



MTW

MOVING TO WORK

ANNUAL REPORT

Board Approval: September 27, 2023
HUD Submission: September 30, 2023
HUD Acceptance: TBA

FY 2023



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Moving-to-Work Since 2003

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I. INTRODUCTION

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A. Overview

AH's Mission, Vision, and Values

Mission

The mission of Atlanta Housing is to open doors to safe, quality affordable homes, build inclusive communities of choice, and create opportunities for economic mobility.

Vision

Our vision is a city where all Atlantans have a place they are proud to call home and can thrive regardless of their income or address.

Values

We are a team of bold, compassionate, and committed change-makers dedicated to working collaboratively to serve the Atlanta community with our unique resources.

About Atlanta Housing

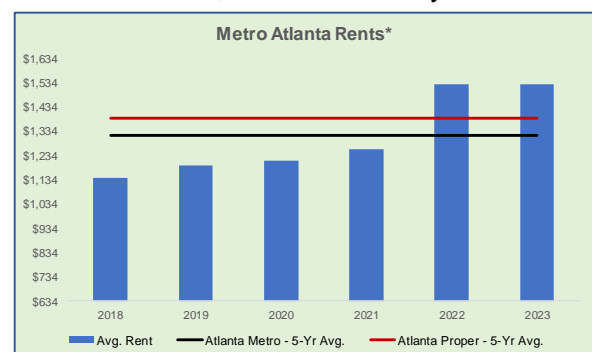
The Housing Authority of the City of Atlanta, Georgia, also referred to as Atlanta Housing (AH) is considered the oldest public housing authority (PHA) with the construction of the first federal public housing community, Techwood Homes, in 1935. In addition, the first federally subsidized housing community for African American residents, University Homes, was also built in Atlanta near Atlanta University. AH provides rental assistance to low-income families, serving nearly 43,000 people across the city of Atlanta and is the largest public housing authority in Georgia. Its portfolio includes the following properties and programs:

- **AH-Owned Communities:** 7 public housing sites: 5 for elderly and disabled and 2 family sites.
- **Mixed Communities:** communities that are ground-leased on AH-owned land and mixed developments in which AH has an ownership interest, investment, or subsidy agreement.
- **RAD PBV Communities:** former public housing communities converted to project-based voucher (PBV) assistance under HUD's Rental Assistance Demonstration (RAD) Program.
- **HomeFlex:** AH's MTW project-based rental assistance program, which includes:
 - **Standard HomeFlex:** supports affordable units in AH-owned, mixed, or stand-alone privately owned multi-family communities; can be dedicated for older persons (near elderly [55+] and elderly [62+]).
 - **Supportive Housing (HAVEN):** housing for vulnerable and targeted population groups.
- **Housing Choice Vouchers:** tenant-based rental assistance program administered by AH.
- **Down-Payment Assistance:** a forgivable subsidy loan to help eligible first-time homebuyers.

The Need for Affordable Housing in Atlanta

Atlanta, the "capital of the south", continues to remain one of the fastest growing metropolitan areas in the country. Several factors have contributed to this growth: comfortable climate, business-friendly environment across many industries, and its 57 colleges and universities, which attract companies eager to tap into the talents of diverse and highly skilled employees.

However, Atlanta's rapid growth, combined with a variety of broader economic factors such as Atlanta's booming film industry, has resulted in significantly higher housing costs as well. Rents in Atlanta have grown 22 percent since January 2021 through June 2023¹ and Freddie Mac continues to forecast Atlanta in the top rent growth areas in the country².



Source: [apartmentlist.com/research/](https://www.apartmentlist.com/research/); *As of June 30, 2023

¹ Source: *Apartment List* Metro-Level Historic Estimates, <https://www.apartmentlist.com/research/category/data-rent-estimates>, shows \$1,259 January 2021 and \$1,537 for June 2023.

² Source: <https://www.multihousingnews.com/freddie-mac-forecasts-continued-multifamily-growth-in-2022/#:~:text=The%20metros%20that%20are%20expected,Ariz.%2C%20at%207.1%20percent>.

Similarly, homeownership costs for the area have dramatically increased, as well, rising 27.9% (\$79,192); however, incomes have only increased 9.9% (\$7,494) between December 2020 to December 2022. According to the Home Ownership Affordability Monitor (HOAM) at the Federal Reserve Bank of Atlanta, an index **less than 100 is considered unaffordable**. Atlanta’s affordability index of 130.2 in December 2020 dropped to an affordability index of 82.7 in December 2022. This is a change of nearly 48 index points since December 2020. At the date of Report preparation, the Atlanta Metro Area only had 2 counties out of 21 counties (or 9.5%) that have a HOAM index score of 100 or greater. Fulton county, which includes Atlanta had an index score of 76.3³.

Strategic Plan

During FY 2023, AH launched a new five-year Strategic Plan that covers fiscal years 2023 through 2027. AH’s previous Strategic Plan, known as VISION 2022, concluded June 30, 2022. The new Strategic Plan provides a blueprint in reaching a key goal for the production and preservation of affordable housing, in alignment with the vision and goals set forth by Mayor Andre Dickens. This current Strategic Plan has been informed by market realities, insights from AH’s key partners, current commitments and capacities, and anticipated challenges and opportunities.

Further, AH’s Strategic Plan recognizes that no single organization can solve Atlanta’s housing affordability challenge alone, but working with others, AH can bring its different resources and various skillsets to bear to have a large impact. The result is a Strategic Plan that puts residents at the heart of everything AH does, while searching for better, smarter, and more efficient ways to operate.

AH’s Strategic Goals (2023 – 2027)

The Strategic Plan established the following Goals and Key Targets:

GOAL 1: Create or Preserve 10,000 Affordable Housing Units

Key Targets

- 1.A Produce 5,000 new affordable units
- 1.A.1 Repurpose 300 acres of AH-Owned vacant land toward housing and create healthy, thriving neighborhoods
- 1.A.2 To support the creation of 5,000 units, invest \$220 million over five years to support AH’s development strategy
- 1.B Preserve and improve 5,000 units in AH’s existing portfolio
- 1.B.1 To support the preservation of 5,000 units, invest at least \$30 million over five years
- 1.C Increase designation of sustainability-certified units in our portfolio to 33% to lower the overall cost of living of our residents

GOAL 2: Enhance Housing Assistance Resources for Atlantans in Need

Key Targets

- 2.A Continue to provide stable housing for 1,900 families and individuals per year experiencing or at heightened risk of homelessness
- 2.B Provide emergency assistance to 1,800 families and individuals facing eviction over five years
- 2.C Increase the number of AH households living in amenity-rich and transit-connected neighborhoods to 3,500
- 2.D Provide 1,400 new families with homeownership opportunities to help build wealth and combat displacement

³ Source: <https://www.atlantafed.org/center-for-housing-and-policy/data-and-tools/home-ownership-affordability-monitor>.

GOAL 3: Create Opportunities for Individuals, Families, and Children to Thrive

Key Targets

- 3.A Advance efforts that address youth achievement by coordinating a cradle-to-career educational pipeline of programs and services for AH-assisted youth
- 3.B Through increased partnerships, support residents to prepare for, connect to, and succeed in jobs and careers
- 3.C Provide a continuum of care for AH-assisted seniors to enable them to stay healthy and live independently and with dignity in their homes

GOAL 4: Build or Expand Partnerships to Pool Resources and Maximize Impact for the Benefit of Families

Key Targets

- 4.A Secure a minimum of \$500,000 in new funding annually to support AH's mission
- 4.B Collaborate with public agencies and other organizations to leverage resources and align efforts
- 4.C Raise \$2 million to improve energy efficiency in AH units

GOAL 5: Communicate the Impact of Atlanta Housing's Work in Atlanta

Key Targets

- 5.A Increase visibility into our progress and key successes to foster confidence in AH's work
- 5.B Provide targeted communication and frequent updates to key stakeholders

GOAL 6: Strengthen Atlanta Housing Operations Work in Atlanta

Key Targets

- 6.A Increase efficiency, improve access to programs and services, and foster staff interactions with AH families
- 6.B Create economic opportunity for AH residents and minority businesses by achieving 35% participation in eligible AH contracts for minority-, women-, and resident-owned small businesses
- 6.C In support of the City of Atlanta's 2019 Clean Energy Resolution to achieve 100% clean energy by 2035, AH will reduce its carbon footprint by 25% in five years

Moving-to-Work (MTW) Program

As an MTW Public Housing Authority (PHA)⁴, AH deploys its MTW Authorizations (a.k.a. flexibilities) to combine program funds and waive certain HUD rules and regulations⁵ in pursuit of innovative solutions to local housing challenges. AH is required to meet MTW Statutory Requirements in the administration of its programs. The outcomes of AH's Fiscal Year (FY) 2023 **MTW Statutory Requirements** are as follows:

- 83% of AH new admissions were considered very low-income (VLI) households;
- AH administered reasonable rent policies that encouraged employment and self-sufficiency;
- AH continued to serve substantially the same (StS) total number⁶ of eligible low-income families that it would have served without its MTW designation;
- AH maintained a comparable mix of families (by family size) as would have been assisted prior to its participation in the MTW Demonstration Program; and
- AH assured that all assisted units met Housing Quality Standards (HQS) as established or approved by the Secretary of the Department of Housing and Urban Development (HUD).

In addition to supporting the MTW Demonstration Program and HUD's MTW expansion efforts, AH supported the MTW Collaborative and newly designated MTW expansion agencies. AH's participation in the MTW Demonstration Program⁷ has been critical in AH's ability to meet low-income individual's housing needs or to respond effectively to the twin challenges of rapid growth and increasing market rents and home costs. Whenever AH deploys its MTW Authorizations to waive certain program rules and regulations, it creates an MTW Activity. MTW Activities must **align with at least one of the three** following **MTW Statutory Objectives**:

- **Reduce cost** and achieve greater cost effectiveness in Federal expenditures.
- **Give incentives to families with children** where the head of household is working, is 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; or
- **Increase housing choices** for low-income families.

In addition to meeting the statutory objectives, AH asks three basic questions when proposing or reviewing or existing initiatives:

- Is the proposal or initiative **good for the residents?**
- Is the proposal or initiative **good for the community?**
- Is the proposal or initiative **good for the agency?**

AH requires an affirmative answer to all three questions before moving forward or continuing with an initiative.

⁴ There were 39 'MTW PHAs prior to 2016 legislation that adds 100 MTW cohorts. AH received its MTW designation in 2003.

⁵ Found in the United States Housing Act of 1937 (Housing Act or the Act) applicable to the Housing Choice Voucher and Public Housing Rental Assistance Programs (Section 8 and Section 9).

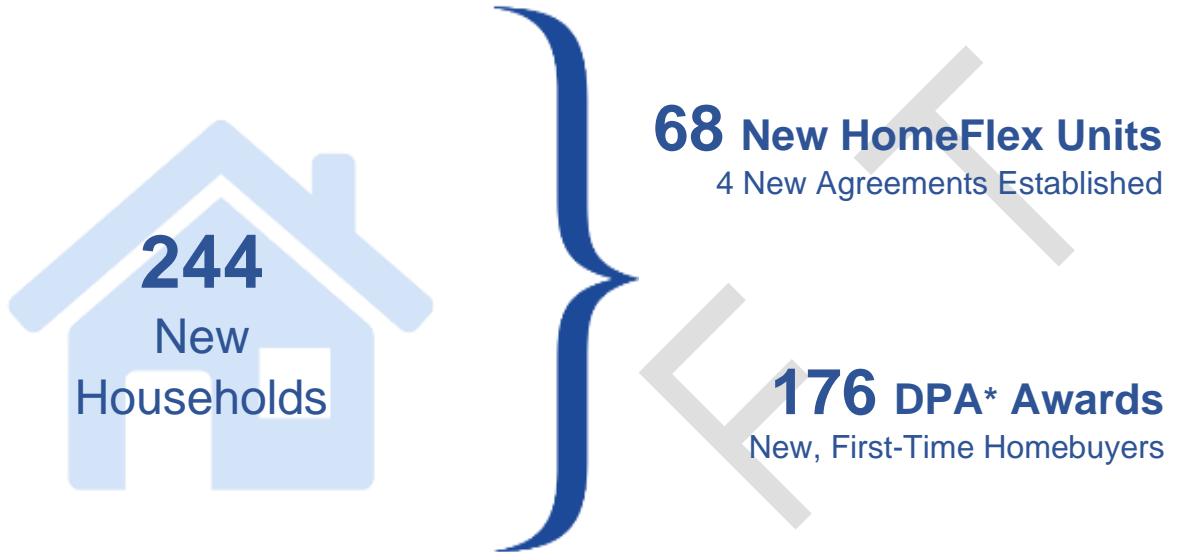
⁶ Outcome data uses prior years' HUD calculations to project AH's compliance. HUD provides actual outcomes in arrears.

⁷ The MTW Demonstration Program was created by the United States Congress (US Congress or Congress) in 1996 and is administered by the United States Department of Housing and Urban Development (HUD). The US Congress renews the MTW Demonstration Program periodically and Congress last extended the Program through June 20, 2028. AH executed its MTW Agreement with HUD on September 23, 2003.

Ia. INTRODUCTION: FY 2023 HIGHLIGHTS

244 New Households

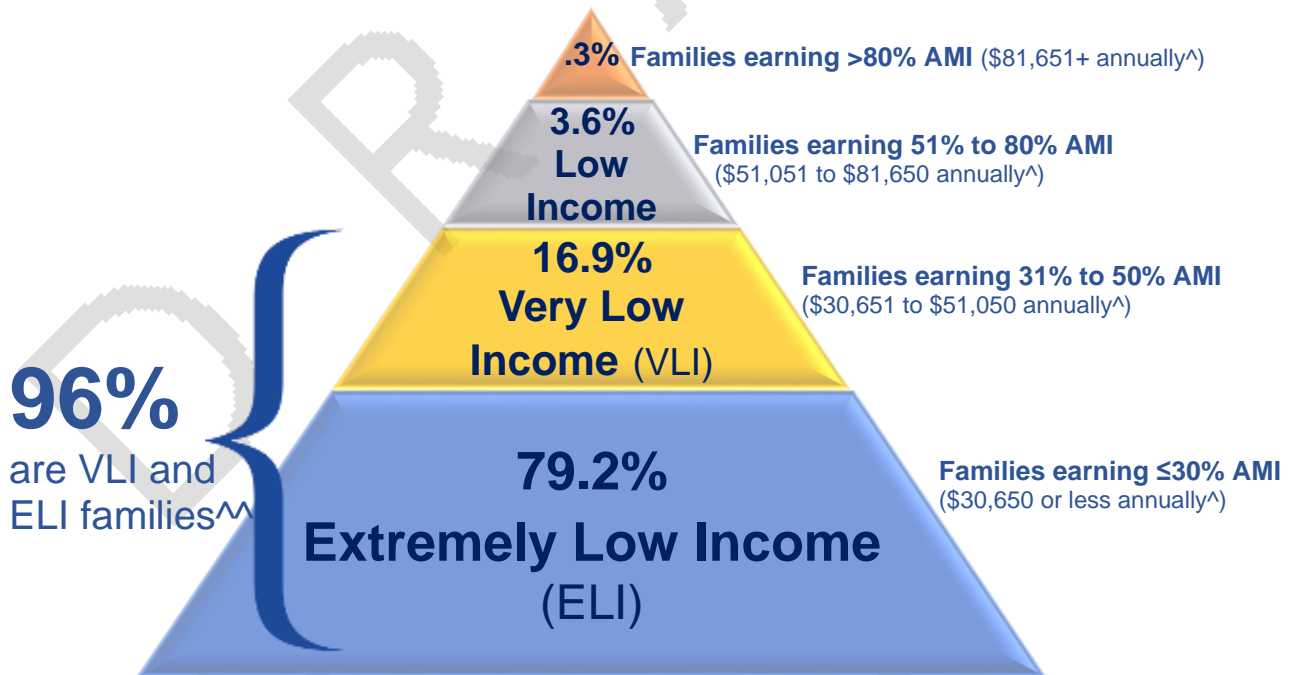
(New units occupied by new program participants)



25,834 Households Served in FY 2023

* DPA = Down Payment Assistance

Assisted Households Breakdown by Area Median Income (AMI)[^]



[^]The graphic above shows AH-assisted families in relation to the Area Median Income (AMI) for the Atlanta Metro Area. HUD publishes the AMI annually listing 3 income categories. Income ranges shown reflect a family of four and were updated May 15, 2023.

FY 2023 Highlights

- **AH created or preserved 1,629 affordable housing units:**
 - Financially closed Ashley II, a multi-family project under the University Homes Choice Neighborhoods Implementation Grant, that projects to deliver **114** affordable units.
 - Added **217** affordable units through new HomeFlex Agreements, providing 68 new HomeFlex units and 149 other affordable units.
 - Awarded Down Payment Assistance (DPA) to **176** eligible, qualified first-time homebuyers, which increased Atlanta's tax base.
 - Converted **243** public housing units at 2 public housing communities to project-based voucher (PBV) units, which preserved unit affordability under HUD's Rental Assistance Demonstration (RAD) Program.
 - Preserved the affordability of **879** units by renewing expiring HomeFlex Agreements.
- **AH enhanced housing assistance for Atlantans in need:**
 - Helped stabilize **2,175** families and individuals experiencing or recently recovering from homelessness with various programs aimed at providing housing stability to target groups.
 - Assisted **264** households at-risk of eviction by providing short-term, temporary⁸ housing assistance of \$2,244 on average for a total investment of **\$592,540** to keep families housed.
 - Invested **\$3.8 million** in homeownership opportunities for 176 new families to help build wealth and combat displacement.
- **AH created opportunities for target families to thrive:**
 - **3,525** young people (under 17) received support, including tutoring, after-school and summer camps, literacy initiatives and special events, with **15,820** visits to afterschool, holiday, and summer camps.
 - AH facilitated the award of **20** scholarships totaling **\$90,500** for college-bound youth.
 - **520** residents received training and support, including **18** participants in the ACCESS program.
 - Assisted **5,523** target families⁹ in maintaining compliance with AH's work/program requirement¹⁰, which exceeded AH's FY 2023 benchmark.
 - **2,167** seniors were supported with **1,501** hours of home care, **2,357** senior center visits, and **10,983** meals delivered.
- **AH built or expanded partnerships to pool resources and maximize impact:**
 - **Occupied Roosevelt Hall**, returning this historic structure to serve as a beacon to the community, under the University Homes Choice Neighborhoods Implementation Grant.
 - Secured **\$2.3 million** in new funding to support AH's mission.
- **AH increased visibility with and communication to its stakeholders:**
 - Published a **dashboard** to its external site outlining AH's affordable housing programs.
 - Expanded the agency's **digital presence** across various social media platforms and live streaming board meetings to Facebook and YouTube.
- **AH strengthened its operations:**
 - Introduced and modified MTW Activities to increase agency efficiency and productivity.
 - Achieved **30%** Minority/Women/Small Business Enterprise and Section 3 expenditures.
 - In support of the City of Atlanta's 2019 Clean Energy Resolution, AH reduced its carbon footprint by **4.2%** in FY 2023.



