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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 positions 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. The focus of MTW Elements (HUD Form 50900: Annual MTW Plan and Report) are included under Appendices A, B, and H.

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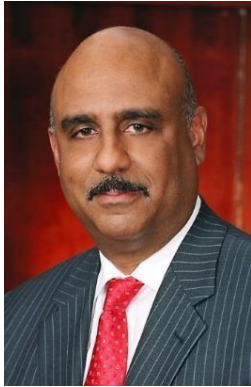
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Message from the Board of Commissioners



The Board of Commissioners of Atlanta Housing (AH) is proud to present AH's Moving to Work (MTW) Annual Plan for Fiscal Year 2020. In the pages that follow, you will see our strategic priorities for the upcoming fiscal year. In FY 2020, AH's goal continues to focus both on creating new housing opportunities and strengthening existing ones. On the operations side, we will continue to enhance our performance, efficiency, and productivity.

Responding to the unprecedented need to develop and preserve affordable housing in Atlanta is our top priority. We have witnessed the rapid change and growth in our city, and we understand that the vast majority of this development is not affordable for the typical Atlantan. Even neighborhoods that were once starved for investment have seen development that is tailored exclusively to high-income families. We hear the concerns of those long-standing members of the community who want to ensure that they will continue have a place in our city in the future. AH provides a full spectrum of housing services for our citizens, from homelessness to home ownership, and this annual plan represents a demonstration of our commitment to make Atlanta a city for all" regardless of income.

We are grateful for the talent and heart-filled commitment of the AH staff, who work every day to ensure that there is a place in our community for families of all incomes. Together, we are proud to serve our community, and are grateful for the opportunity to provide this critical service.

Christopher Edwards, M.D.

Chair, Board of Commissioners

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SECTION I: OVERVIEW

A. ATLANTA HOUSING

Atlanta Housing (AH) is a large Public Housing Agency/Authority (PHA) as defined by the U.S. Department of Housing and Urban Development (HUD) and oversees rental assistance programs that provide more than 24,000 housing solutions 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** – families that are priced out of the marketplace when trying to find quality housing that will allow them to live, work and raise their families inside the city limits.

As the 38th largest city in America, the City of Atlanta is 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 has attracted a new demographic back to the city and is changing the way Atlanta looks and feels as its urban core densifies and gentrifies. The unintended consequence of progress is that it pushes Atlantans of lesser economic and educational means out of their communities, rendering them unable 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, schoolteachers, 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. With a bold and innovative plan designed to accelerate and increase the supply of affordable housing, AH plans to add or preserve up to 3,000 units by 2029 to meet the need for affordable housing. 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.

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 also expand its development program to allow for innovation and acceleration of timelines. AH also develops 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.

THE CHALLENGE:

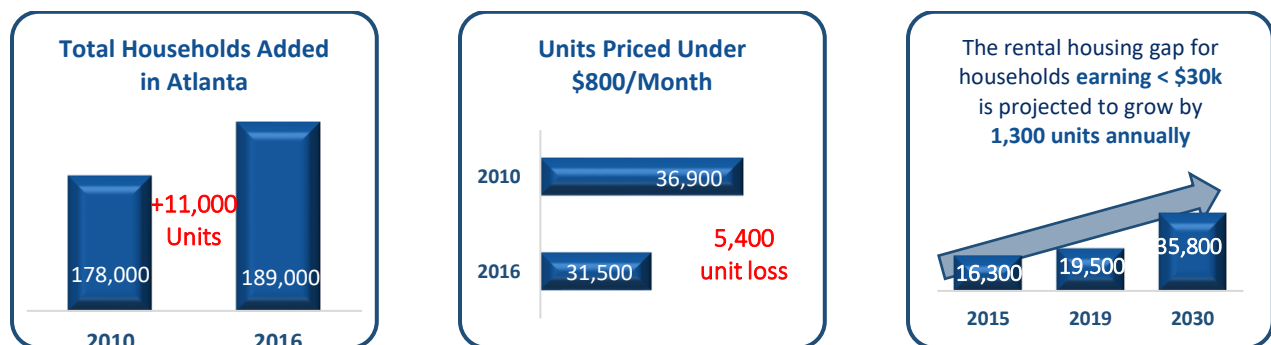
Preserving Affordable Housing in a Growing Market

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 10th 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:

- Jobs to attract a diverse population at all income levels
- Promotion of growth in areas with slow growth and declining populations
- Affordable housing options for a growing senior population and opportunities for them 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.



Source: City of Atlanta Equitable Housing Assessment (2018)

THE STRATEGY:

AH strongly believes in the potential of the individual. Therefore, AH's five-year strategic plan **VISION 2022**, takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe, healthy communities. The following 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 inventive live-work-thrive innovation spaces.
- **Human Development Services.** AH will invest agency funding towards the agency's self-sufficiency and supportive services 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**. It's 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

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 us 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's employees at the Human Development Services Job Fair held at Atlanta Technical College

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SECTION II: PRIORITIES

A. THE PLAN (VISION 2022)

Atlanta Housing (AH) holistically operates the entire agency under the Moving-to-Work (MTW) concept. Under its MTW authority, the agency is required 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:

The Plan		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 ordering are consistent with the numbering 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 aligns its priorities with the MTW statutory objectives. Other ongoing activities approved by HUD and being administered by AH are described in the Appendices Section (beginning on page 114) of this document.

AH will continue to focus on current and future priorities that align with AH goals and objectives and address unique local challenges. 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

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, we describe priorities in 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 MTW Project Based Voucher (PBV) Program
- **Housing Choice Voucher:** program includes Project-Based, Tenant-Based, Tenant-Protection Vouchers, among others
- **MIXED Communities:** AH sponsors/supports mixed-use, mixed-income developments located on former public housing sites and AH-owned land

MIXED INCOME COMMUNITIES Section 1.A.

AHA works with private-sector real estate developers to create market-rate quality mixed-use, mixed-income communities on the sites of former public housing projects where AHA determines it is feasible.

APPLICANT ELIGIBILITY

Residents under 60% AMI for HUD assisted and tax credit units. Non-elderly and non-disabled must be work compliant.

HOUSING CHOICE VOUCHER PROGRAM Section 1.D.

AHA's Housing Choice Voucher Program (HCVP) offers families the greatest opportunity to exercise personal responsibility and preference in selecting where they live.

APPLICANT ELIGIBILITY

Vouchers are issued to households earning under 50% AMI and non-elderly and non-disabled must be work compliant. Additionally, families selected from the waiting list must meet the City of Atlanta's Residency Preference.

AHA-Owned Communities Section 1.F.

AHA owns 11 public housing assisted residential properties, including 9 senior high-rise communities and two small family communities.

APPLICANT ELIGIBILITY

Residents of the high-rise communities are elderly (age 62 or older), near elderly (age 55-61), and nonelderly disabled adults. Residents under 80% AMI. Residents at multi-family communities who are non-elderly and non-disabled must be work compliant.

CHOICE NEIGHBORHOODS Section 1.B.

A \$30 million grant from HUD, these funds will be utilized to redevelop the former University Homes public housing site and to revitalize the three surrounding neighborhoods.

APPLICANT ELIGIBILITY

Varies based on program initiative - Housing; Neighborhood; People



HUMAN DEVELOPMENT SERVICES Section 2

AHA works with non-profit service providers, corporations, foundations, educational institutions and other community stakeholders to facilitate and employment, educational enrichment/mentoring, workforce development and wellness services for its residents including adults, children, youth, seniors and persons with disabilities leading to increased earnings, self-sufficiency for families, and a progression to mainstream self-reliance by addressing intergenerational poverty, and healthy aging-in-place for elderly and disabled households.

HomeFlex (Formerly Project Based Rental Assistance) Section 1.C.

Using MTW flexibility, in 2005 AHA created and implemented the Project Based Rental Assistance Program (now called HomeFlex) – a financial incentive and financing tool to encourage private sector developers and owners of quality multi-family developments to reserve a percentage of their units as affordable.

APPLICANT ELIGIBILITY

Residents under 60% AMI for HUD assisted and tax credit units. Non-elderly and non-disabled must be work compliant.

HAVEN (Supportive Housing Programs) Section 1.E.

The purpose of supportive housing is to provide at-risk populations – who are often homeless or soon-to-be homeless – with a stable housing arrangement that includes intensive, often specialized support services that address individual needs.

APPLICANT ELIGIBILITY

At-risk populations include homeless individuals and families, persons with physical, mental or developmental disabilities, military veterans, families separated due to the lack of housing, youth aging out of foster care, and other target groups that need quality, affordable housing.

HOMEOWNERSHIP DOWN PAYMENT ASSISTANCE Section 1.G.

AHA provides eligible first-time homebuyers that earn up to 80 percent of Area Median Income (AMI) with financial assistance to purchase homes within or near AHA's MIXED income communities, as well as neighborhoods throughout the city of Atlanta

APPLICANT ELIGIBILITY

Participants must make 80% of area median income or less and be a first time home buyer.

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

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Section II: PRIORITIES

Strategy I.



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AH's Real Estate Development Model and Approach

Under the guidance of **VISION 2022** and by employing 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 has started the transformation 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, 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 vacant, former 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

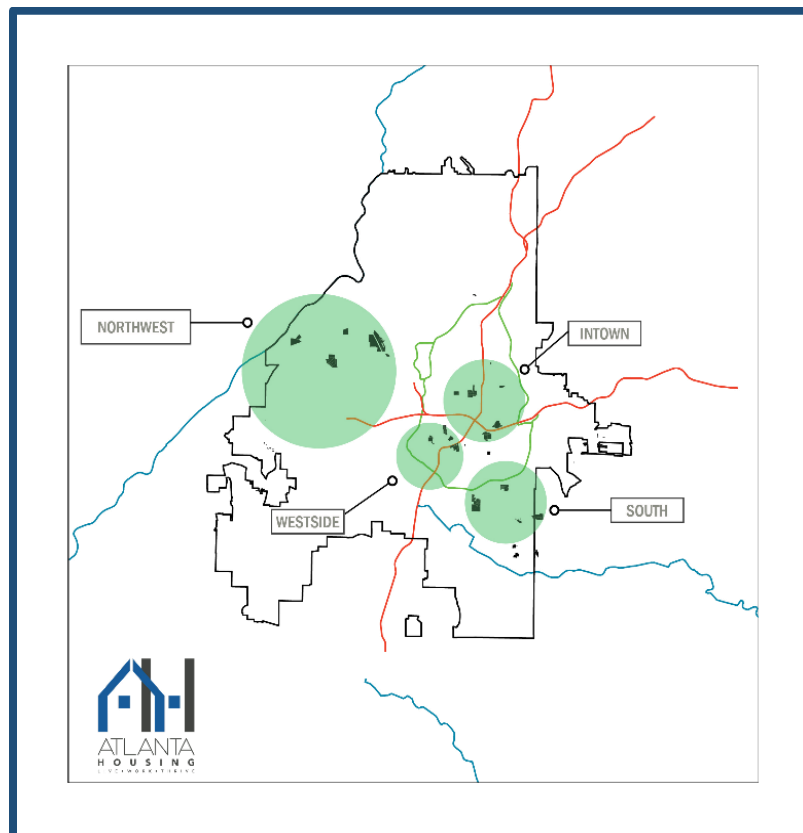
In addition to development projects that support neighborhood stabilization, AH will continue building financially feasible and healthy mixed-income, mixed-use communities in neighborhoods that represent areas of opportunity.

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 quadrants 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. We detail these quadrants/sectors in the maps that follow.

Within each of these quadrants 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 21.)
 - Bankhead Courts
 - Bowen Homes
 - Englewood
 - South
 - North
 - Herndon Square
 - Palmer House
 - SoNo/301
- Advance existing projects
 - Madison Reynoldstown (890 memorial)
 - West Highlands
- 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 and other public agencies to develop a collaborative strategy to attract capital and accelerate the preservation of existing units and the production of new 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 City of Atlanta, Invest Atlanta, Atlanta BeltLine Inc., Westside Future Fund, Atlanta Public Schools, and 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. We describe this co-investment framework in 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 may engage in the following real estate activities during FY 2020:

- **Land transactions** such as acquisitions, dispositions, swaps and similar activities 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 Atlanta BeltLine, Inc. 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*.
- Collaborative work to **implement real estate activities under an aligned co-investment framework** that supports major city redevelopment initiatives and benefits low-income families.
- **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.
- **Solutions to mitigate community displacement**, such as site-based waiting list preferences, for affected residents.
- **Issuance of 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.
- **Retention efforts to openly and vigorously support community**. 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 defines MIXED -Communities as those developments that sit on AH-owned land or those in which AH has an ownership interest utilizing the mixed-finance, mixed-income and mixed-use business model. We categorize MIXED -Communities differently for portfolio management purposes:

- **AH-Owned Communities:** 100 percent affordable that includes 10 senior and two multifamily properties. Managed by our private Property Management Development (PMD) partners, these properties will convert assistance under the Rental Assistance Demonstration (RAD) Program. Therefore, properties will remain 100 percent 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 development that supports one of the larger-scale developments (where AH does not own the land). Completed before 2010, these projects were generally 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 scheduled for conversion from public housing to Section 8 assisted.

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. 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.

Planned additional phases will use a combination of public and private sources as noted in the section that follows Mixed Communities when they are developed. 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.

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

- **New MIXED Communities:** These developments are comprised of existing communities that were substantially renovated or re-developed 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 remaining vacant land at sites where already procured 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, or develop under a self-development model. In most cases, AH will act as the master developer for pre-development activities that include but are not limited to feasibility assessment and design concept, land due diligence, environmental management, land development and entitlement approval. This pre-activity will prepare the site for development and expedite action after procuring a developer, partner, or choosing the self-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. We believe this will result in developing innovative models of affordable housing that create healthy and sustainable homes and communities. 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 AH identifies six large sites as most feasible for the development of units in FY 2020 once pre-development work is completed, 890 Memorial and West Highlands, with development programs are 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.

We will advance elements of the community redevelopment plan and other revitalization plans during FY 2020, which will be subject to market demand, financial feasibility, funding availability and conditions in the financial and real estate markets. We describe the revitalization activities planned for implementation during FY 2020 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.

MIXED-Communities Revitalization Projects in-Progress	
<ul style="list-style-type: none"> • Auburn Pointe - <i>Grady Homes</i> • Capitol Gateway - <i>Capitol Homes</i> • Centennial Place- <i>Techwood/Clark Howell Homes</i> • Civic Center - <i>Revitalization Project</i> • CollegeTown @ West End - <i>Harris Homes</i> • Hollywood - <i>Hollywood Courts</i> • Townhome Project 	<ul style="list-style-type: none"> • Magnolia Perimeter Properties • Mechanicsville - <i>McDaniel Glenn</i> • Scholars Landing - <i>University Homes - Choice Atlanta</i> • Villages at Carver - <i>Carver Homes</i> • West Highlands - <i>Perry Homes</i> • Westside Hollowell Corridor

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. The MIXED-Communities tabled above 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:

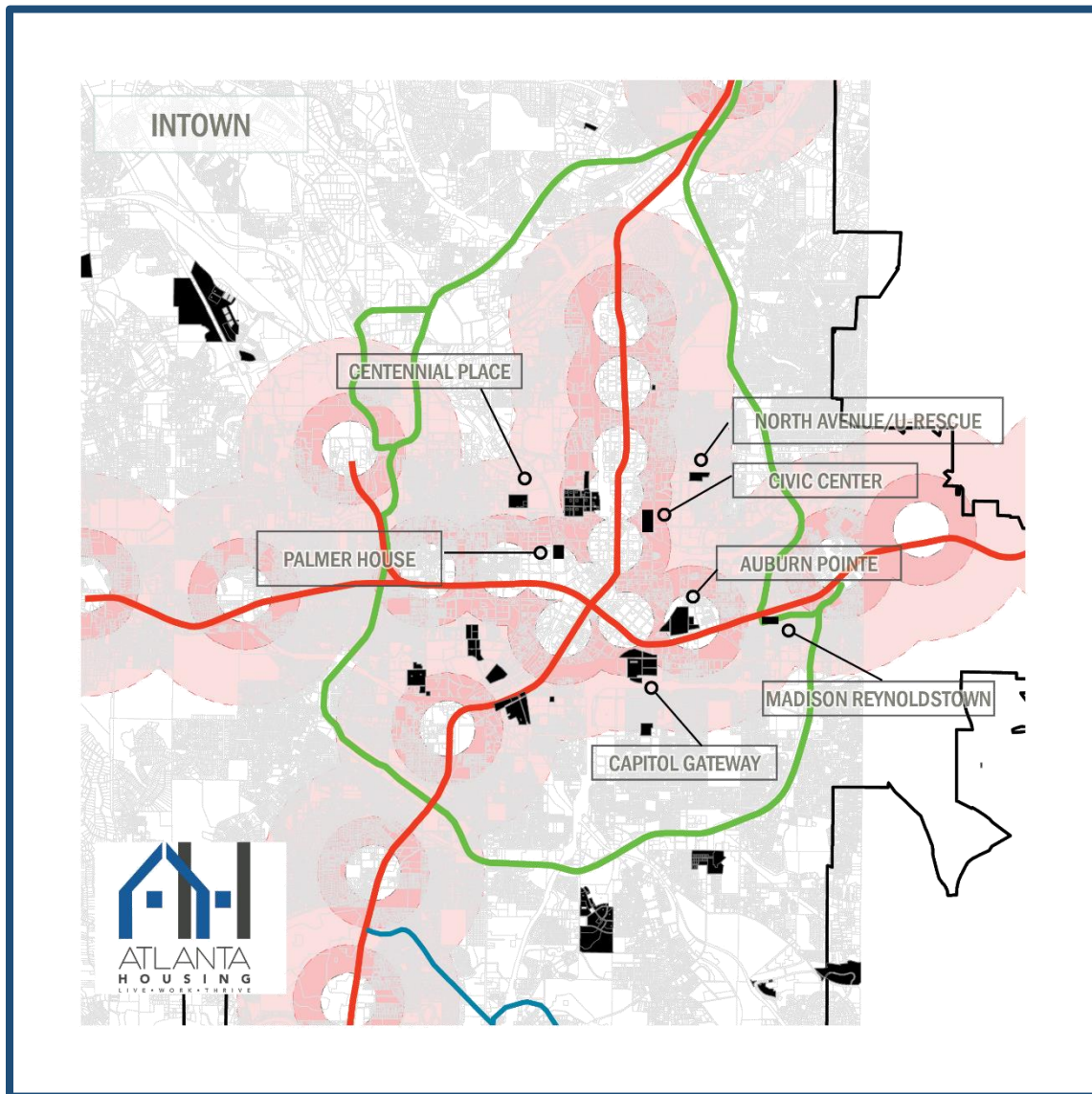
1. Pre-development: Due diligence and site analysis
2. Master planning
3. Zoning / Entitlement
4. Environmental testing, remediation if required
5. Public improvements / infrastructure and associated easements and dispositions of right-of-way
6. Site preparation
7. Architectural design
8. Where an infrastructure and site construction and/or mixed-finance closing or other phase development occurs, securing financing that may include submission of 4 percent LIHTC, Tax-Exempt Bond or 9 percent 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, and other sources. Activities may include AH investment in pre-development, construction and/or permanent financing for development partners and down payment assistance for eligible 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 demolished public housing properties (vacant land)

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

INTOWN QUADRANT/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



Development Name	Civic Center (TBD)
Development Partner	TBD
Address	395 Piedmont Ave NE, Atlanta, Georgia 30308
Acreage	~19.8
Quadrant for Development	Intown
Existing Amenity	18-acre public park (Central Park); proximity to MARTA w/in ½ mile; Beltline w/in 1 mile; Ponce City Market w/in ½ mile; grocery store, pharmacy, bank w/in ¼ mile; high performing schools
Phasing/Unit Production	Residential: ±742 units 40% Affordable (Target) Retail: ±55,000 sq. ft.
Projected Development Cost	\$305M + \$19.9M Public Infrastructure
Development Schedule	Summer 2019: Master Planning and Design; Spring 2020: Environmental remediation and/or demolition
<u>Vision</u> <p>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.</p>	

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



Development Name	Madison Reynoldstown
Development Partner	Rea Ventures Group (pending)
Address	890 Memorial Drive, Atlanta, GA 30316
Acreage	~1.25
Quadrant for Development	Intown
Existing Amenity	Immediate access to the Atlanta BeltLine Eastside Trail. Grocery, pharmacy, MARTA, restaurants and retail within a ¼ mile
Phasing/Unit Production	Residential: 116 units 100% Affordable (Target) Units: 71 1BRs, 36 2BRs, 9 3BRs 700 - 1100 sq. ft. Retail: ±2,700 sq. ft.
Development Schedule	August 2019 (FY 2020): Begin construction:
Projected Total Development Cost	\$26,510,705
<u>Vision</u> <p>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 percent 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.</p>	

SoNo/301 (South of North Avenue)



Development Name	SoNo/301 (a.k.a North Avenue/U-Rescue)
Development Partner	TBD
Address	301 North Avenue Atlanta, GA 30303
Acreage	~4.1 acres
Quadrant for Development	In-Town
Existing Amenity	18-Acre Central Park; MARTA / BeltLine w/in ½ mile; retail w/in ¼ mile; high performing schools
Phasing/Unit Production	Residential: 339 units 40% Affordable (Target) Retail: ±20,000 sq. ft.
Development Schedule	Phase I, 14-months , Rental / Retail; Phase II, 14-months , Homeownership Projected completion: 2022
Projected Total Development Cost	\$111M + \$4.1M in Public Infrastructure
Overall Sources	Conventional Debt, AH Capital Investment, LIHTC, Other Public Funds, Deferred Developer Fee, Developer Equity, Philanthropic

Vision:

The planned vision includes a mix of bedroom sizes and retail. The buildings will surround 320 parking spaces in a parking deck. The project may include a second phase of for sale townhomes. This phase will be located on the former U-Rescue Villa site, which will include views of Central Park. The development will utilize green/sustainable methodology throughout, which may include EarthCraft, LEED, Enterprise, or other similar standard.

Palmer House



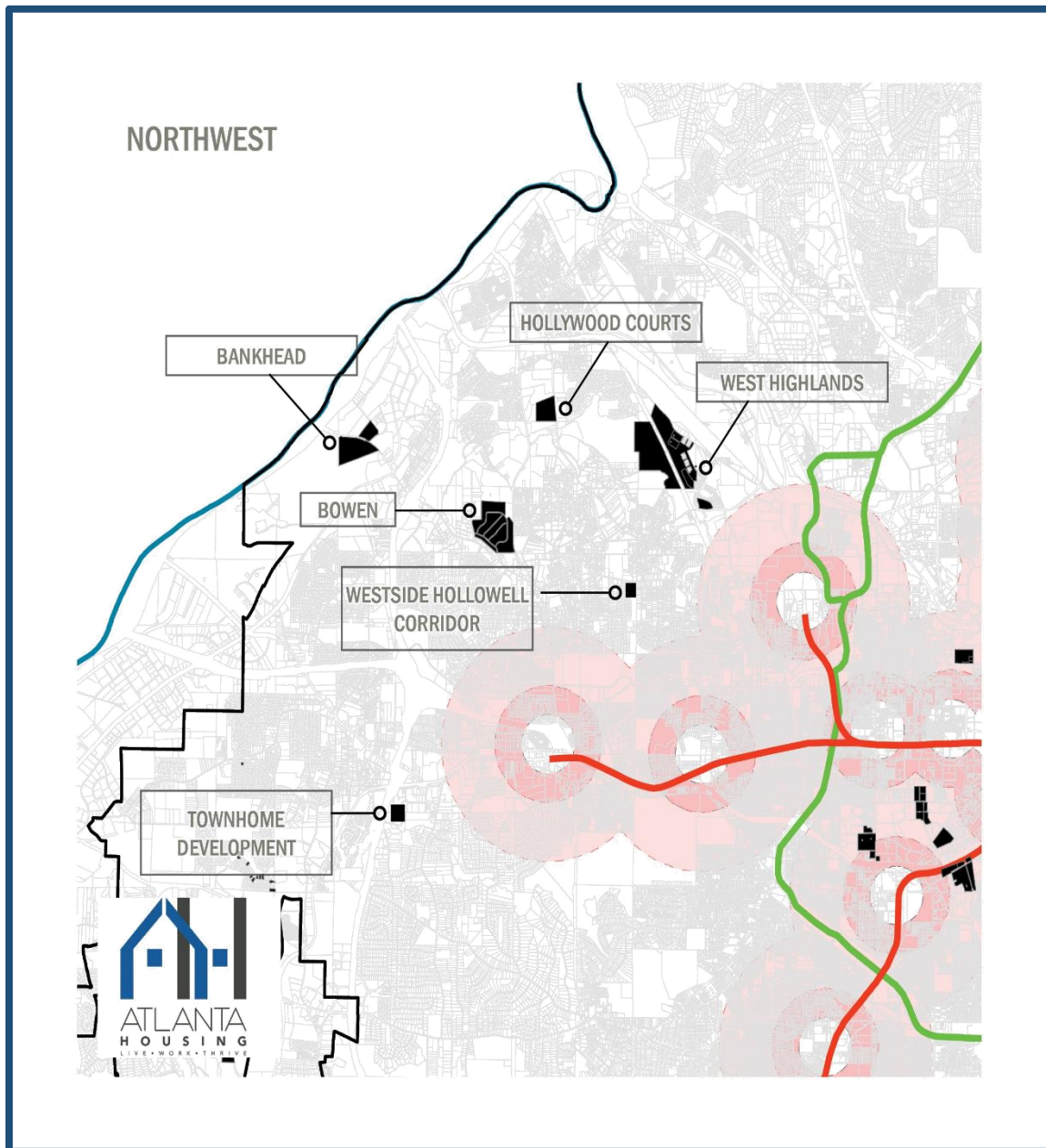
Development Name	TBD
Development Partner	TBD
Address	430 Centennial Olympic Park Drive Atlanta, GA 30313
Acreage	≤1 acre
Quadrant for Development	Intown
Existing Amenity	None
Phasing/Unit Production	Residential: 184 units 100% Affordable (Target) Retail: ±5,000 sq. ft.
Development Schedule	3 years, complete four phases Projected completion: 2021
Projected Total Development Cost	\$51M + \$1M in Public Infrastructure

Vision:

The planned vision will revitalize the former Palmer House senior high-rise public housing site to mixed-income senior residential housing with mixed-use commercial/retail space on the ground floor and an amenity deck on the top of the proposed parking deck. An alternate scenario may include a portion of the units as homeownership units.

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 re-development 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 widely anticipated this area will rapidly appreciate as investors deploy the resources they are holding and the city implements its plans.



Bankhead Courts



Development Name	Bankhead Courts Redevelopment
Development Partner	TBD
Address	2476 Donald Lee Hollowell Parkway, Atlanta, GA 30331
Acreage	~35.15
Quadrant for Development	Northwest
Existing Amenity	Chattahoochee River w/in ¼ mile; proximity to MARTA w/in ¼ mile to grocery store
Phasing/Unit Production	Residential: 320 units 30% Affordable (Target) Retail: ±20,000 sq. ft. Healthcare: ±6,500 sq. ft.
Development Schedule	TBD
Projected Total Development Cost	\$102M + \$35M in Public Infrastructure
<u>Vision</u> 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.	

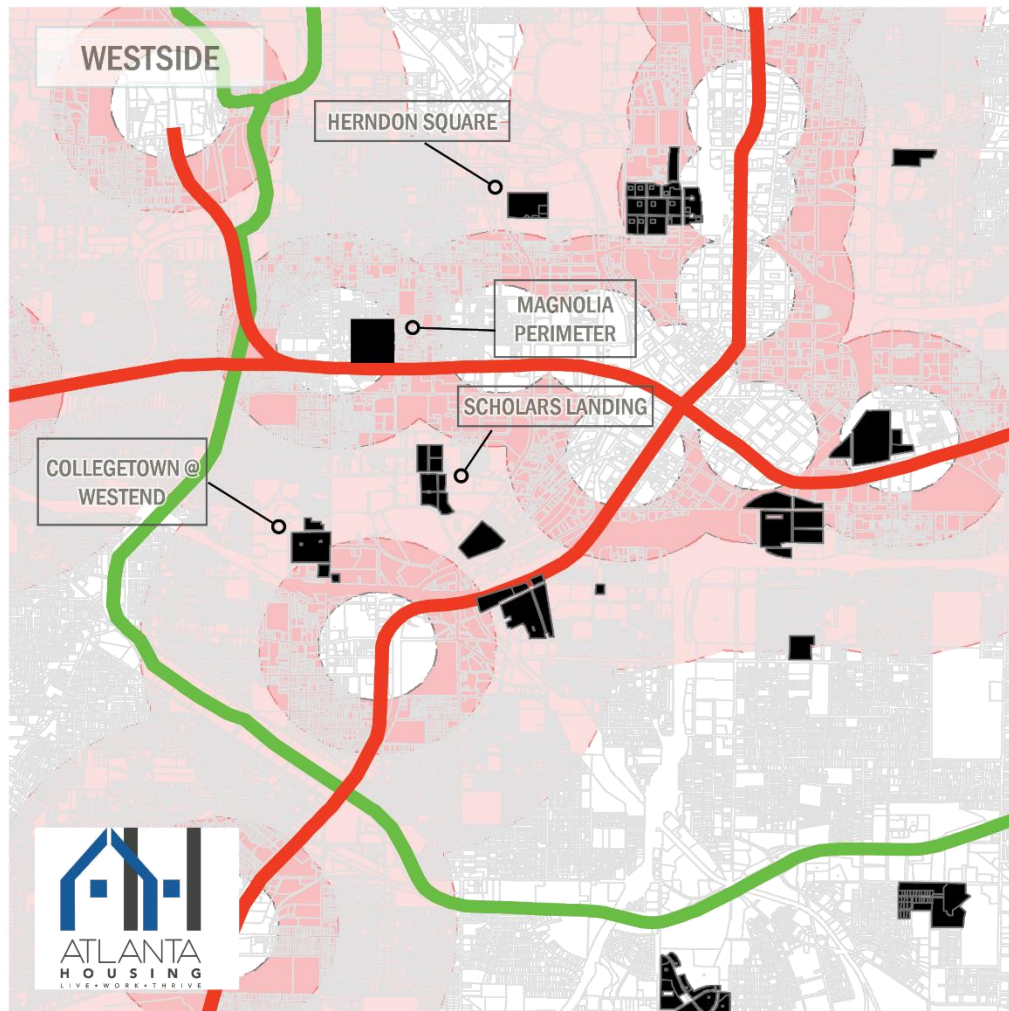
Bowen Homes



Development Name	Bowen Homes Redevelopment
Development Partner	TBD
Address	Jackson Parkway NW Atlanta, GA 30318
Acreage	~77.56 acres
Quadrant for Development	Northwest
Phasing/Unit Production	Residential: 1,192 units 40% Affordable (Target) Retail: ±150,000 sq. ft. Structured Parking: 1,060 spaces
Development Schedule	≥ 6Phases
Projected Total Development Cost	\$345M + \$77.5M in Public Infrastructure
<u>Vision</u> The revitalization of the former Bowen Homes public housing site along the Hollowell Corridor is expected to include 5+ phases of multi-family, for sale Single-family and Townhomes, Senior Housing, commercial retail, grocery store, and renovation of the AD Williams Atlanta Public School as a workforce training center during construction of the entire program.	

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. The Westside is also home to the largest collective of Historically Black Colleges and Universities (HBCUs). Housing in this sector is rapidly appreciating causing family displacement.



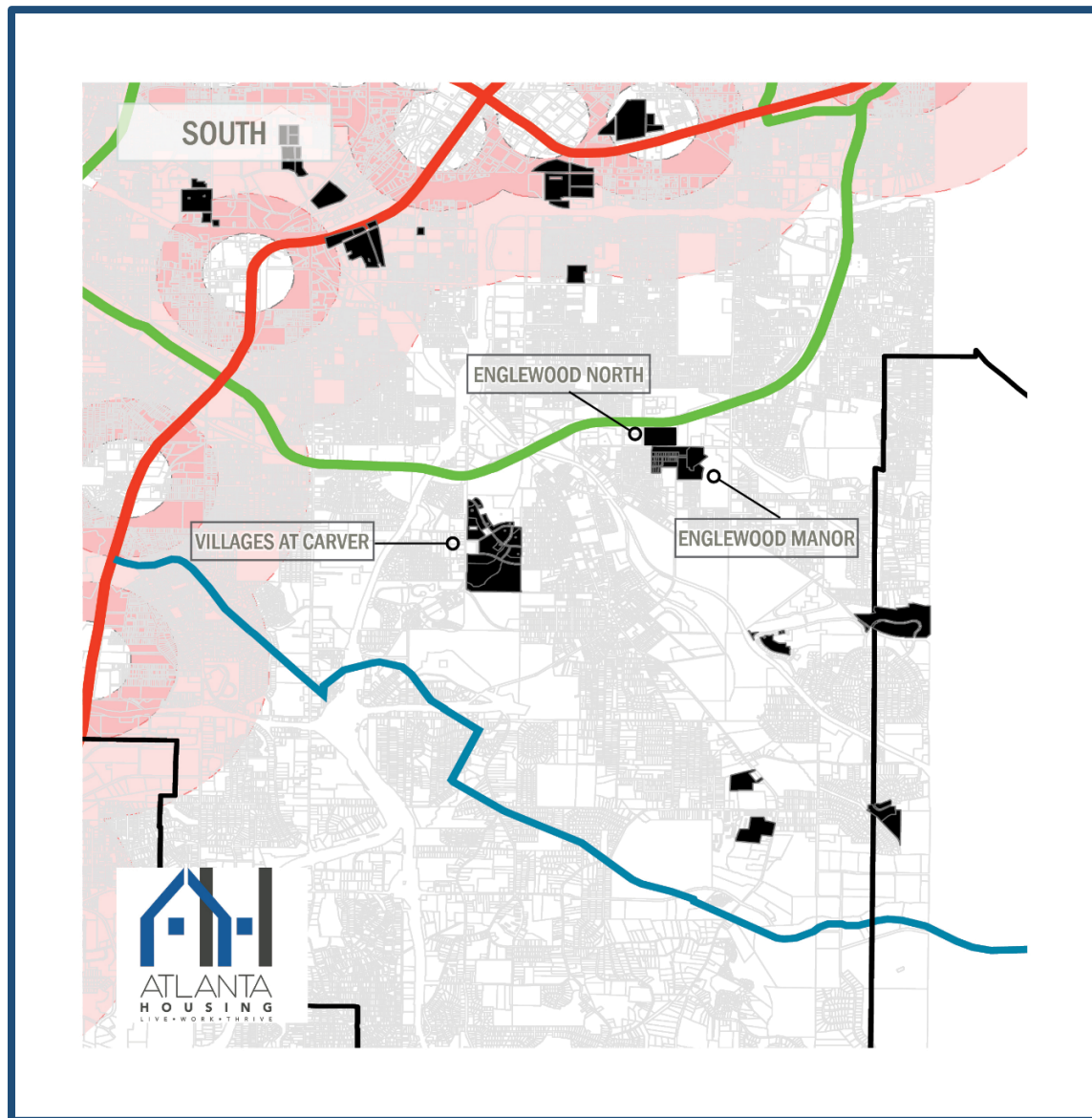
Herndon Homes



Development Name	Herndon Square
Development Partner	Hunt Development Group and Oakwood Development
Address	500 Northside Drive NW, Atlanta, GA 30318
Acreage	±12 acres
Quadrant for Development	Intown
Existing Amenity	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.
Phasing/Unit Production	Residential: 715 units 40% Affordable (Target) Retail: ±1,500 sq. ft.
Development Schedule	Multiple phases Phase I: 14-months
Projected Total Development Cost	\$193M + \$12.8M in Public Infrastructure
AH Capital Investment	\$11,270,000
Federal and State Tax Credit Equity	\$13,113,029
Other Funds	\$7M loan from Westside Future Fund for public infrastructure
Deferred Developer Fee	\$200,000

SOUTH SECTOR

The South sector includes the neighborhoods south of Interstate 20 (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 Atlanta BeltLine area, but generally still volatile. This area contains a relatively large supply of affordable housing.



Englewood South



Development Name	Englewood South (TBD)
Development Partner	The Benoit Group and The Michaels Group
Address	0 Englewood Avenue SE, Atlanta, GA 30315
Acreage	±30.3 acres
Quadrant	Intown
Existing Amenity	Chosewood Park and Boulevard Crossing Park
Phasing/Unit Production	Residential: 1,100 units 30% Affordable (Target) Retail: ±50,000 sq. ft. Office: ±10, 000 sq. ft.
Development Schedule	Multiple phases (±5 years) 2019 – 2024
Projected Total Development Cost	\$290M + \$30.3M in public infrastructure
<u>Vision:</u> Revitalization of the former Englewood Manor Public Housing site to multi-family rental units, for sale single-family homes, and retail space to complement the surrounding Chosewood community.	

Englewood North



Development Name	Englewood North (TBD)
Development Partner	TBD
Address	1110 Hill Street SE, Atlanta, GA 30315 (multiple parcels)
Acreage	±19.4 acres
Quadrant	Intown
Existing Amenity	Chosewood Park and Boulevard Crossing Park
Phasing/Unit Production	Residential: 950 units 40% Affordable (Target) Retail: ±37,500 sq. ft. Office: ±12, 000 sq. ft. Education: ±20,000 sq. ft. Healthcare: ±50,500 sq. ft. Greenspace: ±100,000sq. ft.
Development Schedule	Multiple phases (±8 years) 2020 – 2028
Projected Total Development Cost	\$254M + \$19.4M in public infrastructure
<u>Vision:</u> This dense, mixed-use, multi-family and homeownership development is immediately adjacent to the Atlanta Beltline.	

Other Projects Established or Underway

Site Name	Site Description	Planned Use	% Affordable	FY 2020 Objectives
Auburn Pointe (formerly Grady Homes)	Phased development of public housing site that includes acquisition of parcels on Hilliard and Decatur Streets, and William Holmes Borders Drive.	628 Residential Units	79%	• Disposition / redevelopment activities
				• Update Revitalization Plan
		• 21 Scattered sites for sale	• 21 Units (100%) are affordable	• Adaptively re-use historic structure
				• Actively market vacant homes
Capitol Gateway (formerly Capitol Homes)	Phased development of public housing 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
				• Update Master Plan
		• 151 Scattered sites for sale	• 101 Units (67%) are affordable	• Closely follow litigated parcels
				• Actively market vacant homes
Centennial Place (formerly Techwood/Clark Howell Homes)	Phased mixed-income development of public housing site includes undeveloped land. The undeveloped land is included in AH plans for future development.	738 Residential Units	58%	• Continue development activities
				• Update Master Plan
		• 45 Townhomes for purchase	• 9 TH Units (20%) are affordable	• Finalize use of undeveloped land
				• Factor maintenance for Zell Miller Building
CollegeTown at West End (formerly Harris Homes)	Phased development of public housing site that includes undeveloped land subject to ongoing litigation. AH plans to develop undeveloped tracts, as able, once litigation issues are resolved. Also includes AH acquisition of Cunningham Place.	689 Residential Units	72%	• Continue development activities
				• Update Revitalization Plan
		• 50 Scattered sites for sale	• 50 Units (100%) are affordable	• Closely follow parcels of interest
				• Actively market vacant homes

Other Projects Established or Underway – continued

Site Name	Site Description	Planned Use	% Affordable	FY 2020 Objectives
Hollywood Courts (formerly <i>Hollywood Courts</i>)	Mixed-use, mixed-income redevelopment of the former public housing site along Proctor Creek	Minimum of 150 units estimated	TBD	<ul style="list-style-type: none"> • Issue RFP/Q in support of redev. • Community outreach with residents
Townhome Development	Redevelopment of 17.5-acre, 200 unit Townhome site with a conversion to affordable housing units.	• 200 Townhomes for rent	87%	<ul style="list-style-type: none"> • Align development opportunities; submit LIHTC or Bond app(s) • Renovations start August 2020
Magnolia Perimeter (<i>Scattered Sites</i>)	Mixed-use, mixed-income mid-town/"Old 4th Ward" redevelopment of 30 scattered site properties within the Vine City neighborhood.	Total Units TBD	<ul style="list-style-type: none"> • Goal is 30% • 59% of AH units are affordable 	<ul style="list-style-type: none"> • Continue with parcel disposition • Evaluate need for additional Choice sites
Mechanicsville (formerly <i>McDaniel Glenn Site</i>)	Mixed-use, mixed-income residential completed; remaining development includes vacant land, which AH plans to develop as feasible.	813 Residential Units	74%	• Actively market vacant land
		• 206 Homes for purchase	• 78 (38%) are affordable	• Actively market vacant homes
Scholars Landing (formerly <i>University Homes</i>)	Phased development of former public housing site into Scholars Landing. This mixed-income residential project is located on Atlanta Student Movement Boulevard adjacent to the Atlanta University Center.	588+/- Residential Units	TBD	• Pursue 4% bond or 9% LIHTC financing for remaining phases
		• 395 Rental Units		
		• 160 Senior Units	• 60 Senior units designated as independent living units	• Identification and acquisition of parcels within Choice Neighborhood area
		• 33 Mixed-Income Townhomes		

Other Projects Established or Underway – continued

Site Name	Site Description	Planned Use	% Affordable	FY 2020 Objectives
The Villages at Carver (formerly Carver Homes)	Phased development of former public housing site that includes undeveloped land that is subject to ongoing litigation. AH plans to develop undeveloped land, as able, once litigation issues are resolved.	757 Residential Units	73%	<ul style="list-style-type: none"> • Continue development activities • Update Master Plan
		• 151 Scattered sites for sale	• 101 Units (67%) are affordable	<ul style="list-style-type: none"> • Closely follow litigated parcels • Actively market vacant homes
West Highlands (formerly Perry Homes)	5 Phase mixed-use, mixed-income development of 200+ acre site, of AH-owned/acquired land and developer-owned land.	700 Rental Units	63%	<ul style="list-style-type: none"> • Public improvement and development activities • RAD Conversion
		786 Purchase Units	20%	<ul style="list-style-type: none"> • Dispose AH-owned land to WH Homeowners Association • Dispose AH-owned land to Atlanta Public Schools

Other Vacant Sites: Innovative Design of Vacant Sites

Currently, AH does not have any plans to re-develop former public housing sites that 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, Inc. community stakeholders, and 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:

Design Competition

- As funding permits and submarket conditions improve, AH will advance the re-development of Hollywood Courts and Thomasville Heights by undertaking master planning activities with AH stakeholders and the community.
- AH anticipates partnering with the City of Atlanta and other parties to launch an innovative affordable housing campaign for AH-owned land that may include Quality of Life Initiatives (QLI) sites or land acquired, directly or

indirectly, by AH with the goal of developing innovative solutions to affordable housing development.

Land Swaps

- AH will continue land swap activities for parcels that are contiguous to or directly abuts parcels adjacent to AH's Englewood Manor redevelopment. Currently, AH and the City of Atlanta have swapped parcels associated with Bankhead North, and will complete the land swap of Jonesboro South and Englewood North.

- AH may pursue other land swaps that are better suited for housing redevelopment.

Urban Gardens

- AH may examine opportunities, including potential disposition, for urban gardens throughout its portfolio.

Dispositions for Public Benefits

- AH may consider disposing of land in its portfolio for educational purposes and because of the positive impacts on the surrounding community.
- AH will examine the possibility of generating revenue for AH programs by ground leasing vacant sites

Revenue Generation

- Currently, AH rents its sites for temporary events, such as filming and similar special event, and donates the revenue to its scholarship fund.
- AH, may execute ground lease sites in highly industrial or commercial areas, such as Leila Valley, and use proceeds towards MTW Activities.

AH Acquisitions

AH's current acquisition strategy focuses on increasing its supply of land in areas of opportunities within its service jurisdiction. Atlanta's Intown 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, such positive changes did not always share out 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:

Choice Westside Acquisitions

- In support of the Choice Neighborhood Initiative, AH will target acquisitions on the Westside of Atlanta, the Choice Neighborhood-target area,
- AH will also consider property currently owned by Invest Atlanta that is contiguous to or directly abuts parcels adjacent to the identified target area. This investment could support a mixed-use development.

Northwest / Donald Lee Hollowell Corridor

- AH may pursue acquisitions along/near the Donald Lee Hollowell corridor to spur redevelopment and preserve affordable housing opportunities in the northwest quadrant of the City of Atlanta.

Acquisitions in Areas in Opportunity

- AH may pursue acquisitions in areas of opportunity that are in close proximity of other AH-owned sites, including re-development sites, and/or consistent

Transit-Oriented
Acquisitions Along
the Atlanta
BeltLine

with AH's strategy to provide housing in areas with quality schools and greater economic opportunities.

- Pursuant to a June 2017 agreement with Atlanta BeltLine Inc., AH may pursue sites on the Atlanta BeltLine corridor to facilitate the development of low-income and mixed-income housing.
- AH has the option to acquire Atlanta BeltLine Inc.-owned parcels for a price up to the fair market value (FMV) and develop the site alone or in partnership.
- AH may elect to acquire all Atlanta BeltLine Inc.-owned sites or an amount that funding permits.
- AH will conduct feasibility studies on other Atlanta BeltLine Inc.-owned sites as they become available.
- 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.

Transit Oriented
Acquisitions Along
MARTA

- AH envisions a partnership with MARTA in similar context to the partnership established with Atlanta BeltLine Inc., 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.

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 award¹ 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 Ashview Heights, Atlanta University Center, and Vine City neighborhoods.

FY 2020 plans include 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 a preference for eligible, former residents of University Homes that AH relocated because 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 preference or enlist other strategies for eligible residents from the Ashview Heights, Atlanta University Center, Vine City, and English Avenue neighborhoods displaced because of the community redevelopment. These four neighborhoods are part of the City of Atlanta’s Westside Promise Zone revitalization area.

AH intends to expend multiple funding sources, such as 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 (NOFA), and expenditure categories and relevant activities called for under the Neighborhood Transformation Plan.

PEOPLE

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.

FY 2020 Short-term plans 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

¹ Grant awarded by HUD on September 28, 2015

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

Long-Term plans (beyond FY 2020) 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 re-developing the former University Homes site. The site, built in 1937, was the first federally funded public housing for African-Americans in the nation. Due to its deteriorated state, AH successfully relocated all residents in 2006 and demolished the site 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 Element A, Projects and Purchases of this section of the Plan for more details on the Scholars Landing development.

FY 2020 Short-term plans include:

- **Scholars Landing Phase III (Ashley I a/b).** Completion of the first Ashley multifamily phase by Integral – Community Development.
- **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 (beyond FY 2020) include:

- **Scholars Landing Phase III (Ashley I c).** All activities to support the financial closing and development of the "Big House" multifamily rental phase master planned by Integral – Community 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 master planned by Integral – Community Development, including submission of Low Income Housing Tax Credit; tax-exempt bond or New Market Tax Credit application; pre-development 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 – Community Development including 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.

FY 2020 Short-term plans 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 previously defined UCN and AUC neighborhoods for mixed-use, mixed income housing development
 - **Choice Heritage owner-occupied rehab** assistance for low-income homeowners (at or below 80 percent of AMI) in making façade improvements and critical home repairs
 - **Place-making Enhancements** that includes 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 that support the adaptive reuse of the historic Roosevelt Hall Administration Building through the procurement of a developer. This includes pre-development work, disposition of AH-owned land and structures, and redevelopment. Potential uses include, kitchen incubator; retail; life-long learning; business entrepreneurship; community space; and health and wellness activities among other ideas.
- **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 (beyond FY 2020) include:

- **Land Acquisition.** The goal is to retain existing residents and attract new residents to an economically diverse community, so AH will 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.
- **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 modify and adjust CCI Plan, as needed, in submissions to HUD, as well as consult with third parties as appropriate.

C. Property Management Partnerships – AH-Sponsored/Supported (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)² program. AH rebranded its PBRA program as HomeFlex, which provides a subsidy assistance to contracted multi-family property owners on behalf of program participants. This effort maximizes Housing Choice Voucher (HCV) resources in a tight, affordable rental market.

AH's MTW flexibility enables AH to use limited resources to create housing opportunities at properties or in areas that program participants might not otherwise be able to afford or even think about living. AH's HomeFlex programming provides AH the ability to preserve and/or increase affordable rental options for low-income families. Furthermore, the flexibility of HomeFlex allows short- and long-term agreements with multi-family property owners 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). Additionally, AH utilizes this activity to project-base assistance at AH-owned communities, whether direct or indirect ownership, without competition as authorized in Attachment D of AH's MTW Agreement (B. Simplification of the Process to Project-Base Section 8 Vouchers). Based on the expanded authorizations, the AH Board of Commissioners establishes project limits on AH-owned properties, which may exceed HUD project caps. Through this flexibility, AH increases the number of housing choices for voucher families and addresses the shortage of property owners accepting rental assistance. Meanwhile, AH will continue to use its HomeFlex Program to expand the availability of quality, affordable housing in healthy, mixed-income communities, that further develop supportive housing, and as a tool for its Reformulation Initiative and RAD conversions.

AH's MTW Agreement provides flexibility in administering its PBV Program. In 2017, HUD released PIH Notice 2017-21 Implementation Guidance: Housing Opportunity Through Modernization Act of 2016 (HOTMA) – Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) Provisions, which provides guidance to technical corrections and changes to the programs. Based on HUD approval of this activity and its applicable PBV Program waivers, AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA.

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 percent assistance at these communities.
- **HomeFlex for Older Persons/Seniors** – designated for buildings or communities that house older persons and elderly residents (55 and older). These communities may be 100 percent assisted.
- **HAVEN: HomeFlex for Supportive Housing** – designated for property owners/developers that agree to provide housing and wrap around services. These communities may be 100 percent assisted.

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

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
Total Number of HomeFlex Units		366

As planned in FY 2019, AH issued a Notice of Funding Availability (NOFA) seeking applications from qualified owners and developers with properties in the University Choice Neighborhoods (UCNs), which includes Ashview Heights, Atlanta University Center, Vine City, and English Avenue neighborhoods. AH used the selection process to identify targeted neighborhoods to increase unit counts within Tax Allocation Districts, adjacent to the downtown central business district and/or other areas of opportunity.

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 property owners in higher income neighborhoods, AH will continue to examine the following innovations:

FY 2020 Short-term plans include:

- 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 standard HomeFlex NOFAs seeking applications from qualified owners and developers.
- Considering the creation of a streamlined and flexible alternative process for the selection of HomeFlex proposals. Preliminary considerations include unsolicited opportunities specifically earmarked for low-income housing, time-sensitive opportunities, and/or similar considerations in the spirit of Affirmatively Furthering Fair Housing.

Long-term plans (beyond FY 2020) 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 allowing AH participation in HomeFlex projects in different roles and different junctures as necessary to preserve and/or create affordable units. Potential roles may include lender, loan servicer, development partner and other roles.
- Exploring centralizing or consolidating administration of HomeFlex to make applying for affordable housing easier for participants.

D. AH-Owned and RAD PBV 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 must be at least 55 or disabled adults.

AH continues to seek opportunities to leverage funds to construct or modernize its communities. 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 using RAD.

AH worked closely with its development partners at three properties to complete the conversion of public housing units to long-term Section 8 assisted project-based voucher (PBV) units under RAD. After 12-months of occupancy in good standing at the converted property, a resident can exercise their mobility. Because the total number of PBV units in AH's rental assistance portfolio will exceed 20 percent of AH's authorized units under its HCV ACC with HUD, AH elected to adopt the alternative Choice Mobility option, where no more than three-quarters of its turnover TBVs are designated to RAD PBV families that desire to exercise their mobility. AH's remaining balance of turnover TBVs remain available to address the specific housing needs and priorities of the community, especially its regular Waiting List (>25,000 families).

