

Atlanta Housing Authority Leadership

Board of Commissioners

Daniel Halpern
Chair

Justine Boyd
Vice Chair

James Allen, Jr.

Cecil Phillips

Margaret Paulyne Morgan White

Management Team

Renée Lewis Glover
President and Chief Executive Officer

Vona R. Cox
Vice President
Acquisition Management Services

Charlene Crusoe-Ingram
Chief Human Resources Officer

Joy Fitzgerald
Chief Operating Officer
Real Estate Operations

Gloria J. Green
Chief Legal Officer and General Counsel

Mark Kemp
Senior Vice President
Asset Management

Edward (Mike) Proctor, Ph.D.
Chief Policy Officer

Suzi Reddekopp
Chief Financial Officer

Reneé Bentley Rice
Vice President
Housing Choice Operations

Samir Saini
Chief Information Technology Officer

Tracey Scott
Vice President
Strategy & Innovation

Barney Simms*
Chief External Affairs Officer

**Retired effective September 2012*

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

AHA's business model as a "diversified real estate company with a public mission and purpose" has positioned it to achieve 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 which reduce their dependency on subsidy, ultimately becoming financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable the elderly and persons with disabilities to live independently with enhanced opportunities for aging well.
- **Economic Viability** – Maximize AHA's financial soundness and viability to ensure sustainability.

Guiding Principles

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

1. End the practice of concentrating low income families in distressed and isolated neighborhoods.
2. Create healthy mixed-use, mixed-income (children-centered) communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families, (especially children), with emphasis on excellent, high performing neighborhood schools and high quality-of-life amenities, including first-class retail and 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 AHA-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.

How to Navigate This Report

In 2004, AHA submitted to HUD its first Business Plan, using its new statutory and regulatory framework pursuant to AHA's MTW Agreement (herein referred to as the "Business Plan"). AHA's Business Plan and its subsequent MTW annual implementation plans on a cumulative basis outline AHA's priority projects, activities and initiatives to be implemented during each fiscal year. Fiscal Year 2012 represents AHA's ninth year of participation in the MTW Demonstration Program. For further details, see Importance of Moving to Work.

This report highlights AHA's MTW-Eligible activities and priorities as identified in the FY 2012 MTW Annual Implementation Plan submitted to HUD, April 12, 2011.

- **AHA's Impact and Innovations** highlights significant results achieved by AHA as part of the MTW Program during FY 2012.
- **Planned Activities from the FY 2012 Plan** summarizes the results of the AHA priority projects, activities and initiatives.
- **Appendices** section includes detailed charts, AHA Legacy Attachment B, Ongoing Activities Directory and other HUD reporting requirements.

Because AHA is engaged in a comprehensive, multi-year Business Transformation, activities associated with the implementation of the transformation initiative are noted with the following icon: 🏠 See Executive Summary for more background on this major undertaking.

Table of Contents

How to Navigate This Report	3
Importance of Moving to Work	4
I. Executive Summary	7
II. AHA's Impact and Innovations	13
A. PRIORITY: Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.	14
B. PRIORITY: Evolve AHA's asset management business model.	18
C. PRIORITY: Re-Engineering the Housing Choice Voucher Program	20
D. PRIORITY: AHA-Owned Residential Communities	22
E. PRIORITY: Human Development	24
F. PRIORITY: Implement the integrated Enterprise Resource Planning solution.	27
G. PRIORITY: Streamline AHA's operations and strengthen AHA's financial position	28
H. PRIORITY: Leverage AHA's human resources	29
Summary Financials	30
MTW Innovations & Policies	30
Appendices Table of Contents	36
III. Planned Activities for FY 2012	37

Importance of Moving to Work

What is MTW?

With the passage of Section 204 of the Omnibus Consolidated Rescissions and Appropriations Act of 1996, Congress created the Moving to Work Demonstration Program (MTW Program) and gave the Secretary of HUD authority to waive both statute and regulations under the U.S. Housing Act of 1937 (1937 Act) by entering into negotiated agreements with up to 30 high performing public housing agencies (to be selected by HUD) so that these agencies could demonstrate how in a less restricted and prescriptive environment, better outcomes for low-income families, the communities, the localities and the nation could be accomplished.

Moving to Work recognized three basic principles: (1) all real estate is local and conditions vary widely throughout the nation; (2) local problem-solving based on the needs, aspirations, market and financial realities in the locality (using a strategic planning framework) would yield substantially better results, and (3) the focus must be on outcomes and not process. With this in mind, Congress authorized the Secretary, through these negotiated agreements, to waive all of the statutory and regulatory provisions under the 1937 Act, except certain core issues: Davis Bacon; Civil Rights laws and Fair Housing; 504, UFAS and Americans with Disabilities laws; and demolition and disposition under Section 18.

MTW Statutory Goals: (1) reduce costs and achieve greater cost effectiveness in federal expenditure; (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; and (3) increase housing choices for low-income families.

Congress wanted to create an environment which encouraged and demanded innovation; creativity; imagination; efficiency; effectiveness and better outcomes for America's low income families, cities and counties and America. Congress also wanted to demonstrate that with greater flexibility more could get accomplished with the same (possibly fewer) resources from HUD. MTW has outperformed Congress's and HUD's expectations and the MTW Program timeline has been extended and expanded beyond 30 housing authorities. Simply put, MTW is the new way of making the HUD programs and funding resources work better in localities and with better results.

Importance of MTW to AHA

AHA applied for and was designated as an MTW agency in 2001. After extensive negotiations, AHA executed its MTW Agreement with HUD, in September 23, 2003, effective as of July 1, 2003. Later, AHA was able to retain the unique provisions under its original agreement when it negotiated its amended and restated MTW Agreement on November 13, 2008 and further amended it on January 16, 2009. The MTW Agreement may be automatically extended for additional ten-year periods, subject to HUD's approval and certain agreed upon conditions.

While regulatory and statutory flexibility are foundational elements of the MTW Program, the Single Fund authority is essential to AHA's financial viability. AHA's MTW Agreement permits AHA to combine its low income operating funds, Housing Choice voucher funds and certain capital funds into an MTW Single Fund or simply, MTW Funds. When converted into MTW Funds, such funds are relieved of their statutory and regulatory strictures and may be used for MTW-Eligible activities as set forth in AHA's Business Plan and its Annual Implementation Plan. AHA's MTW Agreement has enabled AHA to apply private sector business principles to manage resources responsibly and to achieve dramatically better outcomes for AHA-assisted households. **The funding flexibility provided AHA under the MTW Agreement is essential to AHA's continued success and long-term financial viability.**

Goals of MTW

In keeping with the spirit and intent of the MTW Program's statutory goals, AHA established three overarching goals: **Quality Living Environments – Self-Sufficiency – Economic Viability**. To deliver on these three goals, AHA's MTW Agreement effectively uses its MTW flexibility to focus on local strategies and solutions that will have a positive impact on the families AHA serves. From the very beginning of AHA's official status as an MTW agency and as it moves forward, AHA has served and continues to serve substantially the same number of families, a number that has increased over time.



Innovation using MTW

The MTW Single Fund is important because after following a rigorous, participatory strategic planning process, AHA can use its MTW Funds for innovative approaches to meet the local needs that grow out of the planning process and as set forth as AHA's MTW Business Plan. This particularly remarkable feature allows AHA to use Housing Choice funds, the largest portion of the MTW Single Fund, for mission-driven purposes consistent with AHA's three goals and MTW statutory goals. With the MTW Single Fund, AHA is able to pursue opportunities that benefit low-income families that are not available to non-MTW agencies. Unique in this industry, AHA maintains a holistic view of itself as an MTW agency. That is to say, unless otherwise prescribed by Congressional appropriations language, AHA does not separate activities as either MTW or non-MTW. For example, AHA's policy innovations like the work/program requirement are applicable to all families across all AHA programs, except for elderly and disabled persons. The success that AHA has achieved as an innovator, fulfilling the promise of the MTW program envisioned by Congress, is apparent in a review of AHA's many initiatives. For more detail, see *MTW Innovations and Policies*.

Independent Studies of AHA's Atlanta Model

AHA has engaged multiple third-party, academic researchers in evaluating the effectiveness of the Atlanta Model. All the studies examine various aspects of a common objective: to end the practice of concentrating the poor in distressed, isolated neighborhoods by facilitating the development of healthy mixed-use, mixed-income communities that assist families in achieving self-sufficiency. **The studies consistently demonstrate that the Atlanta Model is working and has improved the quality of life for low-income families in the City of Atlanta.**

- Families are better-off due to relocation from environments of concentrated poverty.
- AHA policy changes coupled with investments in families have enabled families to improve their quality of life, income, and access to education.
- As a direct result of AHA's Strategic Revitalization Program, the City of Atlanta's gross domestic product increased by \$1.67 billion since March 1996 with the creation of Centennial Place.

For copies of
these studies,
visit
atlantahousing.org

-- Blank Page --

I. Executive Summary

AHA is in the real estate business – leasing, owning, managing, buying, and selling real property. We have a social purpose and mission – assisting, supporting, incenting, and inspiring people to fulfill their God-given human potential.

We live in challenging economic times. Every organization and every family has had to do more with fewer resources. But if necessity is the mother of invention, then adversity is the father of progress.

Because of our strategy over the last 15 years – focused on de-concentrating poverty, relocating families to healthier environments, demolishing the destructive and dysfunctional housing projects, creating mixed-use, mixed-income communities with excellent private sector developers and re-engineering our business systems – AHA is better positioned to face economic headwinds.

Today, AHA is financially sound, a position we work diligently to maintain. We leveraged our assets and intellectual capital and built a solid business model that has enabled AHA to serve more low-income families today than 15 years ago and in much healthier communities. HUD is encouraging agencies across the country to do many of the things that AHA has done and done well.

During this past year we focused on people – our families, our employees, our partners. We stepped up our game and identified areas of the business to improve efficiency and effectiveness, save money and improve customer service.

AHA's Vision
Healthy Mixed-Income
Communities;
Healthy Self-Sufficient
Families

Painting the picture with numbers

- **21,035 households** served.
- **69 percent** of households were work compliant or deferred with AHA's work/program requirement. Deferred families were supported in a tough economy through their engagement in training and education leading to jobs and self-sufficiency. A culture of work, resiliency and self-reliance has been embraced by our customers.
- **46 students** were awarded over \$100,000 in scholarships through AHA's Atlanta Community Scholars Award.
- **234 new affordable rental units** and 24 new market-rate rentals were completed in FY 2012 in AHA-Sponsored mixed-use, mixed-income communities on the sites of former public housing projects.
- **33** low-income, first-time **home-buyers** received down payment assistance from AHA.
- **9,277 households (6,878** of whom live in the City of Atlanta) participated in the Housing Choice Voucher Program and received rental subsidy assistance.
- **424 units** added to the affordable housing inventory by private developers working with AHA's Project Based Rental Assistance (PBRA) program.

- We expanded the availability of Supportive Housing – quality developments coupled with wrap-around support services – by **76 units** under PBRA Agreements with private owners to provide housing for vulnerable groups such as homeless persons, veterans, and persons with mental or developmental disabilities. Additionally, we maintained our commitment to the Regional Commission on Homelessness and the United Way by providing housing for **546** formerly homeless individuals or families.
- As evidence of the success of AHA’s Aging Well initiatives to improve the quality of life for older and disabled adults, **62 percent** of residents of AHA-Owned Residential Communities are crossing the digital divide using the new computer rooms and services.
- Using Federal stimulus funds and AHA’s MTW Funds, we completed **\$24.9 million** in renovations to the common areas and exteriors of the 13 AHA-Owned (public housing-assisted) Residential Communities. Added **\$1.8 million** in repairs and upgrades to select units.
- Over the past three years, the Housing Choice Voucher Program reduced its processing cycle times by nearly **50 percent** – from 45 days to 24 days from receipt of a landlord’s Request for Tenancy Approval (RTA) to contract execution, thus enabling families to lease-up quickly.

These and other successes are highlighted in the enclosed report.

Where some saw limited opportunity, AHA channeled the “new normal” of Federal budget deficits and a recessionary economy into innovation and creativity. We began FY 2012 thinking we might face constraints and ended with a year characterized by growth and promise. How?

By starting with the individuals and families we serve. The real estate serves a foundational role for individual growth. Ultimately, our purpose is ensuring that our families have the choice to live in quality environments – homes and neighborhoods – that help them thrive. We achieve this purpose by respecting that every person has been blessed with God-given, unlimited human potential.

Transforming the business of helping people

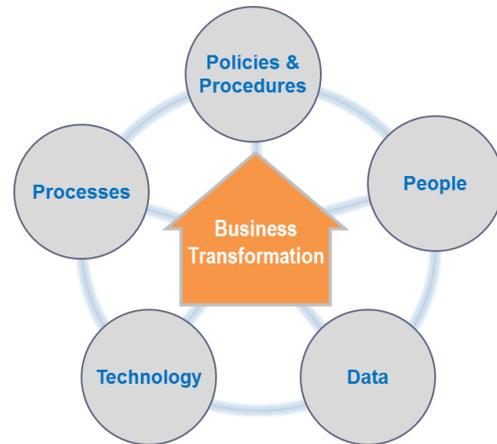
We take our responsibility of service to the community and the families we serve very seriously. Our MTW Agreement has allowed us to be innovative and engage our partners and stakeholders in local problem-solving. This innovation extends to the back-office operations and the way we do business.

