



# MOVING TO WORK (MTW) ANNUAL PLAN

FISCAL YEAR 2020

**DRAFT**

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## Vision

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

## Mission

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

## Goals

AH's business model has positioned it to pursue three goals:

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

## Guiding Principles

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

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

**Plan Reminder:** Atlanta Housing (AH) develops its Annual MTW Plan in accordance with its HUD-approved MTW Agreement, Attachment D elements. Elements required in HUD Form 50900: Elements of the Annual MTW Plan and Report are included in this document's appendices.

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## SECTION I: OVERVIEW

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### A. ATLANTA HOUSING

Atlanta Housing (AH) is defined as a large Public Housing Agency/Authority (PHA) by the US Department of Housing and Urban Development (HUD) and oversees rental assistance programs that provide more than 24,000 housing opportunities to eligible families in the city of Atlanta. More than ninety-five percent of our families meet the definition of being a very low-income or extremely low-income family. On average, these families earn less than \$24,600 annually for a family of four and affording rents in a city whose rents have been rapidly escalating is a tremendous undertaking. In other words, **we assist the families that need us most**, who are being priced out of the marketplace when trying to find a quality living situation that will allow them to live, work and raise their children inside the city limits.

As the 38<sup>th</sup> largest city in America, the city of Atlanta is recognized as a mecca for talent, economic development and business opportunity and its unprecedented growth reflects this with new gleaming office buildings, high-end retail and an abundance of luxury market-rate housing. The increase in energy and innovations of the new Atlanta have attracted a new demographic back to the city and are changing the way Atlanta looks and feels as its urban core densifies and gentrifies. The unintended consequence of progress is that Atlantans of lesser economic and educational means are being pushed out of their communities, no longer able to afford to live where they work, go to school or grew up. Recognizing that diversity and inclusion are two of the key elements that make great cities, the city of Atlanta, Atlanta Housing, Invest Atlanta, Atlanta BeltLine, Inc. and other public and private partners have come together to uniquely address the now looming crisis in affordable housing. By uniting to fight displacement, native Atlantans, school teachers, fire fighters, police and the workers who service the citizens of Atlanta will again have an opportunity to live a quality life inside the city limits.



Returning to its roots as the premiere developer of affordable housing in the city of Atlanta and creator of the Atlanta Model of mixed-income development, AH is stepping up in a big way to accelerate and meet the need for affordable housing with a bold and innovative plan designed to increase the supply of affordable housing by 3,000 units beginning in 2020 through 2029. AH will leverage its capability, land and resources with a new model of development premised on co-development with like-minded developers and investors, master development of its sites, opportunities to expand its holdings and creation of new pools of leveraged funds to maximize its HUD dollars. Taking advantage of AH's affiliates, instrumentalities and partnerships, the re-imagined

**Atlanta Model 2.0** will accelerate AH's development pipeline production with innovation, efficiency and solid real estate investment principles, re-igniting the **AH's 2020 VISION**.

As a Moving To Work ("MTW") organization, AH maximizes its partnership with HUD and the flexibilities offered by its MTW agreement to not only streamline its operations, but expand its development program to allow for innovation and acceleration of timelines but also develop programs that create opportunities

for working families, children, seniors, persons with disabilities, the homeless and other program participants to improve their social, economic, educational and related outcomes.

AH utilizes its Annual MTW Plan to meet its obligation to share information with HUD and the public. Further, it is a community connection document through which many learn about AH and its dynamic activities.

AH prides itself on being an innovative leader in the affordable housing industry and is **interested in becoming a Regional MTW Agency**, as initially described under the 2016 Consolidated Appropriations Act, should such an opportunity present itself.

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## **THE CHALLENGE:**

### **Preserving Affordable Housing in a Growing Market**

Atlanta is growing rapidly. Between 2012 and 2017, Atlanta experienced a 15.8 percent population growth, and according to the United States Census Bureau, Atlanta's 2018 population exceeds 490,000 people. Atlanta ranks 10<sup>th</sup> in the nation economically. Yet, as the city grows financially and internationally, growth remains imbalanced across the city, new real estate development largely focuses on luxury housing, and the income gap is widening.

As a result, the number of available affordable housing units is steadily decreasing, causing an affordable housing shortage in the city. The City of Atlanta's 2016 Comprehensive Development Plan acknowledges that the number and type of housing units constructed are major factors affecting population growth. Affordable housing and equity are top priorities for the city. Other high-ranking needs identified in the plan include:

- Work to attract a diverse population at all income levels
- Promotion of growth in areas with slow growth and declining populations
- Meet the needs of a growing senior population by providing affordable housing options and opportunities to age in place.

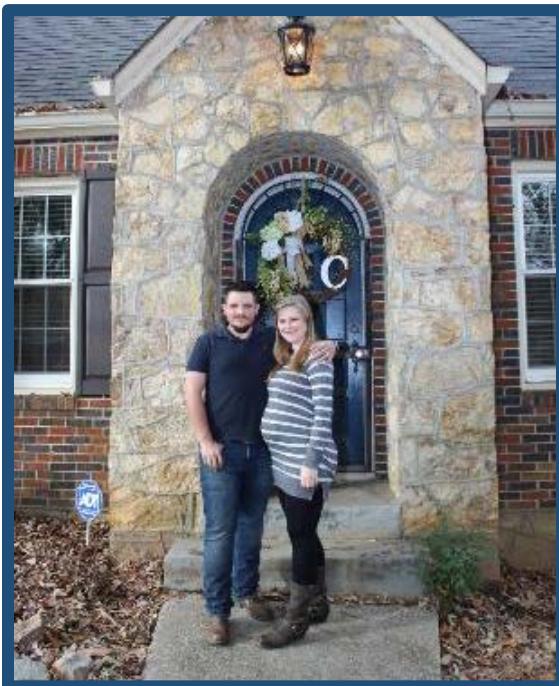
Very low- and extremely low-income families experience extreme competition for rental units with market-rate renters. Renters and homeowners demand a lifestyle connected to a diverse community with innovative housing products and housing types that reflect their individual needs and a built environment that supports health, education and economic access, and opportunities for the residents of the complex and the surrounding community.

## THE STRATEGY:

AH strongly believes in the potential of the individual. Therefore, **VISION 2022** takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe, and healthy communities. These three thrusts are the building blocks of our strategy:

- **Real Estate.** AH will redefine its approach to affordable housing development to emphasize community development, alongside the creation of innovative live-work-thrive innovation spaces.
- **Human Development Services.** AH will invest agency funding towards the agency's self-sufficiency programs, with a focus on family independence, student achievement, digital literacy/connectivity, employment and workforce development, and health and volunteerism.
- **Finances.** AH will streamline its service delivery approach by updating financial policies and protocols, continuing to reduce operational overhead, and identifying areas to preserve and increase quality affordable housing in the city of Atlanta.

AH believes that people, not buildings, are the heartbeat of a community. Thus, as we strive to increase access to quality housing for all, we also consider the needs of those we serve and ways in which we can improve their lives and their surroundings. That is the core of **VISION 2022**, AH's five-year strategic plan. It is a strategy about people and community—people living well and working toward total self-reliance in communities that thrive. Why is this important? Because better living is the gateway to a better life. At AH, we believe **everyone** deserves a chance at a better life.



*The Crowells in front of their home purchased with the support of AH's Down Payment Assistance Program*

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## THE PLAN:

### Stronger Communities, Brighter Futures

To meet the challenges facing affordable housing in Atlanta's vigorous market, AH plans to aggressively pursue opportunities that allow it to build affordable, healthy, mixed-income communities that will benefit low-income families. As part of a 10-year Real Estate Strategy and implementation of the **Atlanta Model 2.0**, AH will deploy its capacity, resources and land to accelerate and innovate new development and to identify new opportunities to expand its vision throughout the city of Atlanta.

This approach will create economic mobility for residents, and attract new partnerships and sources of capital to our developments. In addition, this approach allows AH to serve more low-income families in need of housing assistance. Led by the philosophy that all people matter and that quality living should not be an advantage of the privileged, we are motivated to provide better living opportunities for those we serve and empower them through human development services and opportunities that endorse self-reliance. These efforts will create building blocks to stronger communities and foster pathways to brighter futures. In 2018, AH established the People, Partnership and Investments Division and restructured the Human Services team to update its service delivery model to target specific outcomes for AH families. All of these planned activities will provide a platform for AH to remain competitive, relevant, and innovative in the dynamic affordable housing marketplace.



AH employees at the Human Development Services Job Fair held at Atlanta Technical College

## SECTION II: PRIORITIES

### A. VISION 2022

Atlanta Housing (AH) holistically operates the entire agency under the Moving-to-Work (MTW) concept. Under its MTW authority, which requires the agency to design local flexibilities that achieve at least one of the three MTW Statutory Objectives:

- **Statutory Objective #1: Reduce costs** and achieve greater cost effectiveness in Federal expenditures
- **Statutory Objective #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
- **Statutory Objective #3: Increase housing choices** for low-income families

From this mandated framework, AH developed **VISION 2022**, which outlines how AH will utilize its MTW flexibilities to leverage administrative, financial, human, and other resources at its disposal to administer, implement, monitor, and modify existing, new, and planned MTW Activities and non-MTW initiatives.

Fiscal Year (FY) 2020 continues to focus on the following AH priorities:

| VISION 2022 |   | MTW Statutory Objective* |   |   |
|-------------|---|--------------------------|---|---|
| AH Priority | Strategy Name                                     | 1                        | 2 | 3 |
| 1           | Creating Modern, Distinctive, Quality Communities | *                        |   | * |
| 2           | Creating an Entryway to Independence              | *                        | * | * |
| 3           | Keeping Our Finances in Check                     | *                        |   |   |

\*Statutory Objective numbers are ordered above

During FY 2020, AH will continue to exercise its full MTW flexibility to aggressively pursue innovative ideas and continue its focus on implementing major initiatives that further availability of and access to affordable housing and supportive services. AH's priority activities are described and aligned with the MTW statutory objectives. Other ongoing activities approved by HUD and being administered by AH are described in the Appendices of this document.

AH will continue to focus on current and future priorities that align with AH's goals and objectives and that are designed to address unique local challenges. With that said, the FY 2020 Plan continues:

- Deployment of its land and resources for new development and preservation of affordable housing units through mixed-income, mixed-finance transactions and the Rental Assistance Demonstration (RAD) Program;
- Identification of new opportunities for growth and expansion;

- Identification and establishment of new sources of capital to support the ten-year Real Estate Plan
- Aggressive pursuit of acquisition and development activities with AH development partners, such as the City of Atlanta, Atlanta BeltLine, Inc. and Invest Atlanta, among others
- Acquisition of parcels for development identified in the Choice Neighborhood Transformation Plan:
  - Ashview Heights • Vine City • English Avenue • Atlanta University Center neighborhoods, etc.

AH will continue to administer and monitor ongoing MTW and non-MTW Activities included in prior HUD-approved Annual MTW Plans. To create a forum for meaningful public input and feedback, these priorities are described in greater detail within the plan.

#### **AH Portfolio of Housing**

- **AH-owned Communities:** elderly and/or disabled and family sites directly or indirectly owned by AH throughout the city
- **HAVEN:** collection of AH's supportive housing pilots and initiatives that target specific population groups
- **HomeFlex:** AH's homegrown Project Based Rental Assistance (**PBRA**) Program\*
- **Housing Choice Voucher:** program includes Project-Based, Tenant-Based, Tenant-Protection Vouchers, among others
- **MIXED Communities:** AH sponsored Mixed-Use, Mixed-Income developments located on former public housing sites and AH-owned land

*\*This AH Program should not be confused with HUD's PBRA Program. AH's PBRA Program is locally designed and locally driven.*



\*Once on an AH Rental Assistance Program, program participants can earn up to 80% of Area Median Income (AMI)



## Section II: PRIORITIES

Strategy I.

REAL ESTATE



## AH's Real Estate Development Model and Approach

Under **VISION 2022**, using a people centered, affordable housing real estate development model, AH will build on the prior years' planning and due diligence, prioritizing properties for development, investment protocols and financial feasibility for new construction and rehabilitation. This approach will consider the type of opportunity, the partnership structure, and an assessment of the returns both economic and for the public good.

In FY 2020 the goal of accelerated housing production will continue to dominate while AH continues to refine and enhance its ability to develop, finance, own, operate and manage real estate assets and to further its affordable housing mission by:

- Establishing a real estate organizational structure and supporting procedures / technology based on the real estate development process overseen by a team of real estate development experts
- Building of AH's internal capacity in five functional areas: architectural planning and design, real estate transaction investments / financial underwriting, construction management and asset management to support development resource needs
- Strategic acquisitions to support redevelopment plans and locate in areas of opportunity
- Build alternative sources of capital
- Diversifying real estate development partnerships
- Advancing development projects and affordable housing production
- Aligning policies and procedures, supported by strong project controls and program compliance

In the current fiscal climate, this entails a standardized approach with a set of tools that will enable AH to pursue self-development, public-private partnerships and other new construction projects that represent sound investments. AH will enable a sustainable organization through sound fiscal management of its development program, earning reasonable returns under a double bottom-line investment framework in accordance with the AH mission.

As noted in the opening segment, AH is transforming its approach to real estate development with a ten-year Real Estate Plan designed to accelerate the production of affordable housing to meet the ever growing need in the city of Atlanta. AH is building internal capacity in all aspects of real estate, including planning, development, financing, investments, construction management and asset management – and will augment that expertise with a bench of procured professional services firms that include brokers, planners, architects, engineers, construction managers, as well as contractors and developers.

### Defining the Opportunity

AH has the opportunity to develop more than 400 acres of AH-owned land in the city of Atlanta. In FY 2019 AH initiated a strategic plan to accelerate delivery of housing units on its former vacant public housing sites and AH-acquired land. The portfolio is comprised of 60 percent (or 240 acres) vacant land with no developer and 40 percent (or 160 acres) vacant land with a selected development partner.

In FY 2020, AH will continue to redefine its approach to affordable housing development to emphasize community development coupled with the creation of innovative live-work-thrive spaces with the following features:

- Amenities (grocery stores, healthcare, and other neighborhood-serving amenities)
- Public infrastructure (public transportation, storm water management, Atlanta BeltLine)
- Environmental sustainability
- Proximity to commercial centers and jobs

- Public safety
- Quality schools and education
- Parks and greenspace

In addition to development projects that support neighborhood stabilization, AH will continue building financially feasible and healthy mixed-income, mixed-use communities in neighborhoods that represent areas of opportunity.

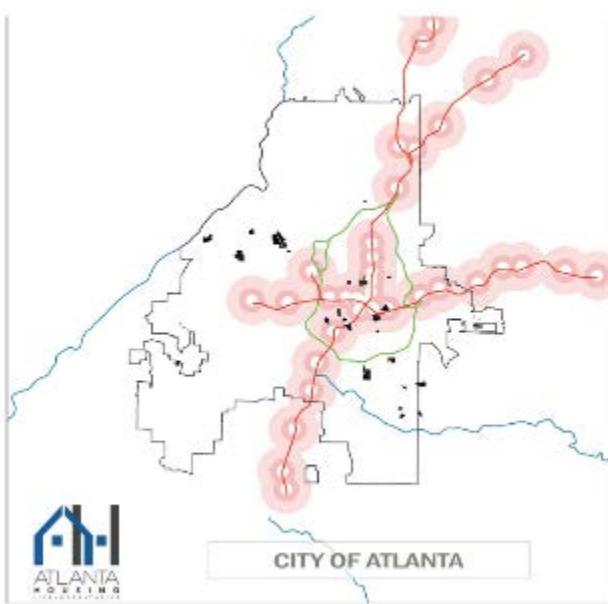
### **Focusing on Neighborhoods**

Atlanta is comprised of many wonderful neighborhoods, each with a different and distinctive character. In approaching its real estate development projects, AH has organized its development program into four major sectors within the city of Atlanta.

- Intown
- Northwest
- South
- Westside

This allows for greater impact by connecting and aligning plans across submarkets, other public/private partner investments and community focus. These sectors are noted in the maps that follow.

Within each of these sectors there are various submarkets that AH characterizes in three ways: revitalization (disinvested, limited potential for private investment with reliance on public sector), catalytic (defined redevelopment area or experiencing some investment with need for public sector gap financing) and market (mature area capable of attracting and sustaining market investments). AH's approach to affordable housing development and investment strategy will reflect the various market conditions.



