</strong></td>
<td>(11,074,986)</td>
<td>46,161,281</td>
<td>10,483,546</td>
</tr>
<tr>
<td><strong>Non-operating revenues/(expenses):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital grant revenue-modernization of AHA-owned communities</td>
<td>8,993,544</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Capital grant revenue-revitalization related</td>
<td>-</td>
<td>-</td>
<td>17,275,774</td>
</tr>
<tr>
<td>Interest and investment income</td>
<td>205,738</td>
<td>1,739,726</td>
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<tr>
<td>Gain on sale of land</td>
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<tr>
<td>Capital asset write-off</td>
<td>(28,089,427)</td>
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<tr>
<td>Demolition and remediation expenses</td>
<td>(4,518,995)</td>
<td>-</td>
<td>(6,708,213)</td>
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<tr>
<td>Other revitalization expenses</td>
<td>-</td>
<td>-</td>
<td>(5,862,316)</td>
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<tr>
<td>Relocation-related expenses</td>
<td>(3,631,715)</td>
<td>(28,434)</td>
<td>(3,515,583)</td>
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<tr>
<td>Bad debt expense</td>
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<tr>
<td>Valuation allowance</td>
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<tr>
<td>Interest expense</td>
<td>(40,279)</td>
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<tr>
<td><strong>Net non-operating revenues/(expenses)</strong></td>
<td>(27,081,134)</td>
<td>1,711,292</td>
<td>1,189,662</td>
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<tr>
<td><strong>Other financing sources (uses):</strong></td>
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<td>Transfers, net</td>
<td>11,135,827</td>
<td>(31,563,417)</td>
<td>(16,585,170)</td>
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<td><strong>Change in net assets</strong></td>
<td>(27,020,293)</td>
<td>16,309,156</td>
<td>(4,911,962)</td>
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<tr>
<td><strong>Net assets — beginning of year</strong></td>
<td>127,471,417</td>
<td>37,799,674</td>
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<td><strong>Net assets — end of year</strong></td>
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<td>$54,108,830</td>
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<td>Business Activities</td>
<td>State/Local Program</td>
<td>Component Units</td>
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<td>2,324,303</td>
<td>49,864</td>
<td>9,372,585</td>
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<td>-</td>
<td>4,157,779</td>
<td>49,864</td>
<td>9,372,585</td>
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<td>8,667</td>
<td>746,277</td>
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<td>383,438</td>
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<td>17,275,774</td>
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<td>19,826</td>
<td>2,371,242</td>
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<td>723,006</td>
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<td>2,473,956</td>
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<td>(28,089,033)</td>
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<tr>
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<td>(11,227,208)</td>
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<td>(5,862,316)</td>
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<td>(9,272,600)</td>
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<td>-</td>
<td>(3,986,000)</td>
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<td>-</td>
<td>(19,952,268)</td>
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<td>(192,557)</td>
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<td>(19,676,323)</td>
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<td>437,720</td>
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<td>457,546</td>
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<td>10,930,492</td>
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<tr>
<td>351,650</td>
<td>168,947,247</td>
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<td>13,964,238</td>
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$809,196 $171,685,594 $13,750 $24,894,730 $368,516,403 $(1,057,980) $367,458,423
## The Housing Authority of the City of Atlanta, Georgia

### SCHEDULE OF RELATED PARTY BALANCES

As of June 30, 2009

<table>
<thead>
<tr>
<th>Owner Entity:</th>
<th>Development Loans</th>
<th>Other Loans</th>
<th>Investment In Partnerships</th>
<th>Valuation Allowance</th>
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</thead>
<tbody>
<tr>
<td><strong>Pre-development Loans:</strong></td>
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<tr>
<td>Grady Multifamily I, L.P.</td>
<td>$</td>
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</tr>
<tr>
<td>Grady Multifamily II, L.P.</td>
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</tr>
<tr>
<td>Grady Redevelopment, LLC</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grady Senior Partnership II, L.P.</td>
<td>-</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Grady Senior Partnership III, L.P.</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Harris Redevelopment, LLC</td>
<td>-</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Construction financing Loans:</strong></td>
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<td>Carver Redevelopment Partnership V, L.P.</td>
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</tr>
<tr>
<td>Carver Redevelopment Partnership I, L.P.</td>
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<td>Mechanicsville Apartments Phase 4, L.P.</td>
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<td>Mercy Housing Georgia VI, L.P.</td>
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<td><strong>Permanent financing loans</strong></td>
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<td>Campbell Stone, L.P.</td>
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<tr>
<td>Capitol Gateway Partnership I, L.P.</td>
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<tr>
<td>Carver Redevelopment Partnership I, L.P.</td>
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<td>Carver Redevelopment Partnership III, L.P.</td>
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<td>Carver Senior Building, L.P.</td>
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<td>CCH John Eagan I Homes, L.P.</td>
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<tr>
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<td>Centennial Park North, LLC</td>
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<tr>
<td>Columbia at Mechanicsville Apartments, L.P.</td>
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<tr>
<td>Columbia Commons, L.P.</td>
<td>3,425,221</td>
<td>-</td>
<td>82,579</td>
<td>(707,800)</td>
</tr>
<tr>
<td>Columbia Creste, L.P.</td>
<td>5,246,290</td>
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<tr>
<td>Columbia Estates, L.P.</td>
<td>4,566,413</td>
<td>168,791</td>
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<td>(985,204)</td>
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<tr>
<td>Columbia Grove, L.P.</td>
<td>4,466,669</td>
<td>-</td>
<td>-</td>
<td>(162,773)</td>
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<tr>
<td>Columbia Park Citi Residences, L.P.</td>
<td>4,828,164</td>
<td>-</td>
<td>-</td>
<td>(253,164)</td>
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<tr>
<td>Columbia Senior Residences at Edgewood, L.P.</td>
<td>1,174,490</td>
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<td>Columbia Senior Residences at Mechanicsville, L.P.</td>
<td>4,455,000</td>
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<tr>
<td>Columbia Village, L.P.</td>
<td>2,250,000</td>
<td>-</td>
<td>111,914</td>
<td>(2,361,914)</td>
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<tr>
<td>East Lake Redevelopment, L.P.</td>
<td>5,824,000</td>
<td>185,052</td>
<td>-</td>
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<td>East Lake Redevelopment II, L.P.</td>
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<td>225,320</td>
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<td>Gates Park Crossing HFS Apartments, L.P.</td>
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<td>John Hope Community Partnership I, L.P.</td>
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<tr>
<td>John Hope Community Partnership II, L.P.</td>
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<td>152,484</td>
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<td>Kimberly Associates II, L.P.</td>
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<td>70,335</td>
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<td>21,636</td>
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<td>Legacy Partnership II, L.P.</td>
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<td>Legacy Partnership III, L.P.</td>
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<td>Legacy Partnership IV, L.P.</td>
<td>3,920,000</td>
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<td>West End Phase III Redevelopment Partnership, L.P.</td>
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<td>97,805</td>
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<td>178 Elm Street, LLC</td>
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<td>940 Cunningham Place, LLC</td>
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<td>The Integral Partnership of Atlanta</td>
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<td><strong>Development fees and other receivables - general allowance</strong></td>
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</tbody>
</table>

<p>| Total                                                                 | $ 157,558,458     | $ 8,313,448 | $ 414,493                 | $ (32,571,231)      |</p>
<table>
<thead>
<tr>
<th>Developer Fees and Other Fees</th>
<th>Developer Fees and Other Fees Loans Allowance</th>
<th>Predevelopment Loans Long-term</th>
<th>Predevelopment Loans Current</th>
<th>Developer Fees and Other Fees Current</th>
<th>Prepaid Interest (Deferred)</th>
<th>Accrued Interest (Not Recorded)</th>
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<tbody>
<tr>
<td>$</td>
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<td>$ 512,813</td>
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<td>$ 15,580</td>
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<td>$ 349,355</td>
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<td>$</td>
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<td>$ 8,468</td>
<td>$ 401,931</td>
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<td>37,791</td>
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<td>192,976</td>
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<tr>
<td>$ 2,528,646</td>
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</tbody>
</table>

$2,528,646 $ (978,494) $ 57,339 $ 1,611,215 $ 1,650,612 $ 709,636 $ 19,973,576
# SCHEDULE OF RELATED PARTY BALANCES

As of June 30, 2008

<table>
<thead>
<tr>
<th>Owner Entity:</th>
<th>Development Loans</th>
<th>Valuation Allowance</th>
<th>Developer Fees and Other Fees</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Grady Multifamily I, L.P.</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Grady Multifamily II, L.P.</td>
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**Development and other fee receivable general allowance**

- **$148,290,282**
- **$(30,099,328)**
- **$5,084,893**
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<th>Developer Fees and Other Fees Current</th>
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(500,000)  

(500,000)  

| $ (500,000) | $ 131,858 | $ 773,000 | $ 480,089 | $ 1,425,145 | $ 16,185,133 |


The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF RELATED PARTY TRANSACTIONS

For the Year Ended June 30, 2009

<table>
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<tr>
<th>Owner Entity:</th>
<th>Current Interest Income on Loans</th>
<th>Development Related Income</th>
<th>Grant Expenditures (UFAS)</th>
<th>Mixed-income Communities</th>
<th>Housing Assistance Payments</th>
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<td>(73,234)</td>
<td>425,711</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>John Hope Community Partnership II, L.P.</td>
<td>-</td>
<td>25,700</td>
<td>533,806</td>
<td>-</td>
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</tr>
<tr>
<td>Kimberly Associates I, L.P.</td>
<td>-</td>
<td>-</td>
<td>241,982</td>
<td>-</td>
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<tr>
<td>Kimberly Associates II, L.P.</td>
<td>-</td>
<td>-</td>
<td>302,826</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Kimberly Associates III, L.P.</td>
<td>-</td>
<td>-</td>
<td>165,848</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Legacy Partnership I, L.P.</td>
<td>14,673</td>
<td>54</td>
<td>297,704</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Legacy Partnership II, L.P.</td>
<td>46,336</td>
<td>1,458</td>
<td>177,562</td>
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<td></td>
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<tr>
<td>Legacy Partnership III, L.P.</td>
<td>48,116</td>
<td>717</td>
<td>251,435</td>
<td>-</td>
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<td>Legacy Partnership IV, L.P.</td>
<td>-</td>
<td>-</td>
<td>279,534</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>West End Phase III Redevelopment Partnership, L.P.</td>
<td>-</td>
<td>-</td>
<td>133,917</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brock Built, LLC (West Highlands homeownership lot sales profit participation)</td>
<td>-</td>
<td>20,000</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Carnegie Library, L.P.</td>
<td>-</td>
<td>13,628</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Grady Senior Partnership I, L.P.</td>
<td>-</td>
<td>10,000</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Grady Senior Partnership III, L.P.</td>
<td>-</td>
<td>10,000</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Harris Redevelopment Partnership VI, L.P.</td>
<td>-</td>
<td>22,000</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

$ 1,172,611 $ 571,099 $ 484,914 $ 11,411,384 $ 6,537,267

1 PBRA payments listed are not all inclusive. Related party only.
The Housing Authority of the City of Atlanta, Georgia

**SCHEDULE OF RELATED PARTY TRANSACTIONS**

For the Year Ended June 30, 2008

<table>
<thead>
<tr>
<th>Owner Entity:</th>
<th>Interest Income on Loans</th>
<th>Development Related Income</th>
<th>Mixed-income Communities</th>
<th>PBRA ¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construction financing Loans:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capitol Gateway Partnership I, L.P.</td>
<td>$</td>
<td>$ 3,950</td>
<td>$ 259,768</td>
<td>$</td>
</tr>
<tr>
<td>Capitol Gateway Partnership II, L.P.</td>
<td>78,002</td>
<td>86,545</td>
<td>19,176</td>
<td>-</td>
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<tr>
<td>Carver Redevelopment Partnership V, L.P.</td>
<td>6,450</td>
<td>4,188</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Centennial Park East, LLC</td>
<td>278,798</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Columbia at Mechanicsville Apartments, L.P.</td>
<td>196,652</td>
<td>309</td>
<td>94,785</td>
<td>27,753</td>
</tr>
<tr>
<td>Columbia Grove, L.P.</td>
<td>49,573</td>
<td>4,076</td>
<td>157,398</td>
<td>32,744</td>
</tr>
<tr>
<td>Gates Park Crossing HFOP Apartments, L.P.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>23,632</td>
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<tr>
<td>Grady Redevelopment Partnership I, L.P.</td>
<td>33,246</td>
<td>372,225</td>
<td>-</td>
<td>432,919</td>
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<tr>
<td>Harris Redevelopment Partnership II, L.P.</td>
<td>-</td>
<td>6,870</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Mechanicville Apartments Phase 3, L.P.</td>
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<td>514,254</td>
<td>-</td>
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<tr>
<td>Mechanicville Apartments Phase 4, L.P.</td>
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<td>488,697</td>
<td>-</td>
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<td>Mercy Housing Georgia VI, L.P.</td>
<td>41,649</td>
<td>534,544</td>
<td>-</td>
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<tr>
<td><strong>Permanent financing loans</strong></td>
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<td></td>
</tr>
<tr>
<td>Campbell Stone, L.P.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,055,707</td>
</tr>
<tr>
<td>Carver Redevelopment Partnership I, L.P.</td>
<td>-</td>
<td>13,128</td>
<td>353,300</td>
<td>-</td>
</tr>
<tr>
<td>Carver Redevelopment Partnership II, L.P.</td>
<td>-</td>
<td>5,661</td>
<td>109,396</td>
<td>-</td>
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<tr>
<td>Carver Redevelopment Partnership III, L.P.</td>
<td>-</td>
<td>19,704</td>
<td>334,883</td>
<td>-</td>
</tr>
<tr>
<td>Carver Senior Building, L.P.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>368,308</td>
</tr>
<tr>
<td>CCH John Eagan I Homes, L.P.</td>
<td>-</td>
<td>-</td>
<td>226,183</td>
<td>-</td>
</tr>
<tr>
<td>CCH John Eagan II Homes, L.P.</td>
<td>-</td>
<td>-</td>
<td>28,451</td>
<td>-</td>
</tr>
<tr>
<td>Columbia Commons, L.P.</td>
<td>-</td>
<td>-</td>
<td>173,619</td>
<td>64,731</td>
</tr>
<tr>
<td>Columbia Creste, L.P.</td>
<td>346,290</td>
<td>-</td>
<td>157,398</td>
<td>-</td>
</tr>
<tr>
<td>Columbia Estates, L.P.</td>
<td>-</td>
<td>-</td>
<td>198,403</td>
<td>-</td>
</tr>
<tr>
<td>Columbia Park Citi Residences, L.P.</td>
<td>-</td>
<td>-</td>
<td>122,333</td>
<td>-</td>
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<tr>
<td>Columbia Senior Residences at Edgewood, L.P.</td>
<td>-</td>
<td>4,528</td>
<td>-</td>
<td>973,343</td>
</tr>
<tr>
<td>Columbia Village, L.P.</td>
<td>-</td>
<td>-</td>
<td>94,513</td>
<td>-</td>
</tr>
<tr>
<td>East Lake Redevelopment, L.P.</td>
<td>-</td>
<td>-</td>
<td>224,587</td>
<td>-</td>
</tr>
<tr>
<td>East Lake Redevelopment II, L.P.</td>
<td>-</td>
<td>15,550</td>
<td>524,979</td>
<td>-</td>
</tr>
<tr>
<td>Harris Redevelopment Partnership I, L.P.</td>
<td>-</td>
<td>14,110</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>John Hope Community Partnership I, L.P.</td>
<td>-</td>
<td>-</td>
<td>138,113</td>
<td>-</td>
</tr>
<tr>
<td>John Hope Community Partnership II, L.P.</td>
<td>-</td>
<td>25,900</td>
<td>274,344</td>
<td>-</td>
</tr>
<tr>
<td>Kimberly Associates I, L.P.</td>
<td>-</td>
<td>-</td>
<td>185,228</td>
<td>-</td>
</tr>
<tr>
<td>Kimberly Associates II, L.P.</td>
<td>-</td>
<td>-</td>
<td>293,870</td>
<td>-</td>
</tr>
<tr>
<td>Kimberly Associates III, L.P.</td>
<td>-</td>
<td>-</td>
<td>142,297</td>
<td>-</td>
</tr>
<tr>
<td>Legacy Partnership I, L.P.</td>
<td>-</td>
<td>-</td>
<td>338,657</td>
<td>-</td>
</tr>
<tr>
<td>Legacy Partnership II, L.P.</td>
<td>17,390</td>
<td>-</td>
<td>220,208</td>
<td>-</td>
</tr>
<tr>
<td>Legacy Partnership III, L.P.</td>
<td>8,903</td>
<td>-</td>
<td>218,229</td>
<td>-</td>
</tr>
<tr>
<td>Legacy Partnership IV, L.P.</td>
<td>-</td>
<td>-</td>
<td>265,220</td>
<td>-</td>
</tr>
<tr>
<td>Summerdale Partners, L.P.</td>
<td>-</td>
<td>-</td>
<td>63,032</td>
<td>-</td>
</tr>
<tr>
<td>Summerdale Partners II, L.P.</td>
<td>-</td>
<td>-</td>
<td>52,445</td>
<td>-</td>
</tr>
<tr>
<td>West End Phase III Redevelopment Partnership, L.P.</td>
<td>-</td>
<td>-</td>
<td>295,409</td>
<td>-</td>
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<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brock Built, LLC (West Highlands homeownership lot sales profit participation)</td>
<td>-</td>
<td>27,899</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Carnegie Library, L.P.</td>
<td>-</td>
<td>2,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Integral Properties LLC &amp; 172 Vine Street LLC</td>
<td>13,092</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

| | $ 1,225,736 | $ 2,059,845 | $ 5,476,195 | $ 3,078,527 |

¹ PBRA payments listed are not all inclusive. Related party only.
The Housing Authority of the City of Atlanta, Georgia

NOTES TO FINANCIAL DATA SCHEDULES

June 30, 2008

NOTE A – BASIS OF PRESENTATION

The accompanying Schedule of Combining Program Revenues, Expenditures and Changes in Net Asset Accounts and Schedule of Combining Balance Sheet Accounts have been prepared using the basis of accounting required by HUD’s Real Estate Assessment Center (REAC) and as modified in accordance with the provisions, policies and requirements as contained in the MTW Agreement.