In FY 2011, AHA began a multi-year, comprehensive business transformation to better serve our families and to position AHA as a best-in-class diversified real estate company with a public mission and purpose. In partnership with Boston Consulting Group (BCG), an international strategy and business consulting firm, AHA assessed our business model, strategy and operations from five dimensions: process, policy and procedure, people, technology and data.

Business
Transformation
prepares
AHA for future
innovation.

During FY 2012 we thoroughly re-engineered the business and began implementing these transformative changes. Throughout this report we have noted pilot programs and phases of the implementation completed thus far (denoted by the following: 🏠).

In our first major success, AHA implemented the first phase of the Yardi **Enterprise Resource Planning (ERP) solution** – on-time and as budgeted – and immediately reduced manual, paper invoice approval processes. By the end of FY 2013, we expect to substantially complete the implementation and begin realizing other long-term efficiencies.



We believe innovation and efficiency are the keys to creating greater opportunities for everyone involved in the business of providing affordable housing options in mixed-income communities. Armed with flexibility, creativity, business know-how, innovation and great partners, stakeholders and employees, AHA will continue to successfully meet today’s and tomorrow’s challenges and fulfill our vision.

Renée Lewis Glover
President and Chief Executive Officer

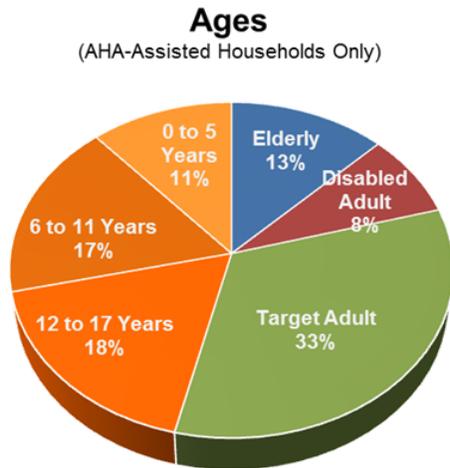
Families and Individuals are served by AHA...

21,035 Total Households Served

All Households



AHA Families



97%
Very Low Income Households
(≤50% of Area Median Income or ≤\$34,650)

Persons per household



62
Service Providers partner to provide support services and counseling needed by families and individuals

* Households Served includes AHA-assisted households, plus low-income families living in affordable housing facilitated by AHA's investments. This includes Low-Income Housing Tax Credits, down payment assistance (homeownership), and other services.

...through a variety of housing choices.

Community-Building vision:

Mixed-use, mixed-income, children-centered

Quality residential housing, schools, healthy greenspace, recreation, retail



AHA-Sponsored communities are new developments created through public-private partnerships on the sites of former public housing projects.

AHA-Owned communities use a traditional public housing model. Primarily for elderly and disabled adults.

16
AHA-Sponsored
Mixed-Use
Mixed-Income
Communities

13
AHA-Owned
Residential
Communities

Communities

1,000+ Acres LAND OWNED BY AHA

With its **PBRA*** program, AHA incents more affordable housing in privately owned mixed-income developments throughout Atlanta.

4,087
PBRA-
Assisted
Units

Rental Assistance



Supportive Housing =
Housing + Support Services
for special needs populations
such as **disabled** persons,
homeless, former foster care
youth, at-risk **families**, and
veterans.

546
Supportive
Housing
Units

* **PBRA** is AHA's unique Project Based Rental Assistance program. See *MTW Innovations & Policies* section for more details.

AHA’s Business Lines and Programs

AHA operates the entire agency under the MTW program and facilitates quality affordable housing through five major vehicles as shown below. Each program is designed to leverage AHA’s resources – finances, knowledge and experience, grant funds, rental subsidies and land – to expand housing opportunities supported with human development services to serve the housing needs of low-income families in the City of Atlanta.

Housing Opportunities			
<p><i>AHA-Owned Residential Communities</i></p>	<p><i>AHA-Sponsored Mixed-Use, Mixed-Income Communities</i></p>	<p><i>Mixed-Income Communities using Project Based Rental Assistance (PBRA)</i></p>	<p><i>AHA’s Housing Choice Tenant-Based Voucher Program</i></p>
<p>As a result of advancing AHA’s Strategic Revitalization Program, since 1994 AHA has demolished or disposed of 30 distressed, obsolete and socially dysfunctional public housing projects. It continues to own 13 public housing-assisted residential properties, including 11 senior high-rise communities and two small family communities. Residents of the high-rise communities are elderly (age 62 or older), near elderly (age 55-61), and non-elderly disabled adults. AHA contracts with professional private Property Management Companies (PMCOs) to manage each community in a comprehensive manner in accordance with AHA’s goals, policies and priorities. In addition to day-to-day operations and capital improvements, the PMCOs also provide on-site human development services that support AHA’s Aging Well strategy to promote independent living at the high-rise communities.</p>	<p>AHA’s Strategic Revitalization Program facilitates the creation by private real estate developers of market-rate quality mixed-use, mixed-income, children-centered communities on the sites of former public housing projects. The Master Plans for each site envision transformational community-building by:</p> <ul style="list-style-type: none"> • Developing new mixed-income rental and for-sale units – both affordable and market-rate; • Incorporating great recreational facilities and amenities; • Creating green space and parks; • Providing quality retail and commercial activities; and • Supporting the creation of high performing neighborhood schools (pre-K to high school). 	<p>Using the flexibility authorized under its MTW Agreement, AHA created and implemented its own Project Based Rental Assistance Program which utilizes AHA’s form of PBRA Agreement and effectively streamlines program activities through site-based administration delivered at the property level. The program leverages the value of a long-term rental assistance arrangement to incent private real estate developers and owners to develop quality mixed-income communities. Upon completion of the community, AHA and the Owner enter into a PBRA Agreement for a period up to 15 years to provide rental assistance to eligible residents in the PBRA units covered by AHA’s commitment. The PBRA Program has successfully increased the long-term availability of high-quality new and existing affordable units to low-income families in Atlanta.</p>	<p>Housing Choice Tenant-Based Voucher Program offers families the greatest mobility and broader range of choice in selecting where they live. Using an AHA voucher, families can identify quality housing including apartments and single-family homes anywhere in the City of Atlanta with the assurance that they will not have to pay more than 30 percent of adjusted income towards their rent. Families may also choose to use their AHA voucher to move outside the city limits of Atlanta. Property owners/landlords of single family homes and apartments manage the properties and enter into landlord/tenant relationships with the families.</p>
Supportive Housing			
<p>In connection with and in support of local initiatives addressing the local housing needs of at-risk populations, AHA has made an intentional commitment to ensure that Supportive Housing has a meaningful place in the housing opportunities it makes available to low-income families and individuals. 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 require a stable housing arrangement to ensure the effectiveness of supportive services in achieving outcomes. AHA’s Supportive Housing Policies allow PBRA Agreements with private Owners who are responsible for providing housing and targeted wrap-around case management and support services.</p>			
Human Development Services			
<p>Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of supportive services -- including educational services, disability services, employment services and training, life skills training, homeownership counseling, childcare, mental health services and senior supportive services -- leading to each family’s success and progression to the mainstream.</p>			

II. AHA's Impact and Innovations

Each fiscal year's accomplishments reflect progressive steps toward making AHA's vision a reality. Over the past nine years as an MTW agency, AHA has creatively used the tools and flexibility afforded by the MTW Agreement to implement housing policy reforms across all programs (see details on MTW-enabled innovations in *MTW Innovations & Policies*).

This year, as set forth in AHA's FY 2012 MTW Implementation Plan, AHA has focused on eight major priorities. Each priority aligns with AHA's goals and is designed to address AHA's unique local challenges.

FY 2012 Priorities		AHA Goals align with HUD's MTW Goals		
		Quality Living Environment	Self-Sufficiency	Economic Viability
◆	Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.	◆		◆
◆	Evolve AHA's asset management business model.	◆		◆
◆	Re-engineer the administration of the Housing Choice Voucher Program.	◆	◆	◆
◆	Improve the quality of life at AHA-Owned Residential Communities by greening the properties and increasing efficiencies.	◆	◆	◆
◆	Advance the human development strategy through strategic partnerships.		◆	◆
◆	Implement the integrated Enterprise Resource Planning solution.			◆
◆	Streamline AHA's operations and strengthen AHA's financial position through new sources of funding and revenue and by managing costs.		◆	◆
◆	Leverage AHA's human resources.			◆

PRIORITY: Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities.

Over the last 18 years, AHA and its private sector development partners have repositioned 16 of its public housing properties into mixed-use, mixed-income communities with a seamless affordable housing component. To date, AHA's revitalization efforts with private development partners have created 4,797 mixed-income rental units (including AHA-assisted units and tax-credit-only units) and 2,157 market-rate rental units. 246 affordable single family homes have been sold to low-income families.

Despite the economic recession, real estate market conditions and the availability of funding, AHA and its partners continued to advance phases for the revitalization developments already underway. Highlights of the FY 2012 investments include the following initiatives.

Creating mixed-income communities

In FY 2012, AHA partnerships facilitated completion of 234 affordable rentals and 24 market-rate rental units. AHA also facilitated 33 affordable homes for sale and an additional nine market-rate homes. Many of the rental units are occupied by AHA-assisted families, and the other affordable units are supported through low-income housing tax credits that benefit additional low-income families. Through communities developed and owned by public/private partnerships and managed by excellent private sector management companies, AHA helped to address the City of Atlanta's need for additional high quality affordable housing in economically integrated environments.

Fostering quality community schools

AHA's community-building strategy is built on a basic tenet: wherever there are great schools, there are thriving neighborhoods. AHA has continued its collaboration with Atlanta Public Schools (APS), its private sector development partners and foundations to foster quality, neighborhood public schools and educational opportunities in mixed-income environments. During FY 2012, several of these partnerships yielded significant results.

- Drew Charter School – the top-rated neighborhood school near **Villages of East Lake** and the first charter school in the City of Atlanta – received approval by the Atlanta Public Schools Board to expand its program through 12th grade. The new Drew Senior Academy supports the “cradle to college” education philosophy. Because of Drew's model as a key success in the community, AHA and other stakeholders provided support for Drew's application for expansion. A proposed state-of-the-art 200,000-square foot facility will be built on the current Villages of East Lake campus with capacity to eventually house 600 students.
- 
- In support of **Centennial Place** Elementary School, AHA and the Integral Group (AHA's master developer for Centennial Place) further advanced a partnership with the Georgia Institute of Technology. The goal is to enhance Centennial's STEM (Science, Technology, Engineering and Math) curriculum by providing Georgia Tech's faculty expertise and student involvement.
 - Working in partnership with the Atlanta Public Schools, the Annie E. Casey Foundation, and Sheltering Arms, AHA continued to support the 160+ children enrolled at the world-class Early Childhood Learning Center which serves the **Mechanicville** community. As part of this ongoing partnership AHA provided financial support to the Early Childhood Learning Center and supported academic excellence at the nearby Dunbar Elementary School.

- To further advance community-building efforts at the **Villages of Carver**, AHA completed negotiation of the sale of land to the Atlanta-Fulton Public Library System for construction of a new, state-of-the-art regional library. Bonds have been issued and final plans are expected in FY 2013.

Green space and neighborhood improvements

Major improvements to Butler Park, adjacent to **Auburn Pointe**, were completed through the collaborative efforts of AHA, the City of Atlanta, the National Recreation and Park Association (NRPA), National PTA, Playcore, Converse, US Tennis Association, and Integral Development Group. The project was recognized nationally by the NRPA at its annual convention as a model for collaborative, urban park development. Because the presence of a park is critical to the quality of life for the residents, AHA invested \$800,000 for improvements.



Energy-efficient housing

Parkside at Mechanicsville (Mechanicsville VI phase) was awarded a LEED Silver designation for sustainable design and construction. The first LEED Silver development in AHA's program, this development, located on the site of the former McDaniel Glenn public housing project, includes 132 affordable units and 24 market-rate units. As the latest project in AHA-Sponsored Communities, Parkside at Mechanicsville builds on AHA's experience with ENERGY STAR, EarthCraft and LEED-certified sustainable design and construction. Other sustainable developments in AHA's portfolio include Ashley at Auburn Pointe, Ashley at CollegeTown II, Veranda at Auburn Pointe II and III.



HOPE VI Grant close-outs

Nearly 20 years ago, AHA received its first HOPE VI grants to begin its deconcentration strategy and demolition of dilapidated, outdated, and crumbling public housing developments. AHA has leveraged these funds to support development of mixed-use, mixed-income communities that have led to both better outcomes for families and improvements to the neighborhoods. While the grants provided for some supportive services, through lessons learned, AHA perfected its model to provide intensive coaching and counseling for affected families to improve their quality of life. In FY 2012, AHA successfully submitted financial close-outs to HUD for its remaining HOPE VI revitalization grants for the former public housing projects at Capitol Homes, Harris Homes, Grady Homes, Carver Homes and Perry Homes. Though the technical grant requirements have been met, AHA will use MTW Funds and other sources to continue to advance the community-building strategies as outlined in the Master Plans for each site.

Leveraging public-private partnerships

The financial model for mixed-income, mixed-finance communities is a blend of private sector market principles and public sector safeguards which have become standard parts of the **Atlanta Model**. Public/private partnerships are the key ingredient. AHA 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.

In all cases, the partners align their interests so that both parties are focused on the success of the community. A successful mixed-income, mixed-finance community requires a financial structure that allows low-income families to afford the rents without any reduction in the quality of construction or the

community's long-term financial viability. In order to compete for the market-rate renters, the Development Partners build and manage a community with first class amenities that appeal to the high-end of the market. The private market governs the quality, financial feasibility, and the long-term sustainability of the property, because the disposable income of the market-rate renters dictates the level of private investment the community can attract and sustain.