The conversion process from public housing assistance to Section 8 PBV assistance can be lengthy since each property varies in terms of meeting RAD requirements. Therefore, because AH is in the early stages of converting its public housing units, AH sets a lower percentage commitment (10 percent floor) of turnover TBVs for RAD PBV families. AH plans to increase this percentage commitment annually (not to exceed three-quarters or 75 percent) as properties/families reach their conversion/lease anniversary. In all scenarios, the balance of turnover TBVs remain available to address the specific housing needs and priorities of the community. The table below illustrates AH's adopted "sliding" percentage commitment:

Fiscal Year	Turnover TBV Commitment		
	% RAD PBV*	% Community	Total %
2020	10%	90%	100%
2021	20%	80%	100%
2022	30%	70%	100%

sets a 10% floor and may increase the percentage faster based on the conversion pace.

AH received a Portfolio Award approval to convert more than 3,400 public housing units to long-term Section 8 assisted PBV units under RAD. Because of 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.

AH implemented the “Smoke-Free” policy at all AH-owned communities (tabled below).

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
Total Unit Count; Total Number of AH-Owned Communities:		1,586	11

**Property-Management Developers*

Short-term plans include:

The table below (PIC descending order) shows RAD conversions (subsidy only) planned for FY 2020:

PIC ID	Communities	Housing Type*	Units
GA 006000890	Columbia Estates	MI Family	50
GA 006000920	Columbia Commons	MI Family	48
GA 006000950	Columbia Creste	MI Family	61
GA 006000960	Columbia Grove	MI Family	56
GA 006001000	Columbia Mechanicsville	MI Family	62
GA 006001050	Mechanicsville Crossing	MI Family	68
GA 006001060	Mechanicsville Station	MI Family	63
GA 006001100	Parkside @ Mechanicsville	MI Family	47
Totals:	8		455

**MI = Mixed-Income*

- The planned conversions on the previous page completes about 13 percent of AH's Portfolio Award.

Should listed planned conversions convert quickly, AH plans to convert these units during FY 2020 as well:

PIC ID	Communities	Housing Type*	Units
GA 006000450	Peachtree Road	NE; E; NonE/D	196
GA 006000530	Hightower Manor***	NE; E; NonE/D	129
GA 006000580	Marietta Road	NE; E; NonE/D	129
GA 006000650	Villages @ East Lake I	MI Family	91
GA 006000780	Villages @ East Lake II	MI Family	180
GA 006000940	Columbia Park Citi Residences	MI Family	61
Totals:	6		786

*NE = Near-Elderly (55-61); E = Elderly (62+); NonE/D = Non-Elderly Disabled; MI = Mixed-Income

- Provided that AH fully executes all planned conversions during FY 2020, AH will have over one-third (36 percent) of its public housing Portfolio Award converted to PBV units.

AH acknowledges the ambitious conversion schedule and plans to continue diligent evaluations of remaining public housing units. The table below shows remaining units that may convert beyond FY 2020:

Long-term plans include:

PIC ID	Communities	Housing Type*	Units
GA 006000241	Cosby Spear	NE; E; NonE/D	280
GA 006000250	Georgia Avenue***	NE; E; NonE/D	79
GA 006000300	East Lake***	NE; E; NonE/D	149
GA 006000470	Cheshire Bridge Road	NE; E; NonE/D	162
GA 006000520	Marian Road	NE; E; NonE/D	240
GA 006000540	Barge Road***	NE; E; NonE/D	129
GA 006000560	Martin Street Plaza***	Family	59
GA 006000800	Villages @ Castleberry II	MI Family	114
GA 006000810	Columbia Village	MI Family	30
GA 006000830	Ashley Courts @ Cascade I	MI Family	46
GA 006000840	Ashley Terrace at West End	MI Family	34
GA 006000850	Villages @ Carver I	MI Family	110
GA 006000870	Ashley Courts @ Cascade II	MI Family	41
GA 006000880	Villages @ Carver II	MI Family	33

PIC ID	Communities	Housing Type*	Units
GA 006000900	Ashley Courts @ Cascade III	MI Family	29
GA 006000910	Villages @ Carver III	MI Family	108
GA 006000930	Ashley CollegeTown I	MI Family	78
GA 006000970	Capitol Gateway I	MI Family	89
GA 006000990	Capitol Gateway II	MI Family	49
GA 006001010	Columbia Senior Residence @ Mechanicsville	MI Senior	54
GA 006001020	Villages @ Carver V	MI Family	78
GA 006001040	Veranda at Auburn Pointe	MI Family	38
GA 006001070	The Gardens at CollegeTown	MI Family	26
GA 006001080	Ashley Auburn Pointe	MI Family	54
GA 006001090	Ashley CollegeTown II	MI Family	70
GA 006001110	Ashley Auburn Pointe II	MI Family	51
Totals:	27		2,230

**NE = Near-Elderly (55-61); E = Elderly (62+); NonE/D = Non-Elderly Disabled; MI = Mixed-Income*

****Site will continue a Unit Out-of-Occupancy (UOO) so that these units continue to serve residents in their present manner. UOOs are not included in pre-RAD nor post-RAD counts*

Finally, AH may convert 268 units (four sites) not listed in AH's Portfolio Award once the HUD-approved Portfolio Award units are completed.

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, units. The Housing Choice Voucher Program (HCVP) helps tens of thousands of families with assistance to obtain higher-priced housing, which increases their housing choices citywide.

AH continues to explore multiple approaches to market HCVP and increase the inventory. The planned approaches balance the differences between single-family and multi-family properties, new property owners and seasoned property owners, as well as tenured property owners with a reliable record of accomplishment and tenured property owners 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 one- and two- bedroom rental units located in

areas of opportunity. Therefore, AH plans to continue outreach and lease-up efforts, as well as sustain utilization with single-family and multi-family property owners under its HomeFlex Program (see Elements C and D). 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 that 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.





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 (HCVP).

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 accessible 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 (HCV) Program. Therefore, AH plans the following:

FY 2020 Short-term goals include:

- **5-Star Tenant Program.** 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.** Provides property owners with a means to recover up to \$2,000 (per claim) because of tenant-related damage that is beyond normal wear and tear. P² is similar to insurance or a warranty without the premium or out-of-pocket expense.

- **Site/Vicinity Standards.** AH is taking a proactive approach to increase the housing unit count, in response to the neighborhoods undergoing revitalization, by revising its neighborhood site and vicinity standards, by reducing the proximity parameters of blighted homes to the home of interest.

- **Technology Enhancements for Landlords.** AH continues online submissions and Requests for Tenancy Approval (RTA) tracking electronically that streamline workloads and administrative burden.

- **Upfront Rent Determination**

Process. Continue efforts to provide accurate rent estimates based on property location and unit characteristics. The upfront information allows voucher-holding families to focus their search and secure a unit sooner. AH will continue to monitor new technologies designed to report/project current market conditions.

ATLANTA HOUSING

Increase your income consistency, protect your property and increase your occupancy rates to 84% and higher

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

Meet and select tenants at one of our weekly events.

HOUSING FAIRS
Making tenant selection quick and easy.

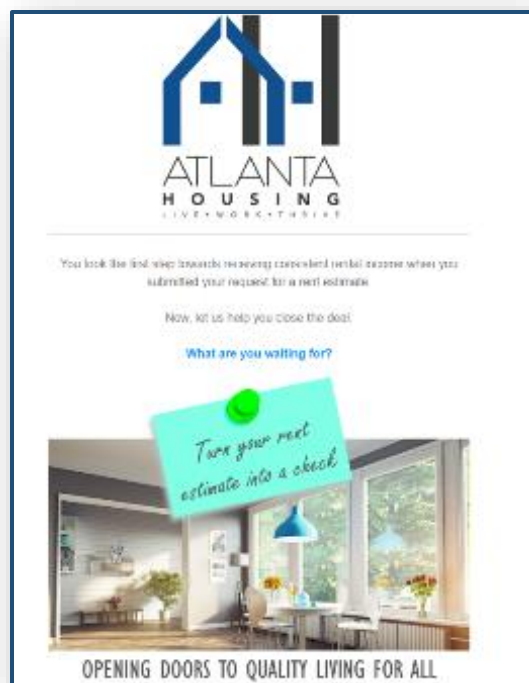
Click Here to Register for a Housing Fair

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.

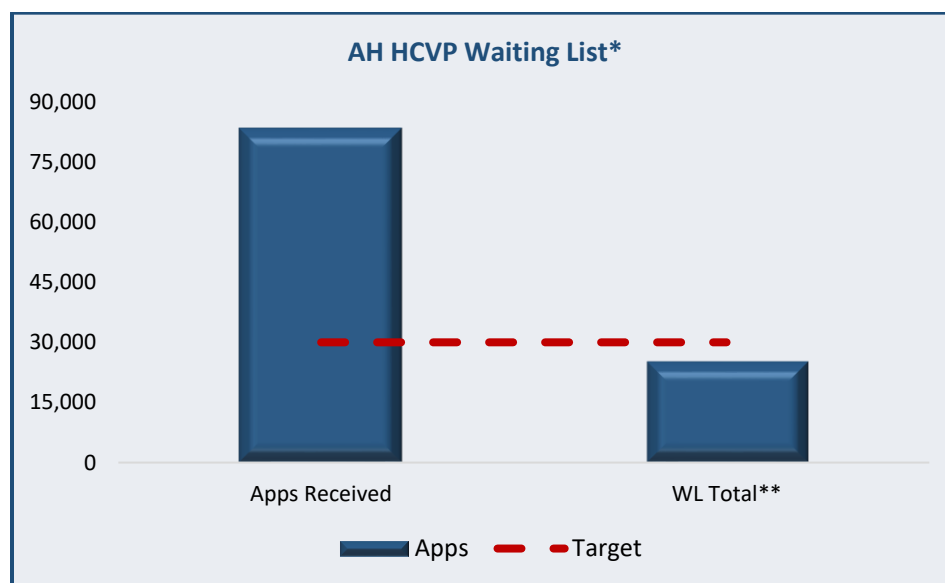
Further, AH seeks to introduce timesaving, solution-oriented enhancements that will allow it to build upon existing, successfully implemented, well-received program innovations. Therefore, AH will continue to examine other innovations:

Long-term goals (beyond FY 2020) include:

- **On-line Participant Portal Initiative** that “piggybacks” or mimics AH’s successful Landlord Portal, where AH intends to develop an online participant portal that 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. AH plans an introductory or pilot launching of this activity in spring 2020.



AH adopted a waiting list strategy to provide a local residency preference (LRP) and set a 30,000-application target based on capacity. **AH received nearly 83,500 pre-applications**, 178 percent 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 AH’s Non-Preference Waiting List*

***WL Count as of March 2019*

HUD awarded AH a full portfolio conversion, where AH will convert units from public housing to long-term Section 8 project-based voucher assisted units under the Rental Assistance Demonstration (RAD) Program. As units/sites are converted, RAD families can exercise mobility after meeting the minimum program occupancy in good standing. Because the total number of PBV units in AH's rental assistance portfolio will exceed 20 percent of AH's authorized units under its HCV ACC with HUD, AH has elected to adopt an alternative Choice Mobility option, where no more than three-quarters of its turnover TBVs are designated to RAD PBV families that wish to exercise their mobility. AH's remaining balance of turnover TBVs remains available to address specific housing needs and priorities of the community.

The planned conversion process from public housing assistance to Section 8 project-based voucher assistance is lengthy since each property varies in terms of meeting RAD requirements. Therefore, AH plans to commit a lower percentage of turnover TBVs to RAD PBV families during the early part of the process and increase the percentage as more units convert and families request to exercise their mobility. Essentially, AH plans to implement a sliding designation scale, adjusted annually, to address both RAD PBV families and specific housing needs and priorities of the community with its inventory of turnover TBVs.

The table below provides an example of AH's sliding scale:

Fiscal Year	Turnover TBV Designation	
	% RAD PBV*	% Community
2020	10%	90%
2021	20%	80%
2022	30%	70%

**AH sets 10% as the floor percentage and may increase the percentage faster based on RAD conversion speeds*

AH received approval to convert more than 3,400 units and AH's average TBV turnover totals about 60 TBVs per month. Because AH is electing to set a turnover TBV cap under its alternative Choice Mobility option, AH will create and maintain a Waiting List for RAD PBV families that wish to exercise their mobility at converted projects. Unlike other Waiting Lists managed by AH, this Waiting List is limited to RAD PBV families living at converted sites and meeting program requirements.

Meanwhile, AH will continue to administer streamlined processes and continue 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, stakeholders, and other special interest groups to engage more property owners throughout the city to further support significant community redevelopment initiatives that involve affordable housing programs, projects, and similar typed activities.

F. Homeownership Opportunities – Real Estate Investments and Transactions

AH's Down Payment Assistance (DPA) Homeownership Program's mission is to increase homeownership opportunities for low- to moderate-income first time homebuyers through community development support, partnerships, outreach initiatives, homebuyer education, and subsidy assistance. The DPA Program is an effective tool to help make the dream of homeownership a viable possibility for eligible, first-time homebuyers; and more importantly, to maintain affordability while helping to stabilize neighborhoods.

Because of Atlanta's current affordability crisis and gentrification, AH deems this tool more important to maintain a competitive balance. In similar context to rental housing, affordable homes, particularly for low- and moderate-income families, are becoming more difficult to find and when families find homes, time is of the essence.

The DPA Homeownership Program was initially focused on areas around AH's HOPE VI sites. However, AH expanded its down payment assistance to eligible buyers citywide. Priority and a higher level of assistance is given to qualified professionals and para-professionals in education, public safety, and healthcare, as well as former families previously assisted under AH's rental assistance programs. Families with an AH DPA can combine (layered) their award with down payment assistance from other agencies to maximize affordability.

During FY 2020, AH plans to update program requirements by adjusting policy and procedures to be more in-line with current market needs and industry standards. Additionally, AH plans to continue targeting DPA homeownership units at West Highlands (formerly Perry Homes) and other MIXED Communities as funding permits. Since its inception, the DPA Program has assisted nearly 1,000 families. AH anticipates that it will provide DPA to more than 150 homebuyers during FY 2020.

AH will continue to service the families that remain on its Housing Choice Voucher Homeownership Program.

FY 2020 Projections	
DPA Category	Projected Amount
Average Home Price	\$ 170,226
Average Household Income	\$ 43,633
Average DPA Award/Grant	\$ 22,129

Projections based on Data Analytics and Reporting through March 31, 2019

Section II: PRIORITIES

Strategy II.



HUMAN DEVELOPMENT SERVICES

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

While quality, affordable housing remains the core mission for Atlanta Housing (AH), we recognize that real community development must also incorporate resources that support residents' self-reliance. 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.

The **Human Development Services** strategy recognizes the pervasiveness of income inequality 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.

Strategy 2 emphasizes 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 guides the collective efforts.

The following principles guide AH's Service Delivery Model:

1. **RESPONSIVE.** Provide timely and appropriate services that support family's ability to progress toward self-sufficiency. The services, grounded in a standardized assessment, 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 innovations that create or enhance areas of opportunity.

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

A. Community Outreach

Atlanta Housing (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 intended to help AH inform stakeholders, residents and the community about the each of the Big 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

AH 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 that assist residents in preparing for employment.
- **Job search and placement assistance.** Connecting residents to employment that helps employers secure the skilled labor force that they need.
- **Job coaching and retention support.** Ongoing support and coaching help residents maintain employment, 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 educated and provided with 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 the provision of soft-skills, self-efficacy, communication, problem solving and goal setting, 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
 - Homeownership preparation
 - Parenting
 - 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. Additionally, AH utilizes its HomeFlex activity to project-base assistance at AH-owned communities, whether direct or indirect ownership, without competition as authorized in Attachment D of AH's MTW Agreement (B. Simplification of the Process to Project-Base Section 8 Vouchers). Based on the expanded authorizations, the AH Board of Commissioners establishes project limits on AH-owned properties, which may exceed HUD project caps. Through this flexibility, AH increases the number of housing choices for voucher families and addresses the shortage of property owners accepting rental assistance. Meanwhile, AH will continue to use its HomeFlex Program to expand the availability of quality, affordable housing in healthy, mixed-income communities, that further develop supportive housing, and as a tool for its Reformulation Initiative and RAD conversions.

AH's MTW Agreement provides flexibility in administering its PBV Program. Based on HUD approval of this activity and its applicable PBV Program waivers, AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA. AH created specialty vouchers under its MTW flexibility and these specialty vouchers, previously approved by HUD, fall into many of the exception categories outlined in HOTMA. AH plans to continue offering specialty vouchers, which already address local housing solutions for targeted population groups and provide over 2,000 households have 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, launched with a City of Atlanta commitment of \$25M and matched by another \$25M of philanthropic dollars through the Atlanta Regional Commission on Homelessness, is a partnership created to capitalize on the community's success in reducing homelessness in Atlanta. 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. A contracted provider pairs the HomeFlex vouchers with wrap-around supportive services.

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, and 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. 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, will support an initial target of 32 participants. 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 are also known as HUD Section 811 vouchers. AH received 17 such vouchers during FY 2019 that provide 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 in transition from segregated setting, at risk of institutionalization, homeless, or at risk of becoming homeless. Demonstrating capacity to coordinate and collaborate 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 is a 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 percent of the PSH beds are dedicated to serve individuals or families in which one adult or child has a disability. 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 supports participants.

Ongoing HAVEN Initiatives

HomeFlex is AH's ongoing MTW activity that uses 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).

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. Short-term housing assistance is another strategic tool to address and prevent homelessness. It is an increasingly vital community resource and administered in collaboration 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 separation due to the housing situation.
- **FLOW** – Commitment to 125 households that successfully transition 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** – A pilot based program modeled after the national proven model of success in reducing homelessness, where housing support for 100 households using MTW vouchers and Atlanta CoC referrals Coordinated Entry System in our service jurisdiction.
- **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** – This activity continues in a pending status awaiting a final agreement with the State of Georgia. The activity is contingent upon receiving properly vetted referrals from the Division of Family and Children Services (DFCS) Foster Care element. AH is prepared to consider other options during FY 2020 to meet the needs of at-risk youth.
- **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 programming to maximize housing opportunities and lessen the stress burden, administratively and mentally, associated with housing search.

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. ANIZ, Inc., a holistic provider that promotes emotional and physical wellness by providing mental health, substance use counseling, support services, and health education, will facilitate the program.
- **Senior Sock-Hop.** Engagement opportunity for more than 275 residents in 11 senior high-rise communities to join 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 with Kaiser Permanente 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 a grounded 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 influenced by CNI. Through ESP and collaborating 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 a college preparatory program 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, where AH pairs staff volunteers 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 there are 23 mentors paired with scholars.

An **internal clothing bank** 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.
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Streamline Service Delivery Approaches and Financial Protocols

As an MTW agency, Atlanta Housing has uniquely positioned itself 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 Agreement³, 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 approximately 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 face with the bleak prospect of living in sub-standard housing or paying more than 50 percent 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 five years; identify potential projects
- Establish a portfolio-wide parameters to manage risk
- Actively recruit stakeholders; enter Memoranda of Agreement/Understanding (MOA/U)

³ 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 MTW agencies. Rather, the funds are lost unless units replace demolished/disposed units. 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 public housing units in the lens of HUD 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 five LIHTC projects with 20 percent 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. The programs, with policy and procedures will ensure all parties, including AH redevelopment partners, contractors, and sub-contractors comply with Section 3, 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 People Our Plan Impacts	VISION 2022	FY 2018 Annual Report	FY 2019 Annual Report	FY 2020 EOY Projections
	Target	Actual through 06/30/2018	Actual through 12/31/2018	Projection thru 06/30/2020
Total % of AH's Participating Families = 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 - across all programs)	1,662	2,305	1,819	1,785

HUAMN DEVELOPMENT SERVICES: Work Compliance by AH Program	VISION 2022	FY 2018 Annual Report	FY 2019 Annual Report	FY 2020 EOY Projections
	Target	Actual through 06/30/2018	Actual through 12/31/2018	Projection thru 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%

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

SECTION III: MTW POLICY INNOVATIONS

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**). Under the MTW Program, HUD gives 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. It also (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 extends, the MTW Agreement may automatically extend 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 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 (defined in the MTW Agreement) including 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 to name a few activities.
- **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** established agency-wide, especially in areas of opportunity. In FY 2016, AH established 23 sub-market payment standards and additional payment standards for its service jurisdiction, which extends 10 miles outside of the City of Atlanta. AH established these payment standards based on zip codes in lieu of setting payment standards using the metropolitan area-wide Fair Market Rent (FMR) methodology. The zip code based methodology aligns with the Small Area Fair Market Rule published by HUD on November 16, 2016 and complies with the Small Area Fair Market (FMR) Final Rule. AH notifies HUD that this is the alternative FMR methodology and payment standard structure that AH has established to give residents choice to move to other low-poverty neighborhoods and reduce the number of voucher holders that reside in areas with high poverty concentration in the AH service jurisdiction. The alternative FMR and payment standard methodology for setting contract rents with property owners is outlined in AH's Statement of Corporate Policies.
- **HomeFlex Voucher Contracts Targeted to Areas of Opportunity to Increase Rental Supply** through a Notice of Funding Availability (NOFA) to attract/recruit private developers and owners in Tax Allocation Districts and other areas of opportunity to open their property to accept project-based vouchers.
- **Use of Housing Choice Vouchers in Mixed-Communities and HomeFlex Communities** to project-base assistance at AH-owned communities, whether direct or indirect ownership, without competition as authorized in Attachment D of AH's MTW Agreement (B. Simplification of the Process to Project-Base Section 8 Vouchers). Based on the expanded authorizations, the AH Board of Commissioners establishes project limits on AH-owned properties, which may exceed HUD project caps. Through this flexibility, AH increases the number of housing choices for voucher families and addresses the shortage of property owners accepting rental assistance. In 2017, HUD released PIH Notice 2017-21 Implementation Guidance: Housing Opportunity Through Modernization Act of 2016 (HOTMA) – Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) Provisions, which provides guidance to technical corrections and changes to the programs. Based on HUD approval of this activity and its applicable PBV Program waivers, AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA.

- AH Operations of HomeFlex.** As an incentive to increase private multi-family property owner participation, AH will explore establishing a centralized waitlist and overall administrative process for multi-family property owners to participate in the HomeFlex Program to ease their administrative workload. AH utilizes this activity to project-base assistance at AH-owned communities, whether direct or indirect ownership, without competition as authorized in Attachment D of AH's MTW Agreement (B. Simplification of the Process to Project-Base Section 8 Vouchers). Based on the expanded authorizations, the AH Board of Commissioners establishes project limits on AH-owned properties, which may exceed HUD project caps. Through this flexibility, AH increases the number of housing choices for voucher families and addresses the shortage of property owners accepting rental assistance. Meanwhile, AH will continue to use its HomeFlex Program to expand the availability of quality, affordable housing in healthy, mixed-income communities, that further develop supportive housing, and as a tool for its Reformulation Initiative and RAD conversions. AH's MTW Agreement provides flexibility in administering its PBV Program. Based on HUD approval of this activity and its applicable PBV Program waivers, AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA.
- 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. To maximize housing opportunities for veterans and alleviate the housing search burden, AH may project-base VASH voucher assistance.
- 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 because of its participation in the MTW Demonstration, see AH's *FY 2017 MTW Annual Report* at 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 implementation of 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.

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APPENDICES

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APPENDIX A

CROSS-REFERENCE GUIDES

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1. AH Legacy B Attachment Requirements

Appendix A

A - 1

Source: Legacy Attachment B, AH - Elements for the Annual MTW Plan and Annual MTW Report

Reference: AH's Amended and Restated Moving to Work Agreement (MTW Agreement), effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016.

Description: The following table outlines AH's MTW reporting Requirements per its MTW Agreement. These cross-reference tables provide the specific location of items within the MTW Annual Plan.

Annual Plan Element	Location in FY 2020 MTW Plan
I. Households Served	
A. Number and characteristics of households served at beginning of period, by: <ul style="list-style-type: none">- unit size- family type (family vs. elderly or disabled- income group (<30; 30-50; 50-80; >80 AMI)- housing type (LRPH, leased, other)- race & ethnicity	Appendix D: Housing Opportunities
B. Identify number and characteristics of households on waiting lists (all housing types). Discuss waiting list issues and proposed actions	
C. Number projected to be served at end of period	
D. Narrative discussion/explanation of change	
II. Occupancy Policies	
A. Statement of policies governing eligibility, selection, admissions, assignment, and occupancy of families, including the admissions policy under section 16(a)(3)(B) for deconcentration of lower income families	Appendix G: AH Amended and Restated Statement of Corporate Policies
B. Statement of Rent Policy	

1. AH Legacy B Attachment Requirements

Appendix A

A - 2

Annual Plan Element	Location in FY 2020 MTW Plan
III. Changes in the Housing Stock	
A. Number of units in inventory at beginning of period by program (LRPH, leased, other)	Appendix D: Housing Opportunities AH reports Public Housing inventory to HUD through HUD's Inventory Management System (IMS)/ PIH Information Center (PIC) system. Housing Choice voucher leasing information submits to HUD through the Voucher Management System (VMS).
B. Projected number at end of period by program	
IV. Sources and Amounts of Funding	
A. Identify/discuss all sources and amounts of funding included in consolidated budget statement	Appendix F: Financial Analysis
B. Identify/discuss sources, amounts, and planned uses of special purpose funds outside the consolidated budget (e.g., DEP)	
C. Consolidated Budget Statement	
V. Uses of Funds	
A. Previous year expenditures by line item	Appendix F: Financial Analysis
B. Planned expenditures by line item	
C. Description of proposed activities/investments by line item/explanation of change from previously approved plan	
D. Reserve balance at beginning of year; discuss adequacy of reserves	
VI. Capital Planning	
A. Describe major capital needs and projects, estimated costs, and proposed timetables	Appendix F: Financial Analysis

1. AH Legacy B Attachment Requirements

Appendix A

A - 3

Annual Plan Element	Location in FY 2020 MTW Plan
B. Identify planned expenditures	Appendix F: Financial Analysis
C. Demolition and disposition requests, if planned.	Appendix D: Housing Opportunities
D. Homeownership activities, if any.	Section II. FY 2020 Priorities
VII. Management Information for Owned/Managed Units	
A. Vacancy (Occupancy) Rates	Appendix D: Housing Opportunities
1. Occupancy rates by property beginning of period	
2. Narrative: issues and proposed action	
3. Target rates by property at end of period	
B. Rent Collections	Appendix D: Housing Opportunities
1. Rents uncollected (%) beginning of period	
2. Narrative: issues and proposed actions	
3. Target % at end of period	
C. Work Orders	
1. Response rates beginning of period <ul style="list-style-type: none"> % emergency within 24 hrs % regular within 30 days 	
2. Narrative: issues and proposed actions	
3. Target rates at end of period	

1. AH Legacy B Attachment Requirements

Appendix A

A - 4

Annual Plan Element	Location in FY 2020 MTW Plan
D. Inspections	Appendix D: Housing Opportunities
1. Description of inspection strategy	
2. Planned inspections (% this FY)	
E. Security	
1. Narrative: security issues and proposed actions	
VII. Management Information for Leased Housing	
A. Leasing Information	Appendix D: Housing Opportunities
1. Units under lease (%) beginning of period	AH reports Public Housing inventory to HUD through HUD's
2. Target lease up rate at end of period	Inventory Management System (IMS)/ PIH Information Center (PIC) system. Housing Choice unit leasing information submits to HUD through the Voucher Management System (VMS).
3. Plans regarding:	Section II. FY 2020 Priorities Section III. MTW Policy Innovations Appendix C: Ongoing Activities
• Ensuring rent reasonableness	
• Expanding housing opportunities	
• Deconcentration of low-income families	
4. Issues and proposed actions	

1. AH Legacy B Attachment Requirements

Appendix A

A - 5

Annual Plan Element	Location in FY 2020 MTW Plan
B. Inspection Strategy	AH will continue to refine its Housing Choice Inspections Standards to ensure that Housing Choice participants have the opportunity to reside in quality living environments. AH established higher inspection standards that focus on improving the quality of the units on the Housing Choice Voucher Program. Section III. MTW Policy Innovations Appendix C: Ongoing Activities
1. Description of inspection strategy, including:	
a) Planned inspections completed (% this FY) by category: <ul style="list-style-type: none">Annual HQS InspectionsPre-contract HQS InspectionsHQS Quality Control Inspections	
b) HQS Enforcement	
IX. Resident Programs	
A. Description of activities	Section II. FY 2020 Priorities
B. Issues and proposed actions	Appendix C: Ongoing Activities Appendix H: HUD Information Reporting Requirement
X. Other Information as Required	
A. Board Resolution	Appendix B: FY 2020 MTW Plan Resolution & Certifications
• Adopting Plan	
• Certifying that Public Hearing Requirements were met	

1. AH Legacy B Attachment Requirements

Appendix A

A - 6

Annual Plan Element	Location in FY 2020 MTW Plan
<p>B. Required Certifications and other submissions from which the Agency is not exempted by the MTW Agreement</p>	<p>Appendix B: FY 2020 MTW Plan Resolution & Certifications</p> <ul style="list-style-type: none"> • Secretary's Certificate • Certification Regarding Substantive • Information Reporting Requirements • Certifications of Compliance with Regulations • Certification of Payments to Influence Federal Transactions • Certification for a Drug Free Workplace <p>NOTE: AH has replaced HUD's "Disclosure of Lobbying Activities" Certification with HUD Form 50071: "Certification of Payments to Influence Federal Transactions" because AH does not engage in lobbying activities. This action is consistent with AH's current business practice.</p>
<p>C. Submissions required for the receipt of funds</p>	<ul style="list-style-type: none"> • HUD no longer requires an annual submission to request Housing Choice funds. • AH submitted CY 2019 Public Housing Operating Subsidy Calculations to HUD on January 31, 2019. • AH's submission accepts the 2019 CFP and RHF funds for FY 2020. The 2019 award of capital grants is pending the enactment of the final 2019 Federal Budget.

2. AH Legacy B Attachment Requirements

Appendix A

A - 7

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

Reference: OMB Approval Number 2577-0216 (expires 01/31/2021)

Description: AH provides the following cross-reference chart as a convenience for HUD review. Per AH's Amended and Restated MTW Agreement, AH's reporting requirements are based only on Legacy Attachment B (Attachment B to AH's MTW Agreement).

Annual Plan Element	Location in FY 2020 MTW Plan
I. Introduction	
A. Table of Contents, which includes all the required elements of the Annual MTW Plan; and	Annual Plan Table of Contents Annual Plan Appendices Table of Contents
B. Overview of the PHA's short-term and long-term MTW goals and objectives. Short-term goals and objectives include those that the PHA plans to accomplish within the fiscal year. Long-term goals and objectives include those that the PHA plans to accomplish beyond the current fiscal year. PHAs have the ability to define the level of specificity in the short-term and long-term goals and objectives.	Section I. Executive Summary Section II. FY 2020 Priorities
II. General Housing Authority Operating Information	
A. Housing Stock Information:	Appendix D: Housing Opportunities Appendix H: HUD Information Reporting Requirement
<ul style="list-style-type: none"> Planned new public housing units to be added during the fiscal year 	
<ul style="list-style-type: none"> Planned public housing units to be removed during the fiscal year 	
<ul style="list-style-type: none"> New Housing Choice Vouchers to be project-based during the fiscal year 	
<ul style="list-style-type: none"> Other changes to the housing stock anticipated during the fiscal year 	
<ul style="list-style-type: none"> General description of all planned capital fund expenditures during the plan year 	Appendix F: Financial Analysis

2. AH Legacy B Attachment Requirements

Appendix A

A - 8

Annual Plan Element	Location in FY 2020 MTW Plan
B. Leasing Information	Appendix D: Housing Opportunities
Planned number of households served at the end of the fiscal year	
Reporting Compliance with Statutory MTW Requirements	AH does not have any non-MTW public housing units in its inventory.
Description of any anticipated issues related to leasing of public housing, Housing Choice vouchers and/or local, non-traditional units and possible solutions	Appendix D: Housing Opportunities
C. Wait List Information	Appendix D: Housing Opportunities
Wait list information projected for the beginning of the fiscal year by program	
Description of changes to the wait list or policy changes.	
III. Proposed MTW Activities: HUD approval requested	
Provide the listed items below grouped by each MTW activity.	
A. Describe each proposed MTW activity;	Appendix H: HUD Information Reporting Requirement
B. Describe how each proposed activity will achieve one or more of the three statutory objectives;	
C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective(s);	
D. Provide the anticipated schedules for achieving the stated objective(s)	
E. Provide the metric(s) from the "Standard HUD Metrics" section, baseline performance level, yearly benchmarks, final projected outcome(s), and data source for metrics.	

2. AH Legacy B Attachment Requirements

Appendix A

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Annual Plan Element	Location in FY 2020 MTW Plan
F. Cite the authorization(s) detailed in Attachment C or D of the Standard MTW Agreement that gives the PHA the flexibility to conduct the activity. Explain why the cited authorization from Attachment C or D is needed to engage in this activity.	
G. Provide the following information for all rent reform activities: impact analysis, hardship case criteria, annual reevaluation of rent reform activity, transition period.	Appendix H: HUD Information Reporting Requirement
IV. Approved MTW Activities: HUD approval previously granted	
Provide the listed items below grouped by each MTW activity.	
A. Implemented Activities	Section II. FY 2020 Priorities Appendix C: Ongoing Activities Appendix H: HUD Information Reporting Requirement
1. List approved, implemented, ongoing activities continued from the prior plan year(s) that are actively utilizing flexibility from the MTW Agreement; specify the Plan Year in which the activity was first identified and implemented;	
2. Provide a description of the activity and an update on its status;	
3. Indicate if the PHA anticipates any non-significant changes or modifications, to the activity during the plan year;	
4. any changes or modifications to the metrics, baselines or benchmarks during the plan year;	

2. AH Legacy B Attachment Requirements

Appendix A

A - 10

Annual Plan Element	Location in FY 2020 MTW Plan
5. If the PHA requires a different authorization from Attachment C or D when implementing the activity than was initially proposed, the PHA must re-propose the activity and include all required elements in Section (III) Proposed Activities.	On November 13, 2008, AH and HUD executed AH's Amended and Restated MTW Agreement ("MTW Agreement"). Confirmed by HUD on April 14, 2016, the Second Amendment to the MTW Agreement was executed January 16, 2009 and as extended by Congress to June 30, 2028. AH's MTW Agreement with HUD stipulates AH's ability to use MTW Funds outside of Section 9 and Section 8 of the U.S. Housing Act of 1937, as amended ("1937 Act"). The Amended and Restated MTW Agreement reaffirmed, in all material respects, all authorizations set forth in Appendix A of the Original MTW Agreement and includes these authorizations in Attachment D. AH has all the authorizations needed from HUD under the MTW Agreement to implement the activities described in AH's FY 2020 MTW Annual Plan.
B. Not Yet Implemented Activities	Appendix H: HUD Information Reporting Requirement
1. Describe any approved activities that have been implemented that the PHA has stopped implementing but has plans to reactivate in the future; specify the Plan Year in which the activity was first approved, implemented, and placed on hold;	
2. Provide an update on the plan for implementation of the activity;	
3. Provide a timeline for implementation;	
4. Provide an explanation of any non-significant changes or modifications to the activity since it approval.	

2. AH Legacy B Attachment Requirements

Appendix A

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Annual Plan Element	Location in FY 2020 MTW Plan
C. Activities On Hold	Appendix H: HUD Information Reporting Requirement
1. Describe any approved activities that have been implemented that the PHA has stopped implementing but has plans to reactivate in the future; specify the Plan Year in which the activity was first approved, implemented, and placed on hold;	
2. Discuss why these activities have been placed on hold;	
3. Provide an update on the plan for reactivating the activity;	
4. Provide a timeline for re-implementation; and	
5. Provide an explanation of any non-significant changes or modifications to the activity since its approval.	
D. Closed Out Activities	Appendix H: HUD Information Reporting Requirement
1. List any approved activities that have been closed out, including activities that have never been implemented, that the PHA does not plan to implement and obsolete activities; specify the Plan Year in which the activity was first approved and implemented (if applicable);	
2. Explain why these activities were closed out; and	
3. Provide the year the activity was closed out.	
V. Sources and Uses of Funds	
PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.	
Estimated sources of MTW funding for the fiscal year	Appendix H: HUD Information Reporting Requirement
Estimated uses of MTW funding for the fiscal year	

2. AH Legacy B Attachment Requirements

Appendix A

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Annual Plan Element	Location in FY 2020 MTW Plan
Describe activities that will use only MTW Single Fund flexibility	Appendix H: HUD Information Reporting Requirement
Local Asset Management Plan	Appendix C: Ongoing Activities
VI. Administrative	
A. Resolution signed by the Board of Commissioners, or other authorized PHA official if there is no Board of Commissioners, adopting the Annual MTW Plan Certification of Compliance (provided at the end of this Attachment B);	Appendix B: FY 2020 MTW Plan Resolution & Certifications
B. The beginning and end dates of when the Annual MTW Plan was made available for public review, the dates, locations of public hearings and total number of attendees for the draft Annual MTW Plan, (to ensure PHAs have met the requirements for public participation, HUD reserves the right to request additional information to verify PHAs have complied with all requirements as set forth in the Standard MTW Agreement);	Appendix B: FY 2020 MTW Plan Resolution & Certifications
C. Description of any planned or ongoing PHA-directed evaluations of the demonstration for the overall MTW program or any specific MTW activities, if applicable; and	N/A
D. The Annual Statement/Performance and Evaluation Report (HUD 50075.1) or subsequent form required by HUD for MTW and non-MTW Capital Fund grants for each grant that has unexpended amounts, including estimates for the Plan Year and all three parts of the report.	N/A



APPENDIX B

RESOLUTION AND CERTIFICATIONS

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SECRETARY'S CERTIFICATE

I, BRANDON RIDDICK-SEALS, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AH"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AH to submit its Fiscal Year 2020 Moving To Work Annual Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.
3. This resolution was presented to the AH Board of Commissioners (the "Board") at its Regular Meeting on March 27, 2019 (the "Meeting").
4. The following Board members were present for the Meeting:

Christopher R. Edwards, M.D., Chair Robert J.
Rumley, III, Vice Chair James Allen, Jr.
Petrina Howard
Angela F. Ramson
5. At the Meeting, the Board unanimously adopted and approved the resolution attached hereto as Exhibit I

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 27th day of March 2019.



TERRI A. THOMPSON
Assistant Secretary

RESOLUTION OPS-I**TO AUTHORIZE THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA TO
SUBMIT FISCAL YEAR 2020 MOVING TO WORK ANNUAL PLAN TO THE UNITED STATES
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT****RESOLUTION**

WHEREAS, The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing" or "AH") executed its Amended and Restated Moving To Work("MTW") Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the MT W Agreement, effective as of January 16, 2009; and as extended by Congress to June 30, 2028 under the same terms and conditions confirmed by the United States Department of Housing and Urban Development ("HUD") on April 14, 2016;

WHEREAS, the current MTW Agreement is effective through June 30, 2028, unless further extended;

WHEREAS, the MTW Agreement requires AH to submit an MTW Annual Plan to HUD in lieu of the Five-year Plan and Annual Plan traditionally required by Section 5A of the United States Housing Act of 1937, as amended;

WHEREAS, during each year of the MTW demonstration period, an MTW Annual Plan must be submitted to HUD with a resolution adopted by the AH Board of Commissioners ("Board") approving the plan and certifying that a public hearing has been held regarding the plan;

WHEREAS, AH has prepared its Fiscal Year ("FY") 2020 MTW Annual Plan (also referred to herein as the 'FY 2020 MT W Annual Plan');

WHEREAS, the FY 2020 MTW Annual Plan identifies AH's priorities, projects, activities and initiatives for AH's FY 2020 and any policy changes to be implemented during FY 2020;

WHEREAS, AH's FY 2020 MTW Plan is the product of a comprehensive planning process in which AH's Senior Management consulted with AH's Board of Commissioners, resident association leaders, public housing-assisted residents, Housing Choice participants and landlords, AH employees, Atlanta Legal Aid Society, Atlanta Volunteer Lawyers Foundation, AH's private sector development partners, members of the Service Provider Network, local political and government officials, various city and state agencies, other stakeholders and members of the public;

WHEREAS, comments and suggestions were made at those various meetings, which were considered by Senior Management of AH and incorporated as deemed, appropriate;

WHEREAS, the consultation process included a properly advertised and noticed public hearing held on March 7, 2019 at 6 p.m. in the Pecan Room on the first floor at AH headquarters;

WHEREAS, during FY 2020, AH will continue to advance its real estate initiatives to create more housing opportunities, to advance its human development and self-sufficiency initiatives, and to streamline its service delivery approach and financial protocols;

WHEREAS, AH's Senior Management consulted with the Board of Commissioners to solicit their input, guidance and direction regarding the proposed projects, activities, initiatives and policy changes that will be implemented during FY 2020, as described in Exhibit OPS- I-A.

WHEREAS, the Amended and Restated Statement of Corporate Policies is the controlling policy document governing the assistance programs administered by AH;

WHEREAS, the Amended and Restated Statement of Corporate Policies, which is incorporated into the FY 2020 MTW Annual Plan, is organized into four chapters and captures the Moving to Work Demonstration policy innovations in effect for the AH's Mixed-Income, MixedFinance Communities ("MIXED Communities"), AH-Owned Communities, Housing Choice Tenant-Based Program, HomeFlex Programs (previously known as Project Based Rental Assistance), and HAVEN Supportive Housing Programs (collectively "Rental Assistance Programs").

WHEREAS, Senior Management of AH is now recommending that the Board of Commissioners: (i) approve AH's FY 2020 MTW Annual Plan; (ii) authorize the submission of AH's FY 2020 MTW Annual Plan to HUD; (iii) authorize the Chair or the Vice Chair of the Board of Commissioners and AH's President and Chief Executive Officer/Secretary to execute the HUD Certifications of Compliance, attached as Exhibit OPS-I -B; (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2020 MTW Annual Plan; and (v) approve the adoption and implementation of the Amended and Restated Statement of Corporate Policies as set forth in the FY 2020 MTW Annual Plan;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA ("AH"), THAT:

1. AH's FY 2020 MTW Annual Plan, including the projects, activities, initiatives and any policy changes that will be implemented during FY 2019 as described in Exhibit OPS-I-A, is hereby approved.
2. Each of the Chair or the Vice Chair of the Board of Commissioners, as required, and the President and Chief Executive Officer/Secretary is hereby authorized to execute Exhibit OPSI -B and any other required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AH's FY 2020 MTW Annual Plan.
3. The Amended and Restated Statement of Corporate Policies, as set forth in AH's FY 2020 MTW Annual Plan, is hereby approved in conjunction with AH's FY 2020 Annual Plan, and AH is hereby authorized to adopt and implement such policies.
4. The President and Chief Executive Officer is authorized to submit AH's FY 2020 MTW Annual Plan and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as he shall deem necessary or appropriate or as may be required by HUD.
5. The President and Chief Executive Officer and any person or persons designated and authorized to so act by the President and Chief Executive Officer are hereby authorized to implement the projects, activities, initiatives and any policy changes set forth in the FY 2020 MTW Annual Plan.

[Signatures Located on the Following Page]

Resolution OPS-1

Appendix B


B - 4

ADOPTED, by the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia and signed in authentication of its passage, 27th day of March 2019.

ATTESTED:


Brandon Riddick-Seals
President and Chief Executive Officer

APPROVAL:


Christopher R. Edwards, M.D.
Chairman

APPROVAL FOR FORM AND LEGAL SUFFICIENCY:


Terri A. Thompson
General Counsel



Summary of Stakeholder Briefings & Public Hearing



AH's strategy, policies and priorities

- *VISION 2022: Real Estate. Human Development Services. Finances.*
- Plans to Develop and Preserve Affordable Housing
- Choice Neighborhoods and Westside Transformation
- Housing Choice Voucher Mobility and Work Requirements

Highlights:

- Real Estate Development Initiatives
- Plans with Development Partners
- Housing Preservation Initiatives



WHO BENEFITS FROM ATLANTA HOUSING'S PROGRAMS

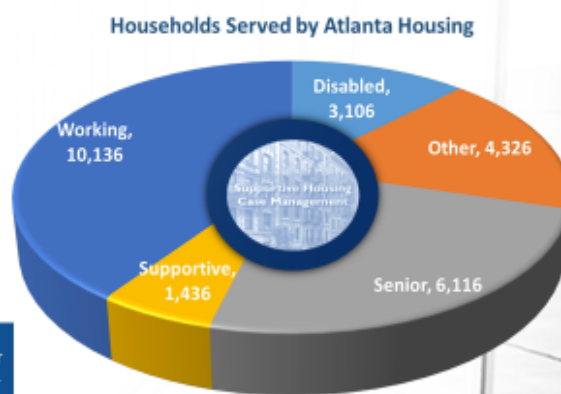


97% of Atlanta Housing-assisted families earn less than **\$19,000** per year

Supportive Housing for homeless families and individuals

Accessible unit accommodations for disabled persons

Senior housing for elderly and near-elderly persons



24,541 AH-Assisted Families*

As of 12/31/2018

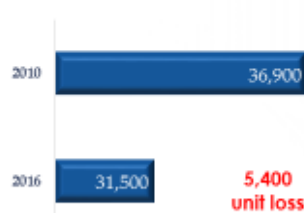
THE CHALLENGE

Preserving Affordable Housing in a Growing Market

Total Households Added in Atlanta



Units Priced Under \$800/Month



The rental housing gap for households earning < \$30k is projected to grow by 1,300 units annually



Source: City of Atlanta, Equitable Housing Assessment (2018)

COLLABORATION



Georgia Department of
Community Affairs







10-YEAR REAL ESTATE PLAN

AH has developed a ten-year Real Estate Plan that includes a *production plan*, *schedule*, and *resources* to complete the build-out of the remainder of the vacant land on sites where procured AH *development partners* have 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*.

DEVELOPMENT







DEVELOPMENT
Palmer House

184 UNITS

100% Senior Affordable

.97 Acre

11,000 SF Retail

In-town Quadrant

2021 Projected Completion

Rezoning RG-5 to PDMU

Planned mixed-use redevelopment of 1-acre former Herndon Homes, located near Centennial Park/GA Tech

\$51,669,767 +
Estimated Development Cost

\$970,000 Public Infrastructure



DEVELOPMENT
SONO/301

339 UNITS

Target 40% Affordability

4.1 Acres

20,000 SF of retail

Rezoning I1/RG4 to PDMU

2022 Projected Completion

In-town Quadrant

½ mile to MARTA, BeltLine, and Ponce City Market with an 18-acre public park nearby.

\$111,595,750 +
Conceptual Development Cost

\$4,120,000 Public Infrastructure



DEVELOPMENT
Bankhead Courts

320 RENTAL UNITS

Target 30% Affordability
35.15 Acres
20,000 SF Retail
6,500 SF Healthcare
Trail Head to Chattahoochee River, ¼ mile to I-285 and MARTA
Northwest Quadrant

Planned mixed-use redevelopment of 35-acre former Bankhead Courts Site.

\$102,083,800
Conceptual Development Cost

\$35,150,000 Public Infrastructure



REDEVELOPMENT
Bowen Homes

1,192 UNITS

77.5 Acres
10 Phases
150,000+ SF of retail
1,060 Structured Parking
Northwest Quadrant

Mixed-Use redevelopment of the former Bowen Homes site, including multifamily and homeownership, retail, grocer, office, restaurants, education, and greenspace

\$345,000,000
Early Conceptual Development Cost

OTHER PROJECTS

Madison Reynoldstown



116 UNITS

46 HomeFlex units

100% Affordable units & Retail

The first project resulting from intergovernmental partnership between Atlanta Housing and Atlanta Beltline, Inc. Located on the BeltLine

\$26,510,705
Total Development Cost

\$0 Public Infrastructure +

Atlanta Housing Atlanta Beltline

OTHER PROJECTS

West Highlands Homeownership



892 For Sale Units

566 new units, including 150 condominiums

30% Overall Affordability

220 Acres

\$47,690,974 Public Infrastructure to date

Former Perry Homes, at 152 acres, was the largest land mass public housing site in Atlanta. Features the top-performing Westside Atlanta Charter School

\$26,559,000
Estimated Condo Development Cost

Atlanta Housing

MIXED COMMUNITIES

AH's MIXED-Communities are developments on AH-owned land or where AH has an ownership interest utilizing the mixed-finance, mixed-income, mixed-use business model. These MIXED communities are categorized differently within AH for purposes of portfolio management.

Existing MIXED Communities: Multi-phased, mixed-income, mixed-use developments constructed on public housing sites as a public-private partnership with developers who own and operate the buildings.

Planned MIXED Communities: Multi-phased, mixed-income, mixed-use developments constructed on AH-owned sites as a public-private partnership where AH may assume larger development roles, site ownership and operations, or similar areas that are consistent with its goal to increase capacity.

MIXED Communities	
Revitalization Projects in-Progress	
Auburn Pointe - Grady Homes	Magnolia Perimeter Properties
Capitol Gateway - Capitol Homes	Mechanicsville - McDaniel Glenn
Centennial Place-Techwood/Clark Howell Homes	Scholars Landing - University Homes - Choice Atlanta
Civic Center - Revitalization Project	Villages at Carver - Carver Homes
CollegeTown @ West End - Harris Homes	West Highlands - Perry Homes
Hollywood - Hollywood Courts	Westside & Hollowell Corridor Projects - To Be Determined
Townhome Preservation Project	



CHOICE ATLANTA

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 CNIG grant award 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.



455
Mixed Income
Units

135
Units @ Scholars
Landing

33
For Sale
Units



CHOICE ATLANTA

Real Estate • Communities • Neighborhoods

Short-Term Plans include:

- **Scholars Landing Phase II (Ashley I a/b).** Completion of the first Ashley 135-unit multifamily phase by Integral.
- **Critical Community Improvements Plan (CCI Plan).** Continuation of the following HUD-approved CCI Plan activities:
 - **Acquisition** of properties in Ashview Heights and the AUC neighborhoods
 - **Choice Heritage Owner-Occupied Rehab** to assist low-income homeowners in making facade improvements and critical home repairs
 - **Place-making Enhancements** to improve neighborhood corridors and routes to schools
- **Roosevelt Hall.** Continued support of adaptive reuse through the procurement of a developer
- **Historic Preservation and Recognition.** Continued creation of commemorative projects and historic preservation in the UCN

CHOICE ATLANTA

Real Estate • Communities • Housing

Long-Term Plans include:

- **Scholars Landing Phase III (Ashley I c).** Activities to support the financial closing and development of the "Big House"
- **Scholars Landing Phase IV (Ashley II).** Activities to support the financial closing and development of the Ashley II, a multi-family rental phase
- **Homeownership Phase V.** Activities to support the development of the homeownership phase by Integral Development

HOMEFLEX

AH utilizes MTW funds to design and implement a locally-driven, locally-funded project-based rental assistance program, branded as HomeFlex. The program transfers assistance to contracted multi-family landlords to provide housing to families. This effort increases housing choice while maximizing housing solutions with Housing Choice Voucher (HCV) resources.

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 and may be 100% subsidized:

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



HOMEFLEX FY 2020 PLANS

Introduce 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.

Issue a standard HomeFlex NOFA seeking applications from qualified owners and developers.

Consider alternative funding structures that enable AH to participate in different roles in HomeFlex projects.

Develop a strategy for acquiring existing properties from HomeFlex owners planning to sell their property. Also, explore centralizing or consolidating HomeFlex administration to make applying easier for participants.