Roosevelt Hall Rooftop, AH Leadership, and Scholarship

⁸ Not to exceed six months

⁹ Work-able families (18 to 61 years old)

¹⁰ AH requires work-able participants to be employed an average of 20 hours per week to meet program compliance.

Ib. INTRODUCTION: FY 2023 ACCOMPLISHMENTS

This section summarizes existing activities that AH administered, implemented, or accomplished during FY 2023.

A. Short-Term MTW Goals and Objectives

Goals and objectives listed here focus on increasing and preserving affordable units in the city of Atlanta, assisting in the prevention of homelessness, administering rental assistance programs, and preparing AH-assisted households for life after rental assistance.

Details of AH's MTW Activities are listed in Section IV.A.: Implemented Activities of this document. The FY 2023 activities are organized based on their alignment with the agency's strategic priorities:

Create and Preserve Affordable Housing

Produce New Affordable Units

- Financial closings planned under AH's **Revitalization Program** for FY 2023 were pushed to early FY 2024 for various reasons including Special Applications Center (SAC) approval, zoning challenges, and financing complications. AH deploys MTW flexibilities for new construction, rehabilitation, and modernization projects that sit on AH-owned land. AH continued to work closely with HUD's Urban Revitalization Demonstration (URD) Office and its external partners and to advance its pipeline of development and redevelopment projects. Some postponed projects have received tax credits, which should help expedite financial closings for these projects in early FY 2024.
- AH did not consummate any financial closings for new Co-Investment projects during FY 2023. However, AH did continue to advance in-progress Co-Investment projects under its **Gap Financing** MTW Activity. This MTW activity in cooperation with Notice PIH 2011-45 increases housing choices by creating Local, Non-Traditional (LNT) units for low-income families. LNT units are neither Section 8 nor Section 9 rental assistance units. AH continued to work closely with the URD Office and external partners to advance the Co-Investment program. AH introduced a Short-Term Construction Loan Program and has moved this concept to its long-term goals and objectives section for thorough vetting purposes. In the meantime, AH's current Co-Investment projects are shown below:
 - 116 affordable units are under construction at Madison Reynoldstown. The project is 46% complete. AH expects completion and occupancy of both buildings (A & B) by the end of fiscal year 2024 (June 30, 2024).
 - 108 affordable units at Juanita H. Gardner Village are under construction and the project is 49% complete. AH expects completion and occupancy of the project during the third quarter of FY 2024 (January - March).



- AH executed 3 new HomeFlex Agreements with housing partners under AH's **HomeFlex as a Strategic Tool** MTW Activity that delivered 68¹¹ new affordable units to Atlanta's housing stock. Under this activity, AH deploys MTW flexibilities to project-base assistance at privately-owned communities, which allows the assistance to remain with the unit for the next eligible family, instead of the assistance leaving the unit with the family. Project-basing assistance helps to provide affordable housing choices to low-income families throughout the city that would otherwise be unaffordable to these families. Below are the unit counts, communities, and agreement types:
 - 20 affordable units created at 395 James P. Brawley Drive with a Standard Agreement.
 - 18 affordable units created at 55 Milton Avenue with a Supportive Housing Agreement (HAVEN).
 - 30 affordable units created at Covenant House with a HAVEN Agreement to serve 18 to 24-year-olds.
- AH oversaw the completion of Thrive Sweet Auburn, a new construction project that will deliver 23 affordable units under HomeFlex once the lease up process begins.
- AH continued to advance the homeownership component at Scholars Landing. Although the component is still in the planning phase, both the land disposition application and development proposal are under review by HUD and the developer is securing permitting and a construction lender. Therefore, AH's **Choice Neighborhoods Down Payment Assistance (Choice DPA) Program** MTW activity remained in the "Not Yet Implemented" category. However, AH anticipates beginning construction and financial closings in FY 2024. This component of the project, Towns at Scholars Landing, includes 40 townhomes and 36 condominiums. Twenty percent (15) of the units are affordable to families less than 80% of the Area Median Income. AH expects 8 of the projected affordable for-sale units as part of the townhome phase to be constructed first.



Preserve and Improve Existing Affordable Units

- AH executed 10 expiring HomeFlex Agreements with housing partners under AH's **HomeFlex as a Strategic Tool** MTW Activity that renewed commitments to retain 768 existing units in Atlanta's affordable housing stock. Under this activity, AH deploys MTW flexibilities to project-base assistance at privately-owned communities. Project-basing assistance allows the next eligible family to receive help rather than the assistance leaving with the family. This strategy helps to provide housing choices to low-income families in some communities that may otherwise be deemed unaffordable to them. Listed below are the units, communities, and agreement type:
 - 53 units at Avalon Park Family with a Standard Agreement
 - 81 units at Avalon Park Senior with a Standard Agreement for Older Persons
 - 94 units at Columbia High Point Senior with a Standard Agreement for Older Persons
 - 122 units at Columbia Residences at Martin Luther the King, Jr. with a Standard Agreement for Older Persons
 - 135 units at Columbia Senior at Edgewood with a Standard Agreement for Older Persons
 - 39 units at Columbia Tower at Martin Luther the King, Jr. Village with a HAVEN Agreement
 - 44 units at Heritage Green Apartments with a Standard Agreement
 - 10 units at Quest Village with a HAVEN Agreement
 - 100 units at Renaissance at Park Place South with a Standard Agreement
 - 90 units at Veranda at Carver Senior with a Standard Agreement for Older Persons

¹¹ 25 affordable units were previously committed at Ashley IC with a Standard Agreement. Those units came online during FY 2023.

Enhance Housing Assistance Resources

- AH continued to conduct inspections at mixed-income communities and private property owners¹² receiving an AH-subsidy pursuant to elements under its **Enhanced Inspections Standards** MTW Activity. Under this activity, AH deploys MTW flexibilities to set higher standards for units coming onto and remaining on its rental assistance programs.

Stabilize At-Risk Families

- AH continued to work with housing advocates and organizations to locate and identify individuals and families falling into one of the four homeless categories: *Transitional, Chronic, Episodic, and Hidden Homelessness*. Under its **Develop Alternate and Supportive Housing Resources** MTW Activity, AH assisted 2,175 low-income Atlantans at risk of or experiencing homelessness. Under this activity, AH deploys MTW flexibilities to create Special Voucher Programs (SVPs) for specific population groups. Household counts by SVP program are as follows:
 - 148 households assisted with Emergency Housing Vouchers (EHVs). AH deployed MTW flexibilities¹³ as needed to effectively administer this temporary HUD program¹⁴;
 - 638 households received housing stabilization assistance through Supportive Housing Agreements (HomeFlex HAVEN) focusing on serving individuals and families with disabilities.
 - 1,389 households assisted with SPVs and SVPs which both focus on assisting specific, defined targeted population groups and include:
 - 752 households assisted by Special Purpose Vouchers that are insulated from MTW.
 - 483 households assisted by HAVEN Continuum of Care Vouchers (HCoCVs) led by Partners for Home (PFH) and includes collaborations with City of Atlanta, Mercy Care, Grady Health Systems, and the United Way of Atlanta, to assure optimum utilization and voucher performance. During FY 2023, AH evaluated underutilized SVPs to create or support housing opportunities for people at heightened risk for housing instability and repurposed those vouchers to the AH's HCoCV.
 - 22 households assisted with Georgia Housing Choice Vouchers.
 - 71 households assisted with Housing First Vouchers.
 - 61 Atlanta Public Schools (APS) students identified as homeless as established under McKinney-Vento¹⁵.
 - The intergovernmental agreement with APS expires in FY 2024. AH has started the review of this agreement and will investigate the potential of creating a term-time defined voucher to build an organic capacity in the program that allows AH and APS to assist other families in need.

Provide Homeownership Opportunities

- AH provided 176 one-time Down Payment Assistance (DPA) awards to eligible, qualified first-time homebuyers under its **Comprehensive Homeownership Program** to make homeownership a reality for low-income Atlantans¹⁶. AH deployed MTW flexibilities to create homeownership opportunities for low-income families and works with housing professionals, primarily housing counselors and loan officers to create wealth building opportunities through education and a stackable DPA award. External factors, such as market conditions, including housing inventory, housing prices, and interest rates, contribute to the success of this program.

¹² This includes homebuyers. An inspection occurs prior to delivery of a down payment assistance award.

¹³ As approved by HUD, for AH to treat Emergency Housing Voucher awards as it does Project-Based Vouchers for continuity and consistency.

¹⁴ AH cannot issue any new EHVs after September 30, 2023. All EHV issuances must be "turnover" EHVs beginning October 1, 2023.

¹⁵ Subtitle VII-B of The McKinney-Vento Homeless Assistance Act authorizes the federal [Education for Homeless Children and Youth \(EHCY\) Program](#) and is the primary piece of federal legislation related to the education of children and youth experiencing homelessness.

¹⁶ Families at or below 80% of AMI

Housing Administration

- AH continued to work closely with existing and new housing partners to align AH policies to private property management best practices and housing partners' property management activities with AH requirements under its **HomeFlex On-Site Site-Based Administration** MTW Activity. AH deploys a Deconcentration Policy, which limits subsidy in a community to 50% of the units; however, AH can provide up to 100% of housing assistance at communities owned wholly or in part by AH without a competitive procurement process.
 - Under the HomeFlex Agreement, AH is responsible for providing compliance oversight, financial management, monitoring activities, and routine and specialized training to its partners. Examples of routine and recurring training, as well as specialized training may include:
 - New Hire Onboarding; Back-to-Basics for AH-Owned and AH-Assisted units; Upload and update resident demographics via HUD Form 50058; Utilization of HUD EIV/IVT Tool; AH HomeFlex/HAVEN Program dynamics; Strategies and techniques to reduce subsidy delays or subsidy losses.
- Designated service coordinators served decentralized households residing in mixed-income communities. These coordinators do not provide core services, but general assistance to assisted HomeFlex families.
- Through service agreements, AH served households residing in supportive housing communities within AH's service jurisdiction. HAVEN service agreements are designed to provide services based on the unique need of vulnerable populations.

Create Opportunities to Thrive

Youth Achievement

- Under its **Good Neighbor Program (GNP) II** MTW activity, using its single-fund MTW Authority, AH offered a separate mandatory training program that engages household youth 13 to 17 years of age. The training focuses on the youth's role in helping their families succeed and five core training areas.
- Over **3,500** young people (under 17) received support, including tutoring, after-school and summer camps, and life skills training, with **15,820** total visits tracked. These programs are possible because of AH's MTW Single Fund flexibility.

Support Residents to Succeed in Jobs and Careers

- AH exceeded the benchmark it set of 65% compliance under its **Work/Program Requirement**. Under this activity, AH deploys MTW flexibilities to require target families¹⁷ to be employed for admission and continued participation in AH's rental assistance programs. AH worked closely with program participants and self-sufficiency advocates to achieve a 68% program compliance rate, where 5,523 of 8,136 target households reported earned income. The compliance benchmark was reduced in response to pandemic protocols and AH has initiated efforts to return the benchmark to its pre-pandemic mark through incremental benchmark increases beginning in FY 2024.
- AH continued collaboration with the Martin Luther King, Sr. Community Resources Collaborative to deliver a curriculum focused on assisting new admission families in the HCV Program on life after rental assistance and residing in areas of high opportunity under its **Good Neighbor Program (GNP) II** MTW activity. AH deployed MTW flexibilities to require HCV families to attend and complete this curriculum. AH achieved a 96% attendance and completion rate by new HCV Program admissions.

¹⁷ Defined as HUD's work-able families, aged 18 to 61 years old and not disabled. HUD's elderly age begins at 62.

- AH deployed MTW flexibilities to modify its Family Self-Sufficiency (FSS) Program. Elements of this program are housed under AH's **Human Development Services**¹⁸ MTW activity which prepares existing HCV families for housing self-sufficiency and economic independence through coaching, referrals, and other techniques. AH worked with 136 program enrollees.
- AH facilitated assistance to AH-assisted program participants administered by service providers. Assistance during FY 2023 included management of referrals to service providers, oversight of service provider performance, designing activities that move program participants closer to economic independence and housing self-sufficiency, and assisting in youth leadership activities among HCV families.
 - Through referrals, the HDS team assisted HCV families in meeting AH's Work/Program Compliance requirements by providing employment related supportive services, including local and metro employment referrals, ongoing support, and job coaching to navigate job-related challenges; HDS further assisted residents with improving soft skills, training, and employment preparation or training.
 - HDS coordinated life skills training and support groups that generate referrals for partner agencies, such as Mercy Care, Fulton County Board of Health, and youth services providers.
 - AH reviewed referral-based management and performance outcomes by service providers to ensure AH offers the best programs to HCV families.
 - AH considered opportunities to assist non-HCV families with learning opportunities through workshops, after-school programming, and summer camps for children in AH-assisted households as funding and space permits.

Provide a Continuum of Care for AH-Assisted Seniors

- Using its single-fund flexibility, AH facilitated and hosted various events and activities to assist its senior (62+ years old) households in remaining independent and aging-well in place. Senior services included intensive case management for 2,107 seniors, coordinating adult day-programming for 2,357 seniors, and other activities creating opportunities for seniors to thrive.

DATED MTW ACTIVITIES

Review of activities identified as obsolete activities that are listed under Section IV.D. Closed Out Activities. AH closed out the following MTW Activities:

- AH closed out its **HCV Housing Program Housing Assistance Payment Abatement Policy** MTW activity in the Plan to return operations to the standard abatement policy¹⁹.
- AH closed out its **Aging-Well Program** MTW Activity in the Plan because it deploys its single-fund flexibility and does not require a specific MTW flexibility to administer this program.
- AH closed out its **Veterans Affairs Supportive Housing (VASH) vouchers**²⁰ MTW Activity in the Plan because AH can project-base assistance for these vouchers as authorized under HUD's Housing Opportunity Through Modernization Act (HOTMA).

¹⁸ AH's Family Self-Sufficiency (FSS) Program.

¹⁹ (24 CFR §983.208(b)(2))

²⁰ https://www.hud.gov/sites/dfiles/PIH/documents/HUD-VASH_PBV_Guidance.pdf and PIH Notice 2017-21 provides additional consideration.

B. Short-Term Non-MTW Goals and Objectives

Goals and objectives listed here do not require MTW flexibility to administer.

Create and Preserve Affordable Housing

Produce New Affordable Units

- AH financially closed Ashley II, a 212-unit multifamily community. This community will deliver 114 new affordable housing units (90 HomeFlex 24 workforce units) and 98 market units upon its completion. AH continued to expend funds in accordance with its Choice Neighborhoods Implementation Grant (CNIG) for the former University Homes site.
- AH completed and submitted a CNIG application on January 11, 2023 to redevelop Bowen Homes, a former public housing site. AH was selected as one of eight finalists. The proposed Bowen Housing Plan includes 756 units of rental housing that will deliver 557 affordable units.
 - AH was notified it had received the award during the preparation of this Report.
- AH worked closely with HUD, SAC, and external partners to properly dispose of or demolish structures on AH-owned property by submitting disposition or demolition applications. Activities during FY 2023 included executing, renewing, or updating ground leases and continuing to consider the acquisition of parcels that may require disposition terms such as long-term ground leases to the development partnerships.
- AH prioritized the creation of affordable housing units in amenity-rich communities, or in proximity to quality schools or transit-connected neighborhoods in its development strategy.
 - AH incorporated green development criteria and standards into new development plans by increasing the percentage of new AH units that achieve green certification, and by promoting or installing green infrastructure within new development.



Preserve and Improve Existing Affordable Units

- AH converted 243 Public Housing units to preserve the affordability of existing units in Atlanta's housing stock. In addition, AH collaborated with external partners and contractors to substantially rehabilitate or significantly modernize its remaining public housing communities planned for subsidy conversion to meet requirements established under the Rental Assistance Demonstration (RAD) Program. RAD converted communities included units and buildings to long-term Section 8 Project-Based Voucher assisted units. Conversions include:
 - 129 public housing (PH) units at Barge Road and
 - 114 PH units at The Villages of Castleberry II.
- AH adopted the alternative mobility policy under the RAD Program²¹. Under this option, AH capped the number of turnover TBVs²² committed to RAD PBV families expressing an interest in receiving a turnover tenant-based voucher (TBV). This cap allows AH to continue assisting HCV families on the HCV waiting list with turnover TBVs as well as RAD PBV families, instead of just RAD PBV families.



²¹ Notice PIH-2019-23: Rental Assistance Demonstration – Final Implementation, Rev. 4; 1.6 Special Provisions Affecting Conversion to PBVs (D)(8)

²² AH's turnover cap is 75% of its turnover TBVs. The remaining turnover TBVs is used for AH's HCV Waitinglist.