Capital for the project typically includes first mortgage debt and equity from the sale of low income housing tax credits, both secured by the Development Partner who signs the debt instruments and provides the guarantees to the investors in the tax credits. In addition, AHA will typically provide a subordinated, cash flow loan which allows the AHA-assisted units to carry no hard debt and which counts in the tax credit basis. Some tax credit equity is also used to pay a portion of the construction costs. An operating subsidy is then provided by AHA to ensure the continued rent affordability for low-income families.

During FY 2012, AHA's Development Partners were awarded 9% low income housing tax credits for **Veranda at Scholar's Landing** and **Ashley II at Auburn Pointe**. In addition, AHA's Development Partner submitted an application for 9% low income housing tax credits to develop an affordable assisted living community for veterans, which will be the first of its kind in the State of Georgia.

Choice Neighborhoods Planning Grant

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

With its development partners and the Atlanta University Center colleges and universities, AHA engaged Urban Collage, a master-planning consulting firm, to facilitate a 12-month planning and community engagement process. Through more than 20 different meetings such as visioning sessions, focus groups and community cafés, AHA reached out and heard the community and the stakeholders including the former University Homes residents. They helped to inform the work of AHA's professional planners and researchers with insights as to the genuine needs, existing assets, and unique challenges that they perceive to be facing the community. During FY 2013, through the support of the Annie E. Casey Foundation, AHA will hold larger community meetings around "green" sustainable initiatives and health and wellness. The outcome of the CNPG activity will be the development of a Choice Neighborhoods Transformation Plan by December 2012.

As part of the AHA's community engagement efforts, AHA used a \$15,000 grant award from the Annie E. Casey Foundation to develop a CN Micro Grant Program. A review committee composed of AHA staff and members of the City Council and Neighborhood Planning Unit awarded nine grants to groups located within the Choice Neighborhoods boundaries (and overlapping Promise Neighborhoods). Proposals were judged on how they would improve the quality of life for youth and older adults residing in the targeted neighborhoods of Vine City, Ashview Heights and the Atlanta University Center.

While the micro grant award amounts were modest (ranging from \$678 - \$3,000), they are expected to create greater leverage for small, non-profit or civic organizations to build upon existing projects as highlighted below.

AHA's planning approach featured as "best practice" in HUD Newsletter April 2012

Choice Neighborhood Micro Grant Recipients

- **Morehouse College Community Revitalization Initiative** – Marketing and workshops to establish a Youth Entrepreneurship Club
- **Sisters Action Team, Inc.** – “Healthier Me” spa and wellness workshops
- **Walking Through the Vine, Inc.** – Neighborhood beautification and urban gardening
- **Ashview Heights Community Association Corporation** – Building neighborhood pride through street sign toppers and banners marking the Ashview Heights community
- **Vine City Health and Housing Ministry** – Video surveillance system protecting a commercial node and neighborhood park
- **Atlanta West Economic Development** – Training tools and resource guide for personal money management and financial literacy
- **TryCope** – Youth leadership development
- **WeCycle Atlanta** – Provides youth refurbished bicycles and cycling classes in exchange for community service
- **Vine City Civic Association** – Youth/Adult environmental clean-up



Comprehensive homeownership programs

Using its MTW flexibility, AHA has facilitated affordable homeownership opportunities for low-to-moderate families throughout Atlanta.

- **Down Payment Assistance** – AHA partnered with the City of Atlanta, Atlanta Development Authority, its master development partners and local lenders to provide down payment assistance to 33 low-to-moderate income, first-time homebuyers purchasing homes within the city of Atlanta.

Homeownership Down Payment Assistance		
West Highlands	Mechanicsville	CollegeTown
6	14	13

- **Housing Choice Mortgage Payment Assistance Program** – 33 Housing Choice families were selected to participate in homeownership counseling and debt management classes in order to prepare to become homeowners. Two families closed on their new homes in FY 2012 using AHA’s Down Payment Assistance, thus opting to surrender their voucher.
- **Partnership with Atlanta Habitat for Humanity** – As part of its strategic partnership with Atlanta Habitat for Humanity (Atlanta Habitat), AHA and Atlanta Habitat hosted a homeownership information session for 72 Housing Choice families. Thirteen families enrolled and are actively participating in Atlanta Habitat’s homeownership program. During FY 2012, four families successfully completed Atlanta Habitat’s process and have purchased their homes. An additional three families are currently helping to build their new homes.

PRIORITY: Evolve AHA's asset management business model.

During FY 2012, AHA continued to expand the availability of quality, affordable housing within its mixed-income, mixed-use communities and other healthy communities. With AHA's Project Based Rental Assistance (PBRA) program, private developers can make market-rate quality units affordable, often by combining PBRA assistance with Low-Income Housing Tax Credits (LIHTC). This increases housing opportunities for low-income families (households that earn less than 60 percent of the metropolitan area median income) by closing the affordability gap in areas of low poverty. AHA has also used PBRA to facilitate development of supportive housing for special needs populations.

Improving long-term financial stability of real estate

AHA continued to explore strategies through AHA's proposed Reformulation Demonstration Program that will improve the long-term financial sustainability of the AHA-Sponsored Mixed-Income Communities that have Section 9 public housing operating subsidy. This program is designed to sustain and preserve public and private investments in the Mixed-Income Communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance utilizing AHA's PBRA agreement conceptualized under AHA's MTW Agreement. In FY 2012, HUD approved AHA's proposal for reformulation at Centennial Place.

Supportive Housing for Homeless, Mental Health and Special Needs Populations

AHA, in partnership with private sector developers, continued developing alternative service-enriched housing opportunities for persons with a variety of special needs – homeless persons, persons with disabilities, U.S. military veterans, at-risk families and youth, and other targeted groups who are enrolled in supportive services programs. As part of any such development, the owners must enter into an agreement with one or more service providers to provide appropriate wrap-around support services for the targeted population. Often these individuals or families may also have additional case support through a public agency or non-profit. As of June 30, 2012, there were 546 of these units under current PBRA agreements and another 150 units under commitment, with construction completion and occupancy scheduled in FY 2013 (See Appendix D).

In furtherance of supportive housing, in April 2012, AHA's Board of Commissioners approved a new set of policies that accommodate supportive service strategies and the unique housing needs of these families. The customized policies and procedures include alternative occupancy arrangements, rent determinations, and rules regarding continuing assistance. During FY 2013 AHA will implement performance standards and tools consistent with the new policies.

**Stable housing plus
support services =
supportive
housing for special
needs populations**

**Supportive Housing Programs Assisted by AHA
(As of June 30, 2012)**

Community	Primary Population Served	Community	Primary Population Served
<ul style="list-style-type: none"> ◆ Adamsville Green ◆ Gardens at CollegeTown 	Elderly persons with disabilities	◆ Odyssey Villas	Homeless intact families (married with children)
◆ Columbia Tower at MLK Village	Homeless adults	◆ Park Commons HFS	Homeless elderly adults (ages 55+)
<ul style="list-style-type: none"> ◆ First Step ◆ Villas of H.O.P.E. ◆ Welcome House 	Homeless adults with a disabling condition such as mental health or substance abuse	◆ Woods at Glenrose	Homeless adults with developmental disability
<ul style="list-style-type: none"> ◆ O'Hern House ◆ Seven Courts 	Homeless adults with severe and persistent mental illness	<ul style="list-style-type: none"> ◆ Columbia at Sylvan Hills ◆ Pavilion Place 	Homeless women with children
◆ Park Commons HFOP	Homeless grandparents (ages 55+) raising children	◆ Summit Trail	Homeless youth ages 18-24

Reducing homelessness in Atlanta

In response to its commitment to the City of Atlanta, AHA continued to partner with the Regional Commission on Homelessness, the United Way of Metropolitan Atlanta and the Mayor's Committee to End Street Homelessness to provide housing opportunities for homeless populations. As a part of its Supportive Housing program, AHA utilizes PBRA in partnership with private and faith-based owners to support the development or rehabilitation of units for homeless persons. AHA has committed 700 vouchers – over 10 percent of its tenant-based Housing Choice vouchers in Atlanta – to support the Regional Commission's fight to end homelessness.

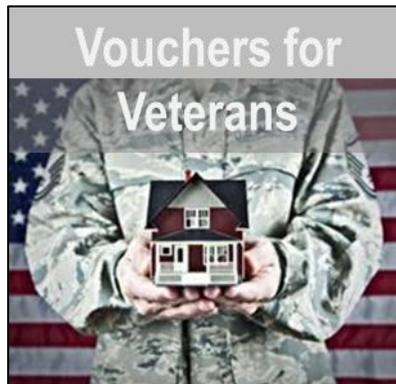
Through its various PBRA partnerships and voucher programs as seen below, AHA used its MTW funds and flexibility to reduce homelessness in Atlanta.

Windows on Homelessness



Houses and supports up to 50 homeless youth between the ages of 18 and 24. Many of the youth have aged out of the foster care system, been abandoned, or faced rejection for being lesbian, gay, bisexual or transgender. During 2011, Summit Trail helped 85 youth, resulting in 87% working or in an educational program, 100% of high school seniors graduated, seven earned a GED, and 95% moved to permanent, stable housing.

AHA provides Supportive Housing PBRA assistance



HUD awarded these special purpose vouchers to AHA for the first time in FY 2012. All 25 HUD-Veterans Affairs Supportive Housing (HUD-VASH) vouchers have been issued to veterans for housing. The Veterans Administration provides case management support and AHA has opted to use MTW funds and other sources to provide additional coaching and counseling to improve housing success for veterans and their families.

VASH vouchers are administered by AHA's Housing Choice Voucher Program



A newly renovated supportive community for 76 adults with severe, long-term mental disabilities. These "hard to serve" individuals that previously resided under bridges and other challenging environments are provided a safe place to live and meals, while working on learning life and social skills. O'Hern provides access to resources needed to lead successful lives.

AHA provides Supportive Housing PBRA assistance

PRIORITY: Re-Engineering the Housing Choice Voucher Program

Just as AHA has transformed the delivery of affordable housing opportunities through its real estate development program, AHA is transforming its Housing Choice Tenant-Based Voucher. Under the Business Transformation Initiative, AHA has instituted private sector real estate principles and an operational discipline necessary to enhance the customer service levels of the participants and landlords while ensuring the long-term sustainability of the program. Using its MTW flexibility, AHA has developed policies and procedures that enable families not only to choose quality affordable housing in lower poverty neighborhoods, but to interact with AHA more efficiently and conveniently. Sound real estate practices have attracted more property owners/landlords with quality housing to do business with AHA.

🏠 Piloting program re-design ideas

In preparation for business transformation initiatives and the transition to the new ERP system, AHA explored several ways to increase customer service, administer Housing Choice vouchers more cost-effectively and increase the accountability on the part of the families. Most of the changes will be implemented with the ERP system in FY 2013, but one noteworthy change took effect in FY 2012: AHA moved to 100% mail-in recertification. Working families have applauded the convenience, which allows more staff time for families that need assistance with complex personal situations.

AHA has reduced its administrative costs by reducing unnecessary paperwork and processes, and making better market-based determination of rents. Families have felt the effects through the convenience of fewer required visits to AHA offices and faster processing times for requests. Ninety-two percent of participants responding to the annual customer satisfaction survey feel that AHA provides good customer service, an increase over last year.



Portability Re-Engineering – A key feature of the Housing Choice Voucher Program, porting allows a family to use a voucher to move anywhere in the United States where there is a tenant-based Housing Choice voucher program. During FY 2012, AHA began “administering” (i.e., billing the initial public housing authority for the rental assistance) rather than “absorbing” (i.e., adding the family to its base and the costs of the rental assistance) port vouchers for assisted families moving to AHA’s jurisdiction. By administering, the initiating housing authority reimburses AHA for the rental assistance plus a small administrative fee.

To further professionalize its program, AHA implemented rigorous management of portability billing and use of vouchers to ensure that participants/applicants maintain their assistance while moving from one jurisdiction to another. AHA implemented a structured monthly remittance and reconciliation process for public housing authorities that administer vouchers for multiple AHA families who have moved or “ported” to other areas. These processes have resulted in better communication and coordination between AHA and local housing authorities, as well as more accurate and timely payments.

🏠 Serving vulnerable families

Recognizing that some families need more support to become self-sufficient, during FY 2012, AHA began a new program for veterans and enhanced its approach to its Family Unification Program.

- For the first time, AHA was awarded 25 **HUD Veterans Affairs Supportive Housing (HUD-VASH)** vouchers, a cooperative program between HUD and the Veterans Administration. All 25 HUD-VASH vouchers have been issued, and AHA is working with the VA to ensure that the veterans obtain housing.

- **AHA's Family Unification Program (FUP)** vouchers provide rental assistance to families under the care of the Fulton County Department of Family and Children's Services (DFCS) who require housing to stay together or come together. AHA reenergized this program by supplementing the DFCS case support with Family Self-Sufficiency coordinators who assist families with housing success.