Consider creating a streamlined and flexible alternative process for the selection of HomeFlex proposals.

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
Total Number of HomeFlex Units		366

RENTAL ASSISTANCE DEMONSTRATION (RAD) PROGRAM

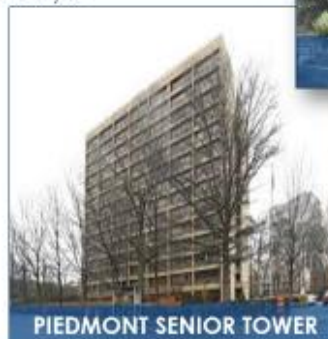
AH submitted an application to convert its entire Public Housing Rental Assistance Portfolio to long-term Section 8 Project-Based Voucher (PBVs) assisted units under RAD. AH's portfolio application request included the following:

- 9 AH-owned high-rises – HUD-approved CHAP on file
- 15 MIXED Communities – HUD-approved CHAP on file

Commitments to enter into a Housing Assistance Payments (CHAPs); HUD-approved February 1, 2018.

24 CHAPs request planned for 2021 - 2023

Government shutdown has delayed HUD approval



RAD PROGRAM FY 2020 PLANS

- Adopting a Choice Mobility option for RAD PBV families: 1) 100% assignment of turnover TBVs for RAD PBV families; **or**
- Adopting an alternative Choice Mobility option, where no more than three-quarters (75%) of turnover TBVs are designated for RAD PBV families.
 - The remaining balance of turnover TBVs are designated for families on the regular HCV Wait List.

AH-Owned Communities: Located on AH-owned land and are 100% affordable multifamily properties. There are 9 senior and 2 family properties scheduled for conversion under the RAD program with property management partners. The properties will remain 100% affordable.

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
Total Unit Count; Total Number of AH-Owned Communities:		1,586	11

*Property-Management Developers

HOUSING CHOICE VOUCHER PROGRAM (HCVP)

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, appropriate-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 seeks to address the limited supply of 1- and 2-bedroom rental units located in areas of opportunity. 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.

APPROXIMATELY

10,000

FAMILIES SERVED

LANDLORD MARKETING EFFORT



THANKS FOR REQUESTING A RENT ESTIMATE!
Your request has been completed and is indicated below.



COMMUNICATIONS

PROGRAM INNOVATIONS

- **5-Star Tenant Program.** Incentive program created in spring 2019 to motivate and celebrate participants that maintain stable rental histories.
- **Property Protection (P2) Program.** Innovation that provides landlords with a means to recover up to \$2,000 (per claim) because of tenant-related damage beyond normal wear and tear.
- **Site/Vicinity Standards.** AH redefined its neighborhood site and vicinity standards to provide more housing options for participants and landlords.
- **Technology Enhancements for Landlords.** Enhanced AH Landlord Portal to streamline administrative processes, such as tracking Requests for Tenancy Approval (RTA) tracking electronically and online submissions.
- **Upfront Rent Determination Process.** This effort provides front-end rent estimate based on property location and unit characteristics. This streamlines the process and allows voucher-holding families to focus their search more strategically.

HOMEOWNERSHIP DOWN PAYMENT ASSISTANCE

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.

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 qualified professionals and para-professional workforce in **Education**, **Public Safety**, and **Healthcare**, as well as families that were previously assisted under AH's rental programs. AH's DPA can be combined (layered) with down payment assistance from other agencies to maximize affordability.

FY 2020 PLANS

During FY 2020, AH plans to update program requirements and adjust policy and procedures 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.



150

FY 2020 DPA TARGET



HUMAN DEVELOPMENT SERVICES

AH's Service Delivery Model

RESPONSIVE. EFFICIENT. IMPACTFUL.

AH's **HUMAN DEVELOPMENT SERVICES** mission is to assist families in achieving self-sufficiency and economic independence and a better quality of life.

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.

HUMAN DEVELOPMENT SERVICES

Community Outreach

Family independence and economic advancement

Health and wellness

Education and Student achievement

Volunteerism



HUMAN DEVELOPMENT SERVICES

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 economic independence and housing self-sufficiency.

Family Independence and Economic Advancement

- Essential skills & employment preparation training
- Job search and placement assistance
- Job coaching and retention support
- Financial education and resource management
- Self-Sufficiency/Supportive services.
- Life skills training

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.**

HUMAN DEVELOPMENT SERVICES

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.

Health and Wellness

- Holistic Wellness
- Senior Sock-Hop
- Seniors' Farmers Market
- Health & Wellness Resource Fair
- Atlanta Senior Day
- Take A Walk Campaign

HUMAN DEVELOPMENT SERVICES

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 education, training, and support services they need for success in postsecondary education and/or work.



Education and Student Achievement

- Education Support Partnership
- Literacy Resources- Partnership with AFPL
- Financial Literacy- "Where My Money Goes"

Boosting Scholars. Atlanta Housing serves more than 2,200 households that have college-aged participants. AH proudly supports the futures of youth through the **AH Internship Program**. In addition, AH will continue academic support via its **scholarship programs**. During FY 2020, AH plans to support up to 75 AH-assisted students.

HUMAN DEVELOPMENT SERVICES

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.

Clothing 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.



HAVEN SUPPORTIVE HOUSING

HOMEFLEX FOR SUPPORTIVE HOUSING

Under AH's ongoing MTW activity to use HomeFlex as a Strategic Tool, AH provides more than **600 existing units** for disabled or formerly homeless households. (15 Communities)

HomeFirst Atlanta, a city-wide effort to source **new permanent supportive housing (PSH) units** to address housing and support service needs.

Partners: Invest Atlanta, United Way Regional Commission on Homelessness (RCOH), Partners for HOME, Enterprise Community Partners



HAVEN SUPPORTIVE HOUSING

Short Term Housing Assistance

Home Again

AH's homeless prevention 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.

Partners: United Way RCOH, other local agencies

HEALTH & HOUSING

CoC-funded integrated care pilot aimed to **house >30 chronically homeless individuals with complex medical and behavioral health needs** that routinely engage with emergency systems. Clients are supported by a 6-member multi-dimensional team for intensive, participant-led, **in-home services** and referrals.

Partners: Mercy Care, Grady Health, United Way RCOH, Partners for HOME

RISE Program

Using AH MTW Vouchers, designed to serve **20 chronically homeless men and women with mental illness and/or substance abuse disorders**. Employs the Housing First model with harm reduction to provide stable housing + intensive services.

Partners: CaringWorks and Partners for HOME

HAVEN SUPPORTIVE HOUSING

Tenant-Based Initiatives

Family Unification Program (FUP) – Through current allocation of **300 vouchers**, continue to support applicants referred through Fulton County Department of Family & Children Services (DFCS).

FLOW – Commitment for **125 additional households** successfully transitioned from permanent supportive housing and require only light-touch services.

Homeless Students and Families - AH will continue partnership with Atlanta Public Schools counseling services and housing support for **50 formerly homeless** students and their families.

Housing First – Maintain housing support for **100 households** using MTW vouchers and referred via Atlanta CoC.

Mainstream One- and Five- Program – 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 – 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 – Continue administration of **270 HUD-VASH**, the Housing Choice Voucher (HCV) rental assistance for homeless veterans. AH will explore project-basing a portion of VASH vouchers in FY 2020.

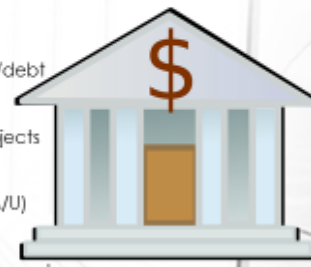


GAP ASSISTANCE FINANCING FUNDS

*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, AH introduced the concept to designate MTW funds for the purposes of increasing housing choices in a competitive housing market for low-income families.*

GAFF Short-Term Goals

- Strengthen partnerships with lending organizations to access low-cost private equity/debt financing
- Cultivate and grow existing pipeline of projects for next 5 years; identify potential projects
- Develop standard process to identify, underwrite, and structure project investments
- Actively recruit stakeholders; enter Memoranda of Agreement/Understanding (MOA/U)
- Establish portfolio-wide parameters to manage risk
- Proactively raise capital to fund infrastructure and other costs not conventionally financed
- Identify partners, areas of opportunity, projects, as well as project areas that AH can create opportunities



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.*

If AH demolishes or disposes of public housing units, AH does not retain the operating subsidy for such units. Rather, the funds are eliminated unless the units are replaced.

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.

FY 2020

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

SELF-DEVELOPMENT

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.

Efforts include:

- *Modifying its approach to due diligence*
- *Structuring LIHTC new construction and rehabilitation deals*
- *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.

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.



EMPOWERING LOW-INCOME WORKERS AND SMALL BUSINESS

Small Business Enterprise (SBE) and Section 3 Program

- Establish 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.

Public Comment Period



February 15 through March 17, 2019

Please provide comments using one of the following methods:

Email: strategy@atlantahousing.org

MTW Plan Message Line: 404.817.7458

You may view the Plan in detail at:
www.atlantahousing.org



**CERTIFICATION TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
REGARDING THE HOUSING AUTHORITY OF
THE CITY OF ATLANTA, GEORGIA'S
FY 2020 MOVING TO WORK ANNUAL PLAN**

On behalf of The Housing Authority of the City of Atlanta, Georgia ("AH"), and in accordance with AH's Amended and Restated Moving to Work ("MTW") Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009; and as extended by Congress to June 30, 2028 under the same terms and conditions and confirmed by the U.S. Department of Housing and Urban Development (HUD) on April 14, 2016 (MTW Agreement), I hereby certify that AH's FY 2020 MTW Annual Plan meets the substantive information reporting requirements of the Paperwork Reduction Act for the M TW Demonstration Program and HUD Form 50900 (OMB Control Number 2577-0216).

**THE HOUSING AUTHORITY OF THE CITY OF
ATLANTA, GEORGIA**


Brandon Riddick-Seals

Name: Brandon Riddick-Seals

Title: President and CEO

Date: March 27, 2019

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBLIC AND INDIAN HOUSING**

Annual Moving to Work Plan Certifications of Compliance

**Certifications of Compliance with Regulations:
Board Resolution to Accompany the Annual Moving to Work Plan***

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman

or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (07/01/2018), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

- (1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.

- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development, the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.
- (21) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
- (22) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

The Housing Authority of the City Of Atlanta, Georgia

GA 006

MTW PHA NAME

MTW PHA NUMBER/HA CODE

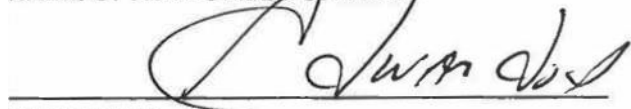
I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 USC. 1001, 1010, 1012; 31 USC. 3729, 3802).

Mr. Christopher Edwards, MD

Chair. AH Board of Commissioners

NAME OF AUTHORIZED OFFICIAL

TITLE



March 27 2019

SIGNATURE

DATE

*Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTV-V PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

Public Review

Atlanta Housing's (AH) Fiscal Year 2020 Moving to Work (MTW) Annual Plan is the product of an inclusive annual planning process involving consultation with AH's Board of Commissioners, executive leadership and employees, as well as AH-assisted families across all programs. AH further collaborates with strategic partners and service providers, state and local agencies, elected and public officials, as well as local community members and housing advocacy organizations.

Notification of the FY 2020 MTW Annual Plan, its availability and the Public Hearing was communicated via public notices, and electronic mail correspondences to Housing Choice Voucher Program participants, residents of AH-owned communities; AH's contracted service providers, and other strategic partners and stakeholders. Over 400 notices were distributed via email to stakeholders and more than 130 stakeholders participated in annual plan briefing sessions (see chart below). Additionally, to address the diversity of AH residents in AH-owned communities AH translated and posted the public hearing notice in Chinese, Korean, Russian and Spanish.

Notices appeared as advertisements in the following mass media publications on the dates specified below:

The Atlanta Journal-Constitution

February 27, 2019

March 3, 2019

Mundo Hispanico

February 28, 2019

On Thursday, March 7, 2019, AH held a public hearing from 6:00 p.m. to 8:00 p.m. to present its proposed FY 2020 MTW Annual Plan and proposed policy changes at AH's corporate office (230 John Wesley Dobbs Avenue, Atlanta, Georgia). At the public hearing, 40 people attended, including AH staff. AH provided sign-language interpretation and reasonable accommodation for hearing and visually impaired attendees.

The public comment and review period of the FY 2020 MTW Annual Plan was held February 15, 2019 through March 17, 2019. The Plan was made available in printed form at AH's corporate offices, two satellite offices, AH-Owned Communities, and electronically via AH's website. Additionally, access to The Plan was available electronically to organizations that participated in briefing sessions. Comments could be submitted in-person at the hearing or briefing; in writing (hand-delivered or via U.S. mail to AH's corporate office); electronically via fax, the website, or email; or by phone on a dedicated voice mailbox.

During the public comment and review period, AH considered comments and suggestions and incorporated them, as applicable, into the final version of the Plan submitted to the AH Board of Commissioners.

AH's 2020 PUBLIC MEETING / HEARING BRIEFING SESSIONS		
MEETING / HEARING DATE	STAKEHOLDER GROUP	ATTENDEES COUNT
February 7, 2019	Property-Management Developers (PMDs) and HomeFlex Partners	19
February 12, 2019		
February 7, 2019		
February 13, 2019	Jurisdiction-Wide Resident Council	10
February 20, 2019	Affordable Housing Advocates and Community Organizations	7
February 20, 2019	Research and Academia Partners	10
February 20, 2019	Real Estate Sub-Cabinet and Choice Neighborhoods (CN)	10
February 22, 2019	Human Development Services Providers and CN Advisory Committee	19
February 27, 2019	Legal Advocates	10
February 28, 2019	Public Officials	30
	HUD and State Officials	
February 28, 2019	Landlord Advisory Group	19
March 7, 2019	Public Hearing	40
March 12, 2019	Atlanta Continuum of Care	63
March 14, 2019	Business and Philanthropy	26
Total Sessions and Attendees:	14	263

Plan Changes

AH may make changes to this Plan provided such changes do not constitute a “substantial deviation” or “significant amendment or modification”, which is defined as changes, modifications, or amendments that materially and significantly modify the business plan goals or priority activities. A change in AH’s objectives or strategies in reaching those goals will not be considered a “substantial deviation” or “significant amendment or modification”; otherwise a public hearing is required

Public Comment Review

Appendix B

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AH's 2020 PUBLIC MEETING / HEARING BRIEFING SESSIONS				
MEETING / HEARING DATE	STAKEHOLDER GROUP	ATTENDEES COUNT	COMMENTS	
			Public	Staff Response
February 7, 2019	Property-Management Developers (PMDs) and HomeFlex Partners	19	PMDs shared that they would post notices at the sites.	N/A
February 12, 2019				
February 7, 2019				
February 13, 2019	Jurisdiction-Wide Resident Council	10	What is MTW?	MTW stands for Moving-to Work, which is a demonstration program approved by Congress and implemented by HUD. The MTW designation is authorizes public housing agencies to test initiatives to address local housing situations. From these demonstration initiatives, HUD may update rules and regulations governing assisted housing programs. Sometimes the initiatives can only be applied locally because of the uniqueness of the issue. Overall, MTW permits a flexibility to Atlanta that only 38 other housing authorizes have that allow us to be more efficient and creative in the delivery of housing services.
February 20, 2019	Affordable Housing Advocates and Community Organizations	7		
February 20, 2019	Research and Academia Partners	10		
February 20, 2019	Real Estate Sub-Cabinet and Choice Neighborhoods (CN)	10	What is the status of Scholars Landing?	AH anticipates that the next phase(s) of the project will be completed by December 31, 2019 (FY 2020). Related projects include 48 units in the "Big House", 212 units in Ashley II, homeownership in the final phase, and an adaptive use of Roosevelt Hall, a historical fixture around the University Center.
February 22, 2019	Human Development Services Providers and CN Advisory Committee	19	AH should consider PR (public relations) activities for landlords.	AH is open to increasing its marketing campaign. Currently, AH actively recruits and educates property owners on the benefits of accepting vouchers. Further, under our HomeFlex Program, we discuss wrap-around services as well.
			Plan is great (Urban League); it coincides with the League's Plan to get families to a livable wage.	Thank you. AH actively pursues programs and partners that will help our residents and clients achieve self-sufficiency.

Public Comment Review

Appendix B

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AH's 2020 PUBLIC MEETING / HEARING BRIEFING SESSIONS				
MEETING / HEARING DATE	STAKEHOLDER GROUP	ATTENDEES COUNT	COMMENTS	
			Public	Staff Response
February 27, 2019	Legal Advocates	10		
February 28, 2019	Public Officials	30		
	HUD and State Officials			
February 28, 2019	Landlord Advisory Group	19	Has AH heard anything more on the city [City of Atlanta] freezing taxes?	AH works collaboratively with the City of Atlanta, but is not aware of any movement on this topic. Meanwhile, AH continues to explore incentives that will attract and retain property owners in economically diverse areas to accept rental assistance, so please share the word with your colleagues in the landlord forums.
March 7, 2019	Public Hearing	40	I've been living at Piedmont [Road High-rise] for over 3 years. [The] work done has been excellent and it means so much for the residents (Fleming).	Thank you. AH looks forward to improving its rental assistance portfolio and really appreciates the feedback on what we got right.
			Place of residence should be better at Cosby Spears (Barrett).	AH is working a plan to improve Cosby Spears and all of its rental assisted properties. This is the reason for the RAD conversions, which take time.
			I have a non-profit serving meals to residents. There are many senior residents at Cosby Spears and other sites that do not have enough to eat because medicine costs are high. I would like to partner with AH to help this situation (Osby).	AH would love the opportunity to work with your non-profit. Give us a call and we will coordinate efforts through HDS [Human Development Services].
			[Regarding] the RAD conversion application at Martin Street, is that for Martin Street Plaza or the townhomes (Harris)?	AH can only convert public housing units under RAD, so the application only applies to the Plaza part of Martin Street.
March 12, 2019	Atlanta Continuum of Care	63	What is the relationship with property management after the project is completed?	In all cases thus far, AH assumes the role of Portfolio or Asset Manager and oversees the property management company contracted.
March 14, 2019	Business and Philanthropy	26		



APPENDIX C

ONGOING PROGRAMS

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AH Program Benchmarks

Source: Legacy Attachment D, MTW Program Benchmarks and MTW Program Benchmark Definitions

Reference: AH's Amended and Restated Moving to Work Agreement (MTW Agreement), effective as of November 13, 2008; and as further amended by the Second Amendment effective January 16, 2009; and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016.

Description: The following table outlines AH's performance benchmarks as set forth in Legacy Attachment D

Performance Measure Definition	FY 2020 Benchmark
Public Housing Program	
Percent Rents Uncollected Gross tenant rents receivable for the Fiscal Year (FY) divided by the amount of tenant rents billed during the FY shall be less than or equal to the target benchmark.	$\leq 2\%$
Occupancy Rate The ratio of occupied public housing units to available units as of the last day of the FY will be greater than or equal to the target benchmark.	$\geq 98\%$
Emergency Work Orders Completed or Abated in <24 Hours The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as "emergency resolved through temporary measure, and a work order for long term resolution has been issued.")	$\geq 99\%$
Routine Work Orders Completed in ≤ 7 Days The average number of days that all non-emergency work orders will be active during the FY shall be less than or equal to 7 days.	≤ 7 days
Percent Planned Inspections Completed The percentage of all occupied units and common areas inspected during the FY shall be greater than or equal to the target benchmark.	100%

Appendix C1

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Performance Measure Definition	FY 2020 Benchmark
Housing Choice Program (Section 8)	
Budget Utilization Rate The expenditure of FY 2020 Housing Choice MTW vouchers annual budget allocation (i.e. HUD disbursements of Federal Fiscal Year 2020) for MTW eligible activities will be greater than or equal to the target benchmark of	≥98%
Percent of Planned Annual Inspections Completed The percentage of all occupied units under contract that are inspected directly by AH or any other agency responsible for monitoring the property during the FY shall be greater than or equal to the target benchmark by the last day of the Fiscal Year.	≥98%
Quality Control Inspections The percentage of all previously inspected units having a quality control inspection during the FY shall be greater than or equal to the target benchmark.	≥1.4%
Community and Supportive Services	
Resident Homeownership The number of Public Housing residents or Housing Choice Voucher participants, and other income eligible families who closed on purchasing a home during the Fiscal Year, regardless of participation in a homeownership-counseling program, shall be greater than or equal to the target benchmark.	12
Household Work / Program Compliance The annual percentage of Public Housing and Housing Choice assisted households that are Work/Program compliant (excluding elderly and disabled members of the households) through the last day of the Fiscal Year shall be greater than or equal to the target benchmark.	75%
Finance	
Project Based Financing Closings The annual number of projects to which AH will commit project-based rental assistance and/or make an investment of MTW funds.	6

MTW Implementation Protocols

Source: Legacy Attachment E, Implementation Protocols

Reference: AH' Amended and Restated Moving-to-Work Agreement (MTW Agreement), effective November 13, 2008, and as further amended by the Second Amendment effective January 16, 2009, and as extended by Congress to June 3, 2028 and confirmed by HUD on April 14, 2016

Description: As set forth in Legacy Attachment E of AH's MTW Agreement, AH has developed, in collaboration with HUD, implementation protocols related to the authorizations set forth in AH's Legacy and Community Specific Authorizations, as set for the in Attachment D. Specific sources and references are included in each description below.

Note: *AH changes the names of its programs. AH's Project-Based Rental Assistance (PBRA) Program is now Homeflex; AH-Sponsored, Mixed-Income Communities are now MIXED-Communities; AH-Owned Residential Communities are now AH-Owned Communities, and Supportive Housing Programs are collectively referred to as HAVEN.*

MTW Implementation Protocol	MTW Agreement Reference
ACC Waiver	<i>Article I - Statutory Authorizations; Legacy Attachment A - Calculation of Subsidies; Legacy Attachment B - Elements for the Annual MTW Plan and Annual MTW Report; Attachment D - Legacy and Community Specific Authorizations; Attachment E – Implementation Protocols; and the Second Amendment.</i>
Alternate Resident Survey	<i>Legacy Attachment B - Elements for the Annual MTW Plan and Annual MTW Report, Section IX.</i>
Designation of Senior Public Housing Developments	<i>In accordance with the provision of the MTW Agreement's Statement of Authorizations, Section III.A, AH is authorized to define its own occupancy policies. AH discussed its plans to implement designations in its FY 2005, FY 2006, and FY 2007 MTW Annual Plans.</i>
Disposition of Public Housing Operating Subsidy in AH-Owned Communities	<i>Pursuant to Article VI, Section C of the Statement of Authorizations (Appendix A of the MTW Agreement), AH, in consultation with HUD, may convert, as appropriate and feasible, all or a portion of its public housing assisted units from public housing operating subsidy under Section 9 of the 1937 Act to project based rental assistance under Section 8 of the 1937 Act. This initiative is referred to as the Project Based Financing Demonstration in the MTW Agreement.</i>

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MTW Implementation Protocol	MTW Agreement Reference
Disposition of Public Housing Operating Subsidy in AH-Sponsored, Mixed-Income Communities (MIXED-Communities)	<i>Pursuant to Article VI, Section C of the Statement of Authorizations (Appendix A of the MTW Agreement), AH, in consultation with HUD, may convert, as appropriate and feasible, all or a portion of its public housing assisted units from public housing operating subsidy under Section 9 of the 1937 Act to project-based rental assistance under Section 8 of the 1937 Act. This initiative is referred to as the Project Based Financing Demonstration in the MTW Agreement.</i>
Fee for Service Methodology	<i>Attachment D - Legacy and Community Specific Authorizations, Sections V.A.2 and VI; and First Amendment, Section 4.</i>
HOPE VI and Other HUD-Funded Master Planned On and	<i>In accordance with the provision of the Section VIII.C.1 of Attachment D of the AH's MTW Agreement, the regulatory requirements of 24 CFR Part 941 shall not apply to the implementation of the activities of AH except for the provisions of 24 CFR 941.202, 24 CFR 941.207, 24 CFR 941.208, 24 CFR 941.209, 24 CFR 941.602(d),</i>
Off-Site Developments Site and Neighborhood Standards	<i>24 CFR 941.610(b) all as modified by the terms of Attachment D; provided, however, that in determining the location of six or more newly constructed or substantially rehabilitated units or developments, AH is authorized to adopt the alternative Site and Neighborhood Standards set forth in Section VII.B.3 of Attachment D of AH's MTW Agreement.</i>
HUD Funding Availability	<i>In accordance with the provisions of Sections I.I, III.A, V.A of Attachment D of AH's MTW Agreement, AH has the flexibility to pursue locally driven policies, procedures and programs to develop more efficient ways of providing housing assistance to low- and very-low income families; to expand, improve and diversify AH's portfolio and to provide flexibility in the design and administration of housing assistance to eligible families while reducing costs and achieving greater cost effectiveness.</i>
Identity of Interest	<i>Attachment D - Legacy and Community Specific Authorizations, Section VIII.C.</i>
MTW Mixed-Finance Closing Procedures	<i>Attachment D - Legacy and Community Specific Authorizations, Section V.A.2.</i>

Appendix C2

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

Appendix C2

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MTW Implementation Protocols	MTW Agreement Reference
Revision of MTW Benchmarks	<i>Legacy Attachment D - MTW Program Benchmarks and MTW Program Benchmark Definitions</i>
Use of MTW Funds	<i>Recitals; Article I - Statutory Authorizations, Sections A, B and D; Article II - Requirements and Covenants, Sections B and D; Attachment D - Legacy and Community Specific Authorizations, Sections I.G, I.I, V.A.1, V.A.2, V.A.4, V.A.5, V.C.2, V.C.3, VII.B.4, VII.C.4, and VIII.B.5; Legacy Attachment G, Good Cause Justification for the Waiver of Sections of 24 CFR 941 and the Second Amendment.</i>

Local Asset Management Program (LAMP)

Background and Introduction

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

Project-Based Approach for Public Housing Program

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

In addition, mixed-income, mixed-financed (MIXED) rental communities that contain authority-assisted units under the Public Housing Program are owned, managed and operated by third party partnerships as established at the time each of the transactions were structured. AH maintains a separate budget and accounting for the operating subsidy paid to the owners of these communities, but does not maintain the accounting for property operations as AH does not own nor operate these properties.

Identification of Cost Allocation Approach

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

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

Classification of Costs

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

Definitions:

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

Direct Costs – Costs specifically identified with a particular final cost objective.

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

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

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

AH Cost Objectives

AH has identified the following cost objectives:

Direct Costs:

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

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

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

Other Federal, State and Local Awards – AH may be the recipient of other Federal, State and Local awards from time to time. AH establishes each of these awards as a separate cost objective, as necessary.

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

AH Direct Costs

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

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

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

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

1. Leasing incentive fees
2. Legal expenses
3. Professional services
4. Case management and other human services
5. Relocation
6. Extraordinary site work

7. Demolition
8. Acquisitions
9. Program administration
10. Gap financing in qualified real estate transactions
11. Homeownership down payment assistance
12. Investments (loans, grants, etc.)
13. Other development and revitalization expenditures

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

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

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

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

Direct Costs – Substitute System for Compensation of Personnel Services

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

Operating Divisions	Quantifiable Measure
Real Estate Group	<ul style="list-style-type: none"> • Number of properties managed • Active revitalizations • Number of properties and developments supported
Housing Choice Voucher Program	<ul style="list-style-type: none"> • Leased vouchers
Inspection Services	<ul style="list-style-type: none"> • Number of inspections
Partnerships and People Investments	<ul style="list-style-type: none"> • Families served • Partnerships actively engaged

AH Fee for Service for Corporate Support

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

Limitation on indirect cost or administrative costs – AH recognizes that there may be limitations on the amount of administrative or indirect costs charged to specific grant awards. Should such limitations prevent the charging of direct and indirect costs to a grant award AH will charge such costs to the remaining cost objectives as defined in this Local Asset Management Program, while ensuring that only authorized expenditures are charged to the cost objectives and their related funding sources. AH ensures costs charged to federal funds are authorized under federal law or regulation.

Implementation of AH's Local Asset Management Program

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

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

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

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

Appendix C3

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1. AH implemented a fee for service system that was more comprehensive than HUD's asset management system. HUD's system was limited in focusing only on a fee-for-service system at the property level and failed to address AH's comprehensive operation which includes other programs and business activities. AH's MTW Program is much broader than Public Housing properties and includes activities not found in traditional HUD Programs. This Local Asset Management Program Plan addresses the entire AH operation.
2. AH defined its cost objectives at a different level than HUD's asset management system. Specifically, AH defined the MTW Program as a cost objective, which is consistent with the issuance of CFDA 14.881, Moving-to-Work Demonstration Program. HUD defined its cost objective at the property level, which fails to recognize the overall effort required to deliver the housing resources to Low Income families under the MTW Program. Because the cost objectives are defined differently, direct and indirect costs are defined based on the cost objectives identified in this Local Asset Management Program.



APPENDIX D

HOUSING OPPORTUNITIES

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1. Households Served

As defined in AH's MTW Agreement and Protocols, Households Served includes all AH-assisted households ("AH Families") plus low-income families living in affordable housing facilitated by AH's investments. This includes Low-Income Housing Tax Credit units, down payment assistance (homeownership), supportive housing and other services and forms of assistance.

Community & Program Type	Type of Assistance ⁽⁵⁾	Household Totals		
		Actual End of FY 2018*	Projected End of FY 2019	Projected End of FY 2020
AH-Owned Communities	PH ⁽¹⁾	1,586	1,132	1,132
MIXED Communities (AH-Sponsored Mixed-Income Communities)	PH ⁽⁷⁾	2,155	1,048	1,048
	RAD / PBV ⁽¹⁾	423	1,983	1,984
	HomeFlex ⁽⁷⁾	1,543	1,725	1,509
	LIHTC-only ⁽⁷⁾	1,131	1,200	1,055
HomeFlex (MTW-PBV Communities)	HomeFlex ⁽⁷⁾	4,012	4,455	4,758
	LIHTC-only ⁽⁷⁾	1,595	1,465	1,451
Housing Choice Voucher Program ⁽²⁾	HCV	8,608	9,387	8,865
Housing Choice Ports ⁽³⁾	HCV	2,029	2,000	2,000
Housing Choice Homeownership ⁽²⁾	HCV	23	22	20
Homeownership - Other ⁽⁴⁾	MTW	724	755	862
Supportive Housing - Other ⁽⁵⁾	MTW	215	216	216
TOTAL ⁽⁸⁾		24,044	25,388	24,900

NOTES:

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

* Sources: FY 2018 MTW Annual Report.

⁽¹⁾ PH units decreasing due to implementation of RAD at former AH-owned high-rise communities. AH provides HomeFlex units under a modified RAD Project Based Voucher model. RAD-PBV also includes conversions at MIXED Communities.

⁽²⁾ Housing Choice includes MTW tenant-based vouchers, Non-MTW tenant-based vouchers (300 Family Unification Program (FUP); 242 Mainstream vouchers, and HUD VASH vouchers), other voucher-funded supportive housing programs, and Homeownership tenant-based vouchers.

⁽³⁾ Changes in Housing Choice Ports are dependent on absorption of the vouchers by other PHAs, program terminations and households with AH vouchers that return to AH's jurisdiction (i.e. no longer porting).

⁽⁴⁾ Homeownership - Other category includes down payment assistance through various AH programs.

⁽⁵⁾ Supportive Housing includes non-traditional programs utilizing MTW Single Funds. Figures reflect households assisted via AH's pilot rental housing assistance program for homelessness prevention. Supportive Housing programs utilizing HCV or HomeFlex are included in their respective program categories.

⁽⁶⁾ AH does not have any non-MTW PH or HomeFlex units in its portfolio. Most PH and HomeFlex-assisted units in mixed-income, mixed-finance communities are developed using low income housing tax credit equity and are also tax credit units. For reporting purposes, we categorized units only as PH or HomeFlex units (not as LIHTC-only units).

⁽⁷⁾ Changes in HomeFlex (HF) and LIHTC-only are due to added units and shifts between types of assistance on a unit within a community.

⁽⁸⁾ Overall, AH projects an increase in households served in the Housing Choice Voucher Program, Supportive Housing Programs and new units from HomeFlex Communities.

2. Household Characteristics

Community & Program Type	Household Count by Family Size						Household Count by Income Group (Area Median Income)				
	1 Member	2 Members	3 Members	4 Members	5+ Members	TOTAL	< 30% of AMI	31 - 50% of AMI	51 - 80% of AMI	> 80% of AMI	TOTAL
AH-Owned Communities	1,395	104	17	15	18	1,549	1,348	177	19	5	1,549
MIXED Communities ⁽¹⁾	2,029	715	505	247	149	3,645	2,459	943	223	20	3,645
RAD-PBV Conversions	288	32	13	2	1	336	274	52	9	1	336
HomeFlex Communities ⁽¹⁾	2,482	640	214	99	51	3,486	2,570	773	139	4	3,486
Housing Choice Tenant-Based	2,459	2,023	1,741	1,218	1,167	8,608	7,599	897	110	2	8,608
Housing Choice Ports ⁽²⁾	861	465	535	144	24	2,029	1,501	411	108	9	2,029
TOTAL	9,514	3,979	3,025	1,725	1,410	19,653	15,751	3,253	608	41	19,653

3. Wait List Characteristics

Community & Program Type*	Waiting List Households by Income Group (% of Area Median Income)				Waiting List Households by Unit Size Requested (# of Bedrooms)					Waiting List Households by Family Size (# of Members)					TOTAL
	<30%	30-50%	50-80%	>80%	Studio	1BR	2BR	3BR	4+ BR	1	2	3	4	5+	
AH-Owned Communities ⁽¹⁾	2,684	262	23	5		2,681	158	129	6						2,974
MIXED Communities	14,191	15,868	920	104	0	11,370	11,176	7,915	622						31,083
HomeFlex Communities (PBRA) ⁽²⁾	6,378	5,736	2,098	59	15	6,758	4,382	3,113	3						14,271
Housing Choice ⁽³⁾⁽⁴⁾ Tenant-Based	19,482	5,882	972	206						6,606	7,042	5,792	3,924	3,178	26,542
TOTAL	42,735	27,748	4,013	374	15	20,809	15,716	11,157	631	6,606	7,042	5,792	3,924	3,178	74,870

4A. Units Added During Fiscal Year Ending (FYE) 2020 – HomeFlex

Community	Type of Assistance	Property Type	Units by Bedroom Size					TOTAL Units
			Studio	1BR	2BR	3BR	4+ BR	
Legacy at Vine City	HF	Senior	0	96	9	0	0	105
Manor at DeKalb Medical	HF	Senior	0	152	23	0	0	175
Manor at Indian Creek II	HF	Senior	0	65	10	0	0	75
Quest Holly Apartments	HF	Senior	0	30	10	0	0	40
TOTAL			0	343	52	0	0	395

4B. Units Added During Fiscal Year Ending (FYE) 2020 – RAD Conversions

Community	Type of Assistance	Property Type	Units by Bedroom Size					TOTAL Units
			Studio	1BR	2BR	3BR	4+ BR	
Columbia Commons	RAD-PBV	Family	0	0	36	12	0	48
Columbia Creste	RAD-PBV	Family	0	16	30	15	0	61
Columbia Estates	RAD-PBV	Family	0	0	36	14	0	50
Columbia Grove	RAD-PBV	Family	0	6	33	17	0	56
Columbia Mechanicsville Apartments	RAD-PBV	Family	0	8	35	19	0	62
Columbia Park Citi	RAD-PBV	Family	0	0	46	15	0	61
Columbia Village	RAD-PBV	Family	0	0	15	13	2	30
Magnolia Park I	RAD-PBV	Family	0	26	40	21	0	87
Magnolia Park II	RAD-PBV	Family	0	22	27	24	0	73
Mechanicsville Crossing	RAD-PBV	Family	0	7	41	20	0	68
Mechanicsville Station	RAD-PBV	Family	0	7	38	18	0	63
Parkside at Mechanicsville	RAD-PBV	Family	0	7	23	17	0	47
Villages of Eastlake I	RAD-PBV	Family	0	0	40	46	5	91
Villages of Eastlake II	RAD-PBV	Family	0	23	89	50	18	180
Columbia Senior Residences at Mechanicsville	RAD-PBV	Senior	0	54	0	0	0	54
Villages at Castleberry Hills II	RAD-PBV	Family	0	36	60	18	0	114
Barge Road Highrise ⁽¹⁾	RAD-PBV	Senior	0	128	1	0	0	129
Cosby Spear Highrise ⁽¹⁾	RAD-PBV	Senior	166	114	2	0	0	282
East Lake Highrise ⁽¹⁾	RAD-PBV	Senior	88	61	0	0	0	149
Hightower Manor Highrise ⁽¹⁾	RAD-PBV	Senior	0	129	0	0	0	129
Marietta Road Highrise ⁽¹⁾	RAD-PBV	Senior	0	128	1	0	0	129
Peachtree Road Highrise ⁽¹⁾	RAD-PBV	Senior	0	196	0	0	0	196
TOTAL			254	968	593	319	25	2,159

NOTES:

PH = Public Housing (ACC-assisted); HF = HomeFlex (sponsored or supported by AH); HCV= Housing Choice Voucher
 RAD Conversions represent change of subsidy; Public Housing to Section 8 Project-Based Voucher assisted community.

(1) AH-Owned Communities currently under RAD Conversion activities initiated during FY 2019. Closings within FY 2020 are dependent on individual progress of each property and may extend beyond FY 2020.

4C. Units Under Procurement During Fiscal Year Ending (FYE) 2020

AH does not anticipate having any units under procurement during FYE 2020.

4D. Units Removed from Public Housing because of RAD During Fiscal Year Ending (FYE) 2020

Community	Type of Assistance	Property Type	Units by Bedroom Size					TOTAL Units
			Studio	1BR	2BR	3 BR	4+ BR	
Columbia Commons	PH	Family	0	0	36	12	0	48
Columbia Creste	PH	Family	0	16	30	15	0	61
Columbia Estates	PH	Family	0	0	36	14	0	50
Columbia Grove	PH	Family	0	6	33	17	0	56
Columbia Mechanicsville Apartments	PH	Family	0	8	35	19	0	62
Columbia Park Citi	PH	Family	0	0	46	15	0	61
Columbia Village	PH	Family	0	0	15	13	2	30
Magnolia Park I	PH	Family	0	26	40	21	0	87
Magnolia Park II	PH	Family	0	22	27	24	0	73
Mechanicsville Crossing	PH	Family	0	7	41	20	0	68
Mechanicsville Station	PH	Family	0	7	38	18	0	63
Parkside at Mechanicsville	PH	Family	0	7	23	17	0	47
Villages of Eastlake I	PH	Family	0	0	40	46	5	91
Villages of Eastlake II	PH	Family	0	23	89	50	18	180
Columbia Senior Residences at Mechanicsville	PH	Senior	0	54	0	0	0	54
Villages at Castleberry Hills II	PH	Family	0	36	60	18	0	114
Barge Road Highrise ⁽¹⁾	PH	Senior	0	128	1	0	0	129
Cosby Spear Highrise ⁽¹⁾	PH	Senior	166	114	2	0	0	282
East Lake Highrise ⁽¹⁾	PH	Senior	88	61	0	0	0	149
Hightower Manor Highrise ⁽¹⁾	PH	Senior	0	129	0	0	0	129
Marietta Road Highrise ⁽¹⁾	PH	Senior	0	128	1	0	0	129
Peachtree Road Highrise ⁽¹⁾	PH	Senior	0	196	0	0	0	196
TOTAL			254	968	593	319	25	2,159

NOTES:

RAD Conversions represent change of subsidy; Public Housing to Section 8 Project-Based Voucher assisted community.

(1) AH-Owned Communities currently under RAD Conversion activities initiated during FY 2019. Closings within FY 2020 are dependent on individual progress of each property and may extend beyond FY 2020.

4E. Units Removed During Fiscal Year Ending (FYE) 2020

Community	Type of Assistance	Property Type	Units by Bedroom Size					TOTAL Units
			Studio	1BR	2BR	3 BR	4+ BR	
Crogman School Apartments ⁽¹⁾	HF	Family	0	22	18	5	0	45
TOTAL			0	22	18	5	0	45

NOTES:

(1) Units Out of Occupancy because of property owner non-renewal of contracted units.

4F. Potential Acquisitions

Under AH's Choice Neighborhoods Implementation Grant campaign, AH identifies nearly 750 parcels within the City of Atlanta boundaries as candidates for acquisition. Tabled below are the Parcel Identification codes to date. Detailed information on the listed parcels is located at www.fultonassessor.org using their property search function.

Parcel ID	Parcel ID	Parcel ID	Parcel ID
14 010900010281	14 010900030446	14 011600050874	14 011600080970
14 010900010299	14 010900030453	14 011600050890	14 011600080988
14 010900010307	14 010900030461	14 011600050908	14 011600081036
14 010900010315	14 010900030479	14 011600050916	14 011600081044
14 010900010364	14 010900030487	14 011600050924	14 011600090011
14 010900010372	14 010900031618	14 011600050932	14 011600090029
14 010900010380	14 010900031717	14 011600050940	14 011600090037
14 010900010398	14 011000080646	14 011600050957	14 011600090045
14 010900010406	14 011000080653	14 011600050981	14 011600090052
14 010900010414	14 011000080661	14 011600050999	14 011600090060
14 010900010422	14 011000080919	14 011600051005	14 011600090078
14 010900010430	14 011000080927	14 011600051013	14 011600090086
14 010900010448	14 011000080935	14 011600051021	14 011600090094
14 010900010455	14 011000080968	14 011600051039	14 011600090102
14 010900010463	14 011000080976	14 011600051047	14 011600090110
14 010900010471	14 011000081164	14 011600051054	14 011600090128
14 010900010489	14 011000081172	14 011600051070	14 011600090136
14 010900010497	14 011000083111	14 011600051096	14 011600090144
14 010900010638	14 011000083129	14 011600051104	14 011600090151
14 010900010646	14 011600010514	14 011600060287	14 011600090169
14 010900010653	14 011600010522	14 011600060295	14 011600090177
14 010900010661	14 011600010530	14 011600060303	14 011600090185
14 010900010679	14 011600010761	14 011600060311	14 011600090193
14 010900010687	14 011600030017	14 011600060329	14 011600090201
14 010900010695	14 011600030058	14 011600060337	14 011600090219
14 010900010703	14 011600030066	14 011600060345	14 011600090227
14 010900010711	14 011600030074	14 011600060352	14 011600090235
14 010900010729	14 011600030090	14 011600060360	14 011600090243
14 010900010737	14 011600030108	14 011600060378	14 011600090276
14 010900010745	14 011600030116	14 011600060386	14 011600090284
14 010900010752	14 011600030124	14 011600060394	14 011600090292

Housing Opportunities

Appendix D

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
14 010900010760	14 011600030132	14 011600060402	14 011600090300
14 010900010778	14 011600030140	14 011600060410	14 011600090318
14 010900010786	14 011600030157	14 011600060428	14 011600090326
14 010900010794	14 011600030165	14 011600060436	14 011600090334
14 010900010810	14 011600030173	14 011600060444	14 011600090342
14 010900010828	14 011600030181	14 011600060451	14 011600090359
14 010900010836	14 011600030199	14 011600060469	14 011600090367
14 010900010844	14 011600030314	14 011600060477	14 011600090375
14 010900010851	14 011600030322	14 011600060485	14 011600090383
14 010900010869	14 011600030330	14 011600060493	14 011600090391
14 010900010877	14 011600030348	14 011600060501	14 011600090409
14 010900010885	14 011600030355	14 011600060519	14 011600090417
14 010900010893	14 011600030363	14 011600060527	14 011600090425
14 010900010901	14 011600030371	14 011600060535	14 011600090433
14 010900010919	14 011600030389	14 011600060543	14 011600090441
14 010900010927	14 011600030405	14 011600060550	14 011600090458
14 010900010935	14 011600030413	14 011600060576	14 011600090466
14 010900010943	14 011600030421	14 011600060584	14 011600090474
14 010900010950	14 011600030439	14 011600060592	14 011600090482
14 010900010968	14 011600030447	14 011600060600	14 011600090490
14 010900010976	14 011600030454	14 011600060618	14 011600090508
14 010900010984	14 011600030462	14 011600060626	14 011600090516
14 010900010992	14 011600030470	14 011600060634	14 011600090524
14 010900011008	14 011600030488	14 011600060642	14 011600090532
14 010900011016	14 011600030496	14 011600060659	14 011600090540
14 010900011024	14 011600030504	14 011600060667	14 011600090573
14 010900011032	14 011600030512	14 011600060675	14 011600090615
14 010900011040	14 011600030520	14 011600060683	14 011600090623
14 010900011057	14 011600030538	14 011600060691	14 011600090631
14 010900011065	14 011600030561	14 011600060709	14 011600090649
14 010900011073	14 011600030579	14 011600060717	14 011600090656
14 010900011081	14 011600030603	14 011600060725	14 011600090664
14 010900011099	14 011600030611	14 011600060733	14 011600090672
14 010900011107	14 011600030629	14 011600060741	14 011600090680
14 010900011115	14 011600030637	14 011600060758	14 011600090698
14 010900011123	14 011600030645	14 011600060766	14 011600090706

Housing Opportunities

Appendix D

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
14 010900011131	14 011600030652	14 011600060774	14 011600090714
14 010900011149	14 011600030660	14 011600060782	14 011600090722
14 010900011156	14 011600030678	14 011600060790	14 011600090730
14 010900011164	14 011600030686	14 011600060808	14 011600090748
14 010900011172	14 011600030694	14 011600060816	14 011600090755
14 010900011180	14 011600030702	14 011600060824	14 011600090763
14 010900011198	14 011600030710	14 011600070013	14 011600090771
14 010900011206	14 011600030728	14 011600070021	14 011600090789
14 010900011214	14 011600030736	14 011600070039	14 011600090797
14 010900011222	14 011600030744	14 011600070047	14 011600090805
14 010900011248	14 011600030751	14 011600070054	14 011600090813
14 010900011263	14 011600030777	14 011600070062	14 011600090821
14 010900011271	14 011600030785	14 011600070070	14 011600090839
14 010900011289	14 011600030793	14 011600070088	14 011600090896
14 010900011297	14 011600030819	14 011600070096	14 011600090904
14 010900011305	14 011600030827	14 011600070104	14 011600090912
14 010900011313	14 011600030843	14 011600070112	14 011600090920
14 010900011321	14 011600030850	14 011600070120	14 011600090938
14 010900011339	14 011600030868	14 011600070138	14 011600090946
14 010900011347	14 011600030876	14 011600070146	14 011600090953
14 010900011354	14 011600040016	14 011600070153	14 011600090961
14 010900011362	14 011600040024	14 011600070161	14 011600091092
14 010900011370	14 011600040032	14 011600070179	14 011600091100
14 010900011388	14 011600040040	14 011600070187	14 011600091118
14 010900011396	14 011600040057	14 011600070195	14 011600091126
14 010900011404	14 011600040065	14 011600070203	14 011600091134
14 010900011412	14 011600040073	14 011600070211	14 011600091142
14 010900011420	14 011600040081	14 011600070229	14 011600091159
14 010900011438	14 011600040099	14 011600070237	14 011600091167
14 010900011446	14 011600040107	14 011600070245	14 011600091175
14 010900011453	14 011600040115	14 011600070252	14 011600091183
14 010900011461	14 011600040123	14 011600070260	14 011600091191
14 010900011479	14 011600040131	14 011600070278	14 011600091209
14 010900011487	14 011600040149	14 011600070286	14 011600091217
14 010900011495	14 011600040156	14 011600070294	14 011600091225
14 010900011503	14 011600040164	14 011600070302	14 011600091233

Housing Opportunities

Appendix D

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
14 010900011511	14 011600040388	14 011600070310	14 011600091241
14 010900011529	14 011600040396	14 011600070328	14 011600091258
14 010900011537	14 011600040404	14 011600070336	14 011600091266
14 010900011545	14 011600040412	14 011600070344	14 011600091274
14 010900011552	14 011600040420	14 011600070351	14 011600091282
14 010900011560	14 011600040438	14 011600070369	14 011600091290
14 010900011578	14 011600040446	14 011600070377	14 011600091308
14 010900011586	14 011600040453	14 011600070385	14 011600091316
14 010900011594	14 011600040461	14 011600070393	14 011600091324
14 010900011602	14 011600040479	14 011600070401	14 011600091332
14 010900011610	14 011600040487	14 011600070419	14 011600091340
14 010900011628	14 011600040495	14 011600070427	14 011600091357
14 010900011636	14 011600040503	14 011600070435	14 011600091365
14 010900011644	14 011600040511	14 011600070443	14 011600091373
14 010900011651	14 011600040529	14 011600070450	14 011600091381
14 010900011669	14 011600040537	14 011600070468	14 011600091431
14 010900011677	14 011600040545	14 011600070476	14 011600091449
14 010900011685	14 011600040552	14 011600070484	14 011600100273
14 010900011693	14 011600040560	14 011600070492	14 011600100281
14 010900011701	14 011600040578	14 011600070500	14 011600100299
14 010900011792	14 011600040586	14 011600070518	14 011600100307
14 010900011818	14 011600040594	14 011600070526	14 011600100323
14 010900011834	14 011600040602	14 011600070534	14 011600100331
14 010900011859	14 011600040610	14 011600070542	14 011600100349
14 010900011867	14 011600040628	14 011600070559	14 011600100356
14 010900011883	14 011600040636	14 011600070567	14 011600100372
14 010900011891	14 011600040644	14 011600070575	14 011600100380
14 010900011909	14 011600040651	14 011600070583	14 011600100398
14 010900011917	14 011600040669	14 011600070591	14 011600100406
14 010900011925	14 011600040677	14 011600070609	14 011600100448
14 010900011933	14 011600040685	14 011600070617	14 011600100455
14 010900011941	14 011600040693	14 011600070674	14 011600100463
14 010900011958	14 011600040701	14 011600070682	14 011600100489
14 010900011974	14 011600040719	14 011600070690	14 011600100497
14 010900011982	14 011600040727	14 011600070708	14 011600100505
14 010900011990	14 011600040735	14 011600070716	14 011600100547

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Appendix D

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
14 010900012006	14 011600040743	14 011600070724	14 011600100554
14 010900012014	14 011600040750	14 011600070757	14 011600100562
14 010900012022	14 011600040768	14 011600080012	14 011600100570
14 010900012030	14 011600040776	14 011600080020	14 011600100588
14 010900012048	14 011600040818	14 011600080038	14 011600100596
14 010900012055	14 011600040826	14 011600080046	14 011600100604
14 010900012063	14 011600040834	14 011600080053	14 011600100612
14 010900012071	14 011600040842	14 011600080061	14 011600100620
14 010900030024	14 011600040859	14 011600080079	14 011600100638
14 010900030032	14 011600040867	14 011600080087	14 011600100646
14 010900030040	14 011600040875	14 011600080095	14 011600100653
14 010900030057	14 011600040883	14 011600080103	14 011600100679
14 010900030065	14 011600040909	14 011600080111	14 011600100687
14 010900030073	14 011600040917	14 011600080129	14 011600100695
14 010900030081	14 011600040925	14 011600080137	14 011600100703
14 010900030099	14 011600050171	14 011600080145	14 011600100745
14 010900030107	14 011600050189	14 011600080152	14 011600100752
14 010900030115	14 011600050197	14 011600080160	14 011600100760
14 010900030123	14 011600050205	14 011600080178	14 011600100778
14 010900030131	14 011600050213	14 011600080186	14 011600100786
14 010900030149	14 011600050221	14 011600080194	14 011600100794
14 010900030156	14 011600050239	14 011600080202	14 011600100802
14 010900030164	14 011600050247	14 011600080210	14 011600100810
14 010900030172	14 011600050254	14 011600080228	14 011600100828
14 010900030180	14 011600050262	14 011600080236	14 011600100836
14 010900030198	14 011600050270	14 011600080244	14 011600100844
14 010900030206	14 011600050288	14 011600080251	14 011600100851
14 010900030214	14 011600050296	14 011600080269	14 011600100869
14 010900030222	14 011600050304	14 011600080277	14 011600100893
14 010900030230	14 011600050312	14 011600080285	14 011600100901
14 010900030248	14 011600050320	14 011600080293	14 011600100919
14 010900030263	14 011600050684	14 011600080301	14 011600100927
14 010900030271	14 011600050692	14 011600080319	14 011600100935
14 010900030289	14 011600050726	14 011600080327	14 011600100943
14 010900030297	14 011600050734	14 011600080335	14 011600100950
14 010900030305	14 011600050742	14 011600080343	14 011600100968

Parcel ID	Parcel ID	Parcel ID	Parcel ID
14 010900030313	14 011600050759	14 011600080350	14 011600100992
14 010900030321	14 011600050767	14 011600080368	14 011600101008
14 010900030339	14 011600050775	14 011600080376	14 011600101081
14 010900030347	14 011600050783	14 011600080384	14 011600101099
14 010900030354	14 011600050791	14 011600080392	14 011600101107
14 010900030362	14 011600050809	14 011600080400	14 011600101115
14 010900030388	14 011600050817	14 011600080418	14 011600101149
14 010900030396	14 011600050825	14 011600080426	14 011600101156
14 010900030404	14 011600050833	14 011600080434	14 011600101198
14 010900030412	14 011600050841	14 011600080442	14 011600101206
14 010900030420	14 011600050858	14 011600080459	Total: 746
14 010900030438	14 011600050866	14 011600080467	

5. Leasing and Waiting List Information

Community & Program Type	Potential Issues Leasing Units	Potential Changes in Waiting Lists
AH-Owned Communities	Because of the Rental Assistance Demonstration (RAD) Program conversions, AH may strategically postpone lease-up activities of new program admissions to ensure that we are able to house current residents affected by site renovation activities.	<p>AH plans to create a new Waiting List to accommodate RAD PBV families that wish to exercise their Choice Mobility after 12 months of occupancy in good standing at a AH-owned RAD converted community.</p> <p>Because of challenges in locating temporary housing during renovations, AH may consider using its Special Admissions Policy to assist residents that must relocate during RAD conversion activities.</p> <p>AH will explore implementation of its Board-approved Anti-Displacement Preference at one or more AH-owned Communities following RAD conversion activities.</p> <p>AH does not anticipate any other changes to this Waiting List.</p>

Community & Program Type	Potential Issues Leasing Units	Potential Changes in Waiting Lists
RAD PBV Communities	<p>Because of the Rental Assistance Demonstration (RAD) Program conversions, AH will create a new Waiting List to accommodate former public housing unit families that wish to exercise their Choice Mobility after 12 months of occupancy in good standing at a RAD-converted community.</p>	<p>Because over 20percent of AH's voucher pool is impacted by the RAD conversion activities, AH elected to adopt the alternative Choice Mobility option. Under this option, no more than three-quarters (75percent) of its turnover tenant-based vouchers (TBVs) are committed to RAD PBV families. The remaining balance of turnover TBVs go to families on AH's regular HCV Waiting List.</p> <p>Under the alternative Choice Mobility option, AH plans to commit 10% of its turnover TBVs to RAD PBV families. As AH converts more communities, AH will increase the percentage of turnover TBVs designated to house RAD PBV families exercising their Choice Mobility option.</p> <p>AH expects to increase the percentage commitment annually.</p>
MIXED, HomeFlex & HAVEN Communities	<p>The Owners and Management Agents are responsible for all aspects of leasing and occupancy of the assisted units. While it is difficult to project any potential leasing issues, AH will continue to monitor the performance benchmarks through its portfolio management and property - management oversight functions. AH will work with the owners and management agents to address adverse trends.</p>	<p>Waiting Lists are site-based by the respective owners and management agents. Each is responsible for the opening, closing, ongoing maintenance and purging the site-based waiting list pursuant to their business needs and as defined in their management procedures. For waiting lists at HAVEN Communities, AH has begun implementation of a centralized referral process based on Coordinated Entry, a proven national model for successfully transitioning and housing at-risk families. For new projects or existing projects where the owner agrees, AH may implement its Board-approved Anti-Displacement Preference. AH is not able to assess the potential change in the number of families on the waiting list since the owners and management agents may, at any time, decide to open or purge the site-based waiting list.</p>

Community & Program Type	Potential Issues Leasing Units	Potential Changes in Waiting Lists
Housing Choice Tenant-Based Voucher Program	The vacancy rate in AH's jurisdiction in privately owned multifamily properties reports at ≤ 5%. In response to the tight rental market, locally, AH will monitor market conditions and continue to utilize its MTW flexibility to implement innovative leasing strategies to create additional quality housing opportunities for families.	AH does not anticipate any changes to this Waiting List during the fiscal year.