## **Priority and Acceleration**

In FY 2020, AH will be stepping up to meet the need for quality, affordable housing with an accelerated development program. Efforts to address the growing need includes:

- Development of a ten-year Real Estate Plan for development identifying activities, programs, budget, schedule, and available resources
- Prioritizing six major developments on AH land known as the “Big Six” (Details about this initiative appear on page 22.)
  - Bankhead
  - Bowen
  - Englewood
    - South – Section 1 and Section 2
    - North
  - Herndon
  - Palmer
  - U-Rescue/North Avenue
- Identify new opportunities

## **Developing Partnerships to Leverage Capital and Jump Start New Construction in Areas of Opportunity in the City of Atlanta**

AH is working in partnership with the city of Atlanta (CoA) and other public agencies to develop a collaborative strategy to attract capital and accelerate production of new units and preservation of existing units, while continuing to revitalize neighborhoods. To realize its vision and take advantage of various opportunities and sources of capital, AH will continue to seek partners in the public, private and non-profit sectors. AH will continue to work collaboratively with other stakeholders, including but not limited to the CoA, Invest Atlanta, Atlanta BeltLine Inc., Westside Future Fund, and the Atlanta Public Schools, as well as with private sector investors/developers interested in increasing the supply of affordable housing and revitalizing Atlanta’s communities.

With common goals that benefit low-income families, AH and its partners will advance the development of affordable housing and further AH’s revitalization activities; support city-driven public-use purposes, community development or neighborhood revitalization initiatives; provide jobs and economic development for low-income families; and/or support place-based strategies that create sustainable quality living environments and offer opportunities for self-sufficiency for low-income residents.

In addition to its current long-term real estate development partnerships, AH has developed a framework for new partnerships in which each partner shares in the opportunity, risks and reward. This co-investment framework is described in greater detail under Strategy 3: FINANCES. Also, AH continues to identify and develop financial vehicles, such as bonds, loans, grants, preferred capital funds, and other financial vehicles, to generate and/or increase sources of capital. These funds may factor into the creation of a development affiliate that engages in self-development of residential and mixed-use real estate development opportunities to further AH’s mission, benefitting low-income families.

## Other Activities

One of the primary goals of **VISION 2022** is to conduct due diligence and **get shovels in the ground** in order to maximize the number of new units developed over the next five years. AH reserves the right to engage in the following real estate activities during FY 2020:

- **Participate in land transactions**, such as acquisitions, dispositions, swaps, and others, that support affordable housing development in areas of opportunity. These efforts include:
  - Revitalization of AH-owned land
  - Actively and aggressively pursuing such land transaction activities to advance development
  - Promoting neighborhood stabilization and alignment of its community development goals with its development partners, such as the City of Atlanta, Invest Atlanta and the BeltLine, to name a few
- **Land swaps or dispositions of land**; where land is not suitable for residential development, AH may designate the **proceeds (or portion thereof) for the benefit of low-income families**.
- Work collaboratively to **implement real estate activities under an aligned co-investment framework** that supports major city redevelopment initiatives and benefits low-income families.
- **Explore alternative funding options** for ongoing and/or future revitalization activities that may include MTW funds, Replacement Housing Factor (**RHF**) funds, Choice Neighborhoods Implementation Grants (**CNIG**), and/or other private or public equity as available/secured.
- **Identify solutions to mitigate community displacement**, such as site-based waiting list preferences, for affected residents.
- **Consider the option of issuing Requests for Interests, Qualifications and/or Proposals for private sector development partners** for other AH-owned parcels. AH reserves the right to use its own AH affiliate for self-development, outside the solicitation process, to lead the redevelopment of AH-owned or acquired land.
- **Openly and vigorously support community retention efforts**. Potential solutions include:
  - Submitting regulatory waiver requests
  - Allowing for the expansion of site-based waiting lists for all phases of development
  - Including an eligibility preference for:
    - (1) Former eligible residents displaced as a result of HUD-approved demolition
    - (2) Eligible residents relocated as a result of a community redevelopment
  - Working collaboratively with education, health and workforce partners/stakeholders to implement place-based strategies that create and support opportunities for self-sufficiency.
  - Supporting significant community redevelopment initiatives involving local governments and non-profits. AH may consider revision or make exception to existing site and vicinity standards on a case-by-case basis.

## A. Projects and Purchases – Ten-Year Real Estate Plan and Portfolio

AH provides affordable housing through a portfolio approach, offering diversity of housing types and program. AH's MIXED-Communities refer to those developments on AH-owned land or where AH has an ownership interest utilizing the mixed-finance, mixed-income and mixed-use business model. These MIXED communities are categorized differently within AH for purposes of portfolio management:

- **AH-Owned Communities:** Communities located on AH-owned land, are 100% affordable, and include 10 senior and 2 multifamily properties. These properties are scheduled for conversion through the RAD program with private sector development partners. They will remain 100% affordable.
- **Existing MIXED Communities:** Multi-phased, mixed-income, mixed-use developments that were constructed on former public housing sites as a public-private partnership with developers who own and operate the buildings while AH maintains control of the land through a long-term ground lease or as a one-phase off-site developments that support one of the larger-scale developments (AH does not own the land). These projects were completed before 2010 generally as part of a large scale multi-phased redevelopment plan. As will be detailed later in the MTW Plan, these projects are currently either undergoing recapitalization through the RAD program or are being scheduled for conversion.

Since 1995, AH has led the nation in the revitalization of public housing properties and the surrounding neighborhoods through the creation of the public-private partnership mixed-income development model. Working with private sector development partners, collectively we have successfully created quality, mixed-use, mixed-income communities with more than 4,000 affordable housing units and an economic impact well over \$2 billion. These MIXED-Communities are rich in amenities and many offer access to good schools, quality shopping, transportation and more. These strategies are intended to ensure the long-term sustainability and stability of the communities, and the families' progress toward self-sufficiency. Based on the market conditions and the strength of the real estate and financial markets, AH and its development partners will continue to engage in real estate activities and advance the community sustainability aspects of the redevelopment plans on these properties as noted in the table on the next page.

These additional phases will be developed using a combination of public and private sources as noted in the section that follows Mixed Communities. The table on the next page shows nearly 50 completed developments (when broken out by phases). In FY 2020, AH will take all steps necessary to continue to maintain and operate the developments in partnership with the Owner Entity and to work with the Owner-Entity to secure approval for a RAD conversion consistent with the market conditions, project schedule and HUD approvals.

| <b>MIXED-Communities</b><br><b>Completed Developments</b>   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Ashley Auburn Pointe I &amp; II</li> <li>• Ashley CollegeTown I &amp; II</li> <li>• Ashley Courts at Cascade I, II, &amp; III</li> <li>• Ashley Terrace at West End</li> <li>• Atrium at CollegeTown</li> <li>• Capitol Gateway I &amp; II</li> <li>• Centennial Place I, II, III, &amp; IV</li> <li>• Columbia Commons</li> <li>• Columbia Creste</li> <li>• Columbia Estates</li> <li>• Columbia Grove</li> <li>• Columbia Park Citi</li> <li>• Columbia Heritage</li> <li>• Columbia High Point (Senior)</li> <li>• Columbia Mechanicsville Apartments</li> <li>• Columbia Senior Residences at Mechanicsville</li> </ul> | <ul style="list-style-type: none"> <li>• Columbia Senior Residences at MLK, Jr.</li> <li>• Columbia Tower at MLK, Jr. Village</li> <li>• Columbia Village</li> <li>• Gardens at CollegeTown</li> <li>• Tenth and Juniper</li> <li>• Magnolia Park I &amp; II</li> <li>• Mechanicsville Crossing</li> <li>• Mechanicsville Station</li> <li>• Parkside at Mechanicsville</li> <li>• Piedmont Senior Tower</li> <li>• Veranda at Auburn Pointe I, II, &amp; III</li> <li>• Veranda at Carver</li> <li>• Veranda at CollegeTown</li> <li>• Veranda at Scholars Landing</li> <li>• Villages at Carver I, II, III, &amp; IV</li> <li>• Villages at Castleberry Hill I &amp; II</li> <li>• Villages at East Lake I &amp; II</li> </ul> |

- **New MIXED Communities:** These developments are comprised of existing communities that were new construction and/or recently renovated communities. With these resources and a ten year strategic plan to utilize its funds and attract new investments, AH will expand housing opportunities by leveraging its land assets and MTW flexibility to plan, develop, preserve and operate modern, distinctive, and quality communities. AH will initiate new mixed-use development opportunities on AH-owned land utilizing private sector development partners or an AH-owned affiliate and will continue to build-out and invest in its existing MIXED Communities consistent with comprehensive redevelopment plans

AH has developed a ten-year Real Estate Plan that includes a production plan, schedule, and resources to (i) complete the build-out of the remainder of the vacant land on sites where already procured AH development partners have development rights to develop AH's vacant land that is currently not part of a public private partnership. Utilizing a mixed-income model of development and dependent on the unique requirements of each site, development program and available funding, AH may utilize the more traditional model of public private development partnership, may co-develop properties with developers

or act as the developer with a self-develop model. In most cases, AH will approach each site, acting as the master developer for predevelopment activities that include but are not limited to feasibility assessment and design concept, land due diligence, environmental management, land development and entitlement approval. This will prepare the site for development immediately as a developer or partner is procured or AH initiates the development process.

To introduce new models of development of affordable and mixed-income housing, AH will initiate a design competition for AH-owned sites with architects and/or developers in FY 2020 that we believe will result in innovative models for developing affordable housing, creating healthy and sustainable homes and communities, and a product that relies on state-of-the-art design, technologies and construction methods such as modular component systems. To effect this ambitious and pioneering strategy, AH may utilize AH land to support the production of such modular systems and/or enter into partnerships with manufacturing firms that will support AH production plans for affordable housing.



Key priority projects include the **“Big Six” Initiative**, where six large sites have been identified as most feasible for the development of units in FY 2020 once predevelopment work is completed. These sites include Bankhead, Bowen, Englewood, Herndon, Palmer, U-Rescue/North Avenue with development programs explained in more detail following this section. As due diligence and investigation continues, AH may substitute or include other properties inside this important priority initiative.

Elements of the Community Redevelopment Plans and other revitalization plans will be advanced during FY 2020 subject to market demand, financial feasibility, funding availability, and conditions in the financial and real estate markets. The revitalization activities planned for implementation during FY 2020 are described later in the document along with a brief overview.

In furtherance of AH’s strategic development plan, subject to funding availability and in furtherance of the community redevelopment plans and long-term community sustainability, AH will continue to engage in acquisition and disposition activity during FY 2020. In addition to property acquisitions, AH may be engaged in negotiations of land transactions with public and private partner to further support its revitalization efforts at the MIXED- Communities listed in the table on the next page.

| <b>MIXED-Communities</b><br><b>Revitalization Projects in-Progress</b>   |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Auburn Pointe - <i>Grady Home</i></li> <li>• Bankhead - <i>Bankhead Court</i></li> <li>• Bowen Homes - <i>Bowen Home</i></li> <li>• Capitol Gateway - <i>Capitol Homes</i></li> <li>• Centennial Place- <i>Techwood/Clark Howell</i></li> <li>• Civic Center - <i>Revitalization Project</i></li> <li>• CollegeTown @ West End - <i>Harris Home</i></li> <li>• Englewood North and South - <i>Englewood Manor</i></li> <li>• Herndon Square - <i>Herndon Home</i></li> <li>• Hollywood - <i>Hollywood Courts</i></li> </ul> | <ul style="list-style-type: none"> <li>• Townhome Project</li> <li>• Magnolia Perimeter Properties</li> <li>• Mechanicsville - <i>McDaniel Glenn</i></li> <li>• Palmer House - <i>Palmer House</i></li> <li>• Scholars Landing - <i>University Homes</i></li> <li>• U-Rescue/North Avenue (SONO) - <i>U-Rescue Villas</i></li> <li>• Villages at Carver - <i>Carver Homes</i></li> <li>• West Highlands - <i>Perry Home</i></li> <li>• Project 2174 - <i>To Be Determined</i></li> </ul> |

A complete listing of properties owned by AH is available by request and as noted earlier, the AH development program is organized by sectors and neighborhoods within the city of Atlanta: Intown, Northwest, South and Westside. The MIXED Communities in this area with potential active development opportunities include:

**Intown:** Auburn Pointe, Capitol Gateway, Centennial Place, Civic Center, Madison Reynoldstown, Palmer House and U-Rescue/North Avenue

**Northwest:** Bankhead, Bowen, Hollywood Courts, West Highlands, 2174 DLH

**South:** Englewood South (Sections 1 and 2), Englewood North; London Townhomes, Villages at Carver

**Westside:** CollegeTown @ West End, Herndon Square, Magnolia Perimeter, Scholars Landing

The FY 2020 activities for development projects will include the following activities with specific activities listed in the charts that follow:

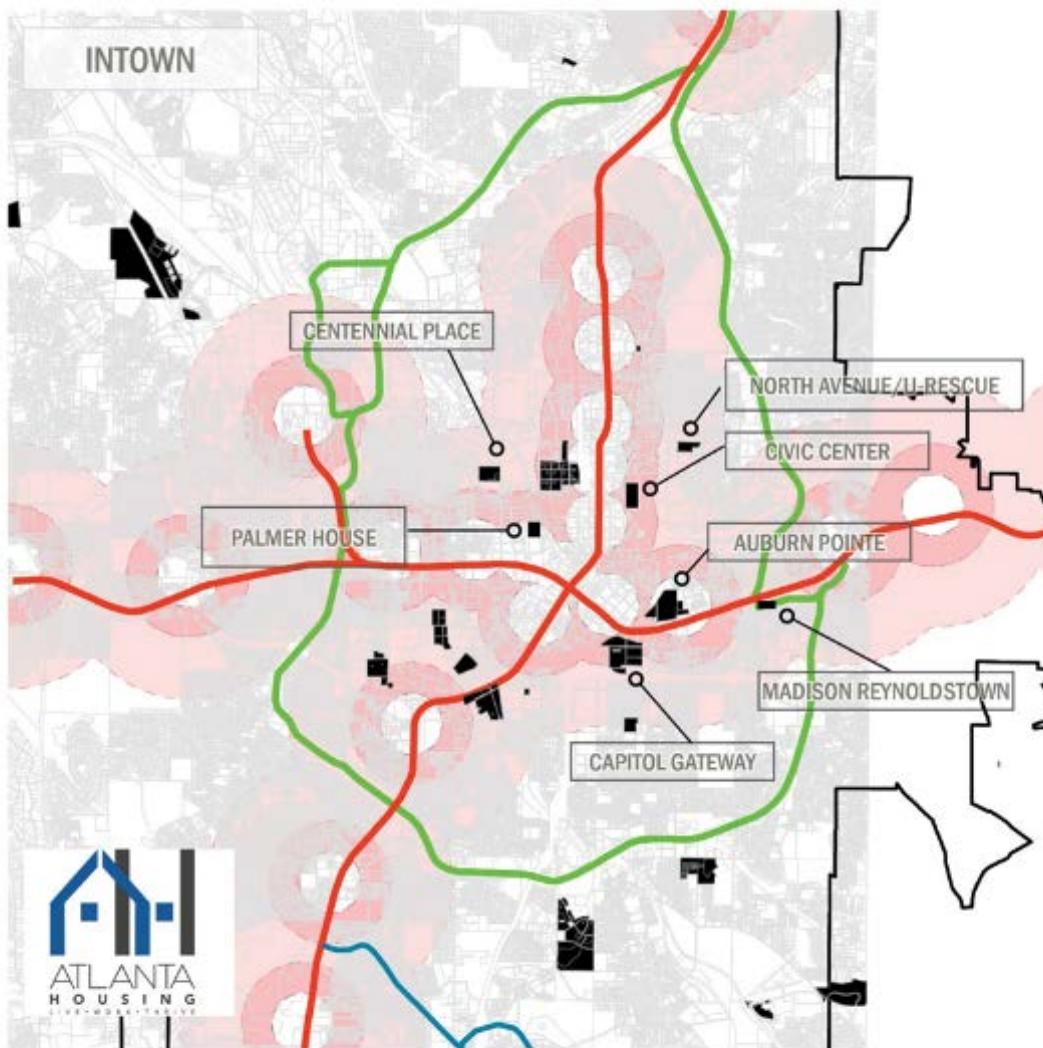
1. Pre-development: Due diligence and site analysis;
2. Master Planning
3. Zoning / Entitlement
4. Environmental testing, remediation if required
5. Public improvements / infrastructure and associated easements and dispositions of right-of-way
6. Site Preparation
7. Architectural design
8. Where infrastructure and site construction and/or mixed-finance closing or other phase development occurs, securing financing that may include submission of 4% LIHTC/Tax Exempt Bond or 9% LIHTC application, use of other public/private funds including City of Atlanta and Invest Atlanta funds, New Market Tax Credits, Opportunity Zone Funds, co-investment funds,

- etc. Activities may include AH investment in pre-development, construction and/or permanent financing for development partners and down payment assistance for homebuyers
9. As necessary to advance work, activities associated with securing approval from AH Board, HUD, State Historic Preservation Officer, City of Atlanta, environmental regulators
  10. Community / Partnership Engagement and participation including former residents of vacant public housing properties

Note: Execution of listed activities is contingent upon approvals, available funds and market conditions.