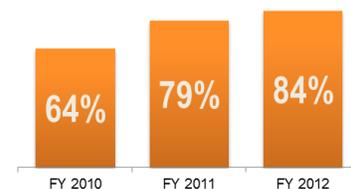
"I like to describe myself as 'ambitious,'" said Pierre Whitsett, a 21 year-old Accounting student at Chattahoochee Technical Institute. Whitsett grew up in AHA's Thomasville Heights housing project with his mother and five siblings until circumstances caused the Department of Family and Children Services (DFCS) to intervene. With the help of a dedicated DFCS case worker and the Life Works Independent Living program, Whitsett is on his way to success – working, planning graduation in 2012, and a new recipient of an AHA Housing Choice voucher. "My goals are to be my family's first success story and to be an inspiration to other foster kids...like me."



Real estate centric business approach

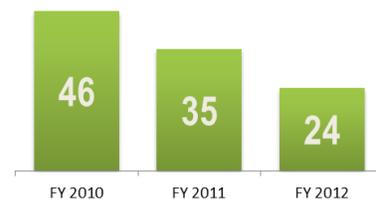
By applying more private sector principles in its operations, AHA continued to professionalize its relationships with landlords. As a result of elevating expectations and standards for professionalism, accountability and a higher quality product, the private sector real estate community has responded in kind. These positive changes have resulted in a higher caliber of units and landlords participating in the program who are attracted to AHA's streamlined way of doing business. By becoming a better and more astute business partner, AHA has begun to reposition the Housing Choice program as an asset in the broader Atlanta community.

Landlord Satisfaction



- **Multi-family Properties** – Recognizing the distinct needs of landlords that own or manage multi-family properties, AHA instituted several processes to professionalize the relationships with the 100 landlords operating multi-family properties consisting of 25 units or more and where AHA has five or more active HAP contracts. Multi-family property assessments were completed to establish a baseline of building and site conditions. Next, AHA developed rent schedules for each property which allowed faster processing times for new contracts.

Processing Times
(in days)



- **Faster processing** – As a result of streamlining and prioritizing information required from landlords, AHA has decreased the cycle time of document submission to contract execution by nearly half to 24 days. This improvement enables families to move-in more quickly to quality housing and reduce the anxiety and uncertainty caused by program moves.

- **Inspections** – During FY 2012, several enhancements to the Inspections process – including automated rescheduling and simplified inspections standards – have improved service levels, AHA's relationships with owners, and ultimately better housing experiences for families. A key indicator of better alignment with business partners, over the last two years, rates of annual inspections that passed on the first-time have increased by 37 percent to 46 percent of units inspected. This accountability by landlords means more stability for families in quality living environments.

1st Time Pass Rate
Inspections



PRIORITY: AHA-Owned Residential Communities

In line with AHA's strategic goal to support independent living for older adults and persons with disabilities, AHA and the staff of the professional property management companies (PMCOs) which manage the properties for AHA have devoted resources to better understand the needs of residents. AHA has also collaborated with community partners to provide more on-site supportive services. As a consequence, AHA has focused its capital investments and policy enhancements consistent with improving the quality of life for elderly and disabled adults "aging in place" in the communities.

Capital improvements and upgrades to units

Under AHA's site-based and private property management business model, the PMCOs that manage the 13 AHA-Owned Residential Communities provided comprehensive construction management to complete \$24.9 million in renovations to the common areas and exteriors. These improvements were funded primarily with the American Recovery and Reinvestment Act of 2009 (ARRA) Funds and AHA's MTW funds. The PMCOs – Lane Company, Integral Property Management and the Habitat Company – began work on an additional \$1.8 million approved by the Board and allocated for unit rehabilitation work to upgrade damaged kitchen cabinets, install new closet doors and replace worn carpet.

Saving energy and managing costs

Working with Johnson Controls, AHA implemented its second energy performance contract (EPC) which combines a \$9.1 million EPC loan with additional MTW funds. Already AHA has seen savings from the first installations of low-flow faucets and showerheads, toilets and compact fluorescent lights. Through the EPC project AHA has serviced newer HVAC systems in the buildings and replaced the older systems with new more energy efficient systems and upgraded bathrooms with new sinks and light fixtures. As a result of these improvements and conservation by residents, AHA ended the year \$260,000 under budget for utility costs. This work will continue through FY 2013.

Satisfaction
Overall Well-being



These capital improvements complement and supplement the ARRA renovations begun in FY 2010 and accelerate AHA's ability to continue the physical improvements designed to support delivery of vibrant "aging well" programs for its residents. When asked whether "the programs, services and activities in my community contributed to improving my overall quality of life," 79 percent of residents agreed or strongly agreed (See Appendix H – *Resident Satisfaction Survey* for detailed responses).

Building harmony and respect in communities

With the objectives of increasing respect between neighbors through cultural awareness, understanding and communication, 146 residents of Juniper and 10th and Marian Road Highrises participated in several three-hour facilitated engagement sessions. During these open sessions in a "safe" environment, residents freely voiced their concerns and identified "bullying" behaviors, the impact of positive and negative attitudes, and how to shift the "blame game" mindset.



Bridging the “digital divide”

- **Connected Living** – To improve socialization of older adults in the AHA-Owned Residential Communities, AHA implemented the Connected Living program and web-based portal. AHA residents are going online for email, web browsing, games, to share photos and to keep in touch with family and friends. Increasingly, more residents are using the computers for online banking and bill payment.

A key element of the program is the Connected Living Ambassadors feature. Staff members of Connected Living are “patient listeners” who work directly with residents leading discussion groups, computer classes, one-on-one training and open computer café hours. Also, virtual ambassadors provide telephone support and are utilized by 10% of residents per month. Resident Ambassadors (using a train-the-trainer approach) also lead the peer training program and champion connection to the broader community.

In FY 2012, Connected Living Ambassadors conducted over 4,000 small group classes with each resident attending multiple sessions. Based on the number of residents with portal access credentials, 62 percent of residents (1,200 residents) are regularly using online services.

“Having an education is as important as breathing,” said Marian Road Highrise resident association president, Valerie Smith. “Today, education is my priority.” Having always regretted not going to college after high school, in 2010, she enrolled at Beulah Heights University to pursue a degree in Biblical Education. She made the Dean’s List at the end of spring semester 2011. “I was so proud when I made the Dean’s List,” Smith said. “Now, I tell my grandchildren I expect the same from them. No matter your age, education should be your passion and your goal!”

Using Portal
Residents



- **New Computer Labs** - Following the popularity of the computer labs in the high-rise communities, AHA created computer labs in the two small family communities serving 91 families. AHA customized the interface to include family-friendly links and applications and extended the Connected Living learning model. All the computer labs in the 13 AHA-Owned Residential Communities are maintained, monitored and supported centrally by AHA, which ensures that software applications are working and upgraded as needed. This arrangement saves significant costs and time by allowing AHA to leverage its investments across all properties to the benefit of employees and residents alike.

Growing urban community gardens

In spring 2012, AHA partnered with Enterprise Community Partners, the Georgia Department of Community Affairs and the Atlanta Regional Commission to develop community gardens at the AHA-Owned Residential Communities. Building on a successful pilot at Peachtree Road Highrise, community gardens are being installed at all 11 high-rise properties through FY 2013. Training on gardening techniques and administration of the newly formed garden clubs will be offered at each site. This project will further support the goals of independent living, socialization and health and wellness for older adults.

“The most exciting part of gardening for me is seeing the little plant come up out of the ground after you’ve sown the seeds,” smiled Isaac Williams, organizer of the Gardening Club at Peachtree Road Highrise. With 25 active members and growing, the Gardening Club is contributing to the social, mental and spiritual health of the community. “Taking care of plants changes your life.”



PRIORITY: Human Development

Through its network of strategic partners, service providers, and community stakeholders, AHA facilitates the provision of supportive services leading to each family's success and progression to the mainstream. Currently, all Housing Choice participants and families in AHA-Owned Residential Communities can benefit from AHA's human development support services.

AHA's human development strategy is built around distinct goals of three populations:

- a) **Families and individuals:** financial independence and resiliency leading to reduced dependency on subsidy
- b) **Children:** educational achievement and advancement
- c) **Older adults and persons with disabilities:** independent living and aging well

🏠 Supporting financial independence and resiliency

Though the current economic recession made it difficult for families to obtain and maintain employment, 69 percent of AHA-assisted families across all programs were compliant with AHA's work/program requirement. This figure includes households which were fully compliant and households in which the targeted adults were engaged in a combination of work, school or training (12 percent of families received approved temporary deferments while completing their education or a job training program).

The compliance rate reflects two variables: the effects of a tough economy and the effects of environment. Because lower wage workers were disproportionately affected by the economic recession, many families found it difficult to obtain and retain full-time employment.

At 58 percent compliance (40 percent working plus 18 percent in school or training), families in the Housing Choice Voucher Program were challenged to find jobs or retrain for new ones. This result reflects the effects of an environment in which families in single family homes often have fewer support resources. Because of these needs, in FY 2013 AHA will invest in intensive coaching for non-compliant families who need extra support in obtaining and retaining jobs. Also, as part of the business transformation, AHA has designed its client services using a case management model to provide greater visibility to barriers to family success and compliance.

In mixed-income environments AHA-assisted families fared better where they were influenced by a culture of work. In AHA-Sponsored Mixed-Income Communities, 89 percent of AHA-assisted families – many of whom formerly lived in public housing projects – are compliant. With AHA's site-based administration policies, private property management partners provide support and guidance for assisted families to remain employed. This benefits families as they move toward self-sufficiency and maintains the integrity and viability of the entire mixed-income community.

To further facilitate family success, AHA expended MTW funds for on-staff Client Service Counselors who assisted families with ways to become compliant. Additionally, families were referred to AHA's Service

Work/Program Requirement

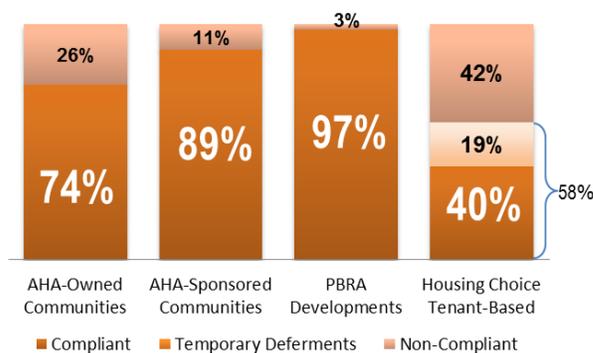
As a condition of receiving the housing subsidy:

(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.**

Work/Program Compliance by Program



Provider Network partners such as Atlanta Workforce Development Agency, which provided training and services for 1,632 participants in FY 2012. For those who completed the job readiness programs, 47 percent are now employed full-time and earning 13 percent higher wages on average due to entering industrial fields rather than minimum wage retail and fast food restaurant jobs.

Connecting to Service Providers

AHA established the Service Provider Network (SPN) as a resource for AHA-assisted families and individuals to connect to employment, training, educational and other mainstream opportunities. In FY 2012, over 2,900 referrals were made to the SPN comprised of 62 service providers.

Encouraging educational advancement

In partnership with Literacy Action, Atlanta Metropolitan State College and Atlanta Technical College, AHA's adult literacy program, Good-2-Great (G2G), continues to prepare AHA-assisted adults for successful attainment of a General Education Diploma (GED). Since the program's inception in 2007, 185 students have participated in some component of the G2G program, with 31 successfully completing the requirements to earn a GED. Eleven graduates of the program have pursued higher education. During FY 2012, there were 81 students enrolled.

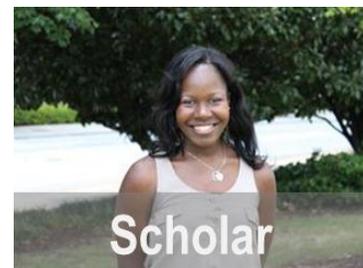
Richardine Holmes quit school at 16 because "love and pressures at home were just too much." After completing her GED, she hopes to go to college and pursue a degree that will allow her to turn her passion for singing and writing into a career. "If you are knocked down, you've got to get back up. You can't stay on the ground." (Quote in the Atlanta Journal-Constitution, August 19, 2012)



Funding the Atlanta Community Scholars Awards (ACSA)

In FY 2012, AHA awarded \$51,200 (22 scholarships for 2012/2013 academic year) and \$51,750 (24 scholarships for 2011/2012 academic year) to deserving AHA-assisted youth for post-secondary education. AHA and the United Negro College Fund (UNCF) continued their partnership. UNCF provides fiscal oversight for grants and gifts given by AHA and its employees, disbursements, and scholarships. The scholarships are awarded by a committee of AHA employees and other community benefactors.

ACSA recipient Amanda Bradley, an 18 year-old Marist High School graduate and Gates Millennium Scholar, is attending Harvard University. The idea of going to Harvard to become a lawyer has been her dream since she was 8 years old. "I don't know why I decided it had to be Harvard, but I just knew it was the best school," she smiled. "My mother raised us to work hard and be the best, so I knew that's where I had to go." Amanda's older sisters, Adrienne and Angela Bradley, are both ACSA recipients, attending Georgia Southern and Savannah State universities.



Aging Well Program

AHA's Aging Well Program is designed to encourage independent living and to empower older adults to control their own aging process. By creating an environment that allows social engagement opportunities, enhances connections to family, friends and the broader community, and promotes wellness, AHA enables individuals to be active and control decisions that affect their lives.

In addition to improving the physical environments, AHA has partnered with organizations to provide services to further the goals of healthy and independent living.