6. Housing Communities – AH-owned

AH's public housing residential communities serve mostly seniors and disabled adults. AH owns 2 communities that serve families. These units fall under Section 9 Annual Contributions Contracts (ACC). The listed communities are candidates for demolition, disposition, subsidy reformulation, and/or other portfolio repositioning activities.

#	Community	Property Type	Type of Assistance	
			PH	HomeFlex
1	Barge Road Highrise	Senior/Disabled	X	
2	Cheshire Bridge Road Highrise	Senior/Disabled	X	
3	Cosby Spear Highrise	Senior/Disabled	X	
4	East Lake Highrise ⁽¹⁾	Senior/Disabled	X	
5	Georgia Avenue Highrise	Senior/Disabled	X	
6	Hightower Manor Highrise	Senior/Disabled	X	
7	Marian Road Highrise	Senior/Disabled	X	
8	Marietta Road Highrise	Senior/Disabled	X	
9	Peachtree Road Highrise	Senior/Disabled	X	

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#	Community	Property Type	Type of Assistance	
			PH	HomeFlex
10	Martin Street Plaza	Family	X	
11	Westminster	Family	X	

⁽¹⁾ Located in DeKalb County.

6. Housing Communities – MIXED Communities

#	Community	Former Public Housing Community	Type of Assistance		
			PH	HomeFlex	LIHTC
1	Ashley Auburn Pointe I	Grady Homes	X	X	X
2	Ashley Auburn Pointe II	Grady Homes	X	X	
3	Ashley CollegeTown I	Harris Homes	X		X
4	Ashley CollegeTown II	Harris Homes	X	X	X
5	Ashley Courts at Cascade I	Kimberly Courts	X	X	X
6	Ashley Courts at Cascade II	Kimberly Courts	X	X	X
7	Ashley Courts at Cascade III	Kimberly Courts	X	X	X
8	Ashley Terrace at West End	Kimberly Courts	X		X
9	Atrium at CollegeTown	Harris Homes	X	X	
10	Capitol Gateway I	Capitol Homes	X	X	X
11	Capitol Gateway II	Capitol Homes	X	X	X
12	Centennial Place I	Techwood/Clark Howell Homes		X	X
13	Centennial Place II	Techwood/Clark Howell Homes		X	X
14	Centennial Place III	Techwood/Clark Howell Homes		X	X

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#	Community	Former Public Housing Community	Type of Assistance		
15	Centennial Place IV	Techwood/Clark Howell Homes		X	X
16	Columbia Commons	East Lake	X	X	X
17	Columbia Creste at West Highlands	Perry Homes	X		X
18	Columbia Estates at West Highlands	Perry Homes	X		X
19	Columbia Grove at West Highlands	Perry Homes	X		X
20	Columbia Heritage	Perry Homes		X	
21	Columbia High Point Senior	Carver Homes		X	
22	Columbia Mechanicsville Apartments	McDaniel Glenn	X	X	X
23	Columbia Park Citi at West Highlands	Perry Homes	X		X
24	Columbia Senior Residences at Mechanicsville	McDaniel Glenn	X	X	X
25	Columbia Village(1)	East Lake	X		X
26	The Gardens at CollegeTown	Harris Homes	X		
27	Juniper and Tenth Highrise (2)	N/A		X	
28	Magnolia Park I	John Eagan Homes	X		X
29	Magnolia Park II	John Eagan Homes	X		X
30	Mechanicsville Crossing	McDaniel Glenn	X	X	
31	Mechanicsville Station	McDaniel Glenn	X	X	
32	Oasis at Scholars Landing	University Homes		X	

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#	Community	Former Public Housing Community	Type of Assistance		
33	Parkside at Mechanicsville	McDaniel Glenn	X	X	X
34	Piedmont Road Highrise (2)	N/A		X	
35	Veranda at Auburn Pointe	Grady Homes	X	X	
36	Veranda at Auburn Pointe II	Grady Homes		X	
37	Veranda at Auburn Pointe III	Grady Homes		X	
38	Veranda at Carver	Carver Homes		X	
39	Veranda at CollegeTown	Harris Homes		X	
40	Veranda at Scholars Landing	University Homes		X	
41	Village at Castleberry Hill I	John Hope Homes		X	X
42	Village at Castleberry Hill II	John Hope Homes	X		X
43	Villages at Carver I	Carver Homes	X		X
44	Villages at Carver II	Carver Homes	X		X
45	Villages at Carver III	Carver Homes	X		X
46	Villages at Carver V	Carver Homes	X		X
47	Villages of East Lake I(1)	East Lake	X		
48	Villages of East Lake II(1)	East Lake	X		

6. Housing Communities – HomeFlex Supportive Housing

Using the flexibility under its MTW Agreement, AH designed "HomeFlex." The program leverages and/or incents development by local Atlanta private real estate developers and Owner Entities to create additional mixed-income developments and supportive housing opportunities. AH contracts with these developers for up to 15 years to provide rental assistance that guarantees the availability of affordable units to low-income families for the life of the agreement. Development funding may consist of conventional debt, HUD funds, and Low Income Housing Tax Credits (LIHTC).

#	Community	Type of Assistance		
		PH	HomeFlex	LIHTC
1	Adamsville Green		X	
2	Arcadia at Parkway Village		X	X
3	Ashton Browns Mill		X	
4	Auburn Glenn		X	X
5	Avalon Park Family		X	X
6	Avalon Park Senior		X	
7	Avalon Ridge Family		X	X
8	Campbell Stone		X	X
9	Columbia at Sylvan Hills		X	X
10	Columbia Colony Senior		X	X
11	Columbia Senior Residences at Blackshear		X	
12	Columbia Senior Residences at Edgewood ⁽¹⁾		X	
13	Columbia South River Gardens		X	X
14	Columbia Senior Residences at MLK		X	
15	Columbia Tower at MLK Village		X	
16	Commons at Imperial Hotel		X	
17	Constitution Avenue Apartments		X	X
18	Crogman School Apartments		X	X
19	Donnelly Courts / First Step Housing		X	

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#	Community	Type of Assistance		
		PH	HomeFlex	LIHTC
20	Gateway at East Point		X	
21	GE Towers		X	X
22	Heritage Green		X	X
23	Heritage Station I		X	X
24	Heritage Station II		X	
25	Highbury Terraces		X	
26	Lakewood Christian Manor		X	X
27	Legacy at Walton Lakes		X	X
28	Lillie R. Campbell House		X	
29	Manor at Scott's Crossing		X	
30	Martin House at Adamsville Place		X	
31	Odyssey Villas		X	
32	O'Hern House		X	
33	Park Commons (Housing for Older Persons)		X	X
34	Park Commons (Housing for Seniors)		X	X
35	Pavilion Place		X	X
36	Peaks at MLK		X	X
37	Phoenix House		X	X
38	Providence at Parkway Village		X	
39	Quest Village III		X	
40	The Renaissance at Park Place South		X	
41	Retreat at Edgewood (1)		X	X
42	Reynoldstown Senior Residences		X	
43	Seven Courts		X	X

#	Community	Type of Assistance		
		PH	HomeFlex	LIHTC
44	Summit Trail ⁽¹⁾		X	
45	Veranda at Groveway		X	
46	Villas of H.O.P.E.		X	
47	Welcome House		X	X
48	Woodbridge at Parkway Village		X	
49	The Remington Apartments		X	
50	Gateway at Capitol View		X	

⁽¹⁾ Located in DeKalb County.

6. Housing Communities – Facilities, Land, Affiliate-owned Properties

The listed properties are candidates for demolition and/or disposition or will be used to expand AH's real estate portfolio, provide affordable and/or mixed-income, mixed-use housing opportunities, and support local revitalization initiatives to stabilize local neighborhoods. Detailed information on these parcels is located at www.fultonassessor.org under the property search function.

NOTE: For the listing and description of any planned land swap and disposition transactions or other actions, refer to the HUD-approved Revitalization Plan and Section II. FY 2020 Priorities.

Parcel ID	Parcel ID	Parcel ID	Parcel ID
14-0117-0003-055-2	14-0075-0001-205-5	14-0006-LL-065-9	14-0050-LL-024-1
14-0117-0003-017-2	14-0075-0001-206-3	17-0190-LL-040-1	14-0053-0001-107-9
15-180-02-025	14-0075-0001-218-8	14-0117-0006-094-8	14-0053-LL-006-5
14-0072-0006-094-1	14-0075-0001-207-1	14-0117-0006-103-7	14-0085-0013-083-0
15-210-03-174	14-0075-0001-219-6	14-0117-0003-043-8	14-0085-0013-113-5
15-210-03-175	14-0116-0010-082-8	14-0117-0003-044-6	14-0076-0007-118-3
15-210-03-177	14-0116-0010-083-6	14-0117-0003-045-3	17-0190-LL-035-1
15-210-03-178	14-0116-0010-084-4	14-0117-0003-046-1	14-0033-0001-054-8
15-210-03-179	14-0116-0010-058-8	14-0079-0006-017-5	14-0072-0002-010-1
15-210-03-180	14-0116-0010-059-6	14-0079-0001-021-2	14-0072-0002-033-3
17-0225-LL-103-6	14-0116-0010-081-0	17-0227-LL-153-9	14-0117-0003-019-8
14-0072-0002-032-5	14-0116-0010-060-4	17-0227-LL-154-7	14-0117-0003-067-7
14-0116-0003-078-5	14-0116-0010-080-2	17-0227-LL-155-4	14-0117-0003-068-5
14-0046-0010-140-9	14-0116-0010-061-2	17-0227-LL-156-2	14-0117-0003-069-3

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
14-0046-0010-141-7	14-0116-0010-079-4	17-0227-LL-157-0	14-0110-0005-089-6
14-0046-0010-197-9	14-0116-0010-078-6	17-0227-LL-158-8	14-0110-0005-021-9
14-0117-0002-037-1	14-0116-0010-077-8	14-0110-0007-058-9	14-0110-0005-022-7
14-0117-0002-038-9	14-0116-0010-076-0	14-0110-0009-003-3	14-0110-0004-059-0
14-0117-0002-039-7	14-0116-0010-075-2	14-0110-0009-002-5	14-0110-0004-060-8
14-0117-0002-040-5	14-0116-0010-074-5	14-0110-0007-056-3	14-0110-0004-048-3
14-0117-0002-095-9	14-0116-0010-109-9	17-0048-LL-035-5	14-0110-0004-056-6
17-0267-LL-083-9	14-0085-LL-019-0	17-0244-0001-029-8	14-0110-0004-057-4
14-0252-LL-064-3	14-0085-LL-020-8	14-0053-0002-003-9	14-0110-0004-015-2
14-0047-0001-093-0	14-0085-LL-021-6	14-0053-0002-067-4	14-0110-0004-016-0
14-0110-0004-034-3	14-0054-0003-075-5	14-0053-0001-101-2	14-0110-0004-018-6
14-0110-0007-007-6	14-0054-0002-082-2	14-0205-0001-076-3	17-0227-LL-121-6
14-0110-0004-036-8	14-0054-0002-083-0	14-0085-LL-006-7	17-0227-LL-122-4
14-0110-0007-006-8	14-0085-0013-101-0	14-0085-LL-028-1	17-0227-LL-123-2
14-0110-0007-004-3	14-0075-0001-211-3	14-0085-LL-029-9	17-0227-LL-124-0
14-0042-0004-080-9	14-0075-0001-210-5	14-0085-LL-030-7	17-0227-LL-125-7
14-0051-0009-159-4	14-0075-0001-209-7	14-0085-LL-031-5	17-0227-LL-126-5
14-0051-0009-160-2	14-0075-0001-208-9	14-0108-LL-002-9	17-0227-LL-127-3
17-0227-LL-146-3	14-0075-0001-204-8	14-0086-0002-081-6	17-0227-LL-128-1
17-0227-LL-147-1	14-0075-0001-203-0	14-0008-LL-016-0	17-0227-LL-140-6
17-0227-LL-148-9	14-0075-0001-201-4	14-0008-LL-022-8	17-0227-LL-141-4
17-0227-LL-149-7	14-0075-0001-202-2	14-0072-LL-043-5	17-0227-LL-142-2
17-0227-LL-150-5	14-0075-0001-200-6	15-180-02-018	17-0227-LL-143-0
17-0227-LL-151-3	14-0085-0013-102-8	14-0044-0001-109-7	17-0227-LL-144-8
17-0227-LL-152-1	15-180-03-019	14-0052-0008-040-6	17-0227-LL-145-5
14-0110-0009-017-3	15-180-01-008	14-0053-0002-066-6	14-0079-0003-075-6
14-0110-0009-019-9	14-0026-0001-073-7	14-0052-0008-034-9	17-0106-0009-118-8
14-0110-0009-018-1	14-0026-0001-067-9	14-0053-0002-001-3	14-0026-0005-026-1
14-0079-0006-003-5	17-0227-LL-166-1	14-0044-0001-016-4	14-0026-0005-027-9
14-0079-0011-059-0	17-0227-LL-167-9	14-0044-0001-108-9	14-0026-LL-051-5
17-0005-LL-144-6	17-0227-LL-168-7	14-0044-0001-101-4	14-0110-0005-006-0
17-0227-LL-018-4	17-0227-LL-169-5	14-0044-0001-099-0	14-0110-0004-053-3
14-0041-0002-035-6	17-0227-LL-170-3	14-0044-0001-022-2	14-0110-0004-054-1
14-0041-0002-052-1	17-0227-LL-171-1	15-180-01-005	14-0110-0004-064-0
14-0041-0002-029-9	17-0227-LL-172-9	14-0079-0002-024-5	14-0110-0004-061-6
14-0041-0002-051-3	17-0227-LL-173-7	14-0008-LL-015-2	14-0110-0004-062-4

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
14-0041-0002-030-7	17-0227-LL-174-5	14-0072-LL-044-3	14-0007-0005-025-6
14-0041-0002-050-5	17-0227-LL-175-2	14-0072-LL-045-0	14-0084-0005-090-6
14-0041-0002-031-5	17-0227-LL-176-0	14-0072-LL-046-8	14-0084-0005-091-4
14-0041-0002-049-7	17-0227-LL-177-8	14-0072-LL-047-6	14-0084-0005-051-8
14-0041-0002-032-3	14-0054-0009-089-0	14-0072-LL-048-4	14-0084-0005-050-0
14-0041-0002-033-1	14-0082-0006-002-2	14-0072-LL-049-2	14-0084-0005-049-2
14-0041-0002-034-9	14-0108-LL-025-0	14-0072-LL-050-0	14-0084-0005-048-4
14-0041-0002-048-9	14-0108-LL-023-5	14-0072-LL-051-8	14-0084-0005-095-5
14-0041-0002-047-1	14-0085-0009-083-6	14-0072-LL-023-7	14-0084-0005-096-3
14-0041-0002-036-4	17-0226-LL-019-3	14-0072-0006-089-1	14-0084-0005-046-8
14-0041-0002-046-3	17-0224-0003-214-8	14-0072-0006-095-8	14-0084-0005-044-3
14-0041-0002-037-2	14-0007-0013-019-9	14-0047-0001-001-3	14-0084-0005-034-4
14-0041-0002-038-0	14-0055-0006-065-2	14-0047-0001-092-2	14-0117-0005-061-8
14-0041-0002-045-5	14-0042-0007-004-6	14-0047-LL-001-5	14-0116-0010-027-3
14-0041-0002-039-8	14-0045-LL-480-3	14-0081-0001-112-5	14-0116-0010-093-5
14-0041-0002-044-8	14-0045-LL-481-1	17-0149-0008-125-3	14-0116-0010-096-8
14-0041-0002-040-6	14-0045-LL-482-9	14-0044-0001-024-8	14-0116-0010-099-2
14-0041-0002-043-0	14-0046-0010-204-3	14-0044-0001-023-0	14-0116-0010-114-9
14-0041-0002-041-4	14-0045-0001-058-5	14-0108-0003-050-4	14-0117-0002-003-3
14-0041-0002-042-2	14-0045-0001-059-3	14-0109-LL-032-5	14-0117-0002-007-4
14-0085-0013-115-0	14-0045-LL-474-6	14-0110-LL-001-7	14-0117-0002-008-2
14-0085-0013-088-9	14-0045-LL-475-3	14-0110-LL-003-3	14-0117-0002-014-0
14-0085-0013-085-5	14-0045-0006-036-6	17-0111-0005-066-6	14-0117-0002-104-9
14-0085-0013-084-8	17-0251-LL-007-6	17-0227-LL-073-9	14-0117-0003-008-1
14-0117-0003-061-0	14-0085-LL-007-5	17-0227-LL-077-0	14-0117-0003-010-7
14-0081-0001-110-9	14-0085-LL-013-3	17-0227-LL-011-9	14-0117-0003-009-9
14-0081-0004-107-2	14-0079-0006-018-3	17-0227-LL-026-7	14-0116-0010-089-3
14-0041-0002-057-0	14-0079-0006-019-1	17-0227-LL-065-4	14-0116-0010-090-1
14-0041-0002-053-9	14-0079-0006-020-9	17-0228-LL-022-5	14-0117-0003-007-3
14-0041-0002-060-4	14-0079-0006-021-7	14-0050-LL-021-7	14-0116-0010-091-9
14-0041-0002-054-7	14-0079-0006-022-5	17-0055-0002-018-8	14-0117-0003-064-4
14-0041-0002-059-6	14-0079-0006-023-3	17-0098-LL-062-8	14-0116-0010-092-7
14-0041-0002-055-4	14-0085-0013-095-4	14-0079-0002-010-4	14-0117-0003-004-0
14-0041-0002-058-8	14-0085-0013-096-2	14-0079-0002-011-2	14-0117-0003-003-2
14-0041-0002-056-2	14-0085-0013-100-2	14-0079-0002-012-0	14-0116-0010-094-3
14-0045-0006-037-4	14-0085-0013-092-1	14-0079-0002-013-8	14-0117-0003-002-4

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Parcel ID	Parcel ID	Parcel ID	Parcel ID
15-210-04-123	14-0085-0013-094-7	14-0079-0002-014-6	14-0116-0010-095-0
14-0075-0008-075-5	14-0085-0013-097-0	14F-0026-LL-028-7	14-0116-0010-108-1
17-0227-LL-003-6	14-0085-0013-098-8	14-0072-LL-033-6	14-0116-0010-100-8
17-0224-0003-216-3	14-0085-0013-099-6	14-0072-LL-034-4	14-0116-0010-030-7
17-0227-LL-075-4	17-0259-LL-163-9	14-0072-LL-035-1	14-0116-0010-029-9
15-180-03-023	14-0082-0006-008-9	14-0072-LL-036-9	14-0116-0010-028-1
15-180-02-016	14-0082-0006-009-7	14-0072-LL-038-5	14-0117-0002-016-5
15-180-03-025	14-0082-0006-011-3	14-0072-LL-040-1	14-0117-0002-015-7
15-180-03-020	14-0051-0009-151-1	14-0072-LL-041-9	14-0117-0002-013-2
14-0109-0005-076-6	17-0225-LL-038-4	14-0072-LL-042-7	14-0117-0002-012-4
14-0109-0005-075-8	17-0225-LL-040-0	14-0072-LL-058-3	14-0117-0002-011-6
14-0041-LL-011-0	17-0225-LL-025-1	14-0075-0001-227-9	14-0117-0002-010-8
14-0041-LL-013-6	17-0225-LL-012-9	14-0075-0001-226-1	14-0117-0002-009-0
14-0042-0007-002-0	14-0027-LL-134-8	14-0075-0001-225-3	14-0117-0002-006-6
14-0041-LL-010-2	14-0028-LL-061-2	14-0075-0001-224-6	14-0117-0002-005-8
14-0041-LL-012-8	14-0116-0010-085-1	14-0072-0002-031-7	14-0117-0002-004-1
14-0109-0005-083-2	14-0117-0003-013-1	14-0072-LL-057-8	14-0117-0002-002-5
14-0084-0005-041-9	14-0110-0007-015-9	14-0072-0002-023-4	14-0117-0002-001-7
14-0084-0005-043-5	14-0116-0010-086-9	14-0072-0002-007-7	14-0085-0013-079-8
14-0109-0005-062-6	14-0116-0010-119-8	14-0072-0002-008-5	14-0085-0013-081-4
14-0109-0005-073-3	14-0117-0003-054-5	14-0072-0002-012-7	14-0085-0013-082-2
14-0109-LL-013-5	14-0117-0003-057-8	17-0227-LL-159-6	14-0085-0013-105-1
14-0109-LL-033-3	14F-0029-LL-039-1	17-0227-LL-160-4	14-0085-0013-107-7
14-0055-0004-166-0	14F-0029-LL-040-9	17-0227-LL-161-2	14-0085-0013-110-1
14-0081-0004-104-9	14F-0029-LL-038-3	17-0227-LL-162-0	14-0085-0013-108-5
14-0081-0004-105-6	14F-0029-LL-041-7	17-0227-LL-163-8	14-0085-0013-114-3
14-0075-0001-212-1	14F-0029-LL-029-2	17-0227-LL-164-6	14-0085-0013-119-2
14-0075-0001-213-9	15-180-01-006	17-0227-LL-165-3	14-0045-0001-029-6
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14-0075-0001-215-4	14-0108-0007-049-2	14-0075-0001-222-0	14-0053-0001-106-1
14-0075-0001-216-2	14-0005-0002-066-5	14-0075-0001-221-2	14-0053-0001-103-8
14-0075-0001-217-0	14-0047-0004-099-4	14-0075-0001-220-4	Total: 471

7. Occupancy Rate

AH challenges staff and partners to improve the occupancy rate each fiscal year: “The ratio of occupied public housing units to available units as of the last day of the fiscal year shall be greater than or equal to the target benchmark.” The table below highlights the agency’s performance. Individual property details is available by request.

Details of this metric are available in AH’s 2018 Annual MTW Report online at www.atlantahousing.org.

Program / Community Type	AH MTW Target	Actual Occupancy Rate (as a %)	Difference
AH-Owned Communities (average)	98%	99.8%	1.8%
MIXED Communities (average)	98%	96.9%	-1.1%
Combined Occupancy Rate (average)	98%	98.4%	0.3%

Management Notes: Overall, AH had a **combined occupancy rate of 98.5 percent** for public housing assisted units in AH-Owned Communities and MIXED Communities. This was despite a shortfall in benchmark performance in some of the MIXED Communities (see difference column above). AH attributes shortfalls to multiple factors, such as rounding, vacancy at communities with a low number of assisted units, and timing of report, where multiple units vacated around the same time, among other explainable factors. Additionally, unique situations may factor into the occupancy rate. Such factors include extraordinary repairs, age of the waiting list, property staff turnover, the timing of leasing units /reporting deadline, and unit conversion under the RAD Program. In some of the cases listed above, AH approved the suspension of leasing activities to ensure available housing for existing families impacted by listed activities

Each of the MIXED Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance. Performance examples include, periodic inspections, audits, business process reviews, reviewing monthly and quarterly reports, site visits and consulting with management agent and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and occupancy tracking.

Property managers will continue to utilize proactive management of the waiting list to ensure a pool of ready, eligible applicants for vacant units, as available. AH’s portfolio management staff will continue to monitor occupancy and other areas in collaboration with its MIXED Communities partners to maintain and/or improve performance levels.

7. Percent of Rents Uncollected

AH challenges staff and partners to improve the rent collection percentage each fiscal year: “Gross tenant rents receivable through the last day of the fiscal year divided by the total amount of tenant rents billed during the FY shall be less than or equal to the target benchmark”.

Details of this metric are available in AH’s 2018 Annual MTW Report online at www.atlantahousing.org.

Program / Community Type	AH MTW Target	Actual Rents Uncollected (as a %)	Difference
AH-Owned Communities (average)	≤2%	0.4%	-1.6%
MIXED Communities (average)	≤2%	3.7%	1.7%
Combined Uncollected Rent (average)	≤2%	2.1%	0.1%

Management Notes: Overall, **AH had a combined uncollected rent rate of 2.1 percent** for public housing-assisted units. Attributing factors at MIXED Communities that fall below the target are issues related to the impact of the economic downturn on resident households. Additionally, the adverse effects of a depressed economy and prevailing unemployment contribute to the volatility of rent collections especially for families that experienced layoffs or reduced hours. Other cases include households in the process of program termination; especially where past due rent is concerned. These program terminations last several months, affect the rent collection numbers and in some cases, households are court-ordered not to pay rent.

Each of the MIXED Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance. Performance examples include, periodic inspections, audits, business process reviews, reviewing monthly and quarterly reports, site visits and consulting with management agent and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and rent collection.

Property managers will continue to utilize industry best rent collection practices proactively. AH’s portfolio management staff will continue to monitor rent collection and other areas in collaboration with its MIXED Communities partners to maintain and/or improve rent collection levels.

7. Emergency Work Orders Abated or Completed ≤ 24 Hours

AH challenges staff and partners to improve the response rate of Emergency Work Orders each fiscal year: “The percentage of emergency work orders that are completed or abated within 24 hours of issuance of the work order shall be greater than or equal to the target benchmark. (Abated is defined as “emergency resolved through temporary measure, and a work order for long term resolution has been issued.”)”.

Details of this metric are available in AH’s 2018 Annual MTW Report online at www.atlantahousing.org.

Program / Community Type	AH MTW Target	Actual Emergency WOs Completed in ≤24 hrs (as a %)	Difference
AH-Owned Communities (average)	99%	100%	1.0%
MIXED Communities (average)	99%	96.4%	-2.6%
Combined Work Orders (average)	99%	98.2%	-0.8%

Management Notes: Overall, completion of Emergency Work Orders **fell below the benchmark with 98.2 percent** of the works orders as completed or abated within 24 hours.

Each of the MIXED Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity’s professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance. Performance examples include, periodic inspections, audits, business process reviews, reviewing monthly and quarterly reports, site visits and consulting with management agent and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and work orders.

Property managers will continue to utilize industry best practices. AH’s portfolio management staff will continue to monitor work orders and other areas in collaboration with its MIXED Communities partners to maintain and/or improve work order response levels.

7. Planned Inspections

Details of this metric are available in AH's 2018 Annual MTW Report online at www.atlantahousing.org.

Each AH-Owned Community and the Owner Entity of the MIXED Communities, through their respective property management agents, are required to inspect 10 percent of the public housing-assisted units at each property monthly. At year-end, each site's agent is required to certify inspection of 100 percent of all units, buildings, and common areas and maintain work orders that show addressed deficiencies.

Each of the MIXED Communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and is managed by the owner entity's professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance. Performance examples include, periodic inspections, audits, business process reviews, reviewing monthly and quarterly reports, site visits and consulting with management agent and owner representatives at regularly scheduled meetings with respect to management and maintenance performance, financial oversight and rent collection.

Property managers will continue to utilize industry best rent collection practices proactively. AH's portfolio management staff will continue to monitor rent collection and other areas in collaboration with its MIXED Communities partners to maintain and/or improve rent collection levels.

Details of this metric are available in AH's 2018 Annual MTW Report online at www.atlantahousing.org.

Program / Community Type	AH MTW Target	Actual Inspections Completed (as a %)	Difference
AH-Owned Communities (average)	100%	100%	0.0%
MIXED Communities (average)	100%	100%	0.0%
Combined Inspections (average)	100%	100%	0.0%

7. Inspections Strategy

AH Reviews of MIXED Communities: AH has worked to streamline and enhance the compliance review process by utilizing audits, inspections and compliance reviews conducted by other agencies and compliance contractors. AH conducts the following reviews for the MIXED Communities:

(1) **Business Process Reviews:** An annual Business Process Review is conducted at all mixed-income communities. The Business Process Review includes a review of the property operations as well as a physical review of sample resident files. The purpose of the annual review is to confirm that site-based administration activities are in compliance with AH policies, federal requirements and various legal agreements defining the obligations of the owner entities and professional property management companies with respect to the maintenance of the site-based waiting list, operations, enforcement of AH's Work Requirement, rent determination, and accessibility. Through Business Process Reviews, AH's asset management has been able to strengthen AH's internal controls and external oversight of owner entity and property management performance related to maintenance of the site-based waiting list, operations, physical conditions of the portfolio, enforcement of AH's Work Requirement, rent determination, and accessibility.

(2) **Financial:** AH also reviews the audited financial statements of the MIXED Communities, identifying any trends that may affect the long-term financial viability and sustainability of the underlying asset. When there are ongoing concerns, impairments, audit findings or material adverse changes that may impact the ability to meet current or future obligations, AH works with the Owner to ensure the deficiencies are resolved and develop a corrective action plan, as necessary.

AH Reviews of AH-Owned Communities

Through its quality assurance program, AH is focused on maintaining quality living environments throughout the AH -Owned real estate portfolio. AH provides an integrated assessment of the status of each property and works closely with its Property Management-Developer Company (PMD) partners to identify and proactively address issues at the properties.

The emphases and outcomes of each element of the quality assurance program are as follows:

(1) **Uniform Physical Conditions Standards (UPCS):** AH conducts UPCS quality assurance inspections annually at each property. A minimum of 5 percent of the units, all common areas, and all building systems are inspected. The inspections result in a reduction of systemic maintenance issues and an overall improvement in the physical condition of the communities.

(2) **Elevator:** AH's elevator consultant continues to provide an annual audit for each elevator at the high-rise communities, as well as to coordinate with the PMDs on equipment modernization and ongoing routine maintenance. Improved equipment maintenance has led to improved operational up-time as well as a significant decrease in resident complaints concerning elevators.

(3) **Rental Integrity Monitoring (RIM):** The RIM review, conducted annually at each property, focuses on procedures related to the complete occupancy life-cycle from the application to termination. The findings from RIM help in the design of staff training, which has, in turn, reduced the amount of errors identified.

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

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

(6) **Community Safety/Risk:** This inspection of requirements for property administrative, technical, and physical security systems enables the PMDs to identify and mitigate safety issues at the communities. This inspection, conducted annually at each property, also includes items in accordance with AH's Risk/Safety program (inspections, analysis, etc.), which complies with the Insurer's Work Plan instituted by our liability insurance company. AH insurance premiums have been reduced as a result of AH's Risk/Safety program.

(7) **Accessibility:** Accessibility inspections are conducted at each property annually to ensure each community's compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AH's related policies and procedures. These inspections enable AH to have early detection and resolution of accessibility issues, identify process improvements, and identify topics for staff training.

8. Security

Crime and safety are important to everyone, from villages to large mega cities across the globe. This concern is no different in Atlanta and no different at Atlanta Housing (AH). AH continues to address crime and safety in its communities through collaborative strategies with its private development partners, Property -Management Developers (PMDs), local law enforcement, and residents.

AH continues to pursue and employ aggressive strategies to combat crime and increase safety:

- (1) Dedication of over \$1.3 million during FY 2018 at the AH-owned Communities to
 - a) provide security presence via concierge and staff within the properties, and
 - b) provide video surveillance and a community security channel.
- (2) Collaboration with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AH-Owned Communities and AH's MIXED Communities
- (3) Continued utilization of enhanced criminal screening standards and processes and strict lease enforcement, and
- (4) Completion of necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.



APPENDIX E

PLANNED RAD CONVERSIONS

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The United States Department of Housing and Urban Development (HUD) designed the Rental Assistance Demonstration (RAD) Program to assist Public Housing Agencies/Authorities (PHAs), like AH, to address public housing capital needs. PHAs submit an application to HUD to convert its public housing units to long-term Section 8 project-based assistance. HUD can approve or deny all of the units or portions thereof. Once PHAs convert their public housing stock to Section 8 assistance, PHAs have access to private sources of capital to repair and preserve AH's affordable housing assets that they could not access as a conventional PHA.

Consequently, the conversion reduces AH's capital funds by the pro rata share of public housing units converted. Additionally, under the RAD Program, AH's development partner at converted sites may borrow funds to address the capital needs at the property. Meanwhile, AH may contribute MTW Funds and/or Replacement Housing Factor (RHF) funds towards RAD conversion costs.

AH submitted a RAD Portfolio Application for its public housing developments (AH-owned) and its MIXED Communities (AH-sponsored) that include public housing units. AH received Commitments to enter into Housing Assistance Payment (CHAPs) contracts with HUD. AH continues to move forward with its RAD vision and plans to submit RAD applications to convert the remaining public housing units in its rental-housing portfolio. By way of included tables below, AH identifies AH-owned and AH-sponsored communities and RAD information for each site.

AH anticipates that AH-owned properties listed below will move forward with RAD closings in FY 2020. AH elected to convert its public housing-assisted units to Project Based Vouchers (PBV), under the RAD guidelines in PIH Notice 2012-32, (HA) REV-3 and/or successor Notices, as may be applicable to AH's Amended and Restated MTW Agreement and any successor MTW agreement. Upon conversion of public housing units to PBV assisted units, AH will adopt the PBV resident rights, participation, waiting list and grievance procedures for the RAD developments, unless otherwise waived by HUD.

In accordance with Section 1.6, Attachment 1B of PIH Notice 2012-32, REV-3, AH will implement the alternative Choice Mobility option for RAD PBV families that express written desire to exercise their Choice Mobility after 12-months of tenancy in good standing. Initially, AH will commit a small percentage (up to 10 percent) of turnover Tenant-Based Vouchers (TBVs) to RAD PBV families until more public housing units undergo the conversion process. As AH converts more units, AH will incrementally increase its commitment of turnover vouchers (no more than three-quarters (75 percent) to RAD PBV families. Meanwhile, AH will designate the remaining balance of turnover vouchers to the regular HCV Wait List families, which exceeds 26,000 families.

AH has debt under an Energy Performance Contract. Working with Johnson Controls Inc. and Bank of America, N.A., AH plans to use MTW funds to pay off the outstanding debt for each AH-owned community when each property converts. This action does not have a direct impact on HUD operating funding to AH since at RAD conversion, the public housing operating subsidy transfers to an equal amount of Housing Choice funding for the converted properties.

As an MTW agency, AH may use its MTW Funds to supplement contract rents for the RAD developments. AH will research all options. AH does not anticipate any reductions in services due to RAD.

Rental Assistance Demonstration (RAD)

Appendix E

E – 2

AH received a full portfolio award to convert its public housing units to Section 8 Project-Based Voucher (PBV) assisted units under the RAD Program. The table below, ordered by PIC ID, shows the planned conversions for FY 2020:

PIC ID	Site Name	Pre-RAD Housing*	Bedroom Sizes						Pre-RAD Unit Count	Post-RAD Unit Count	Unit Change + / -	Post-RAD Housing	Assistance Transfer (Y/N)	Capital Fund Allocation**
			0	1	2	3	4	5						
GA 006000890	Columbia Estates	MI Family			36	14			50	50	No Change	Same as Pre-RAD	No	\$ 70,756
GA 006000920	Columbia Commons	MI Family			36	12			48	48	No Change	Same as Pre-RAD	No	\$ 65,134
GA 006000950	Columbia Creste	MI Family		16	30	15			61	61	No Change	Same as Pre-RAD	No	\$ 78,560
GA 006000960	Columbia Grove	MI Family		6	33	17			56	56	No Change	Same as Pre-RAD	No	\$ 75,123
GA 006001000	Columbia Mechanicsville	MI Family		8	35	19			62	62	No Change	Same as Pre-RAD	No	\$ 83,395
GA 006001050	Mechanicsville Crossing	MI Family		7	41	20			68	68	No Change	Same as Pre-RAD	No	\$ 92,159
GA 006001060	Mechanicsville Station	MI Family		7	38	18			63	63	No Change	Same as Pre-RAD	No	\$ 85,057
GA 006001100	Parkside @ Mechanicsville	MI Family		7	23	17			47	47	No Change	Same as Pre-RAD	No	\$ 62,353
RAD Conversion Totals:		8	0	51	272	132	0	0	455	455	No Change	Same as Pre-RAD	\$ -	\$ 612,537

*NE = Near Elderly; E = Elderly; None/D = Non-Elderly, Disabled

**Allocation projection is unaudited

Meanwhile, the table below consolidates planned conversions by portfolio category for simplicity:

PIC ID	Number of Sites	Pre-Rad Housing*	Bedroom Sizes						Pre-Rad Unit Count	Post-Rad Unit Count	Unit Change + / -	Post-Rad Housing	Assistance Transfer (Y/N)	Capital Fund Allocation
			0	1	2	3	4	5						
AH-owned	11	Assorted	254	1,236	47	20	29	0	1,586	1,586	No Change	Same as Pre-RAD	\$ -	\$ 3,414,330
MIXED Communities*	33	Assorted	0	524	1,027	528	73	18	2,170	2,170	No Change	Same as Pre-RAD	\$ -	\$ 2,816,312
Grand Total	44	Assorted	254	1,760	1,074	548	102	18	3,756	3,756	No Change	Same as Pre-RAD	\$ -	\$ 6,230,642

*Specific sites are available by request at AH's Central Offices



APPENDIX F

FINANCIAL ANALYSIS

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Plan Appendices Change Highlight:

Atlanta Housing (AH) desires to meet its binding requirements, even self-imposed requirements. However, when the activity becomes cumbersome and/or obsolete it is time to reevaluate the practice. In past years, AH included its Comprehensive Financial Budget as an appendix item to its Annual Moving-to-Work (MTW) Plan. Since that time, AH committed to publishing documents online, which reduces its paper use and minimizes duplicative information postings and confusion.

Because of these commitments and for purposes of complying with the substantive information reporting requirements of the Paperwork Reduction Act, AH refers interested parties to review AH's Comprehensive Financial Budget on its website: <https://www.atlantahousing.org/news/>.

Meanwhile, you may direct specific questions regarding AH's Comprehensive Financial Budget to Mr. Ken Sadeckas, Vice-President, Financial Planning and Analytics, at ken.sadeckas@atlantahousing.org.

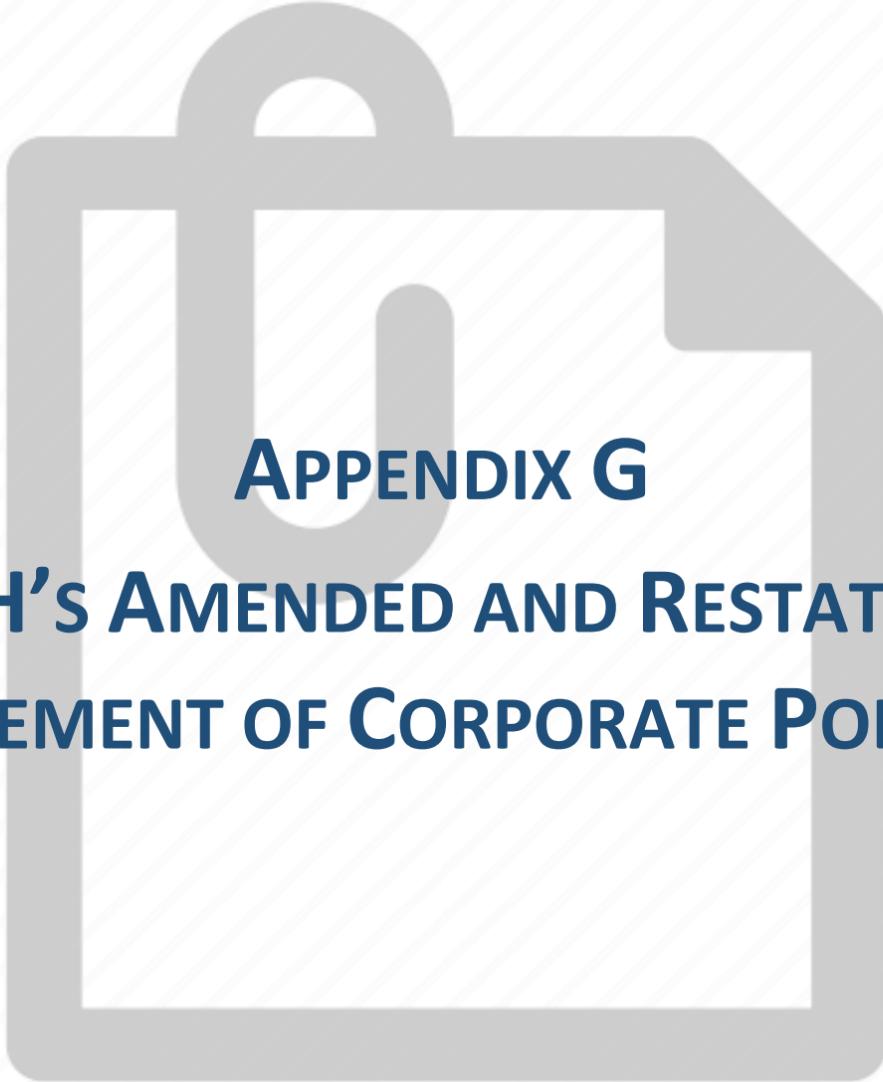
Meanwhile, AH continues to provide its Statement of Revenues, Expenses, and Changes in Net Position.

The Housing Authority of the City of Atlanta, Georgia

STATEMENTS OF REVENUES, EXPENSES AND**CHANGES IN NET POSITION**

Year ended June 30, 2018

OPERATING REVENUES	2018
MTW Single Fund used for operating expenses	\$ 234,207,383
Tenant dwelling revenues	5,364,571
Development and other grants used for operating expenses	2,975,063
Contributions from National Housing Compliance	1,132,909
Other operating revenues	3,173,805
Total operating revenues	246,853,731
OPERATING EXPENSES	
Housing assistance and operating subsidy payments	144,374,146
Administration, including direct operating divisions	44,933,456
Utilities, maintenance and protective services	9,929,308
Resident and participant services	3,253,123
Revitalization, demolition and remediation	3,646,297
General expenses	2,388,563
Depreciation and amortization	7,189,426
Total operating expenses	215,714,319
NET OPERATING INCOME (LOSS)	31,139,412
NON-OPERATING REVENUES (EXPENSES)	
Interest income on development and other loans	491,925
Interest income on investments	640,270
Gain / (Loss) on sale of assets	(8,895)
Valuation allowance increase	(6,502,265)
Interest expense on EPC capital lease	(315,422)
Total non-operating revenues (expenses)	(5,694,387)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	25,445,025
CAPITAL CONTRIBUTIONS	
MTW Single Fund used for modernization and development capital expenditures and loans	39,427,069
Development grants used for development capital expenditures and loans	—
Total capital contributions	39,427,069
INCREASE (DECREASE) IN NET POSITION	64,872,094
NET POSITION — beginning of year	396,225,199
NET POSITION — end of year	\$ 461,097,293



APPENDIX G

**AH'S AMENDED AND RESTATED
STATEMENT OF CORPORATE POLICIES**

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Plan Appendices Change Highlight:

Atlanta Housing (AH) desires to meet its binding requirements, even self-imposed requirements. However, when the activity becomes cumbersome and/or obsolete it is time to reevaluate the practice. In past years, AH included its Statement of Corporate Policies (SCPs) as part of its Annual Moving-to-Work (MTW) Plan. Since that time, AH committed to publishing documents online, which reduces its paper use and minimizes duplicative information postings and confusion.

Because of these commitments and for purposes of complying with the substantive information reporting requirements of the Paperwork Reduction Act, AH refers interested parties to review AH's Statement of Corporate Policies on its website: <https://www.atlantahousing.org/news/>.

Meanwhile, you may direct specific questions regarding AH's Statement of Corporate Policies (SCPs) to Mr. Lenny Koltochnik, Policy Research Director, at lenny.koltochnik@atlantahousing.org.



Amended and Restated Statement of Corporate Policies

Adopted by the Board of Commissioners

March 27, 2019

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The Housing Authority of the City of Atlanta, Georgia

Amended and Restated Statement of Corporate Policies

PREAMBLE

The *Amended and Restated Statement of Corporate Policies* (Statement of Corporate Policies) is the controlling policy document governing the rental assistance programs administered by The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing” or “AH”). The Statement of Corporate Policies captures the Moving to Work Demonstration policy innovations in effect for the MIXED Communities (formerly *AH-Sponsored Mixed-Income, Mixed-Finance Residential Communities*), AH-Owned Residential Communities, Housing Choice Tenant-Based Program, HomeFlex (formerly *Project Based Rental Assistance*), and Supportive Housing (collectively “Rental Assistance Programs”). Finally, the Statement of Corporate Policies is organized around Atlanta Housing’s guiding principles and its corporate vision, *Healthy Mixed-Income Communities; Healthy Self-Sufficient Families*.

The Statement of Corporate Policies is organized into the following chapters:

Chapter 1: General Policy Requirements for Rental Assistance Programs

Chapter 2: AH-Assisted Unit Policies

Chapter 3: Housing Choice Tenant-Based Program Policies

Chapter 4: Supportive Housing Policies

Administrative processes, operating procedures, protocols, and management practices for any policy, initiative, or approach shall be developed pursuant to this Statement of Corporate Policies and are subject to Atlanta Housing’s prior review and approval. Such approval may be amended and/or withdrawn from time-to-time at the discretion of Atlanta Housing.

The President and Chief Executive Officer of Atlanta Housing, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Statement of Corporate Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Statement of Corporate Policies does not substantially change the original intent of any policy. Significant changes to major policy provisions in this Statement of Corporate Policies must be approved by the Board of Commissioners.

This Statement of Corporate Policies adopted by the AH Board of Commissioners on **March 27, 2019** supersedes the *Amended and Restated Statement of Corporate Policies* adopted on March 27, 2018.

**AMENDED AND RESTATED STATEMENT OF CORPORATE POLICIES
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CHAPTER 4 – SUPPORTIVE HOUSING POLICIES

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CHAPTER 1

GENERAL POLICY REQUIREMENTS FOR RENTAL ASSISTANCE PROGRAMS

ARTICLE ONE. OBJECTIVE

1. This Chapter 1 sets forth the general requirements applicable to all Rental Assistance Programs covered under this Statement of Corporate Policies (“General Policy Requirements”).
2. While there are policies that are unique to each Rental Assistance Program (“Program-Specific Policies”), the General Policy Requirements represent certain fundamental policies that apply to all Rental Assistance Programs, which are to be used in tandem with the Program-Specific Policies as set forth in Chapters 2, 3 and 4 of this Statement of Corporate Policies.
3. In the event there should be any questions regarding the interpretation of the General Policy Requirements and Program-Specific Policies, the Legal Department and/or Policy Department will respond to any such policy questions.

ARTICLE TWO. DEFINITIONS

Definitions applicable to the General Policy Requirements in this Chapter 1 of the Statement of Corporate Policies are set forth below.

1. “AH-Assisted Household” means any household that receives assistance under any one of AH’s Rental Assistance Programs.
2. “Applicant” means any household that has applied for assistance under a Rental Assistance Program.
3. “Covered Unit” means a Rental Assistance Program unit occupied by an AH-Assisted Household.
4. “Management Agent” means the management company, property manager and/or other management personnel that manage a property on behalf of the owner of the property that has one or more Covered Units.
5. “Owner Entity” means the owner of the property that contains one or more Covered Units.