- AH received 20 requests from RAD PBV families to receive a turnover TBV. 20% of the RAD PBV families issued a turnover TBV found housing in Atlanta. The remaining RAD PBV families were in different phases of the RAD PBV to TBV leasing process.
- AH sought to support Low-Income Housing Tax Credit (LIHTC) applications submitted by development partners for planned projects and other new issues/developments with 4% and 9% tax credit applications and requirements. AH also continued activities to update AH’s underwriting model to factor income averaging, “twinning”²³ of 4% and 9% tax credits.

Choice Neighborhoods (CN)

- Roosevelt Hall is a historic landmark in Atlanta and within the Atlanta University Center (AUC). AH oversaw the rehabilitation of this significant landmark and occupants have moved into the building. AH’s rehabilitation efforts ensure that this historical structure will remain as a beacon that serves both former University Homes residents returning to the site and new residents calling Scholars Landing home. Completion of Roosevelt Hall promotes economic mobility by centralizing UCN case managers and service providers that connect participants to workforce development and employment opportunities. It will also serve as a connection point to coaching and counseling, health and wellness, and aging-in-place activities.
- The Choice Atlanta team continued implementation of the HUD-approved Critical Community Improvements (CCI) Plan. The CCI Plan includes spending available funding sources, acquisition of properties, providing rehabilitation assistance for low-income homeowners, and increasing or contributing to place-making enhancements throughout the University Choice Neighborhood (UCN) boundaries. The entries below provide the status of CCI activities and expenditures:
 - AH closed 12 Owner-Occupied Rehabilitation (OOR) loans, expending 83% of CN funds. AH expects to expend the remaining balance during the first quarter of FY 2024, prior to the CNIG expenditure deadline²⁴.
 - AH acquired 7 properties for future affordable housing development. These transactions expend 100% of CCI funds.
 - Completed \$890,570 in Roosevelt Hall exterior placemaking enhancements, which expends 100% of the funds earmarked for this activity.
 - Leveraged \$600,000 in CDBG funds from the City of Atlanta for Roosevelt Hall exterior improvements.
 - Nearly 50% (\$26k of \$58k) of CCI Placemaking funds created 12 decorative light pole banners. AH expects to spend the balance of CCI funds during the first quarter of FY 2024.



²³ “Twinning” is AH’s ability to combine 4% and 9% tax credits in the same project, which can allow for more tax credit equity.

²⁴ September 30, 2023,

Enhance Housing Assistance Resources

Stabilize At-Risk Families

- Resident services coordinators assisted resident councils, facilitated reasonable accommodation requests, and acted as a liaison between residents and PMDs at AH-Owned Public Housing Communities. In collaboration with AH's Facilities and Operations Management team, the resident services team coordinated safety measures at AH-Owned facilities, including:
 - Ongoing issuance of personal protective equipment and educational materials.
 - Monitoring and maintaining contact with AH-assisted families, especially individuals with no known relatives in the immediate area.

Housing Administration

- AH conducted inspections on units receiving an AH-subsidy in accordance with HUD's Uniform Physical Condition Standards (UPCS) guidelines, preliminary guidelines established under the National Standards for the Physical Inspection of Real Estate (NSPIRE) Demonstration Program under the Real Estate Assessment Center (REAC), or alternative guidelines outlined in Notice PIH 2016-45.
- AH advanced its AHGreen initiative, which aims to reduce utility costs, improve energy efficiency, and introduce AH-assisted households to green sector jobs. AH monitored investments in local non-profits to ensure program performance, and to measure the success of programs designed to assist AH participants.

Create Opportunities to Thrive

Youth Achievement

- AH facilitated 20 scholarship awards totaling \$90,500 for AH-assisted youths bound for college.
- AH provided employment and mentorship opportunities to 16 rising high school seniors, recent high school graduates, and college students to gain professional exposure and development through AH's Summer Internship Program.



2023 Summer Interns

Support Residents to Succeed in Jobs and Careers

- AH had 29 completions through the first three cohorts of ACCESS (Achieving Connectivity to Create Equity, and Self-Sufficiency), a technology sector training program. AH offered a cohort during FY 2023 but had limited interest. After completion of ACCESS, AH assists graduates in job-placement in technology related positions. There have been 10 job placements. In addition, AH continued to secure external partners in support of closing the digital divide under ACCESS. AH resumes ACCESS in FY 2024.
- AH facilitated the selection of six AH-assisted families to participate in the Women in Technology (WIT) Single-Mother's Program. The six AH-assisted selectees are scheduled to begin the program in the fall and spring of FY 2024, where the program is equivalent to an Emory University-level education. This program leverages more than \$23,000 per selectee.

Build or Expand Partnerships

- AH continued its partnership between HJ Russell and the John Hope Community Center in the administration of HUD's EnVision Program to households located in West Atlanta. The John Hope EnVision Center provides year-round programming to the residents of Villages of Castleberry and the surrounding community. AH coordinated or facilitated the following programs in FY 2023:
 - Access to literary resources in collaboration with Atlanta Book Rich Environments (BRE) Program, which is a product of the National Book Foundation and Santa for A Day. BRE is supported nationally and locally by HUD, the US Department of Education, National Libraries Council, National Center for Families Learning, Atlanta BRE, and the Fulton County Library System.
 - AH partnered with the Mayor's Summer Reading Program to distribute nearly 4,500 books to more than 1,000 attendees at 17 events.
 - Santa for a Day (SFAD) is a literacy program focused on AH assisted youth ages 5-12, beginning with AH-youth writing letters by hand to Santa. Seven letter writing events were held that resulted in six gift distributions in December assisting 1,017 children in 511 households.
 - The Atlanta Hawks, a basketball organization, was a major SFAD sponsor that included team gear and tickets to a Hawks game in December.
 - Amazon donated to SFAD, which helped AH to distribute 503 items of new clothing – shoes, coats, pants, dresses, jackets, coats, etc. to SFAD recipients plus an additional 144 individuals.
- AH completed construction of the West Highlands playgrounds in the West Highlands area of the city, which increased the amenities available to residents of the community.
- AH resumed its AHGreen program, which focuses on offering green jobs training to program participants and training Housing Quality Standard (HQS) Inspectors on energy and utility audits to help AH-assisted households reduce their energy costs.
- AH began incorporating AHGreen recommendations in the scope of new construction requests to meet environmental sustainability goals. AH also evaluated whether to include AHGreen requirements in substantial rehabilitation and significant modernization contracts.
- AH partnered with the Lifecycle Building Center (LBC) and ReBuildATL's Coalition, which trained and hired an AH-assisted resident in deconstruction trades.
- AH coordinated activities that increase contractual compliance and operations to reduce costs and support AH's diversity efforts in contracting and human resources practices. Efforts included recruitment from AH's assisted population; increasing outreach efforts to Atlanta's Hispanic and Latino populations; and recognizing companies that employ a workforce meeting Section 3 description(s).
- AH facilitated entrepreneur trainings and business development workshops for AH-assisted households, low-income Atlantans, and local business owners to incentivize our families and strengthen our vendors doing business with AH.
- AH continued pursuit of federal, philanthropic, and state opportunities to secure bond funds, grant awards, tax credits, and other assistance to cost effectively incentivize working families with children while increasing housing choices through creation and preservation efforts consistent with AH goals. AH raised \$1 million in CDBG allocation for green infrastructure for the redevelopment of Bowen Homes.
- AH sought new sources of funding and partners to support neighborhood revitalization. AH designed an incentive program based on data and research that promotes a culture of work and education throughout AH-assisted communities.

Communicate the Impact of Atlanta Housing's Work

- AH designed and published a dashboard to its external website that identifies multiple elements relaying the performance of AH and status of priority metrics.
- AH took significant steps to expand the agency's digital presence through strategic content development and targeted engagement designed to keep program participants, current and potential partners, and stakeholders informed. FY 2023 efforts included:
 - Departmental staff training to empower members with the necessary skills and knowledge to enhance usage of digital platforms, including the completion of a Digital Marketing Professional Certification course for the agency's marketing director and attendance at a marketing & public policy conference at the managerial level footprint through training and the expansion of social media platforms to ensure program participants and partners are connected and informed.
 - Heightening brand presence across various social media platforms, such as Facebook, Twitter, Instagram, and LinkedIn.
 - Shared timely updates on available housing programs, agency news, success stories, and community events, and strategically enhancing the usage of video, stories, and "reels" in posts.
 - Social Media followers increased from 20,633 to 22,343, a more than 8% growth across all platforms.
 - Impressions and engagement metrics demonstrated growth of the same magnitude.
 - A new AH YouTube channel was established and is being populated with historical and new videos.
 - Live streaming board meetings to Facebook, YouTube and the corporate website to further expand our digital footprint, connect with the community and increase accessibility to the public.



Strengthen Operations

- AH administers both project-based and tenant-based rental assistance programs:
 - The **project-based rental assistance programs** include programs where AH's subsidy dollars remain with the unit, including public housing, PBV units at AH-Owned and Mixed-Income Communities, and LIHTC units:
 - Public Housing (PH) includes 2,421 units: 1,003 in AH-owned communities and 1,418 in mixed-income communities;
 - RAD PBV includes 1,742 units: 939 in former PH communities and 803 in mixed-income communities formerly subsidized under the Section 9 Program;
 - LIHTC includes 2,512 units located in various communities in AH's jurisdiction; and
 - HomeFlex includes 6,529 PBV units located in various communities in AH's jurisdiction.

- The **tenant-based rental assistance programs** include programs where AH's subsidy dollars remain with the eligible family, including non-specific and specific housing choice vouchers inside and outside of the City of Atlanta and vouchers insulated from MTW:
 - Housing Choice Vouchers (HCVs) includes 10,827 TBVs: 9,513 inside and 1,314 outside of Atlanta.
 - Special vouchers total 1,630, which includes Special Purpose Vouchers (SPVs) that cannot be modified by MTW flexibilities and Special Vouchers Program (SVPs)²⁵ that were created through AH MTW flexibilities.
 - 900 SPVs designated for specific population groups include:
 - 282 households assisted with Family Unification Program (FUP) vouchers.
 - 64 households assisted with Mainstream Five (M5) vouchers.
 - 160 households assisted with Near-Elderly, Disabled (NED) vouchers²⁶.
 - 246 households assisted with Veterans Affairs Supportive Housing vouchers.
 - 148 households assisted with Emergency Housing Vouchers (EHVs)²⁷.
 - 730 SVPs created with repurposed vouchers include:
 - 22 households assisted with Georgia Housing Vouchers.
 - 483 households assisted with HAVEN Continuum of Care vouchers.
 - 71 households assisted with Housing First Vouchers.
 - 63 households assisted with vouchers for homeless students.
 - 91 households assisted with SVPs due to expiring HomeFlex contracts.
 - HCV Homeownership includes 11 families receiving support.
 - AH continued to develop its Single-Room Occupancy (SRO) Program.
 - AH reduced its carbon footprint by 4.2% in FY 2023 when compared to FY 2022. AH's portfolio consists of 1,438 units that have green certification²⁸. An additional 301 units made energy efficient upgrades.
 - AH continued to research efforts to increase sources of funding and revenue-generating opportunities, including the leasing of vacant parcels and air space for community events and communication towers.
 - AH evaluated data collection methods to ensure the accurate measurement of the performance of MTW activities as AH continues to focus on creating opportunities for AH-assisted households. Assessments included the evaluation of software, establishing metrics, and analyzing data.



²⁵ Page 11 of this document details programs under the SVP umbrella.

²⁶ Mainstream One vouchers are "folded" into this count.

²⁷ AH received field office approval to administer EHVs under AH's MTW Program for consistency.

²⁸ Units using materials that have EarthCraft or LEED certifications.

C. Long-Term MTW Goals and Objectives

MTW Activities listed below reflect future innovations and initiatives that AH is vetting and may propose in a future MTW Plan for HUD's review and approval.

Create and Preserve Affordable Housing

Produce New Affordable Units

- AH continued to explore the feasibility of pursuing a modular housing initiative and associated construction methods and techniques under its **Revitalization Program**. This initiative is consistent with AH's development strategy to create more affordable housing units and may include the creation of a long-term investment vehicle to develop affordable residential communities. Furthermore, this initiative may include manufacturing homes, selling lots, and servicing mortgages.
- AH continued to explore development strategies to create amenity-rich communities under its **Revitalization Program**. In addition, AH continued to advance its Homeownership Initiative Plan at various AH-owned sites that will deliver affordable homeownership opportunities to low-income households. Planned and proposed **homeownership sites** include Englewood, Herndon, Magnolia Perimeter, Mechanicsville, Scholar's Landing, and West Highlands. These activities enable AH to create more affordable housing units in communities with or needing amenities.
- AH postponed the issuance of short-term construction loans and similar funding products under AH's **Gap Financing** MTW Activity pending further review of this concept. However, AH continued to seek collaboration with various agencies, organizations, or developers to innovate or advance public-private development projects. Initiatives continue to align with AH's development strategy to create more affordable housing units.
- AH continued collecting information to support an AH specific **Total Development Cost (TDC) Schedule** that more closely aligns with local urban development factors to allow AH to contribute to development projects at a higher level.

Housing Assistance Resources

Stabilize At-Risk Families

- AH continued to monitor the local housing demand and specific population groups to design housing programs under its **Develop Alternate and Supportive Housing Resources** MTW Activity. Such housing programs will focus on housing stability for identified households in need.
- AH continued to review investments in local non-profits under its **Human Development Services** MTW Activity that included reviewing the performance of services offered to referred individuals and households and the outcome of provided services.

Create Opportunities to Thrive

Support Residents to Succeed in Jobs and Careers

- AH continued a performance review of its **Work/Program Requirement** to determine the program's effect on participants. Monitored metrics include household earned income changes, the per unit costs (subsidy share) or rent-roll (tenant share) changes, program compliance rates, and household counts, and job stabilization. AH evaluated incentives and “rewards” for working families with children. Potential incentives being analyzed include:
 - Disregarding child support income or other unearned income from the rent calculation formula.
 - Use of fixed calculation percentage (less than 30%) or creation of a tiered rent schedule to help stabilize families.
 - Evaluate opportunities to increase housing choices including the increase of the rent burden from 30% to 40% (not to exceed 50%) to allow program participants to elect to contribute a larger amount towards their rent to increase housing choices.
- AH researched incentives to increase resident employment and wage earnings. Potential incentives analyzed include assistance for training-related expenses, education, and employment. Incentive concepts may include disregard of child support income, childcare and transportation assistance, GED testing reimbursement, purchase of work uniforms and tools, and other incentives to create a culture of learning and stable employment among assisted households.

Build or Expand Partnerships

- AH continued to position itself in preparation for MTW Agreement extension discussions. AH's MTW Agreement with HUD expires in FY 2028 (July 1, 2027 – June 30, 2028). Furthermore, AH continued to support HUD and its MTW Program expansion efforts, by assisting MTW expansion PHAs and campaigning for MTW at various industry conferences.

Strengthen Operations

- AH evaluated whether to deploy MTW Authorizations to modify the **Utility Allowance (UA) Schedules** to serve participants and AH more efficiently and effectively.
 - AH hopes to identify opportunities for improvement in the following areas:
 - Reduction of AH's per unit cost.
 - Elimination or reduction of utility reimbursement payments (URPs).
 - Elimination or reduction of zero-income families or negative rent scenarios.
- AH continued to evaluate potentially obsolete MTW Activities resulting from changes in strategic priorities or HUD guidance. Obsolete activities would also include underperforming activities or **activities that do not benefit assisted families, AH, or the community.**



D. Long-Term Non-MTW Goals and Objectives

Activities listed below do not require deployment of MTW Authorizations to administer or implement. AH will continue to vet potential activities for inclusion in future MTW Plans that AH may propose as new MTW Activities.

Create and Preserve Affordable Housing

Produce New Affordable Units

- AH oversaw the advancement of development and redevelopment projects that will receive **AH's HomeFlex assistance** for up to 100% of the units:
 - FY 2024 Construction Completions:
 - The Mallory (251 Anderson Avenue, NW) is a **95% completed tax credit project** that will deliver 14 units made affordable through AH's HomeFlex Program. AH expects construction to be completed during the first quarter of FY 2024 (September 2023) and targets the second quarter (November 2023) to begin the lease up phase.
 - 1265 Lakewood (1265 Lakewood Avenue, SW) is a **92% completed tax credit project** that will deliver 16 units made affordable through AH's HomeFlex Program. AH expects construction to be completed during the second quarter of FY 2024 (October 2023) and targets the second quarter (November 2023) to begin the lease up phase.
 - 356 James P. Brawley (356 James P. Brawley Drive, SNW) is a **92% completed tax credit project** that will deliver 8 100% affordable units through AH's HomeFlex HAVEN Program. AH expects construction to be completed during the first quarter (July 2023) and targets the first quarter (August 2023) to begin the lease up phase.
 - Stanton Park Apartments (1056 Hank Aaron Drive, SE) is an **88% completed tax credit project** that will deliver 10 units made affordable through AH's HomeFlex Program. AH expects construction to be completed during the first quarter of FY 2024 (August 2023) and targets the second quarter (October 2023) to begin the lease up phase.
 - 613 Echo (613 Echo Street, NW) is an **81% completed tax credit project** that will deliver 7 100% affordable units through AH's HomeFlex HAVEN Program. AH expects construction to be completed during the first quarter (July 2023) and targets the first quarter of FY 2024 (September 2023) to begin the lease up phase.
 - 1055 Arden (1055 Arden Avenue, SW) is a **70% completed tax credit project** that will deliver 6 units made affordable through AH's HomeFlex Program. AH expects construction to be completed during the second quarter (December 2023) and targets the third quarter (January 2024) to begin the lease up phase.
 - FY 2025 Construction Completions:
 - Abbington at Ormewood (525 Moreland Avenue, SE) is a **50% completed tax credit project** that will deliver 8 units made affordable through AH's HomeFlex HAVEN Program. AH expects construction to be completed during the fourth quarter of FY 2024 (April 2024) and targets the first quarter of FY 2025 (July 2024) to begin the lease up phase.
 - McAuley Park Housing (375 Gartrell Street, SE) is a **38% completed tax credit project** that will deliver 30 units made affordable through AH's HomeFlex Program. AH expects construction to be completed during the first quarter of FY 2025 (July 2024) and targets the first quarter of FY 2025 (September 2024) to begin the lease up phase.
 - 588 Paines (588 Paines Avenue, NW) is a **15% completed tax credit project** that will deliver 10 100% affordable units through AH's HomeFlex HAVEN Program. AH expects construction to be completed during the fourth quarter of FY 2024 (May 2024) and targets the first quarter of FY 2025 (July 2024) to begin the lease up phase.