- **Computer labs and the *Connected Living* program** – See AHA-Owned Residential Communities.
- **Community gardening program** – See AHA-Owned Residential Communities.
- **Mental health services** – In the past year, AHA received fewer complaints from residents of the high-rise communities, and staffs have felt better equipped to diffuse issues because of a partnership with the Emory University Fuqua Center for Late Life Depression. AHA partnered with the Fuqua Center to provide mental health stabilization services and training. The Fuqua Center trained the PMCO staff on emergency mental health situations and managing crisis situations. A case manager from the Fuqua Center works directly with residents who may be experiencing personal challenges. On-site Resident Service Coordinators usually refer residents based on observations (i.e., depressive symptoms, decreased physical function) or troublesome behaviors (i.e., verbal outbursts, disturbing others, paranoia). With growing awareness of the program through health fairs and other means, residents have begun requesting mental health services themselves.

Depression is
not a normal
part of aging.

National Institute of
Mental Health

In 2011, the Fuqua Center provided mental health services to 70 AHA residents. Overall, the Fuqua Center documented 114 significant interactions related to treatment for mentally ill residents in 2011. Half of these interactions involved communicating with a resident's healthcare provider or family member. About 25 percent of interactions involved referrals for additional social services or mental health counseling. Another 20 percent included medication checks, counseling, or prescriptions that might not have been addressed otherwise. In six cases, the Fuqua Center directly assisted with hospitalization of a resident who was experiencing a mental health crisis.

PRIORITY: Implement the integrated Enterprise Resource Planning solution.

During FY 2012 AHA made significant progress towards a new technology environment. Multi-functional project teams re-engineered business processes, then designed the new processes and workflows that can be supported by the Yardi enterprise resource planning (ERP) solution. In June 2012, the core Yardi system and the Finance, Procurement and Grants module were deployed successfully. Already, AHA has seen the effects of automation in increased productivity.

These new tools will provide a foundation for an efficient, data-driven, and analysis-oriented culture that ultimately improves the way AHA can provide services to AHA-assisted families and the community at large. In the current environment, significant time and energy has been spent on manually entering, re-entering, validating and reconciling data from various sources and stand-alone spreadsheets. AHA's new enterprise resource planning (ERP) solution will vastly improve each employee's and AHA's overall business productivity while saving millions of dollars annually for the enterprise. The new ERP system will facilitate AHA's evolution as a diversified real estate company with a public mission and purpose.

On-time, on budget ERP launch



The new integrated ERP solution will be implemented in a phased approach with a payback period for the investment estimated at three to four years after full implementation, projected to be substantially completed by June 30, 2013.

🏠 Launched first phase of new ERP solution

After months of hard work to streamline processes, and designing and configuring the Yardi system to meet AHA needs, AHA launched the Yardi ERP platform, the foundation for all other automation projects. AHA also launched the first module, Finance, Procurements and Grants. The new electronic workflow eliminates walking paper invoices around and getting multiple handwritten signatures. Working in Yardi will save time, paper and money. AHA will also have greater visibility of financial data and transactions in real time. During FY 2013, additional functionality and modules will be deployed throughout AHA.

In first month,
AHA processed
1,128 invoices,
100 deposits,
\$10.8 million
in payments

🏠 Improved processes

During FY 2012, AHA completed the necessary detailed planning for roll-out of the Yardi system for all other functional areas including Housing Choice. This effort entailed review of every process and procedure and development of new, streamlined processes and policies. Software development and configuration will continue in FY 2013 leading to launch of the Housing Choice and Human Development module.

🏠 Reduced reporting errors

In August 2011 a multi-departmental task force was formed to correct errors in HUD's PIC system. The PIC system stores information such as income and social security numbers for families that receive assistance from AHA. In June 2012, AHA received **HUD's Star Designation** for having zero discrepancies in reporting of deceased tenants. And for all the reporting metrics combined, AHA reduced the errors from 5,611 to only 451 – a 92 percent error reduction! Ensuring the accuracy of data is critical for families, for landlords and partners, and for AHA. This data clean-up also positions AHA for the data migration needed to continue implementation of the other Yardi ERP modules.

Reduced Errors Data Clean-up



PRIORITY: Streamline AHA's Operations and strengthen AHA's financial position

Consistent with the statutory goals outlined in AHA's MTW Agreement, AHA has continued to explore ways to streamline its operations and save costs in providing assistance to families. For every dollar saved, more families can receive assistance and AHA can continue to strengthen its finances and ability to provide future services. A strong financial position also enables AHA to explore innovative solutions to address local needs.

During FY 2012, AHA continued implementing many of the recommendations identified with the business transformation initiative.

Increased operational efficiency

- **P-Based Accounting** – As part of the ERP solution, AHA implemented a P-based approach for accounting, budgeting, reporting and management. The term P-based is derived from connecting AHA financial data at the property level to the total enterprise through categorizing **Property, Portfolio, Program, Project, and Phase**. Based on private sector real estate best practices, this methodology provides a common structure across the enterprise for analyzing and using financial information.
- **From Mailroom to Records Management** – As part of AHA's transformation, AHA restructured its traditional mailroom processes to drive more efficiency, to "go paperless," and reduce costs. One major success was in support of the reengineered recertification process in Housing Choice. AHA streamlined the monthly mailing process from five people for three days to one person completing the process in one day – a 93% reduction in labor. AHA expects to realize more costs savings and efficiencies as it rolls-out the ERP solution in FY 2013.
- **Automated reminder calls** – AHA implemented an Auto Dialer which allows AHA to contact customers to deliver important notifications such as inspection and hearing appointment reminders, re-certification reminders, and weekly event reminders. It can also be used to send outbound alerts about emergencies and other special notifications. As AHA continues to enhance this capability, families and landlords will benefit from timely and consistent communications, while AHA will lower its manual labor costs.
- **Leveraging technology investments** – During FY 2012, AHA completed a multi-year strategy to consolidate its communications contracts and services and replace outmoded equipment. All telephone, cable television (for residents in AHA-Owned Residential Communities), and data/Internet services are now managed centrally. Additionally, AHA standardized equipment, software and security policies and management. These changes have resulted in immediate costs savings from volume purchases of hardware, software and supplies. Over time these changes will result in lower maintenance costs and energy usage. Another benefit of centralization is that AHA has enhanced the data environment to provide greater security and protection of sensitive family, employee and partner information.

**Greater Efficiency
Labor & Time**



Funding and Revenue Activities

Fee-Based Contract Administration – During FY 2012, through its business relationship with Georgia HAP Administrators, Inc., d.b.a. National Housing Compliance (NHC), AHA continued to conduct fee-based management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. As a member of the consortium and subcontractor to NHC, AHA earned \$1.3 million unrestricted revenue for this business arrangement. (*No MTW or other AHA restricted funds support this independent business operation.*)

PRIORITY: Leverage AHA's human resources

As AHA has evolved as a diversified real estate company with a public mission and purpose, management recognized the need to assess the organizational capabilities and performance systems necessary to fulfill this vision. During FY 2012, AHA developed and implemented a comprehensive people strategy and change management plan using human resource management best practices. The strategy is based on creating a culture of accountability and results, building bench strength, developing more efficient work processes, and introducing technology systems.

🏠 New Performance Management and rewards process

AHA launched a new performance management system that links every employee's goals to the enterprise goals and vision of AHA. Based on a year-round cycle, each employee creates a personal development plan with measurable goals. Managers provide continuous coaching and feedback. At the end of the year performance results are linked to pay. This new system has brought attention to how employees do their work, fostered more collaboration across the organization, and established fair and consistent pay practices.



🏠 Technology links human resources and payroll processes

As part of the business transformation initiative, AHA implemented the Workday® tool, a comprehensive software solution which links human resources records, performance management, time tracking, payroll and compensation, talent management and learning systems. Before this solution, paper-based processes were inefficient and time-consuming. Now, employees and managers can easily access their own information in one place, make updates and monitor activity. The Workday tool also aligns with payroll in the new Yardi ERP Finance module and can be expanded to integrate all people-related activities such as recruitment management, education and training.

🏠 Change management

To support and prepare employees for changes in the business, AHA introduced several change management initiatives. Communications occurred more frequently and were formalized. Through a series of "change readiness" classes, managers and employees were taught how to deal with change. All-Staff meetings, roundtables with the CEO and an "Employee of the Month" program contributed to greater employee engagement. Change-readiness initiatives have resulted in 99 percent of employees who said in surveys, "I am willing to do what is necessary to transform AHA."

Jason Winton, Director, Inspections Services, was selected by a committee of employees as AHA's first Employee of the Year.



Summary Financials

For detailed financials, see **Appendix F: Financial Analysis - Board Approved FY 2012 Actual (Unaudited) vs. Budget.**

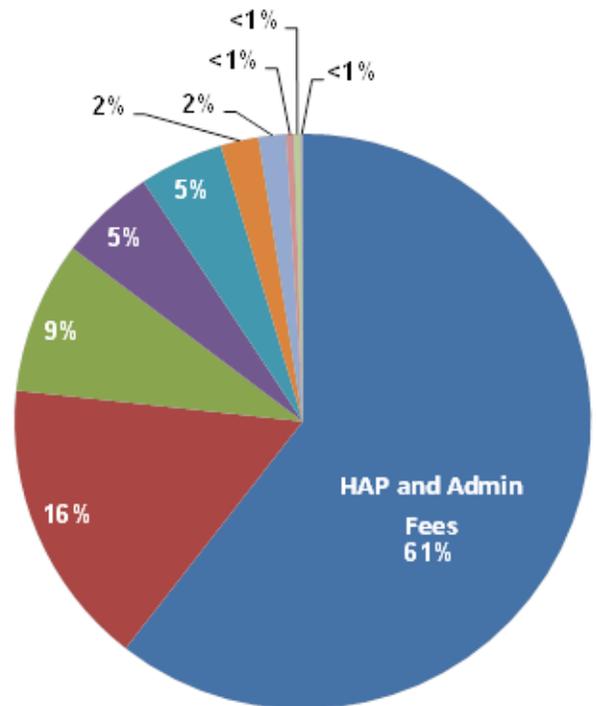
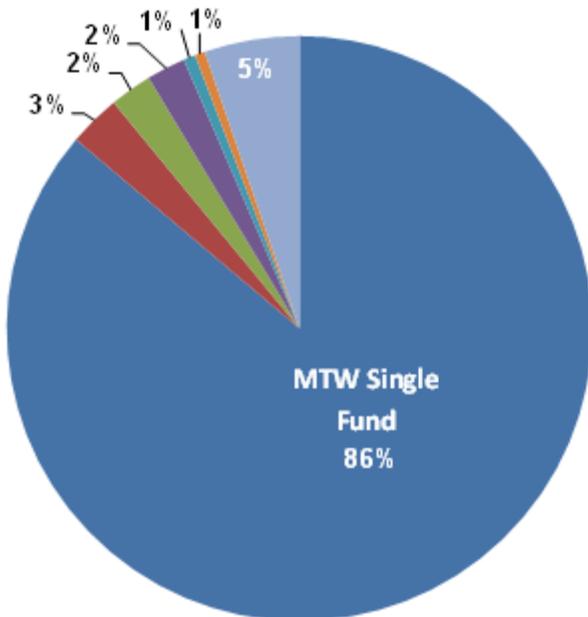
FY 2012 Sources and Uses of Funds (Unaudited Actuals)

Total Sources
\$233,335,786

Total Uses
\$234,926,365

- Total MTW Single Fund
- Energy Performance Contract (EPC) Bank Loan
- Tenant Dwelling Revenue
- HOPE VI, Replacement Housing Factor and Choice Neighborhood Planning Grants
- Development and Transaction Fees
- Georgia HAP Administrators Inc. dba National Housing Compliance
- Other Revenue

- Total Housing Assistance Payments and Administrative Fees
- Total Administrative Expense
- Operating Expenses for AHA-Owned Communities & Properties
- Modernization of AHA-Owned Residential Communities
- Development and Revitalization
- AHA Business Transformation-iERP Expenditures
- Debt Service
- Community and Governmental Relations & Human Development Support Services
- AHA Business Transformation-Non-iERP Hardware and Software Solutions and Related Services
- Georgia HAP Administrators, Inc. dba National Housing Compliance



MTW Innovations & Policies

Under the MTW Agreement, AHA has strategically implemented its housing policy reforms across all programs. This consistency serves multiple purposes. One, families can expect to rise to the same standards that AHA believes lead to self-sufficiency. Two, AHA can align its values with contract terms in various agreements with developers and service providers. Three, AHA gains economies from systematic implementation across the agency. As a result of AHA’s participation in the MTW Demonstration and strategic implementation of numerous innovations or reforms, families are living in quality, affordable housing and improving the quality of their lives.

The following represents an overview of a number of key innovations and policy reforms AHA has implemented as a result of its participation in the MTW Demonstration Program and in accordance with the provisions of AHA’s Amended and Restated MTW Agreement with HUD.