ARTICLE THREE. MOVING TO WORK DEMONSTRATION

1. The Statement of Corporate Policies is aligned with the Amended and Restated Moving to Work Agreement (MTW Agreement), effective as of November 13, 2008; and as further amended by the Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009; and as extended by Congress to June 30, 2028 under the same terms and conditions and confirmed by the U.S. Department of Housing and Urban Development (HUD) on April 14, 2016; and as may be amended or extended from time to time, by and between HUD and Atlanta Housing.
2. The MTW Agreement governs and supersedes, as appropriate, applicable Federal laws, rules, regulations, contracts, and agreements that have been or will be waived and/or modified by the MTW Agreement.

3. As a Moving to Work agency, Atlanta Housing has and will continue to establish, implement and evaluate innovative cost-effective affordable housing strategies that are designed to improve operational efficiencies and help low-income families achieve greater economic independence.
4. While recognizing that implementation of various policy initiatives may be immediate, progressive, or refined through various activities and demonstration programs, the implementation of these strategic initiatives, not expressly enumerated in Atlanta Housing's MTW Annual Plan, may be advanced, provided such strategic initiatives are consistent with these policies and the spirit and intent of the authorizations under the MTW Agreement.
5. Administrative procedures, processes and general management practices for new strategic initiatives shall be developed following the intent of this Statement of Corporate Policies and, upon review and approval, may be amended from time-to-time at the discretion of Atlanta Housing.

ARTICLE FOUR.

FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities including the Housing Opportunity Through Modernization Act ("HOTMA"). Atlanta Housing responds to fair housing and equal opportunity complaints brought to its attention to ensure compliance with all applicable laws and regulations.
2. Atlanta Housing supports the protections afforded all victims of domestic violence, dating violence, sexual assault, and stalking under the *Violence Against Women Act*, regardless of sex, gender identity or sexual orientation, and applies such protections in its Rental Assistance Programs in accordance with all nondiscrimination and fair housing requirements.
3. Atlanta Housing acknowledges the importance of serving persons with Limited English Proficiency (LEP) in its Rental Assistance Programs, as applicable. Persons with LEP are individuals who, because of their national origin, do not speak English as their primary language and who have a limited ability to speak, read, write or understand English. In accordance with Federal guidelines, Atlanta Housing, Owner Entities and Management Agents will make reasonable efforts to provide or arrange language assistance for program Applicants and members of AH-Assisted Households with LEP if they require such assistance in order to access AH's Rental Assistance Program and related activities.

ARTICLE FIVE. DECONCENTRATION POLICY

1. In order to realize its corporate vision of creating healthy mixed-income communities/healthy self-sufficient families, AH is pledged to outcomes that promote the deconcentration of poverty in the administration of its Rental Assistance Programs.
2. With respect to the percentage of AH-Assisted Households residing in a multifamily community, Atlanta Housing's Deconcentration Policy provides that, unless Atlanta Housing approves a lower or higher percentage, it will assist:

- A. multifamily community built or substantially rehabilitated for occupancy by Families, as this term is defined in Article Seven of this Chapter 1, may be assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended (“Act”); and
 - B. Up to 100 percent of the Covered Units in a multifamily community that was officially designated, built or substantially rehabilitated for occupancy by Elderly Families, Disabled Families, and/or Families enrolled in an AH-approved supportive housing program, as these terms are defined in Article Seven of this Chapter 1, may be assisted under Section 8 and/or Section 9 of the Act.
3. Under Moving to Work, Atlanta Housing has the authority to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient and effective ways of providing quality, mixed-income housing to low income families.
 4. Atlanta Housing will also continue to reposition its portfolio of public housing developments through a variety of strategies, foremost of which is the transformation of its conventional public housing developments into market-rate, mixed-income communities, each with a seamless affordable component and households having a range of incomes and diverse backgrounds.
 5. Atlanta Housing will seek to ensure that the placement of supportive housing units in residential communities will be sensitive and thoughtful in addressing community standards while promoting the unique requirements of supportive housing participants.
 6. Atlanta Housing, in its discretion, may develop a deconcentration strategy that would limit the percentage of AH-Assisted Households in designated census tracts in the City of Atlanta with the goal and intent of limiting occupancy in areas with high poverty concentrations.

ARTICLE SIX.

REASONABLE ACCOMMODATION POLICY

Atlanta Housing is committed to assisting persons with disabilities and will make reasonable accommodations in policies, procedures, rules and services when such accommodations are necessary to afford persons with disabilities an equal opportunity to participate in or benefit from its programs. Requests for accommodations must be reasonable, meaning Atlanta Housing, Owner Entities and Management Agents are not required to provide accommodations which would cause either undue financial and administrative burden or a fundamental alteration in the nature of AH’s Rental Assistance Programs. Requests for Reasonable Accommodations will be considered on a case-by-case basis so that consideration can be given to, among other factors, the cost of the requested accommodation, the benefits that the accommodation would provide to the requester and the availability of alternative accommodations that would effectively meet the requester's disability-related needs. These reasonable accommodations shall extend to the administration of AH’s Rental Assistance Programs, as applicable, by Atlanta Housing, Owner Entities and Management Agents with respect to application procedures and program participation.

ARTICLE SEVEN.

DEFINITIONS OF FAMILY

1. A Family is defined as one or more persons who may or may not be related that are residing together in the same household.
2. An Elderly Family is defined as a Family whose head (and co-head, if applicable), spouse or sole member is an "Elderly Person," age 62 or older.
3. A Disabled Family is defined as a Family whose head (and co-head, if applicable), spouse or sole member is a "Disabled Person" with a verified qualifying disability. The definition of a Disabled Person in this context is consistent with HUD's definition of a "person with disabilities" for program eligibility purposes as set forth in Article Eight.
4. An Elderly Family or Disabled Family may include one or more adult members and/or one or more members under the age of 18.
5. Any member of an AH-Assisted Household who is (i) under the age of 18, (ii) a person (other than the head, co-head or spouse) with a verified qualifying disability, or (iii) a full-time student (subject to documented verification) up to the age of 24 will be considered a dependent of the AH-Assisted Household ("Dependent"). The definition of a "person with disabilities" in this context is consistent with HUD's definition of a "person with disabilities" for program eligibility purposes as set forth below in Article Eight.

ARTICLE EIGHT.

DISABILITY DEFINITIONS FOR PROGRAM ELIGIBILITY DETERMINATIONS

To determine whether a person is a Disabled Person or a "person with disabilities" for the purpose of establishing program eligibility, HUD applies the following definitions:

1. A Disabled Person is one with an inability to engage in any substantial gainful activity because of any medically determinable physical or mental impairment that is expected to result in death or has lasted or can be expected to last continuously for at least 12 months; or for a blind person at least 55 years old, inability because of blindness to engage in any substantial gainful activities comparable to those in which the person was previously engaged with some regularity and over a substantial period.
2. A developmentally Disabled Person is one with a severe chronic disability that:
 - A. Is attributed to a mental and/or physical impairment;
 - B. Has manifested before age 22;
 - C. Is likely to continue indefinitely;
 - D. Results in substantial functional limitations in three or more of the following areas: capacity for independent living, self-care, receptive and expressive language; learning, mobility, self-direction, and economic self-sufficiency; and
 - E. Requires special interdisciplinary or generic care treatment, or other services which are of extended or lifelong duration and are individually planned or coordinated.

3. A Disabled Person is also one who has a physical, emotional or mental impairment that:
 - A. Is expected to be of long-continued or indefinite duration;
 - B. Substantially impedes the Disabled Person's ability to live independently; and
 - C. Is such that the Disabled Person's ability to live independently could be improved by more suitable housing conditions.
4. A person whose disability is based solely on any drug or alcohol dependence is not to be considered a person with disabilities for program eligibility purposes.

ARTICLE NINE. LIVE-IN AIDE POLICY

1. A Live-in Aide that is essential for the care and support of an Elderly Person or Disabled Person who is a member of an AH-Assisted Household, the need for which having been certified by a medical or other qualified professional having knowledge of the need, may reside in the Covered Unit with the Elderly Person or Disabled Person.
2. As a reasonable accommodation and as approved by AH, a member of an AH-Assisted Household who provides the same care and meets the same qualifications as a Live-in Aide would be deemed a "Caretaker." A Caretaker may be granted an exemption from the Work Requirement pursuant to Article Ten, Section 3 of this Chapter 1.
3. The AH-Assisted Household may request a Covered Unit with no more than one additional bedroom under the applicable Rental Assistance Program, in order to provide space in the Covered Unit for a Live-in Aide. The Live-in Aide selected by the AH-Assisted Household may not be qualified to serve in this capacity if the Live-in Aide requires more than one additional bedroom due to a reason not essential for the care and support of the member of the household who is an Elderly Person or Disabled Person.
4. In that Atlanta Housing, the Owner Entities and their respective Management Agents, as applicable, have the sole authority to approve a Live-in Aide, a Live-in Aide must demonstrate her/his suitability to reside in the Covered Unit prior to occupancy, and continue to demonstrate her/his suitability and status as a Live-in Aide for as long as the Live-in Aide resides in the Covered Unit.
5. Live-in Aides must consent to screening requirements of Atlanta Housing, the Owner Entities and their respective Management Agents, as applicable, including, without limitation, criminal background screening for 18 and older and a review of past participation in an Atlanta Housing program or residence in the Covered Unit's community or another community owned by Atlanta Housing or an Owner Entity, or a community managed by the Management Agent.
6. Live-in Aides, having no tenancy rights under state law or other rights to the Covered Unit under any Rental Assistance Program, as applicable, must vacate the Covered Unit if the Elderly or Disabled person they are assisting ceases to qualify for a Live-in Aide, ceases to qualify for the Covered Unit, or vacates the premises, which in any case shall result in the Live-in Aide having absolutely no right to continue to reside in the Covered Unit or to receive rental assistance or to remain on the premises.

7. Further, Atlanta Housing, the Owner Entity or Management Agent reserve the right, in each's respective sole discretion, to require a Live-in Aide, who is not a member of the AH-Assisted Household and therefore not afforded the protections of the Lease or any agreement between AH and the Owner Entity pursuant to any Rental Assistance Program, as applicable, to vacate the Covered Unit if he or she is no longer performing as a Live-in Aide in the Covered Unit or exhibits such other behavior that is deemed disruptive to the community and/or its residents.

ARTICLE TEN.

WORK REQUIREMENT

Applicants to AH's Rental Assistance Programs and AH-Assisted Households under one of AH's Rental Assistance Programs are required to comply with Atlanta Housing's Work Requirement.

1. The Work Requirement establishes that:

- A. At least one adult member of the household, age 18 - 61 must be legally employed or self-employed in a legitimate business enterprise, appropriately documented, either on a full-time equivalent basis or for at least 30 hours per week;

AND

- B. All other household members, ages 18 – 61, must be actively engaged in one of the following:

- i. Full-Time Work: Legally employed or self-employed either on a full-time equivalent basis or for at least 30 hours per week;

- ii. Full-Time School/Training: Enrolled in and attending an AH-recognized school or institution as a full-time student; or

- iii. Part-Time Work and Part-Time School/Training: Combined minimum of 30 hours per week of employment and education/training with the following conditions:

- a. Legally employed (but not self-employed) on a part-time basis;

AND

- b. Enrolled in and attending an AH-recognized school or institution on a part-time basis;

OR

- c. Participating in an AH-recognized training program.

- C. Household members exempted from the Work Requirement include:

- i. Elderly Person.

Disabled Person. The definition of a Disabled Person in this context is consistent with HUD's definition of a "person with

- ii. disabilities” for program eligibility purposes as set forth above in Article Eight.
 - iii. Full-time student Dependent (subject to documented verification) up to the age of 24 in an Elderly Family or Disabled Family.
2. Applicants to AH’s Rental Assistance Programs and AH-Assisted Households assisted under one of AH’s Rental Assistance Programs may either be denied admission to or terminated from the Rental Assistance Program, as applicable, for failure to comply with the Work Requirement.
 3. As a reasonable accommodation, either the head-of-household of the AH-Assisted Household or another adult member of the household who would otherwise be required to meet the Work Requirement but who is needed for the essential care and support of a member of the household who is an Elderly Person or Disabled Person, or other member who requires essential care and support for an indefinite period of time, the need for which having been certified by a medical or other qualified professional having knowledge of the need, may qualify for a “Caretaker Exemption” from the Work Requirement for as long as the Elderly Person, Disabled Person or other member requires such essential care and support. The procedures for granting Caretaker Exemptions are set forth in the operating procedures of the applicable Rental Assistance Program.

ARTICLE
ELEVEN

GENERAL RENT POLICIES

1. Atlanta Housing, in its discretion, may explore innovative rent simplification strategies and methodologies for determining Tenant Rent, as defined below in Section 4, that benefit AH-Assisted Households, while streamlining administrative processes, improving cost-effectiveness and promoting operational efficiencies (“Rent Simplification”). Prior to the implementation of any proposed Rent Simplification strategy or methodology, AH will conduct an impact analysis to determine whether the implementation of any change in determining Tenant Rent will result in unreasonable rent burdens for AH-Assisted Households (“Rent Burden Analysis”). The Rent Burden Analysis supporting any proposed Rent Simplification strategy or methodology must be submitted to and approved by the AH Board of Commissioners before implementation.
2. Atlanta Housing, in its discretion, may establish fixed-rate or standard deductions and asset determination procedures to be used in calculating Income-Adjusted Rents. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating Income-Adjusted Rents. The President and Chief Executive Officer as approved by the AH Board of Commissioners is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets. If it is determined that the implementation of any such revision could adversely impact Tenant Rent, as defined below in Section 4, AH will conduct a Rent Burden Analysis, which would require AH Board of Commissioners approval before implementation.
3. In determining annual household income, Atlanta Housing will disregard the employment income of an Elderly Person or Disabled Person whose primary source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan (“Annual Fixed Income”). For those cases in which the Annual Fixed Income is not the primary source of income, Atlanta Housing, in its discretion, may establish a limit on the amount of employment income that may be disregarded. Any

employment income that is not disregarded will be included in annual household income for purposes of calculating Total Tenant Payment, as defined below in Section 4. The definition of a Disabled Person in this context is consistent with HUD's definition of a "person with disabilities" for program eligibility purposes, and is set forth above in Article Eight. This policy is applicable to all AH Rental Assistance Programs and serves as the replacement for any applicable HUD rules and regulations. AH, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

4. The rent payable by an AH-Assisted Household to Atlanta Housing or the Owner of a Covered Unit is the net tenant rent to owner ("Tenant Rent"). The Tenant Rent is derived by subtracting the allowances for tenant-paid utilities and certain services for the Covered Unit, if any, according to the AH-approved schedule ("Utility Allowance Schedule") from the AH-Assisted Household's AH-determined monthly gross affordable rent ("Total Tenant Payment"). Determinations of the Tenant Rent and the Total Tenant Payment will be in accordance with the Operating Procedures established for the applicable Rental Assistance Program.
5. The Utility Allowance Schedule will be analyzed on a periodic and ongoing basis in order to identify any fluctuations and trends in the cost of utilities and certain services within Atlanta Housing's jurisdiction. If such analysis reveals an extraordinary increase in the cost of utilities and certain services that will have a discernible impact on AH-Assisted Households, Atlanta Housing will revise the Utility Allowance Schedule and implement it within a reasonable time frame in order to preserve housing affordability for AH-Assisted Households. Such ongoing analysis notwithstanding, Atlanta Housing will conduct a comprehensive review of the cost of utilities and certain services on an annual basis and issue a Utility Allowance Schedule each calendar year. Based on its ongoing review and analysis of the cost of utilities and certain services and allowance expenses, Atlanta Housing will continue to examine strategies and policies that lead to cost-effective measures and operating efficiencies that will promote the sustainability of the applicable Rental Assistance Program.
6. In order to preserve housing affordability for all AH-Assisted Households under any of AH's Rental Assistance Programs, each AH-Assisted Household, unless subject to Atlanta Housing's minimum rent as defined below in Section 7, will pay no less than 30 percent of the household's monthly adjusted income for rent, utilities and certain services in determining the applicable Tenant Rent, but no more than a reasonable percentage of the AH-Assisted Household's monthly adjusted income ("Rent Burden"), as determined by a Rent Burden Analysis of all AH-Assisted Households in AH's Rental Assistance Programs. Any change in the Tenant Rent based on the Rent Burden Analysis must be reviewed and approved by the AH Board of Commissioners prior to implementation.

AH-Assisted Households must pay a minimum rent as determined and approved by Atlanta Housing ("Minimum Rent"). AH may revise its Minimum Rent and establish it as a Total Tenant Payment or Tenant Rent, as these terms are defined above in Section 4 of this Article Ten. A new

7. Minimum Rent will not go into effect until a Rent Burden Analysis has been conducted and approved by the AH Board of Commissioners and all AH-Assisted Households have been provided advance notice of the effective date of the new Minimum Rent.
 - A. The Minimum Rent requirement may not apply to Elderly Families and Disabled Families as defined above in Article Seven.
 - B. An AH-Assisted Household who has previously paid but later becomes unable to pay the Minimum Rent, due to extraordinary financial distress, may request "Hardship Consideration."
 - C. An AH-Assisted Household may be eligible for Hardship Consideration when any one of the following circumstances is present: (i) the AH-Assisted Household has lost eligibility or is waiting an eligibility determination for a Federal, State or local assistance program; (ii) the income of the AH-Assisted Household has decreased because of extraordinary changed circumstances, including layoff from a job; or (iii) such other extraordinary circumstances as Atlanta Housing or the Owner of the Covered Unit may determine.
 - D. Atlanta Housing or the Owner of the Covered Unit shall promptly investigate any request for Hardship Consideration and take appropriate actions based on this investigation to determine whether the AH-assisted household is experiencing an actual hardship situation and that the AH-Assisted Household is otherwise in compliance with its obligations under the applicable Rental Assistance Program. Such actions resulting from such determination may include, but not be limited to:
 - i. Temporary suspension of the entire Minimum Rent under such terms as Atlanta Housing shall direct. Such suspensions shall not last greater than ninety (90) days unless otherwise extended upon the written request of the AH-Assisted Household based on verifiable circumstances reasonably affecting the AH-Assisted Household's ability to pay the Minimum Rent. The period of the temporary suspension may be extended by the Atlanta Housing or the Owner of the Covered Unit after supervisory review and documented approval of the request;
 - ii. Accelerated enrollment in one of Atlanta Housing's approved human development program components;
 - iii. Referral to third party agencies who assist households with the payment of rent; and
 - iv. Such other actions as Atlanta Housing or the Owner of the Covered Unit shall direct.
 - E. The AH-Assisted Household will not be required to pay Minimum Rent arrearages that accumulated during the entire period of a temporary suspension of the Minimum Rent due to an approved Hardship Consideration.
8. If any member of an AH-Assisted Household loses, quits, leaves, resigns, is terminated or fired from her or his job or loses her or his welfare benefit, the AH-Assisted Household shall continue to pay the Tenant Rent based on the AH-Assisted Household member's prior employment income or welfare benefit status. If any such member can provide third party verification satisfactory to the Management Agent that loss of employment or welfare benefit was due solely to a reason beyond her or

his control (e.g. reduction-in-force) or other independent action, as applicable, the AH-Assisted Household will receive consideration for a reduction in Tenant Rent resulting from the change in income due to the loss of employment or loss of benefit.

ARTICLE.
TWELVE.

RECERTIFICATION

1. Atlanta Housing, the Owner or Management Agent of the Covered Unit, as applicable, will reexamine the income, family composition and program compliance of each AH-Assisted Household on a periodic basis, whether annually, on an optional interim basis or over some longer interval of time, in accordance with the authorizations under the MTW Agreement and as set forth in the Operating Procedures ("Recertification").
2. Atlanta Housing may determine at Recertification whether an AH-Assisted Household is over-income and whether such household is eligible for continued assistance. Criteria for determining over-income AH-Assisted Households pursuant to Atlanta Housing requirements will be set forth in the Operating Procedures.
3. In order to streamline the Recertification process, Atlanta Housing or the Owner of the Covered Unit may accept a "Recertification Self-Certification" from an AH-Assisted Household for any one or more of the Recertification criteria set forth in Section 1 of this Article Twelve.
4. Recertification requirements and the obligations and responsibilities of AH-Assisted Households with respect to such requirements are set forth in various written communications and guidelines in accordance with the Operating Procedures.

ARTICLE
THIRTEEN.

SPECIAL PROGRAMS, POLICIES AND STRATEGIC INITIATIVES

Atlanta Housing, in its discretion, may establish special programs, special admissions policies, operational protocols and/or strategies designed to address economic, human development or self-sufficiency programs, relocation activities, displacement related to real estate development initiatives, MTW initiatives, pilot programs, safe and secure community enhancements, the use of bona fide law enforcement agencies or personnel, and homeownership opportunities. Written procedures and processes developed for any special program, policy and/or strategy must be approved by AH and/or authorized by the President and Chief Executive Officer for implementation and/or inclusion in the MTW Annual Plan.

ARTICLE
FOURTEEN.

ECONOMIC SELF-SUFFICIENCY

1. Atlanta Housing, in its discretion, may explore strategies that recognize the progression of AH-Assisted Households toward economic self-sufficiency which may lead to their graduation from a Rental Assistance Program.

HUD established the Community Service and Self-Sufficiency Requirement (CSSR) which would require unemployed AH-Assisted Household members (ages 18 – 61 who are not receiving TANF benefits,

2. exempt from work requirements, engaged in work activities or unable to comply because of a disability) to contribute the HUD-specified number of hours each month to community service or an economic self-sufficiency program. AH's Work Requirement, as set forth above in Article Ten, applies to its Rental Assistance Programs instead of HUD's CSSR.
3. Each AH-Assisted Household is responsible for ensuring that any school age member who is under 18 years of age attends school on a regular basis in accordance with local school board policies and state law. Upon the request of Atlanta Housing, an Owner Entity or Management Agent, the AH-Assisted Household must provide such information, releases and authority to verify compliance and the attendance status of any such school age member of the AH-Assisted Household.
4. If it is determined that any school age member of the AH-Assisted Household who is under 18 years of age is not attending school on a regular basis or who has not completed her/his secondary education, such school age member will be required to attend school on a regular basis or enroll or reenroll, as applicable in and attend an accredited public or private secondary academic or technical school. The AH-Assisted Household must provide to Atlanta Housing, the Owner Entity or the Management Agent such information, releases and authority to verify compliance and the attendance status of any such school age member of the AH-Assisted Household.
5. An AH-Assisted Household, in which one or more of its members who are subject to but not in compliance with the Work Requirement, may be determined to be a household that is progressing toward self-sufficiency, provided such non-compliant members of the AH-Assisted Household are engaged in work, school, training or any combination thereof for at least 15 hours per week ("Progressing Household"). Progressing Household status cannot be used for determining initial compliance with the Work Requirement for new admissions.
6. Any member of an AH-Assisted Household who is subject to the Work Requirement and is not working full-time may be required to enroll and satisfactorily participate in an AH-recognized economic independence program, and if such economic independence program is not a full-time program, such member of the AH-Assisted Household shall be required to have part-time employment.
7. Any member of an AH-Assisted Household who is subject to the Work Requirement, regardless of such member's work status (full or part-time employment), may be required to participate in an AH-recognized economic and life-style initiative that has as one of its components, the completion of an approved planning document, which charts out a path towards economic, and life-style independence and devises strategies to address any barriers confronting the member of the AH-Assisted Household.
8. Having eliminated the federal earned income disallowance for AH-Assisted Households paying an Income Adjusted Rent, Atlanta Housing, in its discretion, may implement an Individual Development Account initiative as an approved MTW activity ("IDA Initiative"), which would promote and encourage personal economic independence among AH-Assisted Households through a monetary incentive program.
 - A. The IDA Initiative would be linked to meaningful capacity-building initiatives offered by a variety of organizations and institutions in Atlanta. A mechanism would be created for eligible AH-Assisted Households that would allow them to accrue a portion of their rental payments, as determined by Atlanta Housing, and set aside in a separate IDA.

- B. To fulfill the eligibility requirements of the program, participating AH-Assisted Households would be required to participate in an AH-approved personal human development program that sets economic independence milestones.
- C. AH-Assisted Households that achieve the self-sufficiency and economic independence milestones would be eligible for reimbursement of IDA funds. Those who do not achieve their milestones would not be eligible for the IDA initiative nor would they be eligible to receive a reimbursement of any portion of the funds in the IDA account.

ARTICLE
FIFTEEN.

CRIMINAL HISTORY SCREENING

Applicants to AH's Rental Assistance Programs and AH-Assisted Households under one of AH's Rental Assistance Programs may either be denied admission to or terminated from the Rental Assistance Program, as applicable, if any of their household members are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others, including other residents, and the agents and employees of Atlanta Housing, Owners, and/or Management Agents. An arrest record alone may not provide sufficient evidence of disqualifying conduct. However, an arrest record can trigger an inquiry into whether a person engaged in disqualifying criminal activity. Additional evidence, such as law enforcement reports detailing the circumstances of the arrest, witness statements and other relevant documentation, may be used to assist in making a determination that the disqualifying conduct occurred. Reliable evidence of a conviction for criminal conduct that would disqualify an individual for tenancy (such as a background report from a reliable source) or an admission by the offender may also be the basis for determining that the disqualifying conduct occurred. **Criminal screening is required, conducted on potential tenants and applicants 18 years of age, and older.**

1. OFFENSES SPECIFICALLY IDENTIFIED BY HUD

- A. Pursuant to 24 CFR § 960.204 and 24 CFR § 982.553 according to the applicable subsidy program, Applicants may be denied admission if any member of their households:
 - i. Has been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
 - ii. Is currently engaging in the illegal use of drugs;

1. admission or be subject to termination or non-renewal of tenancy, as applicable. Such Applicants and AH-Assisted Households will be afforded the right to an informal review or hearing, as applicable, pursuant to this Statement of Corporate Policies.

ARTICLE
SEVENTEEN.

RESPONSE TO FEDERALLY DECLARED DISASTERS

In order to respond to federally declared disasters and other federally declared emergencies Atlanta Housing may provide disaster or other emergency relief utilizing its Rental Assistance Programs on a funding availability and resource allocation basis.

1. The President and Chief Executive Officer is authorized to develop an agency-wide disaster or other emergency relief plan to address the needs arising from a disaster or other emergency in a strategic, meaningful, and effective manner pursuant to applicable rules, regulations, emergency legislation, and Executive Orders.
2. The President and CEO is further authorized to take any action that the President and CEO may deem necessary and appropriate pursuant to federal disaster relief authorizations applicable to housing programs within the scope of the resources available to Atlanta Housing, and to waive Atlanta Housing's administrative policies governing its Rental Assistance Programs related to intake procedures including but not limited to establishing a preference for disaster victims on waiting lists for its Rental Assistance Programs, rent collections, subsidy payments, work program compliance, and other related and relevant administrative policies.
3. The President and CEO will provide the Board of Commissioners with a full report on a disaster or emergency relief plan implemented pursuant to this Article Seventeen.

[END OF CHAPTER 1]

CHAPTER 2

AH-ASSISTED UNIT POLICIES

PART I - INTRODUCTION

ARTICLE ONE.

GENERAL POLICY REQUIREMENTS

The General Policy Requirements for Rental Assistance Programs set forth in Chapter 1 are applicable to this Chapter 2, which covers the Program-Specific Policies for AH-Assisted Units.

ARTICLE TWO.

AH-ASSISTED UNIT

1. Any residential unit that receives either public housing operating subsidy or project based rental assistance, regardless of the ownership structure of the community in which the residential unit is located, is referred to as an "AH-Assisted Unit."
2. Atlanta Housing-owned public housing developments with AH-Assisted Units are referred to as AH-Owned Residential Communities ("AH-Owned Communities").
3. Atlanta Housing-owned public housing developments formerly receiving public housing operating subsidy under Section 9 of the 1937 Housing Act, as amended, and now receiving housing choice operating subsidy under Section 8 of the 1937 Housing Act, as amended, are referred to as Rental Assistance Demonstration (RAD) Project-Based Voucher (PBV) Communities ("RAD PBV Communities"). AH recognizes the importance of resident mobility and offers Choice Mobility to RAD PBV residents after they meet the program occupancy requirement.
4. Privately-owned market-rate, mixed-income communities with a percentage of AH-Assisted Units receiving public housing operating subsidy under Section 9 of the 1937 Housing Act, as amended, are referred to as MIXED Communities.
5. Privately-owned market rate, mixed income communities with a percentage of AH-Assisted Units receiving project based rental assistance under Section 8 of the 1937 Housing Act, as amended, are referred to as HomeFlex Communities. The HomeFlex program, as designed and implemented by Atlanta Housing using its MTW flexibility and authorizations, differs from the HUD regulations at 24 CFR, Part 983 for the Project-Based Voucher (PBV) Program. In the event should there be any conflict between the policies and procedures of the AH HomeFlex program and HUD PBV program requirements, AH will adhere to the AH HomeFlex policies and procedures, which include, but are not limited to, policies and procedures for the form of HomeFlex agreement, rent setting, site-based administration, site-based waiting lists and the percentage of units in a HomeFlex Community that can be project-based. Atlanta Housing may project-base, without limitation, any number of its authorized units under the Housing Choice Program.
6. In some cases, both public housing operating subsidy and HomeFlex may be present in a MIXED Community. In general, MIXED Communities and HomeFlex Communities are owned by a limited partnership or similar ownership structure

(“Owner Entity”) and are independently operated by the Owner Entity’s managing general partner and professional management company.

7. With respect to the deal structure for the development of these communities, Atlanta Housing may or may not be a sponsor, co-developer, lender and/or holder of a ground lease on the real estate. Finally, AH-Assisted Units in these communities may also be a low income housing tax credit unit (“LIHTC Unit”).

ARTICLE THREE. PROPOSAL SELECTION

AH may periodically solicit developers/owners (“Owner”) for new construction, rehabilitation and existing properties who are interested in providing HomeFlex Units.

1. AH shall have the discretion to establish and award subsidy via a traditional competitive process, such as a Request for Proposal (“RFP”) or a Notice of Funding Availability (“NOFA”)
2. Alternatively, AH may, in its discretion, modify its selection by awarding HomeFlex via a non-competitive local evaluation process. Thus, AH shall administer a streamlined and flexible alternative process that allows AH consideration of HomeFlex proposals not generated by AH staff. The flexibility to consider such proposals without issuing a standard NOFA or RFP is vital to AH’s mission to quickly deploy affordable units within AH’s service jurisdiction.
3. The details and scope of requirements for the preparation of Owner Proposals will be outlined in the RFP, NOFA, or other award process for HomeFlex Units.
4. Owner Proposals for HomeFlex Units will be selected in accordance with the evaluation criteria set forth in the RFP, NOFA, or other evaluation process.
5. Upon approval of a selected Owner Proposal by the AH Board of Commissioners, AH will issue a HomeFlex commitment to the Owner that will expire on a date certain as set forth in the commitment (“HomeFlex Commitment”). The HomeFlex Commitment shall acknowledge that AH will provide HomeFlex Units contingent upon the Owner fulfilling the terms and conditions set forth in the HomeFlex Commitment with respect to the Owner’s Proposal. The Owner’s failure to meet the terms and conditions before the expiration date of the HomeFlex Commitment will result in the automatic termination of the HomeFlex Commitment unless AH, in its discretion extends the term of the HomeFlex Commitment.
6. Upon the Owner fulfilling the terms and conditions of the HomeFlex Commitment, as determined by AH, AH and the Owner will enter into a HomeFlex Agreement.

ARTICLE FOUR. MANAGEMENT AND ADMINISTRATION

1. For the purpose of this Chapter 2 of this Statement of Corporate Policies, a private management company that manages an AH-Owned Community, MIXED Community or HomeFlex Community is referred to as “Management Agent.”

Atlanta Housing and its Management Agents are responsible for developing and implementing written operating procedures for the AH-Owned Communities that are consistent with this Statement of Corporate Policies.

2. Owner Entities and their respective Management Agents are responsible for developing and implementing written operating procedures for the MIXED and HomeFlex Communities that are consistent with this Statement of Corporate Policies and to the requirements of other funding sources to the extent that MIXED and HomeFlex Communities may be subject to stricter requirements. Such operating procedures are subject to review by Atlanta Housing with respect to the intent of any related policies and requirements. Atlanta Housing will require the Owner Entity to revise any operating procedure that conflicts with the governing agreement between Atlanta Housing and the Owner Entity for the property.
3. For the purpose of this Chapter 2 of the Statement of Corporate Policies the operating procedures under Sections 2 and 3 above are referred to as “Management Operating Procedures.”
4. Notwithstanding the fact that the HomeFlex program is administered independent of and separate from the Housing Choice Tenant-Based Voucher Program, Atlanta Housing may enter into Housing Choice Rental Assistance Agreements for Housing Choice Tenant-Based Vouchers in MIXED and HomeFlex communities, provided that the combined total of AH-Assisted Units and voucher-assisted units in a HomeFlex Community does not exceed the deconcentration limits as set forth in Chapter 1, Article Five of this Statement of Corporate Policies.
5. The administrative requirements for HomeFlex are set forth in the Atlanta Housing's *Administrative Plan Governing Project Based Rental Assistance under the HomeFlex Program*, as amended, and any successor document adopted by the Atlanta Housing, including any policies and procedures provided to the Owner Entity by the Atlanta Housing for purposes related to the administration of the HomeFlex program.
6. An AH-Owned Community or MIXED Community undergoing a subsidy conversion from Section 9 to Section 8 of the Act through the Rental Assistance Demonstration (“RAD”) will follow Atlanta Housing’s HomeFlex policies and procedures unless otherwise prohibited by HUD pursuant to RAD requirements not subject to waiver.
7. AH-Owned Communities will be smoke-free effective July 1, 2018. The use of smoking products, including cigarettes, cigars, pipes, and water pipes (e.g., hookahs) and electronic smoking devices (for the purpose of inhaling vapor or aerosol from the product), is banned in all areas, including living units, indoor common areas, and administrative offices, unless management designates an area at least 25 feet away from the building where smoking can be permitted.

ARTICLE FIVE.

APPLICABILITY OF POLICIES TO APPLICANTS AND RESIDENTS

The Statement of Corporate Policies applies to all Applicants and members of the Applicant households, and Residents and members of the Resident households who have applied for or reside in an AH-Assisted Unit, as applicable. The singular use of the terms “Applicant” and “Resident” shall be deemed to include all household members for the purposes of this Statement of Corporate Policies.

ARTICLE SIX.

SITE-BASED WAITING LIST POLICY

1. The Site-Based Waiting List Policy established the equitable and consistent administration of independent site-based waiting lists at each AH-Owned Community, MIXED Community and HomeFlex Community. A single site-based waiting list will

serve the entire MIXED Community or HomeFlex Community comprised of one or more development phases. This policy provides for the fair and equitable selection of eligible and qualified Applicants from a community waiting list rather than from a centralized pool. Although an Applicant can lease only one AH-Assisted Unit, Applicants have the freedom to submit applications to the site-based waiting list of the community or communities of their choice, provided the site-based waiting list is open and receiving applications.

2. The implementing protocols for the administration of site-based waiting lists are memorialized as separate policy documents approved by HUD and are hereby included, by reference, in this Statement of Policies. In addition, AH's MTW Agreement states that AH will continue to operate site-based waiting lists in accordance with the existing HUD-approved policies and provides further that AH, at its option, has the authority to develop and administer other site-based waiting lists to address various situations.
3. Atlanta Housing, in its discretion, may authorize the special admission of eligible and qualified applicants to the Program, in order to implement special initiatives; address an urgent local need as determined and approved by Atlanta Housing including, but not limited to, Rental Assistance Demonstration related construction, foreclosure assistance and natural disasters, assistance to eligible victims of domestic violence pursuant to the *Violence Against Women Act*, **reasonable accommodations needs of persons with disabilities**, pilot programs for at-risk populations, relocation activities and mitigation of displacement related to real estate development and/or gentrification.

ARTICLE SEVEN.

REASONABLE ACCOMMODATION

1. Atlanta Housing's Reasonable Accommodation Policy is set forth in Chapter 1, Article Six of the Statement of Corporate Policies.

Atlanta Housing and Owner Entities through their respective Management Agents have (i) set forth the process for Applicants and Residents who participate in programs in AH-Owned Communities and/or MIXED and HomeFlex Communities to request reasonable accommodations; (ii) provided forms for individuals to request reasonable accommodations; (iii) set forth specific procedures regarding the acceptance, processing and disposition of reasonable accommodations requests, including target timeframes; and (iv) provided formal appeal/grievance procedures for individuals who have been denied reasonable accommodations. Persons with disabilities who require a Reasonable Accommodation because of a disability, or persons making a request on behalf of a person with disabilities should submit a request to the Management Agent, preferably using the request forms the Management Agent provides in order to

2. simplify processing; however, use of specific forms is not required. The requester may be asked to provide verification of the need for the accommodation from a doctor or other professional who has direct knowledge of the subject disability if the need for the request is not obvious to the Management Agent. The verifier will be asked to provide reliable verification that the person seeking the accommodation is a person with disabilities and the person needs the accommodation to afford an equal opportunity to participate in or benefit from the subject Atlanta Housing program.
3. As a component of Atlanta Housing's reasonable accommodation efforts, Atlanta Housing will advise Applicants and Residents, employees and, to the extent applicable, members of the public of the Applicants' and Residents' right to effective communication in programs, services and activities. Management Operating Procedures will provide that:
 - A. Interested persons, including persons with hearing, visual or cognitive disabilities, can obtain information concerning the existence and location of accessible services, activities, and facilities;
 - B. Atlanta Housing, Owner Entities, or Management Agents, as applicable, shall furnish appropriate auxiliary aids and services, where necessary, to afford a person with disabilities an equal opportunity to participate in programs, services and activities. In determining what auxiliary aids are necessary, Atlanta Housing, Owner Entities, or Management Agents shall give primary consideration to the requests of the person with disabilities unless doing so would result in a fundamental alteration of programs or activities, or an undue financial and administrative burden; and
 - C. Residents and Applicants are aware of alternative, non-written methods to request a reasonable accommodation and the availability of forms and information in alternative formats.

ARTICLE EIGHT.

PRIVATE SECTOR INNOVATION

In order to take advantage of private sector innovation, Atlanta Housing may make available to the Owner Entities of MIXED and HomeFlex Communities the least restrictive regulatory requirements to achieve goals in accordance with the MTW Annual Plan. Owner Entities may engage in innovative activities in developing and implementing management practices and streamlined processes; higher community standards; and quality of life initiatives in order to create quality living environments.

1. Owner Entities are authorized, subject to the approval of the Atlanta Housing, to create, adopt and implement their own occupancy, leasing and rent policies for Residents and eligible Applicants with respect to their communities.
2. Innovative policies and procedures, if approved by Atlanta Housing, may include, but are not limited to, new rent structures such as affordable fixed rents; standard deductions; application and waiting list procedures; selection preferences for a site-based waiting list; eligibility and/or suitability criteria; meaningful economic independence milestones; and term limits.

3. Such innovative policies and procedures, once approved by Atlanta Housing, will supplement and will not be considered in conflict with this Statement of Corporate Policies and Atlanta Housing's requirements for AH-Assisted Units.

PART II – APPLICANT AND RESIDENT SUITABILITY

ARTICLE ONE. DETERMINING CRITERIA

1. An Applicant desiring to lease an AH-Assisted Unit must first demonstrate all of the following:
 - A. Applicant meets one of the definitions of Family and is an eligible low-income household based on total annual household income pursuant to and verified according to U. S. Department of Housing and Urban Development ("HUD") rules and regulations and as provided in Atlanta Housing's MTW Annual Plan;
 - B. Applicant satisfies HUD's statutory and regulatory requirements for citizenship/eligible immigrant status;
 - C. Each school-age member of the Applicant's household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll and attend an accredited public or private secondary academic or technical school;
 - D. Applicant would be a suitable Resident based on past satisfactory behavior including, but not limited to, housekeeping performance, acceptable payment records for rent and/or utilities (as applicable), acceptable credit history, acceptable criminal background record, and a commitment to abide by the Dwelling Lease offered to eligible Applicants (the "Lease"); and
 - E. Compliance with Atlanta Housing's Work Requirement.
2. A Resident of an AH-Assisted Unit must continue to demonstrate compliance with all eligibility and suitability requirements for admission and continued program participation, all Lease requirements, apartment rules and other program requirements throughout the Resident's tenancy.
3. All Applicants must certify at application, and Residents must certify at recertification, that they have the ability to comply with all requirements of the Lease and such other related certifications as deemed appropriate by Atlanta Housing.

ARTICLE TWO. INITIAL LEASING CONSIDERATIONS

1. An Applicant desiring to lease an AH-Assisted Unit must apply at the community or communities of the Applicant's choice.
2. An Applicant, if eligible, will be placed on the applicable site-based waiting list for the community or communities.

3. Certain communities with AH-Assisted Units may require Applicants to pay a non-refundable application fee, which, in the Management Agent's discretion, may be applied to the Applicant's security deposit, provided the Applicant is offered and accepts the offer of an AH-Assisted Unit.
4. Applicants must provide all information on all household members requested in the application for admission on the form in use by the Management Agent.
5. The application for admission will give persons with disabilities the opportunity to (i) specify whether they need a unit with accessible features and describe the necessary accessibility features they require; (ii) specify if they require reasonable accommodation(s) in their housing and/or during the application process; and (iii) request a copy of Atlanta Housing's Reasonable Accommodation Policy.
6. Application information available to Applicants will include the name and contact information of the Management Agent for each community, and the name and contact information of Atlanta Housing's Section 504/ADA Coordinator, including the TDD/TTY number or Georgia Relay Service telephone number.

ARTICLE THREE.

APPLICANT SELECTION POLICIES

Applicants for AH-Assisted Units will be placed on the applicable site-based waiting list in accordance with the requirements as set forth below.

1. Order of Applicant selection for communities where the Resident population is comprised of Elderly Persons, Almost-Elderly Persons (as this term is defined below) and/or Non-Elderly Disabled Persons (as this term is defined below):
 - A. To be considered for a community for Elderly, Disabled, Almost-Elderly and/or Non-Elderly Disabled Persons, an Applicant must be a household comprised of members in one or more of the following categories:
 - i. An Elderly Person;
 - ii. An Almost Elderly Person who is 55-61 years of age;
 - iii. A Disabled Person who is either an Elderly Person or Almost Elderly Person; or
 - iv. A Non-Elderly Disabled Person who, for the purpose of this admission policy under paragraph B below, is a Disabled Person who is 18-54 years of age.
 - v. Applicants who do not qualify as outlined above are not eligible for admission.
 - B. Atlanta Housing pursuant to its MTW Annual Plan will strive to achieve an optimal balance of Elderly, Almost Elderly, and Non-Elderly Disabled Residents in senior communities that do not have a designation pursuant to paragraph C of this Section. The Management Agents of such communities shall be permitted to admit applicants from the waiting list at a ratio of four (4) Elderly and Almost

Elderly Applicants to one (1) Non-Elderly Disabled Applicant in order to achieve the optimal balance.

- C. Atlanta Housing in accordance with its Moving to Work Annual Plan may designate up to 100 percent of the AH-Assisted Units in a community for Elderly, Almost Elderly, Disabled or Non-Elderly Disabled Persons, as applicable and appropriate.
- D. In the event there is an insufficient number of Elderly and Almost Elderly Applicants to admit to AH-Assisted Units pursuant to paragraphs B and C above, Atlanta Housing may, in its sole discretion, exercise its authority to permit Elderly and/or Almost Elderly Applicants on the Housing Choice Program waiting list to be selected for screening and admission, if approved, to a senior community with AH-Assisted Units.
- E. The definition of a Disabled Person in the context of this Article Three of Chapter 2 is consistent with HUD's definition of a "person with disabilities" for program eligibility purposes as set forth in Article Eight of Chapter 1.

ARTICLE FOUR. GENERAL CONSIDERATIONS FOR APPLICANT SELECTION FROM A SITE-BASED WAITING LIST

- 1. To be eligible for selection, an Applicant's eligibility and qualifications must be verified through appropriate documentation as reasonably required by the Management Agent in the Management Operating Procedures.
- 2. An Applicant's placement on or selection from a site-based waiting list at an AH-Owned Community, MIXED Community and/or HomeFlex Community shall be based on either the date-and-time of application or a random method such as a lottery, as determined by the Management Agent in accordance with the Statement of Corporate Policies and the Management Operating Procedures. In either case, to the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
- 3. The site-based waiting list will be opened following a public notice which will contain the following information:
 - A. Location of the AH-Owned Community, MIXED Community and/or HomeFlex Community where applications may be placed;
 - B. Availability of AH-Assisted Units by bedroom size;
 - C. References to basic eligibility criteria for Applicants including Special Qualifications, as applicable;
 - D. Method of Selecting Applications and any applicable preferences (date and time of application, or by a random method such as a lottery);

- E. Fair Housing Logo or statement; and
 - F. Accessibility Logo or statement.
4. If the public notice does not include the closing date of the site-based waiting list then a separate public notice must be published to announce the closing date of the site-based waiting list.
 5. The Management Agent will ensure that the opening and/or closing of a site-based waiting list will be published in selected newspapers of general public circulation, including minority and foreign language newspapers (for persons with LEP) that may be available to potential Applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the Management Operating Procedures and/or Affirmatively Furthering Fair Housing marketing plan, as applicable.
 6. The method used in ranking Applicants on the site-based waiting list for an AH-Assisted Unit determines the organization of Applicants on the site-based waiting list. Applicants ranked by date-and-time of application will be organized according to bedroom size eligibility whereby the application with the earliest date-and-time will be first. Applicants ranked by lottery will be organized according to bedroom size eligibility in sequential numerical order, first to last, of the random selection. In the case of the reoccupancy of a revitalized community, eligible returning residents of the former public housing project will be placed on the applicable site-based waiting list and given first consideration as Applicants for an AH-Assisted Unit prior to any consideration given to other Applicants who were placed on the applicable site-based waiting list according to a public notice. In the case of a waiting list applying a preference for persons at-risk of displacement, persons qualifying for the preference will be given second consideration as Applicants for an AH-Assisted Unit prior to any consideration given to other Applicants who were placed on the applicable site-based waiting list according to a public notice.
 7. The maintenance of a site-based waiting list with respect to updating applications, notice letters, and non-responsive files will be detailed in the Management Operating Procedures.
 8. Atlanta Housing's fair and equitable "Site-Based Waiting List Policy" for AH-Assisted Units strengthens the concepts of community building and housing choice. Based on available housing opportunities, Applicants choose communities according to location, amenities, job opportunities, schools, and neighborhoods. The result is a policy approach that supports the deconcentration of poverty.
 9. General Consideration for MIXED and HomeFlex Communities:
 - A. At least five percent (5%) of all AH-Assisted Units in MIXED Communities and HomeFlex Communities will be available to eligible and qualified Applicants and Residents with disabilities who require the accessibility features of UFAS-Accessible Units, provided the AH-Assisted Unit count remains within the limits established by the governing legal and financial agreements should the percentage exceed five (5%).
 - B. While still subject to the requirements of the Low Income Housing Tax Credit (LIHTC) program under Section 42 of the federal Internal Revenue Code, and in consideration of the expected income levels of residents of apartments other

than AH-Assisted Units being contemplated by Owner Entities of MIXED and HomeFlex Communities with AH-Assisted Units with LIHTC units, such Owner Entities are hereby permitted to manage admissions to an appropriate goal of a broad range of incomes whereby fifty percent (50%) of AH-Assisted Units would be occupied by Resident families with incomes less than thirty percent (30%) of Area Median Income for the Atlanta-Sandy Springs-Marietta, Georgia MSA (adjusted for family size) and fifty percent (50%) by Resident families with incomes equal to or greater than thirty percent (30%) Area Median Income for the Atlanta, Georgia MSA (adjusted for family size).

ARTICLE FIVE.

ORDER OF SELECTION FOR UFAS-ACCESSIBLE UNITS

1. Atlanta Housing identifies and prioritizes the needs of eligible Residents and Applicants who require the accessibility features of a UFAS-Accessible Unit in a centralized database according to the date and time of a Resident's transfer request, or the date and time or ranking by lottery, as applicable, of an Applicant's application. This database ("UFAS-Accessible Unit Database") maintains data on such Residents and Applicants for both the AH-Owned Communities and MIXED or HomeFlex Communities.
2. Each AH-Owned Community and each MIXED or HomeFlex Community will maintain a separate, site-based UFAS-Accessible Unit Waiting List ("UFAS Waiting List") for eligible Applicants and Residents with disabilities that require UFAS-Accessible Units.
3. The UFAS-Accessible Unit Database is established to provide:
 - A. Direct assistance to Residents and Applicants with disabilities, upon request, in identifying an available AH-Assisted UFAS-Accessible Unit in any AH-Owned Community, MIXED Community or HomeFlex Community;
 - B. A process for notifying and referring Residents from the database to AH-Owned Communities, MIXED Communities or HomeFlex Communities with openings on the respective site-based UFAS Waiting Lists;
 - C. A process for notifying and referring Applicants from the database to AH-Owned Communities, MIXED Communities or HomeFlex Communities with openings on the respective site-based UFAS Waiting Lists; and
 - D. A method for monitoring the maximization of occupancy of AH-Assisted Units that are UFAS-Accessible Units, in AH-Owned Communities, MIXED Communities and HomeFlex Communities, by Residents who require the accessibility features of those units.