- 592 Paines (592 Paines Avenue, NW) is a **12% completed tax credit project** that will deliver 10 100% affordable units through AH's HomeFlex HAVEN Program. AH expects construction to be completed during the first quarter of FY 2025 (August 2024) and targets the second quarter of FY 2025 (October 2024) to begin the lease up phase.
- AH continued pursuit of federal, philanthropic, and state opportunities to secure funds, awards, tax credits, and other assistance to cost effectively assist AH in the **redevelopment of the Civic Center**.
 - This project will require significant public private partnerships. AH projects this project completion during FY 2026 that will deliver more than 500 housing units.
- AH continued collaborative development and redevelopment efforts under its **co-investment strategy** that adds more affordable units to the housing stock:
 - FY 2024 Financial Closings:
 - Heritage Village at West Lake (239 Westlake Avenue, NW) is a 100% affordable co-investment project expected to deliver 102 affordable units upon completion.
 - Sylvan Hills II is a co-investment project with Invest Atlanta that is expected to deliver 87 affordable units upon completion.
 - Westside Square is a co-investment project with Invest Atlanta that is expected to deliver 44 affordable units upon completion.
 - FY 2025 Financial Closings:
 - 360 Peachtree is an affordable co-investment project with Invest Atlanta projected to deliver 145 affordable units with 51 units made affordable through AH's HomeFlex Program.
 - Flats at Stone Hogan is an affordable co-investment project with Invest Atlanta projected to deliver 256 affordable units upon completion.
 - Villas at Stone Hogan is an affordable co-investment project with Invest Atlanta projected to deliver 190 affordable units upon completion.
- AH continued to build internal capacity to administer self-development and self-financing strategies that achieve AH affordable unit goals and objectives by advancing development and redevelopment projects. AH lists **collaborative and self-development projects below**:
 - FY 2024 Financial Closings:
 - Englewood Manor IA (South) is a multi-family rental project with the Benoit Group that is expected to deliver 200 affordable units upon completion.
 - Englewood Manor IB (South) is a rental project with the Benoit Group that is expected to deliver 160- affordable units for elderly residents upon completion.
 - AH development teams are actively seeking financing for these projects. The teams plan to leverage AH capital funding and HomeFlex subsidy with LIHTC equity, private debt, and Tax Allocation District (TAD) funding.
 - Development of Englewood Manor (North) that involves a land swap with the City of Atlanta. AH development teams are actively seeking financing for this project.
 - FY 2025 Construction Completions:
 - Englewood (505 Englewood Avenue) is a **0% completed infrastructure project** that sets the foundation to deliver affordable units upon completion. AH expects construction to be completed during the second quarter of FY 2025 (November 2024).
 - Johnson Road/Quarry Road De Minimus Demolition is a **0% completed demolition project** that AH expects to be completed during the third quarter of FY 2025 (March 2025). This project positions AH to dispose of the property through sell, ground lease, or to deliver affordable units upon demolition of existing structures.
- AH continued to assess the feasibility of self-developing and activating a new Annual Contributions Contract for Public Housing (ACC/PH) units under HUD's Faircloth Limits. AH can add up to 9,204 units²⁹.

²⁹ As of December 31, 2022.

Preserve and Improve Existing Affordable Units

- AH continued its oversight of rehabilitation and modernization of public housing communities undergoing rehabilitation or modernization efforts to meet RAD requirements. Converting assistance platforms, from public housing to long-term Section 8 PBV, preserves unit affordability and retains those units in Atlanta’s housing stock. Listed below are **public housing communities/units planned for conversion** under the RAD Program:
 - **FY 2024 Construction Completions:**
 - Villages at East Lake (460 Eva Davis Way, SE) is a **99% completed tax credit project** that will deliver 271 affordable units of 542 planned units. AH expects construction to be completed during the first quarter of FY 2024 (July 2023) and targets the first quarter of FY 2024 (September 2023) to begin the lease up phase.
 - Columbia Villages (2001 Jessica Avenue) is a **98% completed tax credit project** that will deliver 100 units in 25 buildings on the site. AH expects construction to be completed during the first quarter of FY 2024 (July 2023) and targets a multiple phase lease up process through the third quarter of FY 2024 (March 2024).
 - **FY 2025 Construction Completions:**
 - James Allen, Jr. Place, formerly Hightower Manor, (2610 Martin Luther King, Jr. Drive) is a **75% completed tax credit project** that will deliver 127 100% affordable units. AH expects construction to be completed during the second quarter of FY 2025 (November 2024) and targets multiple phase lease ups through the fourth quarter of FY 2025 (June 2025).
 - Villages of Castleberry Hill (369 McDaniel Street) is a **63% completed tax credit project** that will deliver affordable units at 10 buildings on the property. AH expects construction to be completed during the second quarter of FY 2025 (November 2024) and targets lease up in multiple phases through the fourth quarter of FY 2025 (June 2025).
- AH reviewed and revised AH’s conversion schedule for the remaining public housing communities under the RAD Program. This includes supportive project management functions involving the conversion of public housing units to project-based voucher units.
- AH continued to seek opportunities to acquire properties from HomeFlex partners that desire to sell their property and no longer participate in the HomeFlex Program. AH is keen on evaluating activities that complement AH’s goal to preserve affordable housing in the city. Such activities included review of strategies that position AH to work closely with property owners with expiring tax credits and help owners while gaining a significant ownership role and retaining unit affordability.
- During the preparation of this Report, AH was notified that it had received a Choice Neighborhoods Implementation Grant award that will assist AH in the **redevelopment of Bowen Homes**.
 - Bowen Homes is a former public housing site, and the proposed Bowen Housing Plan includes 756 units of rental housing that will deliver 557 affordable (251 AH-assisted, 256 low-income housing tax credit (LIHTC), 50 workforce) units.
 - AH selected a development partner to build off the findings generated through the Choice Neighborhoods Planning Grant award.



II. GENERAL OPERATING INFORMATION

A. Housing Stock Information

i. Actual New Project Based Vouchers

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

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED (Planned*)	NUMBER OF VOUCHERS NEWLY PROJECT-BASED (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
1055 Arden	6	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
1265 Lakewood	16	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
365 James P. Brawley Drive	8	0	Committed	No	Standard housing assistance under HomeFlex Program.
395 James P. Brawley Drive	0	20	Leased/Issued	No	Supportive housing assistance under HAVEN HomeFlex Program.
55 Milton Avenue	0	18	Leased/Issued	No	Supportive housing assistance under HAVEN HomeFlex Program.
588 & 592 Paines Avenue	8	0	Committed	No	Standard housing assistance under HomeFlex Program.
687 & 693 Dalvigney and 613 Echo Street	8	0	Committed	No	Standard housing assistance under HomeFlex Program.
Abbington at Ormewood Park	8	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
Ashley Scholars Landing IC	0	25	Committed	No	Standard housing assistance under HomeFlex Program.
Barge Road	0	129	Leased/Issued	Yes	Senior PH community conversion under RAD.
Cosby Spear Highrise	282	0	Committed	Yes	Senior PH community conversion under RAD.
Covenant House	0	30	Leased/Issued	No	Supportive housing assistance for youth under HAVEN HomeFlex Program.

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED (Planned*)	NUMBER OF VOUCHERS NEWLY PROJECT-BASED (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
East Lake Highrise	149	0	Committed	Yes	Senior PH community conversion under RAD.
Intra Westside (DLH Development)	25	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
McAuley Park (Phase I)	30	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
Stanton Park	10	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
The Mallory	14	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
Thrive Sweet Auburn	23	0	Committed	No	Supportive housing assistance under HAVEN HomeFlex Program.
Village at Carver (Phase I)	110	0	Committed	Yes	Conversion of PH family units under RAD Section 18.
Villages at Castleberry Hills II	0	46	Leased/Issued	Yes	Conversion of PH family units under RAD.
Villages at Castleberry Hills II	0	68	Leased/Issued	Yes	Conversion of PH family units under RAD Section 18.
Westminster	32	0	Committed	Yes	Standard housing assistance under HomeFlex Program.
Total: Planned and Actual New Project-Based Vouchers	729	336			

* Figures in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

The difference between the Planned and Actual number of vouchers newly project-based is 393. AH attributes the differences between the planned and actual counts to projects "rolling forward" from FY 2022 and being executed in FY 2023. Similarly, activities planned for FY 2023 were "carried forward" because of pandemic protocols, subsequent approval delays will be executed in FY 2024.

ii. Actual Existing Project Based Vouchers

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

Note: AH does not include non-ACC³⁰ units in the PBV tables that follow. AH does, however, assist negotiated units in a community via a HomeFlex Agreement under its HomeFlex Program³¹. Three communities have a designated housing plan (DHP) and comprise both public housing units and units receiving assistance. AH includes their development number and a note under the “Description of Project” column for easier identification while including a table at the end of this list to detail the unit breakdown.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Academy Lofts at Adair Park	5	5	Leased/Issued	No	Supportive housing for adults only - HAVEN HomeFlex.
Adamsville Green	35	35	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Adamsville Green	46	46	Leased/Issued	No	Supportive housing for seniors (62+) - HAVEN HomeFlex.
Arcadia at Parkway Village	116	116	Leased/Issued	No	Housing for families - Standard HomeFlex.
Ashley Auburn Pointe I	8	8	Leased/Issued	No	Housing for families - Standard HomeFlex.
Ashley Scholars Landing IA & IB	54	54	Leased/Issued	No	Housing for families - Standard HomeFlex.
Ashton at Browns Mill	74	74	Leased/Issued	No	Near-elderly (55+) housing - HomeFlex for Older Persons.
Ashton at Browns Mill	5	5	Leased/Issued	No	Supportive housing for near-elderly (55+) - HAVEN HomeFlex.
Atrium at College Town GA006001030	114	114	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex. This community has a designated housing plan: 76 PH units for elderly only.
Avalon Park Family	53	53	Leased/Issued	No	Housing for families - Standard HomeFlex.
Avalon Park Senior	136	136	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Avalon Ridge Family	89	89	Leased/Issued	No	Housing for families - Standard HomeFlex.
Auburn Glen	108	0	Leased/Issued	No	Expired agreement; not renewed in FY 2023.

³⁰ Annual Contributions Contract. AH utilizes a portion of its Housing Choice Voucher Program funds to project-base assistance at market properties to create affordable units for low-income families.

³¹ AH's project-based rental assistance program.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Brightstone at DeKalb Medical Parkway	175	175	Leased/Issued	No	Senior housing for near-elderly (55+) - HomeFlex for Older Persons.
Campbell Stone	236	236	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Capitol Gateway II	16	16	Leased/Issued	No	Housing for families - Standard HomeFlex.
Capital View	43	43	Leased/Issued	No	Housing for families - Standard HomeFlex.
Capital View	24	24	Leased/Issued	No	Supportive housing for families – HAVEN HomeFlex.
Centennial Place I	74	74	Leased/Issued	No	Housing for families - Standard HomeFlex.
Centennial Place II	70	70	Leased/Issued	No	Housing for families - Standard HomeFlex.
Centennial Place III	74	74	Leased/Issued	No	Housing for families - Standard HomeFlex.
Centennial Place IV	83	83	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Colony Senior	62	62	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Columbia Commons	15	15	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Heritage	124	124	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Columbia High Point (Senior)	94	94	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Columbia Mechanicsville Apartments	35	35	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Mechanicsville Parkside Apartments	32	32	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Senior Residences at Blackshear	78	78	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Columbia Senior Residences at Edgewood	135	135	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Columbia Senior Residences at Martin Luther King, Jr.	122	122	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Columbia Senior Residences at Mechanicsville	81	81	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex..
Columbia South River Gardens	51	51	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Sylvan Hills	37	37	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Sylvan Hills	39	39	Leased/Issued	No	Supportive housing for elderly (62+) - HAVEN HomeFlex.
Columbia Tower at Martin Luther King, Jr. Village	56	56	Leased/Issued	No	Housing for families - Standard HomeFlex.
Columbia Tower at Martin Luther King, Jr. Village	39	39	Leased/Issued	No	Supportive housing for elderly (62+) - HAVEN HomeFlex.
Commons at Imperial Hotel	90	90	Leased/Issued	No	Supportive housing for adults only - HAVEN HomeFlex.
Constitution Avenue Apartments	67	67	Leased/Issued	No	Housing for families - Standard HomeFlex.
Dwell at Alcove	9	9	Leased/Issued	No	Supportive housing for adults only - HAVEN HomeFlex.
Gateway at Capitol View	162	162	Leased/Issued	No	Housing for near-elderly (55+) - HomeFlex for Older Persons.
Gateway at East Point	100	100	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
GE Tower	189	192	Leased/Issued	No	Housing for families - Standard HomeFlex.
Heritage Greene Apartments	44	44	Leased/Issued	No	Housing for families - Standard HomeFlex.
Heritage Station I	88	88	Leased/Issued	No	Housing for families - Standard HomeFlex.
Heritage Station II	150	150	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Herndon Square Senior	97	97	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Lakewood at Christian Manor	199	199	Leased/Issued	No	Housing for near-elderly (55+) - HomeFlex for Older Persons.
Legacy at Vine City	105	105	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Lillie R. Campbell House	64	86	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
London Townhomes	94	150	Leased/Issued	No	Housing for families - Standard HomeFlex.
Manor at Indian Creek II	75	75	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Manor at Scott's Crossing	100	100	Leased/Issued	No	Senior housing (62+) - Standard HomeFlex.
Martin House at Adamsville	113	115	Leased/Issued	No	Senior housing for near-elderly (55+) - HomeFlex for Older Persons.
Mechanicsville Crossing	30	30	Leased/Issued	No	Housing for families in mixed community - Standard HomeFlex Program.
Mechanicsville Station	35	35	Leased/Issued	No	Housing for families - Standard HomeFlex.
Oasis at Scholars Landing	60	60	Leased/Issued	No	Housing for elderly (62+) - Standard HomeFlex.
Odyssey at Villas	32	32	Leased/Issued	No	Supportive housing families - HAVEN HomeFlex.
O'Hern House	76	76	Leased/Issued	No	Supportive housing for adults only - HAVEN HomeFlex.
Park Commons / Gates Park HFOP	130	130	Leased/Issued	No	Senior housing for near-elderly (55+) - HomeFlex for Older Persons.
Park Commons / Gates Park HFOP	22	22	Leased/Issued	No	Supportive housing for near-elderly (55+) - HAVEN HomeFlex.
Park Commons / Gates Park	110	110	Leased/Issued	No	Senior housing (62+) families - HomeFlex for Older Persons.
Park Commons / Gates Park HFS	19	19	Leased/Issued	No	Supportive housing for near-elderly (55+) - HAVEN HomeFlex.
Phoenix House	44	44	Leased/Issued	No	Supportive housing for adults only - HAVEN HomeFlex.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Providence Parkway Village	50	50	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Quest Village III	10	10	Leased/Issued	No	Supportive housing for families - HAVEN HomeFlex.
Renaissance at Park South – Senior	100	100	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Retreat at Edgewood	40	40	Leased/Issued	No	Housing for families - Standard HomeFlex.
Reynoldstown Senior Residences	26	26	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Seven Courts	30	30	Leased/Issued	No	Supportive housing for families - HAVEN HomeFlex.
Spring View Apartments	24	24	Leased/Issued	No	Housing for families - Standard HomeFlex.
Sterling at Candler Village	170	170	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Summerdale Commons	50	50	Leased/Issued	No	Housing for families - Standard HomeFlex.
Summit Trail	40	40	Leased/Issued	No	Supportive housing for families - HAVEN HomeFlex.
The Legacy at Walton Lakes	24	24	Leased/Issued	No	Housing for near-elderly (55+) - HomeFlex for Older Persons.
The Peaks at Martin Luther King, Jr.	73	73	Leased/Issued	No	Housing for families - Standard HomeFlex.
The Remington Apartments	160	160	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Veranda at Auburn Pointe GA006001040	86	86	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex. This community has 38 PH units with an elderly only designation.
Veranda at Auburn Pointe II	93	93	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Veranda at Auburn Pointe II	5	5	Leased/Issued	No	Supportive housing for near-elderly (55+) - HAVEN HomeFlex.
Veranda at Auburn Pointe III	96	96	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Veranda at Auburn Pointe III	6	6	Leased/Issued	No	Supportive housing for near-elderly (55+) - HAVEN HomeFlex.
Veranda at Carver	90	90	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Veranda at CollegeTown	100	100	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Veranda at Groveway	74	74	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Veranda at Scholars Landing	100	100	Leased/Issued	No	Senior housing for near-elderly (55+) - HomeFlex for Older Persons.
Villas of H.O.P.E.	36	0	Leased/Issued	No	Expired agreement; not renewed in FY 2023.
Welcome House	41	41	Leased/Issued	No	Supportive housing for adults only - HAVEN HomeFlex.
Woodbridge at Parkway Village	98	98	Leased/Issued	No	Senior housing (62+) – Standard HomeFlex.
Non-RAD Total: Planned and Actual Existing Project-Based Vouchers	6,564	6,503			

Note: The table below outlines communities with a Designated Housing Plan (DHP)³². The table shows the number of units for each program, the bedroom counts for public housing units³³, and the DHP type.