NOTE B – COMBINING SCHEDULE OF BLENDED COMPONENT UNITS

AHA’s blended component units are created at the direction of the AHA Board to assist the Authority with development and other acquisition activities in support of affordable housing. Under GASB 14 and 34, these blended component units are presented within the reporting entity of AHA and are identified within the Financial Data Schedule. Balances and activity for FY2009 are as follows:

<table>
<thead>
<tr>
<th>Year ended June 30, 2009</th>
<th>JWD</th>
<th>AAHFI</th>
<th>SHHI</th>
<th>RAH</th>
<th>WAH</th>
<th>Total Component Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSETS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current and non-current assets</td>
<td>$1,005,327</td>
<td>$166,161</td>
<td>$1,072,089</td>
<td>$193,164</td>
<td>$2,855,855</td>
<td>$5,292,596</td>
</tr>
<tr>
<td>Capital assets, net</td>
<td>16,016,795</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>21,659,606</td>
</tr>
<tr>
<td>Total assets</td>
<td>$17,022,122</td>
<td>$166,161</td>
<td>$1,072,089</td>
<td>$193,164</td>
<td>$24,515,461</td>
<td>$42,968,997</td>
</tr>
<tr>
<td>LIABILITIES AND NET ASSETS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current and non-current liabilities</td>
<td>$477,385</td>
<td>$-</td>
<td>$-</td>
<td>-</td>
<td>-</td>
<td>115,825</td>
</tr>
<tr>
<td>Long-term debt outstanding</td>
<td>3,553,851</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,163,000</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>4,031,236</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,378,825</td>
</tr>
<tr>
<td>Invested in capital assets, net of debt</td>
<td>12,159,699</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>20,396,606</td>
</tr>
<tr>
<td>Unrestricted</td>
<td>831,187</td>
<td>166,161</td>
<td>1,072,089</td>
<td>154,584</td>
<td>2,740,030</td>
<td>4,964,051</td>
</tr>
<tr>
<td>Total net assets</td>
<td>12,990,886</td>
<td>166,161</td>
<td>1,072,089</td>
<td>154,584</td>
<td>23,136,636</td>
<td>37,520,356</td>
</tr>
<tr>
<td>Total liabilities and net assets</td>
<td>$17,022,122</td>
<td>$166,161</td>
<td>$1,072,089</td>
<td>$193,164</td>
<td>$24,515,461</td>
<td>$42,968,997</td>
</tr>
<tr>
<td>REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating revenue</td>
<td>$4,649,517</td>
<td>$2,229</td>
<td>$-</td>
<td>$(13,800)</td>
<td>$-</td>
<td>$-</td>
</tr>
<tr>
<td>Non-operating revenue</td>
<td>7,255</td>
<td>1,120</td>
<td>6</td>
<td>1,005</td>
<td>16,349</td>
<td>25,735</td>
</tr>
<tr>
<td>Total revenues</td>
<td>4,656,772</td>
<td>3,349</td>
<td>6</td>
<td>(12,795)</td>
<td>16,349</td>
<td>4,663,681</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating and other expenses</td>
<td>(2,848,235)</td>
<td>(414,494)</td>
<td>-</td>
<td>1,764</td>
<td>(432,713)</td>
<td>(3,693,678)</td>
</tr>
<tr>
<td>Operating transfers in/(out)</td>
<td>-</td>
<td>414,494</td>
<td>1,072,083</td>
<td>-</td>
<td>10,169,046</td>
<td>11,655,623</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>1,808,536</td>
<td>3,349</td>
<td>1,072,089</td>
<td>(11,031)</td>
<td>9,752,683</td>
<td>12,625,626</td>
</tr>
<tr>
<td>Net assets - beginning of year</td>
<td>11,182,350</td>
<td>162,812</td>
<td>-</td>
<td>165,615</td>
<td>13,383,953</td>
<td>24,894,730</td>
</tr>
<tr>
<td>Net assets - end of year</td>
<td>$12,990,886</td>
<td>$166,161</td>
<td>$1,072,089</td>
<td>$154,584</td>
<td>$23,136,636</td>
<td>$37,520,356</td>
</tr>
</tbody>
</table>

*The following entities do not have any balances or activity: SRDC, AHDC, AHICI, and AHOI
## SCHEDULE OF HUD FUNDED GRANTS

### Year ended June 30, 2009

<table>
<thead>
<tr>
<th>Capital Fund Recovery Grants:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>3136</td>
<td>CFRG 2009 (ARRA)</td>
<td>$26,579,168</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</table>

<table>
<thead>
<tr>
<th>Capital Fund Program Grants:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3127</td>
<td>Capital Fund Program 2006</td>
<td>$14,113,642</td>
<td>13,819,459</td>
<td>294,183</td>
<td>14,113,642</td>
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<tr>
<td>3130</td>
<td>Capital Fund Program 2007</td>
<td>$12,846,548</td>
<td>6,397,976</td>
<td>6,405,807</td>
<td>12,803,783</td>
<td>-</td>
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<td>3133</td>
<td>Capital Fund Program 2008</td>
<td>$14,063,331</td>
<td>8,529,188</td>
<td>8,529,188</td>
<td>14,113,642</td>
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</table>

<table>
<thead>
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<th>Total Capital Fund Program Grants</th>
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<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Authorized Amount</td>
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<td>$20,217,435</td>
<td>$15,229,178</td>
<td>$35,446,613</td>
<td>$21,700,284</td>
<td>$11,222,655</td>
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</table>

<table>
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<tr>
<th>Development Grants:</th>
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<th></th>
<th></th>
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<tbody>
<tr>
<td>5216</td>
<td>Public Housing Development Program - Clark Howell</td>
<td>$8,104,742</td>
<td>1,808,166</td>
<td>6,158,007</td>
<td>7,966,173</td>
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</table>

<table>
<thead>
<tr>
<th>HOPE VI Grants:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5101</td>
<td>HOPE VI - Carver Revitalization</td>
<td>$34,669,400</td>
<td>32,800,643</td>
<td>875,190</td>
<td>33,675,833</td>
<td>-</td>
</tr>
<tr>
<td>5102</td>
<td>HOPE VI - Harris Revitalization</td>
<td>$35,000,000</td>
<td>20,156,501</td>
<td>4,491,435</td>
<td>24,647,936</td>
<td>-</td>
</tr>
<tr>
<td>5104</td>
<td>HOPE VI - Perry Revitalization</td>
<td>$20,000,000</td>
<td>19,963,314</td>
<td>36,686</td>
<td>20,000,000</td>
<td>-</td>
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<tr>
<td>5108</td>
<td>HOPE VI - Capitol Revitalization</td>
<td>$35,000,000</td>
<td>26,621,298</td>
<td>1,021,081</td>
<td>27,642,379</td>
<td>-</td>
</tr>
<tr>
<td>5166</td>
<td>HOPE VI - McDaniel Glenn Revitalization</td>
<td>$20,000,000</td>
<td>14,504,836</td>
<td>2,234,759</td>
<td>16,739,595</td>
<td>-</td>
</tr>
<tr>
<td>5168</td>
<td>HOPE VI - Grady Homes Revitalization</td>
<td>$20,000,000</td>
<td>2,160,106</td>
<td>4,134,649</td>
<td>6,294,755</td>
<td>-</td>
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</table>

<table>
<thead>
<tr>
<th>Total HOPE VI Grants</th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorized Amount</td>
<td>$164,669,400</td>
<td>$116,206,698</td>
<td>$12,390,702</td>
<td>$122,000,498</td>
<td>$121,266,151</td>
<td>$13,226,655</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Replacement Housing Factor Grants:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3117</td>
<td>RHF 2003</td>
<td>$3,432,489</td>
<td>3,141,856</td>
<td>217,025</td>
<td>3,358,881</td>
<td>-</td>
</tr>
<tr>
<td>3120</td>
<td>RHF 2003-2</td>
<td>$2,435,481</td>
<td>266,000</td>
<td>2,169,481</td>
<td>2,435,481</td>
<td>-</td>
</tr>
<tr>
<td>3122</td>
<td>RHF 2004-1</td>
<td>$4,540,123</td>
<td>333,742</td>
<td>2,119,058</td>
<td>2,452,800</td>
<td>-</td>
</tr>
<tr>
<td>3123</td>
<td>RHF 2004-2</td>
<td>$3,398,919</td>
<td>169,266</td>
<td>1,530,813</td>
<td>1,700,079</td>
<td>-</td>
</tr>
<tr>
<td>3125</td>
<td>RHF 2005-1</td>
<td>$2,712,327</td>
<td>75,857</td>
<td>2,127,570</td>
<td>2,203,427</td>
<td>-</td>
</tr>
<tr>
<td>3126</td>
<td>RHF 2005-2</td>
<td>$5,292,808</td>
<td>808,490</td>
<td>2,796,304</td>
<td>3,604,794</td>
<td>-</td>
</tr>
<tr>
<td>3128</td>
<td>RHF 2006-1</td>
<td>$1,567,427</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3129</td>
<td>RHF 2006-2</td>
<td>$5,941,122</td>
<td>28,121</td>
<td>1,272,527</td>
<td>1,300,648</td>
<td>-</td>
</tr>
<tr>
<td>3131</td>
<td>RHF 2007-1</td>
<td>$1,430,750</td>
<td>-</td>
<td>560,521</td>
<td>560,521</td>
<td>-</td>
</tr>
<tr>
<td>3132</td>
<td>RHF 2007-2</td>
<td>$5,388,268</td>
<td>-</td>
<td>453,539</td>
<td>453,539</td>
<td>-</td>
</tr>
<tr>
<td>3134</td>
<td>RHF 2008-1</td>
<td>$1,461,675</td>
<td>-</td>
<td>11,781</td>
<td>11,781</td>
<td>-</td>
</tr>
<tr>
<td>3135</td>
<td>RHF 2008-2</td>
<td>$5,472,872</td>
<td>-</td>
<td>47,557</td>
<td>47,557</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Replacement Housing Factor Grants</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorized Amount</td>
<td>$43,074,261</td>
<td>$4,823,332</td>
<td>$13,306,176</td>
<td>$18,129,308</td>
<td>$4,809,234</td>
<td>$22,558,690</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Grants</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorized Amount</td>
<td>$283,451,092</td>
<td>$143,055,631</td>
<td>$47,487,161</td>
<td>$190,542,792</td>
<td>$155,668,333</td>
<td>$44,993,423</td>
</tr>
</tbody>
</table>

The Housing Authority of the City of Atlanta, Georgia

-87-
### SCHEDULE OF CAPITAL FUND PROGRAM COMPLETION

**COSTS AND ADVANCES PROGRAM CERTIFICATION**

Contract completed during the year ending June 30, 2009

<table>
<thead>
<tr>
<th>GRANT NAME</th>
<th>RHF 2003 2nd Increment</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT NAME</td>
<td>McDanielle Glenn</td>
</tr>
<tr>
<td>PROJECT NUMBER</td>
<td>GA06R006502-03</td>
</tr>
<tr>
<td>GRANT AWARD EFFECTIVE DATE*</td>
<td>February 12, 2004</td>
</tr>
<tr>
<td>CONTRACT COMPLETION DATE</td>
<td>June 30, 2009</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$ 2,435,481</td>
</tr>
<tr>
<td>ADVANCES</td>
<td>$ 2,435,481</td>
</tr>
<tr>
<td>COSTS</td>
<td>2,435,481</td>
</tr>
<tr>
<td>EXCESS/(DEFICIENCY) OF ADVANCES DUE TO/(FROM) HUD</td>
<td>$ -</td>
</tr>
<tr>
<td>AMOUNT TO BE RECAPTURED BY HUD</td>
<td>$ -</td>
</tr>
</tbody>
</table>

*Represents the LOCCS effective date.

The actual Capital Fund Program Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.
The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF CAPITAL FUND PROGRAM COMPLETION
COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ending June 30, 2009

GRANT NAME

Various Low Income Properties

PROJECT NAME

PROJECT NUMBER

GA06P006501-06

GRANT AWARD EFFECTIVE DATE*

July 18, 2006

CONTRACT COMPLETION DATE

June 30, 2009

BUDGET

$ 14,113,642

ADVANCES

$ 14,113,642

COSTS

14,113,642

EXCESS/(DEFICIENCY) OF ADVANCES DUE TO/(FROM) HUD

$ -

AMOUNT TO BE RECAPTURED BY HUD

$ -

*Represents the LOCCS effective date.

The actual Capital Fund Program Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.
The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF PUBLIC HOUSING DEVELOPMENT PROGRAM COMPLETION COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ending June 30, 2009

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Public Housing Development Program Clark Howell</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name</td>
<td>Grady Homes</td>
</tr>
<tr>
<td>Project Number</td>
<td>GA06P006076</td>
</tr>
<tr>
<td>Grant Award Effective Date*</td>
<td>September 30, 1996</td>
</tr>
<tr>
<td>Contract Completion Date</td>
<td>June 30, 2009</td>
</tr>
<tr>
<td>Budget</td>
<td>$ 8,104,742</td>
</tr>
<tr>
<td>Advances</td>
<td>$ 8,104,742</td>
</tr>
<tr>
<td>Costs</td>
<td>8,104,742</td>
</tr>
<tr>
<td>Excess/(Deficiency) of Advances Due To/(From) HUD</td>
<td>$ -</td>
</tr>
<tr>
<td>Amount to be Recaptured by HUD</td>
<td>$ -</td>
</tr>
</tbody>
</table>

*Represents the LOCCS effective date.

The actual Development Cost Certificate is in agreement with AHA records.

All amounts due have been received and all liabilities have been paid and there are no undischarged liens (mechanics, laborers, contractors, or material-means) against the Project on file in any public office where the same should be filed in order to be valid. The time in which such liens could be filed has expired.
The Housing Authority of the City of Atlanta, Georgia

SCHEDULE OF DEVELOPMENT PROGRAM COMPLETION
COSTS AND ADVANCES PROGRAM CERTIFICATION

Contract completed during the year ending June 30, 2009

<table>
<thead>
<tr>
<th>GRANT NAME</th>
<th>Homebuyers/ Turnkey III</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT NAME</td>
<td>Homebuyers</td>
</tr>
<tr>
<td>PROJECT NUMBER</td>
<td></td>
</tr>
<tr>
<td>Waites Community</td>
<td>GA06P0006038</td>
</tr>
<tr>
<td>Wildwood Lakes community</td>
<td>GA06P0006039</td>
</tr>
<tr>
<td>Model Cities I</td>
<td>GA06P0006040</td>
</tr>
<tr>
<td>Scattered Sites</td>
<td>GA06P0006046</td>
</tr>
</tbody>
</table>

PROGRAM:

EFFECTIVE DATE    | July 3, 1973
EXPIRATION DATE   | June 30, 2009
BEGINNING BALANCE AS OF JULY 1, 2008 | $ 1,820,000
DISBURSED | (1,820,000)
ENDING BALANCE AS OF JUNE 30, 2009 | $ -

Program income of $1,820,000 represents remaining proceeds from the sale of lots during the program period. Program expenses of $731,836 were incurred and the remaining $1,088,164 was disbursed in accordance with an agreement with HUD to further homeownership and currently resides in AHA’s Special Homeowners Housing Account.
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STATISTICAL SECTION
(unaudited)
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FINANCIAL TRENDS
The Housing Authority of the City of Atlanta, Georgia
COMBINED STATEMENTS OF NET ASSETS - unaudited
As of June 30,
FISCAL YEAR
2009

2008

2007

2006

2005

2004

2003

2002

2001

2000

ASSETS
CURRENT ASSETS
Cash
Receivables, net of allowance
Other current assets
Total current assets

$

NON-CURRENT ASSETS
Related development and other loans, investments in
partnerships and development receivables, net
of allowances
Capital assets, net of accumulated depreciation
Investments, restricted
Other assets, net of accumulated amortization and
allowances

$

135,322,659
119,322,667
13,395,241

Total non-current assets
TOTAL ASSETS

94,689,182
17,462,336
383,408
112,534,926

114,340,407
22,107,440
14,801,659
151,249,506

$

123,102,703
130,334,865
13,668,312

83,446,899
32,506,086
15,302,879
131,255,864

$

125,644,170
144,758,303
12,860,328

90,422,944
21,957,997
14,151,035
126,531,976

$

111,739,378
151,499,170
7,626,315

73,628,517
11,541,838
382,948
85,553,303

$

98,586,157
164,713,591
11,140,359

34,415,971
34,979,655
464,657
69,860,283

$

81,524,051
188,410,049
10,100,501

47,675,997
16,022,578
165,679
63,864,254

$

78,986,158
196,666,662
9,604,853

37,717,711
17,865,767
5,375,519
60,958,997

$

72,523,475
183,798,946
5,701,719

14,504,657
20,548,566
25,341,871
60,395,094

$

75,593,138
178,749,272
4,791,113

45,892,618
16,392,182
4,601,178
66,885,978

62,220,942
235,289,845
-

16,686,461

14,290,399

2,259,241

324,119

6,912,542

653,004

-

-

1,500,000

-

284,727,028

281,396,279

285,522,042

271,188,982

281,352,649

280,687,605

285,257,673

262,024,140

260,633,523

297,510,787

$ 416,777,906

$

397,720,958

$

366,905,952

$

350,547,888

$ 349,121,927

$ 322,983,137

$ 321,028,617

$

364,396,765

$

$

8,206,977
14,118,003
15,097,902
10,474,190

$

6,942,035
12,348,108
10,813,878

$

7,979,039
3,563,098
11,164,675

$

$

$

$

9,006,424
10,637,390
7,404,694

$ 397,261,954

$

432,645,785

$

$

11,912,802
13,486,057
21,710,135
10,906,077
728,288

LIABILITIES AND NET ASSETS
CURRENT LIABILITIES
Accounts payable
Accrued liabilities
Other current liabilities
Line of credit
Current portion of long-term debt
Total current liabilities

6,103,198
15,721,265
11,878,466
756,981

7,462,134
6,876,858
13,250,720
10,906,077
700,093

18,340,134
1,930,873
9,346,400

6,038,274
2,005,048
16,339,375

7,319,363
4,767,206
12,575,654

648,695

635,572

785,660

742,561

793,738

2,733,847

34,459,910

58,743,359

39,195,882

47,897,072

30,752,716

23,342,384

30,403,067

25,125,258

25,455,961

29,782,355

NON-CURRENT LIABILITIES
Long-term debt, net of current portion
Other non-current liabilities

3,553,851
1,752,213

4,310,832
2,133,171

5,039,120
2,567,710

5,739,213
3,399,080

16,213,414
3,695,873

16,681,345
3,955,293

17,335,501
3,062,885

8,462,920
2,938,571

9,118,913
2,216,660

6,945,507
3,256,334

Total non-current liabilities

5,306,064

6,444,003

7,606,830

9,138,293

19,909,287

20,636,638

20,398,386

11,401,491

11,335,573

10,201,841

39,765,974

65,187,362

46,802,712

57,035,365

50,662,003

43,979,022

50,801,453

36,526,749

36,791,534

39,984,196

Invested in capital assets, net of related debt

115,011,835

125,295,746

139,019,090

145,109,703

147,851,482

171,093,132

178,545,501

174,593,465

168,836,621

282,974,608

Restricted
Unrestricted

188,077,271
54,406,874

201,672,716
40,489,961

202,084,151
28,871,953

165,869,954
29,705,936

148,468,556
19,923,911

92,852,175
42,623,559

88,666,046
31,108,927

78,288,851
33,574,072

79,061,927
36,338,535

19,988,303
21,449,658

357,495,980

367,458,423

369,975,194

340,685,593

316,243,949

306,568,866

298,320,474

286,456,388

284,237,083

324,412,569

432,645,785

$ 416,777,906

350,547,888

$ 349,121,927

$ 322,983,137

$ 321,028,617

TOTAL LIABILITIES
NET ASSETS

Total net assets
TOTAL LIABILITIES AND NET ASSETS

$ 397,261,954

$

$

397,720,958

-94-

$

366,905,952

$

$

364,396,765


The Housing Authority of the City of Atlanta, Georgia

OPERATING AND NON-OPERATING REVENUES AND EXPENSES - unaudited

For the Years Ended June 30,

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating subsidies</td>
<td>$205,294,340</td>
<td>$214,576,452</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTW Single Fund used for operations</td>
<td>$174,261,326</td>
<td>$175,078,599</td>
<td>$185,380,097</td>
<td>$175,552,213</td>
<td>$153,332,589</td>
<td>$138,152,226</td>
<td>$125,541,781</td>
<td>$120,902,033</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tenant dwelling 5%</td>
<td>$9,946,947</td>
<td>$14,472,567</td>
<td>$17,282,562</td>
<td>$18,405,002</td>
<td>$17,608,530</td>
<td>$17,054,377</td>
<td>$15,848,502</td>
<td>$16,247,613</td>
<td>$16,870,489</td>
<td>$17,847,758</td>
</tr>
<tr>
<td>Development and HOPE VI grants</td>
<td>$11,514,248</td>
<td>$11,260,438</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees earned from Georgia HAP Administrators, Inc.</td>
<td>$1,827,643</td>
<td>$1,833,476</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other operating revenues</td>
<td>$2,290,441</td>
<td>$3,786,412</td>
<td>$6,561,773</td>
<td>$6,437,735</td>
<td>$6,187,147</td>
<td>$3,319,654</td>
<td>$4,244,383</td>
<td>$4,055,653</td>
<td>$4,018,108</td>
<td>$14,907,374</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>$230,873,619</td>
<td>$245,929,345</td>
<td>$198,105,661</td>
<td>$199,921,336</td>
<td>$209,175,774</td>
<td>$193,425,474</td>
<td>$158,455,492</td>
<td>$146,430,378</td>
<td>$153,657,165</td>
<td></td>
</tr>
</tbody>
</table>

Operating expenses:

- Operating subsidies: $174,261,326
- General expenses: $5,251,842
- Expenses related to Georgia HAP Administrators, Inc.: $614,700

Net operating income: $11,611,915

Non-operating revenues/(expenses):

- Capital grant revenue — revitalization related: $21,981,189
- Capital asset write-off: $(23,779,910)
- Demolition and remediation expenses: $(9,017,727)
- Relocation-related expenses: $(3,054,310)
- Extraordinary sitework and maintenance: $(9,574,324)
- Grants to owner entities of mixed-income communities (UFAS): $(484,914)
- Bad debt expense: $(3,986,000)
- Valuation allowance: $(3,548,831)
- Interest expense: $(331,821)

Net non-operating revenue/(expense): $(9,574,324)

Other operating revenues: $2,290,441

Total operating expenses: $214,712,659

Net assets — beginning of year: $340,685,593

Change in net assets:

- Interest expense: $(331,821)
- Multiyear grants used for capitalized expenditures: $(25,659,745)
- Capital asset write-off: $(23,779,910)
- Demolition and remediation expenses: $(23,476,587)
- Relocation-related expenses: $(270,115)
- Extraordinary sitework and maintenance: $(2,963,072)
- Grants to owner entities of mixed-income communities (UFAS): $(484,914)
- Bad debt expense: $(3,986,000)
- Valuation allowance: $(3,548,831)
- Interest expense: $(331,821)

Net assets — end of year: $306,568,866

For the Years Ended June 30,
OPERATING REVENUE CAPACITY
### OPERATING REVENUES - unaudited

For the Years Ended June 30,

<table>
<thead>
<tr>
<th>Year</th>
<th>MTW Single Fund, Development and HOPE VI Grant Revenues</th>
<th>Tenant Dwelling Revenues</th>
<th>Other Revenues</th>
<th>Total Operating Revenues</th>
<th>Number of AHA Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Percent of Total</td>
<td>Amount</td>
<td>Percent of Total</td>
<td>Amount</td>
</tr>
<tr>
<td>2000</td>
<td>$120,902,033</td>
<td>78.7%</td>
<td>$17,847,758</td>
<td>11.6%</td>
<td>$14,907,374</td>
</tr>
<tr>
<td>2001</td>
<td>$125,541,781</td>
<td>85.7%</td>
<td>$16,870,489</td>
<td>11.5%</td>
<td>$4,018,108</td>
</tr>
<tr>
<td>2002</td>
<td>$138,152,226</td>
<td>87.2%</td>
<td>$16,247,613</td>
<td>10.3%</td>
<td>$4,055,653</td>
</tr>
<tr>
<td>2003</td>
<td>$153,332,589</td>
<td>88.4%</td>
<td>$15,848,502</td>
<td>9.1%</td>
<td>$4,244,383</td>
</tr>
<tr>
<td>2004</td>
<td>$175,552,213</td>
<td>89.6%</td>
<td>$17,054,377</td>
<td>8.7%</td>
<td>$3,319,634</td>
</tr>
<tr>
<td>2005</td>
<td>$185,380,097</td>
<td>88.6%</td>
<td>$17,608,530</td>
<td>8.4%</td>
<td>$6,187,147</td>
</tr>
<tr>
<td>2006</td>
<td>$174,000,129</td>
<td>87.0%</td>
<td>$18,405,002</td>
<td>9.2%</td>
<td>$7,516,205</td>
</tr>
<tr>
<td>2007</td>
<td>$174,261,326</td>
<td>88.0%</td>
<td>$17,282,562</td>
<td>8.7%</td>
<td>$6,561,773</td>
</tr>
<tr>
<td>2008</td>
<td>$225,836,890</td>
<td>91.8%</td>
<td>$14,472,567</td>
<td>5.9%</td>
<td>$5,619,888</td>
</tr>
<tr>
<td>2009</td>
<td>$216,808,588</td>
<td>93.9%</td>
<td>$9,946,947</td>
<td>4.3%</td>
<td>$4,118,084</td>
</tr>
</tbody>
</table>
DEBT CAPACITY
The Housing Authority of the City of Atlanta, Georgia

**LONG-TERM DEBT** - unaudited

As of June 30,

<table>
<thead>
<tr>
<th>Year</th>
<th>Mortgage notes</th>
<th>Capital leases</th>
<th>Total long-term debt</th>
<th>Capital assets, net of accumulated depreciation</th>
<th>Ratio of total long-term debt to capital assets, net</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$720,779</td>
<td>$8,398,134</td>
<td>$9,118,913</td>
<td>$178,749,272</td>
<td>5.1%</td>
</tr>
<tr>
<td>2002</td>
<td>$616,302</td>
<td>$7,846,618</td>
<td>$8,462,920</td>
<td>$183,798,946</td>
<td>4.6%</td>
</tr>
<tr>
<td>2003</td>
<td>$14,330,143</td>
<td>$3,005,358</td>
<td>$17,335,501</td>
<td>$196,666,662</td>
<td>8.8%</td>
</tr>
<tr>
<td>2004</td>
<td>$14,561,602</td>
<td>$2,119,743</td>
<td>$16,681,345</td>
<td>$188,410,049</td>
<td>8.9%</td>
</tr>
<tr>
<td>2005</td>
<td>$14,488,883</td>
<td>$1,724,531</td>
<td>$16,213,414</td>
<td>$164,713,591</td>
<td>9.8%</td>
</tr>
<tr>
<td>2006</td>
<td>$4,423,778</td>
<td>$1,315,435</td>
<td>$5,739,213</td>
<td>$151,499,170</td>
<td>3.8%</td>
</tr>
<tr>
<td>2007</td>
<td>$4,147,045</td>
<td>$892,075</td>
<td>$5,039,120</td>
<td>$144,758,303</td>
<td>3.5%</td>
</tr>
<tr>
<td>2008</td>
<td>$3,857,095</td>
<td>$453,737</td>
<td>$4,310,832</td>
<td>$130,334,865</td>
<td>3.3%</td>
</tr>
<tr>
<td>2009</td>
<td>$3,553,851</td>
<td>$-</td>
<td>$3,553,851</td>
<td>$119,322,667</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

AHA has no bond financing
DEMOGRAPHIC AND ECONOMIC INFORMATION
ATLANTA, GA MSA
SUMMARY OF ECONOMIC GROWTH 1997-2008 (post-Olympics)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Growth Rate</td>
<td>3.1%</td>
<td>3.4%</td>
<td>3.4%</td>
<td>3.6%</td>
<td>3.0%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.0%</td>
<td>3.6%</td>
<td>3.6%</td>
<td>2.9%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Labor Force(2)</td>
<td>2,712,600</td>
<td>2,523,642</td>
<td>2,243,576</td>
<td>2,257,595</td>
<td>2,422,990</td>
<td>2,469,381</td>
<td>2,460,198</td>
<td>2,486,550</td>
<td>2,591,683</td>
<td>2,604,375</td>
<td>2,729,904</td>
<td>2,714,800</td>
</tr>
<tr>
<td>Unemployment Rate(2)</td>
<td>2.7%</td>
<td>3.2%</td>
<td>3.0%</td>
<td>3.4%</td>
<td>3.7%</td>
<td>4.0%</td>
<td>4.0%</td>
<td>4.7%</td>
<td>5.2%</td>
<td>5.4%</td>
<td>4.8%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Nonagricultural Employment(2)</td>
<td>2,024,400</td>
<td>1,777,800</td>
<td>1,487,900</td>
<td>1,767,900</td>
<td>1,755,490</td>
<td>1,771,200</td>
<td>1,772,900</td>
<td>1,774,900</td>
<td>1,776,200</td>
<td>1,776,200</td>
<td>1,776,200</td>
<td>1,776,200</td>
</tr>
<tr>
<td>Annual Job Creation</td>
<td>40,700</td>
<td>91,600</td>
<td>100,200</td>
<td>61,200</td>
<td>11,700</td>
<td>42,700</td>
<td>22,500</td>
<td>30,300</td>
<td>67,900</td>
<td>67,600</td>
<td>49,700</td>
<td>20,300</td>
</tr>
<tr>
<td>Annual Growth Rate</td>
<td>2.4%</td>
<td>4.0%</td>
<td>2.7%</td>
<td>2.2%</td>
<td>0.5%</td>
<td>4.0%</td>
<td>3.1%</td>
<td>1.6%</td>
<td>4.0%</td>
<td>5.7%</td>
<td>8.5%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Total Establishments(3)</td>
<td>not available</td>
<td>10,011</td>
<td>11,091</td>
<td>11,301</td>
<td>11,701</td>
<td>11,748</td>
<td>12,599</td>
<td>12,856</td>
<td>12,111</td>
<td>13,111</td>
<td>13,164</td>
<td>13,750</td>
</tr>
<tr>
<td>Gross Domestic Product (billions)(4)</td>
<td>not available</td>
<td>not available</td>
<td>not available</td>
<td>not available</td>
<td>320.23</td>
<td>321.92</td>
<td>324.29</td>
<td>326.07</td>
<td>327.17</td>
<td>328.35</td>
<td>329.62</td>
<td>330.95</td>
</tr>
<tr>
<td>Total Personal Income (billions)(5)</td>
<td>1,373.7</td>
<td>1,374.7</td>
<td>1,375.7</td>
<td>1,376.7</td>
<td>1,377.7</td>
<td>1,378.7</td>
<td>1,379.7</td>
<td>1,380.7</td>
<td>1,381.7</td>
<td>1,382.7</td>
<td>1,383.7</td>
<td>1,384.7</td>
</tr>
<tr>
<td>Bank Deposits (billions)</td>
<td>346.2</td>
<td>343.5</td>
<td>350.5</td>
<td>353.5</td>
<td>356.5</td>
<td>359.5</td>
<td>362.5</td>
<td>365.5</td>
<td>368.5</td>
<td>371.5</td>
<td>374.5</td>
<td>377.5</td>
</tr>
<tr>
<td>Total Housing Units Authorized by Building Permits(6)</td>
<td>40,774</td>
<td>57,200</td>
<td>61,046</td>
<td>64,252</td>
<td>66,624</td>
<td>69,651</td>
<td>68,777</td>
<td>68,271</td>
<td>72,485</td>
<td>76,266</td>
<td>84,270</td>
<td>10,284</td>
</tr>
<tr>
<td>Single Family</td>
<td>30,402</td>
<td>45,700</td>
<td>48,250</td>
<td>44,250</td>
<td>46,430</td>
<td>50,150</td>
<td>50,030</td>
<td>51,390</td>
<td>52,270</td>
<td>53,950</td>
<td>56,010</td>
<td>11,800</td>
</tr>
<tr>
<td>Multi Family &amp; Apartments</td>
<td>11,392</td>
<td>11,500</td>
<td>12,771</td>
<td>12,140</td>
<td>12,514</td>
<td>12,711</td>
<td>12,711</td>
<td>12,711</td>
<td>12,711</td>
<td>12,711</td>
<td>12,711</td>
<td>7,150</td>
</tr>
<tr>
<td>Commercial Real Estate Net Absorption (million SF)(7)</td>
<td>Office</td>
<td>6.1</td>
<td>9.8</td>
<td>6.6</td>
<td>6.5</td>
<td>6.4</td>
<td>6.3</td>
<td>6.2</td>
<td>5.9</td>
<td>5.5</td>
<td>6.5</td>
<td>6.5</td>
</tr>
<tr>
<td>Industrial</td>
<td>10.3</td>
<td>9.4</td>
<td>11.5</td>
<td>12.5</td>
<td>12.6</td>
<td>12.7</td>
<td>12.8</td>
<td>12.9</td>
<td>13.0</td>
<td>13.1</td>
<td>13.2</td>
<td>13.3</td>
</tr>
<tr>
<td>Retail</td>
<td>1.3</td>
<td>2.2</td>
<td>5.1</td>
<td>4.7</td>
<td>4.6</td>
<td>4.5</td>
<td>4.4</td>
<td>4.3</td>
<td>4.2</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
</tr>
<tr>
<td>Hartfield-Jackson Atlanta International Airport(8)</td>
<td>Total Operations (takeoffs &amp; landings)</td>
<td>2,708,619</td>
<td>2,546,695</td>
<td>919,011</td>
<td>915,684</td>
<td>600,249</td>
<td>602,537</td>
<td>600,249</td>
<td>602,537</td>
<td>587,642</td>
<td>587,642</td>
<td>587,642</td>
</tr>
<tr>
<td></td>
<td>Total Freight (metric tons)</td>
<td>620,270</td>
<td>677,486</td>
<td>653,500</td>
<td>660,700</td>
<td>530,147</td>
<td>640,697</td>
<td>633,496</td>
<td>720,739</td>
<td>728,440</td>
<td>673,445</td>
<td>673,445</td>
</tr>
</tbody>
</table>

Sources:
2. 2001-2006: U.S. Census Bureau, American Community Survey.\(\text{Note: for 2001-2006, the American Community Survey is used.}\)
3. Net population gain is the difference between the change in the number of people and the change in the number of households.
4. Gross Domestic Product is the sum of value added by all industries plus taxes on products less subsidies for products.
5. Total personal income is the sum of wage and salary income, proprietors' income, rental income, and other income.
6. Total housing units authorized by building permits includes both new and existing units.
7. Commercial real estate includes office, retail, and industrial space.
8. International operations include all international flights, both domestic and foreign.

Updated by Research Department 05/24/08
FY 2010 MTW ANNUAL REPORT RESOLUTION & CERTIFICATIONS

- Certification to the US Department of Housing and Urban Development ("HUD") Regarding the Housing Authority of the City of Atlanta, Georgia’s FY 2010 Moving to Work Annual Report
- Secretary’s Certificate
- Exhibit 1: Resolution
- Exhibit 2A: MTW Program Benchmarks-Measurable Outcomes
- Exhibit 2B: Minimum Rent Policy Impact Analysis & Elderly Income Disregard Policy
- Exhibit 2C: Rent Simplification Subsidy Policy Study
CERTIFICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT ("HUD") REGARDING THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA'S FY 2010 MOVING TO WORK ANNUAL REPORT

On behalf of The Housing Authority of the City of Atlanta, Georgia ("AHA"), and in accordance with AHA's Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (the "MTW Agreement"), I hereby certify the following:

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

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

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

4. AHA's FY 2010 Moving to Work Annual Report meets the substantive information reporting requirements of the Paperwork Reduction Act for the MTW Demonstration Program and HUD Form 50900 (OMB Control Number 2577-0216).

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

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

BY: ____________________________

Name: Renée Lewis Glover
Title: President and CEO
Date: September 2, 2010
SECRETARY’S CERTIFICATE

I, RENÉE LEWIS GLOVER, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia (“AHA”). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.

2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AHA to submit its Fiscal Year 2010 Moving To Work (MTW) Annual Report to the United States Department of Housing and Urban Development in accordance with AHA’s Amended and Restated MTW Agreement, and other related matters.

3. This resolution was presented to the AHA Board of Commissioners (the “Board”) at its Regular Meeting on September 21, 2010 (the “Meeting”).

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

   Cecil Philips, Chair
   Justine Boyd, Vice Chair
   Margarette Paulyne Morgan White
   Daniel Halpern
   Wayne Jones
   Yvonne Yancy
   James Allen, Jr.

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

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 21st day of September, 2010.

RENNÉE LEWIS GLOVER,
Secretary
EXHIBIT 1

RESOLUTION ADOPTED AT THE REGULAR MEETING
OF THE BOARD OF COMMISSIONERS HELD ON
TUESDAY, SEPTEMBER 21, 2010

RESOLUTION

WHEREAS, The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving To Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving To Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) with the United States Department of Housing and Urban Development (HUD);

WHEREAS, the Amended and Restated MTW Agreement amended and restated AHA’s initial MTW Agreement, dated September 23, 2003 and effective as of July 1, 2003 and is effective through June 30, 2018, unless further extended;

WHEREAS, the Amended and Restated MTW Agreement may be extended for additional ten year terms, with HUD’s consent, provided AHA is in compliance with certain agreed conditions;

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

WHEREAS, the Fiscal Year (FY) 2010 MTW Annual Report must be submitted to HUD by September 30, 2010;

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

WHEREAS, this information includes: households served, occupancy policies, changes in housing stock, sources and amounts of funding, uses of funds, capital planning, management information for the Housing Choice Program and management information for public housing-assisted units, including occupancy rates, rent collections, work order management, inspections, security and resident programs;

WHEREAS, additionally, AHA’s Amended and Restated MTW Agreement includes performance benchmarks designed to evaluate AHA’s performance during the term of the Amended and Restated MTW Agreement;

WHEREAS, AHA’s performance against the benchmarks is summarized in Exhibit EO-1-A;

WHEREAS, AHA’s Amended and Restated MTW Agreement also requires AHA to conduct an annual reevaluation of the impact of its rent policy changes; and
WHEREAS, AHA’s FY 2010 rent impact analysis is attached hereto as Exhibit EO-1-B.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA (AHA) that AHA’s Fiscal Year (FY) 2010 Moving To Work (MTW) Annual Report is hereby approved. Further, the President and Chief Executive Officer is authorized to submit AHA’s FY 2010 MTW Annual Report and such other required documents, certifications or forms to the United States Department of Housing and Urban Development (HUD) with such changes, additions or corrections as she shall deem necessary or appropriate or as may be required by HUD without further vote or approval of this Board. Further, the Chair of the Board of Commissioners and the President and Chief Executive Officer are hereby authorized to execute any required documents, certifications or HUD forms related to the approval and filing of AHA’s FY 2010 MTW Annual Report.
## FY 2010 MTW PROGRAM BENCHMARKS – MEASURABLE OUTCOMES

<table>
<thead>
<tr>
<th>Performance Measure Definition</th>
<th>Baseline</th>
<th>FY 2010 Target</th>
<th>FY 2010 Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Rents Uncollected</td>
<td>2%</td>
<td>≤2%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Public Housing Program (See Note A.)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><em>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.</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy Rate</td>
<td>98%</td>
<td>≥98%</td>
<td>99%</td>
</tr>
<tr>
<td><em>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.</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Work Orders Completed or Abated in &lt;24 Hours</td>
<td>99%</td>
<td>≥99%</td>
<td>100%</td>
</tr>
<tr>
<td><em>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.”)</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Routine Work Orders Completed in ≤ 7 Days</td>
<td>5 Days</td>
<td>100% (≤7 Days)</td>
<td>100% (avg = 1.8 Days)</td>
</tr>
<tr>
<td><em>The average number of days that all non-emergency work orders will be active during the FY shall be less than or equal to 7 days.</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Planned Inspections Completed</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><em>The percentage of all occupied units and common areas that are inspected during the FY shall be greater than or equal to the target benchmark.</em></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## FY 2010 MTW PROGRAM BENCHMARKS – MEASURABLE OUTCOMES

<table>
<thead>
<tr>
<th>Performance Measure Definition</th>
<th>Baseline</th>
<th>FY 2010 Target</th>
<th>FY 2010 Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Choice Program (Section 8)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Budget Utilization Rate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The expenditure of FY Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities will be greater than or equal to the target benchmark of 98%. <em>(See Note D.)</em></td>
<td>98%</td>
<td>&gt;98%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>% Planned Annual Inspections Completed</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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. <em>(See Note E.)</em></td>
<td>98%</td>
<td>&gt;98%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Quality Control Inspections</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>&gt;1.4%</td>
<td>&gt;1.4%</td>
<td>3%</td>
</tr>
<tr>
<td><strong>Community and Supportive Services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Resident Homeownership</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The number of Public Housing residents or Housing Choice Voucher participants, and other income eligible families who close 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. <em>(See Note F.)</em></td>
<td>6</td>
<td>120</td>
<td>43</td>
</tr>
</tbody>
</table>
## FY 2010 MTW PROGRAM BENCHMARKS – MEASURABLE OUTCOMES

<table>
<thead>
<tr>
<th>Performance Measure Definition</th>
<th>Baseline</th>
<th>FY 2010 Target</th>
<th>FY 2010 Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community and Supportive Services - continued</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Household Work / Program Compliance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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 FY shall be greater than or equal to the target benchmark. <em>(See Note G.)</em></td>
<td>N/A</td>
<td>75%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Finance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Based Financing Closings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The annual number of projects to which AHA will commit project-based rental assistance* and/or make an investment of MTW funds <em>(See Note H.)</em></td>
<td>N/A</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>*Formerly referred to as Project Based Vouchers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment Deals Involving MTW Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The annual number of mixed-income communities owned by private entities where AHA committed project based rental assistance* to promote or support the development or rehabilitation of housing units, a percentage of which are affordable to low-income families. <em>(See Note I.)</em></td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>*Formerly referred to as Project Based Vouchers</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EXHIBIT EO-1-A

FY 2010 MTW PROGRAM BENCHMARKS – MEASURABLE OUTCOMES

MANAGEMENT NOTES:

A. Public Housing Program - General. Information for the Public Housing Program includes information for both AHA-Owned public housing communities and the public housing assisted units at AHA-sponsored mixed-income communities (“Signature Properties”).

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

B. Public Housing Program – Occupancy Rates. Available Units: Units that are defined as dwelling units (occupied or vacant) under AHA’s Annual Contributions Contract), that are available for occupancy, after adjusting for four categories of exclusions:

1. Units Approved For Non-Dwelling Use: These are units that are HUD-approved for non-dwelling status for the use in the provision of social services, charitable purposes, public safety activities, and resident services, or used in the support of economic self-sufficiency and anti-drug activities.