4. When a UFAS-Accessible Unit becomes available in the appropriate bedroom size in an AH-Owned Community, the Management Agent shall offer the UFAS-Accessible Unit as follows:
 - A. First, to a current Resident with disabilities in an AH-Owned Community who is being relocated due to Atlanta Housing revitalization activities and who requires the accessibility features of the available UFAS-Accessible Unit;
 - B. Second, to a current Resident with disabilities in the same AH-Owned Community who requires the accessibility features of the available UFAS-Accessible Unit and is occupying a unit without those features;
 - C. Third, if there is no current Resident in the same AH-Owned Community who requires the accessibility features of the available UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Resident with disabilities, according to date and time of transfer request, residing in another AH-Owned Community, who requires the accessibility features of the available, UFAS-Accessible Unit and is occupying a unit without these features;
 - D. Fourth, if there is no current Resident in any AH-Owned Community who requires the accessibility features of the vacant, UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Applicant with disabilities, according to date and time of application on the site-based waiting list of the same AH-Owned Community who requires the accessibility features of the available UFAS-Accessible Unit;
 - E. Fifth, if there is no qualified Applicant on the site-based waiting list of the same AH-Owned Community who requires the accessibility features of the vacant, UFAS-Accessible Unit, then it will be offered to an eligible, qualified Applicant with disabilities, according to date and time of application, on the site-based waiting list of another AH-Owned Community who requires the accessibility features of the available, UFAS-Accessible Unit; and
 - F. Sixth, if there is not an eligible, qualified Resident or Applicant with disabilities in the AH-Owned Communities who wishes to reside in the available, UFAS-Accessible Unit, then the unit may be offered to the next Applicant or Resident, according to the date and time of the transfer request or application, in the AH-Owned Community who does not need the accessibility features of the unit. The occupying Resident will sign a lease or lease addendum that requires the Resident of any UFAS-Accessible Unit in an AH-Owned Community who does not need the accessibility features of that unit to relocate, at no expense to the Resident, to a vacant, non-accessible unit within thirty (30) days of notice by the AH-Owned Community when there is an eligible, qualified current Applicant or Resident with disabilities who requires the accessibility features of the unit.
5. When an AH-Assisted Unit that is a UFAS-Accessible Unit becomes available in the appropriate bedroom size in a MIXED or HomeFlex Community, the Management Agent shall offer the UFAS-Accessible Unit to Residents and/or Applicants, as follows:
 - A. First, to a current Resident with disabilities in the same MIXED or HomeFlex Community who requires the accessibility features of the available, UFAS-Accessible unit and is occupying a unit without those features;
 - B. Second, if there is no current Resident in the same MIXED or HomeFlex Community who requires the accessibility features of the vacant, UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Applicant for an AH-Assisted Unit, according to date and time of application, on the site-based waiting list of the same MIXED or

HomeFlex Community who requires the accessibility features of the available, UFAS-Accessible Unit;

- C. Third, if there is no qualified Applicant for an AH-Assisted Unit on the site-based waiting list of the same MIXED or HomeFlex Community who requires the accessibility features of the vacant UFAS-Accessible Unit, then the MIXED or HomeFlex Community will coordinate with Atlanta Housing's Section 504/ADA Coordinator for referrals from the AH-Owned and MIXED or HomeFlex UFAS-Accessible Unit Database. If Atlanta Housing identifies a current Resident or Applicant on the AH-Owned and MIXED or HomeFlex UFAS-Accessible Unit Database, Atlanta Housing shall refer the Resident or Applicant, according to date and time of transfer request or application, to the MIXED or HomeFlex Community; and
- D. Fourth, if there is no eligible, qualified Resident or Applicant with disabilities in the MIXED or HomeFlex Community or referred by Atlanta Housing pursuant to a review of the AH-Owned and MIXED or HomeFlex UFAS-Accessible Unit Database, who submits an application for the unit within a reasonable time period following receipt of a notice, then the unit may be offered to the next Applicant or Resident, according to date and time of transfer request or application, in the MIXED or HomeFlex Community who does not need the accessibility features of the unit. The occupying Resident will sign a lease or lease addendum that requires the Resident of any UFAS-Accessible Unit in a MIXED or HomeFlex Community who does not need the accessibility features of that unit to relocate, at no expense to the Resident, to a vacant, non-accessible unit within thirty (30) days of notice by the MIXED or HomeFlex Community when there is an eligible, qualified current Applicant or Resident with disabilities who requires the accessibility features of the unit.

ARTICLE SIX.

SCREENING OF APPLICANTS AND RESIDENTS

- 1. Applicants and Residents, at least 16 years of age or older, are subject to initial and ongoing screening to ensure that they can demonstrate their current and continued suitability as a Resident of a community with AH-Assisted Units. Atlanta Housing, the Owner Entity or Management Agent shall be responsible for: (i) screening household members 16 years old and over; and (ii) ensuring that all background information, including deductions and allowances, are properly verified.

Applicants shall undergo and complete the screening process prior to the offer of an AH-Assisted Unit. Residents shall undergo and complete the

2. screening process annually, on an interim basis, or over some longer interval of time in accordance with the MTW Annual Plan.
3. Screening practices that are common and customary for the purpose of leasing apartments in the State of Georgia may be utilized including, but not limited to examination of landlord and dispossession records; review of past and current apartment management records; review of housekeeping performance based on a home visit; and requesting credit reports, utility records, and criminal background histories.
4. Applicants and Residents are required to execute authorization forms allowing Atlanta Housing, Owner Entities and/or their respective Management Agents to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic reexamination process.
5. Applicants and Residents are required to cooperate with the Management Agent during the screening process by providing truthful, complete information relating to all income, household composition, criminal history background, and all other household background information.
6. An Applicant with an unsatisfactory screening report will be denied and sent a suitability denial notice. A Resident household with an unsatisfactory screening report will be subject to termination or nonrenewal of the Resident household's Lease.
7. Applicants and Residents with unsatisfactory screening reports will be presented with notice of denial, termination or non-renewal, as applicable, which will include a copy of any adverse report(s), where permitted, or reason(s), and the opportunity to dispute the accuracy and relevance of the adverse report(s) or reason(s). Applicants and Residents desiring to dispute such determinations, including those with adverse criminal history reports, may do so as set forth in the Statement of Policies, as applicable, based on the circumstances.
8. Atlanta Housing, Owner Entities and Management Agents may share information with one another on the denial of admission of Applicants and the termination of Residents in order to avoid any duplication of effort and ensure the integrity of the screening process.

ARTICLE SEVEN.

DISPUTE PROCESS FOR ADVERSE CRIMINAL HISTORY DECISIONS

1. Atlanta Housing, Owner Entities, and/or Management Agents may deny admission to Applicants or terminate or not renew the leases of Residents if any of their household members are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others, including other residents, and the agents and employees of Atlanta Housing, Owner Entity, and/or Management Agent. An arrest record alone may not provide sufficient evidence of disqualifying conduct. However, an arrest record can trigger an inquiry into whether a person engaged in disqualifying criminal activity. Additional evidence, such as law enforcement reports detailing the circumstances of the arrest, witness statements and other relevant documentation, may be used to assist in making a determination that the disqualifying conduct occurred. Reliable evidence of a conviction for criminal conduct that would disqualify an individual for tenancy (such as a background report from a reliable source) or an admission by the offender may

also be the basis for determining that the disqualifying conduct occurred. Atlanta Housing's Criminal History Screening Policy is set forth in Chapter 1, Article Fifteen of this Statement of Corporate Policies.

2. ADVERSE CRIMINAL HISTORY DECISIONS

A. NOTICE: Denied Applicants and Residents for whom termination is proposed will receive a written notice outlining:

- i. The specific reasons for the denial or proposed termination;
- ii. The dispute process, including the opportunity to dispute the accuracy and relevance of the criminal record prior to the denial, termination or eviction; and
- iii. The opportunity for requesting reasonable accommodation in the dispute process for persons with disabilities.

B. Dispute Process Available to *Applicants Denied for Criminal History*

- i. INFORMAL REVIEW: Denied Applicants have the right to request an informal review by an impartial person designated by Atlanta Housing, the Owner Entity and/or the Management Agent, as applicable, who did not have any prior role in processing the Applicant's application and who is not the subordinate of the person who made the initial decision. Informal reviews must be requested in writing within ten (10) days from the date of receipt of the denial notice. If the Applicant requires assistance with making a written request, the Applicant may come into the management office before the end of the ten (10) day period to request assistance with the written request. If the Applicant does not submit a written request for an informal review within this time period, the decision will be considered final.
- ii. DOCUMENT REVIEW: Prior to the informal review, a denied Applicant may request an opportunity to examine the application file and to copy any relevant documents at the Applicant's cost.
- iii. WITNESSES AND REPRESENTATIVES: The Applicant may bring witnesses, representatives (including attorneys) or letters of support to the informal review. In the event Atlanta Housing, the Owner Entity and/or the Management Agent, as applicable, presents any witnesses, the Applicant will have a right to cross-examine them.

DISPOSITIONS: Denied Applicants are strongly encouraged to bring to the informal review a copy of the disposition of the criminal offenses, which form the basis of the denial. If, however, a denied Applicant admits that he or she committed a crime, was convicted of a crime, or that he or she entered a guilty plea for the criminal offense in question, the Applicant will not need to provide additional information regarding a criminal conviction or a guilty plea. This does not mean, however, that an Applicant who admits

- iv. to committing a crime, was convicted of a crime or entered a guilty plea will not be allowed to discuss the circumstances or any of the review considerations set forth below if he or she wants the Management Agent to consider such additional information.
- v. REVIEW CONSIDERATIONS: At the informal review, a denied Applicant may present, and Atlanta Housing, Owner Entity and/or Management Agent, as applicable will consider, evidence of the following:
 - a. Circumstances: Circumstances of the criminal case(s) and mitigating or aggravating circumstances;
 - b. Conduct: The time, nature and extent of the Applicant's conduct (including the severity of the conduct and the seriousness of the offense);
 - c. Future Danger: Whether the conduct indicates that the Applicant would pose a danger to the health, safety or welfare of others (including other residents, the agents and employees of Atlanta Housing, Owner Entity, and/or Management Agent); whether the Applicant has been rehabilitated so as not to pose such a danger; and other facts which would prevent the Applicant from posing a danger.
- vi. REVIEW DECISIONS: A written review decision should be provided to the denied Applicant within ten (10) days following the informal review or, if the reviewer requested additional information from the Applicant, within ten (10) days following the date the information was submitted, or was due if not submitted, whichever comes first. If the reviewer's decision is to deny the application, the decision shall set forth the reasons for the denial in detail.
- C. Residents subject to Lease termination who desire to dispute the accuracy and relevance of the criminal history information may do so as set forth in Part III, Article Six: "Disputing Decisions of Manager."
- D. Applicants who desire to dispute decisions to deny their applications *for reasons other than criminal history* may do so as set forth in Part III, Article Six: "Disputing Decisions of Manager."

PART III - RESIDENT BENEFITS AND OPPORTUNITIES

ARTICLE ONE.

RENT STRUCTURES AND RELATED POLICIES

1. Residents are required to pay Rent according to the instructions provided by the Management Agent pursuant to the terms of the Lease.
2. Atlanta Housing may, from time to time, establish various rent structures that will combine the Rent charged to Residents with the budgeted federal subsidy in order to balance affordability and operating expenses to ensure that the financial obligations of each community with AH-Assisted Units are covered.
3. Rent structures will be evaluated on a property-by-property basis with the goal of using the rent structure that best positions the individual community to remain self-sustaining. The appropriate rent structure for each community with AH-Assisted

Units may be established by using one of the following income-based and non-income-based approaches:

- A. "Income Adjusted Rent" is the standard rent structure that applies a pre-determined percentage of the Resident's adjusted household income to calculate the Total Tenant Payment. Unless otherwise exempted pursuant to Chapter 1, Article Eleven, Section 7 of this Statement of Corporate Policies, Residents paying an Income Adjusted Rent are subject to the Minimum Rent requirements.
 - B. "Flat Rent" is a standard non-income-based rent structure established in accordance with HUD rules and regulations that uses the fair market rent (FMR) schedule published by HUD as a benchmark in setting reasonable market rents for AH-Assisted Units. Atlanta Housing, in its discretion and using its MTW flexibility, may discontinue the use of Flat Rents.
 - C. "Affordable Fixed Rent" is an AH-designed non-income-based rent structure that sets rents for AH-Assisted Units according to private market practices using property-related factors, including, but not limited to, the particular community in question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package.
4. When Income Adjusted Rents and Flat Rents are available in the Resident's community, the amount of a Resident's rent will be based on whether a Resident selects either the Income Adjusted Rent or the Flat Rent.
 5. When Income Adjusted Rents and Flat Rents are available in the Resident's community, a Resident will be subject to a "Rent Adjustment Fee" if the Resident changes the method of rent payment during the calendar year, unless the Resident can document a hardship reason as to why the change is necessary.
 6. Affordable Fixed Rents, if implemented, may be the only rent structure offered in certain communities identified under Atlanta Housing's Annual MTW Plan. Income-adjusted Rents will not be available in those communities. All Residents residing in these communities will have to pay the applicable Affordable Fixed Rent for AH-Assisted Units in accordance with the schedule established for their community.

ARTICLE TWO. BASIC LEASE OBLIGATIONS AND RESPONSIBILITIES

1. Resident is to live in the AH-Assisted Unit in such a manner that does not adversely impact the quiet, peaceful enjoyment of the premises by other residents while meeting all of the obligations set forth in the Lease, including, but not limited to, those obligations relating to the Work Requirement, housekeeping, other health and safety concerns, criminal activity prohibitions, reporting criminal activity on the premises, and economic independence initiatives.

All household members, 16 years of age or older, are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic recertification process in order

2. to ensure Residents meet all criteria for continued occupancy. The period of the authorization will be established in the Management Operating Procedures.
3. Resident households that are not compliant with the applicable Lease, including the community's apartment rules and Atlanta Housing's Work Requirement, are subject to Lease termination.
4. Each Resident Head of Household and Resident household member shall be responsible for the actions and activities of household members, visitors, guests, and invitees while those persons are either a member of the household, visiting the household, or are on the property.
5. Residents who fail to fulfill the obligations and responsibilities under the provisions of this Part III, Article Two, or under the provisions of the Lease shall be subject to the termination of or significant reduction in rental subsidy resulting in an increase in the amount of Tenant Rent, or the nonrenewal or termination of their Lease.

ARTICLE THREE. OCCUPANCY, CHARGES AND ALLOWANCES

1. To avoid overcrowding and the conditions that may arise from overcrowding in an AH-Assisted Unit, no more than two people shall be approved to occupy a bedroom. Additional consideration, as determined by Atlanta Housing, the Owner Entity or the Management Agent, may be given to households who may request a larger AH-Assisted Unit based on significant, verifiable circumstances, including, but not limited to, the age and gender of household members and reasonable accommodations requests.
2. Security deposits shall be collected at such levels as Atlanta Housing, Owner Entities, and/or Management Agents may determine based on the bedroom size and the particular community with AH-Assisted Units.
3. Atlanta Housing or the Owner Entity (with the approval of Atlanta Housing) may establish community-specific utility allowances by bedroom size for each community based on the reasonable rate of actual utility consumption by energy conservative households; and may, after considering the existing condition of a community, including the age of building infrastructures, amount of insulation, and air circulation, adjust such allowances to account for the actual utility consumption required to maintain a reasonable quality of life environment under such conditions.
4. Atlanta Housing, in its discretion, may charge Residents for excess utility usage that exceeds the utility allowances established for the AH-Owned Community.
5. The Management Agent may establish and, if approved by Atlanta Housing or the Owner Entity, publish for each community with AH-Assisted Units a schedule of reasonable fees and charges, including but not limited to Maintenance Charges, Charges for Repeated Bedbug Infestations, Transfer Fees, Application Fees, Damage Fees, Supplemental Screening Fees, Pet Deposits, Pet Application Fees, and Dispossession Fees which may be charged to residents in addition to rent and excess utility charges, as applicable.

ARTICLE FOUR. TRANSFERS

1. Residents may request a transfer to another AH-Assisted Unit within the same community with AH-Assisted Units subject to approval by the Management Agent ("Community Transfer"). A request to move to another community is not considered a Community Transfer. Residents cannot initiate a transfer to another community.

Residents must submit an application to the other community and, if approved, provide the appropriate notice under the current Lease, except as provided for in Section 6 of this Article Four.

2. Residents who have requested a Community Transfer must be current in all obligations under the Lease.
3. A Resident's request for a Community Transfer may not be approved if the Resident has resided in the current apartment for less than one year, except in those cases where there are verifiable medical reasons or a verifiable disability requiring special features, which cannot be provided through a reasonable accommodation in the current unit.
4. If the Community Transfer is approved by the Management Agent, the Resident may be required to pay a "Transfer Fee" based on the schedule of fees published for the particular community with AH-Assisted Units.
5. Residents will not have to pay the Transfer Fee if the Community Transfer is required or initiated by Atlanta Housing, Owner Entity, or Management Agent, or for such other valid reason, such as a reasonable accommodation as outlined in Section 6, as determined by the Management Agent.
6. The following policies apply to reasonable accommodation transfers:
 - A. All reasonable accommodation transfers have priority over all other transfers, except natural disaster transfers, emergency transfers and relocations;
 - B. Residents of AH-Owned Communities with disabilities who require a transfer to another AH-Owned Community as a reasonable accommodation will not be required to make a separate application at the desired Atlanta Housing AH-Owned Community;
 - C. A Resident's initial security deposit will be transferred to the new unit and no additional security deposit charges will be incurred when the Resident with disabilities transfers to another AH-Owned Community as a reasonable accommodation; and
 - D. Residents with disabilities who require a transfer as a reasonable accommodation will not incur any termination penalties for early lease termination.
 - E. Management Agents of AH-Owned Communities and MIXED or HomeFlex Communities will maintain a Transfer List that prioritizes the transfer of Residents who require a transfer due to an obvious or verified qualifying disability over new admissions of Applicants. The Transfer List will document the following:
 - i. Date and time of each reasonable accommodation transfer request;
 - ii. Name and address of Resident(s) to be transferred;

Reason(s) for transfer, including information regarding the Resident's reasonable accommodation request(s) and/or request

- iii. for a UFAS-Accessible Unit or an AH-Assisted Unit with accessible features;
 - iv. Current disposition of reasonable accommodation transfer request;
 - v. Date of transfer; and
 - vi. Name of Resident transferred out of an AH-Assisted Unit to accommodate a Resident's disability per the Management Agent's execution of a lease addendum that requires a Resident without a disability to relocate to a vacant, non-accessible unit, at no expense to that Resident.
7. Atlanta Housing may initiate "Relocation Transfers" outside of a community from time to time to facilitate Atlanta Housing's property repositioning strategy, which includes, but is not limited to, the sale of property, revitalization activities, and/or development opportunities related to an AH-Owned Community, or for other valid reasons as determined by Atlanta Housing.
 8. Relocation Transfers are transfers from one AH-Owned Community to another AH-Owned Community ("Destination Community"). Relocation Transfers are not considered Community Transfers, as described above in this Article Four, and Residents are not subject to the same requirements as set forth above for Community Transfers. Residents who are subject to Relocation Transfers bypass the waiting list at the Destination Community and receive priority consideration for the first available AH-Assisted Unit at the Destination Community. Such Residents must meet the eligibility and suitability requirements outlined in Part II of the Statement of Corporate Policies in order to be transferred to the Destination Community.
 9. In order to accommodate a Resident household and to avoid overcrowding when a suitably sized AH-Assisted Unit is not available, the Resident may request and the Management Agent may approve a Community Transfer from one AH-Assisted Unit to two AH-Assisted Units ("Split-Family Transfer"). The Resident's request must be in writing stating the reason for the Split-Family Transfer, unless initiated by the Management Agent. Whether requested by the Resident or initiated by the Management Agent, the Resident must agree in writing to a Split-Family Transfer.
 10. To qualify for a Split-Family Transfer, the Resident household must meet the requirements of this Article Four and the proposed Heads-of-Household of the units to be assigned under the Split-Family Transfer must be: (a) listed on the existing Lease as a member of the household as of the most recent recertification; and (b) legally capable of executing a lease.
 11. Split-Family Transfers may be used by Resident households subject to Relocation Transfers when a suitably sized apartment is not available in a Destination Community. Such Resident households must qualify for the Split-Family Transfer pursuant to this Article Four, as applicable.

ARTICLE FIVE. PET POLICY

1. Atlanta Housing will permit Residents of AH-Owned Communities to keep common household pets or other animals that are widely acknowledged and accepted as household pets, provided the Resident's keeping of a pet is not a threat to the health and safety of other residents and otherwise meets the requirements established by the Management Agent for the community.
2. Residents of communities with AH-Assisted Units are not allowed to keep: animals that are not widely acknowledged and accepted as household pets; household pets

that are unlicensed as required by Fulton County; household pets temporarily (e.g. pet-sitting); and/or household pets for the purpose of training or engaging in any business activity related to household pets in the Resident's apartment, or anywhere else within the community.

3. Residents in a MIXED or HomeFlex Community, who desire to keep a common household pet, may only do so if household pets are generally allowed at the community and then only in strict accordance with the household pet procedures prescribed at the Resident's MIXED or HomeFlex Community, except as provided for in Section 5 below with respect to Assistance Animals.
4. Certain MIXED or HomeFlex Communities may exclude common household pets altogether if it is in the best interest of the community to do so, except as provided for in Section 5 below.
5. Owner Entities and Management Agents will make reasonable accommodations for an "assistance animal". Pet policies for AH-Owned Communities and MIXED or HomeFlex Communities shall:
 - A. Expressly exclude Assistance Animals clarifying that an "Assistance Animal" is an animal that is needed as a reasonable accommodation for persons with disabilities and is not generally subject to the standard pet policy;
 - B. Define an "Assistance Animal" as an animal that is needed as a reasonable accommodation for persons with disabilities (Assistance Animals are animals that work, provide assistance, or perform tasks for the benefit of a person with a disability; or animals that provide emotional support that alleviate one or more identified symptoms or effects of a person's disability);
 - C. Remove unreasonable height and weight restrictions for Assistance Animals;
 - D. Remove unreasonable breed restrictions for Assistance Animals, except in accordance with local laws or ordinances;
 - E. Remove pet deposits for Assistance Animals; and
 - F. Clarify that any household pet exclusions in any community's policies do not apply to Assistance Animals required by Residents of AH-Assisted Units.

ARTICLE SIX.

DISPUTING DECISIONS OF MANAGER

The purpose of Article Six is to provide Applicants and Residents with a dispute process to address eligibility, general admissions, occupancy and leasing issues, and requests for reasonable accommodations in a manner that seeks equitable resolutions to such issues in an expedient and responsive manner. Applicants and Residents with disabilities may request reasonable accommodations in order to participate in the dispute process. The dispute process outlined in this Article Six shall not govern the process related to the denial of admission based on the findings of a criminal history report

- outlined in Part II, Article Seven, Section 2 (Adverse Criminal History Decision) of the Statement of Corporate Policies.

1. DISPUTE PROCESS FOR APPLICANTS

- A. Applicants for AH-Assisted Units who are denied admission based on eligibility and general admissions criteria and desire to dispute this action must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of the disputed action.
- B. An Applicant's request for a meeting, including the need for a reasonable accommodation, must be in writing.
- C. The Management Agent will schedule the meeting within a reasonable period of time, provided the Applicant's written request for the meeting was received in a timely manner.
- D. An Applicant may bring a representative to this meeting to assist the Applicant.
- E. The Management Agent is under no obligation to meet with the Applicant after the conclusion of the requested meeting.
- F. A written decision should be provided to the Applicant within a reasonable time following the conclusion of the meeting. If the Management Agent's decision is to deny the application, the decision shall set forth the reasons for the denial.

2. DISPUTE PROCESS FOR RESIDENTS

- A. Atlanta Housing, Owner Entity and/or Management Agent, as applicable, are authorized under the terms of the Lease, Lease Addenda, and Apartment Rules to initiate an adverse action against a Resident with respect to leasing and occupancy violations that may result in a denial, significant reduction or termination of benefits otherwise due a Resident. With respect to termination or eviction based on criminal activity, Residents are to be offered an opportunity to dispute the accuracy and relevance of a criminal record prior to termination or eviction based on criminal activity.
- B. Residents may dispute such adverse actions.
- C. Residents must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of notice of the adverse action or in accordance with the dispute handling procedures in effect at the Resident's community with AH-Assisted Units.
- D. The period of time within which the Resident must request a meeting may be shorter if the Resident's Lease is being terminated for criminal activity and the Management Agent has reasonably determined that the Resident poses a threat to the health and safety of the Community.
- E. A Resident's request for a meeting, including the need for a reasonable accommodation, must be in writing.
- F. The dispute process at each community with AH-Assisted Units must allow the Resident to meet with an impartial designee of the Management Agent who did

not participate in the initial decision affecting the Resident. The impartial designee may not be a subordinate of the person who made the initial decision. A Resident may bring a representative to this meeting(s) to assist the Resident.

- G. The impartial designee of the Management Agent is under no obligation to meet with the Resident about the dispute after the conclusion of the final meeting.
- H. A written decision should be provided to the Resident within a reasonable time following the conclusion of the meeting. If the impartial designee's decision is to rule against the Resident, the decision shall set forth the reasons for the denial, significant reduction or termination of benefits.
- I. Notwithstanding anything to the contrary set forth above, the Owner or the Management Agent may evict the occupants of a dwelling unit through judicial eviction procedures instead of providing the dispute process opportunity outlined above.

PART IV - MISCELLANEOUS

ARTICLE ONE. AVAILABILITY OF OFFICIAL LEASING DOCUMENTS

- 1. Official leasing-related documents will be maintained in the management office of any community with AH-Assisted Units.
- 2. Official leasing-related documents can be reviewed by Applicants, Residents, and other interested parties upon reasonable request and notice during normal office hours.
- 3. Amendments and/or updates to Fee Schedules, Rent Structures, Utility Allowances, Routine Maintenance and other charges may be approved from time to time by Atlanta Housing or the Owner Entity, as applicable. Such amendments and/or updates shall be implemented only after Residents have been given reasonable notice of the effective date.

ARTICLE TWO. APPROVAL OF MANAGEMENT PRACTICES

Management Operating Procedures, administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach shall be developed following the intent of this Statement of Corporate Policies and may be approved, amended, or withdrawn at the discretion of Atlanta Housing.

[END OF CHAPTER 2]

CHAPTER 3

HOUSING CHOICE TENANT-BASED PROGRAM POLICIES

PART I – INTRODUCTION

ARTICLE ONE.

GENERAL POLICY REQUIREMENTS

The General Policy Requirements for Rental Assistance Programs set forth in Chapter 1 are applicable to this Chapter 3, which covers the Program-Specific Policies for the Housing Choice Tenant-Based Program (“Program”).

ARTICLE TWO.

PROGRAM MANAGEMENT AND OPERATING PROCEDURES

1. The operating division designated by Atlanta Housing is responsible for performing all program management functions related to the implementation and administration of the Program (“Operations Division”). The Operations Division is responsible for developing and implementing written Program operating procedures (“Operating Procedures”) that are consistent with the policies outlined in this Statement of Corporate Policies.
2. Atlanta Housing may create and apply technology solutions to improve the efficiency and effectiveness of applicable program management functions in order to create, where appropriate and practical, a paperless environment. The Operations Division will include the requirements, procedures and processes for the implementation and administration of technology solutions and concomitant applications in the Operating Procedures.
3. The terms Applicant and Participant are defined to include all household members with respect to their compliance with the Housing Choice Tenant-Based Program Policies set forth in this Chapter 3 of this Statement of Corporate Policies and implemented through the Operating Procedures.

PART II – ADMISSION TO THE PROGRAM

ARTICLE ONE.

WAITING LIST NOTIFICATION

1. Atlanta Housing will comply with all Fair Housing and Equal Opportunity requirements applicable to public notices announcing the opening and closing of the Program waiting list (“Waiting List”) for a Housing Choice Tenant-Based Voucher (“Voucher”).
2. Atlanta Housing will make reasonable efforts to provide adequate notification to potential applicants with respect to applicant eligibility, the period of the opening, reasonable accommodations opportunities and other details related to the acceptance of applications to the Waiting List as set forth in the Operating Procedures.

ARTICLE TWO.

WAITING LIST APPLICATION PROCESS

The form of application and administrative procedures for receiving applications from Applicants, placing Applicants on the Waiting List and selecting Applicants from the Waiting List are set forth in the Operating Procedures.

ARTICLE THREE.

ORGANIZATION AND MAINTENANCE OF THE WAITING LIST

1. The equitable methods of processing Applicants on the Waiting List and the processes for organizing, updating and maintaining Applicant records are set forth in the Operating Procedures. AH, in its discretion, may establish reasonable procedures related to the Waiting List, including but not limited to procedures for reevaluating the reliability of waiting list information provided by Applicants, exploring alternative strategies for the selection of Applicants (including the implementation of residency and other local preferences) and setting the requirement that Applicants on the Waiting List must notify AH of their interest within a specified period of time in order to remain on the Waiting List.
2. The maintenance of the Waiting List with respect to updating applications, notice letters, and removals will be detailed in the Operating Procedures.
3. Applicant responsibilities and requirements for updating changes to the information reported during the application process and for responding to requests for information are stated in the Operating Procedures.

ARTICLE FOUR. SPECIAL ADMISSIONS

1. Atlanta Housing may accept applications from eligible households who have relocated from a community owned by Atlanta Housing due to demolition, repositioning, disposition or other related Atlanta Housing activities without opening the Waiting List.
2. Atlanta Housing, in its discretion, may authorize the special admission of eligible and qualified applicants to the Program, in order to implement special initiatives; offer homeownership opportunities to eligible households; admit households impacted by an owner opt-out of a housing assistance contract on a HUD-insured multi-family development; and/or address an urgent local need as determined and approved by Atlanta Housing including, but not limited to, Rental Assistance Demonstration related construction, foreclosure assistance and natural disasters, assistance to eligible victims of domestic violence pursuant to the *Violence Against Women Act*, pilot programs for at-risk populations, relocation activities and mitigation of displacement related to real estate development initiatives. Special admissions may also be approved, as a reasonable accommodation, for transfer assistance to an eligible and qualified person with a verifiable disability who resides in an AH-Owned Community or whose name is on a transfer/waiting list to be assisted who requires a UFAS Accessible Unit.
3. Any household eligible for a special admission, as determined by Atlanta Housing, may not be denied a Voucher for admission to the Program provided that no member of the household has committed an offense specifically identified by HUD pursuant to 24 CFR 982.553 as described in Chapter 1, Article Fifteen of this Statement of Corporate Policies.
4. Atlanta Housing, in its discretion, may deny special admission to a household if any of their household members are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others, including other residents, Atlanta Housing and its staff, Owners/Landlords, and/or Management Agent staff as stated in Chapter 1, Article Fifteen of this Statement of Corporate Policies.
5. Other eligibility requirements specific to the special admission program, procedures, processes and general management practices for special admissions will be outlined in the Operating Procedures. **AH factors minimum program occupancy requirements before consideration of special admissions for families of all**

AH-owned, AH-sponsored/supported, or AH-affiliated rental assistance programming.

1. Families living in Atlanta Housing-owned public housing unit formerly receiving public housing operating subsidy under Section 9 of the 1937 Housing Act, as amended, and now receiving housing choice operating subsidy under Section 8 of the 1937 Housing Act, as amended, because of unit conversion under the Rental Assistance Demonstration (RAD) Program may be eligible for a tenant-based voucher (TBV) under Choice Mobility. These families, referred to as RAD Project-Based Voucher (PBV) families must express this interest in writing to AH and the site's property management team

ARTICLE FIVE.

ELIGIBILITY DETERMINATION

1. An Applicant desiring to participate in the Program must complete a full application in accordance with the Operating Procedures and demonstrate that: (a) Applicant meets one of the definitions of Family; (b) Applicant's total household income verified for the initial eligibility determination does not exceed the "Very Low-Income" limit published by HUD for the household size; (c) Applicant fully satisfies applicable statutory and HUD's regulatory requirements for citizenship and/or eligible immigrant status; (d) Applicant is in compliance with the Work Requirement set forth in Chapter 1, Article Ten of this Statement of Corporate Policies; (e) Applicant has an acceptable criminal background record; and (f) Applicant is able to comply with all Program obligations.
2. An Applicant's qualifications for Participation must be verified through appropriate documentation as set forth in the Operating Procedures.
3. Atlanta Housing will notify Applicants, in writing, of an ineligibility determination. Such notification will set forth the reasons for the ineligibility determination and provide instructions regarding how the ineligible Applicant may request a review of the determination.

PART III – PROGRAM PARTICIPATION

ARTICLE ONE.

FAMILY BRIEFINGS

Prior to Voucher issuance, Applicants are required to participate in a "Family Briefing" that provides an overview of the Program in order to inform, review and educate Applicants regarding Program procedures, family obligations, compliance with Program requirements, and available housing opportunities. The Family Briefing will be conducted in accordance with the Operating Procedures.

ARTICLE TWO.

VOUCHER ISSUANCE

Vouchers are issued to Applicants for a reasonable period of time in accordance with the Operating Procedures. Extensions to the term of the Voucher may be granted on a case-by-case basis, reasonable accommodation requests, and other reasonable requests related to an Atlanta Housing special or strategic initiative. The procedures for granting extensions are set forth in the Operating Procedures.

ARTICLE THREE.

VOUCHER SIZE

1. The size of the rental housing unit that a Participant may lease under the Program is based on the number of bedrooms Atlanta Housing has approved for the Participant's Voucher ("Voucher Size").

A Participant may not lease a rental housing unit that has more bedrooms than the Voucher Size unless approved by Atlanta Housing. In the event Atlanta Housing approves a Participant's request for a

2. Size will be issued to the Participant.
3. To avoid overcrowding and the conditions that may arise from overcrowding, the Voucher Size of the Voucher issued to each eligible Participant will be determined in accordance with Operating Procedures based on the verifiable needs of the Participant household. In considering a request made by a Participant, a variety of factors, including, but not limited to, the number of people in the household, the age and gender of household members, special needs and reasonable accommodations, may be approved by Atlanta Housing in determining Voucher Size.

ARTICLE FOUR.

TRANSFER OF ASSISTANCE

1. An Applicant cannot transfer her/his Voucher to another person or family. There is no expressed nor implied right that permits or entitles the selective transfer of a Voucher that was issued to an Applicant for her/his exclusive use as head-of-household on behalf of an assisted household.
2. If the Voucher holder, as the head-of-household of a housing unit assisted under the Program, abandons, leaves, moves out of or is involuntarily removed from the household or dies, Atlanta Housing will determine the disposition of the Voucher with respect to the remaining members of the household in accordance with the Operating Procedures.

ARTICLE FIVE.

SUITABILITY

Atlanta Housing determines Participant eligibility for the Program in accordance with the Operating Procedures but does not otherwise screen Participants as to their suitability as tenants. It is the rental property owner's (Owner/Landlord) responsibility, not Atlanta Housing's responsibility, to screen and make its own determination regarding the suitability and acceptability of Participants as prospective tenants using the Owner/Landlord's own screening criteria in compliance with the Fair Housing Act and other applicable requirements. As a general practice, Atlanta Housing does not provide its screening reports to Owners/Landlords and Owner/Landlords may not rely upon such screening reports for any purpose.

ARTICLE SIX.

PARTICIPANT OBLIGATIONS AND RESPONSIBILITIES

1. Participants must occupy their assisted unit as their sole place of residence and conduct themselves in an acceptable and responsible manner that would not adversely impact the quiet and peaceful enjoyment of the premises and neighborhood by other community residents.
2. Participants must meet all obligations set forth in this Statement of Corporate Policies as implemented through the Operating Procedures, including, but not limited to those obligations relating to lease violations, housekeeping, criminal activity prohibitions, other health and safety concerns, and economic independence initiatives.

3. Participants, or any member of the Participant's household, who becomes unemployed due to her/his resignation, retirement before age 62, quitting, termination, firing or other voluntary reasons, may not receive any rent relief as a result of the loss of employment and shall continue to be responsible for the entire Tenant Rent based on prior employment and income status.
4. Participants who provide third party verification satisfactory to AH that loss of employment was due solely to a layoff will receive consideration for a reduction in Tenant Rent.

ARTICLE SEVEN. PROGRAM MOVE

1. A Participant must give written notice to the Owner/Landlord and to Atlanta Housing of intent to move from a unit assisted under the Program pursuant to the terms of the lease between the Participant and the Owner/Landlord and the Participant's obligations under the Program ("Program Move").
2. The procedures, processes and general administrative guidelines governing Program Moves are set forth in the Operating Procedures.
3. Atlanta Housing may initiate a Program Move due to Owner/Landlord non-compliance with Program requirements; requests for reasonable accommodations; victim protection under the *Violence Against Women Act*; relocation activities; pilot program requirements for at-risk populations; and other reasons as set forth in the Operating Procedures.
4. Participants undergoing a Program Move may be required to attend a Family Briefing as set forth in the Operating Procedures.

ARTICLE EIGHT. PORTABILITY

1. Voucher portability procedures, processes and general administrative practices are set forth in the Operating Procedures.
2. Voucher portability to another jurisdiction will generally follow the applicable HUD rules and regulations unless modified by an inter-jurisdictional cooperative agreement and applicable authorizations under Atlanta Housing's MTW Agreement.
3. Atlanta Housing will require Participants porting to other jurisdictions to comply with Atlanta Housing's policies, including the Work Requirement. Atlanta Housing, at its discretion, may waive such requirements for Participants where Atlanta Housing determines that it is not feasible to administer program compliance for such Participants.
4. Atlanta Housing, in its discretion, may place reasonable restrictions on the ability of Participants to port outside of its jurisdiction. Such restrictions may include, but will not be limited to, Program tenure, Work Requirement compliance, status of current Lease and other restrictions relating to compliance with family obligations under the Program.

PART IV – AH SUBMARKET PAYMENT STANDARDS AND CONTRACT RENT DETERMINATIONS

ARTICLE ONE.

MTW AUTHORIZATION

1. Atlanta Housing's MTW Agreement authorizes AH to make determinations with respect to payment standards, rent reasonableness methodologies, and reasonable contract rents and increases to such rents.
2. Atlanta Housing, in its discretion and pursuant to the MTW authorizations, may explore, establish and implement different rent structures to further align the Program with private sector practices as well as to maximize the use of the subsidy resource to promote and support economic independence among Program Participants.
3. Atlanta Housing's policies regarding payment standards and rent determinations support effective strategies for the deconcentration of poverty by providing Participants with meaningful and broader housing opportunities in order to access quality affordable housing.

ARTICLE TWO.

AH SUBMARKET PAYMENT STANDARDS

1. Atlanta Housing will establish, implement and publish maximum rental subsidy amounts for Voucher-assisted rental units by location and bedroom size ("AH Submarket Payment Standards"). The AH Submarket Payment Standards will be used in lieu of the Fair Market Rents published annually by HUD in the Federal Register. AH will utilize recognized market study practices and other valuation methods for establishing the AH Submarket Payment Standards.
2. The objective of the AH Submarket Payment Standards is to maximize the use of Voucher subsidy funding in support of strategies that promote the deconcentration of poverty and broader housing opportunities, promote the expansion of affordable housing, provide reasonable accommodation for Participants who are Elderly or Disabled Persons, and support the sustainability of the Program.
3. Atlanta Housing, in its discretion, may establish, implement and publish a payment standards schedule applicable to a broader area in support of portability initiatives.
4. Atlanta Housing may amend the AH Submarket Payment Standards periodically based on changing market conditions.
5. The procedures for implementing the AH Submarket Payment Standards will be set forth in the Operating Procedures.

ARTICLE THREE.

SETTING REASONABLE CONTRACT RENTS

1. The rent requested by an Owner/Landlord and approved by Atlanta Housing for a rental unit to be leased under the Program is the "Contract Rent."

To be approved, a Contract Rent must be reasonable when compared to comparable unassisted rental units in the rental market. Any exception to

2. Contract Rent determination must be approved by AH's Investment Committee or its designee.
3. Methodologies for determining reasonable Contract Rents will utilize data derived from a variety of resources including, but not limited to, market rent studies (whether conducted by Atlanta Housing or other public or private entities), HUD Fair Market Rent data for the Atlanta-Sandy Springs-Marietta MSA, private sector databases, academic and other empirical studies, and regional economic forecasts.
4. Atlanta Housing's process for setting reasonable Contract Rents are set forth in the Operating Procedures.

ARTICLE FOUR.

AH SUBMARKET PAYMENT STANDARDS LIMITATIONS ON CONTRACT RENTS

1. A Contract Rent proposed for a rental unit under the Program cannot exceed the applicable AH Submarket Payment Standard.
2. When a Contract Rent for a rental unit exceeds the applicable AH Submarket Payment Standard, an exception to the applicable AH Payment Submarket Standard may be granted, provided the Contract Rent is reasonable and the justification for such approval is based on the quality of the rental unit regardless of submarket, the location of the rental unit with respect to its proximity to revitalization activities, a reasonable accommodation request, and other reasonable justifications related to achieving Atlanta Housing's goals. Any exception to the AH Submarket Payment Standards must be approved by AH's Investment Committee or its designee. The procedures for granting exceptions will be set forth in the Operating Procedures.
3. In some cases that cannot be fully justified, AH, in its discretion, may not grant an exception to an AH Submarket Payment Standard when the Contract Rent for a rental unit exceeds the AH Submarket Payment Standard. In such cases AH may allow the Participant to add that portion of the proposed Contract Rent that exceeds the applicable AH Submarket Payment Standard to the Participant's Tenant Rent, provided the proposed Contract Rent is reasonable and the Participant will not experience an excessive Rent Burden, as determined and approved by AH.

PART V – INSPECTIONS

ARTICLE ONE.

QUALITY UNITS

1. Atlanta Housing established and may amend enhanced local standards (“AH Enhanced Inspection Standards”) periodically to ensure that rental units under the Program offer Participants quality housing in healthy communities.
2. Factors such as levels of concentrated poverty, neighborhood crime, proximity to good neighborhood schools, access to public transportation, and access to retail businesses, among other factors, will be considered. Unit, site, and neighborhood conditions must continue to meet AH Enhanced Inspection Standards for as long as the assisted unit remains on the Program. It is the goal of the Program to provide opportunities for all Participants to reside in rental units in neighborhoods that promote and enhance educational and employment goals, good citizenship, and peaceful and cooperative community living.
3. Atlanta Housing policy requires that only Owners/Landlords with quality rental units can participate in the Program. Atlanta Housing, in its discretion, can deny the participation of Owners/Landlords with substandard or marginal rental units (including rental units in areas that do not meet Atlanta Housing site and neighborhood standards) for Program participation.
4. AH, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to Owners/Landlords in the event a rental unit assisted under the Program fails to comply with the AH Enhanced Inspection Standards. The procedures and practices established under this policy will be set forth in the Operating Procedures and implemented as a substitute for any applicable HUD rules and regulations.

ARTICLE TWO.

FREQUENCY OF INSPECTIONS

1. To ensure ongoing compliance with the AH Enhanced Inspection Standards, Atlanta Housing will inspect or coordinate the inspection of all rental units assisted under the Program prior to occupancy, on a periodic but planned basis and under special circumstances related to health and safety issues and quality assurance measures in accordance with the procedures, processes and general administrative practices set forth in the Operating Procedures.
2. AH may establish a process in the Operating Procedures that would permit a high performing Owner/Landlord with a high quality property to self-certify that any rental unit under the Program in such property complies with the AH Enhanced Inspection Standards without the need for an inspection by AH. The Operating Procedures would also set forth the qualifications of high-performing Owners/Landlords, the quality benchmarks for eligible properties, the self-certification process and quality control measures.

ARTICLE THREE.

PROGRAM MARKETING AND OUTREACH

Atlanta Housing will continue to educate the public about the Program and to foster successful relationships throughout human services organizations, local and state governments, and the business community in order to ensure the availability of quality affordable rental units and family self-sufficiency opportunities for Program Participants. This effort includes outreach activities to Owners/Landlords with quality rental units as well as pre-qualification/pre-inspection processes to ensure the availability of quality rental units.

PART VI – HOUSING CHOICE RENTAL ASSISTANCE AGREEMENT

ARTICLE ONE.

BUSINESS RELATIONSHIP WITH OWNERS/LANDLORDS

The Housing Choice Rental Assistance Agreement, (“HCRA Agreement”), or any successor or related agreement that Atlanta Housing may develop and implement pursuant to its authorizations under the MTW Agreement, is the controlling agreement that defines the business relationship between Atlanta Housing and Owners/ Landlords.

ARTICLE TWO.

LEASE ADDENDUM

The Housing Choice Rental Lease Addendum, (“Lease Addendum”), or any successor or related lease addendum that Atlanta Housing may develop and implement pursuant to its authorizations under the MTW Agreement, is the controlling document that defines business relationship between Participants and Owners/ Landlords with respect to their participation in the Program.

ARTICLE THREE.

LEASE AND HCRA AGREEMENT TERMINATION

Procedures, processes and general administrative guidelines governing lease terminations by the Owner/Landlord with respect to the Participant and the resulting termination of the HCRA Agreement are set forth in the Operating Procedures.

ARTICLE FOUR.

ENHANCEMENTS TO HCRA AGREEMENT AND LEASE ADDENDUM

Atlanta Housing may develop enhanced versions of the HCRA Agreement and Lease Addendum in order to attract and retain high quality multifamily communities in the Program.

ARTICLE FIVE.

BUSINESS RELATIONSHIP PROGRAM PROCEDURES

Atlanta Housing’s Program procedures governing the conduct of the business relationship between Atlanta Housing and Owners/Landlords are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

PART VII – PROGRAM TERMINATIONS

ARTICLE ONE.

DENIAL AND TERMINATION OF ASSISTANCE

1. Atlanta Housing may deny admission to Applicants or terminate the housing assistance benefits of Participants if they or any household member are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others. Atlanta Housing’s Criminal History Screening Policy is set forth in Chapter 1, Article Fifteen of this Statement of Corporate Policies. An arrest record alone may not provide sufficient evidence of disqualifying conduct. However, an arrest record can trigger an inquiry into whether a person engaged in disqualifying criminal activity. Additional evidence, such as law enforcement reports detailing the circumstances of the arrest, witness statements and other relevant documentation, may be used to assist in making a determination that the disqualifying conduct occurred. Reliable evidence of a conviction for criminal conduct that would disqualify an individual for tenancy (such as a background report from a

reliable source) or an admission by the offender may also be the basis for determining that the disqualifying conduct occurred.

2. Other causes Atlanta Housing may deny admission to Applicants or terminate the housing assistance benefits of Participants include the following.
 - A. An Applicant or Participant who owes rent or other amounts to Atlanta Housing or to another housing agency in connection with Program.
 - B. An Applicant or household member, either of whom being a former Program Participant or former public housing resident, who failed to reimburse Atlanta Housing or another housing agency for overpaid assistance or underpaid rent or for any outstanding charges owed to an Owner/Landlord under an assisted lease paid by Atlanta Housing or another housing agency.
 - C. An Applicant or Participant who is not in compliance with any of the requirements for selection and continued participation in the Program as set forth in the program application, voucher, program rules, family obligations set forth in the voucher, HCRA Lease Addendum, applicable HUD regulations or this Statement of Corporate Policies.

ARTICLE TWO.

OTHER TERMINATIONS OF HCRA AGREEMENTS AND PARTICIPANT ASSISTANCE

1. Atlanta Housing may terminate a HCRA Agreement if the Owner/Landlord is not in compliance with the terms and conditions of the HCRA Agreement and for any other reason set forth in the HCRA Agreement or otherwise allowed by law.
2. Atlanta Housing may deny or terminate assistance if Atlanta Housing has reason to believe that a Participant household member has failed to abide by Program rules, regulations, or family obligations. Atlanta Housing shall have the discretion to consider all of the circumstances in each case, including the seriousness of the offense, if the violation is a first offense or a pattern of behavior, the extent of participation by the household member, and the effects that denial or termination would have on the other members of the Participant household not involved in the prescribed activity.

ARTICLE THREE. TERMINATION OF ASSISTANCE NOTIFICATION

If Atlanta Housing deems it necessary to terminate assistance, Atlanta Housing will give both the Participant and the Owner/Landlord written termination notices in accordance with the Operating Procedures.

ARTICLE FOUR.

INFORMAL REVIEWS AND INFORMAL HEARINGS

1. Applicants may exercise the right to an “Informal Review” regarding denial of an application for housing assistance or denial of a reasonable accommodation request. Requests for an Informal Review must be made in writing within ten (10) business days from the date of the notice of ineligibility or denial of assistance from the Atlanta Housing.

Prior to the Informal Review, a denied Applicant may request an opportunity to examine the application file and to copy any relevant documents at the Applicant’s cost. The Informal Review will be conducted by a person appointed by Atlanta Housing who is neither the person who made or approved the decision under review nor the subordinate of such person. Both the Applicant and Atlanta Housing will have the opportunity to present evidence at the Informal

Review. The Applicant may bring witnesses, representatives (including attorneys) or letters of support to the Informal Review. In the event Atlanta Housing's representative for the Housing Choice Voucher Program presents any witnesses, the Applicant will have a right to cross-examine them. In the event the Applicant presents

1. cross-examine them. Evidence may be considered without regard to admissibility under the rules of evidence applicable to judicial proceedings. An Informal Review decision shall be provided in writing to the Applicant within fifteen (15) business days from the date of the Informal Review. Requests for Informal Reviews, supporting documentation, and a copy of the final decision shall be retained in the applicant's file.
2. Participants may exercise the right to an "Informal Hearing" to consider whether certain adverse actions that may result in significant reduction or termination of housing subsidy benefits violate the law, HUD regulations (to the extent applicable under MTW) or Atlanta Housing policies.
3. Adverse decisions based on criminal activity - If the denial of admission or termination of assistance is based on criminal activity, Atlanta Housing will provide a copy of the criminal background report at issue and the Applicant or Participant will be given the opportunity to dispute the accuracy and relevance of the record prior to the adverse decision. Applicants and Participants are strongly encouraged to provide a copy of the disposition of the subject criminal offenses. If, however, an Applicant or Participant admits that he or she committed a crime, was convicted of a crime or that he or she entered a guilty plea for the criminal offense in question, he or she will not need to provide additional information regarding a criminal conviction or a guilty plea. This does not mean, however, that he or she will not be allowed to discuss the circumstances or any of the review considerations set forth below if he or she wants such additional information to be considered. Atlanta Housing will consider evidence of the circumstances of the criminal case(s) including mitigating or aggravating circumstances; the time, nature and extent of the conduct including the severity of the conduct and the seriousness of the offense; and whether the conduct indicates that the Applicant or Participant would pose a danger to the health, safety or welfare of others.
4. Requests for an Informal Hearing must be made in writing within ten (10) business days from the date of the notice of denial or termination of assistance from the Atlanta Housing. Prior to the Informal Hearing, the Participant may request an opportunity to examine the Participant's file and to copy any relevant documents at the Participant's cost. The Informal Hearing will be conducted by a person appointed by Atlanta Housing who is neither the person who made or approved the decision under review, nor the subordinate of such person. Both the Participant and Atlanta Housing will have the opportunity to present evidence at the Informal Hearing. The Participant may bring witnesses, representatives (including attorneys) or letters of support to the Informal Hearing. In the event Atlanta Housing's representative for the Housing Choice Voucher Program presents any witnesses, the Participant will have a right to cross-examine them. In the event the Participant presents any witnesses, the representative from Atlanta Housing will have a right to cross-examine them. Evidence may be considered without regard to admissibility under the rules of evidence applicable to judicial proceedings. Determinations shall be based on the preponderance of the evidence presented at the Informal Hearing. An Informal Hearing decision shall be provided in writing to the Participant within fifteen (15) business days from the date of the Informal hearing.
5. Requests for Informal Hearings, supporting documentation, and a copy of the final decision shall be retained in the Participant's file.

2. Applicants and Participants with disabilities may request reasonable accommodation in order to participate in the Informal Review and Informal Hearing process, as applicable.

PART VIII – INTER-JURISDICTIONAL COOPERATION

ARTICLE ONE.

COOPERATIVE AGREEMENTS

Atlanta Housing may seek to establish cooperative agreements and similar arrangements between and among other housing agencies in other jurisdictions administering the Housing Choice Tenant-Based Program with respect to Voucher portability relating to eligibility, inspections, program requirements, fee sharing, billing and other arrangements that would promote and benefit inter-jurisdictional cooperation.

PART IX – SPECIAL PROGRAMS

ARTICLE ONE.

SPECIAL PROGRAMS POLICY

Atlanta Housing, in its discretion, and as a policy matter may develop special programs, pilots and initiatives utilizing the regulatory relief and authorizations granted Atlanta Housing under the MTW Agreement that address an identified need and support Atlanta Housing’s Vision, Mission and Guiding Principles. A special program that AH may pilot utilizing tenant-based assistance solely for the purpose of addressing the local housing needs of at-risk populations shall comply with the applicable provisions of the Supportive Housing Policies as set forth in Chapter 4 of this Statement of Corporate Policies.

PART X – HOMEOWNERSHIP POLICY

ARTICLE ONE.

AUTHORIZATION

The Housing Choice Homeownership Program was first authorized under Section 555 of the Quality Housing and Work Responsibility Act of 1998. Pursuant to the statutory and regulatory relief afforded Atlanta Housing under its MTW Agreement, Section VI.A.22 of the Statement of Authorizations authorizes Atlanta Housing to determine the structure, terms and implementation of any homeownership program using Housing Choice Program Vouchers. Accordingly, Atlanta Housing may use Housing Choice Program Vouchers in implementing and administering initiatives to create and promote homeownership opportunities that are consistent with Atlanta Housing’s guiding principles and Business Plan priorities.