#### INTOWN SECTOR

The Intown sector is within a one mile radius of the city core, characterized by highly speculative and appreciating real estate market, growing rents and a limited supply of affordable housing.



## Civic Center – Intown Sector



|                                 |   |
|---------------------------------|---|
| <b>Development Name</b>         | Civic Center  |
| <b>Development Partner</b>      | TBD   |
| <b>Address</b>                  | 395 Piedmont Ave NE,<br>Atlanta, Georgia 30308  |
| <b>Acreage</b>                  | 19.8  |
| <b>Quadrant for Development</b> | Intown  |
| <b>Existing Amenity</b>         | 18-acre public park (Central Park); proximity to MARTA w/in $\frac{1}{2}$ mile; Beltline w/in 1 mile; Ponce City Market w/in $\frac{1}{2}$ mile; grocer, pharmacy and bank w/in $\frac{1}{4}$ mile; High performing schools   |
| <b>Phasing/Unit Production</b>  | Residential (40% Affordable) – 900 projected units overall<br><b>Retail: 55,000 sq. ft.</b>   |
| <b>Development Schedule</b>     | Construction period of 24 months commencing Spring 2020   |
| <b>Vision</b>                   | The prospective site plan calls for a mix of multifamily rental housing, retail, and commercial space, as well as a performing arts venue and civic space. Together, these proposed uses will provide additional neighborhood amenities, employment opportunities and access to goods and services including fresh, healthy food. |

## 890 Memorial (a.k.a. Madison Reynoldstown)



|   |   |
|---|---|
| <b>Development Name</b>                 | Madison Reynoldstown  |
| <b>Development Partner</b>              | Rea Ventures Group  |
| <b>Address</b>                          | 890 Memorial Drive,<br>Atlanta, GA 30316  |
| <b>Acreage</b>                          | Approximately 1.25  |
| <b>Quadrant for Development</b>         | Intown  |
| <b>Existing Amenity</b>                 | Immediate access to the Atlanta BeltLine Eastside Trail. Grocery, pharmacy, MARTA bus stop, restaurants and retail within a $\frac{1}{4}$ mile  |
| <b>Phasing/Unit Production</b>          | Residential (100% affordable) – <b>116</b> units<br>1BR: 71 (700 sq. ft.) 2BR: 36 (980 sq. ft.) 3BR: 9 (1100 sq. ft.)<br><b>Retail: +/- 2,700 sq. ft.</b>   |
| <b>Development Schedule</b>             | Construction to begin Q4 2019 (FY 2020)   |
| <b>Projected Total Development Cost</b> | \$26,510,705  |
| <b>Vision</b>                           | Madison Reynoldstown is a mixed-use, multifamily development adjacent to the Atlanta BeltLine's Eastside Trail Extension in the Reynoldstown neighborhood. It is located on the Memorial Drive corridor that provides an array of amenities. The development is 100% affordable to low-income families and will include a partial subsidy from AH's HomeFlex. The acquisition and development of this site is the first under AH's \$30 million Partnership with Atlanta Beltline Inc. to acquire sites for the purpose of developing affordable housing around the Atlanta BeltLine. |

## U-Rescue/North Avenue – Intown Sector



|   |  |
|---|--|
| <b>Development Name</b>                 | TBD (SONO; working title)  |
| <b>Development Partner</b>              | TBD  |
| <b>Address</b>                          | 301 North Avenue Atlanta, GA 30303   |
| <b>Acreage</b>                          | Approximately 4.1 acres  |
| <b>Quadrant for Development</b>         | In-Town  |
| <b>Existing Amenity</b>                 | 18-Acre public park (Central Park); proximity to MARTA / BeltLine w/in ½ mile; retail w/in ¼ mile; High performing schools   |
| <b>Phasing/Unit Production</b>          | Residential (40% Affordable) – <b>336</b> Rental Units<br><b>Retail: 12,000 sq. ft.</b>  |
| <b>Development Schedule</b>             | Phase 1 Rental/Retail – construction period: 14 months; Phase II Homeownership – construction period: 14 months  |
| <b>Projected Total Development Cost</b> | \$75,662,243   |
| <b>Overall Sources</b>                  | Conventional Debt, AH Capital Investment, LIHTC, Other Public Funds, Deferred Developer Fee, Developer Equity, Philanthropic   |
| <b>Vision:</b>                          | The planned vision includes one eight-story and two five-story buildings. Units will be a mix of bedroom sizes and retail will occupy portions of the eight-story building. 320 parking spaces in a parking deck will be surrounded by the buildings. The second phase is a homeownership phase with double stacked townhomes. This phase will be located on the former U-Rescue Villa site, which will include views of Central Park directly across the street. The development will utilize green/sustainable methodology throughout, which may include EarthCraft, LEED, Enterprise, or some other similar standard. |

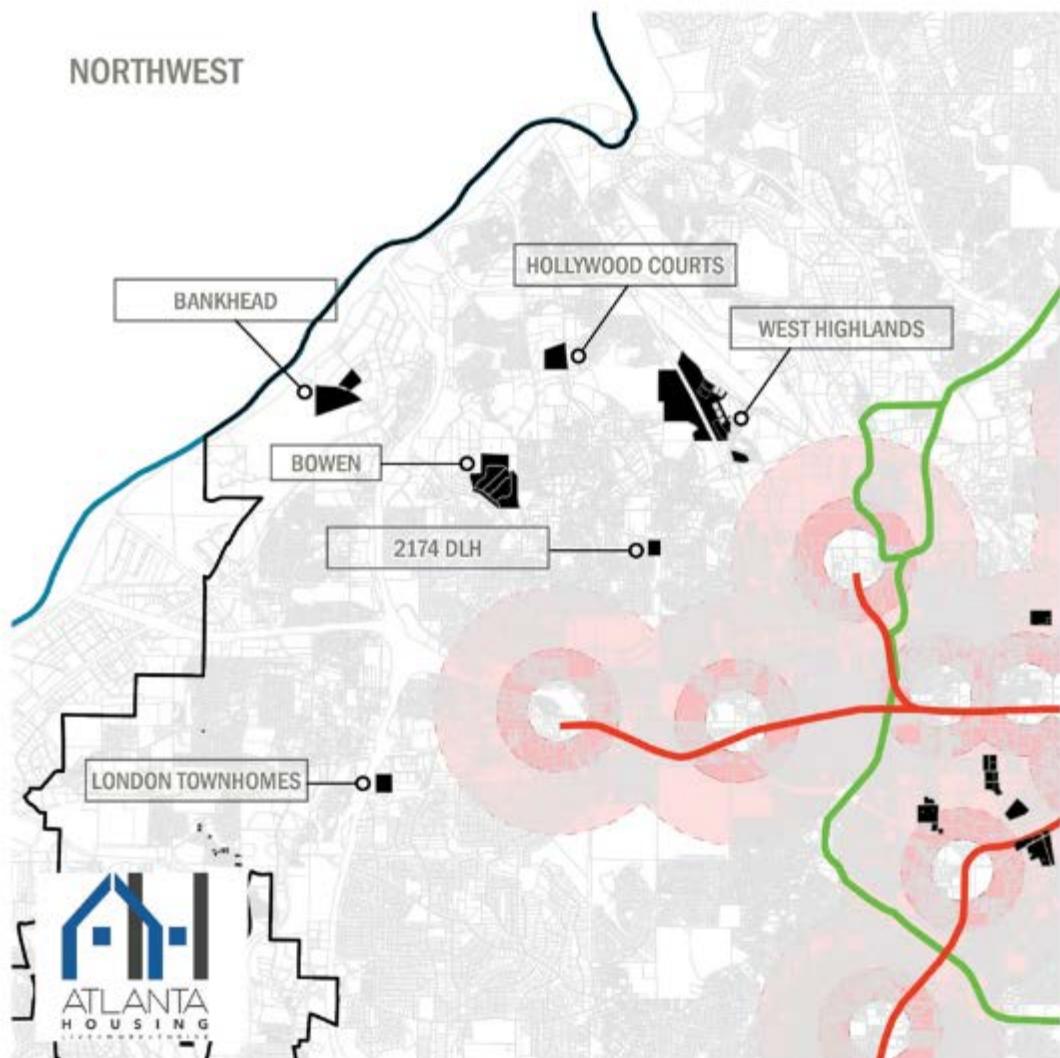
## Palmer House – Intown Sector



|                                 |  |
|---------------------------------|--|
| <b>Development Name</b>         | Palmer - TBD   |
| <b>Development Partner</b>      | TBD  |
| <b>Address</b>                  | 430 Centennial Olympic Park Drive Atlanta, GA 30313  |
| <b>Acreage</b>                  | 1 acre   |
| <b>Quadrant for Development</b> | West, Intown   |
| <b>Existing Amenity</b>         | None   |
| <b>Phasing/Unit Production</b>  | Residential (50% Affordable) – <b>80</b> Units<br>For-Sale (50% Market) – <b>80</b> units<br><b>Retail: 3,000 – 5,000 sq. ft</b> |
| <b>Development Schedule</b>     | 2019 – 2021 (3 years to complete four phases)  |
| <b>Vision:</b>                  | Mixed-income senior residential housing with mixed-use commercial/retail.  |

## NORTHWEST SECTOR

The Northwest sector includes the neighborhoods located approximately 10 miles west of the city core, characterized by a highly speculative investor market due to future redevelopment plans by the city for parks, greenspace and access to the Proctor Creek watershed. Housing is generally affordable with pockets of market rate development. As development marches west from the city center, it is anticipated this area will rapidly appreciate as investors deploy the resources they are holding and the city implements its plans.



## Bankhead Courts Redevelopment – Northwest Sector



|   |  |
|---|--|
| <b>Development Name</b>                         | Bankhead Courts<br>Redevelopment   |
| <b>Development Partner</b>                      | TBD  |
| <b>Address</b>                                  | 2476 Donald Lee Hollowell Parkway, Atlanta, GA 30331   |
| <b>Acreage</b>                                  | 35.15  |
| <b>Quadrant for Development</b>                 | Northwest  |
| <b>Existing Amenity</b>                         | Chattahoochee River w/in ¼ mile; proximity to MARTA w/in 1/4 mile; 1.4 mile grocer   |
| <b>Phasing/Unit Production</b>                  | Residential (50% Affordable) – <b>150</b> Rental Units<br><b>Retail: +/-20,000 sq. ft</b>  |
| <b>Development Schedule</b>                     | TBD  |
| <b>Projected Phase I Total Development Cost</b> | \$29,454,174   |
| <b>Vision</b>                                   | Multiphase development includes the development of a total of approximately 300 mixed-income rental, 20 for-sale single family homes, approximately 20,000 square feet of retail, a trailhead to access trails to the Chattahoochee, Healthcare facility, and greenspace |

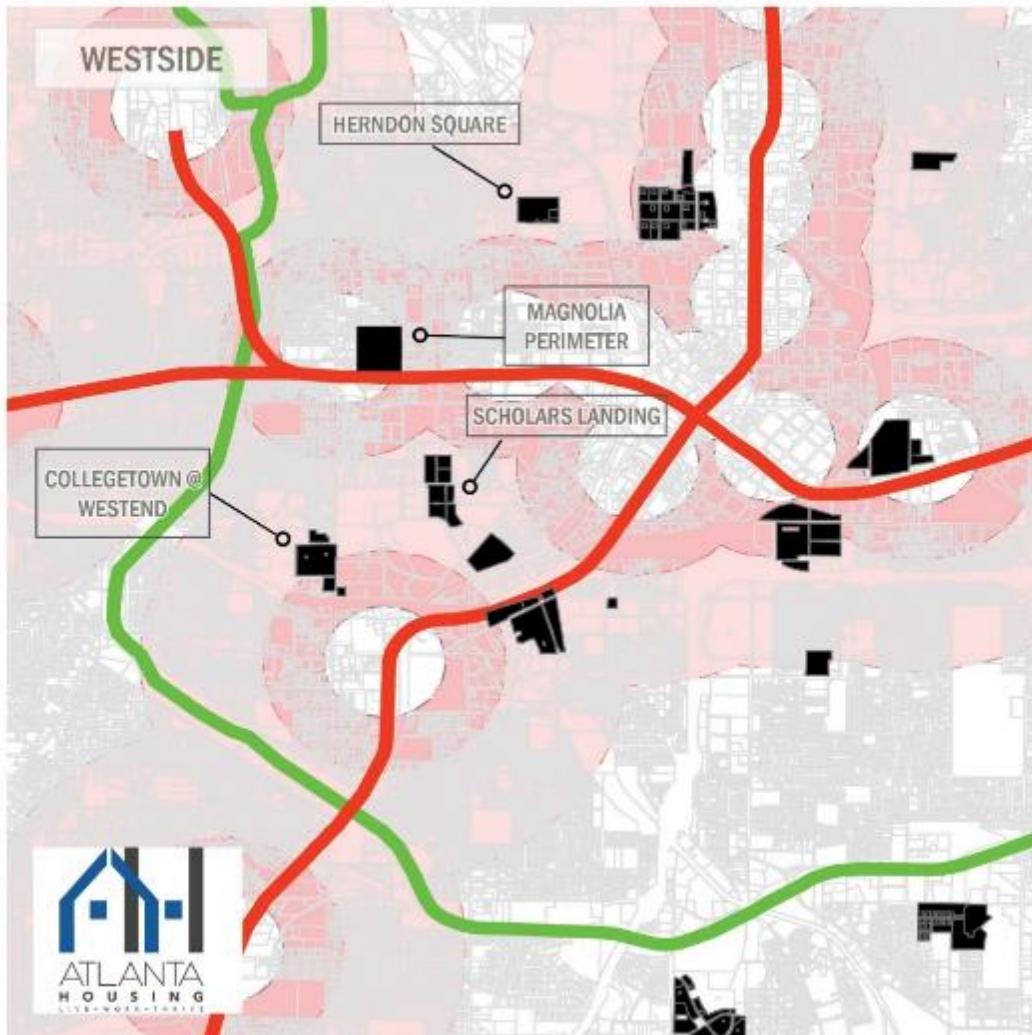
## Bowen Homes Redevelopment – Northwest Sector



|   |  |
|---|--|
| <b>Development Name</b>                 | Bowen Homes<br>Redevelopment   |
| <b>Development Partner</b>              | TBD  |
| <b>Address</b>                          | Jackson Parkway NW Atlanta, GA 30318   |
| <b>Acreage</b>                          | 78 acres   |
| <b>Quadrant for Development</b>         | Northwest  |
| <b>Existing Amenity</b>                 | Total units <b>1000</b> 5 phases including Multi-family, Senior Housing, Single-family homes |
| <b>Phasing/Unit Production</b>          | TBD  |
| <b>Projected Total Development Cost</b> |  |
| <b>Overall Sources</b>                  |  |

## WESTSIDE SECTOR

The Westside sector includes the neighborhoods located one mile from the downtown area, adjacent to the new \$1.6B Mercedes-Benz Stadium and recipient of a HUD Choice Neighborhoods Implementation Grant. It is also home to the largest collective of Historic Black Colleges and Universities. Housing is rapidly appreciating and families are being displaced.