2. Employee Occupied Units: These are units that are occupied by employees, who are needed at the site, rather than the occupancy being subject to the normal resident selection process.

3. Vacant Units Approved For Deprogramming: These are units that are HUD-approved for demolition/disposition.

4. Temporarily Off-Line Units: These are units undergoing modernization and/or major rehabilitation.
C. Public Housing Program - % Planned Inspections Completed. Units exempted from the calculation for this purpose include the following:

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

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

E. % Planned Annual Inspections Completed. This percentage reflects inspections completed on tenant-based Section 8 units under AHA’s Housing Choice Program and Project Based Rental Assisted-units. The PBRA-assisted units are inspected at least annually in accordance with the PBRA Agreement between AHA and the private owners of the properties.
F. **Resident Homeownership.** During FY 2010, AHA experienced the effects of the downturn in housing sales consistent with national trends. AHA’s homeownership program benchmark target was impacted by tightened financial markets, the availability of credit for mortgage loans, and spikes in unemployment rates which reduced the pool of eligible buyers. Additionally, during FY 2010, AHA’s Housing Choice Homeownership program was suspended in order to restructure program policies, procedures and participant requirements, resulting in a limited processing period and reduced participation. Despite these factors, 43 AHA-assisted households were still able to close on home purchases through various programs. This represents a substantial achievement given the economic times. AHA will continue connecting interested and qualified participants to homebuyer readiness training and programs, in collaboration with experienced housing counseling agencies, for families interested in achieving the goal of homeownership.

**Community and Supportive Services – Household Work / Program Compliance.** AHA’s family work/program compliance benchmark dropped from 62 percent in FY 2009 to 56 percent in FY 2010. However, 42 percent of AHA-assisted households that did not meet the Work/Program Compliance Requirement were either in a single educational program, training, and/or employed for less than 30 hours per week. AHA recognizes that these specific households were actively “moving to work,” however, fell short of the traditional compliance definition (see page H - 12). Therefore, AHA classified these households under deferment status in FY 2010. As a direct result of AHA’s families’ far-reaching effort to meet the Work / Program Requirement, this policy has positively impacted 98 percent of assisted households (including a combination of households in compliant and deferred status). Almost 100 percent of AHA-assisted families are on the road towards self-sufficiency as they continue to improve their skill sets and income earning potential through education, training and on-the job experience gained.

*Figure 1* illustrates rising unemployment trends from January 2008 to August 2010 for Georgia, the Atlanta Metro region, and the City of Atlanta, which have been consistently higher than the national unemployment rates. By the end of FY 2010, the US unemployment rate peaked at 9.5 percent, while Georgia’s unemployment rate (10 percent) exceeded the national rate, peaking in the double digits: the City of Atlanta – 11.4 percent; and Atlanta Metro region – 10.3 percent. The steady rise in unemployment has contributed to the decline in AHA’s family work/program compliance benchmark.
Deferment implies that termination of assistance is “deferred” for a specified period of time and allows an opportunity for AHA and its human service providers to examine families’ personal circumstances and provide more intensive assistance to connect these households with adequate resources that will assist them in becoming fully compliant with AHA’s compliance definition. Examples of prevailing circumstances by which a deferment may be offered:

1. At least one target household member is working full-time at 30 or more hours per week, but the remaining target household members are not compliant. (See below for compliance definition.)

2. All target household members are working, but not at the full-time equivalent of 30 or more hours.

3. All target household members are attending training or school full-time and there is no target household member working full-time.

4. A target household member is self-employed and working full-time, but not earning a gross income amount equivalent to the income earned working full-time at the federally mandated minimum wage rate.

5. A target household member was working full-time and recently became unemployed through no fault of his/her own or available work hours were reduced.
Appendix H - FY 2010 MTW Annual Report Certifications and Resolution

EXHIBIT EO-1-A

FY 2010 MTW PROGRAM BENCHMARKS – MEASURABLE OUTCOMES

6. A target household member is temporarily disabled or experiencing a verified short-term disability.

7. A target household member, who is not disabled, is not able to maintain a job due to physical or mental health issues.

8. A target household member not employed because he or she is a caregiver for a household member who has a disability.

9. A target household is impacted by AHA Quality of Life-related relocation.

*All of the non-compliant households relocating under Phase I of AHA’s Quality of Life Initiative (QLI) were placed in deferment status for a year to allow time for these households to transition and get settled in their new living environments. Additionally, AHA is sensitive to the effects of the downturn in the economy and high unemployment rates, and proactively works with families, through its human development service providers to make sure the housing subsidy is not terminated when families experience circumstances beyond their control.

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

The following Household Compliance requirements were implemented in the following Phases:

- **PHASE I: By 12/31/05**: At least 1 target adult in the household is required to be work/program compliant

- **PHASE II: By 6/30/06 and thereafter**: At least 1 target adult in the household is required to be working full-time and all other adults in the household to be either work or program compliant

<table>
<thead>
<tr>
<th>CATALYST Compliance Meanings</th>
<th>Full-time Worker</th>
<th>Employed for 30 or more hours per week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in an approved program</td>
<td>• attending an accredited school as a &quot;full-time&quot; student</td>
<td>• attending an accredited school as a &quot;full-time&quot; student</td>
</tr>
<tr>
<td></td>
<td>• participating in an approved &quot;full-time&quot; training program</td>
<td>• participating in an approved &quot;full-time&quot; training program</td>
</tr>
<tr>
<td></td>
<td>• attending an accredited school as a &quot;part-time&quot; student AND successfully participating in an approved &quot;part-time&quot; training program</td>
<td>• attending an accredited school as a &quot;part-time&quot; student AND successfully participating in an approved &quot;part-time&quot; training program</td>
</tr>
<tr>
<td>Part-time Job and Part-time Program Participant</td>
<td>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program</td>
<td>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program</td>
</tr>
<tr>
<td></td>
<td>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program</td>
<td>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program</td>
</tr>
<tr>
<td></td>
<td>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a &quot;part-time&quot; student</td>
<td>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a &quot;part-time&quot; student</td>
</tr>
</tbody>
</table>
G. Project Based Financing Closings - Finance. During FY 2010, AHA was unable to meet its Project Based Financing Closings target goal due to inclement economic conditions influencing housing transactions at the national and local levels. This benchmark is further clarified with measuring AHA’s progress in facilitating the creation of healthy mixed-income communities owned by private entities by committing project-based rental assistance and/or investing MTW funds to promote or support the development or rehabilitation of housing units that are affordable to low-income families.

H. Investment Deals Involving MTW Funds – Finance. This benchmark is further clarified to align with a measure of AHA’s progress in facilitating the creation of mixed-income communities owned by private entities by committing project-based rental assistance and/or investing MTW funds to promote or support the development or rehabilitation of housing units that are affordable to low-income families.
EXHIBIT EO-1-B

MINIMUM RENT POLICY IMPACT ANALYSIS

PART I

HOUSEHOLDS IN UNITS FUNDED UNDER SECTION 9 OF THE HOUSING ACT OF 1937, AS AMENDED:

100% of the rental units in AHA-Owned Residential Properties and a portion, generally 40%, of the rental units in AHA-Sponsored Mixed Income, Mixed-Finance Communities (*See Note below) are funded with operating subsidies under Section 9 of the 1937 Housing Act, as amended. AHA’s Minimum Rent Policy for these communities is outlined below.

Part III, Article One, Paragraphs 9-10, Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments - Rev.5

1. Residents paying an Income Adjusted Rent must pay a minimum rent of $125, or such lesser or greater amount as Atlanta Housing Authority may set from time to time.
2. The minimum rent requirement does not apply to resident households in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.

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

IMPACT ANALYSIS:

Chart 1 compares the FY 2009 and the FY 2010 rents paid by the households residing in AHA-owned Communities. The analysis excludes Elderly and Disabled households exempted under the Minimum Rent Policy.

In FY 2009, 91% or 195 of the resident households paid rents greater than the Minimum Rent. Another 9.3% or 19 paid rents at the $125 Minimum Rent level. Additionally, 0.5% or 1 household of all resident households paid less than the Minimum Rent under approved hardship exemptions.

In FY 2010, 95% or 94 of the resident households paid rents greater than the Minimum Rent. Another 5.1% or 5 were paying rent at the $125 Minimum Rent level. Additionally, less than 0.00% or 0 households of all resident households were paying less than the Minimum Rent under approved hardship exemptions. (Due to the relocation of households under the Quality of Life Initiative, the number of households residing in AHA-owned Communities was reduced by 83.6% or 1,106 households between FY 2008 and FY 2009. The numbers of households were further reduced by 48% or 116 households between FY 2009 and FY 2010.

PART II

HOUSEHOLDS RECEIVING SUBSIDY UNDER SECTION 8 OF THE HOUSING ACT OF 1937, AS AMENDED:

Rental assistance to households in the Housing Choice Tenant-Based Program and Project Based Rental Assistance Communities (*See Note above) are covered under Section 8 of the 1937 Housing Act, as amended. AHA’s Minimum Rent Policy for households receiving rental assistance is outlined below.

Part IV, Article Four, Statement of Policies Governing the Housing Choice Tenant-Based Program – Rev. 8

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

IMPACT ANALYSIS:

Chart 2 compares the FY 2009 and the FY 2010 tenant rents paid by Housing Choice Tenant-Based Program households. The analysis excludes Elderly and Disabled households exempted under the Minimum Rent Policy.

In FY 2009, 81% or 5,862 of Housing Choice households paid rents greater than the Minimum Rent. Another 19% or 1,410 paid rents at the $125 Minimum Rent level. Additionally, 0.2% or 11 households of all households paid less than the Minimum Rent under approved hardship exemptions.

In FY 2010, 79.5% or 5,721 of Housing Choice households paid rents greater than the Minimum Rent. Another 20.3% or 1,456 paid rent at the $125 Minimum Rent level. Additionally, 0.1% or 9 households of all households were paying less than the Minimum Rent under approved hardship exemptions.

IMPACT ANALYSIS CONCLUSION

The Minimum Rent Policy does not have a negative impact on assisted families because, by and large, assisted households are able to pay at or above Minimum Rent of $125.
EXHIBIT EO-1-B Chart 1 - Minimum Rent Policy Impact Analysis
Households in Section 9 Operating Subsidy Funded Units
AHA-Owned Residential Properties

FY 2010

<table>
<thead>
<tr>
<th>Rent Amount</th>
<th>&lt; $125</th>
<th>125</th>
<th>$126 - $200</th>
<th>$201 - $300</th>
<th>$301 - $400</th>
<th>$401 - $500</th>
<th>$501 - $600</th>
<th>$601 - $700</th>
<th>$701+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Households</td>
<td>0</td>
<td>5</td>
<td>8</td>
<td>30</td>
<td>23</td>
<td>18</td>
<td>5</td>
<td>7</td>
<td>3</td>
<td>99</td>
</tr>
<tr>
<td>%</td>
<td>0.0%</td>
<td>5.1%</td>
<td>8.1%</td>
<td>30.3%</td>
<td>23.2%</td>
<td>18.2%</td>
<td>5.1%</td>
<td>7.1%</td>
<td>3.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

FY 2009

<table>
<thead>
<tr>
<th>Rent Amount</th>
<th>&lt; $125</th>
<th>125</th>
<th>$126 - $200</th>
<th>$201 - $300</th>
<th>$301 - $400</th>
<th>$401 - $500</th>
<th>$501 - $600</th>
<th>$601 - $700</th>
<th>$701+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Households</td>
<td>1</td>
<td>19</td>
<td>18</td>
<td>78</td>
<td>50</td>
<td>29</td>
<td>16</td>
<td>2</td>
<td>2</td>
<td>215</td>
</tr>
<tr>
<td>%</td>
<td>0.5%</td>
<td>8.8%</td>
<td>8.4%</td>
<td>36.3%</td>
<td>23.3%</td>
<td>13.5%</td>
<td>7.4%</td>
<td>0.9%</td>
<td>0.9%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
## EXHIBIT EO-1-B Chart 2 - Minimum Rent Policy Impact Analysis
### Households Receiving Section 8 Subsidy
#### Housing Choice Tenant-Based Program

### FY 2010

<table>
<thead>
<tr>
<th>Rent Amount</th>
<th>&lt; $125</th>
<th>125</th>
<th>$126 - $200</th>
<th>$201 - $300</th>
<th>$301 - $400</th>
<th>$401 - $500</th>
<th>$501 - $600</th>
<th>$601 - $700</th>
<th>$701+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Households</td>
<td>9</td>
<td>1,456</td>
<td>811</td>
<td>1,472</td>
<td>1,226</td>
<td>878</td>
<td>583</td>
<td>355</td>
<td>396</td>
<td>7,186</td>
</tr>
<tr>
<td>%</td>
<td>0.1%</td>
<td>20.3%</td>
<td>11.3%</td>
<td>20.5%</td>
<td>17.1%</td>
<td>12.2%</td>
<td>8.1%</td>
<td>4.9%</td>
<td>5.5%</td>
<td>100%</td>
</tr>
</tbody>
</table>

### FY 2009

<table>
<thead>
<tr>
<th>Rent Amount</th>
<th>&lt; $125</th>
<th>125</th>
<th>$126 - $200</th>
<th>$201 - $300</th>
<th>$301 - $400</th>
<th>$401 - $500</th>
<th>$501 - $600</th>
<th>$601 - $700</th>
<th>$701+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Households</td>
<td>11</td>
<td>1,410</td>
<td>756</td>
<td>1,444</td>
<td>1,293</td>
<td>919</td>
<td>667</td>
<td>385</td>
<td>398</td>
<td>7,283</td>
</tr>
<tr>
<td>%</td>
<td>0.2%</td>
<td>19.4%</td>
<td>10.4%</td>
<td>19.8%</td>
<td>17.8%</td>
<td>12.6%</td>
<td>9.2%</td>
<td>5.3%</td>
<td>5.5%</td>
<td>100%</td>
</tr>
</tbody>
</table>
PART I

SECTION 9 ELDERLY INCOME DISREGARD POLICY:

Part III, Article One, Paragraph 11 of the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments – Rev. 5 outlines this policy:

Under the Elderly Income Disregard policy, if an Elderly Resident, whose sole source of income is Social Security, SSI, and/or other fixed annuity pension and retirement plan income (Annual Fixed Income), becomes employed on a temporary, part-time, or other limited basis which does not result in the discontinuance of the Elderly Resident’s Annual Fixed Income, the Elderly Resident’s employment income will not be utilized in calculating annual income, and will be permanently disregarded thereafter.

IMPACT ANALYSIS: The Elderly Income Disregard Policy does not have a negative impact on Elderly households assisted in AHA-owned Public Housing Communities or AHA-sponsored mixed-income Signature Communities that receive public housing operating subsidy. As illustrated in the chart below of all Elderly households residing in AHA-owned Public Housing Communities only 0.7% (8 households) are subject to the policy. Similarly, for public housing assisted Elderly households in AHA-sponsored mixed income communities, 1.9% (8 households) are subject to the policy in Section 9. and 2.7% (53 households) are subject to the policy in Project Based Rental Assistance (PBRA). AHA concludes there is no negative impact because a substantial majority of the Elderly households receiving a fixed income or employment income only are not subject to the policy.

PART II

HOUSING CHOICE ELDERLY INCOME DISREGARD POLICY:

Part IV, Article Five of the Statement of Policies Governing the Housing Choice Tenant-Based Program - Rev. 8 outlines this policy:

Atlanta Housing Authority has created an Elderly Income Disregard program. If an Elderly participant, whose sole source of income is Social Security, SSI, or other fixed annuity pension and retirement plan income (Annual Fixed Income), becomes employed on a temporary, part-time, or other limited basis which does not result in the discontinuance of the Elderly participant’s Annual Fixed Income, the Elderly participant’s employment income will not be utilized in calculating annual income, and will be permanently disregarded thereafter. Such Elderly participants will still be expected to pay the Income Adjusted Rent based on the Annual Fixed Income and any adjustments to the Annual Fixed Income.

Part XV of the Statement of Policies Governing the Housing Choice Tenant-Based Program provides the policy direction for Project Based Rental Assistance (PBRA). Under PBRA, all program activities are administered at the property level by the owner entity’s professional management agent. Although PBRA is administered independent of and separate from the Housing Choice Tenant-Based Program, the Elderly Income Disregard policy as stated above is applicable to PBRA Elderly households.

IMPACT ANALYSIS: The Elderly Income Disregard Policy does not have a negative impact on Elderly households assisted in AHA’s Housing Choice Tenant-Based program or PBRA programs. As illustrated in the chart below, only 2.7% or 35 households in the Housing Choice Tenant-Based Program and 2.7% (53 households) were subject to the policy. AHA concludes there is no negative impact because a substantial majority of the Elderly households on fixed income or employment income only are not subject to the policy.

IMPACT ANALYSIS CONCLUSION

Overall, as the chart illustrates, the Elderly Income Disregard rent policy has a positive impact because the rent policy reduces the Total Tenant Payment of assisted households by disregarding the employment income of elderly household members whose Social Security, SSI and/or other familiar fixed income received from a verified plan would not be affected by the employment income. Due to the policy, on a weighted average basis, 89 elderly household members receive a net positive benefit of an average reduction in Total Tenant Payment of $189.
EXHIBIT EO-1-B
ANALYSIS OF ELDERLY INCOME RENT POLICY
IMPACT ON TOTAL TENANT PAYMENT (TTP)

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>N</th>
<th>N</th>
<th>%</th>
<th>Average TTP</th>
<th>N</th>
<th>%</th>
<th>Average TTP</th>
<th>N</th>
<th>%</th>
<th>Average TTP WITHOUT Disregard</th>
<th>Average TTP WITH Disregard</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA-Owned Communities</td>
<td>1,098</td>
<td>1,078</td>
<td>98.2%</td>
<td>$228</td>
<td>12</td>
<td>1.1%</td>
<td>$355</td>
<td>8</td>
<td>0.7%</td>
<td>$631</td>
<td>$298</td>
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<tr>
<td>Mixed Income Communities with Section 9²</td>
<td>421</td>
<td>393</td>
<td>93.3%</td>
<td>$162</td>
<td>20</td>
<td>4.8%</td>
<td>$258</td>
<td>8</td>
<td>1.9%</td>
<td>$381</td>
<td>$102</td>
</tr>
<tr>
<td>Mixed Income Communities with PBRA³</td>
<td>1,932</td>
<td>1,851</td>
<td>95.8%</td>
<td>$136</td>
<td>28</td>
<td>1.5%</td>
<td>$242</td>
<td>53</td>
<td>2.7%</td>
<td>$296</td>
<td>$107</td>
</tr>
<tr>
<td>Housing Choice Voucher Program</td>
<td>893</td>
<td>833</td>
<td>93.3%</td>
<td>$243</td>
<td>25</td>
<td>2.8%</td>
<td>$300</td>
<td>35</td>
<td>3.9%</td>
<td>$347</td>
<td>$211</td>
</tr>
<tr>
<td>SUMMARY⁴</td>
<td>4,344</td>
<td>4,155</td>
<td>95.7%</td>
<td>$184</td>
<td>85</td>
<td>1.9%</td>
<td>$279</td>
<td>104</td>
<td>2.4%</td>
<td>$345</td>
<td>$156</td>
</tr>
</tbody>
</table>

1. Total Tenant Payment is the assisted household’s share of the rent and utilities before any adjustment for utility allowances.
2. Section 9 means operating subsidy under Section 9 of the 1937 Housing Act, as amended.
3. PBRA means Project Based Rental Assistance.
4. TTPs are calculated as weighted averages.
EXHIBIT EO-1-B

IMPACT ANALYSIS OF RENT SIMPLIFICATION

AHA’s enterprise-wide Rent Simplification Policy sets forth the following:

STANDARD INCOME DEDUCTIONS AND ASSET DETERMINATIONS: Atlanta Housing Authority, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating annual income. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating annual income. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets.

Prior to implementation of the Rent Simplification Policy, AHA determined that across all programs, including Housing Choice Tenant-Based Vouchers, Project Based Rental Assistance, AHA-Owned Residential Properties and AHA-Sponsored Mixed-Income, Mixed-Finance Communities, approximately 80% to 85% of assisted families were not claiming “other deductions” relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses.