ARTICLE TWO. PROGRAM IMPLEMENTATION AND ADMINISTRATION

1. The Housing Choice Homeownership Program will be implemented and administered by the Housing Choice Tenant-Based Voucher Program or by such other division of the Atlanta Housing designated by the President and Chief Executive Officer.
2. The division designated by the President and Chief Executive Officer is responsible for developing the structure, terms and written procedures for the implementation and ongoing administration of the Housing Choice Homeownership Program in accordance with the authorizations afforded Atlanta Housing under its MTW Agreement.

CHAPTER 4

SUPPORTIVE HOUSING POLICIES

PART I – INTRODUCTION

ARTICLE ONE.

GENERAL POLICY REQUIREMENTS

The General Policy Requirements for Rental Assistance Programs set forth in Chapter 1 of this Statement of Corporate Policies are applicable to this Chapter 4 to the extent that such policies do not conflict with the Program-Specific Policies for Supportive Housing.

ARTICLE TWO.

BACKGROUND FOR ESTABLISHMENT OF SUPPORTIVE HOUSING

1. Atlanta Housing determined that there was a need to develop housing assistance policies for special needs populations such as the homeless, persons with disabilities, persons with mental health or developmental disabilities, U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in supportive services programs and who require a stable housing arrangement to ensure the effectiveness of their respective supportive services plans.
2. Based on its past experience and lessons learned through such activities as the Homeless Demonstration Program, Mental Health Demonstration Program and other Supportive Housing initiatives which were implemented as part of AH's project based rental assistance program and other programs utilizing tenant-based vouchers, AH concluded that typical housing assistance policies and procedures are not always the best fit for supportive service plans and the varying housing needs of the client populations. In order to fill this gap AH developed the Supportive Housing Policies.
3. The Supportive Housing Policies set forth certain policies that authorize the establishment of operating procedures in support of local initiatives developed solely for the purpose of addressing the local needs of at-risk populations, including supportive housing pilots and initiatives implemented by Atlanta Housing under its HAVEN program.
4. The Supportive Housing Policies apply to rental assistance programs and pilots characterized as being either: (i) Placed-based programs in which project based rental assistance commitments have been made by AH or funded with public housing operating subsidies; or (ii) Tenant-based programs for which AH may use Housing Choice tenant-based vouchers, special purpose vouchers and/or grants.
5. The Supportive Housing Policies are not applicable to rental units designated as *special needs* units pursuant to the State of Georgia's Qualified Allocation Plan under the Low Income Housing Tax Credit program that comprise less than ten percent of the total units in a MIXED Community or HomeFlex Community.

ARTICLE THREE. SUPPORTIVE HOUSING OPERATING PROCEDURES

1. AH's Supportive Housing Policies utilize similar operating procedures as those used in AH's HomeFlex and Housing Choice Tenant-Based programs. However, occupancy arrangements, rent determinations, rules regarding continuing assistance and other considerations relating to the special needs of the populations being served will be tailored to various program needs and requirements of the specific Supportive Housing program or pilot program ("Supportive Housing Operating Procedures").
2. The HomeFlex program, as set forth in Chapter 2 of this Statement of Corporate Policies, is an initiative designed and implemented by AH using its flexibility authorized under its MTW Agreement.
3. The Housing Choice Tenant-Based Program, as set forth in Chapter 3 of this Statement of Corporate Policies, is a Rental Assistance Program designed and implemented by Atlanta Housing using its flexibility authorized under its MTW Agreement.
4. In the event that there is a conflict between general operating procedures and the Supportive Housing Operating Procedures established under the Supportive Housing Policies, then the Supportive Housing Operating Procedures shall govern.

ARTICLE FOUR.

DEFINITIONS

1. Supportive Housing Unit: A HomeFlex Unit and Housing Choice Tenant-Based Unit, as set forth in Chapters 2 and 3, respectively, of this Statement of Corporate Policies, that provide affordable housing to Supportive Housing Participants pursuant to these Supportive Housing Policies, are supportive housing units ("Supportive Housing Unit").
2. Supportive Housing Participant: An eligible family or person who meets the qualifications for admission to and occupancy of an available Supportive Housing Unit or the issuance of a Housing Choice tenant-based voucher in accordance with the Supportive Housing Policies shall be deemed a participant ("Supportive Housing Participant").
3. Service Provider: A service provider is a qualified organization that has been approved to provide specialized supportive services to Supportive Housing Participants pursuant to Part IV, Article One of the Supportive Housing Policies ("Service Provider").
4. Service Coordinator: The service coordinator is an organization responsible for developing local strategies for assisting special needs populations, working with public/private resources to identify and/or providing funds for service delivery activities, approving and coordinating Service Providers engaged in specialized supportive services and determining their status as approved Service Providers based on performance, and promoting community engagement and other related activities ("Service Coordinator").
5. Service Coordinator Agreement: AH may enter into an agreement with one or more Service Coordinators in connection with AH's support of one or more Supportive Housing programs and initiatives ("Service Coordinator Agreement") as described herein under Part IV, Article Three. In certain other Supportive Housing programs and initiatives that may be proposed to AH, AH, in its discretion, may not require a

Service Coordinator Agreement and determine that the most effective approach in such cases would be to work directly with service providers, property owners and/or funders.

ARTICLE FIVE.

RENT DETERMINATIONS

AH will follow the rent determination procedures established for the HomeFlex Program and Housing Choice Tenant-Based Program, as applicable in setting the rents for Supportive Housing Units. When setting rents for single-room occupancy and congregate housing arrangements, AH will take into consideration the weighted value of shared facilities and amenities.

PART II – HOMEFLEX PROPOSAL SELECTION AND SITE-BASED ADMINISTRATION

In addressing the housing issues of special needs populations, AH uses HomeFlex as a development tool and financial incentive for private developers and owners to expand the availability of new or existing high quality Supportive Housing Units.

ARTICLE ONE.

PROPOSAL SELECTION

AH will periodically solicit developers/owners (“Owner”) for new construction, rehabilitation and existing properties who are interested in providing Supportive Housing Units.

1. AH may, in its discretion, modify its selection procedures in order to increase supportive housing for vulnerable households by awarding HomeFlex via a local competitive process in collaboration with the City of Atlanta and one or more non-profit organizations. This local process includes issuing a Notice of Funding Availability (“NOFA”) or Request for Proposal (“RFP”) and accepting proposals for construction, substantial rehab, and existing supportive housing units for homeless individuals and families.
2. The Owner shall execute AH’s form of Supportive Housing HomeFlex Agreement.
3. The term of the Supportive Housing HomeFlex Agreement shall be two years, unless AH, in its discretion, approved a longer term in its HomeFlex Commitment to the Owner.
4. The Owner and Service Provider shall enter into a service provider agreement in a form approved by AH (“Service Provider Agreement”). An executed copy of the Service Provider Agreement shall be an exhibit to the Supportive Housing HomeFlex Agreement.

The provisions controlling the business relationship between AH and the Owner shall be outlined in the Supportive Housing HomeFlex Agreement including, but not limited to, the Owner’s obligations related to selecting and entering into an agreement with a qualified Service Provider, site-based administration and other management obligations with respect to the operation of the Supportive Housing Units, the subsidy arrangement between the Owner and AH and the submission of reports, as required by AH, including evaluations and resolution of issues with respect to the

5. performance of the Service Provider in discharging its duties pursuant to the Service Provider Agreement.
7. The details and scope of requirements for the preparation of Owner Proposals will be outlined in the RFP or NOFA for Supportive Housing Units.
8. Owner Proposals for Supportive Housing Units will be selected in accordance with the evaluation criteria set forth in the RFP or NOFA.
9. Upon approval of a selected Owner Proposal by the AH Board of Commissioners, AH will issue a HomeFlex commitment to the Owner that will expire on a date certain as set forth in the commitment ("HomeFlex Commitment"). The HomeFlex Commitment shall acknowledge that AH will provide Supportive Housing Units contingent upon the Owner fulfilling the terms and conditions set forth in the HomeFlex Commitment with respect to the Owner's Proposal. The Owner's failure to meet the terms and conditions before the expiration date of the HomeFlex Commitment will result in the automatic termination of the HomeFlex Commitment unless AH, in its discretion extends the term of the HomeFlex Commitment.
10. Upon fulfilling the Owner fulfilling the terms and conditions of the HomeFlex Commitment, as determined by AH, AH and the Owner will enter into a HomeFlex Agreement for Supportive Housing Units ("Supportive Housing HomeFlex Agreement").

ARTICLE TWO. SUPPORTIVE HOUSING HOMEFLEX AGREEMENT

Because AH does not own or control the Owner's Supportive Housing Units, the Owner shall be responsible for leasing, operating and maintaining the Supportive Housing Units in accordance with the Supportive Housing HomeFlex Agreement and Supportive Housing Policies.

6. The Owner shall execute AH's form of Supportive Housing HomeFlex Agreement.
7. The term of the Supportive Housing HomeFlex Agreement shall be two years, unless AH, in its discretion, approved a longer term in its HomeFlex Commitment to the Owner.
8. The Owner and Service Provider shall enter into a service provider agreement in a form approved by AH ("Service Provider Agreement"). An executed copy of the Service Provider Agreement shall be an exhibit to the Supportive Housing HomeFlex Agreement.
9. The provisions controlling the business relationship between AH and the Owner shall be outlined in the Supportive Housing HomeFlex Agreement including, but not limited to, the Owner's obligations related to selecting and entering into an agreement with a qualified Service Provider, site-based administration and other management obligations with respect to the operation of the Supportive Housing Units, the subsidy arrangement between the Owner and AH and the submission of reports, as required by AH, including evaluations and resolution of issues with respect to the performance of the Service Provider in discharging its duties pursuant to the Service Provider Agreement.

ARTICLE THREE. OWNER'S OPERATING PROCEDURES

The Owner is responsible for developing and implementing written operating procedures for communities with Supportive Housing Units ("Owner's Operating Procedures").

1. The Owner's Operating Procedures must be consistent with the Supportive Housing Policies and to the requirements of other funding sources and Service Provider Agreements. To the extent that Atlanta Housing, the Service Coordinator, funding sources and Service Providers have special requirements regarding the occupancy and conduct of Supportive Housing Participants with respect to their Service Plans, such requirements must be included in the Owner's Operating Procedures.
2. The Owner's Operating Procedures must describe how Supportive Housing Participants are selected and admitted into Supportive Housing Units in coordination with the Service Provider and as may be further provided for in the Service Provider Agreement. The selection of qualified Supportive Housing Participants shall be made by the Service Provider in consultation with the Owner and in accordance with the provisions of the Service Provider Agreement, which shall include a provision that the selection of qualified Supportive Housing Participants, when available, shall be made based on Coordinated Entry through and in coordination with the local Continuum of Care organization.
3. When a Supportive Housing Unit is not available for occupancy, qualified Supportive Housing Applicants who would otherwise be eligible for admission shall be placed on the Supportive Housing HomeFlex site-based waiting list that the Owner maintains and administers in an equitable and consistent manner.
4. The Owner and Service Provider must maintain records regarding the selection and admission and participation in services of Supportive Housing Participants. In meeting this requirement, the Service Provider is responsible for entering information on Supportive Housing Participants in the Homeless Management Information System managed by the Georgia Department of Community Affairs. The Owner and Service Provider must make the records they maintain on Supportive Housing Participants available periodically to AH and upon request by AH.
5. The Owner's Operating Procedures are subject to review by AH in order to ensure consistency with the intent of the Supportive Housing Policies.

ARTICLE FOUR. TRAINING

Owners, Service Providers and property management staff who are responsible for the operation of the Supportive Housing Units and the delivery of supportive services to Supportive Housing Participants are required to attend AH-organized and/or AH-sponsored training sessions regarding Supportive Housing Policies, Supportive Housing Operating Procedures, site-based administration, Owner/Service Provider coordination and other related matters.

PART III - ADMISSION AND RESIDENCY REQUIREMENTS

Supportive Housing Participants must comply with all Supportive Housing Policies related to their admission to and residency of Supportive Housing

Units and residential units supported by a Housing Choice tenant-based voucher.

ARTICLE ONE. SUPPORTIVE HOUSING ELIGIBILITY REQUIREMENTS

1. The Service Provider shall determine the initial and ongoing eligibility of a family or person as a qualified Supportive Housing Participant for referral to the Owner's site-based waiting list and placement in a Supportive Housing Unit pursuant to the Supportive Housing Policies and the Service Provider Agreement between the Owner and Service Provider.
2. Each Supportive Housing Participant must have a written Service Plan prepared by the Service Provider that documents the Supportive Housing Participant's agreement to participate in the program and comply with the terms and conditions of the Service Plan. For place-based programs in which services are available on-site, Owner must demonstrate and periodically report to AH participation levels in services by Supportive Housing Participants.
3. In lieu of AH's Work Requirement, Supportive Housing Participants must remain in compliance with their Service Plans. Service Providers will maintain a written record of each Supportive Housing Participant's progress in fulfilling Service Plan goals.
4. Supportive Housing Participants must qualify as very-low income members of one or more special needs populations such as the homeless, persons with disabilities, persons with mental health or developmental disabilities, homeless U.S. military veterans, at-risk families and youth and other targeted groups who are enrolled in a supportive services program with a Service Provider and who require a stable housing arrangement to ensure the effectiveness of their respective Service Plans.
5. AH shall establish reasonable program integrity and audit procedures to ensure that the selection, admission and occupancy oversight of Supportive Housing Participants in Supportive Housing Units are being performed in accordance with the Supportive Housing Policies.

ARTICLE TWO. OCCUPANCY ARRANGEMENTS

Due to the varying housing and service delivery needs of special needs populations, the building format and configuration of Supportive Housing Units may also vary.

1. Supportive Housing Participants may occupy Supportive Housing Units in shared housing, single-room occupancy and congregate housing arrangements with shared facilities and amenities subject to approval by AH.

2. Under the supervision of the Service Provider and in accordance with individual Service Plans, two or more unrelated Supportive Housing Participants may share a single unit provided the number of persons occupying the Supportive Housing Unit is in compliance with AH's occupancy standards.
3. When the Owner is a faith-based organization, the Lease and/or the approved Service Plan shall not require the Supportive Housing Participant's involvement in religious activities as a condition for occupancy of the Supportive Housing Unit or participation in the Supportive Housing Program.

ARTICLE THREE. DENIAL OF ADMISSION AND TERMINATION OF ASSISTANCE

1. Owners of Supportive Housing Units and residential units supported by a Housing Choice tenant-based voucher may deny admission or terminate assistance to a Supportive Housing Participant if it is determined that a Supportive Housing Participant has been or is engaged in a violent criminal activity that could reasonably be expected to be an immediate threat to the health, safety or welfare of others.
2. Pursuant to HUD requirements, Owners of Supportive Housing Units and residential units supported by a Housing Choice tenant-based voucher shall deny admission or terminate HomeFlex assistance to a Supportive Housing Participant if it is determined that such Supportive Housing Participant:
 - A. Has been evicted from federally assisted housing for drug related criminal activity within the three year period preceding application;
 - B. Is currently engaging in the illegal use of drugs;
 - C. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - D. Is subject to a lifetime registration requirement under a state sex offender registration program; or
 - E. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.
3. Consistent with the intent of Supportive Housing, the Owner and Service Provider may determine to mitigate factors in a Supportive Housing Participant's history through the provisions set forth in such participant's Service Plan.

4. Notwithstanding the above, Owner retains all rights to terminate assistance for any Supportive Housing Participant who is in noncompliance with the terms and conditions of the lease agreement between Owner and Supportive Housing Participant.

ARTICLE FOUR. TERM OF RENTAL ASSISTANCE

1. Supportive Housing Participants are eligible for rental assistance for as long as they are a resident of an approved Supportive Housing Unit and continue to comply with the terms and conditions of the Owner's lease agreement and the provisions of the service plan (as applicable) developed by the participant's designated Service Provider.
2. Atlanta Housing, Owners and Service Providers may share information with one another on the denial of admission of Applicants and the termination of Residents in order to coordinate services and ensure the integrity of the Supportive Housing Program.
3. In the event that a Supportive Housing Participant voluntarily moves from the Supportive Housing Unit or the residential unit supported by a Housing Choice tenant-based voucher; or is evicted by the Owner for cause, the rental assistance for such Supportive Housing Participant shall terminate and shall not be transferable.
4. In the event that a Supportive Housing Participant voluntarily withdraws from the care of the Service Provider or fails to comply with the terms and conditions of the Service Plan which results in the participant's removal from the Service Provider's care, the rental assistance for such Supportive Housing Participant shall terminate and shall not be transferable.
 - A. A determination relating to a former Supportive Housing Participant's continued occupancy as an unassisted resident shall be made in accordance with the terms of the Lease and the Service Plan.
 - B. When the rental assistance is terminated for a Supportive Housing Participant in a shared, single-room occupancy or congregate housing Supportive Housing arrangement, the former Supportive Housing Participant must move from the unit in accordance with the terms and conditions of the Lease and Service Plan for such Supportive Housing arrangements.
5. Upon termination or nonrenewal of a Supportive Housing HomeFlex Agreement, the rental assistance for all Supportive Housing Participants covered by the agreement shall terminate and shall not be transferable.

PART IV - SERVICE PROVIDER ARRANGEMENTS

ARTICLE ONE. SERVICE PROVIDER AGREEMENT

The Owner and the Service Provider must enter into a Service Provider Agreement that remains active and is fully funded throughout the term of the Supportive Housing HomeFlex Agreement.

ARTICLE TWO. APPROVAL OF THE SERVICE PROVIDER

In order to provide supportive services to Supportive Housing Participants in Supportive Housing Units, a Service Provider must be approved by either the Service Coordinator, AH when there is no Service Coordinator or a state or local agency authorized to make such

approvals. If the Service Provider is approved by an authorized state or local agency, the Service Provider shall be required to provide evidence of such approval to the Service Coordinator or AH when there is no Service Coordinator. When there is a Service Coordinator, the Service Coordinator will ensure that the Service Provider is qualified to provide specialized supportive services geared to the needs of Supportive Housing Participants. The Service Coordinator shall provide a list of approved Service Providers to AH on a periodic basis or upon AH's request.

ARTICLE THREE. SERVICE DELIVERY COORDINATION

The Owner and Service Provider shall coordinate the delivery of services to Supportive Housing Participants in Supportive Housing Units. When there is a change in the status of a Supportive Housing Participant, the Owner shall notify AH and the Service Provider shall notify the Service Coordinator and AH.

ARTICLE FOUR. SERVICE COORDINATOR AGREEMENT

1. AH may enter into a Service Coordinator Agreement with one or more Service Coordinators in connection with AH's support of one or more Supportive Housing programs and initiatives.
2. The Service Coordinator Agreement shall set forth the obligations of the Service Coordinator to approve, monitor and evaluate the performance of Service Providers and AH's role as a subsidy provider for Supportive Housing.
3. Pursuant to the Service Coordinator Agreement, the Service Coordinator shall:
 - A. Ensure that Service Providers are qualified to provide specialized supportive services geared to the needs of Supportive Housing Participants.
 - B. Provide a list of such approved Service Providers to AH on a periodic basis or upon AH's request.
 - C. Provide periodic progress reports to AH regarding the performance of Service Providers in serving the needs of Supportive Housing Participants.
4. AH and the Service Coordinator will mutually agree on the terms and conditions to be set forth in the Service Coordinator Agreement including provisions for the termination of said agreement.

[END OF CHAPTER 4]

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APPENDIX H

HUD INFORMATION REPORTING REQUIREMENTS

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(I) INTRODUCTION	
<u>ANNUAL MTW PLAN</u>	
A. TABLE OF CONTENTS Include all of the required elements of the Annual MTW Plan (including appendices).	See Annual MTW Plan – pages ii and iii
B. OVERVIEW OF SHORT-TERM AND LONG-TERM MTW GOALS AND OBJECTIVES Short-term goals and objectives include those that Plan Year. Long-term goals and objectives include those that the MTW PHA plans to accomplish beyond the current Plan Year. MTW PHAs have the ability to define the level of specificity in the short-term and long-term goals and objectives. If the MTW PHA includes non-MTW components, the MTW PHA should clearly delineate which are MTW and which are non-MTW goals and objectives. MTW PHAs have the flexibility to include references to proposed and ongoing activities in this section if it assists in providing an explanation about short-term and long-term goals and objectives. However, this is not required.	The See Annual MTW Plan – pages 6 - 60

(II) GENERAL OPERATING INFORMATION**ANNUAL MTW PLAN****A. HOUSING STOCK INFORMATION****i. Planned New Public Housing Units**

New public housing units that the MTW PHA anticipates will be added during the Plan Year.

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2	3	4	5	6+			Fully Accessible	Adaptable
Name/Number								Type (below)		
Name/Number								Type (below)		
Name/Number								Type (below)		

Total Public Housing Units to be Added in the Plan Year

0

* Select "Population Type" from: General, Elderly, Disabled, Elderly/Disabled, Other

If "Population Type" is "Other" please describe:

N/A

ii. Planned Public Housing Units to be Removed

Public housing units that the MTW PHA anticipates will be removed during the Plan Year.

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Cosby Spear / GA 006000241	282	Unit conversion to Section 8 Project-Based Voucher (PBV) assistance under the Rental Assistance Demonstration (RAD) Program
Georgia Avenue / GA 006000250	79	
East Lake / GA 006000300	149	
Westminster / GA 006000440	32	
Peachtree Road / GA 006000450	196	

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Cheshire Bridge Road / GA 006000470	162	Unit conversion to Section 8 Project-Based Voucher (PBV) assistance under the Rental Assistance Demonstration (RAD) Program
Marian Road / GA 006000520	240	
Hightower Manor / GA 006000530	129	
Barge Road / GA 006000540	129	
Martin Street Plaza / GA 006000560	59	
Marietta Road / GA 006000580	129	

1,586

Total Public Housing Units to be Removed in the Plan Year

iii. Planned New Project Based Vouchers

Tenant-based vouchers that the MTW PHA anticipates project-basing for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) will be in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Choice Westside (Working Name)	21	No	AH HomeFlex Program – Family Community
Townhome Development (Working Name)	200	No	AH HomeFlex Program – Family Community
Legacy @ Vine City	105	No	AH HomeFlex Program - Senior Community
Quest Holly Apartments	40	No	AH HomeFlex Program - Senior Community
Cosby Spear	282	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
Georgia Avenue	79	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
East Lake	149	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
Westminster	32	Yes	Family Community
Peachtree Road	196	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Cheshire Bridge Road	162	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
Marian Road	240	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
Hightower Road	129	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
Barge Road	129	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community
Martin Street Plaza	59	Yes	Family Community
Marietta Road	129	Yes	Near Elderly, Elderly, Non-Elderly/Disabled Community

1,952

Planned Total Vouchers to be Newly Project-Based

iv. Planned Existing Project Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP is already in place at the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Choice Westside	21	Committed	No	NOFA award during FY 2019 under AH's HomeFlex Program
Townhome Development	200	Committed	No	NOFA award during FY 2019 under AH's HomeFlex Program
Legacy at Vine City	105	Leased/Issued	No	AH's HomeFlex Program
Quest Holly Apartments	40	Leased/Issued	No	AH's HomeFlex Program

366

Planned Total Existing Project-Based Vouchers

* Select "Planned Status at the End of Plan Year" from: Committed, Leased/Issued

v. Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED IN THE PLAN YEAR

Beyond strategically holding units off-line to ensure that existing program participants are housed during Atlanta Housing's (AH's) relocation and modernization efforts because of its portfolio conversion activities under RAD, AH does not anticipate any other changes to its MTW Housing Stock during fiscal year (FY) 2020.
--

vi. General Description of All Planned Capital Expenditures During the Plan Year

Narrative general description of all planned capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR
--

<p>AH established four priorities for FY 2020 Capital Improvements at the AH-Owned Communities:</p>

- | |
|---|
| <ol style="list-style-type: none"> 1. Health and safety of residents 2. Property viability 3. Compliance 4. Redevelopment through Rental Assistance Demonstration (RAD) |
|---|

<p>AH plans the following expenditures for Site/Building Improvements and Furniture, Fixtures & Equipment during FY 2020 totaling \$1,877,000: <u>AH-Owned Community Budget Capital Improvements</u></p>
--

- | |
|--|
| <ul style="list-style-type: none"> • Cheshire Bridge Road Highrise \$558,000 • Cosby Spear Highrise \$271,000 • East Lake Highrise \$17,000 • Georgia Avenue Highrise \$42,000 • Marian Road Highrise \$485,000 • Martin Street Plaza \$131,000 • Westminster \$373,000 |
|--|

B. LEASING INFORMATION**i. Planned Number of Households Served**

Snapshot and unit month information on the number of households the MTW PHA plans to serve at the end of the Plan Year.

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	26,160	2,180
MTW Housing Choice Vouchers (HCV) Utilized	229,392	19,116
Local, Non-Traditional: Tenant-Based^	12,936	1,078
Local, Non-Traditional: Property-Based^	30,072	2,506
Local, Non-Traditional: Homeownership^	240	20

Planned Total Households Served

298,800

24,900

* “Planned Number of Unit Months Occupied/Leased” is the total number of months the MTW PHA plans to have leased/occupied in each category throughout the full Plan Year.

** “Planned Number of Households to be Served” is calculated by dividing the “Planned Number of Unit Months Occupied/Leased” by the number of months in the Plan Year.

^ In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the MTW PHA should estimate the number of households to be served.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Comprehensive Homeownership Program / RE 2007.03	10,344	862
Tenant-Based	Developing Alternative & Supportive Housing Resources / SH 2005.09	2,592	216

Ongoing MTW Activities

Appendix H

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LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Property-Based	Reformulating the Subsidy Arrangement in AH-Sponsored Mixed-Income, Mixed Finance Communities Including Centennial Place and AH's Affordable Communities / RE 2005.09	12,660	1,055
Property-Based	HomeFlex Site-Based Administration / RE 2006.02	17,412	1,451
Homeownership	Comprehensive Homeownership Program / RE 2007.03	240	20

* The sum of the figures provided should match the totals provided for each local, non-traditional categories in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable..

ii. Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing

Discussions of any anticipated issues and solutions in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
MTW Public Housing	Because AH plans to convert public housing units to project-based voucher units under the Rental Assistance Demonstration (RAD) Program, AH anticipates putting a moratorium on leasing activities. This effort is to ensure ample vacant units to house existing public housing residents affected by RAD conversion activities. AH expects any leasing issues to resolve after RAD activities and AH lifts the leasing moratorium.
MTW Housing Choice Voucher	AH's service jurisdiction boasts an occupancy rate above 95%. Consequently, AH anticipates another tight rental market for Housing Choice Voucher clients, especially for those needing 1 or 2 bedroom units. Although not immediate, AH expects that the completion of planned projects will provide some relief to the compressed rental market. Nonetheless, AH's service jurisdiction is chic and in demand, so AH anticipates only temporary solutions.
Local, Non-Traditional	AH's service jurisdiction boasts an occupancy rate above 95%. Consequently, AH anticipates another tight rental market for Housing Choice Voucher clients, especially for those needing supportive services and time to stabilize their personal situation. AH plans to increase efforts to recruit property owners for HomeFlex and HAVEN housing opportunities. Further, although not immediate, AH expects that the completion of planned developments will provide some relief to the compressed rental market as well. AH acknowledges that its service jurisdiction is chic and in demand, so AH anticipates only temporary solutions.

C. WAITING LIST INFORMATION**i. Waiting List Information Anticipated**

Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR
MTW Housing Choice Voucher (HCV)	Community-wide	25,292	Closed	No
RAD Project-Based Voucher (PBV)	Program Specific	0	Partially Open	Yes

Please describe any duplication of applicants across waiting lists:

AH allows potential program participants to occupy multiple rental assistance Waiting Lists

ii. Planned Changes to Waiting List in the Plan Year

Please describe any anticipated changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
MTW Housing Choice Voucher (HCV)	AH does not plan any changes.
RAD Project-Based Voucher (PBV)	AH does not plan any changes.

(II) PROPOSED MTW ACTIVITIES: HUD Approval Requested**ANNUAL MTW PLAN**

All required elements given below must be included in the body of the Annual MTW Plan, grouped by each proposed MTW activity. For metrics information, MTW PHAs must follow the guidelines from the “Standard HUD Metrics” section of this Form 50900. MTW PHAs must report all applicable Standard HUD Metrics for each activity as assigned by HUD.

AH is not proposing any new activities.

(III) APPROVED MTW ACTIVITIES: HUD Approval Previously Granted**ANNUAL MTW PLAN**

All required elements below must be put in the body of the Annual MTW Plan/Report and grouped by each approved MTW activity. For metrics information, MTW PHAs must follow the guidelines from the “Standard HUD Metrics” section of this Form 50900. MTW PHAs must report all applicable Standard HUD Metrics for each activity as assigned by HUD in the Annual MTW Report.

A. IMPLEMENTED ACTIVITIES

The MTW PHA must give the name and unique number of approved MTW activities in the implemented category (see the “Section-by-Section Instructions” for more information on categorizing approved MTW activities) and the following information:

i. Plan Year Approved, Implemented, Amended

Specify the Plan Year the MTW activity was proposed. Specify the Plan Year the MTW activity was implemented. Provide any Plan Years in which the MTW activity was amended.

i. Description/Update

Provide a description of the MTW activity. Provide an update on the status of the MTW activity.

ii. Planned Non-Significant Changes

Indicate any non-significant changes or modifications to the MTW activity that the MTW PHA plans to pursue during the Plan Year (or state that there are none).

AH refers readers to Appendix H2

Meanwhile, AH submits that existing activities were identified and approved by HUD under previous Annual MTW Plans pursuant to AH’s MTW Agreement with HUD. AH plans to continue the progression of activities described herein and/or does not require/request HUD’s approval as an MTW Activity.

iii. Planned Changes to Metrics/Data Collection Indicate any changes or modifications to the metrics the MTW PHA plans to pursue during the Plan Year (or state that there are none).	
iv. Planned Significant Changes Provide any plans to pursue a significant change to the MTW activity through an Annual MTW Plan amendment in the Plan Year (or state that there are none). <i>NOTE: HUD requires MTW PHAs to re-propose MTW activities that require a “significant change”. Re-proposing an MTW activity requires that it be included in Section (III) of an Annual MTW Plan/Plan amendment with all the associated required elements given in this Form 50900, including the requisite public process. See the “Section-by-Section Instructions” for more information on “significant changes.”</i>	AH refers readers to Appendix H2
B. NOT YET IMPLEMENTED ACTIVITIES	
<i>The MTW PHA must give the name and unique number of approved MTW activities in the not yet implemented category (see the “Section-by-Section Instructions” for more information on categorizing approved MTW activities) and the following information:</i>	
i. Describe the approved MTW activity that was proposed in an Annual MTW Plan, approved by HUD, and not yet implemented. Discuss why the MTW activity was not yet implemented. Specify the Plan Year in which the MTW activity was first approved.	AH refers readers to Appendix H2
i. Provide an update on the implementation plan for the MTW activity. Provide a timeline associated with this implementation plan. If there are no plans to implement the MTW activity, state that the MTW PHA will move it to the “Closed Out Activities” category in the next Annual MTW Report.	
iii. Provide an explanation of any non-significant changes or modifications to the MTW activity since it was approved by HUD.	

C. ACTIVITIES ON HOLD

The MTW PHA must give the name and unique number of approved MTW activities in the activities on hold category (see the “Section-by-Section Instructions” for more information on categorizing approved MTW activities) and the following information:

- i. Describe the approved MTW activity that was approved, implemented and that the MTW PHA then stopped implementing (but has plans to reactivate in the future). Describe why the MTW activity was placed on hold. Specify the Plan Year(s) in which the MTW activity was first approved, implemented and placed on hold.
- ii. Provide an update on the plan for reactivating the MTW activity. Provide a timeline associated with this reactivation plan. If there are no plans to reactivate the MTW activity, state that the MTW PHA will move it to the “Closed Out Activities” category in the next Annual MTW Report.
- iii. Provide an explanation of any non-significant changes or modifications to the MTW activity since it was approved by HUD.

AH refers readers to Appendix H2

D. CLOSED OUT ACTIVITIES

The MTW PHA must give the name and unique number of approved MTW activities in the closed out category (see the “Section-by-Section Instructions” for more information on categorizing approved MTW activities) and the following information:

- i. List the closed out MTW activity. Specify the Plan Year(s) in which the MTW activity was approved, implemented (if applicable) and closed out.
- i. Explain why the MTW activity was closed out.

AH refers readers to Appendix H2

(IV) SOURCES AND USES OF MTW FUNDS**ANNUAL MTW PLAN****A. ESTIMATED SOURCES AND USES OF MTW FUNDS****i. Estimated Sources of MTW Funds**

The MTW PHA shall provide the estimated sources and amount of MTW funding by Financial Data Schedule (FDS) line item.

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	Total Tenant Revenue	\$4,490,244
70600	HUD PHA Operating Grants	\$224,266,494
70610	Capital Grants	\$9,927,060
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$1,418,422
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$1,938,459
70000	Total Revenue	\$242,040,679

ii. Estimated Uses of MTW Funds

The MTW PHA shall provide the estimated uses and amount of MTW spending by Financial Data Schedule (FDS) line item.

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$22,605,229
91300+91310+92000	Management Fee Expense	\$962,348
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$3,627,864
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$3,348,829
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$4,285,056
95000 (95100+95200+95300+95500)	Total Protective Services	\$1,252,708

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$835,515
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$13,004,579
96700 (96710+96720+96730)	Total Interest Expense & Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	HAP + HAP Portability-In	\$145,549,012
97400	Depreciation Expense	\$0
97500+97600+97700+97800	All Other Expense	\$86,639,563
90000	Total Expenses	\$282,110,703

Please describe any variance between Estimated Total Revenue and Estimated Total Expenses:

AH attributes the difference between Sources and Uses primarily from the use of previous year Housing Choice HAP currently held at HUD. AH plans to use these funds for AH's development and re-development projects listed within the Plan, as well as other projects under its real estate umbrella.

iii. Description of Planned Use of MTW Single Fund Flexibility

The MTW PHA shall provide a thorough narrative of planned activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (III) or Section (IV) of the Annual MTW Plan. The MTW PHA shall also provide a thorough description of how it plans to use MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).

PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

During fiscal year (FY) 2020, AH plans to continue to operate previously approved activities under the MTW Single-Fund Flexibility. AH plans to actively advance the construction of affordable units on AH-owned land (over 450 acres) and further advance and/or explore the provision of Housing Choice Voucher (HCV) assistance under its HomeFlex Program, whether alone or in conjunction with private or public sources of assistance.

Additionally, AH plans to advance and/or explore the preservation of affordable housing through substantial renovation or construction of new units in accordance with the requirements of Section 504 of the Rehabilitation Act and where applicable, the design and construction requirements of the Fair Housing Act. Further, AH plans to use MTW Single-Fund Flexibility alone or carried out by the Agency, by an entity, an agent, or instrumentality of the AH, or other appropriate party or legal entity.

B. LOCAL ASSET MANAGEMENT PLAN

- i. Is the MTW PHA allocating costs within statute?

No

- ii. Is the MTW PHA implementing a local asset management plan (LAMP)?

Yes

- iii. Has the MTW PHA provide a LAMP in the appendix?

Yes, please see Appendix C3, page 130

- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

AH does not plan to make any changes in the Plan Year to its LAMP, please see Appendix C3, page 130

C. RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

- i.
- Description of RAD Participation**

The MTW PHA shall provide a brief description of its participation in RAD. This description must include the proposed and/or planned number of units to be converted under RAD, under which component the conversion(s) will occur, and approximate timing of major milestones. The MTW PHA should also give the planned/actual submission dates of all RAD Significant Amendments. Dates of any approved RAD Significant Amendments should also be provided.

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

HUD approved AH to convert its entire public housing rental portfolio to long-term Section 8 assistance. Because of its MTW status and other factors, AH elected to convert its portfolio to Project-Based Voucher (PBV) assistance. AH received a series of Commitments to Enter into Housing Assistance Payments (CHAPs) in 2018. AH converted three sites, 10th and Juniper, Piedmont Senior Tower, and Villages at Castleberry Hill, Phase I. AH anticipates converting the remainder of AH-Owned Public Housing Sites, over 1,500 units continuing in FY 2020 through FY 2025 (rough estimate).

- ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.

No

- iii. If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment?

N/A

(V) ADMINISTRATIVE	
<u>ANNUAL MTW PLAN</u>	
<p>A. BOARD RESOLUTION AND CERTIFICATIONS OF COMPLIANCE</p> <p>The MTW PHA shall provide a resolution signed by the Board of Commissioners (or other authorized MTW PHA governing body) adopting the Annual MTW Plan and the Annual MTW Plan Certifications of Compliance (as it appears in this Form 50900). A signed version of the Annual MTW Plan Certifications of Compliance must also be included.</p>	AH refers the readers to Appendix B
<p>B. DOCUMENTATION OF PUBLIC PROCESS</p> <p>The beginning and end dates of when the Annual MTW Plan was made available for public review and the dates, location and number of attendees of public hearings must be provided. HUD reserves the right to request additional information to verify the MTW PHA has complied with public process requirements in the Standard MTW Agreement (or successor MTW Agreement).</p>	AH refers the readers to Appendix B
<p>C. PLANNED AND ONGOING EVALUATIONS</p> <p>The MTW PHA shall provide a description of any planned or ongoing MTW PHA-directed evaluations of the MTW demonstration and/or of any specific MTW activities (or state that there are none).</p>	AH refers the readers to Appendix B
<p>D. LOBBYING DISCLOSURES</p> <p>The MTW PHA shall provide signed copies of the Disclosure of Lobbying Activities (SF-LLL) and the related Certification of Payments (HUD-50071).</p>	N/A

BACKGROUND

Atlanta Housing's (AH) Ongoing Activities addresses the HUD Form 50900 requirement by listing activities identified in AH's MTW Annual Implementation Plans ("MTW Annual Plans") since FY 2005. Per AH's MTW Agreement with HUD on September 23, 2003, the initial period of which was effective from July 1, 2003 through June 30, 2010, and the executed Amended and Restated MTW Agreement, effective as of November 13, 2008, and further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, and as further extended by Congress through June 30, 2028 effective April 14, 2016, once HUD approves AH's MTW Annual Plan, the approval is deemed to be cumulative and remains in effect for the duration of the Amended and Restated MTW Agreement period, as it may be extended from time to time.

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

DESCRIPTION

This section includes information for **Section IV: Approved Activities** of the HUD Form 50900 which are divided into the following four sub-sections: 1. Implemented, 2. Not Yet Implemented, 3. On Hold, and 4. Closed Out.

Each sub-section includes a summary table of activities, year implemented and MTW authorizations, followed by narrative descriptions, HUD Standard Metrics and FY 2020 benchmarks. Per HUD's requirements **"standard metrics must be shown in the table format provided in the 'HUD Standard Metrics' Section of Form 50900."**

PLEASE NOTE: Because the FY 2020 MTW Annual Plan is a forward-looking document, there are no observed or recorded FY 2020 Outcomes.

EXAMPLE of HUD Standard Metrics:

HC #5: Increase in Resident Mobility		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero. AH = 0	Benchmark set in FY 2020 MTW Annual Plan.

HUD-required metric and unit of measure for this type of activity

*AH-reported figures or definitions in **BOLD** type*

FY 2020 benchmarks figures as determined by AH.

Ongoing MTW Activities

Appendix H2

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A. Approved MTW Activities: HUD Approval Previously Granted

The MTW activity number indicates the functional area and fiscal year in which the activity was approved in AH's MTW Plan. **Key:** AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

Implemented Activities			
Activity #	Activity	Fiscal Year Impl.	MTW Authorization(s)
AW.2005.01	\$125 Minimum Rent	2005	Attachment D, Section I.O: General Conditions
PH.2005.07	4 to 1 Elderly Admissions Policy at AH's High-Rise Communities	2005	Attachment D, Section III: Occupancy Policies Attachment D, Section IV: Self-Sufficiency/Supportive Services
SH.2005.08	Affordable Assisted Living Demonstration	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
PH.2011.03	Aging Well Program	2011	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility
HC.2006.01	AH Submarket Payment Standards	2006	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
RE.2007.03	Comprehensive Homeownership Program	2007	Attachment D, Section V: Single Fund Budget with Full Flexibility
SH.2005.09	Developing Alternative & Supportive Housing Resources	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
AW.2005.02	Elderly Income Disregard	2005	Attachment D, Section I.O: General Conditions
PH.2017.01	Elimination of Flat Rent	2017	Attachment D, Section I.O: General Conditions Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section IV: Self-Sufficiency/Supportive Services

Ongoing MTW Activities

Appendix H2

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Activity #	Activity	Fiscal Year Impl.	MTW Authorization(s)
PH.2008.03	Energy Performance Contracting	2010	Attachment D, Section IX: Energy Performance Contracting
HC.2005.04	Enhanced Inspection Standards	2005	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
RE.2005.11	Gap Financing	2005	Attachment D, Second Amendment, Section 2: Use of MTW Funds Second Amendment, Section 3: Reinstatement of "Use of MTW Funds" Implementation Protocol
HD.2005.05	Good Neighbor Program II	2005	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility
HC.2011.02	Housing Choice Voucher Program HAP Abatement Policy	2011	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
HD.2005.06	Human Development Services	2005	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility
HC.2008.02	Leasing Incentive Fee (LIF)	2007	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
SH.2017.01	Next Step Youth Self-Sufficiency Program	2017	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section VII: Establishment of Housing Choice Voucher Program Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
AW.2011.01	Non-Elderly Disabled Income Disregard	2011	Attachment D, Section I.O: General Conditions
RE.2007.04	Project Based Rental Assistance as a Strategic Tool	2007	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process

Ongoing MTW Activities

Appendix H2

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Activity #	Activity	Fiscal Year Impl.	MTW Authorization(s)
RE.2006.02	Project Based Rental Assistance Site Based Administration	2006	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
HC.2007.01	Re-engineering the Housing Choice Voucher Program	2008	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII: Establishment of Housing Choice Voucher Program Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
RE.2005.09	Reformulating the Subsidy Arrangement in AH-Sponsored Mixed-Income, Mixed-Finance Communities including Centennial Place and AH's Affordable Communities	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. C: Demonstration Program on Project Based Financing
HC.2007.02	Rent Reasonableness	2011	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
AW.2008.01	Rent Simplification / AH Standard Deductions	2010	Attachment D, Section I.O: General Conditions
RE.2005.10	Revitalization Program	2005	Attachment D, Section V: Single Fund Budget with Full Flexibility Attachment D, Section VII. B: Simplification of the Process to Project Based Section 8 Vouchers Attachment D, Section VII. C: Simplification of the Development and Redevelopment Process
RE.2012.01	Single Family Home Rental Demonstration	2013	Attachment D, Section V: Single Fund Budget with Full Flexibility
SH.2013.01	Veterans Supportive Housing	2013	Attachment D, Section IV: Self-Sufficiency/Supportive Services Attachment D, Section V: Single Fund Budget with Full Flexibility

Activity #	Activity	Fiscal Year Impl.	MTW Authorization(s)
AW.2005.03	Work/Program Requirement	2005	Attachment D, Section I.O: General Conditions Attachment D, Section IV: Self-Sufficiency/Supportive Services

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 MTW Project-Based Voucher (PBV) Program.
- **Housing Choice Voucher Program:** program includes, Project-Based, Tenant-Based, Tenant-Protection Vouchers, among other rental assistance vouchers.
- **MIXED Communities:** AH sponsors mixed-use, mixed-income developments located on former public housing sites and AH-owned land.

AW.2005.01 – \$125 MINIMUM RENT

DESCRIPTION

Effective October 1, 2004 (FY 2005), AH raised its minimum rent from \$25 to \$125 for its Public Housing and Housing Choice programs. This rent policy does not apply to households where all members are either elderly or disabled and living on a fixed income, in which case their total tenant payment continues to be based on 30 percent of their adjusted gross income.

AH developed its current portfolio of mixed-income, mixed-finance rental communities, including AH-assisted units and HomeFlex units, through public-private partnerships. In general, the owner entity's professional property management agent manages these sites. Although AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager to actively monitor performance, by reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight and occupancy tracking. Management agents are responsible for implementing AH housing policies.

As the AH housing model evolved to include mixed-income and HomeFlex communities, AH began to include these other communities in its reporting.

IMPACT

AH's family policy initiatives such as the work requirement, align with standards set in the private sector. These policies are intended to prepare AH's families to live in market-rate, mixed-income communities. Since raising the minimum rent, the number of families paying minimum rent has steadily decreased as adults move into the workforce. Families are becoming more economically self-sufficient which also allows them to be more competitive within the job market and housing arenas.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity or metrics baseline assumptions. The calculations for FY 2020 include AH's MIXED and HomeFlex communities.

<i>CE #5: Increase in Agency Rental Revenue</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars). AH = \$25 rent x 2,272 PH and HC households x 12 = \$681,000 approx. (FY 2006).	Expected rental revenue after implementation of the activity (in dollars) = \$125 rent x 542 X 12 \$813,000

PH.2005.07 – 4-TO-1 ELDERLY ADMISSIONS POLICY AT AH'S HIGH-RISE COMMUNITIES**DESCRIPTION**

AH implemented an admissions policy that applies to public housing-assisted units in communities for elderly (62 years or older), near-elderly (55 to 61 years old), and non-elderly, disabled families, where the policy allows the admission of four elderly or near-elderly applicants before admission of a non-elderly, disabled applicant off of the Waiting List. This policy helps to create an optimal mix of elderly, near elderly, and non-elderly, disabled in a community.

IMPACT

Implementation of this policy helps AH reach and maintain an optimal mix of elderly and non-elderly disabled residents in AH-Owned communities. This mix creates a healthy, diverse population, which helps to improve the quality of life for all residents. Because of the mix, an assortment of services and resources are accessible for all residents, regardless of age or ability, to engage in and improve the aging process.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

A noteworthy non-significant change includes AH converting its owned communities from Section 9 subsidy to Section 8 subsidy under the Rental Assistance Demonstration (RAD) Program and/or AH's Reformulation Initiative. Both activities require the relocation of residents, so these households are not included in benchmarking and outcome counts, but will be "recaptured" once the households return.

Because of these activities, AH's Human Development Services Division continues to increase its capacity to provide self-sufficiency, wellness, and other supportive services to all households at converted AH-owned properties.

<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (defined as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process) prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected households transitioned to self-sufficiency (AH defines as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process) after implementation of the activity (number) = 1,260 households in the AH-Owned Communities

SH.2005.08 – AFFORDABLE ASSISTED LIVING DEMONSTRATION

DESCRIPTION

Originally, AH explored strategies to create affordable assisted living opportunities for low-income elderly persons and persons with disabilities. AH sought to leverage resources with Medicaid Waivers or other service funding. Early proposals to the State of Georgia Department of Human Resources (DHR) would have allowed elderly residents to age-in-place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures. Under that premise, at the Gardens at CollegeTown, AH and its development partner created 26 units designated for persons with mental and developmental disabilities. As part of the programming for this community, the Owner Entity provides service coordination and had considered Medicaid waivers for personal support services, but has been unsuccessful with this approach. Concurrently, AH and its development partner have pursued development of alternative living services in a licensed personal care home in a newly constructed mid-rise building financed using LIHTC.

Although the original plan stalled, AH received HUD approval to transition the project designation from personal care facility to independent senior living with 60 rental units at Scholars Landing that are 100 percent affordable and targets veterans.

IMPACT

The newly constructed mid-rise building at Oasis at Scholars Landing provides 60 affordable rental units for seniors that will target veterans that are eligible for Aid and Attendance benefits awarded by the US Veterans Administration. Such benefits cover supportive services for eligible veterans. Meanwhile, AH continues to explore opportunities that allow use of resources, including Medicaid funds, for the benefit of independent senior living supportive services.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year. AH partially implemented this activity during FY 2019 after HUD approved the project designation from personal care facility to independent senior living. Meanwhile, AH plans a full implementation year of the re-designated activity during FY 2020.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

A noteworthy non-significant change includes HUD-approved project designation from personal care facility to independent senior living. The population continues to focus on seniors.

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected housing units of the type after implementation of the activity (number) = 0 units

<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected number of households receiving these services after implementation of the activity (number) = 0 households

PH.2011.03 – AGING WELL PROGRAM**DESCRIPTION**

In support of AH's efforts to enhance the delivery of case management and supportive services to elderly and persons with disabilities in AH high-rise communities, AH in collaboration with Atlanta Regional Commission Area Agency on Aging and other partners, implemented a place-based supportive services pilot using the NORC (Naturally Occurring Retirement Community) model. The NORC is a national program model focused on enabling adults to "age in place" and builds the community capacity to support the process. The model places a strong emphasis on resident involvement with priorities set by residents

and new initiatives that capitalize on the economy of scale created by the concentration of individuals with similar needs.

Using lessons learned from the NORC program model and recognizing that there are higher percentages of active older adults who want to maintain their quality of life, AH introduced the expanded Aging Well program in 2011 to provide our residents with vibrant physical spaces, active programming, and enhanced opportunities for socialization, learning, and wellness. AH works with the PMDs network of service providers and local universities: (i) to provide activities and learning experiences for the residents that address the “7 Dimensions of Whole Person Wellness,” and (ii) to connect residents with resources to support their physical and mental wellness.

IMPACT

Compared to the baseline prior to implementation, all AH-Owned Community residents now have the ability to access services and resources needed to be engaged and in control of decisions that affect their lives and the aging process.

While not considered an MTW Activity, AH’s use of American Recovery and Reinvestment Act (ARRA) funds to renovate the AH-Owned Residential Communities was informed by the Aging Well strategy. The \$20 million renovations included:

- **Site Improvements** – Parking lot, sidewalk and street repairs as well as landscaping and exterior recreation space enhancements.
- **Common Areas** – Lobby, common area and specialty function room renovations including community room, Internet café, TV/media room, fitness center, mailroom, wellness services suite, and resident association offices.

These physical improvements facilitate greater socialization and engagement by residents, while providing private rooms for working with service providers. Residents have access to on-site Service Coordinators who help refer and link residents to community-based resources to meet their health and wellness needs. Each property also has on-site programs and activities that promote wellness such as dance and fitness classes, resource fairs, computer classes, nutrition classes, vision screening, podiatry screening, behavioral health practitioner visits, and nursing student visits.

AH will continue to promote active aging at the AH-Owned Residential Communities balancing this initiative with the limited funding for operating and managing the properties.

IMPLEMENTATION YEAR

Activity approved in FY 2011 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

A noteworthy non-significant change includes AH converting its owned communities from Section 9 subsidy to Section 8 subsidy under the Rental Assistance Demonstration (RAD) Program and/or AH’s Reformulation Initiative. Both activities require the relocation of residents, so these households are not included in benchmarking and outcome counts, but will be “recaptured” once the households return.

SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (defined as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process) prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2011)	Expected households transitioned to self-sufficiency (defined as the ability to access services and resources needed to be engaged, active and in control of decisions that affect their lives and the aging process) after implementation of the activity (number) = 1,260 elderly and disabled households

SS #5: Households Assisted by Services that Increase Self Sufficiency		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). AH = 0 (FY 2011)	Expected number of households receiving self-sufficiency services after implementation of the activity (number) = 1,260 elderly and disabled households

HC.2006.01 – AH SUBMARKET PAYMENT STANDARDS**DESCRIPTION**

Using a third-party real estate market research firm, AH developed its own Payment Standards based on local market conditions and identified submarkets that exist within the City of Atlanta beginning in 2007. AH implements separate payment standard schedules for each of the identified seven submarkets upon establishment of new HAP contracts and at the recertification of existing contracts.