	Regular Housing Authority	AHA Innovation and Impact
Economic Viability		
 Households Served (HUD Funding Availability). To address the volatility in the availability of HUD funding, this protocol defines “AHA households served” as all households in the Housing Choice voucher program and all households earning 80% and below of area median income (AMI) residing in communities in which AHA owns, sponsors, subsidizes, or invests funds.	Counts families based on funding source	Counts all households affected by AHA programs and investments
<ul style="list-style-type: none"> Fee for Service Methodology. As a simplified way to allocate indirect costs to its various grants and programs, AHA developed a fee-for-service methodology replacing the traditional salary allocation system. More comprehensive than HUD’s Asset Management program, AHA charges fees, not just at the property-level, but in all aspects of AHA’s business activities which are often not found in traditional HUD programs. 	Cost allocation based on labor costs.	Accounts for all costs
<ul style="list-style-type: none"> Local Asset Management Program. A comprehensive program for project-based property management, budgeting, accounting and financial management. In addition to the fee for service system, AHA differs from HUD’s asset management system in that it defines its cost objectives at a different level; specifically AHA defined the MTW program as a cost objective and defined direct and indirect costs accordingly. 	HUD Asset Management	Effective, customized approach
 Revised MTW Benchmarks. AHA and HUD defined eleven MTW Program Benchmarks to measure performance. AHA is not subject to HUD’s Public Housing Assessment System (PHAS) or Section Eight Management Assessment Program (SEMAP) because each party recognized that such measurements were inconsistent with the terms and conditions of AHA’s MTW Agreement.	PHAS & SEMAP	Simplified and focused on outcomes

	Regular Housing Authority	AHA Innovation and Impact
Human Development and Self-Sufficiency		
 Work/Program Requirement. This policy establishes an expectation that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. 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 full-time employment or participate in a combination of school, job training and/or part-time employment.	None	All able-bodied adults must be working or engaged in programs to prepare for work.
<ul style="list-style-type: none"> • Service Provider Network. For the benefit of AHA-assisted households and individuals, AHA formed this group of social service agencies to support family and individual self-sufficiency, leveraging MTW Funds with resources and expertise from established organizations. 	None	Uses partnership model to leverage MTW Funds
 Coaching and Counseling. AHA has used over \$30 million of MTW Funds to pay for family counseling services for families transitioning from public housing to mainstream, mixed-income environments and for self-sufficiency.	None	Enabled by MTW Single Fund
 30% of Adjusted Income. This innovation ensures housing affordability and uniformity of tenant payments, regardless of the source of AHA subsidy, by establishing that the total tenant payments of all AHA-assisted households (including HCVP participants) will at no time exceed 30 percent of adjusted income.	Only applies to public housing	Increases housing choices in lower poverty neighborhoods
 \$125 Minimum Rent. Policy that raises standards of responsibility for some AHA-assisted families in public housing and Housing Choice by increasing tenant contributions towards rent to at least \$125. Policy does not apply to households where all members are either elderly and/or disabled.	\$25	\$125
<ul style="list-style-type: none"> • Elderly and Non-Elderly Disabled Income Disregard. This policy encourages healthy aging and self-sufficiency by excluding employment income when determining rental assistance for elderly persons or non-elderly persons with a disability. 	n/a	Encourages independent living and incents employment
 4-to-1 Elderly Admissions Preference. AHA created this policy to address sociological and generational lifestyle differences between elderly and young disabled adults living in the AHA-Owned Residential Communities (public housing-assisted communities). This policy creates a population mix conducive to shared living space for the elderly.	None	Improves quality of life for all residents
<ul style="list-style-type: none"> • Rent Simplification. AHA determines adjusted annual income with its own Standard Deductions that replace HUD's Standard Deductions, and, in most cases, eliminate the need to consider other deductions. This policy reduces errors and inefficiencies associated with the verification of unreimbursed medical and childcare expenses. 	\$480 per child, \$400 for elderly/disabled and requires receipts	Simplifies administration: \$750 per child, \$1000 for elderly/disabled
<ul style="list-style-type: none"> • Good Neighbor Program. An instructional program established in partnership with Georgia State University (GSU), the curriculum includes training on the roles and responsibilities necessary to be a good neighbor in mainstream, mixed-income environments. The program supports acceptance of the Housing Choice program by members of the community. 	None	Improves quality of life and community acceptance

	Regular Housing Authority	AHA Innovation and Impact
 Aging Well Initiative. Recognizing the needs of older adults to live independently and maintain their quality of life, AHA introduced a program to provide residents with vibrant physical spaces, active programming, support services, and enhanced opportunities for socialization, learning, and wellness.	None	Enabled by MTW Funds
<ul style="list-style-type: none"> • Alternate Resident Survey. This protocol, which replaces and satisfies the requirements for HUD’s PHAS Resident Survey, allows AHA to monitor and assess customer service performance in public housing using AHA’s own resident survey. 	PHAS Resident Survey	AHA customized resident survey
 MTW Benchmarking Study – Third Party Evaluation. In order to measure the impact of AHA’s MTW Program, AHA uses an independent, third-party researcher to conduct a study of the Program and its impact.	n/a	Scientific evaluation by independent third-party
 Early Childhood Learning. Because strong communities are anchored by good schools, AHA partners with the public schools, foundations and developers to create physical spaces for early childhood learning centers.	None	Leverages land to break cycle of poverty
<h3>Expanding Housing Opportunities</h3>		
  Mixed-Income Mixed-Finance Development Initiative. AHA strategically approaches development and rehabilitation activities by utilizing public/private partnerships, private sector development partners and leveraging public/private resources. AHA has evolved its policies and procedures to determine and control major development decisions. This streamlined approach allows AHA to be more nimble and responsive in a dynamic real estate market in the creation of mixed-income communities.	n/a	Pioneered by AHA and now called “The Atlanta Model”
 Public-Private Partnerships. The public/private partnerships formed to own AHA-Sponsored, Mixed-Income Communities (Owner Entities) have been authorized by AHA to leverage the authority under AHA’s MTW Agreement and to utilize innovative private sector approaches and market principles.	n/a	Leverages public funds and private sector funds and know-how
 Total Development Cost (TDC) limits. AHA replaced HUD’s Total Development Cost (TDC) limits with a more comprehensive formula to better facilitate development transactions.	Limited	Enables public-private partnership
<ul style="list-style-type: none"> ○ Managing Replacement Housing Factor (RHF) Funds. AHA established a RHF Obligation and Expenditure Implementation Protocol to outline the process with which AHA manages and utilizes RHF funds to further advance AHA’s revitalization activities. 	Restricted	Options for combining or accumulating RHF funds
<ul style="list-style-type: none"> ○ Mixed-Finance Closing Procedures. AHA carries out a HUD-approved procedure for managing and closing mixed-finance transactions involving MTW or development funds. 	n/a	Streamlines procedures
<ul style="list-style-type: none"> ○ Gap Financing. AHA may support the financial closings of mixed-income rental communities through gap financing that alleviates the challenges in identifying investors and funders for proposed development projects. 	n/a	Enables opportunities to preserve and/or develop additional mixed-income communities

	Regular Housing Authority	AHA Innovation and Impact
 Project Based Rental Assistance (PBRA) as a Development Tool. AHA created a unique program which incents private real estate developers/owners to create quality affordable housing. For PBRA development deals, AHA has authorization to determine eligibility for PBRA units, determine the type of funding and timing of rehabilitation and construction, and perform subsidy layering reviews.	Project Based Vouchers program	Unique PBRA program developed with local Atlanta developers
 PBRA Site-Based Administration. Through AHA's PBRA Agreement (which replaces the former Project Based HAP contract), the owner entities of PBRA developments and their professional management agents have full responsibility, subject to AHA inspections and performance reviews, for all administrative and programmatic functions including admissions and occupancy procedures and processes relating to PBRA-assisted units. Allows private owners to manage and mitigate their financial and market needs.	PBV administered by PHA	Allows private owner to optimize management and viability of property
 Reformulating the Subsidy Arrangement. AHA is exploring strategies to reformulate the subsidy arrangement for AHA-Sponsored Mixed-Income Communities and AHA-Owned Residential Communities from public housing operating subsidy (under the existing Annual Contributions Contract) to Project Based Rental Assistance (under an AHA-devised PBRA Agreement), in order to sustain and preserve investments in these rental communities.	n/a	Unique program enhances long-term viability of real estate
<ul style="list-style-type: none"> Supportive Housing. AHA supports, in partnership with private sector developers, service-enriched housing for target populations such as the homeless, persons with mental health or developmental disabilities, at-risk families and youth, and others requiring a unique and supportive environment to ensure a stable housing situation. AHA utilizes PBRA funding to provide rental assistance and has established separate housing assistance policies for these developments that match the unique needs of the client population. 	Requires waivers for preferences	Expands affordable housing for at-risk populations
 Builders/Owners Agreement Initiative. Agreements with single-family homebuilders throughout Atlanta to provide down payment assistance for first-time buyers. Designed to facilitate great opportunities for low-income families in a soft real estate market and has successfully aided in the absorption of Atlanta's "excess" inventory of high quality, recently constructed, single family homes.	n/a	Expands affordable, high-quality housing opportunities
<ul style="list-style-type: none"> Housing Choice Voucher Program (HCVP) Reforms. AHA's MTW Agreement allows it to develop its own Housing Choice Voucher Program. In addition to agency-wide policies, following are key features of the program. <ul style="list-style-type: none"> HCRA Agreement. Replaces the HUD HAP Agreement and is based on private sector real estate models. 	Standard HAP agreement	Market-based with lease addendum
 Atlanta Submarket Payment Standards. AHA established standards in 13 local submarkets to account for varying local markets and to eliminate financial barriers during the housing search.	Single Fair Market Rent for Atlanta	Increases choices for families
 Rent Reasonableness Determinations. AHA uses local market comparables to determine rents for each unit and ensure that AHA is not overpaying in any given market.	Varies	Aligns rents with market
 Leasing Incentive Fee (LIF). Allows families greater buying power in lower poverty neighborhoods where security deposits and application fees would normally create a barrier. Attracts more landlords in lesser-impacted markets.	None	Lowers barriers for families

	Regular Housing Authority	AHA Innovation and Impact
<ul style="list-style-type: none"> ○ Occupancy Policies. Occupancy standards, including a broad definition of a family, are set by AHA to improve long-term self-sufficiency of the family. 	Strict	Increases access to housing
<ul style="list-style-type: none"> ○ Housing Choice Homeownership Policies. AHA established its own policies, procedures, eligibility, and participation requirements for families to participate in the Housing Choice Homeownership Program and use their voucher for mortgage payment assistance. 	None	Supports long-term success of low-income families
 Special Purpose Vouchers Program Flexibility. Allows AHA to apply its program standards after the first year for vouchers such as Family Unification.	Restricted by funding source	Aligns MTW goals and flexibility
 Enhanced Inspection Standards. AHA created more comprehensive inspections standards and processes than HUD HQS in order to improve the delivery of quality, safe and affordable housing to assisted families. Ensures the quality and financial viability of the product and the neighborhood.	HUD's HQS	Unit + site and neighborhood
<ul style="list-style-type: none"> • Site and Neighborhood Standards. In lieu of the HUD Site & Neighborhood Standards, AHA has adopted the PBRA Site & Neighborhood Standards as set forth in Section VII.B.3 of Attachment D of AHA's MTW Agreement for the evaluation of HOPE VI and other HUD-funded master planned developments. 	Limited	Flexible Standards to leverage local market realities
 Affordable Assisted Living. AHA and a private sector partner are developing a facility primarily for elderly veterans and their spouses who require assistance with daily living activities. AHA seeks to fill the unmet need for affordable assisted living alternatives by leveraging multiple sources of funding.	n/a	Expands affordable housing for at-risk population

Appendices Table of Contents

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

Appendix A	MTW Annual Plan Cross-Reference Guides <ol style="list-style-type: none">1. AHA Legacy Attachment B Requirements2. HUD Form 50900 Attachment B
Appendix B	FY 2012 MTW Report Resolution & Certifications <ol style="list-style-type: none">1. Resolution<ol style="list-style-type: none">Exhibit EO-1-A: MTW Program Benchmarks – Measurable OutcomesExhibit EO-1-B: Minimum Rent Policy Impact AnalysisExhibit EO-1-C: Elderly and Non-Elderly Disabled Income Disregard Policy Impact AnalysisExhibit EO-1-D: Rent Simplification Policy Impact Analysis2. Certification to HUD Regarding the AHA's FY 2012 MTW Annual Report3. Secretary's Certificate
Appendix C	Ongoing Activities Directory
Appendix D	Housing Opportunities <ol style="list-style-type: none">1. Households Served Information2. Units Added3. Units Under Commitment4. Units Removed5. Household Characteristics (Income, Family Size, Bedroom Size)6. Waiting List Characteristics (AMI, Bedroom Size, Family Size)
Appendix E	Management Information for Owned / Managed Units at AHA-Owned Communities and Assisted Units at Mixed-Income Communities <ol style="list-style-type: none">1. Occupancy Rate2. Rents Uncollected3. Emergency Work Order Completion4. Routine Work Order Completion5. Inspections6. Security
Appendix F	Financial Analysis <ol style="list-style-type: none">1. FY 2012 Actual (Unaudited) vs. Budget2. Planned vs. Actual Capital Expenditures3. Annual Statement / Performance and Evaluation Reports4. Housing Choice Vouchers Authorized5. AHA Audit for the Fiscal Years Ended June 30, 2011 and 2010
Appendix G	Resident Satisfaction Survey, AHA-Owned Residential Communities

III. Planned Activities for FY 2012

The Atlanta Housing Authority's (AHA) Planned Activities document lists activities, initiatives and policies identified in AHA's FY 2012 MTW Annual Implementation Plan. This directory summarizes status of activities/initiatives/policies that AHA has initiated during the Fiscal Year. Activities that have previously received HUD approval and have been operationalized are listed in the Ongoing Activities Directory (Appendix C). In accordance with AHA's MTW Agreement with HUD, HUD's approval of activities is cumulative and ongoing.

STATUS KEY:

IP	In Progress	Activity is in progress, but not yet operationalized.
C	Completed	Projects have been completed in the current fiscal year based on established beginning and end dates. Relative learning has been operationalized where applicable.
O	Operationalized	Activity is ongoing and continues to be implemented as part of AHA's ongoing business operations.
P	Postponed	Activity was postponed from full implementation; has potential for future implementation.
D	Discontinued	Activity was discontinued from further implementation; may be renewed if conditions warrant.