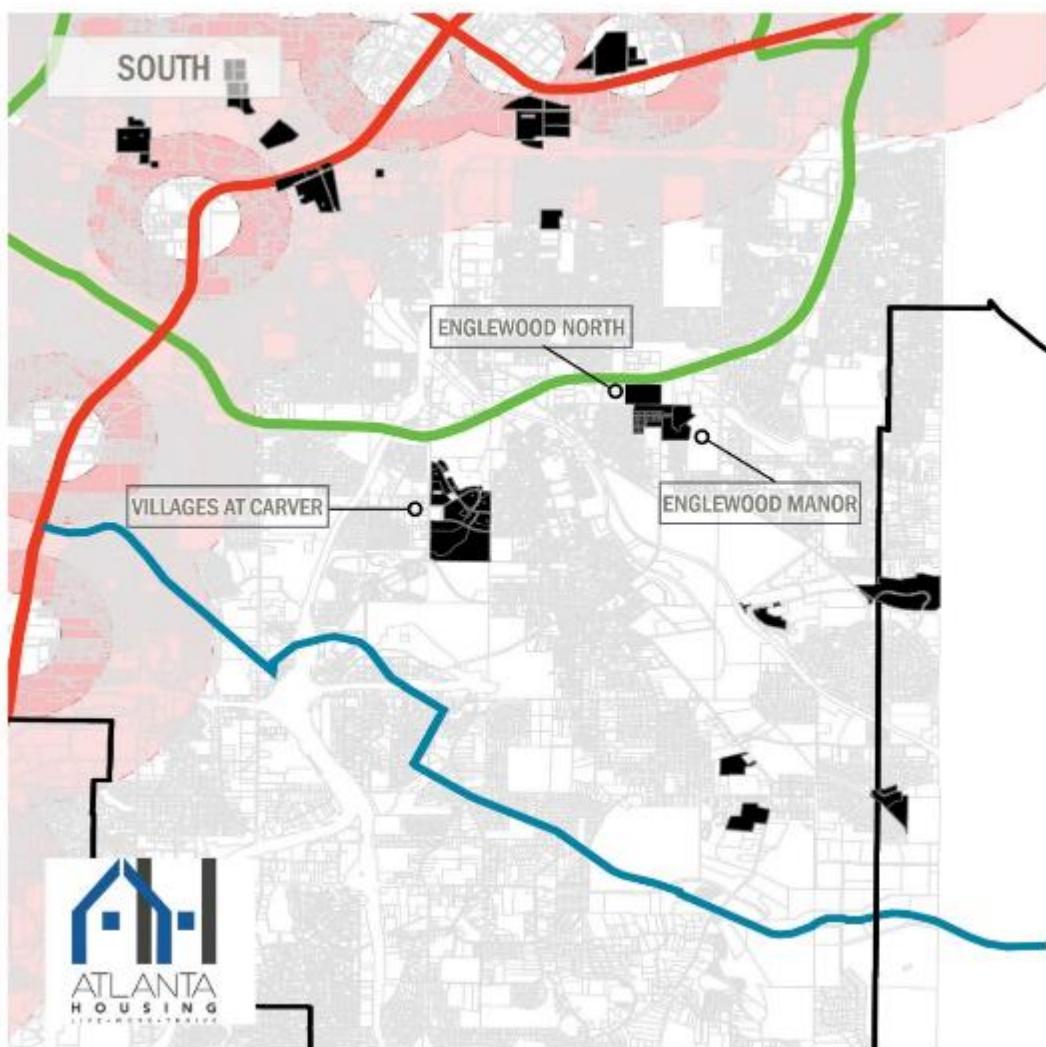
## Herndon Homes – Westside Sector



|  |  |
|--|--|
| <b>Development Name</b>                    | Herndon Square   |
| <b>Development Partner</b>                 | Hunt Development Group and Oakwood Development   |
| <b>Address</b>                             | 500 Northside Drive NW,<br>Atlanta, GA 30318   |
| <b>Acreage</b>                             | Approximately 12 acres   |
| <b>Quadrant for Development</b>            | Intown   |
| <b>Existing Amenity</b>                    | The Technology Enterprise Park (TEP), Georgia Institute of Technology, Georgia World Congress Center, Mercedes Benz Stadium; and Northyards are all within a ½ mile of the site. |
| <b>Phasing/Unit Production</b>             | Phase I (100% Affordable)<br>– 97 Senior Rental Units<br><b>Retail: N/A</b>  |
| <b>Development Schedule</b>                | Phase I - 14 month construction period   |
| <b>Projected Total Development Cost</b>    | \$24,583,000   |
| <b>Overall Sources</b>                     |  |
| <b>Conventional Debt</b>                   |  |
| <b>AH Capital Investment</b>               | \$11,270,000   |
| <b>Federal and State Tax Credit Equity</b> | \$13,113,029   |
| <b>Other Public Funds</b>                  |  |
| <b>Deferred Developer Fee</b>              | \$200,000  |
| <b>Developer Equity</b>                    |  |
| <b>Philanthropic/Other Sources</b>         |  |

## SOUTH SECTOR

The SOUTH sector includes the neighborhoods south of I-20. The eastern area that includes the Englewood development is part of the stable Grant Park, Ormewood Park and Chosewood Park neighborhoods. The area is rapidly appreciating due to speculation around the Atlanta BeltLine and anticipation of the future development of Englewood. The western area enjoys similar appreciation around the BeltLine area, but generally has not yet recovered, probably lingering effects of the mortgage foreclosure crisis of 2008. This area contains a relatively large supply of affordable housing.



## Englewood North – South Sector



|   |  |
|---|--|
| <b>Development Name</b>                 | TBD  |
| <b>Development Partner</b>              | TBD  |
| <b>Address</b>                          | 1111 Hill Street SE, Atlanta, GA 30315   |
| <b>Acreage</b>                          | 20 acres   |
| <b>Quadrant for Development</b>         | Intown   |
| <b>Existing Amenity</b>                 | None   |
| <b>Phasing/Unit Production</b>          | Residential (98% Affordable) – <b>1650</b> Units<br>1 BR: 775 sq. ft., 2 BR: 850 sq. ft.<br>For-Sale (2% Market) – <b>40</b> units<br><b>Retail: 40,000 – 50, 000 sq. ft</b><br><b>Office: 5,000 – 15, 000 sq. ft.</b>               |
| <b>Development Schedule</b>             | 2019 – 2029 (10 years to complete four phases)   |
| <b>Projected Total Development Cost</b> | \$38,240,783   |
| <b>Vision:</b>                          | Dense, mixed-use, multi-family housing with lower density (single family, townhomes, duplexes) with a minimum of 20% of affordability to complement the surrounding Chosewood community adjacent to the former Englewood Manor site. |

## Other Projects Established or Underway

| Site Name  | Site Description   | Planned Use                    | % Affordable | FY 2020 Objectives   |
|--|--|--------------------------------|--------------|--|
| <b>Auburn Pointe</b><br><i>(formerly Grady Homes)</i>                    | Phased development of Grady Homes site that includes acquisition of Hilliard, Decatur Street, and William Holmes Borders Drive.  | 628 Residential Units          | 79%          | • Disposition / redevelopment activities<br>• Update Revitalization Plan   |
|  |  | • 21 Scattered sites for sale  |              | • 21 Units (100%) are affordable<br>• Adaptively re-use historic structure                                       |
|  |  |                                |              | • Actively market vacant homes   |
| <b>Capitol Gateway</b><br><i>(formerly Capitol Homes)</i>                | Phased development of Capitol Homes site that includes acquisition of Auburn Avenue and the Oakland/Memorial assemblage. Remaining undeveloped land associated with this project is subject to ongoing litigation. | 421 Residential Units          | 60%          | • Continue development activities<br>• Update Master Plan  |
|  |  | • 151 Scattered sites for sale |              | • 101 Units (67%) are affordable<br>• Closely follow litigated parcels   |
| <b>Centennial Place</b><br><i>(formerly Techwood/Clark Howell Homes)</i> | Phased mixed-income development of Techwood/Clark Howell Homes site that includes undeveloped land to be developed.  | 738 Residential Units          | 58%          | • Continue development activities<br>• Update Master Plan  |
|  |  | • 45 Townhomes for purchase    |              | • 9 TH Units (20%) are affordable<br>• Finalize use of undeveloped land<br>• Factor maint. for Zell Miller Bldg. |
| <b>CollegeTown at West End</b><br><i>(formerly Harris Homes)</i>         | Phased development of Harris Homes site that includes undeveloped land subject to ongoing litigation. Also includes AH acquisition of Cunningham Place.  | 689 Residential Units          | 72%          | • Continue development activities<br>• Update Revitalization Plan  |
|  |  | • 50 Scattered sites for sale  |              | • Closely follow parcels of interest<br>• Actively market vacant homes   |

| <b>Site Name</b>                                      | <b>Site Description</b>  | <b>Planned Use</b>             | <b>% Affordable</b>  | <b>FY 2020 Objectives</b>  |
|---|--|--------------------------------|--|--|
| <b>Townhome Development</b>                           | Redevelopment of 17.5-acre, 200 unit Townhome site with a conversion to affordable housing units.  | TBD                            | 65%  | <ul style="list-style-type: none"> <li>• Align investment / development opportunities</li> <li>• Submit 4% LIHTC and/or Bond application</li> </ul>    |
|   |  | • 200 Townhomes for purchase   |  |  |
| <b>Magnolia Perimeter (Scattered Sites)</b>           | Mixed-use, mixed-income mid-town/"Old 4th Ward" redevelopment of 30 scattered site properties within the Vine City neighborhood.   | Total Units TBD                | • Goal is 30%  | • Continue with parcel disposition   |
|   |  |                                | • 59% of AH units are affordable   | • Evaluate need for additional Choice sites  |
| <b>Mechanicsville (formerly McDaniel Glenn Site)</b>  | Mixed-use, mixed-income residential completed; remaining development includes vacant land.   | 813 Residential Units          | 74%  | <ul style="list-style-type: none"> <li>• Actively market vacant land</li> </ul>  |
|   |  | • 206 Homes for purchase       | • 78 (38%) are affordable  | <ul style="list-style-type: none"> <li>• Actively market vacant homes</li> </ul>   |
| <b>Scholars Landing (formerly University Homes)</b>   | Mixed-use, mixed-income urban redevelopment of 12-acre site, west of downtown in the English Avenue Community that sits across from Antioch Baptist Church, GA Tech's Technology Enterprise Park, and just north of the GA World Congress Center and the Mercedes-Benz Stadium (home of the Falcons and United). | 588+/- Residential Units       | TBD  | <ul style="list-style-type: none"> <li>• Pursue 4% bond or 9% LIHTC financing for remaining phases</li> </ul>  |
|   |  | • 395 Rental Units             |  |  |
|   |  | • 160 Senior Units             | <ul style="list-style-type: none"> <li>• 60 Senior units designated as <b>assisted living units</b></li> </ul> | <ul style="list-style-type: none"> <li>• Identification and acquisition of parcels within Choice Neighborhood</li> </ul>                               |
| <b>The Villages at Carver (formerly Carver Homes)</b> | Phased development of Carver Homes site that includes undeveloped land that is subject to ongoing litigation.  | 757 Residential Units          | 73%  | <ul style="list-style-type: none"> <li>• Continue development activities</li> <li>• Update Master Plan</li> </ul>                                      |
|   |  | • 151 Scattered sites for sale | • 101 Units (67%) are affordable   |  |
| <b>West Highlands (formerly Perry Homes)</b>          | 5 Phase mixed-use, mixed-income development of 200+ acre site, of AH-owned/acquired land and developer-owned land.   | 700 Residential Units          | 63%  | <ul style="list-style-type: none"> <li>• Continue development activities</li> <li>• Continue with public improvements</li> </ul>                       |
|   |  |                                | • 442 Units are affordable   |  |
|   |  | 786 Purchase Units             | 20%  | <ul style="list-style-type: none"> <li>• Dispose AH-owned land to Homeowners Association</li> <li>• Dispose AH-owned land to Atlanta Public</li> </ul> |

## **Other Vacant Sites: Innovative Design of Vacant Sites**

Currently, these former public housing sites are not planned for redevelopment and may require additional actions to advance any plan attached to the site. Actions include short-term and long-term options until it makes financial and operational sense to redevelop the properties.

- Short-term uses *may* include community gardens, urban farming, and uses in support of public purposes by the City of Atlanta, Atlanta Public Schools, Atlanta BeltLine, community stakeholders, and other similar agencies and/or organizations.
- Long-term options *may* include land swaps, land sales, land leases, or minor development as market conditions improve. Additionally, AH will explore acquisitions and similar opportunities as well to further long-term development plans.

AH plans the following actions during FY 2020 with respect to listed vacant sites:

|   |   |
|---|---|
| <b>Design Competition</b>               | <ul style="list-style-type: none"><li>• As funding permits and submarket conditions improve, AH will advance the redevelopment of Hollywood Court and Thomasville Heights by undertaking master planning activities with AH stakeholders and the community.</li><li>• AH anticipates partnering with the City of Atlanta and other funders to launch an innovative affordable housing campaign for AH-owned land that may include QLI sites or land acquired, directly or indirectly, by AH with the goal of developing innovative solutions to affordable housing development.</li></ul> |
| <b>Land Swaps</b>                       | <ul style="list-style-type: none"><li>• AH will continue land swap activities for parcels that are contiguous or adjacent to AH's Englewood Manor redevelopment. Currently, AH and the City of Atlanta have swapped parcels associated with Jonesboro South and AH's focal point.</li><li>• AH may pursue other land swaps that are better suited for housing redevelopment.</li></ul>  |
| <b>Urban Gardens</b>                    | <ul style="list-style-type: none"><li>• AH may examine opportunities, including potential disposition, for urban gardens throughout its portfolio.</li></ul>  |
| <b>Dispositions for Public Benefits</b> | <ul style="list-style-type: none"><li>• AH may consider disposing of land in its portfolio for educational purposes and because of the positive impacts on the surrounding community.</li><li>• AH will examine the possibility of ground leasing vacant sites for the purpose of generating revenue for AH programs.</li></ul>   |
| <b>Revenue Generation</b>               | <ul style="list-style-type: none"><li>• Currently, AH rents its sites for temporary events, such as filming and similar special event, and donates the revenue to its scholarship fund.</li><li>• AH may execute ground lease sites in highly industrial or commercial areas, such as Leila Valley, and use proceeds towards MTW Activities.</li></ul>  |

## **AH Acquisitions**

AH's current acquisition strategy focuses on increasing its supply of land in areas of opportunities within its service jurisdiction. Atlanta's in-town neighborhoods have seen tremendous investment over the past decade, and with that investment has come better mobility, better education, and better amenities for the residents of the City. However, these positive changes have not always been shared equally or equitably, as the investments have attracted residents with higher incomes and displaced lower-income families and individuals. AH's acquisition strategy is intended to increase affordable housing opportunities—and better outcomes—for low-income families in Atlanta's booming core.

AH plans the following actions during FY 2020 with respect to parcel acquisition:

- |   |   |
|---|---|
| <b>Westside Acquisitions</b>                                    | <ul style="list-style-type: none"><li>• In support of the Choice Neighborhood Initiative, AH will target acquisitions on the Westside of Atlanta, the Choice Neighborhood-target area,</li><li>• AH will also consider property currently owned by Invest Atlanta that is contiguous to or adjacent to the identified target area. This investment could support a mixed-use development.</li></ul>   |
| <b>Acquisitions in Areas in Opportunity</b>                     | <ul style="list-style-type: none"><li>• AH may pursue acquisitions in areas of opportunity that are in close proximity of other AH-owned sites, including redevelopment sites, and/or consistent with AH's strategy to provide housing in areas with quality schools and greater economic opportunities.</li><li>• Pursuant to a June 2017 agreement with Atlanta BeltLine, Inc. (BeltLine), AH may pursue sites on the BeltLine corridor to facilitate the development of low-income and mixed-income housing.</li><li>• AH preserves the option to acquire BeltLine-owned sites for a price up to the Fair Market Value (FMV) and to self-develop the site or select developer(s).</li><li>• AH anticipates acquiring 890 Memorial Drive, which will produce up to 116 units of housing, of which, up to 85% would be designated for households earning 60% of AMI.</li><li>• AH may elect to acquire all BeltLine-owned sites or an amount that funding permits.</li><li>• AH will conduct feasibility studies on other BeltLine-owned sites as they become available.</li></ul> |
| <b>Transit-Oriented Acquisitions Along the Atlanta BeltLine</b> | <ul style="list-style-type: none"><li>• AH will explore a partnership with Metropolitan Atlanta Rapid Transit Authority (MARTA), which operates the public rail and bus lines within the city and surrounding areas.</li><li>• AH envisions a partnership similar to the established partnership with BeltLine, where AH will acquire and/or invest in MARTA-owned Transit Oriented District (TOD) sites. This partnership could provide AH with access to sites ripe for development as mixed-use, multi-family sites in areas of opportunity with direct access to employment centers and transportation.</li></ul>   |
| <b>Transit Oriented Acquisitions Along MARTA</b>                |   |

## B. Communities – Choice Neighborhoods Implementation Grant (CNIG)

CHOICE ATLANTA, funded by HUD's Choice Neighborhoods Implementation Grant (**CNIG**) is a neighborhood transformation initiative focused on: **People, Housing, and Neighborhood**.



Atlanta Housing and the City of Atlanta received a 2014/2015 CNIG grant award<sup>1</sup> of \$30 million for the redevelopment of the former University Homes public housing site (now, Scholars Landing) and the revitalization of the University Choice Neighborhood (UCN), a collective of the Ashview Heights, Atlanta University Center, and Vine City neighborhoods.

FY 2020 plans include AH continuing activities associated with the Scholars Landing development and UCN revitalization. This work encompasses AH defining, refining, and modifying, as necessary, its approach to developing and implementing its Housing Development Plans in collaboration with its development partners, the HUD Choice team, and impacted residents, as appropriate, to achieve Choice milestones.

AH will expand the site-based waiting list for all phases of Scholars Landing associated with the CNIG to include an eligibility preference for former eligible residents of University Homes relocated as a result of the HUD-approved demolition. Additionally, for Scholars Landing or other housing developed in the Choice footprint, AH will explore the application of a secondary eligibility preference or enlist other strategies for eligible residents from the Ashview Heights, Atlanta University Center, Vine City, and English Avenue neighborhoods displaced as a result of the community redevelopment. These four neighborhoods are part of the City of Atlanta's Westside Promise Zone revitalization area.