IMPACT

By aligning its payment standards in the City of Atlanta with actual single-family residential rental costs at the census-tract level, market rents for a particular neighborhood are not skewed by subsidy paid by AH in neighborhoods. The realignment of the rents also allows AH to better manage its subsidy allocation so that AH can provide more housing opportunities in low poverty and less impacted areas. Based on market studies conducted in FY 2016, AH updated its sub-market payment standards which were expanded from 7 to 23 sub-markets. These new payment standards reflect the dramatic changes in the Atlanta real estate market since 2007. AH continues to monitor closely the effects of these changes on HAP costs and lease-up rates. AH will determine when it is necessary to update its payment standards that are higher than

the Small Area Fair Market Rents (SAFMR), but most contract rents still continue to be well within the payment standard limits for setting HAP payments or contract rents.

IMPLEMENTATION YEAR

Activity approved in FY 2006 and implemented during the same fiscal year. AH updated its payment standards in 2016 and increased the number of sub-markets from seven to twenty-three. Both elements implemented during FY 2017.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

AH plans to review and update, as needed, its submarket count and payment standards during FY 2020.

<i>HC #5: Increase in Resident Mobility</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2006)	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number) = 1,134 households

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2006)	Expected housing units of this type after implementation of the activity (number) = Number of units on AH HCVP over the HUD FMR standards: 1,134 units

RE.2007.03 – COMPREHENSIVE HOMEOWNERSHIP PROGRAM**DESCRIPTION**

AH will continue implementing its Comprehensive Homeownership Program, which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate-income families in becoming successful homeowners utilizing the following approaches:

- (1) Housing Choice Voucher Homeownership Program provides mortgage payment assistance to qualified Housing Choice clients seeking homeownership.
- (2) Down Payment Assistance for first-time home buyers throughout the City of Atlanta in the form of a subordinated mortgage loan to households that earn up to 80 percent (or 115 percent depending on the funding source) of the metropolitan Atlanta area median income (AMI).

IMPACT

AH's homeownership program increases affordable homeownership opportunities for low-income families and helps to reduce the excess inventory of newly constructed single-family units in the market. AH further increases homeownership opportunities by leveraging other state and local down payment assistance programs and available funds. To date, AH has assisted more than 500 first time, low-income homebuyers through its various Down Payment Assistance programs.

IMPLEMENTATION YEAR

Activity approved in FY 2007 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2007)	Expected housing units of this type after implementation of the activity (number) = 2 units

HC #6: Increase in Homeownership Opportunities		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households that purchased a home as a result of the activity (increase).	Number of households that purchased a home prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2007)	Expected number of households that purchased a home after implementation of the activity (number) = 2 households

SS #8: Households Transitioned to Self Sufficiency		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (defined as households with sufficient income and savings to maintain a mortgage without subsidy) prior to implementation of the activity (number). This number may be zero. AH = 0 households (FY 2007)	Expected households transitioned to self-sufficiency (defined as households with sufficient income and savings to maintain a mortgage without subsidy) after implementation of the activity (number) = 2 households

SH.2005.09 – DEVELOPING ALTERNATIVE & SUPPORTIVE HOUSING RESOURCES

DESCRIPTION

AH will continue developing and implementing alternative and supportive housing resources for income-eligible families. Resources include Elderly Designated Housing, Special Needs Designated Housing for Persons with Disabilities, Affordable Assisted Living or other supportive housing initiatives.

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

In support of citywide and nationwide efforts to reduce and prevent homelessness, AH will continue to use its MTW flexibility and funds to explore various rent reforms and additional homelessness initiatives and pilots. AH will also continue to collaborate with the United Way of Greater Atlanta, the City of Atlanta Continuum of Care (CoC), the U.S. Department of Veterans Affairs, HUD, Georgia Division of Family and Children Services, and various state and local entities to address the housing needs of various at-risk populations.

IMPACT

Using its MTW flexibility to collaborate with the private sector, government agencies, and the service provider community, AH has created multiple solutions to address the various local housing needs of at-risk populations. These solutions include its tenant-based supportive housing pilot, short-term housing assistance pilot, and conversion of the Georgia Housing Vouchers. While the Family Unification Program and Veterans Affairs Supportive Housing special purpose vouchers are not MTW Activities, AH continues to expand its use of these programs to support supportive housing objectives. Phoenix House, a 44-unit PBRA development, is a supportive housing community for residents with mental impairments and came online November 2017.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

During FY 2020, AH will consider creating a streamlined and flexible alternative process for the selection of HomeFlex proposals. This element allows review of unsolicited proposals in areas of opportunity or in instances where time is of the essence. This ability complements current HomeFlex selection procedures while strengthening collaboration efforts with existing and future partners. These efforts may allow for multiple funding sources, including acquisition and construction funding, supportive services funding, and subsidy, which may speed the development of new HAVEN units. Only AH determines an award of funding, and any award is subject to approval by AH's Board of Commissioners.

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected housing units of this type after implementation of the activity (number) = 44 new units

<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected number of households receiving these services after implementation of the activity (number) = 44 households

AW.2005.02 – ELDERLY INCOME DISREGARD**DESCRIPTION**

When determining Annual Household income AH amended its Income Disregard policy to include the disregard of employment income of an Elderly Person or Disabled Person whose source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan (“Annual Fixed Income”). For those cases in which the Annual Fixed Income is not the primary source of income, AH, at its discretion, may establish a limit on the amount of disregarded earned income. Therefore, earned income not disregarded is included in annual household income calculation for the Total Tenant Payment.

AH applies this activity/policy to all AH housing assistance programs and it serves as a replacement for applicable HUD rules and regulations.

IMPACT

This policy complements AH’s Aging Well strategy by encouraging elderly households to maintain engagement in their communities. Since implementation, the count seems to trend upward, which suggests that individuals are increasing their level of self-sufficiency and improve their quality of life by joining the workforce. Assumptions factor baseline level and compare the increased number of households with working elderly persons. AH acknowledges that the increase in working elderly households took a sharp increase during the first few years after implementation of the policy.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (defined as elderly persons who have earned income) prior to implementation of the activity (number). This number may be zero. AH = 26 households (FY 2005)	Expected households transitioned to self-sufficiency (defined as elderly persons who have earned income) after implementation of the activity (number) = 188 households

PH.2017.01 – ELIMINATION OF FLAT RENT

An MTW activity – PH.2003.01 – Affordable Fixed Rent / Affordable Flat Rent – was approved in the FY 2003 MTW Annual Plan. This activity builds on the intent with this previously approved MTW activity.

DESCRIPTION

With HUD's changes in flat rent requirements, AH may explore rent structures consistent with self-sufficiency goals, private sector practices and the goal to increase housing opportunities for low-income families (statutory objective #3).

In anticipation of future conversions of subsidy from Section 9 to Section 8 and to provide greater alignment between affordable housing programs, AH eliminated flat rents from its public housing communities. Flat renters are in transition to the standard income-adjusted rents in which a household pays 30 percent of their income towards rent and utilities.

There are compelling reasons to implement this policy. Few households – 1.3 percent – utilize this option. Because flat rent households tend to be higher income households, income-adjusted rents are more consistent with HUD's emphasis on creating greater housing opportunities for those most in need. As conversions from Section 9 to Section 8 funding using AH's HomeFlex program are completed, eventually all households will pay income-adjusted rents. Additionally, HUD guidance introduced in 2014 created a greater administrative burden on AH and its Property Management/Developers to adjust and track the flat rents each year for very few households. AH will continue to phase-out the flat rent until no flat rent families remain on the program.

In accordance with its MTW Agreement, AH conducted an impact analysis as part of its FY 2016 Annual Report. Based on this assessment of current incomes of flat renters combined with the new HUD-mandated flat rent annual adjustments, AH anticipated limited impacts to the preponderance of affected households. For current flat renters, AH has communicated with the families and has begun phasing in the changes during FY 2017 in order to prevent hardship to affected families. New admissions to the public housing program are income-based rent calculation households only.

IMPACT

In 2015, AH amended its flat rent policies to comply with the statutory changes contained within Public Law 113 – 76, the Fiscal Year 2014 Appropriations Act. HUD required that all flat rents be set at no less than 80 percent of the applicable Fair Market Rent (FMR) adjusted, if necessary, to account for reasonable utilities costs. At the time, 77 households were paying flat rents. AH followed a phase-in schedule in adjusting its flat rents. Currently, 13 residents (or <1 percent of public housing residents in AH-Owned Communities) have chosen the flat rent option and would be affected by this change.

IMPLEMENTATION

Activity approved in FY 2017 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

HC #1: Additional Units of Housing Made Available*		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 26 (FY 2016)	Expected housing units of this type after implementation of the activity (number) = 5 new units

**HUD Standard Metric used assumes that some families will opt-out and make new units available for other low-income families.*

PH.2008.03 – ENERGY PERFORMANCE CONTRACTING

DESCRIPTION

AH continues to employ energy conservation and efficiency standards, practices and improvements to its properties while enhancing the quality of the living environment for its residents. AH is utilizing an Energy Performance Contract (EPC) to facilitate upgrades at its AH-Owned Residential Communities as well as pursuing other funding for green initiatives.

Under AH's MTW Agreement (*Attachment D, Section IX*), AH or its agents may, without prior HUD approval, enter into energy performance contracts (EPCs) with Energy Service Companies (ESCOs) and make local determinations of the terms and conditions of EPCs, including the debt service source, in order to satisfy reasonable financing requirements, provided that with respect to each contract the term does not exceed twenty (20) years and at least 50 percent of the energy cost savings are used to pay financing and debt service costs. AH is authorized to keep the savings under an EPC up to 50 percent of cost savings, which is above the 25 percent cost savings allowed for non-MTW housing authorities.

Working with Johnson Controls, in FY 2011 AH implemented its second energy performance contract (EPC) which combines a \$9.1 million EPC loan with additional MTW funds. Through the EPC project AH serviced newer HVAC systems in the buildings, replaced the older systems with new more energy efficient systems, upgraded bathrooms with new sinks, light fixtures, low-flow faucets and showerheads, toilets and compact fluorescent lights. AH will continue to implement energy conservation measures (ECMs) as is determined to be necessary when recapitalizing AH-owned properties converted to RAD.

IMPACT

These capital improvements complement and supplement the ARRA renovations begun in FY 2010 and accelerate AH's ability to continue the physical improvements designed to support delivery of vibrant "aging well" programs for its residents. The savings have been higher than anticipated due to the success of the energy conservation measures while program costs remained approximately the same as anticipated. Because of AH's MTW relief, AH is able to keep the savings for other improvements and services.

IMPLEMENTATION YEAR

Activity approved in FY 2008 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	FY2020 Benchmark
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars). AH = 0 (FY 2011)	Expected cost of task after implementation of the activity (in dollars) = \$600,045 cost savings AH is allowed to keep under its MTW Agreement.

HC.2005.04 – ENHANCED INSPECTION STANDARDS**DESCRIPTION**

Components of AH's Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadraplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections.

AH will continue enhancing its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants in a tight real estate market. After recognizing some inefficiencies, AH reviewed and streamlined its Enhanced Inspections Standards to better align with private rental market practices and reduce administrative burden, where feasible. For example, AH eliminated the requirement for landlords to provide gas certifications at the initial inspection. Gas certifications are only required at the inspector's discretion, such as when a gas appliance is not accessible. AH also revised its Site & Vicinity standard to make the determination clearer for landlords.

IMPACT

Enhanced real estate inspections have improved the quality and safety of AH's families' homes.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

During FY 2019, AH made a non-significant change to this activity, where it revised the site and vicinity standards to increase the prospects of available units. In August 2018, AH revised the area under review from 20 homes (5 homes to the left and right, and 5 homes to the front and rear) to three homes (most

commonly contiguous lots to the left, right, and rear) of the subject property. This revision lessens the restriction of defined eligible units, which increases the availability of units in Atlanta's tight real estate market.

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected housing units of this type after implementation of the activity (number) = Approximately 9,002 units in AH's jurisdiction.

RE.2005.11 – GAP FINANCING

DESCRIPTION

AH supports the financial closings of mixed-income rental communities that serve low-income families (earning less than 80 percent of Area Median Income) to include Tax Credit, Project Based Rental Assisted-units and public housing assisted-units. Gap financing alleviates the challenges in identifying investors and funders for proposed real estate development projects.

IMPACT

Gap financing facilitates financial closings in development projects, thereby creating new affordable housing opportunities. In FY 2015, gap financing facilitated completion of Oasis at Scholars Landing, a 60-unit affordable assisted living community. In FY 2017, AH provided gap financing for the RAD conversion of Juniper and Tenth High-rise and within FY 2018 gap financing for Piedmont Road High-rise.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2011)	Expected number of housing units of this type after implementation of the activity (number) = 450 units

HD.2005.05 – GOOD NEIGHBOR PROGRAM II**DESCRIPTION**

AH's Good Neighbor Program (GNP) is an instructional program established by AH and taught by a community or academic entity secured through a competitive solicitation. The curriculum includes training on the roles and responsibilities of being a good neighbor after relocating to amenity-rich neighborhoods. AH leverages MTW Funds with contracted resources to support the implementation of this program.

The program expanded its coursework to include a certification requirement for participants under three "real life" issues: (1) conflict resolution and problem solving; (2) community expectations and, (3) valuing life-long education. The training program components include tenant/landlord relationships, self-reliance and personal responsibility, civic responsibilities and engagement, being a good neighbor, AH's Housing Choice Family Obligations, training program for youth.

All households that receive a Housing Choice voucher are required to attend GNP.

IMPACT

Providing training under the Good Neighbor Program prepares families to be successful neighbors. The continuation of Human Services and Support Services also assists with the successful transition of assisted families into their new neighborhoods and as contributing members of their communities.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). AH = 0 (FY 2005)	Expected number of households receiving self-sufficiency services after implementation of the activity (number) = 800 households to participate in Good Neighborhood Program

HC.2011.02 – HOUSING CHOICE VOUCHER PROGRAM HAP ABATEMENT POLICY**DESCRIPTION**

AH, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the HCVP fails to comply with AH's Inspection Standards. The procedures and practices established under this policy are set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.

IMPACT

AH has continued to professionalize its relationships with Landlords. Through elevating expectations and standards for accountability and a higher quality product, the private sector real estate community has responded in kind. These positive changes have resulted in a higher caliber of units and Landlords participating in the program who are attracted to AH's streamlined way of doing business. By becoming a better and more astute business partner, AH has begun to reposition the Housing Choice program as an asset in the broader Atlanta community. It is critical to increase the rental supply in light of local market conditions.

IMPLEMENTATION YEAR

Activity approved in FY 2011 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>CE #5: Increase in Agency Rental Revenue</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Rental revenue in dollars (increase) = HAP savings	Rental revenue prior to implementation of the activity (in dollars). AH = 0 (FY 2011)	Expected rental revenue after implementation of the activity (in dollars) = Expected HAP savings based on 288 units = \$540,000

HD.2005.06 – HUMAN DEVELOPMENT SERVICES**DESCRIPTION**

AH continues to utilize its MTW flexibility to facilitate self-sufficiency of households participating in its Housing Choice Voucher Program with particular emphasis on the following population segments:

1. Working-age Adults - AH's Human Development Strategy will primarily focus on assisting households to become compliant with its Work/Program Participation requirement by providing human development case management services and connecting household members to specialized supportive services provided by organizations contracted by AH;

2. Elderly and Disabled Adults - providing supportive services for aging in place and independent living; and,
3. Children (0-5) and Youth (6-17) - advancing educational success and opportunities.

In FY 2014, AH began utilizing an expanded Human Development Services staff (including two Family Self-Sufficiency Program funded coordinators) to assess the specific needs of the whole family in support of Target Adults transitioning to the workforce. As a continuation in FY 2020, through its existing operations, one of its non-profit affiliates and service providers, AH will begin outreach and planning to develop enhanced service provider contracts and will continue to advance its human development and partnership efforts.

For families whose reasons for unemployment may be related to other issues, such as job skills development or access to quality affordable childcare, AH has expanded its Service Provider Network to include 126+ community organizations that address a broad spectrum of support services, including services that address the needs of senior and disabled household members. AH staff also conduct resource briefings and workshops on topics such as résumé writing and how to enter the Georgia's state child care lottery.

AH will continue to utilize its MTW Single Fund to support its human development services initiatives.

IMPACT

AH's philosophy for supporting families through the process of positive transformation is premised on a belief that all members, but especially non-elderly, non-disabled adult members, can and should contribute to the community, and that communities should provide a nurturing environment for such contribution. AH's human development approach has been developed from numerous lessons learned in similar human and community development situations and believes that it is important to offer support to all members of the family balanced with clear information about individual responsibilities. As a result, the human development process is designed to counsel, coach and educate. Providing the human development intervention and guidance for the next generation will ensure a better chance for individual success, thereby, resulting in successful communities.

Since inception of the most recent initiatives in February 2014, AH has seen the effectiveness of this human development services approach, with nearly 700 families becoming compliant or progressing. AH will continue to advance the strategy in FY 2020.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). AH = 0 (FY 2005)	Expected number of households receiving self-sufficiency services after implementation of the activity (number) = 734 households using human development services case management

<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (AH defines as households moving from non-compliant with work requirement to Compliant and Progressing) prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected households transitioned to self-sufficiency (AH defines as households moving from non-compliant with work requirement to Compliant and Progressing) after implementation of the activity (number) = 206 households

<i>SS #3: Increase in Positive Outcomes in Employment Status</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<all categories>> prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected head(s) of households in <<all categories>> after implementation of the activity (number) = 734 households using human development services case management

HC.2008.02 – LEASING INCENTIVE FEE (LIF)**DESCRIPTION**

Originally used as a de-concentration strategy to provide financial incentives to encourage landlords and property owners to lease available housing to families impacted by relocation from AH projects to be demolished. AH continues to utilize this incentive to incent applicants and participants in the program move process to find units faster and submit their requests for tenancy approval as well as to remove barriers to leasing, such as security deposits and application fees. The LIF also attracts more landlords in areas of opportunity.

IMPACT

This tool was a critical element of the Quality of Life Initiative in which AH facilitated relocation for nearly 3,000 families in public housing. In FY 2016, AH began offering Leasing Incentive Fees to landlords on behalf of applicants that turn in a request for tenancy approvals (RTA) within 30 days of voucher issuance. AH continues to provide leasing incentive fees to increase the number of landlords and rental supply to increase utilization of the Housing Choice vouchers.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected housing units of this type after implementation of the activity (number) = 208 units in which household utilized LIF.

<i>HC #7: Households Assisted by Services that Increase Housing Choice</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected number of households receiving these services after implementation of the activity (number) = 208 households receiving LIFs.

AW.2011.01 – NON-ELDERLY DISABLED INCOME DISREGARD**DESCRIPTION**

When determining annual household income, AH amended its Income Disregard policy to include the disregard of the employment income of an Elderly Person or Disabled Person whose source(s) of income are Social Security, SSI, and/or other similar fixed income received from a verified plan ("Annual Fixed Income"). For those cases in which the Annual Fixed Income is not the primary source of income, Atlanta Housing, in its discretion, may establish a limit on the amount of employment income that may be disregarded. Any employment income that is not disregarded will be included in annual household income for purposes of calculating Total Tenant Payment.

This policy will be applicable to all AH housing assistance programs and serve as the replacement for applicable HUD rules and regulations.

IMPACT

Since implementation of this policy, the number of households with working non-elderly disabled persons has not significantly changed, and we do not anticipate any significant fluctuations in future years. Most importantly, individuals who choose to work may improve their quality of life and an increased level of self-sufficiency. This policy complements AH's Aging Well strategy by encouraging disabled individuals to maintain their engagement in their communities.

IMPLEMENTATION YEAR

Activity approved in FY 2011 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

Projections include a determination of average percentage of households that receive fixed income other than age-related. AH's Real Estate Oversight business unit shares the causes for net changes for HomeFlex and MIXED Communities.

<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (defined as non-elderly disabled persons who have earned income) prior to implementation of the activity (number). This number may be zero. AH = 82 households (FY 2011)	Expected households transitioned to self-sufficiency (AH defines as non-elderly disabled persons who have earned income) after implementation of the activity (number) = 121 households

RE.2007.04 – HOMEFLEX (PROJECT BASED RENTAL ASSISTANCE) AS A STRATEGIC TOOL**DESCRIPTION**

AH designed its MTW Project Based Rental Assistance (PBRA) program (now called “HomeFlex”) such that, through a competitive process, AH solicits private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years. Commitments for HomeFlex may be extended beyond the ten-year period after meeting agreed upon conditions. As AH receives and approves proposals from developers for multi-family rental properties outside of AH's jurisdiction, AH may negotiate intergovernmental agreements with PHAs or local governments in the Atlanta metropolitan area. Additionally, AH utilizes this activity to project-base assistance at AH-owned communities, whether direct or indirect ownership, without competition as authorized in Attachment D of AH's MTW Agreement (B. Simplification of the Process to Project-Base Section 8 Vouchers). Based on the expanded authorizations, the AH Board of Commissioners establishes project limits on AH-owned properties, which may exceed HUD project caps. Through this flexibility, AH increases the number of housing choices for voucher families and addresses the shortage of property owners accepting rental assistance. Meanwhile, AH will continue to use its HomeFlex Program to expand the availability of quality, affordable housing in healthy, mixed-income communities, that further develop supportive housing, and as a tool for its Reformulation Initiative and RAD conversions. AH's MTW Agreement provides flexibility in administering its PBV Program. Based on HUD approval of this activity and its applicable PBV Program waivers, AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA.

In 2017, HUD released PIH Notice 2017-21 Implementation Guidance: Housing Opportunity Through Modernization Act of 2016 (HOTMA) – Housing Choice Voucher (HCV) and Project-Based Voucher (PBV) Provisions, which provides guidance to technical corrections and changes to the programs. Based on HUD approval of this activity and its applicable PBV Program waivers, AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA.

IMPACT

AH's HomeFlex program has successfully increased the long-term availability of more than 5,000 market-quality new and existing affordable units to low-income families in Atlanta. Under HomeFlex, AH enters into long-term agreements with private-sector owners of multi-family developments to reserve a portion of their units for eligible residents for up to 15 years. AH's ability to exceed program and project cap limitations allows AH to subsidize more units, which provides more housing solutions for eligible families. Additionally, the cost of voucher administration is less than expenditures; provides direct assistance/access to areas of opportunities; and it alleviates concentration of poverty on low-income census tracts.

IMPLEMENTATION YEAR

Activity approved in FY 2007 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

In 2017, HUD released PIH Notice 2017-21 HOTMA, which provides guidance to technical corrections and changes to the programs. Based on HUD approval of this activity and its applicable PBV Program waivers,

AH plans to exceed program cap limits, percent increase, project cap limits and similar limitations outlined in HOTMA during FY 2020. The ability to exceed these caps provides AH with the flexibility to provide more housing solutions to eligible families.

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2007)	Expected housing units of this type after implementation of the activity (number) = 366 units

HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number). AH = 0 (FY 2007)	Expected housing units preserved after implementation of the activity (number) = 0 units

RE.2006.02 – HOMEFLEX (PROJECT BASED RENTAL ASSISTANCE) SITE BASED ADMINISTRATION DESCRIPTION

AH created and implemented a HomeFlex (previously known as AH's MTW Project Based Rental Assistance) Agreement, which replaces the former Project Based HAP contract, for the effective implementation of the HomeFlex Site-Based Administration. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AH inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures relating to HomeFlex assisted units.

IMPACT

This process has made the HomeFlex program attractive to private sector real estate professionals by allowing them to manage and mitigate their market risk associated with owning and implementing the program. This activity provides oversight and accrues administrative cost savings over direct management; provides direct assistance/access to areas of opportunities; and it alleviates concentration of poverty on low-income census tracts.

IMPLEMENTATION YEAR

Activity approved in FY 2006 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	FY2020 Benchmark
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars). AH = Estimated savings realized in Baseline Year: 923 HomeFlex Units x HUD CY2008 PUM HC Blended Admin Fee Rate (\$53.26) x 12 months x 80% (assuming AH still incurs 20% of the admin costs) = \$471,926 Baseline Agency Cost Savings for HomeFlex Units administered at the site. (FY 2008)	Expected cost of task after implementation of the activity (in dollars) = Estimated savings for Benchmark Year: 7,009 HomeFlex (PBRA) Units x HUD CY2018 PUM HC Column A Admin Fee Rate (\$74.12) x 12 months x 80% = \$4.9 million Baseline Agency Cost Savings

CE #2: Staff Time Savings		
Unit of Measurement	Baseline	FY2020 Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours). AH = Divide the agency cost savings by AH hourly rate to estimate staff time savings. \$471,926 ÷ \$35 = 13,484 hours saved (FY 2008)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = \$4.8 million ÷ \$35 = 100,891 hours saved

HC.2007.01 – RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM**DESCRIPTION**

AH will continue to re-engineer, enhance, and streamline its business processes and related policies, procedures, and business documents such as Family Obligations, using its MTW flexibility to (1) increase cost efficiency of administering the program; (2) increase housing opportunities for families; and (3) advance self-sufficiency of Housing Choice Participants. Housing Choice Voucher Program core business

processes under review include: 1- Waitlist, 2- Portability, 3- Eligibility & Voucher Issuance, 4- Referrals, 5- Landlord Eligibility & RTA, 6- Unit Eligibility, 7- HAP & UAP Payments, 8- HAP Contract & Contract Maintenance, 9- Recertification, 10- Move Request, 11- Inquiry Management, 12-Compliance.

In the interests of families and as stewards of federal funds, AH has strived to build long-term relationships with landlords that want to provide quality affordable housing. Despite opening and pulling from its waiting list in 2015 and 2016, AH has seen voucher holders struggle to find available, appropriately sized units in Atlanta that meet AH's Enhanced Inspections Standards. In turn, AH has faced tough negotiations with landlords seeking rents that keep pace with a rising market.

In response to a tight real estate market, AH has explored several approaches to increase availability of inventory and market the Housing Choice program. These approaches are designed to balance the differences between multi-family properties and single family properties, and the differences between new landlords and tenured, experienced landlords with a reliable track record. AH has also continued to re-examine operating policies and modify them where appropriate to align with private sector business practices and expectations of property owners and to eliminate administrative burdens that hamper lease-up times.

For example, working with its Landlord Advisory Group during FY 2016, AH re-examined its abatement policy and implemented an approach that incentivizes responsible landlords that promptly address unit repairs and maintenance, while appropriately penalizing and withholding Housing Assistance Payments to landlords with units that fail inspections and destabilize families.

Below are examples of activities AH has implemented or plans to implement to ensure successful lease-up of Housing Choice applicants and participants.

- **Marketing Plan** – AH has increased its outreach and marketing to large multi-family property owners and current property owners that own other non-participating properties. The marketing campaign will focus on raising awareness of the benefits of working with AH, debunking the myths about assisted families, and educating the prospective property owners on how the program works. AH will continue to collaborate with the City of Atlanta, Invest Atlanta, Atlanta Apartment Association, and the Atlanta Real Estate Collaborative to engage more property owners throughout the city.
- **Unit Incentive Fees** (Inspection First-Time Pass Bonus for Single Family Units) – Using savings from abatements, AH will make one-time incentive payments to landlords each time their units pass on the initial inspection on the first attempt and they subsequently lease their units to Housing Choice applicants and participants under new contracts. AH is launching a four-month pilot during FY 2016.
- **Leasing Incentive Fees** – AH began offering Leasing Incentive Fees to landlords on behalf of applicants that turn in a Request for Tenancy Approval (RTA) within 30 days of voucher issuance. Leasing Incentive Fees are non-reimbursable and defray the costs of application fees and security deposits. AH will also offer New Contract Incentives for Single Family Homes.
- **Streamlined AH Enhanced Inspections Standards** – AH reviewed and streamlined its Enhanced Inspections Standards to better align with private rental market practices and reduce administrative burden, where feasible. For example, AH eliminated the requirement for property owners to provide gas certifications at the initial inspection. Gas certifications are only required at the inspector's discretion, such as when a gas appliance is not accessible. AH also revised its Site & Vicinity standard to make the determination clearer for property owners.

- **Expedited Lease-up at High-Performing Multi-Family Properties** – AH will continue to implement its program allowing high-performing multifamily properties scoring 97 or greater on AH's comprehensive property assessments, to conduct self-certification inspections signed by the participant and the landlord, and expedited processing of the housing assistance contracts and lease addendums. AH conducts quality control inspections on a percentage of these units on an annual basis. The implementation of this program has reduced the lease-up cycle time for these properties from an average 25 days to 5 – 7 days.
- **Self-Certification Inspections at Multi-Family Properties** – In FY 2016, AH began allowing multi-family properties scoring 87 or greater on its comprehensive property assessments to conduct self-certification inspections signed by the participant and the landlord. AH will conduct follow-up inspections on these units within 45 – 60 days following lease-up.
- **Rent Determination** – AH will continue to implement enhancements to its rent determination process, upfront rent estimates, offering fixed-rate boosts on units for major system upgrades, and allowing landlords to submit comparable rents including leases for comparable units and certain multiple listing service rents
- **Applicant/Participant Education** – AH will implement an educational program that better equips applicants and participants with information that helps them identify and secure quality housing, especially in high opportunity areas.
- **Updated Sub-Market Payment Standards** – AH currently uses its own payment standards for seven submarkets. AH introduced these payment standards in 2007. In FY 2016, AH contracted with a nationally recognized consultant to conduct a rental market study. The consultant identified the need for new payment standards and more sub-markets to more closely reflect market dynamics. AH rolled-out new payment standards in FY 2017, which also complies with the SAFMR final rule.

During FY 2020, AH will continue to streamline its internal business processes and systems with the goal of ensuring successful lease-ups, stabilizing families, and expanding partnerships with landlords. AH will also continue to enhance HCVP to ensure that privately owned housing options are available in the City of Atlanta.

IMPACT

By creating its own Housing Choice Program standards, business practices and procedures based on private real estate market principles, AH has improved cost efficiencies and reduced the administrative burden, enhanced its image within the community and amongst landlords, and, ultimately, created a program that enables and empowers families to move toward self-sufficiency.

IMPLEMENTATION YEAR

Activity approved in FY 2007 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

AH elected to adopt the alternative Choice Mobility option regarding the issuance of turnover vouchers.

CE #1: Agency Cost Savings		
Unit of Measurement	Baseline	FY2020 Benchmark
Total cost of task in dollars (decrease).	Cost of task prior to implementation of the activity (in dollars). AH = Overhead Cost of \$12 million which was voucher administration cost of \$1,309 per voucher (FY 2008)	Expected cost of task after implementation of the activity (in dollars) = Overhead Cost of \$8.3 million which is a voucher administration cost of \$782/voucher

RE.2005.09 – REFORMULATING THE SUBSIDY ARRANGEMENT IN AH-SPONSORED MIXED-INCOME, MIXED-FINANCE COMMUNITIES INCLUDING CENTENNIAL PLACE AND AH'S AFFORDABLE COMMUNITIES

DESCRIPTION

AH continues to explore strategies to reformulate the subsidy arrangement for AH-sponsored mixed-income, mixed-finance communities (MIXED Communities) and AH-Owned Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to HomeFlex (under a HomeFlex Agreement), in order to sustain and preserve investments in these multi-family rental communities. AH has worked with HUD to develop the program structure and process for implementation based on the Centennial Place demonstration model.

On November 2, 2012, HUD approved AH's proposal to pilot AH's Reformulation Demonstration Program under the auspices of its MTW Agreement at Centennial Place. In conjunction with the reformulation of Centennial Place, AH received additional Housing Choice voucher funding April 23, 2013, which will be used as part of the HomeFlex funding to replace the public housing operating subsidy upon conversion.

During FY 2018, AH will continue with its implementation of the reformulation program at Centennial Place while exploring reformulation/conversion strategies that will improve long-term financial sustainability and preserve public and private investments in its other 15 mixed-income rental communities and AH-Owned Communities, as anticipated in and pursuant to AH's MTW Agreement.

IMPACT

The ultimate objective of the Reformulation Demonstration Program at Centennial Place is to reposition the 301 AH-assisted units so that these units will carry their aliquot share of the debt service, equity requirements, and operating costs for the property for the long-term sustainability of the development.

During FY 2015, under the Reformulation Demonstration Program, all 301 units were converted. In FY 2016, AH's developer partner received Low Income Housing Tax Credits for Phase II. Utilizing tax credits, AH's Developer Partner will continue the rehabilitation of Phases III and IV.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

HC #2: Units of Housing Preserved		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number). AH = 0 (FY 2005)	Expected housing units preserved after implementation of the activity (number) = 0 units

HC.2007.02 – RENT REASONABLENESS**DESCRIPTION**

AH developed and initiated rent reasonableness determinations in which an independent market analysis is conducted to establish the market equivalent rent for each residential unit in AH's Housing Choice Voucher Program. This will result in improved and consistent rent determination outcomes, which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.

IMPACT

Using internal real estate expertise and knowledge of rents in the Atlanta market as well as professional services, AH's rent determinations reflect the changing market rent dynamics and realities of the residential real estate market. More accurate and timely determination of rents has allowed AH to realize HAP savings.

Based on market studies conducted in FY 2016, AH introduced updated sub-market payment standards, which were expanded from 7 to 23 sub-markets. These new payment standards also reflect the dramatic changes in the Atlanta real estate market since 2007. While all rents are subject to rent reasonableness determinations, AH expects the cumulative effects of the payment standards may increase certain HAP costs. AH contract rents across the City of Atlanta are significantly higher than HUD's SAFMRs, however, the rents do not rise to the full level of AH's alternative payment standards, which are higher.

IMPLEMENTATION YEAR

Activity approved in FY 2007 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

CE #5: Increase in Agency Rental Revenue		
Unit of Measurement	Baseline	FY2020 Benchmark
Rental revenue in dollars (increase).	Rental revenue prior to implementation of the activity (in dollars). AH = Average HAP per voucher = \$916. HAP assistance = \$81 million (FY 2011)	Expected rental revenue after implementation of the activity (in dollars) = Average HAP/voucher = \$782. Projected HAP assistance = \$73.7 million

AW.2008.01 – RENT SIMPLIFICATION / AH STANDARD DEDUCTIONS**DESCRIPTION**

During FY 2008 AH adopted a policy, which was clarified in FY 2011 that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets used to calculate an assisted household's portion of the contract rent. This policy was adopted and is implemented across all AH housing and rental assistance programs.

Prior to implementation of the Rent Simplification Policy, AH determined that across all programs, 80 to 85 percent of assisted families were not claiming "other deductions" relating to unreimbursed medical, attendant care and auxiliary apparatus, and child care expenses.

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

IMPACT

This policy positively affects all families with dependent children or medical expenses. For the agency, less time is required collecting and processing receipts. There are also fewer errors because of streamlined processing.

IMPLEMENTATION YEAR

Activity approved in FY 2008 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

CE #2: Staff Time Savings		
Unit of Measurement	Baseline	FY2020 Benchmark
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours). AH = 15% of households historically seek deductions x 17,338 households x 1 hour verification = 2,600 hours (FY 2010)	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours) = 15% of households historically seek deductions x 19,730 households x 1 hour verification = 2,913 hours saved

CE #3: Decrease in Error Rate of Task Execution		
Unit of Measurement	Baseline	FY2020 Benchmark
Average error rate in completing a task as a percentage (decrease).	Average error rate of task prior to implementation of the activity (percentage). AH = 3% (FY 2012)	Expected average error rate of task after implementation of the activity (percentage) = 3%

RE.2005.10 – REVITALIZATION PROGRAM**DESCRIPTION**

Over the last 20+ years, AH and its private sector development partners have repositioned its public housing properties into 16 mixed-use, mixed-income communities with a seamless affordable housing component. The community-building model, including human development strategies for mixed-use, mixed-income communities, is a blend of private sector market principles and public sector safeguards, which AH has branded the “Atlanta Model.”

In partnership with private sector developers, AH will continue transforming conventional public housing properties into economically sustainable, market-rate quality, mixed-use, mixed-income communities through its real estate development strategy. To further advance the program, AH will continue acquiring improved or unimproved real estate parcels to support the creation of mixed-use, mixed-income communities, support local revitalization initiatives and stabilize local neighborhoods. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great recreational facilities and green space; (3) retail and commercial activities; and (4) high-performing neighborhood schools. AH will advance elements of the approved master plans during the fiscal year 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 in Section II,

Strategy I: LIVE of this Plan. Subject to funding availability and in furtherance of the master plans and long-term community sustainability, AH will continue to engage in acquisition activity during FY 2020. In addition to property acquisitions, AH may engage in negotiation of land transactions with a number of entities to further support its development efforts at the communities listed in Section II.

AH will explore alternative funding options for the ongoing development activities including, as appropriate, any sites of former public housing (as listed in Appendix D of this Plan). These options may include, but are not limited to, a variety of public and private sources such as MTW funds, Replacement Housing Factor funds, and Choice Neighborhoods Planning and/or Implementation grants.

During FY 2016, AH worked with a real estate consultant to analyze the site conditions, market conditions, and financial feasibility to determine short- and long-term opportunities for redevelopment of the former public housing sites that were demolished between FY 2007 and FY 2010, referred to as the Quality of Life Initiative (QLI). During FY 2020, AH may continue real estate development activities associated with the vacant sites and all vacant land owned and acquired by AH, as listed in Strategy I: LIVE, Section A.

IMPACT

Public/private partnerships are the key ingredient. AH leverages its special standing under its charter, its goodwill, its land, its MTW Agreement, and HUD grants, while the private Development Partner leverages its balance sheet, know-how, brand, and track record to raise private equity and incur debt. In all cases, the partners align their interests so that both parties are focused on the success of the community. AH's revitalization efforts with private development partners have created 5,167 mixed-income rental units (including AH-assisted units and tax-credit-only units) and over 300 affordable single family homes have been sold to low-income families. AH's focus is to create affordable housing units as quickly as possible over the next four years.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI because of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 2,720 units (FY 2005)	Expected housing units preserved after implementation of the activity (number) = 54 units

RE.2012.01 – SINGLE FAMILY HOME RENTAL DEMONSTRATION**DESCRIPTION**

AH will sell land to a Mechanicsville development partner for a neighborhood stabilization demonstration program for families at or below 60 percent AMI.

AH's development partner has been engaged in pre-development activities for the development of 75 scattered-site rental units as part of a lease-to-own program promoting neighborhood stabilization. Affordable rentals will be achieved through low-income housing tax credit (LIHTC) Program for a 15-year period. Twenty-five of these units will be on AH property under the terms of a ground lease with a purchase option at the end of the 15-year compliance period. AH is not providing subsidy to families. For families that remain in the home throughout the 15-year LIHTC compliance period and increase their income sufficiently to become a qualified buyer, the opportunity to purchase the home will be provided.

IMPACT

The developer received Low Income Housing Tax Credits, which provides the affordability vehicle that provides more housing solutions to AH's targeted population.

IMPLEMENTATION YEAR

Activity approved in FY 2012 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>HC #1: Additional Units of Housing Made Available</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0	Expected housing units of this type after implementation of the activity (number) = 0 units

SH.2013.01 – VETERANS SUPPORTIVE HOUSING**DESCRIPTION**

Under AH's HomeFlex for Supportive Housing program, owners and developers of supportive housing receive housing subsidy under HomeFlex agreement with AH for up to two years. In return, the owner is required to 1) work with a certified Service Coordinator such as the United Way and 2) enter into an agreement with one or more service providers who will provide appropriate intensive support services for the target population. They also agree to coordinate with any public agencies and nonprofit organizations that are providing additional case support to individual residents.

AH provides supportive housing for veterans using its HomeFlex program and tenant-based vouchers such as the HUD Veterans Affairs Supportive Housing (HUD-VASH) voucher program. The HUD-VASH vouchers program is not an MTW activity, but is operated under AH's Supportive Housing policies and administered through AH's Housing Choice Program. Further to maximize housing opportunities for veterans and alleviate the housing search burden, AH may project-base VASH voucher assistance throughout the city.

IMPACT

Oasis at Scholars Landing opened in FY 2015 and provides 60 affordable assisted rental units for seniors with a veterans' preference. *VASH vouchers are not reported as an MTW Activity.*

IMPLEMENTATION YEAR

Activity approved in FY 2013 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

HC #1: Additional Units of Housing Made Available		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of new housing units made available for households at or below 80% AMI because of the activity (increase).	Housing units of this type prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2013)	Expected housing units of the type after implementation of the activity (number) = 0 units

HC #7: Households Assisted by Services that Increase Housing Choice		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase housing choice (increase).	Households receiving this type of service prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2013)	Expected number of households receiving these services after implementation of the activity (number) = 0 households

AW.2005.03 – WORK/PROGRAM REQUIREMENT**DESCRIPTION**

Effective October 1, 2004, AH's work/program participation policy requires that (a) one non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.

Because the primary paths to self-sufficiency are work and education, in FY 2014, AH began implementing its Human Development Services strategy to assist families in the Housing Choice Voucher Program with achieving compliance with the work/program requirement within 12 months in order to maintain their housing assistance.

Non-compliant households are subdivided into two categories: progressing and non-compliant.

- Progressing households are households in which all Target Adults are engaged in a minimum of 15 hours per week of work, training, and/or school. These households are encouraged to continue improvements and are not referred for human development services as long as they maintain this status.
- Non-compliant households are households in which Target Adults are not working or meeting any of the work/program requirements.

In FY 2014, AH began utilizing an expanded Human Development Services staff (including two Family Self-Sufficiency Program funded coordinators) to assess the specific needs of the whole family in support of Target Adults transitioning to the workforce. Recognizing that chronic unemployment may be related to long-term, complex barriers AH refers the families most in need to contracted service providers that specialize in particular issues. AH staff provide service coordination, monitor the family's progress, and provide guidance for up to 12 months.

For families whose reasons for unemployment may be related to other issues, such as job skills development or access to quality affordable childcare, AH has expanded its Service Provider Network to include 126+ community organizations that address a broad spectrum of support services, including services that address the needs of senior and disabled household members. AH staff also conducts resource briefings and workshops on topics such as résumé writing and how to enter the Georgia's state child care lottery.

IMPACT

The dignity and empowerment of work cannot be underestimated. When first instituted, less than 14 percent of households were working. During the current economic recession, families have had difficulty obtaining and maintaining employment. As the general unemployment rate has risen, AH-assisted households have experienced a drop in income, from either job lay-offs or reduction in available work hours. However, the work/program requirement remains a powerful tool in enabling families to move to self-sufficiency.

A strong indication of the impact of mixed-income environments is that 96 percent of AH-assisted households with Target Adults in AH MIXED Communities, and 95 percent of households in HomeFlex Communities were in compliance with AH's work/program requirement. By contrast, in FY 2013, only 37 percent of Housing Choice households were in compliance. Since inception of the most recent initiatives in February 2014, AH has seen the effectiveness of this human development services approach, with nearly 700 families becoming compliant or progressing for an overall compliance rate of 65 percent for Housing Choice households. During FY 2018, AH completed program termination for non-compliance and in FY 2020, through enhance implementation of the revised Human Development Service Delivery Model during FY 2018, AH will increase its capacity to provide case management and workforce development, with the goal to increase work compliance for families.

IMPLEMENTATION YEAR

Activity approved in FY 2005 and implemented during the same fiscal year.

CHANGES TO ACTIVITY, METRICS, BASELINE, OR BENCHMARK

AH is not making any changes to the activity metrics or baseline assumptions. AH attributes any noted changes in quantities, magnitude, or values to normal fluctuations of point-in-time data input.

<i>SS #3: Increase in Positive Outcomes in Employment Status</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Report the following information separately for each category: (1) Employed Full-Time (2) Employed Part-Time (3) Enrolled in an Educational Program (4) Enrolled in Job Training Program (5) Unemployed (6) Other	Head(s) of households in <<all categories>> prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected head(s) of households in <<all categories>> after implementation of the activity (number) = 734 households using human development services case management personnel

<i>SS #8: Households Transitioned to Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households transitioned to self-sufficiency (increase).	Households transitioned to self-sufficiency (AH defines as households moving from non-compliant with work requirement to Compliant and Progressing) prior to implementation of the activity (number). This number may be zero. AH = 0 (FY 2005)	Expected households transitioned to self-sufficiency (AH defines as households moving from non-compliant with work requirement to Compliant and Progressing) after implementation of the activity (number) = 206 households

<i>SS #5: Households Assisted by Services that Increase Self Sufficiency</i>		
Unit of Measurement	Baseline	FY2020 Benchmark
Number of households receiving services aimed to increase self-sufficiency (increase).	Households receiving self-sufficiency services prior to implementation of the activity (number). AH = 0 (FY 2005)	Expected number of households receiving self-sufficiency services after implementation of the activity (number) = 734 households using human development services case management

B. Not Yet Implemented MTW Activities

The MTW activity number indicates the functional area, fiscal year in which the activity was approved in AH's MTW Plan. **Key:** AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

Not Yet Implemented Activities		
Activity #	Activity	MTW Authorization(s)
HC.2012.02	Comprehensive Graduation Program	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
SH.2017.01	Next Step Youth Self-Sufficiency Program	Attachment D, Section VII: Establishment of Housing Choice Voucher Program

HC.2012.02 – Comprehensive Graduation Program**DESCRIPTION**

AH will develop and implement a comprehensive graduation program for assisted families that have achieved economic self-sufficiency and financial stability and who no longer need rental assistance. AH will use the standard income levels for determining eligibility as the benchmark for success and will develop and implement strategies to ensure the smooth transition of successful families who have graduated. Such strategies may include financial counseling and homeownership opportunities.

UPDATE

AH expects to consider implementation of this program as part of its Human Development Services strategy.

TIMELINE FOR IMPLEMENTATION

A timeline is not established for this activity.

SH.2017.01 – Next Step Youth Self-Sufficiency Program**DESCRIPTION**

In continuing to develop and implement alternative and supportive housing resources for income eligible families, such as, Elderly Designated Housing, Special Needs Designated Housing for Persons with Disabilities, Independent Senior Living, and other supportive housing initiatives, AH is working with the Georgia Department of Family and Children Services (“DFCS”) and its contracted Independent Living Program service providers. Under this MTW activity, referred to as “Next Step”, AH will provide up to 25 vouchers to house foster youth that age out of foster care (“transitioning youth”).

Next Step seeks to assist transitioning youth ages 18 to 23 that are working with the State-supported Independent Living Program (ILP) to help aged out youth stabilize their living situation, avoid becoming homeless and move toward self-sufficiency. AH plans to offer vouchers to properly vetted transitioning youth that are referred by DFCS. Like many youth, transitioning youth often lack the independent living skills and guidance to live on their own successfully. AH plans to provide up to 25 vouchers to house transitioning youth for up to 36 months or until age 23, whichever comes first. Vouchers, at AH discretion, may become extended for up to 12-months to allow transitioning youth to complete their education requirements or achieve other life goals, evaluated on a case-by-case basis in consultation with DFCS.

Next step also requires that transitioning youth begin, continue, and/or maintain appointments and visits with social service providers as recommended by DFCS (or its contracted ILP service providers) to assist these families in the preparation of living independently and creating a stable living environment. AH may withhold new issuances and may consider DFCS recommendations on whether to renew voucher contracts to transitioning youth that refuse or withdraw from appropriate service-level case management (or equivalent ILP requirements), including the refusal to meet AH’s work/program requirements.

Vouchers issued under this activity are not portable, are subject to minimum rent, and standard AH rent calculations. Under AH’s Statement of Corporate Policies, alternative occupancy arrangements (e.g., shared housing and sponsored housing) may be considered. Overall, this activity requires a strong working partnership between AH and the state DFCS office and Independent Living Program, where AH will administer the vouchers and DFCS will refer the transitioning youth. An overview of the process:

- Collaboration between AH, DFCS, and service providers to create measurable goals and standards for success and to jointly create forms and processes, which may be achieved through regular meetings and trainings;
- Referral process between AH and DFCS, where both agencies will establish points-of-contact to expedite the housing/referral process, through pre-screenings and other measures administered by DFCS prior to referrals (other agencies may refer to DFCS for referral to AH). AH will finalize eligibility of referrals and issue vouchers as appropriate.

UPDATE

AH awaits the State of Georgia to finalize the partnership agreement that will refer youth to AH.

TIMELINE FOR IMPLEMENTATION

AH stands ready to issue vouchers to properly referred, eligible transitioning youth for FY 2020. Nevertheless, AH plans to move forward with its preventive homeless measures, which may mean closing out this activity, if AH does not receive referrals during the next 12 to 18-months.

C. Activities On Hold

The MTW activity number indicates the functional area, fiscal year in which the activity was approved in AH's MTW Plan. **Key:** AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing.

Activities On Hold		
Activity #	Activity	MTW Authorization(s)
HC.2006.03	Housing Choice Inspection Fees	Attachment D, Section VII: Establishment of Housing Choice Voucher Program
HD.2006.04	Standards for Residency in Single Family Homes	Attachment D, Section VII: Establishment of Housing Choice Voucher Program

HC.2006.03 – HOUSING CHOICE INSPECTION FEES**DESCRIPTION**

AH contemplated charging landlords reasonable fees for pre-inspections and subsequent re-inspections following the initial re-inspection to cover the administrative costs associated with these additional inspections. AH also contemplated charging participant households a fee to cover the administrative costs of re-inspections due to certain deficiencies which were the responsibility of the household and remained unaddressed.

UPDATE

AH postponed the implementation of this project during the implementation of certain activities in Re-Engineering the Housing Choice Voucher Program.

TIMELINE FOR IMPLEMENTATION

A timeline has not been established for this activity.

HD.2006.04 – STANDARDS FOR RESIDENCY IN SINGLE FAMILY HOMES**DESCRIPTION**

AH contemplated adopting and implementing single family home eligibility standards (1-4 units) to assure that families are prepared financially and otherwise to live in single family homes and be successful in neighborhoods.

UPDATE

Due to other priority Housing Choice Re-engineering efforts, this activity was postponed in FY 2008. AH informally incorporates rental housing counseling in its case management.

TIMELINE FOR IMPLEMENTATION

A timeline has not been established for this activity.

D. Closed Out Activities

The MTW activity number indicates the functional area, fiscal year in which the activity was approved in AH's MTW Plan. **Key:** AW – Agency-wide; HC – Housing Choice; HD – Human Development; PH – Public Housing; RE – Real Estate; SH – Supportive Housing

Closed Out Activities			
Activity #	Activity Name	Closeout Year	Reason for Close-Out
--	ARRA Funds	2012	Unknown
--	Voluntary Compliance Agreement (VCA)	2011	Unknown
PH.2003.01	Affordable Fixed Rent / Affordable Flat Rent	2019	Activity was never implemented
HD.2005.14	Individual Development Accounts (IDAs)	2019	Activity was never implemented
HC.2006.05	Port Administration Re-engineering	2019	Activity not allowed under MTW Authorizations
HD.2007.05	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	2008	Unknown
RE.2007.06	Quality of Life (QLI) Initiative	2010	Unknown
PH.2007.07	Utility Allowance Waiver	2010	Unknown
SH.2008.04	John O. Chiles Annex Supportive Housing Pilot	N/A	Activity was merged with Supportive Housing activities
HD.2008.05	Pre-Relocation Client Education	2010	Unknown
AW.2010.01	Business Transformation Initiative	2016	AH implemented an enterprise resource planning (ERP) solution across the agency
HD.2013.02	Endowment Fund for Human Development Services	2019	

Note: "Unknown" as the reason for some activities listed above addresses the loss of institutional knowledge during the past five years. Current staff are committed to researching the closeout reason and updating future Annual MTW Plans/Reports accordingly.