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

The implementation of the Standard Income Deductions under the Rent Simplification Policy is based on an appeals process that allows families to file for hardships. Based on the chart below, the number of hardship requests for rent reduction has been very minimal. Only 6 assisted households or less 0.1% of the total number of 17,338 assisted households submitted hardship requests as a result of the policy.

COMPARISON OF NUMBER OF HARDSHIP REQUESTS TO NUMBER OF HOUSEHOLDS BENEFITING FROM AHA’S STANDARD INCOME DEDUCTIONS

<table>
<thead>
<tr>
<th></th>
<th>ELDERLY/DISABLED DEDUCTION</th>
<th>DEPENDENT DEDUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households</td>
<td>Housing Choice</td>
<td>Public Housing</td>
</tr>
<tr>
<td>Total Number</td>
<td>2,080</td>
<td>1,817</td>
</tr>
<tr>
<td>Number with Hardship Requests</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

IMPACT ANALYSIS CONCLUSION

The Rent Simplification Policy has a net positive impact and provides financial support for the preponderance of AHA-assisted families when compared to the previous policy that only benefitted approximately 15% to 20% of all households. The policy also provides an opportunity for AHA-assisted families to file an appeal for hardship, if required. As shown above very few families filed a hardship request as a result of the policy. The implementation of Standard Income Deductions is an effective method of providing assisted households with relief while, at the same time, streamlining the administrative processes of AHA and its partners and improving accuracy, consistency, and operating efficiencies in the calculation of adjusted incomes.
HOUSING OPPORTUNITIES CHARTS

- Housing Stock Information
- Leasing Information
- Waiting List Information
Appendix I: Housing Opportunities Charts

A. Housing Stock Information:

A1. Public Housing Assisted (PHA) Units\(^1\) - at Fiscal Year-End 2010

<table>
<thead>
<tr>
<th>Community Type</th>
<th>Family</th>
<th>Senior</th>
<th>Special Needs</th>
<th>Total PH units by Community Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA-Owned Communities</td>
<td>2,773</td>
<td>2,832</td>
<td>-</td>
<td>5,605</td>
</tr>
<tr>
<td>Mixed-Income</td>
<td>2,106</td>
<td>168</td>
<td>26</td>
<td>2,300</td>
</tr>
<tr>
<td><strong>Total PH units</strong></td>
<td>4,879</td>
<td>3,000</td>
<td>26</td>
<td></td>
</tr>
</tbody>
</table>

*Public Housing Assisted Units Grand Total: 7,905*

1. Total Units include units that are still in HUD’s PIH Information Center (PIC) system for the vacant properties Graves Annex Highrise and Englewood Manor. See table below for PIC unit breakdown.

A1. Public Housing (PHA) Units continued

<table>
<thead>
<tr>
<th>Property Name</th>
<th>Units in PIC</th>
<th>Units in Active Demolition or Demolition Closeout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cosby Spear Highrise</td>
<td>282</td>
<td>-</td>
</tr>
<tr>
<td>Georgia Avenue Highrise</td>
<td>81</td>
<td>-</td>
</tr>
<tr>
<td>East Lake Highrise</td>
<td>150</td>
<td>-</td>
</tr>
<tr>
<td>Juniper and Tenth Highrise</td>
<td>150</td>
<td>-</td>
</tr>
<tr>
<td>Westminster</td>
<td>32</td>
<td>-</td>
</tr>
<tr>
<td>Peachtree Road Highrise</td>
<td>197</td>
<td>-</td>
</tr>
<tr>
<td>Cheshire Bridge Road Highrise</td>
<td>162</td>
<td>-</td>
</tr>
<tr>
<td>Piedmont Road Highrise</td>
<td>209</td>
<td>-</td>
</tr>
<tr>
<td>Marian Road Highrise</td>
<td>240</td>
<td>-</td>
</tr>
<tr>
<td>Hightower Manor Highrise</td>
<td>130</td>
<td>-</td>
</tr>
<tr>
<td>Barge Road Highrise</td>
<td>130</td>
<td>-</td>
</tr>
<tr>
<td>Martin Street Plaza</td>
<td>60</td>
<td>-</td>
</tr>
<tr>
<td>Marietta Road Highrise</td>
<td>130</td>
<td>-</td>
</tr>
<tr>
<td>U-Rescue</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Jonesboro South</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Jonesboro North</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Antoine Graves</td>
<td>210</td>
<td>210</td>
</tr>
<tr>
<td>Graves Annex</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>University Homes</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Bowen Homes</td>
<td>650</td>
<td>650</td>
</tr>
<tr>
<td>Palmer House Highrise</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>MLK</td>
<td>154</td>
<td>154</td>
</tr>
<tr>
<td>Thomasville Heights</td>
<td>350</td>
<td>350</td>
</tr>
<tr>
<td>Hollywood Courts</td>
<td>202</td>
<td>202</td>
</tr>
<tr>
<td>Englewood Manor</td>
<td>320</td>
<td>320</td>
</tr>
<tr>
<td>Roosevelt House Highrise</td>
<td>257</td>
<td>257</td>
</tr>
<tr>
<td>Bankhead Courts</td>
<td>386</td>
<td>386</td>
</tr>
<tr>
<td>Herndon Homes</td>
<td>273</td>
<td>273</td>
</tr>
</tbody>
</table>

**Unit Totals**  
**Total Once Demolition is Complete**
Appendix I: Housing Opportunities Charts

A. Housing Stock Information: continued

A2. AHA’s Significant FY 2010 Capital Expenditures\(^1\) by development (>30% of the Agency's total budgeted capital expenditures for the fiscal year).

During FY 2010, AHA expended $10.1 million of Capital Funds on capital projects at AHA-Owned Communities. The majority of these funds were spent on demolition of the following properties:

<table>
<thead>
<tr>
<th>Properties</th>
<th>Capital Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bankhead Courts</td>
<td>$2.4 M</td>
</tr>
<tr>
<td>Bowen Homes</td>
<td>$3.8 M</td>
</tr>
<tr>
<td>Thomasville Heights</td>
<td>$2.2 M</td>
</tr>
<tr>
<td>Herndon Homes ((\text{Demo Design}))</td>
<td>$0.2 M</td>
</tr>
<tr>
<td>Hollywood Courts ((\text{Demo Design}))</td>
<td>$0.2 M</td>
</tr>
</tbody>
</table>

Approximately, one million dollars ($0.9 million) of Capital Funds were expended on life safety upgrades spread out among the following properties:

Barge Road Highrise
Hightower Manor Highrise
Juniper and Tenth Highrise
Marietta Road Highrise

During FY 2010, AHA also implemented projects with ARRA funds. $1.1 million of ARRA funds were expended on the demolition of Herndon Homes and Hollywood Courts. AHA spent $2.6 million on design and building condition assessments in preparation for the ARRA renovation projects. Construction on the ARRA renovation projects will be completed in FY 2011.

A3. Number of any new PHA units added during the year by development.

During FY 2010, 131 public housing units in four mixed-income, mixed financed developments were added to AHA’s inventory in HUD’s PIC system. The details for these units are provided below.

<table>
<thead>
<tr>
<th>Property</th>
<th>1 Bedroom</th>
<th>2 Bedrooms</th>
<th>3 Bedrooms</th>
<th>Total Bedrooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanicsville Crossing</td>
<td>7</td>
<td>41</td>
<td>20</td>
<td>68</td>
</tr>
<tr>
<td>Mechanicsville Station</td>
<td>7</td>
<td>38</td>
<td>18</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total Added</strong></td>
<td><strong>14</strong></td>
<td><strong>79</strong></td>
<td><strong>38</strong></td>
<td><strong>131</strong></td>
</tr>
</tbody>
</table>

A4. Number of PHA units removed from the inventory during the year by development specifying the reason for the removal.

During FY 2010, 320 public housing units were removed from AHA’s inventory in HUD’s PIH Information Center (PIC) system. The details for these units are provided below (A4. Chart). Demolition is complete at Englewood and Antoine Graves Annex and as of July 15, 2010, AHA requested removal of these properties from PIC. Demolition is complete and AHA is finalizing the closeout of Antoine Graves, University and MLK Highrise and Thomasville. Once the closeout of the demolition contract is complete and the last payment is made, AHA will request removal of these properties from PIC.
Appendix I: Housing Opportunities Charts

A. Housing Stock Information: continued

A4. FY 2010 Public Housing (PH) Units Removed from Inventory (out of PIC) by Development - continued

<table>
<thead>
<tr>
<th>Property</th>
<th>PH Units Removed</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>U-Rescue</td>
<td>70</td>
<td>Each property was demolished as part of AHA’s Quality of Life Initiative (QLI).</td>
</tr>
<tr>
<td>Jonesboro South</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>Jonesboro North</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

*Total Units Removed: 320*

A5. Number of MTW HCV authorized at the end of the Plan Year

As of June 30, 2010, AHA had 18,084 MTW HCV authorized at the end of the year. This represents an increase of 1,743 vouchers. This increase occurred as QLI-related relocation vouchers increments were rolled into the MTW Voucher inventory on the one-year anniversary of each increment. Details of the non-MTW inventory follow.

A6. Number of Non-MTW HCV authorized at the end of the Plan Year

As of June 30, 2010, AHA had 1,151 non-MTW vouchers. This represents a decrease of 1,137 tenant protection vouchers from June 30, 2009. This reduction occurred as QLI-related relocation vouchers increments were rolled into the MTW Voucher inventory on the one-year anniversary of each increment. This reduction was offset by the receipt of additional relocation vouchers during FY2010.

*Permanent Non-MTW Vouchers:* AHA has 525 non-MTW vouchers that will not be converted to MTW vouchers. This includes 300 Family Unification vouchers, 175 1-Year Mainstream vouchers, and 50 5-year Mainstream Vouchers.

*Temporary Non-MTW Vouchers:* AHA had 1,763 authorized Tenant Protection vouchers on June 30, 2009 and ended FY2010 on June 30, 2010 with 513 authorized Tenant Protection vouchers. 1,250 QLI-related vouchers were converted to MTW vouchers on the expiration of each increment per agreement with HUD’s Financial Management Center.

*Roosevelt and Palmer Vouchers:* In addition to the above, AHA submitted requests for vouchers for the QLI-related moves from Palmer and Roosevelt Highrises which were scheduled to occur in the first quarter of 2010 (third quarter FY2010). AHA has not received the 113 vouchers identified in this request, but is awaiting retroactive funding of these vouchers by HUD.

<table>
<thead>
<tr>
<th>A6. Change in Housing Stock – Housing Choice Vouchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/30/2009</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>MTW Vouchers</td>
</tr>
<tr>
<td>Non-MTW Vouchers</td>
</tr>
<tr>
<td>Permanent Non-MTW Vouchers</td>
</tr>
<tr>
<td>Tenant Protection Vouchers</td>
</tr>
<tr>
<td>Roosevelt &amp; Palmer Vouchers</td>
</tr>
<tr>
<td>Total Non-MTW Vouchers</td>
</tr>
<tr>
<td><strong>Total Vouchers</strong></td>
</tr>
</tbody>
</table>
### Appendix I: Housing Opportunities Charts

**A. Housing Stock Information: continued**

#### A7. Housing Choice Voucher (HCV) Units Project Based during FY 2010

**Project Based Rental Assistance (PBRA) Communities**

<table>
<thead>
<tr>
<th>No.</th>
<th>Existing PBRA Developments</th>
<th>Total Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Arcadia at Parkway Village</td>
<td>116</td>
</tr>
<tr>
<td>2</td>
<td>Auburn Glenn</td>
<td>108</td>
</tr>
<tr>
<td>3</td>
<td>Avalon Park Family</td>
<td>53</td>
</tr>
<tr>
<td>4</td>
<td>Avalon Ridge Family</td>
<td>89</td>
</tr>
<tr>
<td>5</td>
<td>Capitol Gateway II</td>
<td>16</td>
</tr>
<tr>
<td>6</td>
<td>Columbia at Sylvan Hills</td>
<td>37</td>
</tr>
<tr>
<td>7</td>
<td>Columbia Mechanicsville Apartments</td>
<td>35</td>
</tr>
<tr>
<td>8</td>
<td>Mechanicsville Crossing</td>
<td>30</td>
</tr>
<tr>
<td>9</td>
<td>Mechanicsville Station</td>
<td>35</td>
</tr>
<tr>
<td>10</td>
<td>Constitution Avenue Apartments</td>
<td>67</td>
</tr>
<tr>
<td>11</td>
<td>Crogman Schools Apartments</td>
<td>42</td>
</tr>
<tr>
<td>12</td>
<td>Gateway at Northside Village</td>
<td>40</td>
</tr>
<tr>
<td>13</td>
<td>G E Towers</td>
<td>81</td>
</tr>
<tr>
<td>14</td>
<td>Hampton Oaks</td>
<td>50</td>
</tr>
<tr>
<td>15</td>
<td>Heritage Green</td>
<td>44</td>
</tr>
<tr>
<td>16</td>
<td>Heritage Station I</td>
<td>88</td>
</tr>
<tr>
<td>17</td>
<td>Highbury Terraces</td>
<td>17</td>
</tr>
<tr>
<td>18</td>
<td>The Park at Scotts Crossing</td>
<td>54</td>
</tr>
<tr>
<td>19</td>
<td>The Peaks at MLK</td>
<td>73</td>
</tr>
</tbody>
</table>

**Senior / Highrise**

<table>
<thead>
<tr>
<th>No.</th>
<th>Existing PBRA Developments</th>
<th>Total Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Atrium at CollegeTown</td>
<td>114</td>
</tr>
<tr>
<td>2</td>
<td>Avalon Park Senior</td>
<td>81</td>
</tr>
<tr>
<td>3</td>
<td>Campbell Stone</td>
<td>201</td>
</tr>
<tr>
<td>4</td>
<td>Columbia Colony Senior</td>
<td>37</td>
</tr>
<tr>
<td>5</td>
<td>Columbia Heritage Senior</td>
<td>124</td>
</tr>
<tr>
<td>6</td>
<td>Columbia High Point Senior</td>
<td>94</td>
</tr>
<tr>
<td>7</td>
<td>Columbia Senior Residences at Blackshear</td>
<td>77</td>
</tr>
<tr>
<td>8</td>
<td>Columbia Senior Residences at Edgewood</td>
<td>135</td>
</tr>
<tr>
<td>9</td>
<td>Columbia Senior Residences at MLK</td>
<td>122</td>
</tr>
<tr>
<td>10</td>
<td>Columbia Senior Residences at Mechanicsville</td>
<td>81</td>
</tr>
<tr>
<td>11</td>
<td>Heritage Station II</td>
<td>150</td>
</tr>
<tr>
<td>12</td>
<td>The Renaissance at Park Place South</td>
<td>80</td>
</tr>
<tr>
<td>13</td>
<td>Veranda at Auburn Pointe</td>
<td>86</td>
</tr>
<tr>
<td>14</td>
<td>Veranda at Carver Senior</td>
<td>90</td>
</tr>
<tr>
<td>15</td>
<td>Veranda at CollegeTown</td>
<td>90</td>
</tr>
</tbody>
</table>

**PBRA Senior Units Total** 1,562

**PBRA Family Units Total** 1,075
Appendix I: Housing Opportunities Charts

A. Housing Stock Information: continued

A7. Housing Choice Voucher (HCV) Units Project Based during FY 2010

Project Based Rental Assistance (PBRA) Communities – continued

<table>
<thead>
<tr>
<th>No.</th>
<th>Existing Developments</th>
<th>Total Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Older Persons 55+</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ashton at Browns Mill</td>
<td>74</td>
</tr>
<tr>
<td>2</td>
<td>The Legacy at Walton Lakes</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>Park Commons / Gates Park (HFOP)</td>
<td>130</td>
</tr>
<tr>
<td>4</td>
<td>Park Commons / Gates Park (HFS)</td>
<td>110</td>
</tr>
<tr>
<td></td>
<td><strong>Older Persons 55+ Units Total</strong></td>
<td><strong>338</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Homeless Demonstration</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ashton at Browns Mill</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Columbia at Sylvan Hills</td>
<td>39</td>
</tr>
<tr>
<td>3</td>
<td>Columbia Tower at MLK Village</td>
<td>39</td>
</tr>
<tr>
<td>4</td>
<td>First Step</td>
<td>40</td>
</tr>
<tr>
<td>5</td>
<td>Gladstone Apartments</td>
<td>27</td>
</tr>
<tr>
<td>6</td>
<td>The Legacy at Walton Lakes</td>
<td>7</td>
</tr>
<tr>
<td>7</td>
<td>Odyssey at Villas</td>
<td>32</td>
</tr>
<tr>
<td>8</td>
<td>Park Commons / Gates Park (HFOP)</td>
<td>22</td>
</tr>
<tr>
<td>9</td>
<td>Park Commons / Gates Park (HFS)</td>
<td>19</td>
</tr>
<tr>
<td>10</td>
<td>Pavilion Place</td>
<td>48</td>
</tr>
<tr>
<td>11</td>
<td>Seven Courts</td>
<td>30</td>
</tr>
<tr>
<td>12</td>
<td>Summit Trail</td>
<td>40</td>
</tr>
<tr>
<td>13</td>
<td>The Villas</td>
<td>13</td>
</tr>
<tr>
<td>14</td>
<td>Villas of H.O.P.E.</td>
<td>35</td>
</tr>
<tr>
<td>15</td>
<td>Welcome House</td>
<td>41</td>
</tr>
<tr>
<td>16</td>
<td>Woods at Glenrose</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td><strong>PBRA Homeless Demonstration Units Total</strong></td>
<td><strong>465</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Special Needs</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Columbia Tower at MLK Village</td>
<td>56</td>
</tr>
<tr>
<td></td>
<td><strong>Special Needs Units Total</strong></td>
<td><strong>56</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Combined Existing Developments Grand Total</strong>: 3,496</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** The grand total reflects the combined number of units classified as Family; Senior; Older Persons 55; Homeless Demonstration; and Special Needs.

<table>
<thead>
<tr>
<th>No.</th>
<th>Developments (Under Construction)</th>
<th>Total Units</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Family</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Ashley Auburn Pointe</td>
<td>8</td>
</tr>
<tr>
<td>2</td>
<td>Ashely College Town II</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td><strong>Family Total</strong></td>
<td><strong>17</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Senior</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Adamsville Green</td>
<td>46</td>
</tr>
<tr>
<td>2</td>
<td>Veranda at Auburn Pointe II</td>
<td>83</td>
</tr>
<tr>
<td>3</td>
<td>Veranda at Auburn Pointe III</td>
<td>85</td>
</tr>
<tr>
<td>4</td>
<td>Woodbridge at Parkway Village</td>
<td>98</td>
</tr>
<tr>
<td></td>
<td><strong>Senior Total</strong></td>
<td><strong>312</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Special Needs</strong></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>O’Hern House</td>
<td>76</td>
</tr>
<tr>
<td>2</td>
<td>Veranda at Auburn Pointe II</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Veranda at Auburn Pointe III</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Special Needs</strong></td>
<td><strong>87</strong></td>
</tr>
</tbody>
</table>

**Developments Under Construction Grand Total:** 416
Appendix I: Housing Opportunities Charts

A. Housing Stock Information: continued

A8. Refer to the Revitalization, Project Based Rental Assistance as a Development Tool, and Asset Management sections of the Report for the overview of other housing managed by the Agency, e.g., tax credit, state-funded, market rate.

B. Leasing Information – Actual

B1. Total Number of MTW PH Units Leased* in FY 2010

<table>
<thead>
<tr>
<th>Community Type</th>
<th>Family</th>
<th>Senior</th>
<th>Special Needs</th>
<th>Total MTW PH units by Community Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHA-Owned Communities</td>
<td>91</td>
<td>1,825</td>
<td>-</td>
<td>1,916</td>
</tr>
<tr>
<td>Mixed-Income</td>
<td>1,931</td>
<td>168</td>
<td>26</td>
<td>2,125</td>
</tr>
<tr>
<td>MTW PH Units Total</td>
<td>2,022</td>
<td>1,993</td>
<td>26</td>
<td>4,041</td>
</tr>
</tbody>
</table>

*NOTE: Total Number of units occupied as of June 30, 2010.

B2. AHA does not have non-MTW PH units in its inventory.

B3. Total Number of MTW HCV Units Leased* in FY 2010

<table>
<thead>
<tr>
<th>Type</th>
<th>Units Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>MTW Tenant-Based units</td>
<td>6,680</td>
</tr>
<tr>
<td>Ports</td>
<td>2,890</td>
</tr>
<tr>
<td>MTW PBRA units</td>
<td>3,380</td>
</tr>
</tbody>
</table>

*NOTE: Total Number of units occupied as of June 30, 2010.