AH intends to expend CNIG, MTW reserve funds, Replacement Housing Factor funds, program income, and other sources of funds towards the transformation of the UCN and accomplishment of the housing, people, and neighborhood strategies. All activities will be in accordance with the grant application, Notice of Funds Availability, and expenditure categories and relevant activities called for under the Neighborhood Transformation Plan.

Grounded in a human development service delivery model, the **People Plan prioritizes investment in strengths-based case management, work, health, and education services** to support former residents of University Homes, current residents of Scholars Landing, and UCN families' achievement of individual or family life-long learning, economic empowerment, and health and wellness goals.

### PEOPLE

#### *Short-term plans (for the current fiscal year) include:*

- **Supportive Services Delivery.** Continuation of work by UCN case management and partners to connect individuals and families to coaching and counseling; health and wellness; workforce development and employment; early childhood development; youth after school; summer, and STEM/STEAM programming; college prep; adult and continuing education; and aging in place opportunities
- **Community Engagement.** Continuation of activities to support increased participation in the UCN, resident and community capacity building, and civic engagement. This includes continuation of the Choice Scholarship awards and Micro-grant program, investments in

<sup>1</sup> Grant awarded by HUD on September 28, 2015

attendance and mentoring programs at local schools, conducting CN Implementation Advisory Committee and Former University Homes Resident Advisory Council meeting, and conducting UCN and resident events and surveys

***Long-Term plans (24-months or longer) include:***

- **Employment Incentive Program.** Explore and implement an incentive program to increase resident employment and wage earnings to include assistance for expenses related to training, education, or employment. Examples include short-term transportation and child care assistance; computers; payment of GED testing; purchase of special clothing or equipment; providing stipends to former University Homes' residents; and performing services that enhance the quality of life for other Scholars Landing and/or neighborhood residents.
- **Supportive Services Endowment Trust.** Explore and implement an endowment trust to continue providing supportive services after the grant term.

## HOUSING

The **Housing Plan prioritizes access to high quality mixed-income housing** with a focus on redeveloping the former University Homes site. University Homes, the nation's first federally-funded public housing for African-Americans, was built in 1937. Due to its deteriorated state, residents were successfully relocated in 2006 and the site demolished in 2009. The new Scholars Landing is a renaissance of place near six Historically Black Colleges and Universities that make up the Atlanta University Center. See the "Live" section of the Plan for more details on the Scholars Landing development.

***Short-term plans (current fiscal year) include:***

- **Scholars Landing Phase III (Ashley I a/b).** Completion of the first Ashley multifamily phase by Integral.
- **Updates.** All activities related to updating the CNIG Housing Plan and redevelopment plans (to include engaging third-party consultants) that may include the re-configuring of affordable replacement units across the remaining phases.

***Long-Term plans (24-months or longer) include:***

- **Scholars Landing Phase III (Ashley I c).** All activities to support the financial closing and development of the "Big House" multifamily rental phase to be carried out by Integral Development.
- **Scholars Landing Phase IV (Ashley II).** All activities to support the financial closing and development of the Ashley II, a multi-family rental phase to be carried out by Integral Development, including submission of Low Income Housing Tax Credit; tax-exempt bond or New Market Tax Credit application; predevelopment work; public improvements; disposition of AH-owned land; and development.
- **Homeownership Phase V.** All activities to support the development of the homeownership phase by Integral Development to include public improvements and pre-development.

## NEIGHBORHOOD

The **Neighborhood Plan builds on the neighborhood assets** while addressing blight removal, enhancing public safety and neighborhood appeal, celebrating history and heritage, and improving access to quality amenities, housing, and community facilities. These neighborhood investments are in collaboration with

CNIG leads - City of Atlanta and Invest Atlanta, and anchor institutions to include the Atlanta University Center Schools, Arthur M. Blank Foundation, Westside Future Fund, and other UCN partners.

***Short-term plans (current fiscal year) include:***

- **Critical Community Improvements Plan (CCI Plan).** Continue implementation of the following HUD-approved CCI Plan activities utilizing CNIG, MTW, and City of Atlanta funds:
  - **Acquisition** of properties in Ashview Heights and the Atlanta University Center neighborhoods for mixed-use, mixed income housing development
  - **Choice Heritage Owner-Occupied Rehab** to assist low-income homeowners (at or below 80% of Area Median Income) in making façade improvements and critical home repairs
  - **Place-making Enhancements** to include planters; landscaping; edible plants; artwork; streetscape and resurfacing improvements; decorative bus shelters; and other enhancements to improve neighborhood corridors and routes to schools
- **Roosevelt Hall.** Continuation of activities to support the adaptive reuse of the historic Roosevelt Hall Administration Building through the procurement of a developer. This will include predevelopment work, disposition of AH-owned land and structures, and redevelopment. Potential uses include, but is not limited to, kitchen incubator; retail; life-long learning; business entrepreneurship; community space; and health and wellness activities.
- **History Preservation and Recognition.** Continuation of work to create commemorative projects and preserve historically significant structures to highlight the UCN's rich cultural and civil rights history.

***Long Term plans (24-months or longer) include:***

- **Land Acquisition.** Explore and implement other land swaps and acquisition opportunities within the UCN to increase the supply of high quality mixed-use, mixed-income, housing opportunities. The goal is to retain existing residents and attract new residents to an economically diverse community.
- **Community Facilities.** Support development of catalytic community facilities that serve the UCN.
- **Public Safety.** Implement projects and activities that enhance safety within the UCN.
- **Urban Agriculture.** Support development of greenspace; community gardens; urban farms and farmer's markets; health-focused demonstration programs; and implementation of activities to advance the urban agriculture master plan to improve the local food economy and food security in the UCN.
- **Updates.** AH will submit updates to the CCI plan as needed to HUD and will engage third-party consultants where appropriate.

## C. Property Management Partnerships - Real Estate Asset and Property Management (HomeFlex Communities)

Pursuant to its Moving-to-Work (**MTW**) authority, AH utilizes MTW funds to design and implement a locally-driven, locally-funded project-based rental assistance (**PBRA**)<sup>2</sup> program. To minimize confusion, AH rebranded its PBRA Program as HomeFlex, which transfers assistance to contracted multi-family landlords to provide housing to families. This effort helps to maximize Housing Choice Voucher (**HCV**) resources in a tight, affordable rental market.

AH's single-fund MTW flexibility enables AH to preserve and creatively use these limited resources in areas that participating families might not otherwise be able to afford or even think about living. AH's ability to increase the rental options for low-income families can only be attributed to its HomeFlex flexibility. Furthermore, HomeFlex allows AH to enter into short- and long-term agreements with multi-family landlords and developers to reserve a portion of their rental units for program eligible residents. This flexibility presents a win-win situation for all parties with agreements up to 15 years.

AH's HomeFlex vehicle has supported more than 5,000 affordable housing units and positioned to create another 1,570 units through MTW funding and low-income tax credits (**LIHTC**). There are three types of programs used to conserve affordability:

- **HomeFlex** – designated for multi-family units in AH-owned, MIXED, or privately owned communities. AH may project-base 100% assistance at these communities.
- **HomeFlex for Older Persons/Seniors** – designated for buildings or communities that house older persons and elderly residents, between 55 and 62 years old. These communities may be 100% assisted.
- **HAVEN: HomeFlex for Supportive Housing** – designated for property owners/developers that agree to provide housing and wrap around supportive services these communities may be 100% assisted.

| 2020 HomeFlex Communities             | Housing Type | Unit Count |
|---------------------------------------|--------------|------------|
| Choice Westside                       | Family       | 21         |
| Townhome Development                  | Family       | 200        |
| Legacy at Vine City                   | Senior       | 105        |
| Quest Holly Apartments                | Senior       | 40         |
| <b>Total Number of HomeFlex Units</b> |              | <b>345</b> |

As planned in FY2019, AH issued a Notice of Funding Availability (**NOFA**) seeking applications from qualified owners and developers with properties in the University Choice Neighborhoods (**UCNs**). The UCN includes Ashview Heights, Atlanta University Center, Vine City, and English Avenue. AH used the selection process to increase units in targeted neighborhoods, including the UCNs, within Tax Allocation

<sup>2</sup> AH's HomeFlex, as designed and implemented, differs from HUD regulations (24 CFR §983), Project-Based Voucher (**PBV**) Program (SCP pg. 17).

Districts, adjacent to the downtown central business district and/or other identified areas of opportunity, or in the spirit of Affirmatively Furthering Fair Housing.

As of December 31, 2018, AH received one application from Choice Westside for 21 HomeFlex units. Since then, AH also collaborated with Partners for Home and United Way to issue a joint Request for Proposals (**RFP**) for supportive housing owners and developers.

In an effort to preserve existing affordable units and expand the HomeFlex Program by recruiting landlords in higher income neighborhoods, AH will continue to examine the following innovations:

***Short-term plans (current fiscal year) include:***

- Adopting a standard Choice Mobility option. Current options include designating 100% of turnover vouchers for RAD PBV families or employing an alternative mobility option, where no more than three-quarters (75%) of turnover vouchers are designated to RAD PBV families. The remaining portion of turnover vouchers are designated for families on AH's conventional HCV Wait List.
- Introducing a supplemental funding stream, such as a grant, loan, or stipend, to help private owners and developers overcome cost barriers that may prevent their property from achieving the Uniform Federal Accessibility Standards (**UFAS**) compliance requirement.
- Issuing a standard HomeFlex NOFA seeking applications from qualified owners and developers.

***Long-term plans (24-months or longer) include:***

- Developing a strategy for acquiring existing properties from owners planning to sell their properties and no longer desire to participate in the HomeFlex Program.
- Considering alternative funding structures that will enable AH to participate in different roles, such as a lender, loan servicer, and/or development partner in future HomeFlex projects.
- Exploring centralizing or consolidating administration of HomeFlex to make applying for affordable housing easier for participants.

#### **D. Supportive Housing Collaborations - Real Estate Asset and Property Management (AH-owned Communities)**

Atlanta Housing is preserving nearly 1,600 rental units at AH-owned communities through the utilization of MTW funds. AH-owned communities are comprised of nine senior sites and two family sites. The senior sites include an older person's component, where residents living there must be 55 and older or disabled adults.

AH continues to seek opportunities to leverage funds to conduct rehabilitation work at its communities, as well as at MIXED Communities, as applicable. In FY 2020, AH continues its due diligence activities on conversion strategies, which were anticipated in and are pursuant to AH's MTW Agreement with HUD. Strategies and approaches include HUD's Rental Assistance Demonstration (**RAD**) Program coupled with third-party funding, such as Low-Income Housing Tax Credits (**LIHTC**), municipal bonds, as well as new affordable housing tools, private mortgage financing, and other options, to improve long-term financial sustainability. AH also desires to preserve public and private investments in its remaining 15 mixed-income rental communities through the use of RAD.

In FY 2018 and 2019, AH worked closely with its development partners to complete the conversion of public housing units to HomeFlex units at two former AH-owned high-rises known as Juniper and Tenth and Piedmont Road High-rise. The table on the next page lists AH-owned communities with the unit count and current Property- Management Developers (**PMDs**).

| 2020 AH-Owned Communities                                      | Community Type    | Unit Count   | PMDs*                     |
|--|-------------------|--------------|---------------------------|
| Barge Road High-rise   | Senior / Disabled | 129          | The Michaels Organization |
| Cheshire Bridge Road High-rise                                 | Senior / Disabled | 162          | The Integral Group        |
| Cosby Spear High-rise  | Senior / Disabled | 282          | Columbia Residential      |
| East Lake High-rise  | Senior / Disabled | 149          | Columbia Residential      |
| Georgia Avenue High-rise                                       | Senior / Disabled | 79           | The Integral Group        |
| Hightower Manor High-rise                                      | Senior / Disabled | 129          | Columbia Residential      |
| Marian Road High-rise  | Senior / Disabled | 240          | The Integral Group        |
| Marietta Road High-rise  | Senior / Disabled | 129          | The Michaels Organization |
| Martin Street Plaza  | Family            | 59           | The Integral Group        |
| Peachtree Road High-rise                                       | Senior / Disabled | 196          | The Michaels Organization |
| Westminster  | Family            | 32           | The Integral Group        |
| <b>Total Unit Count; Total Number of AH-Owned Communities:</b> |                   | <b>1,586</b> | <b>11</b>                 |

\*Property-Management Developers

AH submitted an application to convert its entire Public Housing Rental Assistance Portfolio to long-term Section 8 assistance units under RAD. AH's portfolio application request included the following:

- 6 AH-owned high-rises – *HUD-approved CHAP<sup>3</sup> on file*
- 15 MIXED Communities – *anticipate receiving CHAP soon<sup>4</sup>*

*Note: Pursuant to HUD guidelines, AH submitted RAD application materials in its FY 2017 Annual MTW Plan. Recent Plans included amended RAD information that includes all Public Housing (PH) units at MIXED and AH-owned Communities under Appendix E.*

Due to the federal government shutdown of January 2019, AH anticipates significant delays in the closing of RAD Projects. Therefore, AH's short-term goals include carrying 2019 sites forward and planning for summer or autumn closings. The tables on the next pages lists the properties planned for closing in Fiscal Year (FY) 2019 that AH expects to close in FY 2020:

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<sup>3</sup> Commitments to enter into a Housing Assistance Payments (**CHAPs**); HUD-approved February 1, 2018

<sup>4</sup> CHAP anticipated for late 2018; government shutdown has delayed this approval

**Short-term plans include:**

| 2020 RAD Communities                        | Proj. Status* | Proj'd Closing** | Unit Count |
|---|---------------|------------------|------------|
| Columbia Commons                            | Submitted FP  | 2019             | 48         |
| Columbia Creste                             | Submitted FP  | 2019             | 61         |
| Columbia Estates                            | Submitted FP  | 2019             | 50         |
| Columbia Grove (Perry IV)                   | Submitted FP  | 2019             | 56         |
| McDaniel Glenn/Mechanicsville IV            | Submitted FP  | 2019             | 68         |
| McDaniel Glenn/Mechanicsville V             | Submitted FP  | 2019             | 63         |
| McDaniel Glenn/Mechanicsville VI            | Submitted FP  | 2019             | 47         |
| Mechanicsville II                           | Submitted FP  | 2019             | 62         |
| Mechanicsville III                          | Submitted FP  | 2019             | 54         |
| <b>Short-Term Total Number of RAD Units</b> |               |                  | <b>509</b> |

\*FP = Financing Plan

\*\*Fiscal Year End

- Adopting a standard Choice Mobility option. Current options include designating 100% of turnover vouchers for RAD PBV families or employing an alternative mobility option, where no more than three-quarters (75%) of turnover vouchers are designated to RAD PBV families. The remaining portion of turnover vouchers are designated for families on AH's conventional HCV Wait List.

Because of AH's expectations regarding the impact of the federal government shutdown, AH's long-term plans include extending the timeline of sites planned for a 2020 conversion closing. Consequently, AH believes those properties will close in FY 2021 or later. Nonetheless, AH remains optimistic and prepared to act if the properties close sooner than current anticipated timelines. The table below shows FY 2020 sites being delayed:

**Long-term plans include:**

| 2020 RAD Communities                       | Proj. Status* | Proj'd Closing** | Unit Count   |
|--|---------------|------------------|--------------|
| Magnolia Park I & II                       | FP Pending    | 2019             | 160          |
| Marietta Road High-Rise                    | FP Pending    | 2019             | 129          |
| Peachtree Road High-Rise                   | FP Pending    | 2019             | 196          |
| Barge Road High-Rise                       | FP Pending    | 2020             | 129          |
| Columbia Park Citi                         | FP Pending    | 2020             | 61           |
| Columbia Village                           | FP Pending    | 2020             | 30           |
| Cosby Spear High-Rise                      | FP Pending    | 2020             | 282          |
| East Lake High-Rise                        | FP Pending    | 2020             | 149          |
| Hightower Manor High-Rise                  | FP Pending    | 2020             | 129          |
| Village at Castleberry Hill II             | FP Pending    | 2020             | 114          |
| Villages at East I & II                    | FP Pending    | 2020             | 271          |
| <b>Long-Term Total Number of RAD Units</b> |               |                  | <b>1,650</b> |

|                                  |              |
|----------------------------------|--------------|
| <b>Total Number of RAD Units</b> | <b>2,159</b> |
|----------------------------------|--------------|

\*FP = Financing Plan

\*\*Fiscal Year End

The "Smoke-Free" policy has been implemented at all AH-owned communities.

## E. Housing Choice - Customer Service Group

The City of Atlanta has a highly competitive real estate market. Population increases and minimal affordable housing developments make it difficult for low-income families to find affordable, appropriately-sized, available units. Atlanta Housing witnesses this struggle among voucher-holding families. As a result, many families are faced with the bleak prospect of choosing between substandard housing and higher priced housing, developed to meet Atlanta's population boom. The Housing Choice Voucher Program (**HCVP**) helps to reduce the stress associated with this challenge by providing tens of thousands of families with assistance to obtain higher-priced housing and increase their choices city-wide.