PROPERTY NAME and CODE	TOTAL UNIT COUNT	TOTAL PBV UNIT COUNT	TOTAL PH UNIT COUNT	PH UNIT COUNT BY BEDROOM (BR) SIZE				HOUSING PLAN DESIGNATION
				0 BR	1 BR	2 BR	3+ BR	
Atrium at CollegeTown GA006001030	190	114	76	0	61	15	0	Elderly Only
Gardens at CollegeTown GA006001070	26	0	26	1	25	0	0	Disabled Only
Veranda at Auburn Pointe I GA 006001040	124	86	38	0	33	5	0	Elderly Only
TOTALS	340	200	140	1	119	20	0	

³² Designated Housing Plan applicable to public housing (PH) communities/units only.

³³ Units at market rate properties that receive a negotiated subsidy under AH's HomeFlex Program. The subsidy helps to make the community affordable for eligible low-income families. The project-based assistance remains with the unit for the next eligible low-income family.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
Columbia Commons	48	48	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Columbia Estates	50	50	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Columbia Mechanicsville Apartments	62	62	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Columbia Mechanicsville Parkside Apartments VI	47	47	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Columbia Park Citi Residences at West Highlands	61	61	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Columbia Senior Residences at Mechanicsville	54	54	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Columbia Village	30	30	Leased	Yes	PH units in Mixed Community to PBV units under RAD Program.
James Allen, Jr. Place	129	129	Leased	Yes	PBV unit creation under AH's Standard HomeFlex Older Persons Program.
Marietta Road Senior Tower	129	129	Leased	Yes	PH unit conversion in AH-Owned Community to PBV units under RAD Program.
Peachtree Road Senior Tower	196	196	Leased	Yes	PH unit conversion in AH-Owned Community to PBV units under RAD Program.
Piedmont Road Highrise	207	207	Leased	Yes	PH unit conversion in AH-Owned Community to PBV units under RAD Program.
Tenth & Juniper Highrise	149	149	Leased	Yes	PH unit conversion in AH-Owned Community to PBV units under RAD Program.
Villages at Castleberry Hill I	66	66	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.
Villages at East Lake Redevelopment I & II	271	271	Leased	Yes	PH unit conversion in Mixed Community to PBV units under RAD Program.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS (Planned*)	NUMBER OF PROJECT-BASED VOUCHERS (Actual)	STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
RAD Total: Planned and Actual Existing Project-Based Vouchers	1,499	1,499			
Non-RAD + RAD Total: Planned and Actual Existing Project-Based Vouchers	8,063	8,002			

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

The net difference between the planned and actual existing number of vouchers project-based is 61. AH attributes the difference to inclusion of HUD PBVs at Campbell Stone, expiring agreements that were not renewed, and agreements moving from the committed status to a leased/issued status during FY 2023.

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

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

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR

AH continued to hold units at its remaining communities off-line to start, advance, or complete substantial rehabilitation and significant modernization to units directly associated with its conversion plans to meet the requirements of the Rental Assistance Demonstration (RAD) Program.

iv. General Description of All Actual Capital Expenditures During the Plan Year

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

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR

Facilities and Operations oversees AH's cost centers that generate most of the capital expenditures for the agency. Those cost centers include distribution, fleet, commercial properties, and vacant lots. Facilities oversees operation of AH's headquarters building, the newly renovated Roosevelt Hall, and the Zell Miller building. AH's fleet program goal is to align with Executive Order 14057 and introduce electric vehicles into the inventory.

AH expended approximately \$4.83M for site and building improvements at six AH-Owned communities. Some costs carried over to FY 2024 because of large scopes and upcoming RAD conversions. Executed expenditures include 52 Refrigerator/Stove Appliance replacement, 64 window seal replacements, 86 thermostat replacement, roof replacement, HVAC-controller upgrade-sole source (proprietary), card reader/access control-elevators, asphalt pave, seal, and stripe parking lots, C&D sewer line replacement.

Other capital expenditures, such as buying furniture, fixtures, and other equipment, consistent with AH's established priorities, also occurred during the planning period. Listed below are the actual capital expenditures per site:

- \$2,195,508 @ Cheshire Bridge Road Highrise
- \$1,181,883 @ Cosby Spear Highrise
- \$ 237,100 @ Georgia Avenue Highrise
- \$ 844,209 @ Marian Road Highrise
- \$ 12,060 @ Martin Street Plaza
- \$ 362,863 @ Westminster

\$4,833,623 Capital Expenditure Total

Under our **Distribution** cost center, we upgraded our production equipment to make our operations more efficient by printing more pages per minute, which eliminates additional time. This frees time for staff to better manage service requests. During FY 2023, we integrated ID badge readers into the copiers, which allows staff to swipe their badges on the card reader to make copies rather than keying in usernames and passwords. This feature helps to reduce time at the copiers and increase productivity.

Other **Capital Projects/Vacant Land** expenditures include:

- \$938,334 @Civic Center (*Brick Stabilization, Sinkhole/Parking Lot Repair & Fire Sprinkler/Alarm Upgrades*)
- \$ 16,880 @Cupola (*Chimney Repair*)
- \$172,740 @Thomasville & West Highlands (*Storm Drain System Maintenance*)
- \$ 10,000 @Village at Carver (*Asphalt Cap Repair & Maintenance*)
- \$ 65,000 @Magnolia (*Security Fencing Upgrade*)
- \$100,000 @Englewood Manor & Bowen Homes (*Land Management- Road Access*)

Other **Commercial Properties** expenditures include:

- Furniture & Equipment
 - \$ 46,045.96 @JW Dobbs Headquarters
- Site Improvements
 - \$ 17,999.20 @JW Dobbs Headquarters (*Parking Deck Lighting Upgrades*)
- Building Improvements
 - \$ 58,639.22 @Roosevelt Hall (*Electric Low Voltage*)
 - \$ 49,517.99 @JW Dobbs Headquarters (*Door Key Replacement*)
 - \$373,764.10 @JW Dobbs Headquarters (*Restack/Refresh Construction Balances*)

B. Leasing Information

i. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED or LEASED* Planned^^	NUMBER OF UNIT MONTHS OCCUPIED or LEASED* Actual	NUMBER OF HOUSEHOLDS SERVED** Planned^^	NUMBER OF HOUSEHOLDS SERVED** Actual
MTW Public Housing Units Leased	13,260	29,052	1,105	2,421
MTW Housing Choice Vouchers (HCV) Utilized	251,280	229,308	20,940	19,109
Local, Non-Traditional: Tenant-Based	3,540	3,168	295	264
Local, Non-Traditional: Property-Based	32,052	30,144	2,671	2,512
Local, Non-Traditional: Homeownership	23,076	18,336	1,923	1,528
Planned and Actual Totals:	323,208	310,008	26,934	25,834

* "Planned Number of Unit Months Occupied/Leased" is the total number of months the MTW PHA planned to have leased/occupied in each category throughout the full Plan Year (as shown in the Annual MTW Plan).

** "Planned Number of Households to be Served" is calculated by dividing the "Planned Number of Unit Months Occupied/Leased" by the number of months in the Plan Year (as shown in the Annual MTW Plan).

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

AH attributes the differences between the planned and actual households served to the following factors:

- Delay in the conversion of PH units to long-term Section 8 assisted PBV units under RAD;
- Less households assisted through Home Again, AH's temporary assistance program;
- Organic ebbs and flows of LIHTC units; and
- Maturity or repayment of DPA subsidy loans.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY (NAME and NUMBER)	NUMBER OF UNIT MONTHS OCCUPIED or LEASED Planned^^	NUMBER OF UNIT MONTHS OCCUPIED or LEASED Actual	NUMBER OF HOUSEHOLDS SERVED Planned^^	NUMBER OF HOUSEHOLDS SERVED Actual
Tenant-Based	Developing Alternative and Supportive Housing Resources/SH.2005.09	3,540	3,168	295	264
Property-Based	Gap Financing/RE.2005.11	13,032	13,524	1,086	1,127
Property-Based	Gap Financing/RE.2005.11	19,020	16,620	1,585	1,385
Homeownership	Comprehensive Homeownership Program/RE.2007.03	23,076	18,336	1,923	1,528
Planned and Actual Totals		58,668	51,648	4,889	4,304

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

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
N/A	N/A	N/A

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	<p>AH continued strategic leasing moratoriums connected to “checker-boarding” resident movement to complete planned rehabilitation projects and continued to deal with leasing issues remaining from the nationwide eviction moratorium, which limited property management activities, including lease-ups and evictions for FY 2023.</p> <p>Leasing issue solutions included assisting contracted property managers in overcoming some issues and satisfying arrear accounts for assisted program participants.</p>
MTW Housing Choice Voucher	<p>AH continued efforts to recruit and retain property owner partners, especially those with one and two-bedroom units. In addition, AH dealt with issues connected to the nationwide eviction moratorium, which limited voucher management activities such as lease-ups, terminations, and HQS inspections.</p> <p>Leasing solutions included utilizing HUD-approved guidance to assist property owners and manager partners in overcoming some issues, while satisfying arrear accounts for assisted program participants.</p>
Local, Non-Traditional	<p>The ending of the nationwide eviction moratorium caused many households to be at a heightened risk of homelessness. While AH continued efforts to recruit and retain property owner partners willing to provide temporary to permanent supportive housing for this segment of the population, challenges continued to prevent households from becoming homeless.</p> <p>AH actively marketed its Home Again and HAVEN Programs to address short-term and long-term housing solutions while seeking strategies to continue adding affordable units to Atlanta’s affordable housing stock.</p>

C. Waiting List Information

i. Actual Waiting List Information

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
MTW Housing Choice Voucher Program	Community-wide voucher WL for all populations.	20,875	Closed	No
Choice Mobility Vouchers Program	Specific voucher WL for eligible residents living at converted PH sites.	20	Partially Open	Yes
MTW Public Housing Program	Community-wide WL for all populations managed by a third party at the property level for 1,003 units at 7 AH-Owned sites.	1,239	Open	Yes
Site-Based Administration – HomeFlex and Mixed Communities	Community-wide WL for all populations managed by property owners at the property level for 6,323 units at 77 sites.	28,190	Closed	No
Site-Based Administration – HomeFlex and Mixed Communities	Community-wide unit WL for all population managed by property owners at the property level for 3,451 units at 33 sites.	12,513	Open	Yes

Please describe any duplication of applicants across waiting lists:

AH does not discourage families from applying to multiple sites. Therefore, there may be situations in which families appear on multiple waitlists. For example, a family may appear on the MTW HCV waiting list as well as a site-based waiting list or multiple site-based waiting lists that are managed by property owners or property management agents. Although AH does not prohibit applicant duplication across waiting lists, AH does monitor subsidy assistance between rental assistance programs to prevent duplicative subsidy issues. AH employs a date and time stamp process to receive applications and then administers a “lottery” selection process that randomly draws applicant names. Furthermore, AH employs a local residency/employment preference to ensure local families are assisted before non-local families not residing in nor employed within the city of Atlanta.

ii. Actual Changes to Waiting List in the Plan Year

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

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
MTW Housing Choice Voucher	AH did not make any changes to this waiting list.
RAD Project-Based Voucher (Choice Mobility Vouchers)	N/A
Site-Based – Assorted Properties	AH did not make any changes to this waiting list.

DRAFT

D. Information on Statutory Objectives and Requirements

i. 75% of Families Assisted Are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	150
49%-30% Area Median Income	147
Below 30% Area Median Income	141
Total Local, Non-Traditional Households Admitted	438

ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)

FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	2,564	2,209	0	4,773	36%
2 Person	466	1,939	0	2,405	18%
3 Person	354	2,014	0	2,368	18%
4 Person	284	1,629	0	1,913	14%
5 Person	350	1,591	0	1,941	14%
6+ Person	0	0	0	0	0%
TOTAL	4,018	9,382	0	13,400	100%

* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" given above:

N/A

MIX OF FAMILY SIZES SERVED (in Plan Year)

FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	36%	10,307	50%	14%
2 Person	18%	4,247	20%	2%
3 Person	18%	2,709	13%	-5%
4 Person	14%	1,851	9%	-5%
5 Person	14%	940	4%	-10%
6+ Person	0%	739	4%	4%
TOTAL	100%	20,793	100%	0%

- ** The "Baseline Mix Percentage" figures given in the "Mix of Family Sizes Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.
- ^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.
- ^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

Variances of more than 5% between the Plan Year and Baseline Year shown in the table above are primarily attributed to past methodology, where HUD approved AH to use bedroom sizes, instead of family sizes, to establish the baseline and subsequent household served counts because AH was unable to collect family size counts because of operating agreements with contracted property managers of its public housing communities.

After renewing operating agreements, AH has since collected and reported this information by family size. Nonetheless, AH acknowledges that the alternate methodology, using bedroom sizes for the baseline, establishes an inaccurate representation of AH households served, but it does include reasonable assumptions and projections. Consequently, AH will continue to show an annual variance because the alternate methodology "blends" two data sources.

Unfortunately, any changes to "correct" the methodology would negatively affect AH's comparable mix baseline in such a way that AH would lose households. In addition to the alternate methodology, AH submits that other contributing factors to variances of more than 5% for the following family sizes may include:

- 1-Person Family: AH attributes the change in this category to "right-sizing" over-housed families because of RAD conversions, which required some relocation, "shrinking" families over time, and the availability of these units. This increases AH's ability to house 1-person families.
- 5-Person Family: AH attributes the change in this category to "shrinking" families assisted by AH as well as "right-sizing" efforts of over-housed families.

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY (NAME and NUMBER)	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF- SUFFICIENCY
Earned Income Disregard/AW.2005.02	529	Elderly and Non-Elderly Disabled persons with earned income
	0	<i>(Households Duplicated Across MTW Activities)</i>
	529	Total Households Transitioned to Self- Sufficiency

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.



III. PROPOSED MTW ACTIVITIES: HUD Approval Requested

“All proposed MTW activities that were granted approval by HUD are reported in Section IV as ‘Approved Activities’.”

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IV. APPROVED MTW ACTIVITIES: HUD Approval Previously Granted

A. Implemented Activities

AH's MTW Activities				
Activity ID		Activity Name	Page	MTW Authorization(s) AH's Attachment D
AW	2005.01	\$125 Minimum Rent	51	Section I.O: General Conditions; setting rents and term limits
AW	2005.02	Earned Income Disregard	52	Sections I.O and VII.A.4: General Conditions and . . . Authorized to Create its own HCV Program
AW	2005.03	Work / Program Requirement	53	Section I.O: General Conditions Section IV: Self-Sufficiency/Supportive Services
HC	2005.04	Enhanced Inspection Standards	54	Section VII: Establishment of HCV Program
HD	2005.05	Good Neighbor Program II	56	Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility
HD	2005.06	Human Development Services	57	Section IV: Self-Sufficiency/Supportive Services Section V: Single-Fund Budget with Full Flexibility
PH	2005.07	4-to-1 Elderly Admissions	58	Section III: Occupancy Policies Section IV: Self-Sufficiency/Supportive Services
SH	2005.09	Develop Alternate and Supportive Housing Resources	59	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
RE	2005.10	Revitalization Program	61	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process

AH's MTW Activities				
Activity ID		Activity Name	Page	MTW Authorization(s) AH's Attachment D
RE	2005.11	Gap Financing	62	Second Amendment, Section 2: Use of MTW Funds Second Amendment, Section 3: Reinstatement of "Use of MTW Funds" Implementation Protocol
HC	2006.01	AH Submarket Payment Standards	63	Section VII: Establishment of HCV Program
RE	2006.02	HomeFlex Site-Based Administration	64	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
HC	2007.01	Re-engineering the Housing Choice Voucher Program	66	Section V: Single-Fund Budget with Full Flexibility Section VII: Establishment of HCV Program Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
RE	2007.03	Comprehensive Homeownership Program	67	Section V: Single-Fund Budget with Full Flexibility
RE	2007.04	HomeFlex as a Strategic Tool	68	Section V: Single-Fund Budget with Full Flexibility Section VII.B: Simplification of the Process to Project-Base Section 8 Vouchers Section VII.C: Simplification of the Development and Redevelopment Process
AW	2008.01	Rent Simplification / AH Standard Deductions	70	Section I.O: General Conditions
HC	2008.02	Leasing Incentive Fee	72	Section VII: Establishment of HCV Program
PH	2008.03	Energy Performance Contracting	73	Section IX: Energy Performance Contracting

AW.2005.01 - \$125 MINIMUM RENT

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

In response to budget constraints and identifying opportunities for program participants to contribute toward sustaining subsidized housing assistance and paying their “fair share,” AH utilized MTW Authorizations Section I.O under Attachment D of its Amended and Restated MTW Agreement to increase the minimum rent to \$125 per month.

The rent increase was effective October 1, 2004 (FY 2005) and applicable to all rental assistance programs. AH defines exempt households as all members of the household that meet the definition of elderly or non-elderly disabled adult and have a fixed, stable income source, such as Social Security, Social Security Disability Insurance (SSDI/SSI), employment pension, Veterans Affairs Benefits, or similar fixed income sources. Households meeting the exclusionary definitions are exempt from the application of the minimum rent and continue to pay income-based rent or 30% of their adjusted gross income.

AH’s housing policies extend to all properties under AH’s portfolio, including sites that are managed by professional property management agents. These include public housing, Mixed (mixed-finance, mixed-income), and HomeFlex communities offered under public-private partnerships. Management agents at those sites are responsible for implementing AH housing policies. AH conducts periodic site visits and consults with management representatives, as well as requests and reviews management reports for compliance while offering training opportunities with respect to property operations, compliance, and financial oversight.