B4. Total Number of Non-MTW HCV Units Leased* in FY 2010

<table>
<thead>
<tr>
<th>Type</th>
<th>Units Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Unification Program (FUP)</td>
<td>300</td>
</tr>
<tr>
<td>Mainstream Vouchers</td>
<td>225</td>
</tr>
<tr>
<td>Tenant Protection</td>
<td>439</td>
</tr>
</tbody>
</table>

*NOTE: Total Number of units occupied as of June 30, 2010.

B5. Description of any issues related to leasing of PH or HCVs

Although the aggregate occupancy rate percentage of 99% is favorable in comparison to the 98% benchmark, a few communities experienced occupancy challenges during the period covered by this report. AHA cannot ignore the adverse effects of a declining economy coupled with high unemployment in the Atlanta metropolitan area as a contributing factor to leasing and occupancy especially for low income working families who experienced layoffs or reduced hours. Lease violations resulting in evictions and the inability to fill vacancies with qualified households as quickly as possible did not help matters. One community, in particular with 26 units is confronted with the unique problem of not achieving the benchmark, falling down to a 96.2% occupancy rate when it has only one vacancy. The largest number of vacancies in any community is three.
Appendix I: Housing Opportunities Charts

B. Leasing Information – Actual - continued

B5. Description of any issues related to leasing of PH or HCVs - continued

The total number of vacancies for the six communities that did not meet the benchmark is thirteen. This small number of vacancies, while not preferred, does not diminish the effectiveness of the owner entity’s property management agent to lease public housing assisted units.

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AHA does not own these communities, AHA engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking.

B6. Number of project-based vouchers committed or in use at the end of the Plan year, describe project where any new vouchers are placed (include only vouchers where Agency has issued a letter of commitment in the Plan year).

The total number of PBRA units Under Agreement and Under Commitment is 4,357 and there are a total of two PBRA Communities Under Agreement and Under Commitment.

C. Waiting List Information:

C1. Characteristics of Public Housing (PH) Households’ on Waiting List at Fiscal Year-End 2010

**FY 2010 Waiting List Characteristics-By AMI**

<table>
<thead>
<tr>
<th>Program /Community Type</th>
<th>&lt; 30% of AMI</th>
<th>30 - 50% of AMI</th>
<th>51 - 80% of AMI</th>
<th>&gt; 80% of AMI</th>
<th>Total by Community Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Type</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Choice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Choice Voucher</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Based Administration Waiting List</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>282</td>
<td>30</td>
<td>3</td>
<td>0</td>
<td>315</td>
</tr>
<tr>
<td>Highrise</td>
<td>1,205</td>
<td>89</td>
<td>10</td>
<td>0</td>
<td>1,304</td>
</tr>
<tr>
<td>Mixed-Income</td>
<td>6,915</td>
<td>5,124</td>
<td>920</td>
<td>57</td>
<td>13,016</td>
</tr>
<tr>
<td>PBRA</td>
<td>2,087</td>
<td>5,407</td>
<td>571</td>
<td>17</td>
<td>8,082</td>
</tr>
</tbody>
</table>

| Housing Choice Voucher Waiting List | | | | |
| Housing Choice | 4,128 | 1,168 | 4 | 2 | 5,302 |

**Total by AMI Category**

|                      | 14,617 | 11,818 | 1,508 | 76 |

Total Families on Waiting List Categorized by AMI: 28,019
Appendix I: Housing Opportunities Charts

C. Waiting List Information: continued

FY 2010 Waiting List Characteristics - Number of Bedroom Size Requested

<table>
<thead>
<tr>
<th>Program / Community Type</th>
<th>Studio</th>
<th>1 Bedroom</th>
<th>2 Bedrooms</th>
<th>3 Bedrooms</th>
<th>4+ Bedrooms</th>
<th>Total by Community Type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Site Based Administration Waiting List</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>0</td>
<td>41</td>
<td>156</td>
<td>59</td>
<td>59</td>
<td>315</td>
</tr>
<tr>
<td>Highrise</td>
<td>56</td>
<td>1,247</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1,304</td>
</tr>
<tr>
<td>Mixed-Income</td>
<td>0</td>
<td>3,984</td>
<td>5,509</td>
<td>2,959</td>
<td>564</td>
<td>13,016</td>
</tr>
<tr>
<td>PBRA</td>
<td>0</td>
<td>2,883</td>
<td>3,250</td>
<td>1,949</td>
<td>0</td>
<td>8,802</td>
</tr>
<tr>
<td><strong>Housing Choice Voucher Waiting List</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Choice</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
</tr>
<tr>
<td><strong>Total Bedroom Size Requests</strong></td>
<td>56</td>
<td>8,155</td>
<td>8,916</td>
<td>4,967</td>
<td>623</td>
<td></td>
</tr>
</tbody>
</table>

Total Number of Bedroom Size Requests: 22,717

C1. Characteristics of Public Housing (PH) Households’ on Waiting List at Fiscal Year-End 2010

FY 2010 Waiting List Characteristics-By Family Size

<table>
<thead>
<tr>
<th>Program / Community Type</th>
<th>1 Member</th>
<th>2 Members</th>
<th>3 Members</th>
<th>4 Members</th>
<th>5 + Members</th>
<th>Total by Community Type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Site Based Administration Waiting List</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Family</td>
<td>48</td>
<td>120</td>
<td>72</td>
<td>49</td>
<td>26</td>
<td>315</td>
</tr>
<tr>
<td>Highrise</td>
<td>1,266</td>
<td>37</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1,304</td>
</tr>
<tr>
<td>Mixed-Income*</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
</tr>
<tr>
<td>PBRA*</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
<td>N / A</td>
</tr>
<tr>
<td><strong>Housing Choice Voucher Waiting List</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Choice</td>
<td>821</td>
<td>1,259</td>
<td>1,377</td>
<td>982</td>
<td>860</td>
<td>5,299</td>
</tr>
<tr>
<td><strong>Total by Family Size</strong></td>
<td>2,135</td>
<td>1,416</td>
<td>1,449</td>
<td>1,031</td>
<td>887</td>
<td></td>
</tr>
</tbody>
</table>

Total Number of Family Size Groups: 6,918

*NOTE: AHA currently does not collect Family Size information for Mixed-Income and PBRA communities. However, Management Agents contracted by AHA maintain this information on-site.

C2. Description of waiting lists (site-based, communitywide, HCV, merged) and any changes that were made in the past fiscal year. No changes were made to the policy or procedures for maintaining waiting lists. Waiting Lists are opened and closed at various sites on an “as needed” basis in the normal course of business.
### Appendix I: Housing Opportunities Charts

#### Definition of Terms Used in Appendix I

<table>
<thead>
<tr>
<th>Terms</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures</td>
<td>Capital expenditures are measured according to AHA’s accounting treatment for capitalization which includes the purchase, acquisition, or funds outlay for an asset with a life of more than one year, or one that extends the useful life of an asset by more than one year.</td>
</tr>
<tr>
<td>Number of Public Housing Units at End of Plan Year</td>
<td>Number of units listed as active in PIC as of 6/30/2010</td>
</tr>
<tr>
<td>New Public Housing Units</td>
<td>Number of units added to PIC during FY 2010</td>
</tr>
<tr>
<td>Public Housing Units Removed</td>
<td>Number of units that were removed from PIC during FY 2010</td>
</tr>
<tr>
<td>MTW HCV Authorized at the End of FY2009</td>
<td>Number of MTW vouchers with active funding increments as of 6/30/2010 and that are not specifically excluded from MTW, such as special purpose vouchers</td>
</tr>
<tr>
<td>Non-MTW HCV Authorized at the End of FY2009</td>
<td>Number of Non-MTW vouchers with active funding increments as of 6/30/2010 (includes FUPs, Mainstream, and Tenant Protection Vouchers in their initial year)</td>
</tr>
<tr>
<td>Number of HCV Units Project-Based During the Plan Year</td>
<td>Number of project based units under a Project Based Rental Assistance Agreement and being subsidized by AHA as of 6/30/2010</td>
</tr>
<tr>
<td>Total Number of MTW PH Units Leased in the Plan Year</td>
<td>Total number of public housing units at AHA-owned and MIMF that are under lease as of 6/30/2010</td>
</tr>
<tr>
<td>Total Number of non-MTW PH Units Leased in the Plan Year</td>
<td>N/A</td>
</tr>
<tr>
<td>Total Number of MTW HC Units Leased in the Plan Year</td>
<td>Number of MTW units reported as utilized in the June 2010 VMS report</td>
</tr>
<tr>
<td>Total Number of non-MTW HC Units Leased in the Plan Year</td>
<td>Number of non-MTW units reported as utilized in the June 2010 VMS report to include FUPs, Mainstream, and Tenant Protection Vouchers issued to relocating families that remain on the program at year end.</td>
</tr>
</tbody>
</table>
ONGOING ACTIVITIES DIRECTORY
**APPENDIX J**

**FY 2005 - FY 2010 AHA Ongoing Activities Directory**

The Atlanta Housing Authority's (AHA) Ongoing Activities Directory was developed to address the reporting requirements of HUD Form 50900 (*Elements for the Annual MTW Plan and Annual MTW Report - Attachment B to Amended and Restated Moving to Work Agreement between U.S. Department of Housing and Urban Development and Agency*). The requirements of the HUD Form 50900 provide that MTW agencies list activities continued from prior Plan year(s) and to specify the Plan year in which the activity was first identified and implemented (See HUD Form 50900, Section VI. Ongoing MTW Elements). The Atlanta Housing Authority's (AHA) Ongoing Activities Directory was developed to address the reporting requirements of HUD Form 50900 (CATALYST Implementation Plans) since FY 2005. Once HUD approves AHA's Annual CATALYST Implementation Plan, the approval is deemed to be cumulative and remains in effect for the duration of the Amended and Restated MTW Agreement period, as it may be extended from time to time. This directory includes activities/initiatives/policies that continue to be in effect along with the Plan year in which it was first implemented using current status key:

<table>
<thead>
<tr>
<th>C</th>
<th>Completed</th>
<th>Activity that has been completed based on established beginning and end dates. The year in parentheses identifies the fiscal year in which the activity was completed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>O</td>
<td>Ongoing</td>
<td>Activity continues to be implemented as part of AHA's ongoing business operations.</td>
</tr>
<tr>
<td>P</td>
<td>Postponed</td>
<td>Activity was postponed from full implementation. The year in parentheses identifies the fiscal year in which the activity was postponed. Activity has potential for implementation at some point in the future.</td>
</tr>
<tr>
<td>D</td>
<td>Discontinued</td>
<td>Activity that was discontinued from further implementation. The year in parentheses identifies the fiscal year in which the activity was discontinued.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO.</th>
<th>Supporting Activity/Project/Initiative</th>
<th>Description</th>
<th>MTW Plan Start Year</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$125 Minimum Rent</td>
<td>Effective October 1, 2004 (FY 2005), AHA raised its minimum rent from $25 to $125 for its Public Housing and Housing Choice programs. This rent policy does not apply to households where all members are either elderly or disabled and living on a fixed income, in which case their total tenant payment continues to be based on 30% of their adjusted gross income.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>2</td>
<td>4 to 1 Elderly Admissions Policy at AHA’s High-Rise Communities</td>
<td>AHA implemented an admissions policy that applies to public housing-assisted units in communities for elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled and allows the admission of four elderly or almost elderly applicants from the waiting list before admitting a non-elderly disabled applicant. This policy helps to create an optimal mix of elderly, almost elderly and non-elderly disabled residents in a community.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>3</td>
<td>Accessibility and 504 / ADA</td>
<td>Please see Enhanced Accessibility Initiative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Acquisitions</td>
<td>To further advance its Revitalization Program, AHA will continue acquiring a number of improved or unimproved real estate parcels to support the creation of mixed-use, mixed-income communities, support local revitalization initiatives and stabilize local neighborhoods.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>NO.</td>
<td>Supporting Activity/Project/Initiative</td>
<td>Description</td>
<td>MTW Plan Start Year</td>
<td>Current Status</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------------------</td>
<td>-------------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>5</td>
<td>Affordable Assisted Living Demonstration <strong>NOTE:</strong> During FY 2005, FY 2006, FY 2007 &amp; FY 2010 was referenced in several ways: &quot;Affordable Assisted Living Demonstration Program&quot;, &quot;Developing Supportive Housing&quot; and &quot;Alternative and Supportive Housing&quot; (includes Affordable Assisted Living and Service-Enriched Housing).</td>
<td>AHA will explore and implement strategies that create affordable assisted living opportunities for low-income seniors and persons with disabilities. These strategies will leverage resources with Medicaid Waivers or other service funding.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>6</td>
<td>Affordable Fixed Rent Demonstration <strong>NOTE:</strong> During FY 2005, FY 2006, &amp; FY 2007, was referred to as the &quot;Affordable Flat Rent Demonstration.&quot;</td>
<td>AHA will explore different rent structures for both the Public Housing and Housing Choice Program to further align the program with private sector practices as well as maximize the use of the subsidy resource. During FY 2009, AHA postponed implementation of the Affordable Fixed Rent Demonstration in Housing Choice.</td>
<td>2005</td>
<td>P</td>
</tr>
<tr>
<td>7</td>
<td>AHA Annual Budget and Previous Year’s Expenditures</td>
<td>As part of AHA’s Attachment B requirements, AHA includes in its MTW Annual Plan its corresponding fiscal year comprehensive budget and an unaudited report of its previous year’s expenditures by line item. AHA’s audited financial statements are included in its annual MTW Report.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>8</td>
<td>AHA Submarket Payment Standards</td>
<td>Using a third-party real estate market research firm, AHA developed its own Payment Standards based on local market conditions and identified submarkets that exist within the City of Atlanta. Separate payment standard schedules will be implemented for each of the identified submarkets upon establishment of new HAP contracts and at the recertification of existing contracts.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>9</td>
<td>AHA4You Customer and Community Relations</td>
<td>AHA established and operates a Customer and Community Relations Center including access to a dedicated phone line (1-888-AHA-4YOU) for the community to voice neighborhood and/or client compliments or concerns to AHA. Staff are deployed to respond and investigate concerns in the community as well as attend Neighborhood and Community meetings to build relations and further connect with community and neighborhood residents.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>10</td>
<td>Annual Recertification Re-engineering (Housing Choice Supporting Projects - Participant Services)</td>
<td>AHA is re-engineering its business processes in order to realign its participant recertification annual rent review, annual inspections and annual contract renewals.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>11</td>
<td>ARRA Funds</td>
<td>The American Recovery and Reinvestment Act of 2009 (ARRA) legislation released the award of a $2.985 billion Capital Fund formula grant to local housing authorities across the country, with AHA receiving approximately $26.5 million. AHA is using $8 million in ARRA funds for demolition activities at several vacated, obsolete and distressed public housing communities, and $16.5 million will be used to rehabilitate and make quality of life improvements at 13 AHA-owned properties.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>12</td>
<td>Asset Management Systems</td>
<td>AHA is developing a comprehensive asset management system and related infrastructure. AHA will also implement technology projects that support AHA’s transformation to an asset management organization, including the development of an integrated database and reporting system that meets AHA’s operational needs.</td>
<td>2006</td>
<td>O</td>
</tr>
</tbody>
</table>
## APPENDIX J

### FY 2005 - FY 2010 AHA Ongoing Activities Directory

<table>
<thead>
<tr>
<th>NO.</th>
<th>Supporting Activity/Project/Initiative</th>
<th>Description</th>
<th>MTW Plan Start Year</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Asset Management Under the New Operating Subsidy Rule</td>
<td>AHA will use its MTW Authority in how it implements project-based accounting, project-based management and asset management systems at its properties and Central Office. AHA's approach deviates from HUD's Operating Subsidy Rule methodology which focuses strictly on property operations without regard to the agency's overall strategy and without considering the full life cycle of the property. AHA's Asset Management strategy is further described under Local Asset Management Program.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>14</td>
<td>Atlanta Community Scholars Awards (ACSA)</td>
<td>The ACSA awards post secondary scholarships to AHA-assisted residents (via an application and selection process) to attend the college, university or technical school of their choice. The United Negro College Fund (UNCF), provides fiscal oversight for grants and gifts received for ACSA and scholarship disbursements to awardees. The funding for the scholarships are underwritten by AHA, its employees and other community donors who support AHA youth in achieving their educational goals.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>15</td>
<td>Automated Collections Process (Re-engineering Housing Choice Operations)</td>
<td>This activity focused on the development and implementation of an automated system for fraud recovery and tracking of repayment agreements in the voucher program. AHA has postponed the development and implementation of this initiative.</td>
<td>2008</td>
<td>P (2008)</td>
</tr>
<tr>
<td>16</td>
<td>Automated Hearing Database (Housing Choice Supporting Projects - Participant Services)</td>
<td>In the participant hearing process, a tracking system was developed using the AHA Oracle database. The results yielded significant improvements with the efficiency, timeliness and objectivity of the scheduling, processing and disposition of participant hearings.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>17</td>
<td>Automated Outbound Portability Billing (Housing Choice Supporting Projects - Participant Services)</td>
<td>See Port Administration (Housing Choice Supporting Projects - Financial and Business Operations)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>CATALYST Resource Guide</td>
<td>AHA will continue to publish and distribute the CATALYST Resource Guide which provides a listing of a variety of mainstream resources and opportunities to include educational services, disability services, employment and training, homeownership counseling services, childcare, mental health services, and senior supportive services. The guide will be updated periodically to remain current and to ensure needed resources are captured in those areas where families reside.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>19</td>
<td>Clean and Safe Environment Requirement</td>
<td>AHA continues to enforce higher health and safety standards regarding how residents and Housing Choice program participants maintain their housing units. Beginning fiscal year 2005, AHA implemented a more aggressive enforcement of higher standards among residents and Housing Choice Program participants. Under MTW, AHA made meeting these higher standards a requirement for families to receive and maintain their vouchers. AHA is enforcing these standards in partnership with its development partners and private management partners for the Public Housing program, and directly for the Housing Choice program.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>NO.</td>
<td>Supporting Activity/Project/Initiative</td>
<td>Description</td>
<td>MTW Plan Start Year</td>
<td>Current Status</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>20</td>
<td>Client Education Seminars</td>
<td>Preceding the start of relocation activities under the Quality of Life Initiative (QLI), AHA provided a variety of educational seminars to families, which included training for participants’ success in the Housing Choice Voucher Program; tips and tools on ensuring a successful move; adjusting to a new environment; and utility seminars to educate families on conservation and managing their budgets. AHA will continue facilitating client education and training through the &quot;Empowering S.E.L.F. through the Good Neighbor Outreach Initiative&quot; to further promote lifelong learning among assisted households.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>21</td>
<td>Client Services</td>
<td>See Human Development and Support Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Comcast Cable Partnership</td>
<td>AHA will continue to use technology at its high-rises to improve the quality of life for elderly &amp; disabled by giving access to two primary cable channels: Security channel to carry security camera feeds; Info channel to broadcast alerts and other announcements.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>23</td>
<td>Communications Plan</td>
<td>See Media Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Comprehensive Homeownership Program</td>
<td>AHA will continue implementing its Comprehensive Homeownership Program which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate- income families in becoming successful homeowners utilizing the following approaches: HOPE VI Homeownership Program - provides a subordinate mortgage loan (which is forgivable over time if certain conditions are met) to low- and moderate- income first-time home buyers; Housing Choice Voucher Homeownership Program-provides mortgage payment assistance to qualified Housing Choice clients seeking homeownership.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>25</td>
<td>Comprehensive Integrated and Relational Agency-wide Database</td>
<td>As AHA continues to improve its IT, financial, procurement, data and business system infrastructure, AHA will assess its current systems and business processes to ensure they align with current and future business needs and operations. AHA will also focus on creating a comprehensive, integrated and relational database enabling AHA to use data as intelligence to inform and improve its business decisions. In concert with and as a component of AHA’s Business Transformation Priority, once completed, this initiative will yield significant returns over time, including greater operational efficiency, effectiveness and cost savings.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>26</td>
<td>Contract Administration</td>
<td>See Fee-Based Contract Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Corporate Culture Project</td>
<td>NOTE: In FY 2006, this activity was referred to as the &quot;Corporate Culture Plan&quot; AHA will continue evolving as an organization that values professionalism, integrity, accountability and collaborative team work of its human resources. The Corporate Culture Project is now enveloped into AHA’s Business Transformation Priority which is assessing and providing recommendations on the business enterprise to include AHA’s organizational structure, personnel, business processes and delivery systems.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>28</td>
<td>Customer and Community Relations Center</td>
<td>See AHA4You Customer and Community Relations</td>
<td></td>
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</tr>
</tbody>
</table>
## APPENDIX J
### FY 2005 - FY 2010 AHA Ongoing Activities Directory