AH continues to explore multiple approaches to market the HCVP and increase the inventory. These approaches are intended to balance the differences between single-family and multi-family properties, new landlords and seasoned landlords, as well as tenured landlords with a reliable track record and tenured landlords that require guidance.

AH continues to re-examine operating policies, and modify accordingly, to ensure alignment with AH's current business model, while considering private-sector business practices and aiming to eliminate administrative burdens that delay the lease-up process.

Strategically, AH seeks to address the limited supply of 1- and 2- bedroom rental units located in areas of opportunity. Therefore, AH plans to continue outreach and lease-up efforts in this area, as well as sustain utilization with single-family and multi-family landlords under its HomeFlex Program. Further, as noted in previous sections, AH is engaged in planning efforts: (1) to increase its internal development capacity and (2) to plan residential communities with development partners to increase the supply of affordable units in the city of Atlanta. Meanwhile, AH will also continue to enhance HCVP to ensure an adequate supply of privately-owned housing options are available.

The image shows the Atlanta Housing logo at the top, featuring a stylized house icon and the text "ATLANTA HOUSING LIVE WORK THRIVE". Below the logo is a promotional graphic for "Up-Front Rent Estimates". The graphic features a background of dollar bills and the text "Up-Front Rent Estimates" in large, bold, white letters. Below this, a smaller line of text reads "Skip the guesswork and know your rent in advance!". A green horizontal bar contains the heading "HOW IT WORKS:" and a numbered list of three steps: 1) Home is assessed using GAMLS and we return a result by email. 2) If you like your offer, print it and submit with your RTA. 3) If everything submitted checks out during the inspection, THAT'S YOUR RENT! At the bottom of the graphic, the text "THANKS FOR REQUESTING A RENT ESTIMATE!" and "Your request has been completed and is indicated below." is displayed.

**ATLANTA HOUSING**

Increase your income consistency, protect your property and increase your occupancy rates to 94% and higher.

|   |   |   |
|---|---|---|
| <b>Increase Income Consistency</b>  | <b>Protect Your Property</b>  | <b>Increase Occupancy Rates</b>   |
|  |  |  |
| AH pays up to 100% of the first year rent for qualifying families.                | AH pays up to \$2,000 per claim.  | AH has over 300 pre-screened tenants searching for a home.                        |
| <a href="#">Get an Up-Front Rent Estimate</a>                                     | <a href="#">Read about Property Protection</a>                                    | <a href="#">Click here to fill your vacancy today!</a>                            |

Meet and select tenants at one of our weekly events.



**HOUSING FAIRS**

Making tenant selection quick and easy

[Click Here to Register for a Housing Fair](#)

Come to our main office to meet with prospective tenants who are searching for a home.

Fairs occur bi-weekly on Wednesdays from 11:30am - 1pm. Owners are encouraged to bring lease applications, photos of your property and flyers with information about your property and eligibility requirements.

**ATLANTA HOUSING**  
LIVE • WORK • THRIVE

You took the first step towards receiving repeated rental income when you submitted your request for a net estimate.

Now, let us help you close the deal.

**What are you waiting for?**

**OPENING DOORS TO QUALITY LIVING FOR ALL**



Atlanta Housing is making some changes to our site and vicinity standards, making it easier for owners to lease units on the Housing Choice Voucher Program (HCV).

Our current standards use a point system to accept and reject homes. Because this process considers properties that are five houses to the left, right, front and rear of the subject property, otherwise acceptable houses in neighborhoods in the early stages of revitalization but still suffering from some blight are eliminated from consideration.

Our new standards focus on the Adjacent Area, defined as the lots that touch the subject property, which would most commonly be the lots to the left/right and rear of the subject property.

AH desires to improve its successfully implemented enhancements to its Housing Choice Voucher Program (**HCVP**). **Short-term goals (current fiscal year) include:**

- **5-Star Tenant Program.** AH proposes to continue implementation of this incentive started in spring 2019 that seeks to identify ways to recognize, motivate, and celebrate participants that maintain reliable, stable rental histories, while preparing such families for life after subsidized housing.
- **Property Protection (P2) Program.** Introduced to provide landlords with a means to recover up to \$2,000 (per claim) because of tenant-related damage, such as abuse or neglect, that is beyond normal wear and tear. P<sup>2</sup> is similar to insurance or a warranty without the premium or out-of-pocket expense.
- **Site/Vicinity Standards.** In response to the number of neighborhoods being revitalized in Atlanta, AH is taking a proactive approach to increase the housing unit count in such neighborhoods. AH has retooled its neighborhood site and vicinity standards, which provides more options for participants and landlords.
- **Technology Enhancements for Landlords.** Enhanced the AH Landlord Portal to streamline administrative workloads, allowing online submissions and Requests for Tenancy Approval (RTA) tracking electronically.
- **Upfront Rent Determination Process.** This effort streamlines AH's lease-up process by providing a front-end rent estimate based on property location and unit characteristics. The improved transparency allows voucher-holding families to focus their search and land an appropriate unit sooner. Meanwhile, AH will continue to monitor new technologies to help it stay in line with Atlanta market conditions.

AH seeks to continue with such enhancements. Therefore, it will examine other innovations that will allow it to build upon existing, successfully implemented, well-received program innovations. **Long-term considerations (24-months or longer) include:**

- **On-line Participant Portal** (formerly Recertification). Develop an online participant portal, where the online portal will provide participants a safe and secure gateway to access a platform of communication tools, services, and resources, including recertification, to enhance their rental assistance experience.
- **White-Glove Account Management Services.** Local marketing effort to attract and retain high volume property owners and improve customer relations with that population. This activity might begin in early FY 2020.

AH adopted a Wait List strategy to provide a Local Residency Preference (**LRP**). AH set a 30,000 application target based on capacity at that time. **AH received nearly 83,500 pre-applications**, 178% above its projected capacity. To meet its selection target and in accordance with the LRP policy, AH utilized a random selection process to form its new LRP Wait List.



\*Families not meeting the LRP policy are placed on the regular Wait List

\*\*Data as of December 2017

Meanwhile, AH continues to administer HUD-acknowledged/HUD-approved streamlined processes while continuing to identify streamlining opportunities within its internal business processes and systems. AH always maintains an eye on improving its lease-up process and helping families to stabilize. Therefore, AH will continue to collaborate with advisory groups, AH stakeholders, and other special interest groups to engage more property owners throughout the city. Further, to support significant community redevelopment initiatives that involve local governments and non-profits.

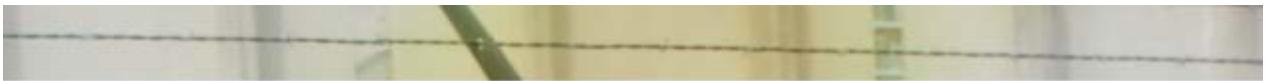
#### F. Homeownership Opportunities – Real Estate Investments and Transactions

Down payment assistance is an effective tool to help make the dream of homeownership a possibility for low and moderate income families. Due to Atlanta's current affordability crisis, Atlanta Housing deems this tool even more important to maintain affordable opportunities, especially in gentrifying areas, such as those communities on the Atlanta Beltline. Homes that are affordable to low- and moderate-income families are becoming more difficult to find.

Originally focused on areas around AH's HOPE VI sites, AH expanded its down payment assistance to eligible buyers citywide. Priority and a higher level of assistance is given to workers in the Public Safety, Education, and Nursing (**PEN**) fields, as well as families that were previously assisted under AH's rental programs. AH's DPA is often combined with assistance from other agencies to maximize affordability.

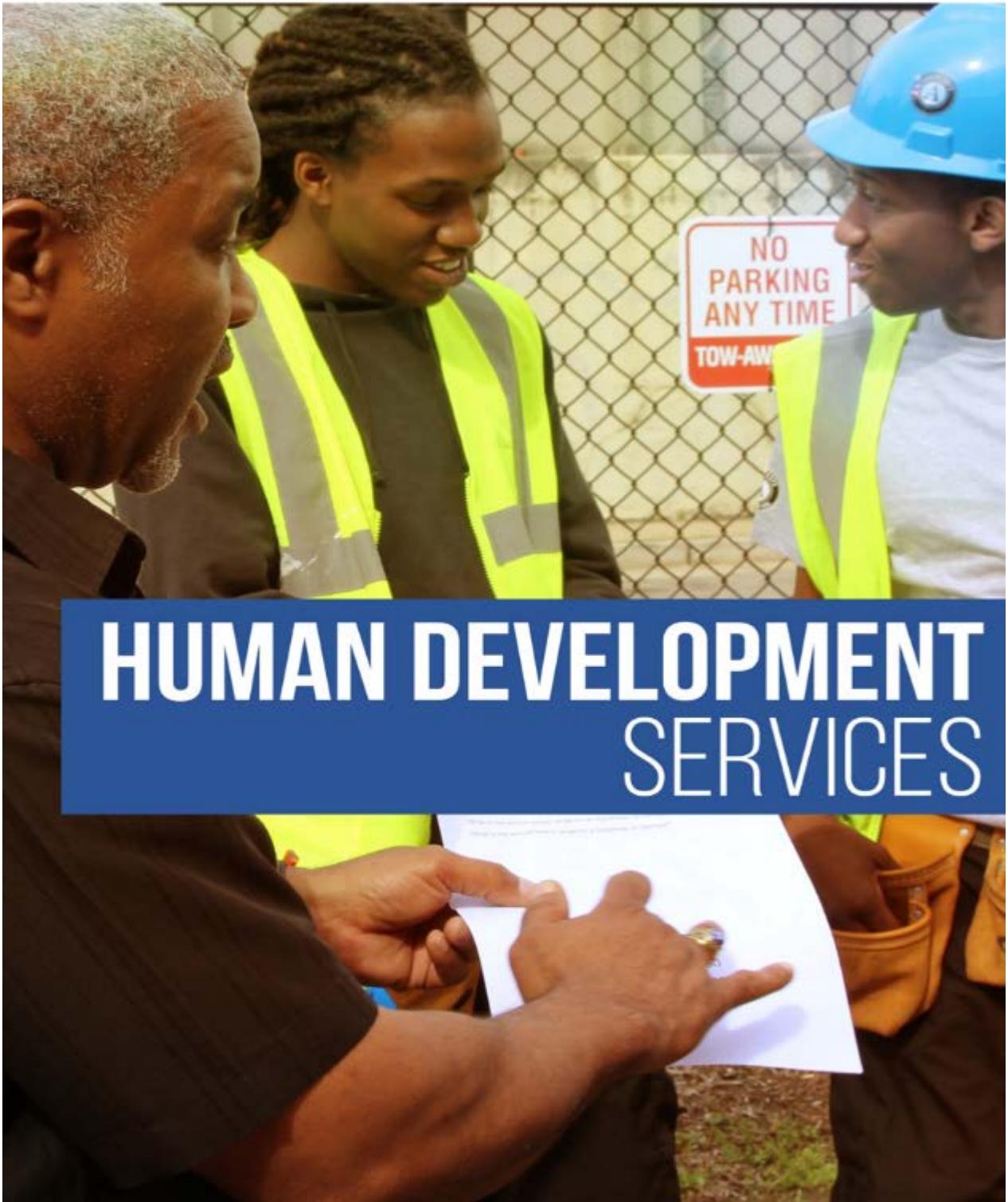
During FY 2020, AH plans to update program requirements to move in-line with current market needs. AH plans to continue targeting DPA for homeownership units at West Highlands and other MIXED Communities, as funding permits. Since its inception, the DPA Program has assisted more than 500 families. AH anticipates that it will provide DPA to more than 150 homebuyers during FY 2020.

Finally, AH will continue to service the families that remain on its Housing Choice Voucher Homeownership Program. This pilot program is not being considered for expansion.



## Section II: PRIORITIES

Strategy II.



## **Expand Economic, Educational, and Wellness Opportunities through Community Partnerships and Supportive Services**

While quality, affordable housing remains the core mission for Atlanta Housing, we recognize that real community development must also incorporate resources that support residents' self-reliance. Thoughtfully, AH maintains strategies that promote self-sufficiency, active aging, life-long learning and community engagement, while seeking to improve quality of life for participants served.

A vital component of VISION 2022, the HUMAN DEVELOPMENT SERVICES strategy recognizes the pervasiveness of income inequality and intergenerational poverty in Atlanta. To stabilize families and foster advancement, affordable housing assistance must be coupled with incentives and economic, educational and wellness opportunities. Through cradle-to-college education strategies, workforce development and wellness programming, AH continues to facilitate family progress toward self-reliance and active, healthy lives. To enable service delivery, AH acknowledges the importance of collaboration with stakeholders, governments, community organizations and private sector entities to leverage resources and maximize impact.

Pursuant to **VISION 2022**, Strategy 2, AH emphasizes 5 focus areas that support self-sufficiency:

- A. Community Outreach
- B. Family independence and economic advancement
- C. HAVEN
- D. Health and wellness
- E. Education and Student achievement
- F. Volunteerism

AH acknowledges that no one is successful alone. Consequently, AH embraces collaboration with government agencies, community organizations, private sector entities, and others to facilitate service delivery, leverage resources to maximize impact, and deliver a coordinated service approach. These efforts comprise a defined Service Delivery Model that allow residents to have access to services that are **responsive, efficient and impactful**, which is needed to guide the collective efforts.

*AH's Service Delivery Model is guided by the following principles:*

1. **RESPONSIVE.** Provide timely and appropriate services that support family's ability to progress toward self-sufficiency. The services are grounded in a standardized assessment that will identify and evaluate a participant's strengths, resources, goals, barriers and needs to develop an individualized Service Plan.
2. **EFFICIENT.** Implement a defined, consistent service practice by staff and service providers to ensure that all residents have an opportunity to develop and reach their full potential.
3. **IMPACTFUL.** Monitor and evaluate service outcomes regularly to assess performance, analyze the impact of investments, and identify new innovations that create or enhance areas of opportunity.

Through its existing operations, AH will continue outreach and planning efforts to develop enhanced service provider contracts that will advance its human development and partnership efforts. This goal will be accomplished by concentrating on the Service Delivery Model described above.

## A. Community Outreach

**AH Developments.** Through focused efforts, the external affairs team will support each of AH's "Big Six" developments by creating and executing Community Outreach Plans (COP) intended to help AH inform stakeholders, residents and the community about the each of the Bix Six developments.

Through community engagement, Community Outreach Plans will include the following elements:

1. Set Outreach Goals
2. Determine target audiences
3. Develop activities to reach target audiences
4. Implement the plan
5. Evaluate the outcome

Planned projects for FY 2020:

- **Livable Buckhead / PATH 400.** Community engagement opportunity for residents and AH staff to participate in outreach activities in the greater Atlanta community.
- **Resident Wellness Checks.** In conjunction with Property Management Development staff, AH will provide opportunities for residents to engage with AH staff in a confidential manner and share concerns regarding the quality of community maintenance and services, as well as other resident program needs
- **Safety Seminars.** To increase awareness and promote safe living practices within AH-owned Communities and high-rises, AH will sponsor informational and learning sessions directed by Atlanta Police Department.

## B. Family Independence and Economic Advancement

Atlanta Housing continues to believe strongly in the value, dignity, and economic independence that work provides. AH will continue to implement its work requirement, which applies to all non-elderly and non-disabled adults in all AH programs.

AH's goal is to assist unemployed or underemployed individuals and families in making the transition from public assistance to productive employment and economic self-sufficiency. During FY 2020, AH will continue to leverage partnerships with non-profit organizations, corporations, foundations, educational intuitions and other community agencies to provide the following services:

- **Essential skills & employment preparation training.** Adult literacy, GED and post-secondary opportunities, job training and skills development, entrepreneurial training and coaching assist residents with preparing for employment.
- **Job search and placement assistance.** Connecting residents to employment and helping employers secure the skilled employees they need.
- **Job coaching and retention support.** Ongoing support and coaching help residents maintain employment and successfully navigate and resolve job related issues.

### Work/Program Requirement

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.