Initiative or Activity	Status	Results/Comments
1. Implement the integrated Enterprise Resource Planning solution.		
Implement a fully integrated enterprise-wide solution to drive increased productivity and ensure continuity of support for the enterprise's day-to-day operations. The integrated ERP solution has three components: <ul style="list-style-type: none"> • ERP system • Enterprise Content Management (ECM) system • Data warehouse and business intelligence system. 	IP	In June 2012, AHA launched the core Yardi ERP platform, the foundation for all other automation projects. AHA also launched the first module, Finance, Procurements and Grants. Working in Yardi will save time, paper and money. AHA will also have greater visibility of financial data and transactions in real time. During FY 2013, additional functions and modules will be deployed throughout AHA.
2. Advance the Master Plans for AHA-sponsored master-planned mixed-use, mixed-income communities. (See also, detailed charts by community)		
<ul style="list-style-type: none"> • Acquire improved or unimproved real estate to facilitate revitalization programs. 	O	Acquisitions completed to advance the Pryor Road corridor retail development (See Villages of Carver).
<ul style="list-style-type: none"> • Roosevelt and Palmer Highrises – The redevelopment of Palmer and/or Roosevelt Highrises may include land swaps to facilitate the development of housing for elderly persons in the Centennial Place corridor. 	IP	In negotiations with Georgia Institute of Technology for potential acquisition of site of former Roosevelt Highrise.
<ul style="list-style-type: none"> • Elderly Designated Housing 	O	No such opportunities materialized in FY 2012.
<ul style="list-style-type: none"> • Special Needs Designated Housing for Persons with Disabilities 	O	No such opportunities materialized in FY 2012.
<ul style="list-style-type: none"> • Proposal for Supportive Services • Proposal for Housing Support and Rental Assistance 	IP	See Priority: Asset Management.
<ul style="list-style-type: none"> • Proposal for an Affordable Assisted Living Demonstration Project. 	IP	A new LIHTC application was submitted by AHA's partners for an affordable assisted living community targeted for veterans.

Planned Activities for FY 2012

Initiative or Activity	Status	Results/Comments
<ul style="list-style-type: none"> Revitalized Quality of Life Initiative (QLI) Sites - During FY 2012, subject to conditions in the financial and real estate markets and other real estate and business activity in the surrounding neighborhoods, AHA will focus on QLI sites to develop, repurpose and/or sell. 	P	Work was rescheduled to coincide with the development of the Five-Year Real Estate Strategy.
<ul style="list-style-type: none"> Funding Opportunities to Support the Revitalization of Englewood Manor 	D	Due to not receiving Choice Neighborhoods Planning Grant, the project is pending availability of resources.
<ul style="list-style-type: none"> HOPE VI Grant Close-outs - AHA has submitted financial close-outs to HUD for the McDaniel and Perry HOPE VI grants, having completed the HOPE VI component of each Master Plan. Prior to the end of FY 2011, Capitol, Carver, Harris financial close-outs will be submitted also. AHA will submit a financial close-out for the Grady Homes HOPE VI grant, once the HOPE VI component of Harris Master Plan is completed. 	C	In FY 2012, AHA successfully submitted financial close-outs to HUD for its last HOPE VI grants. Though the technical grant requirements have been met, AHA will continue to advance the community-building strategies as outlined in the Master Plans for each site.
Auburn Pointe - Grady Homes Revitalization		
<ul style="list-style-type: none"> Three phases of development which were completed in FY 2011 will be in the initial lease-up phase: <ol style="list-style-type: none"> Ashley I: multi-family rental with 54 public housing assisted/LIHTC, 8 PBRA/LIHTC, 31 LIHTC, and 61 market-rate units with PBRA Veranda II: senior rental with 88 PBRA/LIHTC and 10 market-rate units Veranda III: senior rental with 91 PBRA/LIHTC and 11 market-rate units 	C	All phases fully leased in FY 2012.
<ul style="list-style-type: none"> AHA and its development partner are partnering with the City of Atlanta on the revitalization of the adjacent Butler Park, in collaboration with the National Recreation and Parks Association, the National Parent-Teachers Association, and the "Friends of Butler Park." 	C	Project was recognized nationally by the National Recreation and Parks Association at its annual convention as a model for collaborative, urban park development. Partners included City of Atlanta, National Recreation and Park Association, National PTA, Playcore, Converse, US Tennis Association, and Integral Development.
<ul style="list-style-type: none"> Planning and pre-development work related to submission of a Low Income Housing Tax Credit application (LIHTC) will continue for the development of Phase IV (multi-family rental). 	IP	Closing is scheduled for Ashley II at Auburn Pointe (multi-family) for September 2012 to develop 150 units (51 PH, 39 LIHTC, 60 market-rate).
<ul style="list-style-type: none"> Update the Master Plan in accordance with market demand and market conditions. 	P	Work was rescheduled for FY 2013 to coincide with the development of the Five-Year Real Estate Strategy.
<ul style="list-style-type: none"> For properties that AHA has acquired in the neighborhood as part of a strategic investment, AHA may remediate, demolish and/or redevelop the land and structures, which may include adaptive reuse. 	IP	Due diligence was performed to prepare a submission to the Urban Design Commission seeking approval to remediate/demolish two properties located in the Martin Luther King National Historic District. If approved by the Commission, work will begin in FY 2013.
<ul style="list-style-type: none"> AHA will engage stakeholders to support academic excellence at John Hope Elementary School and other neighborhood schools. 	P	This work will be incorporated into master planning efforts in FY 2013.
<ul style="list-style-type: none"> Homeownership, rental and/or commercial uses for future Phase V will be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Explore a demonstration development project proposed by its development partner to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques to minimize development costs. 	D	Project not included in current revitalization planning scope.
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support the revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY 2012.
Capitol Gateway - Capitol Homes Revitalization		
<ul style="list-style-type: none"> Construction will be completed on the streetscape improvements for the Memorial Drive corridor in partnership with funding from AHA, the City of Atlanta and the Atlanta Regional Commission. 	IP	Along Memorial Drive, \$2.7M in infrastructure and streetscape improvements have been completed. The remaining work is expected to be completed in FY 2013.
<ul style="list-style-type: none"> Mixed-use, on-site homeownership units and retail development (Phases V, VI and VIII) may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Update the Master Plan in accordance with market demand and market conditions to enhance long-term sustainability. 	P	Work was rescheduled for FY 2013 to coincide with the development of the Five-Year Real Estate Strategy.

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		

Initiative or Activity	Status	Results/Comments
<ul style="list-style-type: none"> AHA and the State of Georgia will continue negotiations to swap State-owned land west of Capitol Gateway for AHA-Owned land that comprises the northern portion of the former Capitol Homes site. 	P	These discussions will resume as the market conditions for development warrant.
<ul style="list-style-type: none"> For properties that AHA has acquired in the neighborhood as part of a strategic investment, AHA and its development partners may remediate, demolish and/or redevelop the land and structures. 	IP	Due diligence was performed to prepare a submission to the Urban Design Commission seeking approval to remediate/demolish properties located in the Grant Park Historic District. If approved by the Commission, work will begin in FY 2013. Due diligence was performed related to demolition for a commercial property on Memorial Drive, which is pending approval to demolish from the City of Atlanta.
<ul style="list-style-type: none"> AHA will engage stakeholders to support academic excellence at Cook Elementary and other neighborhood schools. 	P	This work will be incorporated into master planning efforts in FY 2013.
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY 2012.
CollegeTown at West End - Harris Homes Revitalization		
<ul style="list-style-type: none"> Lease-up is underway on Ashley CollegeTown II: multi-family rental with 70 public housing assisted/LIHTC, 9 PBRA/LIHTC, 28 LIHTC, and 70 market-rate units. 	C	Leasing complete.
<ul style="list-style-type: none"> On-site homeownership development (Phases IV, VIII, IX and X) units may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Update the Master Plan in accordance with market demand and market conditions to insure long-term sustainability. 	P	Work was rescheduled for FY 2013 to coincide with the development of the Five-Year Real Estate Strategy.
<ul style="list-style-type: none"> CollegeTown off-site homeownership activities (Phase VII) will commence and AHA will provide down payment assistance to 50 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of the former Harris Homes site, subject to funding availability. 	C	AHA provided down payment assistance to 13 first-time homebuyers.
<ul style="list-style-type: none"> To further the Master Plan, AHA and its development partner may acquire commercial properties in the adjacent neighborhood. Some businesses may remain operational. 	P	Targeted properties were not available for purchase in FY 2012.
<ul style="list-style-type: none"> Negotiations with the Boys and Girls Club of Metro Atlanta will continue for a land swap to facilitate single family development and an improved location for the Boys & Girls Club in the neighborhood. 	D	This project is not financially feasible at this time.
<ul style="list-style-type: none"> Working in partnership with Atlanta Public Schools (APS) and the Dean Rusk Head Start Center, AHA and its development partner and other stakeholders will work to establish a world-class Early Childhood Learning Center serving the CollegeTown community and to support academic excellence at M. Agnes Jones Elementary School and other neighborhood schools. 	O	Through the Choice Neighborhoods program, AHA is partnering with Atlanta Public Schools and the schools located inside the CN geography to create world-class schools and opportunities for children in the neighborhood.
<ul style="list-style-type: none"> Explore demonstration development projects in partnership with its development partner to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. 	D	Project not included in current revitalization planning scope.
<ul style="list-style-type: none"> Provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant and AHA's Choice Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant and a Choice Neighborhoods Implementation Grant. 	N/A	CollegeTown is located in the Promise Neighborhood/Choice Neighborhoods geography; therefore specific updates are included in the CN overview under Scholars Landing (University Homes).
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY 2012.

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		

Planned Activities for FY 2012

Initiative or Activity	Status	Results/Comments
Mechanicsville - McDaniel Glenn Revitalization		
<ul style="list-style-type: none"> Construction will be completed on Mechanicsville Apartments Phase VI: multi-family rental with 47 public housing assisted/LIHTC, 32 PBRA/LIHTC, 53 LIHTC, and 24 market-rate units with PBRA. 	C	Units complete. Renamed Parkside at Mechanicsville, this development is the first designated LEED Silver Project in AHA's portfolio, maximizing its energy efficiency.
<ul style="list-style-type: none"> On-site and off-site homeownership development (Phases I, V, VI and VIII) units may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Mechanicsville off-site homeownership activities (Phase IXB and X): subject to funding availability, AHA will provide down payment assistance to 33 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Mechanicsville. 	IP	AHA provided down payment assistance to 14 first time homebuyers.
<ul style="list-style-type: none"> To further the Master Plan, AHA and its development partner may acquire properties in the adjacent neighborhood in support of housing and economic development. Subject to HUD approval, AHA will dispose of the McDaniel Street warehouse property to the Annie E. Casey Foundation (or an affiliate of the Annie E. Casey Foundation), depending on the feasibility of the various options. 	P	Targeted properties were not available for purchase in FY 2012.
<ul style="list-style-type: none"> Working in partnership with APS, the Annie E. Casey Foundation, and Sheltering Arms, AHA and its development partner will work to support the world-class Early Childhood Learning Center which serves the Mechanicsville community and to support academic excellence at Dunbar Elementary School. 	O	As part of an ongoing partnership, in FY 2011, AHA provided financial support to the Early Childhood Learning Center serving the Mechanicsville community.
<ul style="list-style-type: none"> AHA will work in partnership with SNDSI, the development arm of the Annie E. Casey Foundation. 	O	Continue to work in partnership to provide economic development and affordable housing opportunities to residents of the Mechanicsville and Pittsburgh neighborhoods.
<ul style="list-style-type: none"> Explore demonstration development projects, in partnership with its development partner, to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. 	D	Project not included in current revitalization planning scope.
<ul style="list-style-type: none"> Provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant AHA's Choice Neighborhoods Planning Grant and submission of a Promise Neighborhoods Implementation Grant and a Choice Neighborhoods Implementation Grant. 	N/A	Mechanicsville is located in the Promise Neighborhood geography. AHA continues to partner with the Promise Neighborhood team to support strategies, implementation and leverage opportunities.
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY2012.
The Villages at Carver - Carver Homes Revitalization		
<ul style="list-style-type: none"> AHA and its development partner will continue to advance the Pryor Road corridor retail development and will acquire additional land parcels to support the development. 	O	Assembly of land completed. Remediation of required sites completed.
<ul style="list-style-type: none"> Land acquired for future retail development may be developed if market conditions and market demand warrant, a portion of which may provide a development opportunity for the Atlanta Fulton County Library Board. 	IP	The sale was negotiated and a Purchase and Sale Agreement was executed with Fulton County for construction of a new library.
<ul style="list-style-type: none"> On-site homeownership development of homes in Phase IV and Phase VII may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Additional on-site homeownership development (Phase VII) of loft/townhouse units and other off-site homeownership developed on land acquired by AHA will take place when market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Update the Master Plan in accordance with market demand and market conditions to insure long-term sustainability. 	P	Work was rescheduled for FY 2013 to coincide with the development of the Five-Year Real Estate Strategy.
<ul style="list-style-type: none"> Land acquired for future mixed-use development may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		