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<th>Current Status</th>
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<tbody>
<tr>
<td>29</td>
<td>Deconcentration Strategy</td>
<td>As part of AHA’s Housing Choice Voucher Administration, AHA is developing a deconcentration strategy with the goal of reducing significant levels of poverty concentration created by the high absorption rate of assisted housing in impacted communities. As part of this strategy, AHA is implementing place-based and people-based transformation initiatives. The placed-based approach works to track, analyze and measure success in reducing the level of assisted housing poverty concentration and to institute processes and procedures that promote the delivery of affordable housing. People-based initiatives focus on providing families human development and coaching and counseling services to connect them to mainstream society, improve their economic viability and to assist them in making more informed choices outside of current mobility patterns. In support of this strategy, see also Project Based Rental Assistance as a Development Tool, Quality of Life Initiative, and Revitalization Priorities.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>30</td>
<td>Developing Alternative &amp; Supportive Housing Resources</td>
<td>AHA will continue developing and implementing alternative and supportive housing resources for income eligible families. Resources include Designated Housing for Seniors, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living or other supportive housing initiatives.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>31</td>
<td>Elderly Income Disregard</td>
<td>As part of this rent policy, when determining annual household income, AHA will disregard the employment income of an Elderly Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan. Provided the employment income does not result in the discontinuance of the elderly person’s sole source of annual fixed income, then employment income will be disregarded and not used in calculating annual income. This policy will be applicable to all AHA housing assistance programs and serve as the replacement for applicable HUD rules and regulations.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>32</td>
<td>Energy Management Initiative</td>
<td>AHA continues to employ energy conservation and efficiency standards, practices and improvements to its properties while enhancing the quality of the living environment for its residents.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>33</td>
<td>Enhanced Accessibility Initiative</td>
<td>AHA is continuing with improvements and enhancements to its facilities and programs to make them accessible to persons with disabilities and will continue making accessibility improvements, as appropriate, to include reasonable accommodations for persons with disabilities in AHA-owned residential properties.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>34</td>
<td>Enhanced Business Systems (Lease/Family Obligation Document Enforcement, Enhanced Criminal Screening and Health and Safety Standards)</td>
<td>AHA will continue to enhance the business processes associated with enforcing CATALYST policies and family obligations to include: (1) Streamlining the work program compliance review process and engaging a vendor to expedite the criminal background screening process; (2) Coordinating between Housing Choice and Resident Services to ensure that the needs of participants with disabilities or disabled family members are being met with reasonable accommodations for their circumstances; (3) Utilizing processes to expedite responses to support participants under events of emergency or personal safety, such as foreclosures, natural disasters or Violence Against Women Act (VAWA) issues.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>35</td>
<td>Enhanced Housing Marketing</td>
<td>See Housing Marketing</td>
<td></td>
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<tr>
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<td>Supporting Activity/Project/Initiative</td>
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<tr>
<td>36</td>
<td>Enhanced Real Estate Inspection Systems NOTE: In FY 2006, FY 2007, FY 2008 &amp; FY 2009, this activity was referred to as &quot;Enhanced Real Estate Inspection Systems&quot; in the FY 2010 Plan referenced under &quot;Housing Choice Supporting Projects - Housing Assistance Payments Contracting - Inspections&quot;</td>
<td>See Inspections (Housing Choice Supporting Projects - Housing Assistance Payments Contracting) AHA manages and operates a Consolidated Relocation Management System (CRMS) which is used to track and manage residents affected by relocation. AHA will refine the CRMS as needed in order to enhance operational efficiency, customer service, resident tracking, reporting, and to ensure compliance with applicable HUD regulations.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>Enhanced Relocation Procedures and Database Enhancements NOTE: In FY 2006, FY 2007, &amp; FY 2008, this activity was referred to as &quot;Enhanced Relocation Process and Database Enhancements.&quot;</td>
<td>AHA manages and operates a Consolidated Relocation Management System (CRMS) which is used to track and manage residents affected by relocation. AHA will refine the CRMS as needed in order to enhance operational efficiency, customer service, resident tracking, reporting, and to ensure compliance with applicable HUD regulations.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>38</td>
<td>Fee-Based Contract Administration NOTE: In FY 2006, this activity was referred to as &quot;Contract Administration.&quot;</td>
<td>AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide project-based administration services to HUD. AHA will continue to conduct management and occupancy reviews for over 7,000 units located in the City of Atlanta and Fulton County. Additionally, a portion of revenues earned in excess of expenses as a GA HAP subcontractor will continue to be allocated for AHA community and corporate stewardship activities and self-sufficiency programs.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>39</td>
<td>Fee-For-Service Methodology</td>
<td>Under this system, AHA charges each property, program, or grant a fixed rate for administration and will continue the implementation of this methodology throughout the life of its MTW Agreement. AHA describes this approach in its Fee-for-Service Implementation Protocol and its Local Asset Management Program.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>40</td>
<td>File Purge and E-Copy NOTE: In FY 2010, this activity was listed under Housing Choice Supporting Projects - Program Support</td>
<td>AHA will continue transitioning to an all electronic participant and landlord document management and file system.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>41</td>
<td>Financial Management NOTE: In FY 2010, this activity was listed under &quot;Housing Choice Supporting Projects - Financial and Business Operations&quot;.</td>
<td>Housing Choice Operations continues to strengthen internal controls related to the processing of Housing Assistance Payments to eligible landlords participating in the Housing Choice Program.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>42</td>
<td>Financial Operations</td>
<td>AHA will combine its Low-Income Operating subsidy, Housing Choice Voucher income and Capital Fund income into a Single Fund to be used for eligible MTW activities.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>43</td>
<td>Good Neighbor Program II NOTE: During FY 2006, this activity was referenced under Program Participation Requirement</td>
<td>AHA’s Good Neighbor Program (GNP) is an instructional program established by AHA and taught by Georgia State University (GSU). The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AHA leverages MTW Funds with GSU resources to support the implementation of this program. The program expanded its coursework to include a certification requirement for participants under three “real life” issues: (1) conflict resolution and problem solving; (2) community expectations – “It takes a Village”; and, (3) valuing life-long education.</td>
<td>2005</td>
<td>O</td>
</tr>
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### FY 2005 - FY 2010 AHA Ongoing Activities Directory

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<tr>
<td>44</td>
<td>Homeownership Standards</td>
<td>See AHA’s Comprehensive Homeownership Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>Housing Choice Budget Utilization Benchmark</td>
<td>The Housing Choice Budget Utilization Benchmark is one of the 12 annual performance benchmarks incorporated in AHA’s MTW Agreement. This benchmark requires that the expenditure of fiscal year Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities be greater than or equal to the target benchmark of 98 percent. In its FY 2007 Implementation Plan, AHA added clarifying language for this benchmark. As part of the FY 2008 Implementation Plan, AHA included further clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA’s entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year until such time that a 12-month period has elapsed and is incorporated in the Revision of MTW Benchmark Protocol. AHA made this clarification in light of changes that HUD has made in funding vouchers based on a calendar year versus a fiscal year.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>46</td>
<td>Housing Choice Community Advisory Group (Financial and Business Operations)</td>
<td>In an effort to further the success of the Housing Choice Tenant Based Program in Atlanta’s neighborhoods, AHA established a community advisory board aimed at building collaborative relationships among elected officials, neighborhood leaders, advocacy groups, property owners, law enforcement and Housing Choice participants.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>47</td>
<td>Housing Choice Fair Market Rent Standards</td>
<td>See AHA Submarket Payment Standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering</td>
<td>AHA re-engineered its Housing Choice FSS program in alignment with its CATALYST Plan goals. As a result, AHA developed a simplified FSS Program designed to provide mortgage assistance to eligible Housing Choice participants who were first-time homebuyers. This program transitioned as an opportunity under AHA’s Comprehensive Homeownership Program until the FSS grant ended.</td>
<td>2007</td>
<td>C (2008)</td>
</tr>
<tr>
<td>49</td>
<td>Housing Choice Fixed Subsidy Initiative</td>
<td>During FY 2007, AHA explored the establishment of a &quot;fixed&quot; subsidy structure for Housing Choice participants. This initiative contemplated a staged reduction of subsidy assistance to Housing Choice participants based on time in the program and other factors and a single annual recertification process with no interim reporting or subsidy change procedures. Although no fixed subsidy structure has been implemented, AHA did implement changes in its recertification process that require a family, during recertification, to only report interim income changes that increase household income.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>50</td>
<td>Housing Choice Inspection Fees</td>
<td>AHA contemplated charging landlords reasonable fees for pre-inspections and subsequent re-inspections following the initial re-inspection to cover the administrative costs associated with these additional inspections. AHA also contemplated charging participant households a fee to cover the administrative costs of re-inspections due to certain deficiencies which were the responsibility of the household and remained unaddressed. AHA postponed the implementation of this project.</td>
<td>2006</td>
<td>P (2008)</td>
</tr>
<tr>
<td>51</td>
<td>Housing Choice Landlord Certification and Training</td>
<td>AHA delayed its plans to develop a mandatory Landlord Certification and Training Program to educate landlords on the requirements for placing and maintaining their properties in the Housing Choice Program. However, landlord briefings with experienced property owners and landlords participating in the tenant-based HC program have been implemented as an informational and relationship management strategy. See Landlord Relationship Management.</td>
<td>2006</td>
<td>P (2008)</td>
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<tbody>
<tr>
<td>52</td>
<td>Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)</td>
<td>During FY 2010, AHA implemented a major system conversion of its HC information technology infrastructure from DDI to Oracle E Business Suite. AHA will continue to refine its business processes and make enhancements to the Oracle system for managing participant and landlord information and to further develop property-level information.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>53</td>
<td>Housing Choice Voucher Related MTW Income</td>
<td>AHA's annual funding level from HUD for Housing Choice Voucher funds (i.e.: Section 8 Tenant Based Subsidy) is calculated using the methodology outlined in AHA’s MTW Agreement, Attachment A (Calculation of Subsidies). Once received, AHA combines, along with Low-Income Operating funds and certain Capital Funds, into a Single Fund to be used for MTW Eligible Activities.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>54</td>
<td>Housing Marketing</td>
<td>AHA will enhance its market approach for attracting and fostering long-term relationships with landlords, private owners, property management companies, and rental housing industry groups to expand AHA's housing resource network for its Housing Choice Voucher Program.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>55</td>
<td>Human Development &amp; Support Services Note: During FY 2005 this activity was captured under &quot;Client Services&quot; and in FY 2006 and FY 2007, this activity was referred to as Human Services Management</td>
<td>AHA continues to underwrite the cost of professional Human Development and Support Services which provides intensive coaching and counseling and connection to quality resources for families impacted by revitalization or AHA’s Quality of Life Initiative (QLI). Additionally, AHA will use on-staff Client Service Counselors to assist residents and HC participants not impacted by revitalization or QLI.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>56</td>
<td>Human Resources Development Note: During FY 2008 &amp; FY 2009, this activity was referred to as &quot;Organizational Initiatives.&quot;</td>
<td>As an integral part of AHA’s strategic team, the Human Resources Department serves as a resource to all associates and leaders providing guidance in the development, implementation and administration of Human Resource policies, programs and systems to support AHA’s goals and objectives. Human Resources, along with executive leadership, will develop the &quot;people strategy&quot; needed to support the transformation of AHA into a diversified real estate company.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>57</td>
<td>Human Services Management</td>
<td>See Human Development and Support Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>58</td>
<td>Individual Development Accounts (IDAs)</td>
<td>Having eliminated the Federal Earned Income Disallowance for residents paying an income adjusted rent, at its discretion, AHA explored the implementation of an IDA initiative which would promote and encourage economic independence among residents through a monetary incentive program. Due to the implementation of AHA’s Quality of Life Initiative, AHA discontinued exploring this program and during FY 2009 postponed any further development.</td>
<td>2005</td>
<td>P (2009)</td>
</tr>
<tr>
<td>59</td>
<td>Innovative Subsidy Strategies for AHA’s Affordable Communities providing Housing for Seniors and Residents with Disabilities</td>
<td>AHA will use innovative strategies for substituting the Section 9 subsidy arrangement for renewable Project Based Rental Assistance at AHA-Owned Communities. The opportunity for such affordable communities to achieve long-term viability can only be realized by either removing (through disposition) or restructuring the Section 9 ACCs (Annual Contributions Contract) governing the group of communities that AHA will retain for a longer period in its real estate-owned portfolio that provide housing for seniors and residents with disabilities and two small family communities. For further implementation of this strategy, AHA will continue working with HUD to obtain approval of its substitution of Section 9 subsidy with Section 8 subsidy in the AHA-Owned Affordable Communities Protocol.</td>
<td>2008</td>
<td>O</td>
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<tr>
<td>60</td>
<td>Inspections (Housing Choice Supporting Projects - Housing Assistance Payments Contracting)</td>
<td>Components of AHA’s Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadruplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections. AHA will continue enhancing its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>61</td>
<td>Intake / Waitlist Re-engineering (Housing Choice Supporting Projects - Participant Services)</td>
<td>Housing Choice undertook the review and purging of the waitlist to create a “ready state” pool of about 6,000 applicants who have confirmed their interest in remaining on the waitlist and who meet CATALYST eligibility requirements should the waitlist open. Additionally, this “ready state” waitlist data is fully automated in AHA’s information system, which facilitates easy access to applicant information at the primary customer touch points.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>62</td>
<td>Landlord Relationship Management (Housing Choice Supporting Projects - Landlord Services)</td>
<td>To further build upon its relationship with quality property owners and landlords participating in the tenant-based voucher program, AHA will continue enhancing its processes and procedures, and where appropriate, develop policies to effectively manage its landlord pool. This will include the creation of a Landlord Advisory Board, conducting landlord briefings and training, and establishing relationship managers within the Landlord Services Group so that landlords have a primary point of contact on matters pertaining to their participation in the Housing Choice Program.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>63</td>
<td>Leasing Incentive Fee (LIF)</td>
<td>Deconcentration strategy providing financial incentives to encourage landlords and property owners to lease available housing to families impacted by relocation.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>64</td>
<td>Local Asset Management Program (LAMP)</td>
<td>The Local Asset Management Program (LAMP) outlines the cost accounting system under which AHA operates. LAMP 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 Communities and public housing assisted units in Mixed-income communities, and the other aspects of its business operations, based on AHA’s Business Plan.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>65</td>
<td>Low Income Operating Subsidy and Related Income</td>
<td>HUD implemented a new Low-Income Operating Subsidy funding methodology beginning in 2007. This new funding methodology introduced project (property) based calculations for determining HUD subsidy. Subsequently in FY 2009, AHA developed and submitted to HUD its Local Asset Management Program as part of its FY 2010 MTW Annual Plan. AHA will use the methodology outlined in LAMP for determining property operating subsidy calculations that are submitted to HUD for determining annual Low Income Operating Subsidy levels.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>66</td>
<td>Mark-to-Market Program</td>
<td>As a HUD-designated Participating Administrative Entity, AHA conducts multi-family asset restructurings in Georgia and, in doing so, determines whether an asset should receive a rent reduction to market or enter into a debt restructuring to ensure that the asset will remain viable over a specified period of time, usually 20 years. AHA continues to hold the contract on this program through its sunset in September, 2011.</td>
<td>2006</td>
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<td>67</td>
<td>Media Management</td>
<td>As part of its communication plan, AHA relies on the procured services of the Alisias Group, an Atlanta-based public relations firm, to manage media relationships at the national, state and local levels; manage certain external community relationships; develop innovative approaches to positive and consistent messaging to AHA-assisted households, local, state and national political bodies and stakeholders. This work includes developing communication materials that are designed to inform, educate and motivate AHA-assisted families as well as the broader community.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>68</td>
<td>Mixed Income Communities &quot;Working Laboratory Initiative&quot;</td>
<td>See Private Sector Innovation</td>
<td></td>
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<tr>
<td>69</td>
<td>MTW Benchmarking Study</td>
<td>During FY 2005, AHA engaged Dr. Thomas D. Boston of EuQuant to conduct an independent, longitudinal study of AHA’s MTW Program. AHA’s goals under MTW are to facilitate access to better housing opportunities, better neighborhoods and great economic self-sufficiency for assisted families. The study measures the extent to which AHA has achieved these goals. So far, Dr. Boston has provided to AHA a FY 2006 Baseline Report that was included in AHA’s FY 2006 MTW Annual Report and a FY 2008 Interim Report included in AHA’s FY 2008 MTW Annual Report. Dr. Boston's final report from the three-part study is included in AHA’s FY 2010 MTW Annual Report.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>70</td>
<td>Next Generation Solutions Project Note: In FY 2010 Plan, referred to as Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)</td>
<td>The Next Generation Solutions Project (NGSP) is a comprehensive and integrated system that automates Housing Choice back office operations. Ongoing work on this activity is captured under Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations).</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>71</td>
<td>Operational Enhancements (Housing Choice Supporting Projects - Housing Assistance Payments Contracting)</td>
<td>During FY 2010, the HAP Contracting group will focus on making core business process improvements and procedural changes that create a seamless HAP contracting process. This will include conducting a requirements gathering process to look at all major components in their current state, and based on the desired future state, refine and institute Housing Choice and other departmental requirements.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>72</td>
<td>Organizational Initiatives Note: In FY 2006, each initiative was described separately - not until FY 2008 was it referred to as Organizational Initiatives.</td>
<td>Incorporates three enterprise-wide initiatives: Communications Plan, Corporate Culture Project and Human Resources Development. See respective initiatives for details.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>73</td>
<td>Oversight of Turnkey III Assets NOTE: During FY 2006, this activity was referred to as &quot;Close-out of the Turnkey of Homebuyers Program.&quot;</td>
<td>During FY 2009, AHA concluded its Turnkey III Homebuyers Program. The final Turnkey III Annual Contributions Contract was ended with the disposition of the last two lots, which have been transferred to AHA’s real estate owned portfolio for later development as homeownership for low-income families.</td>
<td>2006</td>
<td>C (2009)</td>
</tr>
<tr>
<td>74</td>
<td>Participant Relationship Management (Housing Choice Supporting Projects - Participant Services)</td>
<td>Housing Choice Operations continues to implement strategies to further develop its relationship with participants in order to facilitate self-sufficiency, improve service delivery and ensure their success in mixed-income neighborhoods. Such strategies include educational sessions, enhanced communications and improved phone and walk-in customer service. Housing Choice and other AHA departmental staff also continue to be trained and briefed in support of this effort.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>NO.</td>
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<td>Description</td>
<td>MTW Plan Start Year</td>
<td>Current Status</td>
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<tr>
<td>75</td>
<td>Permanent Designated Housing</td>
<td>If in FY 2005, referred to as &quot;Designated Housing&quot;. A principal goal is to facilitate the development of housing in which the elderly and young mentally disabled can live independently.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>76</td>
<td>Place-Based and People-Based De-concentration Plan / Strategy</td>
<td>See Deconcentration Strategy</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>77</td>
<td>Place-Based Supportive Services Strategy Pilot</td>
<td>In support of AHA’s efforts to enhance the delivery of case management and supportive services to elderly and persons with disabilities in AHA high-rise communities. AHA, the Atlanta Regional Commission Area Agency on Aging and other partners, implemented a place-based supportive services pilot using the NORC (Naturally Occurring Retirement Community) model. The NORC is a national program model focused on enabling adults to “age in place” and builds the community capacity to support the process. A strong emphasis is placed on resident involvement with priorities set by residents and new initiatives that capitalize on the economy of scale created by the concentration of individuals with similar needs.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>78</td>
<td>Policy Changes (Housing Choice Supporting Projects - Participant Services)</td>
<td>Housing Choice Operations will continue to develop, refine and institute policy and procedures using its MTW flexibility in order to address local challenges and barriers to the effective delivery of housing assistance in the Atlanta market.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>79</td>
<td>Port Administration (Housing Choice Supporting Projects - Financial and Business Operations)</td>
<td>AHA will continue to build its collaborative relationships with metro Atlanta PHAs to explore strategies for creating seamless mobility administration arrangements and agreed upon procedures and business terms that would be implemented through intergovernmental agreements. AHA is also exploring strategies for contractually passing on its MTW flexibility to partnering PHAs through these intergovernmental agreements.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>80</td>
<td>Pre-Qualification of Units (Re-engineering Housing Choice Operations)</td>
<td>As described in the FY 2008 MTW Annual Plan, this activity focuses on establishing a methodology to pre-qualify available housing units prior to listing on AHA’s website. AHA postponed the development and implementation of this activity.</td>
<td>2008</td>
<td>P (2009)</td>
</tr>
<tr>
<td>81</td>
<td>Pre-Relocation Client Education</td>
<td>As part of its Quality of Life Initiative (QLI), AHA provided a variety of educational seminars to families in advance of relocation efforts to include training on the Housing Choice Voucher program and utility seminars to educate families on conservation and managing their budgets. All QLI-impacted households were successfully relocated during FY 2010 and continue to receive post-relocation support through Human Development and Support Service Providers and AHA’s Service Provider Network.</td>
<td>2008</td>
<td>C (2010)</td>
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<tr>
<td>82</td>
<td>Private Sector Innovation</td>
<td>The public/private partnerships formed to own AHA-sponsored, mixed-income, multi-family rental apartment communities (Owner Entities) have been authorized by AHA, through various agreements, to leverage the authority under its Restated MTW Agreement to use innovative private sector approaches to eliminate redundancy or unnecessary activity tied to the Section 9 or Section 8 operating subsidy. AHA’s asset management function has been organized with respect to the mixed-income rental communities and the PBRA-assisted communities to take a unified approach focused on items such as subsidy considerations, leasing and occupancy reporting, financial reporting, site-based waiting list management, policy-related matters and compliance, as well as oversight guidance with a goal of long-term success and sustainability of these properties.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>83</td>
<td>Procurement Enhancements</td>
<td>AHA completely reorganized its procurement functions and department to expand the breadth of its acquisition activities, streamline operations, increase efficiency and enhance quality control. AHA continues to make procurement enhancements to improve its acquisition process and to provide more efficient contract administration.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>84</td>
<td>Program Moves (Housing Choice Supporting Projects - Participant Services)</td>
<td>In recent years, the destabilizing influence of the excessive number of participant moves occurring with less than one year of tenancy led AHA to initiate a minimum two-year tenancy requirement in FY 2007 - 2008. This strategy has been successful at reducing the volume of program moves by 50%; however, moving forward, AHA views multi-year tenancy as a goal, but not as defined family requirement. AHA will do a total file review and engage in detailed discussions with the family about their individual circumstances and family needs as an approach to enhance family stability and success.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>85</td>
<td>Program Performance Indicators (Housing Choice Supporting Projects - Program Support)</td>
<td>AHA developed a broader group of financial and operational performance reports to facilitate improved fact-based decision making by the HC management team. Key operational reports (monthly/quarterly) cover MTW benchmark performance, contract and document administration, HC technology enhancements, progress monitoring, compliance activity, applicant and participant demographics, waitlist status, eligibility processing, voucher issuance, RTA processing, program moves, site inspections, annual and interim recertification, and landlords’ outreach, application and contract status.</td>
<td>2009</td>
<td>O</td>
</tr>
<tr>
<td>86</td>
<td>Project Based Accounting and Financial Systems/ Quarterly Financial Statements by Business Line</td>
<td>AHA will continue to refine its information technology/financial reporting environment inside of its ORACLE automated system to allow AHA to produce quarterly financial statements and detailed analysis reports across the entire organization for all program operations.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>87</td>
<td>Project Based Rental Assistance as a Development Tool</td>
<td>AHA will continue executing long-term contracts for Project Based Rental Assistance (PBRA) with private developers and owners to facilitate housing opportunities in mixed-income communities and further develop supportive services housing.</td>
<td>2005</td>
<td>O</td>
</tr>
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<tr>
<td>88</td>
<td>Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration</td>
<td>In support of the Regional Commission on Homelessness’ goal to end homelessness in the City of Atlanta, AHA has established a Homeless Demonstration Program in collaboration with United Way of Metropolitan Atlanta, Inc. AHA utilizes PBRA to facilitate the development of supportive services housing for homeless persons by private sector developers. Additionally, AHA may solicit proposals from developers and owners of multi-family developments that provide housing to persons with mental health disabilities and special needs, and who can also provide evidence of a supportive services agreement with a United Way-approved service provider.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>89</td>
<td>Project Based Rental Assistance Inside of Mixed Income Communities</td>
<td>Through a competitive process, AHA solicits private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years through AHA’s PBRA program. Commitments for PBRA may be extended beyond the ten year period after meeting agreed upon conditions. AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities for families and seniors.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>90</td>
<td>Project Based Rental Assistance Mental Health Demonstration</td>
<td>See Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration</td>
<td></td>
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</tr>
<tr>
<td>91</td>
<td>Project Based Rental Assistance Regional Expansion Program</td>
<td>As AHA receives and approves proposals from developers for multi-family rental properties outside of AHA’s jurisdiction, AHA will continue to negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metropolitan area, subject to the provisions of State law to permit site-based administration of AHA’s Project Based Rental Assistance Program in those jurisdictions.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>92</td>
<td>Project Based Rental Assistance Site Based Administration</td>
<td>AHA developed and is implementing a Project Based Rental Assistance Agreement, which replaces the former Project Based HAP contract, for the effective implementation of the PBRA Site Based Administration. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AHA inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to PBRA assisted units.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>93</td>
<td>Project Based Rental Assistance Special Needs Demonstration Program</td>
<td>See Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>94</td>
<td>Project Based Voucher as a Development Tool</td>
<td>See Project Based Rental Assistance as a Development Tool</td>
<td></td>
<td></td>
</tr>
<tr>
<td>95</td>
<td>Project Based Voucher On-Site Administration (Housing Choice Voucher Administration Reform)</td>
<td>See Project Based Rental Assistance Site Based Administration</td>
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</table>