- **Financial education and resource management.** Residents are provided with education and resources including access to credit counseling, budgeting and asset building to increase financial competence and independence.
- **Self-Sufficiency/Supportive services.** AH sponsors a Family Self-Sufficiency (FSS) Program works closely with service providers in partnership to develop life skills that help program participants move closer to economic independence and housing self-sufficiency. Additionally, AH also works closely with supportive services agencies to combine case management, service navigation, and coaching efforts to assist families that may need more assistance.
- **Life skills training.** Life skills development, including soft-skills, self-efficacy, communication, problem solving and goal setting is provided in addition to the Good Neighbor Program, a training designed to help residents fulfill their family obligations as a participant of the Housing Choice Voucher Program. The community-based model makes training convenient to participants and offers the following components:
  - Building effective tenant/ landlord relationships
  - Improving self-reliance and personal responsibility
  - Fulfilling civic responsibilities and engagement
  - Being a good neighbor
  - Parenting
  - Homeownership
  - AH's Housing Choice Voucher Program Family Obligations
  - Comprehensive training for youth

### C. HAVEN: Supportive Housing

Atlanta Housing values its role in the Atlanta community and continues to maximize its resources to advance the collective support for families and individuals facing housing instability. For more than 20 years, in partnership with numerous civic agencies, AH has implemented resources and housing solutions using its MTW flexibility and innovation. As a result, more than 2,000 households are afforded the opportunity to live and thrive in safe, affordable housing. Additionally, in alignment with the Atlanta Continuum of Care (**CoC**), AH utilizes HUD's Homeless Management Information System (**HMIS**), specifically called ClientTrack in Georgia

#### **Response to local needs through partnership**

##### **HomeFirst**

HomeFirst, a partnership created to capitalize on the community's success in reducing homelessness in Atlanta, was launched with a City of Atlanta commitment of \$25MIL and matched by another \$25MIL of philanthropic dollars through the Regional Commission on Homelessness. With this investment in proven housing strategies and supportive services, in FY 2019, AH joined the citywide effort to source greatly needed new permanent supportive housing (PSH) units to address housing needs within the community. Expanding the HomeFlex for Supportive Housing initiative, AH will make project-based subsidies available to qualified real estate developers that create PSH units within a development or as stand-alone communities. The HomeFlex vouchers are to be paired with wrap-around supportive services by a contracted provider.

As a start to serve chronically homeless individuals and families, during FY 2020, HomeFirst partners anticipate bringing on approximately 60 PSH units employing AH's HomeFlex. AH's role demonstrates ongoing commitment and alignment with our community needs. The initiative supports the City's five-year strategic plan to end chronic homelessness in Atlanta. Key partners include: United Way RCOH, Invest Atlanta, Enterprise Community Partners, City of Atlanta Department of Planning, Corporation for Supportive Housing and Atlanta Housing.

### **Health and Housing**

In line with an increased national approach to supportive housing, the Integrated Care for Permanent Supportive Housing (ICPSH) pilot aims to serve chronically homeless individuals with complex medical and behavioral health needs that routinely engage with emergency systems, i.e.: ER visits, hospitalizations, and detention centers, etc.. Using an integrated care model, ICPSH will operate as a Housing First and harm reduction pilot to provide stable housing with wrap-around case management. An initial target of 32 participants will be supported by a 6-member multi-dimensional team for intensive, participant-led, in-home services and referrals based on identified needs, i.e. education, employment, mental health and substance abuse counseling. Funded by a HUD-CoC annual grant, ICPSH is a health and housing collaborative between Partners for HOME (the Atlanta Continuum of Care), Mercy Care, Grady Health System, and the United Way of Greater Atlanta.

### **Pilot Goals**

- Address the housing needs of chronically homeless individuals
- Improve the social, emotional and behavioral functioning of persons' served
- Demonstrate cost savings to emergency services and systems by reducing entry and use of the public emergency systems, e.g. emergency department, jail, EMS, etc.

### **Mainstream Vouchers for At-Risk Families**

During FY 2019, AH was awarded 17 new Mainstream Vouchers, also known as HUD Section 811 vouchers, to provision permanent housing for eligible families where the head of household, spouse, or sole member is a non-elderly person with disabilities. The tenant-based program will assist those who are: in transition from segregated setting, at risk of institutionalization, homeless, or at risk of becoming homeless. Demonstrating capacity to coordinate and partner with local health and human service agencies, under this special voucher program, identification and referral of applicants will come via the Atlanta CoC Coordinated Entry system. An overarching goal aligns with the Americans with Disabilities Act (**ADA**) to help persons with disabilities live in the most integrated setting possible.

### **RISE-II Program**

In partnership with Partners for HOME (the Atlanta Continuum of Care) and CaringWorks, Inc., a CoC service agency and sub-grantee, the RISE-II PSH program will serve 20 chronically homeless men and women with mental illness and/or substance abuse disorders. Using AH MTW Vouchers, the program will employ a Housing First model with harm reduction to provide stable housing with intensive wrap-around supportive services. Additionally, CaringWorks will administer as a "Dedicated PLUS" project through which 100% of the PSH beds are dedicated to serve individuals or families in which one adult or child has a disability. Participants are supported by a dedicated team to include case management and mental health therapy to develop a Person-Centered-Plan (PCP) that details goals that encourage housing stability and thriving within their community.

## Ongoing HAVEN Initiatives

### HomeFlex

Under AH's ongoing MTW activity to use HomeFlex as a Strategic Tool, the **HomeFlex for Supportive Housing** initiative provides **more than 600 existing units** for disabled or formerly homeless households. Owners and service providers fill vacant or new units via referrals from the Atlanta CoC Coordinated Entry System. As a joint partner in the local *HomeFirst* initiative, AH anticipates additional HomeFlex units designated for supportive housing. (Also see section above - *HomeFirst and Strategy I: LIVE* for communities listing).

### Short Term Housing Assistance

Another strategic tool to address and prevent homelessness and an increasingly vital community resource, **Home Again**, AH's short-term housing assistance program is **projected to assist at least 200 families** with short-term housing assistance to (i) overcome crisis situations that put them at risk of losing their housing; or (ii) move from transitional housing settings to affordable rental housing. AH collaborates with United Way Regional Commission on Homelessness (RCOH) as the Service Coordinator and fiscal agent, along with local service providers that manage direct services to eligible families.

### Tenant-Based Initiatives

As a facilitator of quality housing in Atlanta, the tenant-based programs address the needs of unique at-risk populations that share the common need for safe, affordable housing. During FY 2020, AH will continue special referrals programs that serve veterans, families and youth, and disabled households to include:

- **Family Unification Program (FUP)** – Through current allocation of 300 vouchers, continue to support applicants referred through Fulton County Department of Family & Children Services (DFCS) to include former foster care youth and families with children separated or at risk of being separated due to the housing situation.
- **FLOW** – Commitment for 125 households successfully transitioned from permanent supportive housing and require only light-touch services.
- **Homeless Students and Families** – With ongoing focus on student achievement, AH will continue partnership with Atlanta Public Schools counseling services and housing support for 50 formerly homeless students and their families.
- **Housing First** – As a pilot based on national model proven successful in reducing homelessness in jurisdictions throughout the country, maintain housing support for 100 households using MTW vouchers and referred via Atlanta CoC Coordinated Entry System.
- **Mainstream One- and Five- Program** – AH will continue administration of special vouchers designed to assist households with disabled individuals with target population of both elderly and non-elderly people with disabilities as identified from the HCVP waiting list.
- **Next Step Youth Self-Sufficiency Program** – With continuing needs for at-risk youth, AH will carry on implementation in partnership with state agencies, service providers and the education systems to develop housing solutions that support youth development and economic self-sufficiency.
- **Veterans** – In coordination with Veterans Affairs and the Atlanta CoC Supportive Services for Veteran Families (SSVF) network, AH will continue administration of 270 HUD-VASH, the

Housing Choice Voucher (HCV) rental assistance for homeless veterans. During FY 2020, AH may consider a project-based approach or other voucher-based programming to maximize assistance and be responsive to local needs.

#### D. Health and Wellness

##### Resources for residents

Atlanta Housing places deliberate emphasis and desires to assist elderly and disabled families and individuals to live in their homes for as long as possible and maintain independent living. To accomplish this, AH provides residents access to programs and services that enable them to age with dignity and maintain a high quality of life. During FY 2020, AH will continue enhancement of its Aging Well Program for senior and disabled residents. Additionally, AH will continue the expanded scope to engage elderly and disabled Housing Choice program participants with a focus on healthy, active living.

**Commodity Supplemental Food Program (CSFP).** In support of AH's Aging Well strategy, AH facilitated enrollment for 30 high-rise community residents to receive a monthly supply of shelf-stable food products in FY 2019. Through an ongoing partnership with the Atlanta Community Food Bank and onsite PMD Resident Services staff, AH will maintain the program and resident engagement.

- **Holistic Wellness.** During FY 2020, AH will sponsor monthly educational sessions on a variety of health and wellness topics presented to senior and disabled residents, with a pilot program planned for approximately 400 residents at East Lake High-rise and Cosby Spear High-rise. The program will be facilitated by ANIZ, Inc., a holistic provider that promotes emotional and physical wellness by providing mental health, substance use counseling, support services, and health education.
- **Senior Sock-Hop.** Engagement opportunity for more than 275 residents in 11 senior high-rise communities to join together for a night of fun and physical exercise. Programming will be coordinated with respective Property Management Development resident services teams.
- **Seniors' Farmers Market.** Open air market providing free vegetables and fruits, games, information, healthy cooking demonstration, and entertainment. Open to all 11 senior high-rises.
- **Health & Wellness Resource Fair.** Vendors and agencies with products and services aimed at the wellbeing of our seniors. Open to all 11 senior high-rises.
- **Atlanta Senior Day.** In partnership with Playhrd-Trainhrd and Future Foundation, AH will host a day focused on health and wellness with like-missioned sponsors and organizations. The event will take place at the Home Depot Backyard at Mercedes Benz Stadium and include live fitness sessions, healthy cooking demos, wellness vendors, and other related activities, free of charge to all residents.
- **Take A Walk Campaign.** Health and Wellness educational sessions, in partnership with Kaiser Permanente, that incorporate resident exercise and walks. Events will be piloted at select high-rise communities.

## **E. Education and Student Achievement**

Atlanta Housing is committed to supporting student achievement by providing youth with opportunities that support their learning and academic success. AH's goal is to ensure all youth in AH-assisted households receive quality education, training, and support services that contribute to success in postsecondary education and/or work.

- **Education Support Partnership.** During FY 2020, the Education Support Partnership (ESP), called “Building Blocks for Success,” will add support to the PEOPLE component of the CHOICE Neighborhood Initiative (CNI). The PEOPLE plan is grounded in a service delivery model that encourages high-quality education and life-long learning by providing direct support to the four Atlanta Public Schools located in and impacted by CNI. Through ESP and partnering with the Atlanta Public Schools system, parents, service providers, and funders, the goals are to support the teaching of good attendance habits; support interventions with students having attendance problems; and encourage attendance monitoring and assessment of intervention effectiveness.
- **Boosting Scholars.** Atlanta Housing serves more than 2200 households that have college-age participants. Proudly, AH continues to support the futures of numerous youth through the **AH Internship Program** for rising high school seniors and postsecondary students. In addition, AH will continue academic support via **scholarship programs** in partnership with PHADA, GAHRA, the HAI Group and AH’s signature program, Atlanta Community Scholars Award (ACSA) as well as the University Choice Neighborhood Scholarship (UCNS). During FY 2020, AH’s target is to support at least 75 AH-assisted students via ACSA, UCNS and the housing affiliate programs.
- In FY 2020, AH plans to launch Brighter Futures (*working name*) in partnership with The Scholarship Academy. Its two primary components are: 1) College Recruitment Fair to include local and out of state colleges and universities – with a target to reach 400 households; and 2) an in-house tutoring program designed to help 50 students and parents research, apply for, and secure college scholarships.
- **Literacy Resources.** During FY 2020, in partnership with Atlanta-Fulton Public Library, AH will expand programming to increase resident and employee awareness of the vast resources offered by the library system. The program was introduced to senior residents in FY 2019 during the annual Seniors Farmer’s Market, and books and information are available in the AH corporate office guest lobby.
- **Financial Literacy:** “Where My Money Goes” will provide educational and informational sessions provided by a local community partner to help high-rise community residents develop financial literacy skills.

## F. Volunteerism



**AH Cares** is a corporate volunteer program organized to allow Atlanta Housing staff, family and friends the opportunity to participate in AH-sponsored projects that have lasting impact within the community. Volunteer activities support entities such as local public schools, nonprofit and community development organizations. AH staff willingly give through financial resources/purchases as well as personal time and effort toward reading, mentoring programs, and community service projects.

**AH Mentorship Program** has been created to further support for ACSA and Choice college scholarship recipients. AH staff volunteers are paired with each scholar to mentor and offer support through this new phase of life. Over a two-year period, mentors engage

with the assigned mentee at least twice each month via phone, text or email. Currently, a total of 23 mentors have been paired with scholars.

**Dress for Success Clothes Closet** (*working title*) facilitates clothing donations by employees and other community agencies geared to promote self-sufficiency and improved self-image. With participant referrals from Customer Service Group and Human Development Services staff who provide direct service and interaction with residents, gently-worn items will be available to residents at The Resource Center at Zell Miller.



An AH staffer reads to students at M. Agnes Jones Elementary School

## Section II: PRIORITIES

Strategy III.



## **Streamline Service Delivery Approaches and Financial Protocols**

As an MTW agency, Atlanta Housing is uniquely positioned to use innovative strategies to ensure long-term financial sustainability. AH's financial management practices enable the use of its MTW Single Fund fungibility for investment opportunities in multiple areas that provide affordable housing solutions, strengthen community partnerships, and support neighborhood stabilization. AH's MTW designation also affords AH the fiduciary responsibility to actively seek and pursue conventional and non-conventional sources of revenue, including competitive grant and entrepreneurial opportunities.

Optimal use of funds involves both sides of the equation: spend and return. On the spend side, AH will continue to reduce operational overhead, streamline its service delivery approaches, and update financial policies and protocols. To secure financial longevity, AH must proactively identify and rigorously manage its investments to create opportunities for financial returns that can be reinvested in the mission. Although AH has MTW flexibility in its use of funds, it does not preclude AH from compliance with applicable HUD regulations, housing laws and state and federal requirements.

### **A. Gap Assistance Financing Funds (GAFF) Tool (*formerly Co-Investment Framework Tool*)**

Within the true framework of the Moving-to-Work (MTW) Demonstration Program, Atlanta Housing introduces a funding innovation that exercises its MTW Single-Fund flexibility with the creation of a Gap Assistance Financing Fund. Pursuant to its MTW Agreement<sup>5</sup>, AH introduced the concept to designate MTW funds for the purposes of increasing housing choices in a competitive housing market for low-income families.

As noted throughout this, and previous MTW Plans, AH's service jurisdiction has experienced a development renaissance and population increase over the last 7+- years. However, much of the development overlooked the affordable housing market and many low to moderate-income families that call Atlanta home are faced with the bleak prospect of living in substandard housing or paying more than 50% of their income towards housing costs. These choices are unacceptable for higher income families; AH wants to end these bleak prospects faced by low to moderate-income families.

AH owns more than 400 acres and wants to ignite development in the affordable housing market, diversify its real estate portfolio with commercial holdings and create, as well as enhance, areas of opportunity. Through this tool, AH plans to aggressively engage in real estate opportunities that allow AH to maximize its impact, so AH may engage in MTW related, non-MTW related, and/or overlapping activities at any point of the process: concept to completion. To do this, AH must take a collaborative approach to investing funds and be able and willing to leverage resources, which this tool accomplishes.

GAFF Short-Term Goals include:

- Strengthen partnerships with lending organizations to access low-cost private equity/debt financing
  - Ex. organization includes Local Initiatives Support Corporation (LISC)
  - Ex. Funding includes Low-Income Housing Tax Credit (LIHTC)
- Develop standard process to identify, underwrite, and structure project investments
- Cultivate and grow existing pipeline of projects for next 5 years; identify potential projects
- Establish a portfolio-wide parameters to manage risk
- Actively recruit stakeholders; enter Memoranda of Agreement/Understanding (MOA/U)

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<sup>5</sup> Attachment C: Statement of Authorizations and Attachment D: Legacy and Community Specific Authorizations

- Identify partners, areas of opportunity, projects, as well as project areas that AH can create opportunities
- Proactively raise capital to fund infrastructure and other costs not conventionally financed

GAFF Long-Term Goals (beyond FY 2020) include:

- Improve tool to replace, in a supplemental position, HOPE VI Grant Program
- Augment affordable housing and mixed-income, mixed-use communities within service jurisdiction
- Increase AH's capacity to invest at any point in the development process: concept to completion
- Develop capacity to close gaps, especially financing gaps, that delay or terminate project success
- Expand range capacity beyond what AH owns; include commercial, become the primary partner
- Develop long-term mechanisms for the preservation or production of affordable housing
  - Create multiple loan funds for acquisition capital, bridge, stabilization to spur economic development
- Build capacity among small and/or disadvantaged local developers
- Prevent displacement of low-income families experiencing gentrification
- Acquire sites, vacant or occupied, that meet AH mission and make sense financially and operationally

## B. Local Blended Subsidy Tool

As AH explores options for providing rental assistance to support the preservation and recapitalization of properties or the redevelopment of its existing and development of new housing, AH will also consider using its MTW authorizations to create a Local Blended Subsidy (**LBS**) program. AH is one of a small number of Public Housing Agencies that is limited with a more restrictive funding methodology covered in its MTW Agreement, Attachment A: Calculation of Subsidies.