Initiative or Activity	Status	Results/Comments
<ul style="list-style-type: none"> Working in partnership with APS, YMCA-Metropolitan chapter, Foundations and other stakeholders, AHA and its development partner will work to develop a world-class Early Childhood Learning Center and support the academic excellence at Slater Elementary School and other neighborhood schools. 	P	This work will be incorporated into master planning efforts in FY 2013.
<ul style="list-style-type: none"> Explore demonstration development projects, in partnership with its development partners, to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. 	D	Project not included in current revitalization planning scope.
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY 2012.
West Highlands at Heman E. Perry Boulevard - Perry Homes Revitalization		
<ul style="list-style-type: none"> Homeownership development activities will continue off-site with the ongoing public improvements and development of approximately 121 single family for-sale homes. For FY 2012, AHA's development partner will continue to construct homes consistent with market demand and will maintain an appropriate inventory of model homes. AHA will support affordability through a variety of means including down payment assistance, subject to funding availability. 	IP	Despite a difficult economic forecast for new home development, single family homes continued to be developed and sold throughout FY 2012, with 17 homes sold. Of the 17, AHA provided down payment assistance to 6 families.
<ul style="list-style-type: none"> Implement all activities associated with the Perry Bolton Tax Allocation District (TAD) bond issuance and ensuing requirements. 	IP	Work was completed as required by AHA to support issuance of TAD Bond in FY 2012 by Invest Atlanta; however, the issuance was delayed due to a Fulton County legal appeal. Resolution is anticipated in FY 2013.
<ul style="list-style-type: none"> Construction will be completed on Phase III off-site public improvements to support the construction of 54 homes. 	C	Completed public improvements. Property will be conveyed to the development partner in FY 2013 to begin construction of houses.
<ul style="list-style-type: none"> Construction will commence on the Phase II on-site public improvements to support the future on-site development of approximately 406 single family homes. 	IP	Construction has been delayed pending approval from the City of Atlanta of a Conservation Easement as part of the overall permitting process.
<ul style="list-style-type: none"> Land acquired for future housing and/or retail and commercial uses may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> Engage with stakeholders to support academic excellence at neighborhood schools and explore establishing a charter school. 	P	This work will be incorporated into master planning efforts in FY 2013.
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY 2012.
University - University Homes Revitalization		
<ul style="list-style-type: none"> AHA and its private sector development partner and the members of the Atlanta University Center Consortium of Schools (AUC) – which includes Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College – are collaborating to develop a comprehensive and larger integrated master plan for the Atlanta University Center neighborhood. As a part of that plan, AHA and Clark Atlanta University are in negotiations regarding a potential land swap which will include a disposition application for the University Homes property consistent with the Master Plan. 	IP	With its development partners and the Atlanta University Center colleges and universities, AHA engaged Urban Collage, a master-planning consulting firm, to facilitate a 12-month planning and community engagement process. The outcome of the CNPG activity will be the development of a Choice Neighborhoods Transformation Plan by December 2012.
<ul style="list-style-type: none"> A financial closing will occur; public improvements and vertical construction will begin on a senior rental phase (100 units). 	IP	Site remediation and public improvements underway. Closing for vertical construction occurred on December 2011 with an anticipated completion date of February 2013.
<ul style="list-style-type: none"> Homeownership development in Phase IX may be developed if market conditions and market demand warrant. 	P	Market conditions and market demand were insufficient in FY 2012 to consider development.
<ul style="list-style-type: none"> AHA may explore adaptive reuse of historically significant Roosevelt Hall, which may involve disposition. 	P	Consideration of use of this site is pending the development of a master plan for the University site in FY 2013.

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		

Initiative or Activity	Status	Results/Comments
<ul style="list-style-type: none"> AHA will explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques to minimize development costs. 	D	Project not included in current revitalization planning scope.
<ul style="list-style-type: none"> Working in partnership with APS, Foundations, and stakeholders, AHA and its development partner will work to develop a world-class Early Childhood Learning Center which serves the AUC community and to support academic excellence at M. Agnes Jones Elementary and Bethune Elementary Schools. 	IP	This work is ongoing as part of the Choice Neighborhood Planning Grant from the U.S. Department of Housing and Urban Development, in partnership with the strategy and team from the Morehouse School of Medicine's Promise Neighborhood Grant.
<ul style="list-style-type: none"> AHA and its development partner and Morehouse School of Medicine and the other AUC Schools and other stakeholders will engage in joint planning activities utilizing Choice Neighborhoods Planning grant awarded by HUD to support the planning for the revitalization of University Homes and the surrounding AUC neighborhood and the Promise Neighborhoods Planning Grant awarded to the Morehouse School of Medicine to develop an integrated and comprehensive master plan. AHA intends to submit a Choice Neighborhoods Implementation Grant and other applications seeking funding opportunities that may become available. 	IP	This work is ongoing as part of the Choice Neighborhood Planning Grant from the U.S. Department of Housing and Urban Development, in partnership with the strategy and team from the Morehouse School of Medicine's (MSM) Promise Neighborhood Grant. See below.
<ul style="list-style-type: none"> AHA will provide support activities for the Morehouse School of Medicine's Promise Neighborhoods Planning Grant (PN) and submission of a Promise Neighborhoods Implementation Grant. 	IP	AHA was identified as a key partner and signator to an MOU providing in-kind support and leverage for MSM's submission for a Promise Neighborhood Implementation Grant through the U.S. Department of Education. AHA staff continue to serve in an advisory capacity on a number of PN governance committees.
<ul style="list-style-type: none"> AHA will explore demonstration development projects to design and construct environmentally responsible homes to showcase sustainable design features and employ construction techniques that minimize development costs. 	D	Project not included in current revitalization planning scope.
Centennial Place – Techwood/Clark Howell Revitalization		
<ul style="list-style-type: none"> AHA and its private sector development partner will continue to build-out Centennial Place Master Plan, which may include a disposition and land swap. 	O	Due to market conditions, this work was postponed until FY 2013.
<ul style="list-style-type: none"> AHA and its development partner will update the Master Plan in accordance with market demand and market conditions to insure long-term sustainability. 	P	Work was rescheduled for FY 2013 to coincide with the development of the Five-Year Real Estate Strategy.
<ul style="list-style-type: none"> AHA and its development partner will submit a tax credit application for a senior rental development. 	IP	This development did not receive an award of Low Income Housing Tax Credits (LIHTC) in FY 2012 and may be considered for a LIHTC submission to the Georgia Department of Community Affairs in FY 2013.
<ul style="list-style-type: none"> AHA and its development partner will initiate predevelopment activities for redevelopment of the Cupola Building. 	P	Due to market conditions, this work was postponed until FY 2013.
<ul style="list-style-type: none"> Working in partnership with APS, Foundations, and stakeholders, AHA and its development partner will work to support a world-class Early Childhood Learning Center which serves the Centennial Place community and to support academic excellence at Centennial Place Elementary School. 	P or IP	This work will be incorporated into master planning efforts in FY 2013. AHA, Integral and Georgia Tech are developing a program to support the development of a math and science curriculum at the school.
<ul style="list-style-type: none"> AHA and its development partner will seek funding opportunities that may become available to support revitalization and long-term sustainability of the development. 	O	No such opportunities materialized in FY 2012.
3. Re-engineer the administration of the Housing Choice Voucher Program (HCVP).		
<ul style="list-style-type: none"> Program features Operational efficiencies Administration 	IP	Processes were reviewed, and program enhancements were identified. Full implementation pending implementation of business transformation and ERP solution in FY 2013.

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		

Initiative or Activity	Status	Results/Comments
4. Evolve AHA's asset management business model.		
<ul style="list-style-type: none"> Continue to employ a private sector portfolio management approach in facilitating and managing all aspects of the ongoing business relationships with the Owner Entities. Project Based Rental Assistance Site-Based Administration Expand capacity in the areas of the determination of market equivalent rents, the analysis of market trends, the financial underwriting of real estate transactions and the implementation of metrics for measuring sustainable communities. Portfolio Management Project Based Rental Assistance inside mixed-income communities Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration Program 	O	See Ongoing Activities Directory
<ul style="list-style-type: none"> Private Sector Innovation & Streamlining Property-Level Operations 	IP	The Villages at Carver implemented a pilot fixed-rent and utility program. An impact analysis conducted by the owner and reviewed by AHA indicates that most assisted households are paying at or around 30% of their monthly adjusted income.
<ul style="list-style-type: none"> Subsidy Reformulation for Mixed-Income Communities - Explore strategies through Reformulation Demonstration Program that will sustain and preserve public and private investments in the Mixed-Income Communities by reformulating Section 9 public housing operating subsidy into Section 8 project based rental assistance. 	IP	In FY 2012, HUD approved AHA's proposal for reformulation at Centennial Place.
<ul style="list-style-type: none"> Master Database of Real Estate Owned Portfolio 	P	Work was rescheduled to coincide with business transformation and implementation of the ERP.
<ul style="list-style-type: none"> Neighborhood Stabilization Demonstration Program 	IP	See Priority: Advance the Master Plans
5. Improve the quality of life at AHA-Owned Residential Communities by greening the properties and increasing efficiencies.		
<ul style="list-style-type: none"> Energy Management Initiative – continue to expand its focus and refine objectives and strategies in the areas of energy conservation and efficiency, sustainability, and education of stakeholders. Implement a second energy performance contract (EPC) which will use an EPC loan along with the potential of additional MTW funds to further implement energy conservation and efficiency solutions at AHA-Owned Residential Communities. 	IP	Implemented its second energy performance contract (EPC) which combines a \$9.1 million EPC loan with additional MTW funds. As a result of first installations of low-flow faucets, showerheads, compact fluorescent lights and conservation by residents, AHA ended the year \$260,000 under budget for utility costs.
<ul style="list-style-type: none"> Utility Management Program 	O	See Ongoing Activities Directory
<ul style="list-style-type: none"> Aging Well Program 	O	See Priority: Human Development
<ul style="list-style-type: none"> American Recovery and Reinvestment Act (ARRA)-funded renovations 	C	Completed all expenditures by March 17, 2012 deadline. See Appendix F for details.
6. Advance the human development strategy through strategic partnerships.		
<ul style="list-style-type: none"> Working Adults Activities Pre-K to 12 Education Activities Aging Well Activities 	O	See Ongoing Activities Directory
7. Streamline AHA's Operations and strengthen AHA's financial position through new sources of funding and revenue and by managing costs.		
<ul style="list-style-type: none"> Local Asset Management Program 	O	See Ongoing Activities Directory

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		

Initiative or Activity	Status	Results/Comments
<ul style="list-style-type: none"> Implement a P-Based Accounting approach 	C	As part of the ERP solution, AHA implemented a P-based approach for accounting, budgeting, reporting and management. Based on private sector real estate best practices, this methodology provides a common structure across the enterprise for analyzing and using financial information.
<ul style="list-style-type: none"> Remote Work and Telecommuting Initiatives 	IP	Piloted Virtual Desktop technology and exploring human resources policies.
<ul style="list-style-type: none"> Green Initiatives and Utility Management 	IP	See Priority: AHA-Owned Communities
<ul style="list-style-type: none"> Fee-based contract administration 	O	See Ongoing Activities Directory
<ul style="list-style-type: none"> Business Development 	P	See Consulting Services
<ul style="list-style-type: none"> Consulting Services 	IP	Completed consulting project for New York Housing Authority in February 2012. Other projects under consideration.
<ul style="list-style-type: none"> Other Revenue Opportunities 	O	See Ongoing Activities Directory
8. Leverage AHA's human resources.		
<ul style="list-style-type: none"> People Strategy and Leadership Model 	C	Implemented training for executives and managers. Leadership skills explored in courses such as "Back to Basics: Manager Essentials" and "Accountability, Partnership and Trust" were reinforced with one-on-one coaching and online self-paced learning.
<ul style="list-style-type: none"> Performance Management and Rewards System 	C	Implemented new pay-for-performance to all employees in conjunction with training curriculum for managers and staff. 100 percent of mid-year and end-of-year performance evaluations were completed.
<ul style="list-style-type: none"> Talent Management System 	IP	Implemented Newton recruitment tool. Additional tools are pending.
<ul style="list-style-type: none"> Human Resource Information System (HRIS) 	C	Implemented the Workday tool, a comprehensive solution which links human resources records, performance management, compensation, talent management and learning systems. Eliminated manual, inefficient paper-based processes. The Workday tool also aligns with payroll in the new Yardi ERP Finance module and can be expanded to integrate all people-related activities such as recruitment management, education and training.
<ul style="list-style-type: none"> Enterprise-Wide Learning and Education Program 	C	Launched AHA University, the main vehicle for all employee education initiatives. Implemented standard on-boarding curriculum for new employees.
New Policies to Explore in FY 2012		
<ul style="list-style-type: none"> Housing Choice Deconcentration Initiative – AHA will begin the research and design of a broader deconcentration initiative for the administration of its tenant-based Housing Choice program 	IP	Completed initial research and mapping of locations. Work will continue with the development of the Five-Year Strategic Plan.
<ul style="list-style-type: none"> Policies for Special Needs Populations – AHA will develop separate policies and procedures designed to facilitate housing opportunities and supportive service strategies that address the unique housing needs of special needs populations such as homeless persons, persons with disabilities, U.S. military veterans, at-risk families and youth, and other targeted groups who are enrolled in supportive services programs. 	C	The <i>Statement of Policies for Supportive Housing</i> was approved and adopted by the AHA Board of Commissioners as part of the FY 2013 MTW Annual Implementation Plan.

KEY:

IP	In Progress	O	Operationalized	D	Discontinued
C	Completed	P	Postponed		