CE #5: Increase in Agency Rental Revenue - \$125 Minimum Rent				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Household Contributions Towards Housing Assistance (increase).	Household contributions prior to implementation of the activity (in dollars).	Expected household contributions after implementation of the activity (in dollars).	Actual household contributions after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Monthly minimum rent = \$25	Expected monthly minimum rent = \$125	Actual monthly minimum rent = \$125	Exceeds Benchmark
	Total Households Paying <i>Only</i> the Minimum Rent = 2,272	Expected Households Paying <i>Only</i> the Minimum Rent = 1,055	Actual Households Paying <i>Only</i> the Minimum Rent = 1,129	
	Total Annual Agency Rental Revenue prior to implementation of the activity:	Expected Annual Agency Rental Revenue after implementation of the activity:	Actual Annual Agency Rental Revenue after implementation of the activity:	
\$ 681,600	\$ 1,582,500	\$ 1,693,500		

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not have any challenges.

AW.2005.02 – EARNED INCOME DISREGARD

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to encourage older person and non-elderly disabled households to maintain engagement in their community, increase self-sufficiency levels of program participants on fixed, stable sources of income, and improve the quality of life of its program participants. Therefore, AH utilizes MTW Authorizations Section I.G and I.O: General Conditions under Attachment D of its Amended and Restated MTW Agreement to disregard earned income from employment earned by elderly or non-elderly disabled adults.

Incentivizing persons whose primary source of income meets the definition of fixed, stable income to return to the workforce accomplishes the priorities of this activity. Fixed, stable income includes income from a verifiable plan such as Social Security, Social Security Disability Insurance (SSDI/SSI), employment pension, Veterans Affairs Benefits, and similar fixed income sources.

In instances where the annual fixed income is not the primary source of income, AH, at its discretion, may establish a limit on the amount of disregarded earned income; therefore, earned income from employment not treated as disregarded income is included in the annual household income calculation for the Total Tenant Payment amount. This activity complements AH's Aging Well strategy.

SS #8: Households Transitioned to Self Sufficiency - Earned Income Disregard				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of Households Transitioned to Self-Sufficiency: Non-Elderly Disabled (NED) and Elderly Households (HHs) Reporting Earned Income (increase).	Number of Non-Elderly Disabled (NED) Households = Unk	Expected number of NED HHs = 226	Actual number of NED HHs = 170	Exceeds Benchmark
	Number of Elderly HHs = Unk	Expected number of Elderly HHs = 155	Actual number of Elderly HHs = 359	
	Total Number of NED and Elderly Households with Earned Income prior to implementation of the activity is: Unk	Expected Number of NED and Elderly Households with Earned Income after implementation of the activity is: 381	Actual Number of NED and Elderly Households with Earned Income after implementation of the activity is: 529	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not have any challenges.

AW.2005.03 – WORK/PROGRAM REQUIREMENT

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH believes that the primary paths to self-sufficiency are work and education – a perspective supported by evidence-based studies. As such, and in line with our goal of positioning our families for success, AH designed a work/program requirement by utilizing MTW Authorizations Section I.H: General Conditions and Section IV: Self-Sufficiency/Supportive Services under Attachment D of its Amended and Restated MTW Agreement.

Under this activity, AH requires all program participants to contribute towards their housing by being actively engaged in education or employment activities. Therefore, work-abled Head of Household (HoH) program participants (18 – 61) and other adult household members are required to maintain continuous employment, and minor household members must maintain full-time enrollment in primary, secondary, or post-secondary school. Minors not meeting the school enrollment requirement must meet the full-time employment requirement as a condition of the household to continue receiving rental assistance. Individuals who meet the work-able definition by age but are unable to meet the education or employment requirement because of a disability, must be verified.

AH may grant rent relief for program participants for employment terminations beyond the participant's control; otherwise, participants have 60 days to comply with the requirement unless an exemption applies. AH refers non-compliant households to community resources that link them to education, employment, training, and related services to help individuals become compliant.

AH realizes that many program participants work in the Service Industry, such as food and beverage, hospitality, personal care, and retail jobs. These jobs usually base staffing on algorithms that factor in prior year data along with the season, which are used by employers to plan current schedules. Based on this realization, AH aligned the required hours of employment to emulate scheduling practices of many employers by modifying its work requirement from 30 hours per week to an average of 20 hours per week.

SS #8: Households Transitioned to Self Sufficiency - Work/Program Requirement				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Households Meeting or Maintaining Program Compliance including Households Assisted by AH's Human Development Services (HDS) Team	Households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) prior to implementation of the activity (number). This number may be zero.	Expected households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Actual households transitioned to self sufficiency (<<PHA definition of self-sufficiency>>) after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Target or workforce households (18-61 years old) = Unk Households reporting employment = Unk	Expected Target Households = 8,259 Expected households reporting employment = 5,368	Actual Target Households = 8,136 Actual households reporting employment = 5,523	Exceeds Benchmark
	Total Percent of Target or Workforce Households meeting Work/Program Requirement prior to implementation of the activity is: 0%	Expected Percent of Target or Workforce Households meeting Work/Program Requirement after implementation of the activity is: 65%	Actual Percent of Target or Workforce Households meeting Work/Program Requirement after implementation of the activity is: 68%	
<i>Weighted Compliance Rate</i>	<i>N/A</i>	<i>65%</i>	<i>69%</i>	

iii. Actual Non-Significant Changes

AH continues to monitor employment practices to ensure alignment of the required program employment hours, the scheduling practices of employers, and the compliant family counts.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not have any challenges.

HC.2005.04 – ENHANCED INSPECTION STANDARDS

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

In response to AH's competitive service jurisdiction, AH regularly reviews inspection processes and procedures to improve the delivery of affordable housing to all program participants. AH utilized MTW Authorizations in Section VII: Establishment of Housing Choice Voucher Program under Attachment D of its Amended and Restated MTW Agreement to implement a more aggressive enforcement of higher standards to achieve higher health and safety standards for both housing partners and program participants to receive and maintain rental assistance.

A portion of AH’s inspection efforts focuses on considering updated materials and building codes. Another portion focuses on aligning standards and timeline expectations that emulate industry best practices and, as appropriate, private rental market practices to reduce administrative burdens. These cited efforts enhance property eligibility criteria for single family, multiplexes (2 to 4 units), and commercial units (5 units or larger) while eliminating the requirement for property owners to provide gas certifications at the initial inspection.

Other enhancements include pre-contract assessments, initial inspections for property inclusion onto the rental assistance program, annual property and unit inspections, and quality control inspections. AH may also conduct special inspections related to health and safety issues as initiated by program participants, property owners/housing partners, or community neighbors.

This activity includes revision to the Site and Vicinity standards from a 6-door radius (front-back-left-right) to a 1-door radius. This standard clearly defines unit eligibility for both property owners/housing partners and program participants, as well as increases the housing stock for AH’s tight and very competitive affordable rental market.

HC #1: Additional Units of Housing Made Available - Enhanced Inspection Standards				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Housing Units Made Available for Households at or below 80% Area Median Income (AMI) as a Result of Enhanced Inspection Policy (increase)	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Total number of quality Housing Choice Voucher (HCV) units = Unk	Expected number of quality HCV units = 9,361	Actual number of quality HCV units = 9,513	Exceeds Benchmark
	Percent of quality Housing Choice Voucher (HCV) units inspected = Unk	Expected percent of quality HCV units inspected = 98%	Actual percent of quality HCV units inspected = 99%	
	Total Number of Quality Subsidized Units for Households ≤80% AMI prior to implementation of the activity is: N/A	Expected Number of Quality Subsidized Units for Households ≤80% AMI after implementation of the activity is: 9,174	Actual Number of Quality Subsidized Units for Households ≤80% AMI after implementation of the activity is: 9,369	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

AH continued to work diligently to dispel rumors and myths regarding voucher holding families in its outreach efforts to attract new property owners to and retain existing ones on its HCV Program. Ongoing solutions continue to include outreach efforts and innovative strategies such as AH’s Leasing Incentive Fees (LIFs) and Property Protection (P2) Program to promote comfort and ease among current and future housing partners while engaged with AH’s HCV Program.

HC.2005.05 – GOOD NEIGHBOR PROGRAM II

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

Because of AH's plans to create mixed-income properties that would require the relocation of existing residents to other communities, AH felt the need to design this activity to help prepare low-income families to succeed in low-poverty neighborhoods. AH utilizes MTW Authorizations Sections IV: Self-Sufficiency/Supportive Services and V: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to establish a referral-based program to educate and prepare affected participants. Program curriculum includes living outside of public housing in market rent, mixed-income, and privately owned housing communities.

Since the program's inception, the Good Neighbor Program (GNP) II has evolved its curriculum to include training on the roles and responsibilities of being a good neighbor once families become program participants. The program also highlights three "real life" issues: 1) Conflict Resolution and Problem Solving, 2) Community Expectations, and 3) Placing a High Value on Lifelong Education.

Neighbors, property owners/managers, housing partners, and other community interest groups/individuals can refer AH-assisted families to GNP for training on tenant-landlord relationships, self-reliance and personal responsibility, civic responsibilities and engagement, obligations and responsibilities of assisted families, and similar topics in being a good neighbor. Further, GNP serves as a voluntary training program for youth and interested stakeholders. Referred families must complete this program for continued assistance, and families that exceed the referral-threshold may lose their rental assistance.

SS #5: Households Assisted by Services that Increase Self Sufficiency - Good Neighbor Program II				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of New Housing Choice Voucher (HCV) Program Admissions Completing Good Neighbor Program (GNP) Services through Martin Luther King Sr. Community Resources Collaborative (MLKSCRC)	Total number of new HCV Program admissions referred for GNP services = 0	Expected number of new HCV Program admissions referred for GNP services = 1,260	Actual number of new HCV Program admissions referred for GNP services = 548	Benchmark Not Achieved
	Percent of new HCV Program admissions completing GNP services = 100%	Expected percent of new HCV Program admissions completing GNP services = 100%	Actual percent of new HCV Program admissions completing GNP services = 121%	
	Total Number of New HCV Households Completing GNP Services prior to implementation of the activity is: 0	Expected Number of New HCV Households Completing GNP Services after implementation of the activity is: 1,260	Actual Number of New HCV Households Completing GNP Services after implementation of the activity is: 668*	

*Includes carryover households from the previous fiscal year and "referred" households to become compliant with their lease.

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

A portion of the fiscal year was affected by pandemic protocols, which influenced program admissions and terminations. Therefore, AH did not have as many admissions and subsequent referrals as expected. AH anticipates resuming to normal admission processes as pandemic protocols end.

HD.2005.06 – HUMAN DEVELOPMENT SERVICES

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH continually searches for community resources to assist program participants. Along this vein, AH utilizes MTW Authorizations Sections IV: Self-Sufficiency/Supportive Services and V: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to leverage agency resources and require full participation of all AH-assisted families referred to Human Development Services (HDS).

Required participation of referred families maximizes outcomes to link self-sufficiency and supportive services programming to its program participants and since inception of this activity, AH expanded its service provider network to more than 125 organizations that address a broad spectrum of training and social services for work-able, senior, and disabled families.

Two Family Self-Sufficiency (FSS) Program Coordinators are assigned to HDS to assess the specific needs of the whole family in support of working-aged adults (18 – 61) entering or returning to the workforce for the first time or after an extended period (six months or longer) of unemployment.

SS #5: Households Assisted by Services that Increase Self Sufficiency - Human Development Services				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total Housing Choice Voucher (HCV) Program Households Receiving Services through the Human Development Services (HDS) Program (AH's Family Self-Sufficiency (FSS) Program)	Households receiving self sufficiency services prior to implementation of the activity (number).	Expected number of households receiving self sufficiency services after implementation of the activity (number).	Actual number of households receiving self sufficiency services after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Total HCV Program household (HH) count = Unk	Expected HCV Program HH count = 9,173	Actual HCV Program HH count = 9,513	Benchmark Not Achieved
	Percent of HCV Program HHs enrolled in HDS Program = 0%	Expected percent of HCV Program HHs enrolled in HDS Program = 2.75%	Actual percent of HCV Program HHs enrolled in HDS Program = 1.4%	
	Total Number of HCV Program HHs Enrolled in HDS Program prior to implementation of the activity is: NR	Expected Number of HCV Program HHs Enrolled in HDS Program after implementation of the activity is: 252	Actual Number of HCV Program HHs Enrolled in HDS Program after implementation of the activity is: 136	

iii. Actual Non-Significant Changes

This activity’s focus captures participant enrollment in AH’s Human Development Services (HDS) Program comprising self-sufficiency activities offered by AH’s HDS partners.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This is a voluntary program. AH resumed in-person case management to improve outcomes.

PH.2005.07 – 4-TO-1 ELDERLY ADMISSION

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

The intent of this MTW Activity is to create an optimal mix of elderly (62+), near-elderly (55 – 61), and non-elderly, disabled adults in AH-Owned communities. Therefore, AH utilizes MTW Authorizations Sections III: Occupancy Policies and IV: Self-Sufficiency/Supportive Services and V: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to create an admission preference for defined applicants.

Under this MTW Activity, management agents are required to admit four elderly or near elderly applicants before the community admits one non-elderly, disabled applicant from their respective site-based waiting list to create a healthy diverse population that helps to improve the quality of life for all residents. Moreover, because of the mix it improves the complex social issues when mixing seniors with younger residents at AH-Owned communities. This preference also creates an assortment of services and resources accessible to all residents, regardless of age or ability, to engage in and improve the aging process.

HC #4: Displacement Prevention - 4-to-1 Elderly Admissions				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households at or below 80% AMI that would lose assistance or need to move (decrease). If units reach a specific type of household, give that type in this box.	Households losing assistance/moving prior to implementation of the activity (number).	Expected households losing assistance/moving after implementation of the activity (number).	Actual households losing assistance/moving after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Placement of 4 Elderly Program Admissions before Placement of 1 Non-Elderly Disabled (NED) Program Admission at AH-Owned Communities	Number of new elderly admissions at AH-Owned Units = Unk	Expected number of new elderly admissions to AH-Owned Units = 222	Actual new elderly admissions to AH-Owned Units = 44	Benchmark Not Achieved
	Number of new NED admissions at AH-Owned Units = Unk	Expected number of new NED admissions at AH-Owned Units = 56	Actual new NED admissions to AH-Owned Units = 120	
	Total Admissions Ratio of New Elderly-to-New NED Households (HHs) at AH-Owned Units prior to implementation of the activity is: NR	Expected Admissions Ratio of New Elderly-to-New NED HHs at AH-Owned Units after implementation of the activity is: 4 : 1	Actual Admissions Ratio of New Elderly-to-New NED HHs at AH-Owned Units after implementation of the activity is: 0.4 : 1	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Challenges under this activity include having enough elderly applicants on the waiting lists. Solutions include reviewing this activity for modification or close out in FY 2024.

SH.2005.09 – DEVELOPING ALTERNATE AND SUPPORTIVE HOUSING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005.

ii. Description/Impact/Update

Originally, this activity supported AH allocating vouchers to help supportive housing communities and worked to support new supportive housing developments for senior and disabled population groups. AH utilizes MTW Authorizations Sections V.A.2.f, Section VII.A, and Section VII.B.1-3 under Attachment D of its Amended and Restated MTW Agreement to earmark resources for alternative housing initiatives.

The intent of this activity continues to focus on targeting and assisting chronically homeless families, particularly those with mental disabilities inappropriately housed in AH-Owned communities, which lack on-site supportive services to meet residents' unique needs.

The last change in this activity merged Developing Alternative Housing Resources and Developing Supportive Housing into this current activity, where the original concept and focus remains intact, which are homeless assistance programs and supportive services, non-targeted, or mainstream programs. This activity supports Home Again, AH's short-term housing assistance

and other tenant-based and project-based assistance programs designed to help families avoid homelessness or combat chronic or extended periods of homelessness.

HC #1: Additional Units of Housing Made Available - Developing Alternate and Supportive Housing Resources				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of New Supportive Housing Units Made Available for Households (HHs) at or below 80% AMI as a result of the activity (increase). Specific HHs Include Non-Elderly Disabled and Veterans.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Supportive housing units assisted under HomeFlex HAVEN = 0	Supportive housing units assisted under HomeFlex HAVEN = 606	Supportive housing units assisted under HomeFlex HAVEN = 628	Benchmark Not Achieved
	Supportive housing units assisted with AH's Special Vouchers Program (SVP): COVID Rapid Support Housing Program (CRSHP) = 0 FLOW = 0 Integrated Care Permanent Supportive Housing (ICPSH) = 0 RISE II = 0	Supportive housing units assisted with AH's SVPs: CRSHP = 90 FLOW = 473 ICPSH = 29 RISE II = 19	Supportive housing units assisted with AH's SVPs: HAVEN CoC = 483	
	Homeless Atlanta Public Schools households assisted with Special Voucher Program for Homeless Students = 0	Homeless APS students assisted with SVPHS vouchers = 68	Homeless APS students assisted with SVPHS vouchers = 63	
	Total Number of New Supportive Housing Units Made Available for HHs at or Below 80% AMI prior to implementation of the activity is: 0	Expected Number of New Supportive Housing Units Made Available for HHs at or Below 80% AMI after implementation of the activity is: 1,285	Actual Number of New Supportive Housing Units Made Available for HHs at or Below 80% AMI after implementation of the activity is: 1,174	

iii. Actual Non-Significant Changes

AH combined several of its Special Vouchers Programs (SVPs) to create the HAVEN Continuum of Care Voucher (HAVEN CoCV) Program during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The challenges for this activity continue to be the availability of 1- and 2-bedroom units for this population group. As a solution, AH combined several of its Special Vouchers Programs (SVPs) to alleviate administrative burdens and get this population housed faster.