For example, if AH demolishes or disposes of public housing units, AH does not have the luxury to retain the operating subsidy for such units as enjoyed by some of its MTW contemporaries. Rather, the funds are eliminated unless the units are replaced. This occurs under the operating fund regulations covering “phase down” which apply to AH and all non-MTW agencies.

AH will consider whether it can bring units that were previously demolished or disposed of back into its Annual Contributions Contract subsidy program (portfolio), thus triggering HUD subsidy for these units under the Operating Fund Rule covered under applicable HUD regulations (24 CFR Part 990 as amended). Since most of these units were demolished or disposed of after October 1, 1999, or as a part of a HUD-approved HOPE VI Program, the units are otherwise available, and if accessed will permit additional ACC subsidy to be provided through HUD and become part of the AH MTW block grant funds. AH recognizes that local blended subsidy units are considered by HUD to be public housing units and thus must conform to public housing rules and requirements.

As AH considers the future possible use of Local Blended Subsidy, AH will undertake an analysis to determine exactly how many available unused units AH has under its ACC that are otherwise not restricted under the Faircloth Amendment (this amendment was later incorporated into the Housing Act through applicable provisions of the 1998 Public Housing Reform Act). This will allow an estimate to be made of ACC subsidy that may be available from HUD.

### **C. Self-Development Entity**

AH desires to further its mission and increase its capacity, and enhance its role in the development, management, and ownership arena, among others. Georgia Department of Community Affairs (DCA) established a new application threshold for the Low-Income Tax Credit (LIHTC) Program, where qualified applicants must have developed or owned 5 LIHTC projects with 20% equity to serve as a General Partner and self-develop. Through its Real Estate Development Group and creation of a development affiliate AH continues efforts to enhance its self-development capacity and position itself to be competitive in future LIHTC competitions. Efforts include modifying its approach to due diligence and structuring LIHTC new construction and rehabilitation deals and leading the redevelopment of AH-owned sites. The benefits of this capacity are instrumental in AH's mission and will allow AH to maximize cost efficiencies not available to it without this capacity, as well as enhance AH's development strategy.

### **D. Empowering Low-Income Workers and Small Businesses**

AH's development activities have a tremendous impact on the city of Atlanta. Frequently, development activities are one of the largest sources of economic activity in neighborhoods. Rehabilitation and new construction create economic opportunities for individuals and businesses. After construction is complete, the lasting economic impact on residents continues and can extend to jobs created to provide services to new mixed-income, mixed-use communities. Therefore, AH will deliberately continue to create employment and contracting opportunities for program participants and small businesses to thrive.

Section 3 of the United States Department of Housing and Urban Development (HUD) Act of 1968 requires that to the greatest extent feasible, recipients of HUD funding, will provide job training, employment and contracting opportunities to low and very low income individuals. Since AH's primary source of funding comes from HUD, AH will aggressively pursue opportunities that prepare program participants for employment.

AH desires to expand its role in ensuring Section 3 compliance by continuing to implement a Small Business Enterprise (SBE) and Section 3 Program, with policy and procedures to ensure all parties, including AH redevelopment partners, contractors, and sub-contractors comply with Section 3 and Minority and Women Owned (MBE/WBE) aspirational goals for their equitable participation in AH Contracting for goods and services. AH will facilitate training and employment of Section 3 residents working in partnership with Atlanta area social service agencies.

In FY 2020, AH will begin encouraging AH Contractors to contribute to a Section 3 training fund that will provide direct training to residents and Section 3 business concerns. Developers and contractors will commit funding for resident training via a separate fund. In strategic partnership with several social service agencies AH will seek to identify businesses willing to support rehabilitation and new construction activities and link developers and contractors with capable Section 3 and certified SBE business concerns.

AH will seek to engage in this effort through planning a series of training, employment linkage, business incubation and outreach efforts, including continuing the development of a robust Minority, Women and Small Business Enterprise (MBE/WBE/SBE) and Section 3 Program. The MBE/WBE/SBE/Section 3 Program is AH's effort to stimulate economic opportunities for certified small businesses through direct contracting and subcontracting opportunities. AH will also work closely with its partners to ensure that its assisted families and other low-income families in Atlanta can benefit from contracting, job and training opportunities resulting from AH's activities. These opportunities run the real estate/property management spectrum, from professional services to grounds maintenance. Nonetheless, AH will

constantly encourage contractors to fulfill the spirit of the Section 3 program by hiring low-income residents to work on AH's contracts.

AH will continue its outreach efforts through sponsored workshops, seminars, and networking with other private and public agencies and use these opportunities to promote AH's MBE/WBE/SBE/Section 3 Program.

AH will measure its success and ability to engage under-represented communities in AH's work by:

- Number of persons hired via the AH Section 3 Program
- Number of people trained for employment
- Number of Section 3 businesses formed
- Number and value of contract opportunities directly or indirectly attributed to the Section 3 program

#### E. Measurements of Success Tool

AH's MTW Agreement with HUD establishes performance measurements by which AH guides its operations in fulfillment of the terms of the Agreement. AH will continue to report these performance outcomes in its Annual MTW Report. (See Appendix C1: AH Benchmarks)

For VISION 2022, AH has established key performance indicators to measure the success of its vision and plan over the next five years. For FY 2020, AH will continue to monitor its progress against these baseline annual goals.

#### Performance Indicators for VISION 2022\*

(All tabled data is as of December 31, 2018)

| OUR BENEFICIARIES<br>People Our Plan Impacts                                 | VISION 2022 | FY 2018<br>Annual Report     | FY 2019<br>Annual Report     | FY 2020 EOY<br>Projections    |
|--|-------------|------------------------------|------------------------------|-------------------------------|
|  | Target      | Actual through<br>06/30/2018 | Actual through<br>12/31/2018 | Projection thru<br>06/30/2020 |
| Total % of AH's Participating Families<br>= Very Low or Extremely Low Income | 95%         | 97%                          | 97%                          | 97%                           |
| Total Households Actively Housed   | 20,532      | 24,044                       | 24,541                       | 25,645                        |
| Working Families   | 10,112      | 10,161                       | 10,338                       | 10,441                        |
| Families with Children   | 8,143       | 8,174                        | 8,337                        | 8,612                         |
| Senior Households  | 5,929       | 6,310                        | 6,633                        | 6,732                         |
| Disabled Households  | 3,273       | 3,205                        | 3,303                        | 3,310                         |
| HAVEN (Supportive Housing HHs -<br>across all programs)                      | 1,662       | 2,305                        | 1,819                        | 1,785                         |

| <b>HUAMN DEVELOPMENT SERVICES:<br/>Work Compliance by AH Program</b> | <b>VISION 2022</b> | <b>FY 2018<br/>Annual Report</b> | <b>FY 2019<br/>Annual Report</b> | <b>FY 2020 EOY<br/>Projections</b> |
|--|--------------------|----------------------------------|----------------------------------|------------------------------------|
|  | Target             | Actual through<br>06/30/2018     | Actual through<br>12/31/2018     | Projection thru<br>06/30/2020      |
| HomeFlex Communities   | 88%                | 96%                              | 99%                              | 98%                                |
| MIXED Communities  | 96%                | 97%                              | 93%                              | 94%                                |
| AH-Owned Communities   | 94%                | 93%                              | 89%                              | 92%                                |
| Housing Choice   | 70%                | 69%                              | 70%                              | 70%                                |

| <b>FINANCES: MEASUREMENTS OF<br/>SUCCESS (KPIs)</b>   | <b>VISION 2022</b> | <b>FY 2018<br/>Annual Report</b> | <b>FY 2019<br/>Annual Report</b> | <b>FY 2020 EOY<br/>Projections</b> |
|---|--------------------|----------------------------------|----------------------------------|------------------------------------|
|   | Target             | Actual through<br>06/30/2018     | Actual through<br>12/31/2018     | Projection thru<br>06/30/2020      |
| Number of Families Served   | 20,532             | 24,044                           | 24,541                           | 25,645                             |
| Number of New Affordable Units<br>Added to AH Program   | 1,219              | 1,419                            | 1,117                            | 911                                |
| Number of New Homeownership<br>Opportunities (Down Payment<br>Assistance)   | 76                 | 163                              | 118                              | 85                                 |
| Dollars Invested and Leverage in New<br>Real Estate Developments in Modern,<br>High-Quality Mixed-Income<br>Communities   | \$ 8.0M            | \$ 42.5M                         | \$ 1.5M                          | \$ 5.5M                            |
| Dollars Invested in Education and<br>Education Initiatives  | \$ 401,171         | \$ 918,974                       | \$ 688,919                       | \$ 513,271                         |
| Number of Senior Adults<br>Housed/Served  | 6,673              | 7,611                            | 7,308                            | 7,621                              |
| Number of Veterans Housed (VASH)  | 229                | 245                              | 237                              | 239                                |
| Number of Homeless/At-Risk Families<br>Housed through HAVEN (Supportive<br>Housing)                                       | 1,662              | 2,305                            | 1,819                            | 1,785                              |
| Number of Families Compliant with<br>AH's Work Requirement  | 5,514              | 5,939                            | 6,451                            | 6,645                              |
| Number of Families Successfully<br>Transitioned from AH Paying 100% of<br>Their Own Housing Costs (Program<br>Graduation) | 50                 | 104                              | 41                               | 41                                 |

## SECTION III: MTW POLICY INNOVATIONS

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### A. Background on Moving-to-Work (MTW)

Moving to Work is a demonstration program established in 1996 by Congress and administered by the U.S. Department of Housing and Urban Development (**HUD**), giving certain “high performing” public housing agencies the flexibility to design and test various approaches for (a) facilitating and providing quality affordable housing opportunities in their localities; (b) facilitating opportunities for family success and self-sufficiency; and (c) achieving greater efficiency and effectiveness. AH 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, 2028, AH 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. AH’s MTW Agreement, as amended and restated is referred herein as the “MTW Agreement.” The Second Amendment (a) reinstates and expands AH’s ability to invest MTW Funds in certain types of real estate transactions, and (b) reaffirms that AH’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). If the MTW Demonstration Program is extended, the MTW Agreement may be automatically extended for additional ten-year periods, subject to HUD’s approval and AH meeting certain agreed-upon conditions. In December 2015, Congress mandated the extension of the MTW Demonstration Program to June 30, 2028 under the same terms and conditions of AH’s current agreement. HUD confirmed this extension to AH in writing on April 14, 2016.

Pursuant to the authority in AH’s MTW Agreement, AH has combined its low-income operating funds, housing choice voucher funds, and certain capital funds into a single fund (“MTW Single Fund” or “MTW Funds”), which are expended on MTW Eligible Activities as set forth in AH’s MTW Agreement.

The MTW Agreement provides substantial statutory and regulatory relief under the 1937 Act and reaffirms, extends, and expands the regulatory relief provided under AH’s original MTW Agreement. The MTW Agreement forms the statutory and regulatory framework for AH to carry out its work during the term of the MTW Agreement, as it may be extended and as amended from time to time. The statutory goals set forth by Congress are the following:

**Goal 1: Reduce costs** and achieve greater cost effectiveness in Federal expenditures.

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

**Goal 3: Increase housing choices** for low-income families.

In 2004, AH submitted to HUD its first long-term strategic business plan, using its new statutory and regulatory framework. AH’s business plan and its subsequent MTW annual plans on a cumulative basis outline AH’s priority projects, activities, and initiatives to be conducted during each fiscal year. Fiscal Year 2019 represents AH’s sixteenth year of participation in the MTW Demonstration. AH has developed its VISION 2022 strategy to provide guidance over a five-year period that began in Fiscal Year 2018.

## B. Innovations Implemented under Authorizations in AH's MTW Agreement

Under the MTW Agreement, AH has strategically implemented most housing policy reforms across all programs. This consistency serves multiple purposes: One, families can expect to rise to the same standards that AH believes lead to self-sufficiency. Two, AH can align its values and goals with contract terms in partner agreements with developers, owner entities, and service providers. Three, AH gains economies from systematic implementation across the enterprise and by minimizing redundancy, overhead, and system changes. Examples of policy reforms include the following:

- **Use of MTW Funds** to support MTW Eligible Activities (as defined in the MTW Agreement) including, but not limited to, development and/or preservation of mixed-income communities in partnership with private owners and developers; support for human development services to facilitate family self-sufficiency and housing stability; and preservation and operation of public housing communities.
- **Local Housing Policy Reforms** that promote resident accountability, responsibility, and self-sufficiency, and help stabilize the amount that low-income households pay for rent and utilities.
- **Housing Choice Voucher Program** designed and implemented with the goals of mainstreaming families and facilitating progressive “choices” of housing opportunities in economically integrated neighborhoods, with better quality-of-life amenities.
- **Sub-Market Payment Standards.** In FY 2016, AH established 23 sub-market payment standards in the City of Atlanta and additional payment standards in areas of opportunity in the AH service area that extends 10 miles outside of the City of Atlanta. This includes the Sandy Springs -Marietta Fair Market Rent (**FMR**) area. AH established these payment standards based on zip codes in lieu of setting Housing Choice Voucher payment standards using the metropolitan area-wide Fair Market Rent (FMR) methodology. This zip-code based FMR methodology aligns with the Small Area Fair Market Rule published by HUD on November 16, 2016. AH is notifying HUD that this is the alternative FMR methodology and payment standard structure AH has already established to expand tenant choice and enable voucher households to move to low-poverty, higher-cost areas in the City of Atlanta and other areas of opportunity in the AH service area. This alternative FMR and payment standard methodology for setting contract rents with landlords is outlined in the AH Statement of Corporate Policies and complies with the Small Area Fair Market (FMR) Final Rule. The objective is to give tenants choice to move to other low-poverty neighborhoods and reduce the number of voucher holders that reside in areas with high poverty concentration.
- **HomeFlex Voucher Contracts Targeted to Areas of Opportunity in the City of Atlanta to Increase Rental Supply.** AH is preparing a Notice of Funding Availability to target HomeFlex Vouchers to private developers and owners in Tax Allocation Districts and other areas of opportunity in the vicinity of the downtown Central Business District (CBD) and throughout the city of Atlanta.
- **Use of Housing Choice Vouchers in Mixed-Communities and HomeFlex Communities.** AH proposes a policy that will permit voucher families to move into AH MIXED communities and HomeFlex communities in order to address the shortage of landlords accepting Housing Choice Vouchers.
- **AH Operations of HomeFlex.** As an incentive to increase private multi-family landlord participation, AH will explore establishing a centralized waitlist and overall administrative process for multi-family property owners to participate in the HomeFlex (PBRA) Program to ease their administrative workload.

- **Property Management Incentives.** AH proposes to establish incentives to ease the administrative and maintenance operations workload and costs for private owners/managers to the extent feasible (for example, bedbug eradication). AH is encouraging tenants to cooperate with AH PMDs and private owners. AH may also consider issuing loans or grants for compliance with Uniform Physical Accessibility requirements (UFAS).
- **Expanding Housing Opportunities** and the availability of affordable housing seamlessly in mixed-income communities and neighborhoods using market principles and approaches in administering the subsidy and landlord/tenant relations.
- **Human Development** services, initiatives, and programs that further promote family self-sufficiency, independent living, and aging in place.
- **Work/Program Requirement** that, as an AH-wide work requirement, applies to all non-elderly and non-disabled adults in all AH programs. In October 2017, AH began terminating households for non-compliance. AH is planning to enhance its career planning, workforce development and employment linkage efforts with local employers and service providers to enhance compliance with the work requirement.
- **Economic Viability** and organization-level operational enhancements that improve the efficiency of AH's financial and business operations. In August 2018, AH began planning efforts with consultant support to assess compliance, operational, program performance and financial risks and associated program compliance strategies and practices in respective AH Divisions. In 2020, AH continues to build up its internal Compliance Monitoring Division to establish a more formalized self-evaluation approach in the AH operation.

For a detailed description of key innovations or reforms that AH has implemented as a result of its participation in the MTW Demonstration, see AH's *FY 2017 MTW Annual Report* at [www.atlantahousing.org](http://www.atlantahousing.org).

MTW policy innovations that AH may propose for implementation are included in its Annual MTW Plan. AH policies are effective only after approval by the AH Board of Commissioners which, in doing so, authorizes the president and chief executive officer to execute and provide administrative direction in the implementation of those policies through standard operating procedures and guidelines.

As part of the submission of this Plan, AH is submitting the *Amended and Restated Statement of Corporate Policies* ("Statement of Corporate Policies") in Appendix G. AH's key policy document contains policies for all AH programs. With the updated and clarified language in this document, AH has determined that these policies sufficiently allow AH to implement its mission in the coming fiscal year. If it is determined that additional policy changes are necessary, AH will follow the appropriate protocols to seek approval from the AH Board of Commissioners.