**Notes:**
- **FY 2006:** activity was referred to as "Voucher Administration Reform: On-Site Administration."
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</table>
| 96  | Proposed Land Swaps  
**NOTE:** In FY 2006, this was incorporated in Real Estate Development and Acquisitions acquisition strategy for communities undergoing revitalization. Not until FY 2010, is it listed as the name above. | As part of its property acquisitions, AHA negotiates and executes land swap deals with a number of entities to further support its revitalization efforts. Land swap negotiations are underway in relation to the following communities undergoing revitalization: Capitol Homes, University Homes, Palmer and Roosevelt House, Perry Homes and Harris Homes. | 2006               | O             |
| 97  | Quality of Life Initiative  
**NOTE:** In FY 2008, was referred to as the "Rapid Response Team" | During FY 2007, AHA embarked on the Quality of Life Initiative (QLI) to relocate approximately 2,700 households from 12 deteriorating and obsolete public housing developments to better quality housing, in healthy mixed-income communities. During February, 2010, AHA successfully relocated impacted households from the 12 properties. | 2007               | C             |
| 98  | QLI Redevelopment                                                                                     | AHA is developing a prioritization schedule for the QLI-impacted communities and will determine the guiding principles, programmatic and return on investment criteria for redevelopment that should be incorporated in Request For Proposals (RFPs) to developers. AHA will also conduct a competitive procurement process to engage private sector developers to develop mixed-use, mixed-income communities on the vacant sites. If AHA determines to sell all or a portion of any of the vacant sites, the sale proceeds will be used to further AHA’s mission. | 2010               | O             |
| 99  | Rapid Response Team  
**NOTE:** In FY 2008, was referred to as the "Rapid Response Team" | During FY 2008, AHA established a Rapid Response Assistance Team to expeditiously assist Housing Choice participants impacted by property owner foreclosures. The Team offers a continuum of support leading to the resettlement of impacted families into a new living environment. This team also provides similar services to families impacted by other emergency situations such as natural disasters or property abatement. | 2008               | O             |
| 100 | Re-engineering Housing Choice Operations  
**NOTE:** In FY 2008, was referred to as the "Automated Rent Reasonableness System" | AHA will continue the transformation of its Housing Choice Voucher Program with the goal of developing greater acceptance of the program in Atlanta neighborhoods. AHA will focus on identifying quality affordable housing opportunities in healthy neighborhoods, streamline its internal business processes, systems, operations and service delivery practices, utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program, and create incentives for families in achieving economic independence and self-sufficiency. | 2007               | O             |
| 101 | Re-engineering Property Owner / Vendor Process  
(Re-engineering Housing Choice Operations) | AHA is re-engineering the process for approval and processing of property owners prior to execution of the Housing Assistance Payment (HAP) contract and eliminating paper checks and mailing of remittance forms to landlords by creating web-based access for each property owner. | 2008               | O             |
| 102 | Relocation Policies  
(Re-engineering Housing Choice Operations) | During FY 2007, AHA developed corporate policies for discretionary actions under the Uniform Relocation Act (URA) to guide relocation staff in providing relocation assistance and processing relocation claims. AHA will incorporate the relocation policies as part of its on-going business operations. | 2007               | O             |
| 103 | Rent Reasonableness  
**NOTE:** During FY 2007, was referred to as the "Automated Rent Reasonableness System" | AHA developed and initiated rent reasonableness determinations in which an independent market analysis is conducted to establish the market equivalent rent for each residential unit in AHA’s Housing Choice Voucher Program. This will result in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources. | 2007               | O             |
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<tbody>
<tr>
<td>104</td>
<td>Rent Simplification/AHA Standard Deductions</td>
<td>During FY2008, AHA adopted a policy permitting AHA to utilize standard deductions for determining adjusted annual incomes in order to calculate an assisted household’s portion of the contract rent. This policy was adopted and is implemented across all AHA housing and rental assistance programs.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>105</td>
<td>Re-Occupancy Process</td>
<td>AHA will continue conducting the re-occupancy relocation of households returning to revitalized communities. AHA will improve the functionality and reporting of its Consolidated Relocation Management System (CRMS) allowing Real Estate Operations and Relocation staff to more accurately and effectively track returning residents.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>106</td>
<td>Replacement Housing Factor Funds</td>
<td>AHA established a Replacement Housing Factor (RHF) - Obligation and Expenditure Implementation Protocol which outlines the process to which AHA manages and utilizes RHF funds to further advance AHA’s revitalization activities.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>107</td>
<td>Responsible Relocation Note: In FY 2006, was referred to as &quot;Enhanced Relocation Process&quot;</td>
<td>The Relocation Team will continue providing families with the tools to make informed choices about the best housing opportunities for their family. Such opportunities include transfers to remaining AHA high-rise communities (for seniors and disabled residents); moving to private rental communities with a limited percentage of Section 8 project based rental assistance; and utilization of tenant-based vouchers to move to the location of their choice.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>108</td>
<td>Revitalization Program Note: In FY 2005, was referred to as &quot;Repositioning Portfolio and &quot;Real Estate Development and Acquisitions&quot;. Starting in FY 2008, was referred to as &quot;Revitalization Program&quot;</td>
<td>In partnership with excellent private sector developers, AHA will continue transforming conventional public housing developments into economically sustainable, market rate quality, mixed-use, mixed-income communities through its Strategic Revitalization Program. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great recreational facilities and green space; (3) upscale retail and commercial activities; and (4) high performing neighborhood schools.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>109</td>
<td>School Attendance Requirement</td>
<td>During FY 2006, the Georgia state legislature passed a law that requires minors to be in school in order to receive a work permit. Because of this new law, AHA eliminated its FY 2005 requirement that 16 and 17 year olds work full-time if they are not in school, and instead require all minors under 18 years of age to attend school as a condition of the AHA-assisted family maintaining or receiving subsidy assistance. AHA will continue working with Atlanta Public Schools and will undertake a more aggressive enforcement of the lease requirement for youth to attend school.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>110</td>
<td>Service Provider Network</td>
<td>The Service Provider Network (SPN) is a focused group of established Atlanta-based service providers that are committed to serving as a resource for AHA-assisted families’ connection to employment, training, educational and other mainstream opportunities. AHA will continue to implement and refine its referral system that connects AHA-assisted families to services and resources available through the Service Provider Network (SPN). Furthermore, AHA will continue using its Human Services providers and Client Services Counselors to facilitate clients’ connection to mainstream resources.</td>
<td>2006</td>
<td>O</td>
</tr>
<tr>
<td>111</td>
<td>Setting Market Rents Under Housing Choice; Fixed Subsidy</td>
<td>See AHA Submarket Payment Standards and Rent Reasonableness</td>
<td></td>
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<tr>
<td>112</td>
<td>Single Family Unit Residency/Homeownership Standards</td>
<td>See Standards for Residency in Single Family Homes</td>
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<tbody>
<tr>
<td>113</td>
<td>Staff Capacity (Housing Choice Supporting Projects - Participant Services)</td>
<td>Housing Choice will enhance and further develop its staff so that work responsibilities align with staff core competencies, communication with internal and external customers is consistent and well informed, and interactions with its customers and clients are more responsive and timely.</td>
<td>2010 P (2008)</td>
<td>O</td>
</tr>
<tr>
<td>114</td>
<td>Standards for Residency in Single Family Homes</td>
<td>AHA contemplated adopting and implementing single family home eligibility standards (1-4 units) to assure that families are prepared financially and otherwise to live in single family homes and be successful in neighborhoods. Due to other priority Housing Choice Re-engineering efforts, this activity was postponed in FY 2008.</td>
<td>2005 O</td>
<td>O</td>
</tr>
<tr>
<td>115</td>
<td>Statement of Corporate Policies (SCP) Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)</td>
<td>The Statement of Corporate Policies is the policy document that governs the leasing and residency of public housing assisted apartments owned, affiliated, or sponsored by AHA.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>116</td>
<td>Statement of Policies Governing the Housing Choice Tenant-Based Program (Statement of Housing Choice Policies)</td>
<td>The Statement of Housing Choice Policies (formerly the &quot;Administrative Plan Governing the Housing Choice Voucher Program&quot;), forms the broad policy basis of and authorizes the establishment of administrative procedures and practices that govern AHA’s Housing Choice Tenant-Based Program.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>117</td>
<td>Streamlining Property-Level Operations</td>
<td>The central focus of this initiative is to streamline operating procedures at the property level by examining the various regulatory requirements that are attached to financing and funding development activities, as well as to look for ways to reduce duplication of effort and obsolete systems in meeting requirements for HUD and other funding and equity sources. While meeting its due diligence requirements and fulfilling its fiduciary responsibilities, AHA will use a combination of oversight functions internal and external to the organization that will implement compliance procedures sensitive to the various funding sources during FY 2010.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>118</td>
<td>Subsidy Conversion</td>
<td>See Innovative Subsidy Strategies for AHA’s Affordable Communities providing Housing for Seniors and Residents with Disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>119</td>
<td>Sustaining Mixed-Income Investments</td>
<td>In order to preserve the AHA-assisted units at AHA-Sponsored Mixed-Income Communities, AHA will convert the public housing assisted units at these communities from the existing Annual Contributions Contract (&quot;ACC&quot;), as amended by the applicable Mixed-Finance Amendment to the ACC, to Project Based Rental Assistance Agreements. During FY 2009, AHA will continue to explore the applicability of this strategy at AHA-Sponsored mixed-income, mixed-finance communities.</td>
<td>2005</td>
<td>O</td>
</tr>
<tr>
<td>120</td>
<td>Tax Credit Compliance Model</td>
<td>See Streamlining Property-Level Operations</td>
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<tr>
<td>121</td>
<td>Transforming All Conventional Public Housing Assisted Communities to Market Rate, Mixed-Income Communities</td>
<td>See Revitalization Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>122</td>
<td>Technology Solutions (Housing Choice Supporting Projects - Participant Services)</td>
<td>See Housing Choice Operating System (Housing Choice Supporting Projects - Financial and Business Operations)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>123</td>
<td>Technology Solutions (Housing Choice Supporting Projects - Housing Assistance Payments Contracting &amp; Landlord Services)</td>
<td>Core to the operational enhancements of the HAP Contracting group is the requirement to develop or improve its IT solutions. AHA will make investments to improve its landlord/vendor, inspections and pre-HAP contract system modules to correspond to any procedural or process improvements as part of the Housing Choice Program re-engineering. AHA will explore consolidation of its Property Owner Application and Request for Tenancy Approval documents into a single Housing Choice Rental Application form for electronic completion and submission via AHA’s Landlord Portal and will establish a state-of-the-art system for listing available housing opportunities.</td>
<td>2010</td>
<td>O</td>
</tr>
<tr>
<td>124</td>
<td>UHAP Bankcards (Housing Choice Supporting Projects - Program Support)</td>
<td>During FY 2008, paper checks for payment of Utility Housing Assistance Payments were eliminated and bankcards were issued to eligible participants. AHA continues to implement the UHAP bank card business system for eligible program participants. Beginning in FY 2009, AHA procured a new vendor, J.P. Morgan Chase, to provide UHAP debit card services to participants on an on-going basis.</td>
<td>2008</td>
<td>O</td>
</tr>
<tr>
<td>125</td>
<td>Use of MTW Funds</td>
<td>On January 16, 2009, AHA and HUD executed a second amendment to AHA’s Amended and Restated Agreement, clarifying AHA’s use of its MTW funds (combined public housing operating, capital funds and voucher program funds). The second amendment reinstates AHA’s ability to invest MTW Funds in real estate transactions pursuant to its “Use of MTW Funds” Implementation Protocol and reaffirms that AHA’s MTW Funds may be used for MTW eligible activities as defined in the Amended and Restated Agreement and is not restricted to those uses specified in Sections 8 and 9 of the 1937 Act. AHA will implement projects and initiatives that will use a portion of its MTW Funds for housing for low-income families, beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended.</td>
<td>2009</td>
<td>O</td>
</tr>
<tr>
<td>126</td>
<td>Utility Allowance Waiver</td>
<td>During FY 2009, AHA examined the cost/benefit of its Excess Utility Billing Program at its remaining owned properties. AHA’s analysis found that administrative costs outweighed the collected revenue and AHA elected to discontinue the program beginning in FY 2010. AHA will continue to assess the effects of this change and implement supplemental resident education forums for encouraging energy conservation behaviors.</td>
<td>2007</td>
<td>D (2010)</td>
</tr>
<tr>
<td>127</td>
<td>Video Call Down System</td>
<td>This system enables AHA to work closely with Atlanta Police Department, the Property Management Companies and the contracted security companies to increase the effectiveness of the video monitoring and the roving security patrols at all AHA-owned properties. This activity actually began the latter part of FY 2005 but was described in FY 2006 MTW Plan (implemented subsequent to submission of FY 2005 MTW Plan).</td>
<td>2005</td>
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<tr>
<td>128</td>
<td>Violence Against Women Act (VAWA)</td>
<td>The Violence Against Women and Department of Justice Reauthorization Act of 2005 (Public Law 109-162) articulates requirements in the law that serve and protect the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking. With respect to this Act, AHA developed administrative procedures for its Public Housing and Housing Choice programs and continues to enforce them.</td>
<td>2007</td>
<td>O</td>
</tr>
<tr>
<td>129</td>
<td>Work/Program Participation Requirement</td>
<td>Effective October 1, 2004, AHA’s work/program participation policy requires that (a) one non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.</td>
<td>2005</td>
<td>O</td>
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</tbody>
</table>
| 130 | John O. Chiles Annex Supportive Housing Pilot | In collaboration with The Integral Group, this pilot program provides comprehensive and intensive support services targeted to low-income residents with developmental and mental disabilities who often struggle to retain stable housing. Providing people who have special needs with a way to connect to various in-home services and resources aids to accomplish the goal of reducing instances where such individuals require emergency public services. Residents are assisted with establishing and maintaining connections to their service providers within the community and have the benefit of staff that coordinate the following services:  
- Assistance with housekeeping and laundry services  
- Medication reminders and/or help with medications  
- Securing assistance with “Activities of Daily Living” (ADLs) including personal care, and meals  
- Transportation  
- Health monitoring  
- Care / Case management  
- Social and therapeutic activities and recreation  
- Appropriately trained security | 2008 | O |
SUBMISSIONS FOR RECEIPT OF FUNDS
Appendix K – Submissions Required for Receipt of Funds

HUD no longer requires a submission from AHA to request Housing Choice funds; and AHA submitted the 2010 Low Rent Operating Subsidy Calculation to the Atlanta Field Office in March for review and funding. HUD awarded the 2010 CFP and RHF grant awards in June and Annual Statements/Performance and Evaluation Reports for these grants are included in Appendix F.
MTW BENCHMARKING STUDY
Appendix L: MTW Benchmarking Study

The comprehensive findings of AHA’s MTW Benchmarking Study are under development and are published separately from this report.