RE.2005.10 – REVITALIZATION PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to reposition its public housing properties into economically sustainable sites and to revitalize amenity poor communities through investment to help make such communities amenity-rich and first choice areas in which to live, work, and play. Therefore, AH utilizes MTW Authorizations Sections III.A.3 Occupancy Policies – General Occupancy Policies, V.A.2.b Funding Issues Single-Fund budget with Full Flexibility, and Attachment G – Good Cause Justification, as well as other previously identified MTW Authorizations under Attachment D of its Amended and Restated MTW Agreement to explore and enter into agreements aligned with its neighborhood revitalization or affordable housing strategies.

Although AH's primary focus has been on repositioning its public housing portfolio and adding affordable units to the housing stock, AH maintains a strong interest in becoming a catalyst for community revitalization by generating innovative revitalization ideas and plans for future consideration in commercial business ventures that support revitalization initiatives to stabilize local neighborhoods starving for reintegration into the surrounding community. AH's commercial facilities are consistent with the objectives and ideas proposed in past plans, which include building affordable housing units and offering retail and commercial ventures in areas with great recreational facilities, high performing schools and close to transportation to incorporate into AH's Revitalization Program, which may include AH-ownership of retail and commercial facilities to initiate revitalization.

HC #1: Additional Units of Housing Made Available - Revitalization Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
Number of new housing units made available for households (HHs) at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Number of revitalization projects achieving a financial closing = Unk	Expected number of revitalization projects achieving a financial closing = 13	Actual number of revitalization projects achieving a financial closing = 1	Benchmark Not Achieved
	Additional housing units added by revitalization projects = Unk	Expected additional housing units added by revitalization projects = 1,402	Actual additional housing units added by revitalization projects = 212	
	Percent of affordable housing units included in revitalization projects = Unk	Expected percent of affordable housing units included in revitalization projects = 50%	Actual percent of affordable housing units included in revitalization projects = 54%	
	Total Number of Affordable New Housing Units for HHs at or Below 80% AMI prior to implementation of the activity is:	Expected Number of Affordable New Housing Units for HHs at or Below 80% AMI after implementation of the activity is:	Actual Number of Affordable New Housing Units for HHs at or Below 80% AMI after implementation of the activity is:	
	2,720	701	114	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Challenges under this activity continue to include construction cost increases, supply chain issues, and staffing shortages that contributed to AH not achieving its benchmark. Possible solutions for this activity include, monitoring project timelines closely, using that information to improve AH's project pipeline formula, focusing AH on "controllable" activities such as self-development projects or identifying "shovel-ready" projects on AH-Owned parcels.

RE.2005.11 – GAP FINANCING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2005. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to facilitate financial closings in development projects associated with adding affordable units to the housing stock and repositioning its public housing properties, which AH presumed to include finding other financial funding vehicles. As a result, AH utilizes MTW Authorizations Sections V.A.2 and V.A.2.b for all MTW-eligible activities and all other previously identified MTW Authorizations under Attachment D of its Amended and Restated MTW Agreement to explore and apply gap financing strategies consistent with AH's Real Estate Development Strategy or AH's vision, mission, or current business model.

Real estate projects are about timing and location and without the ability to fund or co-invest, AH would miss location and other opportunities, or be faced with delays and extended timelines that both contribute to increased costs. These actions are contradictory to spending federal dollars effectively and efficiently and limits AH's ability to increase housing choices for targeted families.

Since this activity's implementation, AH's primary focus has been on repositioning its public housing portfolio and adding affordable units to the housing stock. Because of this intense focus, AH did not feature many of the various financing components beyond facilitating financial closings. However, AH intended to issue construction loans, not to exceed 5 years duration, to development partners as both a revenue stream to AH and to expedite the development of new affordable housing opportunities. As AH continues to acquire and revitalize communities in accordance with its vision, mission, and current business model, such activities require access to short-term funding for the innovative revitalization ideas and plans to transform amenity-poor communities into amenity-rich communities and first choice areas, where families can live, work, and play.

HC #1: Additional Units of Housing Made Available - Gap Financing				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number of co-investment projects achieving a financial closing = Unk	Expected number of co-investment projects achieving a financial closing = 4	Actual number of co-investment projects achieving a financial closing = 0	Benchmark Not Achieved
	Total number of additional housing units by co-investment projects = Unk	Expected number of additional housing units by co-investment projects = 802	Actual number of additional housing units by co-investment projects = 0	
	Percent of affordable housing units included in co-investment projects = Unk	Expected percent of affordable housing units included in co-investment projects = 50%	Actual percent of affordable housing units included in co-investment projects = 0%	
	Total Number of Affordable New Housing Units for households at or Below 80% AMI prior to implementation of the activity is:	Expected Number of Affordable New Housing Units for households at or Below 80% AMI after implementation of the activity is:	Actual Number of Affordable New Housing Units for households at or Below 80% AMI after implementation of the activity is:	
2,720	401	0		

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The primary issues preventing achievement of the benchmark include planned financial closings that experienced delayed approvals beyond FY 2023. AH continued to refine its Real Estate forecast to better predict the timing of financial closings with greater accuracy.

HC.2006.01 – ATLANTA HOUSING SUBMARKET PAYMENT STANDARDS

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2006. Activity amended in FY 2016.

ii. Description/Impact/Update

AH utilizes MTW Authorizations Sections VII.A.14 and 19 and VII.B.4.6 under Attachment D of its Amended and Restated MTW Agreement to adjust and determine Fair Market Rents (FMRs) or structure such for Housing Choice Voucher assistance or initiatives.

In FY 2022, AH updated its submarket payment standards based on market studies that expanded the schedules to 24 submarkets. These new payment standards and submarket additions build reflect changes in Atlanta’s real estate market since 2016 and 2007 before that, when activity originally identified seven submarkets within AH’s service jurisdiction.

AH consulted with an independent entity to develop its own Payment Standards and implemented separate payment standard schedules for each identified submarket upon the establishment of new Housing Assistance Payment (HAP) contracts during the recertification period.

By aligning its payment standards with actual single-family residential rental costs at the census tract level, AH does not skew market rents for a neighborhood by the subsidy paid. In addition, the realignment of the rents allows AH better management of its subsidy allocation, which permits AH to provide more housing opportunities in low-poverty and less impacted areas.

HC #5: Increase in Resident Mobility - AH Submarket Payment Standards				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity (by Census Tract [CT]) as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number of Housing Choice Voucher (HCV) Program families = Unk	Expected number of HCV Program families = 9,132	Actual number of HCV Program families = 9,513	Exceeds Benchmark
	Percent of HCV families choosing a low-poverty or area of opportunity = Unk	Expected percent of HCV families choosing a low-poverty or area of opportunity = 20.1%	Actual percent of HCV families choosing a low-poverty or area of opportunity = 22%	
Total number of HCV Families Choosing a Low-Poverty or Area of Opportunity (by CT) prior to implementation of the activity is: Unk	Expected number of HCV Families Choosing a Low-Poverty or Area of Opportunity (by CT) after implementation of the activity is: 1,940	Actual number of HCV Families Choosing a Low-Poverty or Area of Opportunity (by CT) after implementation of the activity is: 2,091		

iii. Actual Non-Significant Changes

This activity did not have any significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not have any challenges.

RE.2006.02 – HOMEFLEX SITE-BASED ON-SITE ADMINISTRATION

i. Plan Year Approved, Implemented, Amended

Activity approved in FY 2006 and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to eliminate duplicated administrative processes, eligibility determinations, and resident screening at AH’s HomeFlex (AH’s MTW Project-Based Rental Assistance Program) communities.

By utilizing MTW Authorizations Sections V: Single-Fund Budget with Full Flexibility, VII.A: AH is Authorized to Create its own Housing Choice Voucher Program, VII.B: Simplification of the Process to Project-Base Section 8 Vouchers and VII.C: Demonstration Program on Project-Based Financing under Attachment D of its Amended and Restated MTW Agreement to streamline project-basing activities.

Since activity implementation, HomeFlex Agreement terms with private property owners have increased from two to 20 years. The owner entities and their professional management agent have full responsibility for performing all site-based administration tasks for the property, which is subject to AH inspections and reviews, for administrative and programmatic functions carried out in connection with admissions and occupancy procedures relating to HomeFlex assisted units.

Initially, AH introduced this activity to launch a homeless demonstration program and a supportive housing program for persons with developmental disabilities and chronic mental illness at seven privately owned communities, where the property owner engaged a third-party supportive service provider to provide ongoing supportive services for target participants for a minimum of two years. AH has since merged the homeless portion of the activity under RE.2007.04 – HomeFlex as a Strategic Tool.

CE #6: Reducing Per Unit Subsidy Cost for Participating Households				
HomeFlex Site-Based On-Site Administration				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Average monthly Housing Choice Voucher (HCV) subsidy payment = Unk	Average monthly HCV subsidy payment = \$771	Average monthly HCV subsidy payment = \$1,015.50	Exceeds Benchmark
	Average monthly HomeFlex (HFX) subsidy payment = Unk	Average monthly HFX subsidy payment = \$588	Average monthly HFX subsidy payment = \$706.50	
	Section 8 Subsidy Savings with HomeFlex Compared to Conventional Housing Choice prior to implementation of the activity is \$0/household	Expected Section 8 Subsidy Savings with HomeFlex Compared to Conventional Housing Choice after implementation of the activity is \$183/household	Actual Section 8 Subsidy Savings with HomeFlex Compared to Conventional Housing Choice after implementation of the activity is \$309/household	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period; however, AH may consider modifying, re-proposing, or closing out this activity in the future because of its specificity and AH’s heavy reliance on its Submarket Payment Standards.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not have any challenges.

HC.2007.01 – RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity to take advantage of cost efficiencies that effectively streamline AH's Housing Choice Voucher (HCV) Program processes. Therefore, AH utilizes MTW Authorization Section VII.A: Establishment of HCV Program – AHA is authorized to create its own HCV Program. under Attachment D of its Amended and Restated MTW Agreement to develop new policies and procedures in the administration of its HCV Program.

Originally, AH sought to move closer to a paperless, state-of-the-art, client-focused, self-servicing program, where the key areas focused on and continue to include organizational structure, systems and processes, training and capacity building, customer service delivery, and state-of-the-art technology. Since implementation of this activity, AH replaced paper files with electronic files and e-copied all permanent documents, created an online portal for property owners, and created a call center to improve customer service response times. Other re-engineering innovations implemented under this activity include measures designed to enhance and streamline core-business processes and related policies, procedures, and business documents.

AH reviews its core business processes and operating policies annually to keep them aligned with industry best practices and, as appropriate, to emulate them to private sector business practices. Through these reviews and alignments, AH can eliminate or reduce administrative steps that delay or elongate lease-ups, which burdens the process times while outlining family obligations for program participants. In FY 2016, AH created a Landlord Advisory Group to examine processes and procedures with the goal of ensuring that privately owned housing options remain available and affordable to AH's primary client base – low-income families.

CE #1: Agency Cost Savings - Reengineering the Housing Choice Voucher Program				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Average amount of Section 8 and/or 9 subsidy (or local, non-traditional subsidy) per household affected by this policy in dollars (decrease).	Average subsidy per household affected by this policy prior to implementation of the activity (in dollars).	Expected average subsidy per household affected by this policy after implementation of the activity (in dollars).	Actual average subsidy per household affected by this policy after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Number of Atlanta Tenant-Based Voucher (TBV) families = 9,167	Expected number of TBV families = 9,173	Actual number of TBV families = 10,838	Benchmark Not Achieved
	HCV overhead total = \$12,000,000	Expected HCV overhead total = \$7,987,722	Actual HCV overhead total = \$11,906,897	
	Average Monthly Subsidy per Atlanta TBV Household affected by this policy prior to implementation of the activity is \$1,309	Expected Average Monthly Subsidy per Atlanta TBV Household affected by this policy after implementation of the activity is \$871	Actual Average Monthly Subsidy per Atlanta TBV Household affected by this policy after implementation of the activity is \$1,099	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

The COVID-19 pandemic required action to protect the safety of existing and prospective program participants and may have increased operational costs. AH continues to review possible strategies to lower per unit costs in the delivery of the Housing Choice Voucher Program.

RE.2007.03 – COMPREHENSIVE HOMEOWNERSHIP PROGRAM

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

AH introduced this activity through utilization of MTW Authorization Section V.A: Single-Fund Budget with Full Flexibility under Attachment D of its Amended and Restated MTW Agreement to establish a Homeownership Program to increase homeownership opportunities for low-to-moderate-income families and promote homeownership opportunities in healthy, mixed-income communities through the following approach:

- Provision of a subordinated mortgage loan to qualified households that earn up to 80 percent (may increase up to 115 percent based on funding source[s]) of the area median income (AMI), are first-time homebuyers and purchase within the city of Atlanta. The subordinated mortgage loan is a one-time assistance product for a 10-year period, and forgivable at 20% annually (in years 6 through 10).

Originally, AH sponsored a conventional Housing Choice Voucher (HCV) Homeownership Program (circa 2002 – 2009) that provided monthly mortgage payment assistance to qualified, AH-assisted program participants purchasing a home under the terms of the HCV Homeownership Program. AH suspended this homeownership program (circa 2009), primarily because AH was unable to get solid lender participation in this program. During its active period, AH assisted 88 voucher participants in becoming homeowners under the HCV Homeownership Program and continues to provide monthly support under the original terms to the last 14 families.

As developed, AH provides a one-time Down Payment Assistance (DPA) award to eligible, first-time homebuyers after satisfactory completion of its homeownership curriculum under its Homeownership Program. The program works with HUD-approved Home Buyer Education Counseling Providers to prepare low-to-moderate-income families to become successful and sustainable homeowners. By limiting assistance to a one-time dollar amount that can be used with other down payment assistance programs, AH's DPA homeownership program maximizes the number of families AH can help, including low-income families beyond program participants.

This activity reduces the single-family unit inventory, which requires more single-family units in the market whether by new construction or by rehabilitation and modernization of existing stock. AH refers prospective homebuyers to its Homeownership Program developed under this activity.

HC #6: Increase in Homeownership Opportunities -

Comprehensive Homeownership Program

Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households that purchased a home as a result of the activity (increase).	Number of households that purchased a home prior to implementation of the activity (number). This number may be zero.	Expected number of households that purchased a home after implementation of the activity (number).	Actual number of households that purchased a home after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number of First Time homebuyers assisted that are or were AH program participants = Unk	Expected number of First Time homebuyers assisted that are or were AH program participants = 3	Actual number of First Time homebuyers assisted that are or were AH program participants = 0	Benchmark Not Achieved
	Number of First Time homebuyers assisted that are <= 80% of Area Median Income = Unk	Expected number of First Time homebuyers assisted that are <= 80% of Area Median Income = 230	Actual number of First Time homebuyers assisted that are <= 80% of Area Median Income = 176	
	Number of Households Assisted with Down Payment Assistance (DPA) Award that purchased a home prior to implementation of the activity is	Expected number of Households Assisted with Down Payment Assistance (DPA) Award that purchased a home after implementation of the activity is	Total number of Households Assisted with Down Payment Assistance (DPA) Award that purchased a home after implementation of the activity is	
0	233	176		

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Home values and interest rates have increased dramatically. In addition, competition from investors and a low inventory continue to make it challenging for first-time homebuyers. AH may evaluate whether an increase the amount of the DPA award as an appropriate solution or incorporate other strategies to help AH achieve future homeownership goals.

RE.2007.04 – HOMEFLEX AS A STRATEGIC TOOL

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2007. Activity not amended since implementation.

ii. Description/Impact/Update

AH innovatively reserves a portion of its Housing Choice Voucher (HCV) funds for units located at market rent properties to increase the number of affordable units available, as well as to increase the housing choices for low-income families. AH's program Project-Based Rental Assistance (PBRA) was an original concept and later rebranded the concept as HomeFlex.

AH utilizes MTW Authorizations Section V.A: Single-Fund Budget with Full Flexibility, Section VII.B: Simplification of the Process to Project-Base Section 8 assistance, Section VII.C: Demonstration Program on Project-Based Financing under Attachment D of its Amended and

Restated MTW Agreement to design its HomeFlex Program through competitive and non-competitive processes.

Project-basing assistance at AH-Owned or privately owned properties continues to be an innovative idea that pays substantial dividends to eligible families, the property owner, and AH. Under this premise, AH provides a subsidy for the rental unit on behalf of the eligible family and the property owner accepts the subsidy payment for the unit pursuant to the HomeFlex Agreement. The assistance remains at the community for the next eligible family to use.

The project-basing theme remains intact, and AH can project base up to 100% rental assistance at communities owned directly or indirectly by AH with or without competition. Therefore, this activity permits AH to exceed the HUD project caps of 25% and 50%, in the case of RAD, and exceed program cap limits, percent increase, project cap limits, and similar limitations outlined under the Housing Opportunities through Modernization Act (HOTMA).

AH may also solicit private developers and owners interested in reserving a percentage of their multifamily rental units for eligible low-income families and accepting monthly project-based assistance (subsidy) in return. It also permits AH to receive and approve solicited and unsolicited proposals from developers and owners of multifamily rental properties outside of AH's service jurisdiction. Such examples may include negotiating intergovernmental agreements with PHAs, local government entities, or non-profit/for-profit organizations interested in reserving a percentage of their multifamily rental units in the Atlanta Metropolitan Statistical Area for eligible low-income families.

HC #1: Additional Units of Housing Made Available - HomeFlex as a Strategic Tool				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of new housing units made available for households at or below 80% AMI as a result of the activity (increase). If units reach a specific type of household, give that type in this box.	Housing units of this type prior to implementation of the activity (number). This number may be zero.	Expected housing units of this type after implementation of the activity (number).	Actual housing units of this type after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number of new HomeFlex (HFX) communities = Unk	Expected number of new HFX communities = 16	Actual number of new HFX communities = 4	Benchmark Not Achieved
	New Standard HomeFlex units = 0		Actual new Standard HomeFlex units = 20	
	New HomeFlex Older Persons units = 0	Expected new Standard HomeFlex units = 276	Actual new HomeFlex Older Persons units = 0	
	New HomeFlex Supportive Housing units = 0		Actual new HomeFlex Supportive Housing units = 48	
	Number of Additional Units of Housing Created prior to implementation of the activity is 0	Expected number of Additional Units of Housing Created after implementation of the activity is 276	Actual number of Additional Units of Housing Created after implementation of the activity is 68	

HC #2: Units of Housing Preserved - HomeFlex as a Strategic Tool				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of housing units preserved for households at or below 80% AMI that would otherwise not be available (increase). If units reach a specific type of household, give that type in this box.	Housing units preserved prior to implementation of the activity (number).	Expected housing units preserved after implementation of the activity (number).	Actual housing units preserved after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number of renewed HomeFlex (HFX) agreements = Unk Renewed Standard HomeFlex units = 0	Expected number of renewed HFX communities = 19	Actual number of renewed HFX communities = 10 Actual renewed Standard HomeFlex units = 197	Benchmark Not Achieved
	Renewed HomeFlex Older Persons units = 0 Renewed HomeFlex Supportive Housing units = 0	Expected renewed Standard HomeFlex units = 1,255	Actual renewed HomeFlex Older Persons units = 522 Actual renewed HomeFlex Supportive Housing units = 49	
	Number of Preserved Units of Housing Created prior to implementation of the activity is 0	Expected number of Preserved Units of Housing Created after implementation of the activity is 1,255	After number of Preserved Units of Housing Created after implementation of the activity is 768	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Challenges to achieving the benchmark include significant increases in market rents and less than projected collaboration with new housing partners. Increases in market rents may jeopardize AH's ability to offer as many affordable units in the future. Nonetheless, AH continues to review possible strategies to create and preserve housing units for its target populations.

AW.2008.01 – RENT SIMPLIFICATION / AH STANDARD DEDUCTIONS

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2008. Activity not amended since implementation.

ii. Description/Impact/Update

AH streamlines the rental calculation operations and increases calculation accuracy by utilizing MTW Authorizations Section I.G and I.H: General Conditions under Attachment D of its Amended and Restated MTW Agreement to simplify the rent calculation and standardized deductions for all rental assistance programs.

Originally, AH utilized HUD standard dependent and medical deductions for eligible households. Through this activity, AH changes requirements to receive the deduction and the deduction amount used to adjust household income in the rent calculation formula.

The table below illustrates the standard deduction and AH's deduction amounts:

Deduction Category	HUD Standard Deduction	AH Standard Deduction
Dependents	\$480	\$750
Elderly and/or Disabled	\$400	\$1,000

AH submits that its standard deduction amounts provide an equitable approach for all assisted families and reduce the intrusive verification of unreimbursed out-of-pocket expenses. These standard deduction amounts add value to the calculation integrity while improving productivity because the standard deductions eliminate the burden of “chasing” receipts and potentially performing multiple calculations once eligible households produce evidence of out-of-pocket expenses. Finally, the standard deductions improve the accuracy of the rental calculation process.

CE #2: Staff Time Savings - Rent Simplification / AH Standard Deductions				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Total time to complete the task in staff hours (decrease).	Total amount of staff time dedicated to the task prior to implementation of the activity (in hours).	Expected amount of total staff time dedicated to the task after implementation of the activity (in hours).	Actual amount of total staff time dedicated to the task after implementation of the activity (in hours).	Whether the outcome meets or exceeds the benchmark.
	Number of Housing Choice Tenant-Based Voucher (TBV) families = 17,338	Expected number of Housing Choice TBV families = 9,173	Actual number of Housing Choice TBV families = 10,838	Benchmark Not Achieved
	Time to process new and annual TBV files = 1.5 hours	Expected time to process new and annual TBV files = 1.0 hours	actual time to process new and annual TBV files = 1.5 hours	
	Total Staff Time Dedicated to the task prior to implementation of the activity is 26,007.0 hours	Expected total Staff Time Dedicated to the task after implementation of the activity is 9,173.0 hours	Actual total Staff Time Dedicated to the task after implementation of the activity is 16,257.0 hours	

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

Challenges of this activity include extended processing times as AH resume post-pandemic operations. AH anticipates resuming normal operations and achieving benchmarks in FY 2024.

AW.2008.02 – LEASING INCENTIVE FEE

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2008. Activity not amended since implementation.

ii. Description/Impact/Update

Living within AH's service jurisdiction is an expensive proposition, even for those households with incomes 20 percent above the Area Median Income (AMI). With this knowledge and understanding that AH was planning long-term revitalization of its housing stock, AH sought to assist program participants and indirectly recruit property owners through incentives to lease their units to families affected by relocation efforts because of HUD-approved demolition of AH-Owned communities.

Since implementation, this activity has evolved to create a faster program move process. AH utilizes MTW Authorizations Section VII.A: Establishment of HCV Program – AHA is authorized to create its own HCV Program under Attachment D of its Amended and Restated MTW Agreement to provide a leasing incentive fee (LIF). In FY 2016, AH provided incentives for both prospective program participants and property owners to work together to find units and submit the Request for Tenancy (RTA) within 30 days of voucher issuance.

The LIF serves to remove or reduce obstacles and barriers preventing low-income families from leasing quality housing in areas of opportunity. Overall, a LIF defrays the cost of application fees, security deposits, and similar out-of-pocket expenses not readily accessible to many voucher-holding families, especially first-time renters. Further, a LIF helps to attract property owners with units in areas of opportunity, which increases both the affordable housing stock and number of housing partners accepting vouchers. Finally, AH offers a LIF to property owners with single-family homes to help increase the housing choices for voucher-holding families. Single-family property owners receive a one-time unit incentive payment each time the single-family unit passes HQS Inspection on the initial visit and then subsequently leases that unit to a voucher-holding family under a new HAP Contract. Single-family property owners may also receive a new contract incentive payment each time the single-family unit passes HQS inspection on the initial visit and then subsequently leases that unit to a voucher-holding family under a new HAP Contract.

HC #5: Increase in Resident Mobility - Leasing Incentive Fee (LIF)				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Number of households able to move to a better unit and/or neighborhood of opportunity as a result of the activity (increase).	Households able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity (number). This number may be zero.	Expected households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Actual increase in households able to move to a better unit and/or neighborhood of opportunity after implementation of the activity (number).	Whether the outcome meets or exceeds the benchmark.
	Number new Housing Choice Tenant-Based Voucher (TBV) Program admissions = Unk	Expected number new Housing Choice TBV Program admissions = 310	Actual number new Housing Choice TBV Program admissions = 632	Exceeds Benchmark
	Number of existing Housing Choice TBV Program moves = Unk	Expected number of existing Housing Choice TBV Program moves = 459	Actual number of existing Housing Choice TBV Program moves = 1,174	
	Total Number of Housing Choice TBV Families able to move to a better unit and/or neighborhood of opportunity prior to implementation of the activity is	Expected Number of Housing Choice TBV Families able to move to a better unit and/or neighborhood of opportunity after implementation of the activity is	Expected Number of Housing Choice TBV Families able to move to a better unit and/or neighborhood of opportunity after implementation of the activity is	
N/A	769	1,806		

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

A tight rental market and escalating rents slowed recruitment of new housing partners.

PH.2008.03 – ENERGY PERFORMANCE CONTRACTING

i. Plan Year Approved, Implemented, Amended

Activity approved and implemented in FY 2008. Activity not amended since implementation.

ii. Description/Impact/Update

Under this activity, AH has leveraged a \$9.1 million Energy Performance Contracting (EPC) loan with MTW funds to modernize its communities by replacing older equipment, fixtures, and systems with newer, energy-efficient, earth craft equipment, fixtures, and systems to enhance the quality of living environments for public housing residents.

AH utilizes MTW Authorization Section IX: Energy Performance Contracting (EPC) under Attachment D of its Amended and Restated MTW Agreement to employ energy conservation and efficiency standards, practices, and improvements to its properties. Through this activity, AH works closely with Johnson Controls in administering its second EPC (FY 2011) to facilitate upgrades at its residential communities and pursue green initiatives with and without MTW funds. Some examples include new heating ventilation and air conditioning (HVAC) systems, energy-efficient windows, doors, upgraded bathrooms with low-flow fixtures, as well as modern light fixtures with compact florescent, LED, or other upgraded lighting sources.

These capital improvements complemented and supplemented funding from the American Recovery and Reinvestment Act (ARRA) renovations begun in FY 2010. AH continues to implement energy conservation measures as necessary when recapitalizing AH-Owned properties converted to project-based voucher units under the RAD Program. Since implementation, the cost savings have been higher than projected and through utilization of this activity, AH can keep up to 50 percent of the costs savings under the EPC, which exceeds the 25 percent threshold allowed for non-MTW PHAs.

CE #4: Increase in Resources Leveraged				
Energy Performance Contracting				
Unit of Measurement	Baseline	Benchmark	Outcome	Benchmark Achieved?
Amount of funds leveraged in dollars (increase).	Amount leveraged prior to implementation of the activity (in dollars). This number may be zero.	Expected amount leveraged after implementation of the activity (in dollars).	Actual amount leveraged after implementation of the activity (in dollars).	Whether the outcome meets or exceeds the benchmark.
	Total Annual Benefits (EPC Savings) = \$333,986 (projected)	Expected EPC Savings = \$833,845	Actual EPC Savings = \$858,861	Exceeds Benchmark
	Adjusted EPC Savings = \$0	Expected Adjusted EPC Savings = \$506,857	Actual Adjusted EPC Savings = \$440,790	
	Percent of savings earmarked for AH = 50%	Expected percent of savings earmarked for AH = 50%	Expected percent of savings earmarked for AH = 50%	
	Total Amount of Funds Leveraged prior to implementation of the activity is:	Expected Amount of Funds Leveraged after implementation of the activity is:	Actual Amount of Funds Leveraged after implementation of the activity is:	
\$ 166,993	\$ 163,494	\$ 241,392		

iii. Actual Non-Significant Changes

This activity did not have any non-significant changes during the reporting period.

iv. Actual Changes to Metrics/Data Collection

This activity did not have any changes to Metrics/Data Collection during the reporting period.

v. Actual Significant Changes

This activity did not have any significant changes during the reporting period.

vi. Challenges in Achieving Benchmarks and Possible Strategies

This activity did not have any challenges.

B. Not Yet Implemented Activities

i. Brief Description of the Approved MTW Activity, Proposed in an Annual MTW Plan, Approved by HUD, and Not Yet Implemented

AH proposed **SH.2022.01 – Choice Neighborhoods Down Payment Assistance Program** specifically for low-income families choosing to own a home within the transforming former University Homes public housing site (renamed Scholars Landing). AH is utilizing a \$30 million Choice Neighborhoods Implementation Grant to revitalize the University Choice Neighborhood (UCN) comprised of the Ashview Heights, Atlanta University Center, and Vine City neighborhoods. AH has started the five-phase revitalization plan for Scholars Landing. The first four phases of the plan include scores of rental units, while the fifth and final phase of the plan includes a homeownership component that will include a combination of townhomes, flats, and/or condominiums.

ii. Actions Taken Towards Implementation

AH has taken steps in designing its Choice Neighborhoods Down Payment Assistance Program while construction continues in the UCN on final rental units and begins on homeownership units. Pandemic economics has affected all facets of the construction process causing a slowdown in the various construction stages.

C. Activities on Hold

i. Brief Description of the Approved MTW Activity that was Approved, Implemented, and MTW PHA Stopped Implementing (but has plans to reactivate in the future)

ii. Actions Taken Towards Reactivating the MTW Activity in the Plan Year

D. Closed Out Activities

i. List Closed out MTW Activities. Specify Plan Year: Approval, Implementation, Closeout

AH lists closed out activities in tables that follow.

ii. Explanation of MTW Activity Closeout

AH lists closed out activities in tables that follow.

iii. MTW Activity Closeout

- Final outcome and lessons learned
- Statutory exceptions that might have provided additional benefit
- Summary table listing outcomes

Please see tables on the following pages.

MTW Activity		Fiscal Year			Close Out Reason
Number	Name	Approved	Implemented	Closeout	
	American Recovery and Reinvestment Act (ARRA) of 2009	N/A	2009 ³⁴	2012	AH did not need an MTW waiver to conduct this activity.
	Voluntary Compliance Agreement (VCA)	N/A	2009 ³⁵	2011	AH did not need an MTW waiver to conduct this activity
PH. 2003.01	Affordable Fixed Rent / Affordable Flat Rent	2003	N/A	2017	AH combined this activity with PH.2017.01 – Elimination of Flat Rent.
SH. 2005.08	Independent Living Demonstration	2005	2005	2020	AH has not been able to move forward with this activity because of various local and state requirements. In addition, it is unclear if an MTW waiver(s) is required.
HD. 2005.14	Individual Development Accounts (IDAs)	2005	N/A	2019	AH elected not to implement this MTW Activity.
HC. 2006.03	Housing Choice Inspection Fees	2006	N/A	2019	AH determined that this activity requires more research. AH may propose this activity in the future.
HD. 2006.04	Standards for Residency in Single-Family Homes	2006	N/A	2008	AH did not need an MTW waiver to conduct this activity.
HC. 2006.05	Port Administration Re-engineering	2006	N/A	2019	Activity was not supported under MTW Authorizations.
HC 2007.02	Rent Reasonableness	2007	2007	2023	Rent reasonableness is an MTW Statutory Requirement. AH does not need to deploy MTW flexibility to administer this activity.
HD. 2007.05	Housing Choice Family Self-Sufficiency (FSS) Program Re-engineering	2007	N/A	2008	AH combined this activity with RE.2007.03 – Comprehensive Homeownership Program.
RE. 2007.06	Quality of Life Initiative (QLI)	2007	2007	2010	AH did not need an MTW waiver to conduct this activity.
PH. 2007.07	Utility Allowance Waiver	2007	2007	2010	AH elected to close out this activity based on AH analysis (admin costs outweighed revenue).
SH. 2008.04	John O. Chiles Annex Supportive Housing Pilot	2008	2008	2014	AH did not need an MTW waiver to conduct this activity.
HD. 2008.05	Pre-Relocation Client Education (part of QLI)	2008	2008	2010	AH did not need an MTW waiver to conduct this activity.

³⁴ AH's estimated implementation year of Federal grant award.

³⁵ AH made enhancements and improvements to facilities, programs, policies, and procedures in response to accessibility requirements

MTW Activity		Fiscal Year			Close Out Reason
Number	Name	Approved	Implemented	Closeout	
RE 2005.09	Reformulating the Subsidy Arrangement in Mixed-Use Communities	2005	2005	2023	The RAD Program permits AH to reformulate subsidy arrangements for public housing units.
AW. 2010.01	Business Transformation Initiative (ERP solution)	2010	2010	2016	AH did not need an MTW waiver to conduct this activity.
AW. 2011.01	Non-Elderly Disabled Income Disregard	2011	2011	2020	AH combines this activity with AW.2005.02 – Elderly Income Disregard and may be able to close both activities in accordance with Notice PIH 2016-05 (HA) – Streamlining Admin. Regs for Programs Administered by PHAs.
AW. 2011.02	HCV Program Housing Assistance Payment Abatement Policy	2011	2011	2022	AH did not need an MTW waiver to conduct this activity.
AW. 2011.03	Aging Well Program	2011	2011	2022	AH did not need an MTW waiver to conduct this activity.
RE 2012.01	Single Family Home Rental Demonstration	2012	2012	2021	AH met its obligation to deliver 26 homes under this format. Until homebuyers completed home purchase, AH will manage a long-term ground lease.
HC. 2012.02	Comprehensive Graduation Program	2012	N/A	2019	AH determined that this activity requires more research. AH may propose this activity in the future.
SH 2013.01	Veterans Supportive Housing	2013	2013	2022	AH no longer needs an MTW waiver to conduct this activity.
HD. 2013.02	Endowment Fund for Human Development Services	2013	N/A	2019	AH determined that this activity requires more research. AH may propose this activity in the future.
PH 2017.01	Elimination of Flat Rent	2017	2017	2020	AH has converted all Flat Rent paying families to income-based rent. AH only offers the income-based rent option for current and future program participants.
SH 2017.01	Next Step Youth Self-Sufficiency Program	2017	N/A	2021	AH never implemented this activity although an MOU was in place with the GA Department of Health and Human Services (DHHS). AH did not receive any referrals from DHHS or other state agencies and reallocated the vouchers designated for this program to existing or new programs dedicated to homelessness or its prevention.

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V. ACTUAL APPLICATION OF MTW FUNDS

A. Actual Sources and Uses of MTW Funds

i. Available MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA), or its successor system.

ii. Expenditures of MTW Funds in the Plan Year

The MTW PHA shall submit unaudited and audited information in the prescribed FDS format through the FASPHA, or its successor system.

iii. Describe Application of MTW Funding Flexibility

The MTW PHA shall provide a thorough narrative of actual activities that use only the MTW funding flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (IV) of the Annual MTW Report. The MTW PHA shall also provide a thorough description of how it used MTW funding flexibility to direct funding towards specific housing and/or service programs and/or other MTW activity, as included in an approved MTW Plan.

ACTUAL USE OF MTW SINGLE FUND FLEXIBILITY

AH does not identify a singular activity nor multiple activities in which AH utilizes the MTW Single-Fund flexibility that do not require MTW Authorizations under Attachment C or D of AH's Standard and Restated MTW Agreement and instead expends funds on MTW eligible activities as outlined in its MTW Agreement.

AH focuses on all activities involved in providing affordable housing to residents and does not focus on specific programs. Utilizing that platform, AH continued to offer various programs designed to help AH-assisted households at various stages in life. During FY 2023, AH utilized its Single-Fund flexibility to offer the following programs or supportive services:

- Achieving Connectivity to Create Equity, and Self-Sufficiency (ACCESS), a training program focused on **preparing low-income Atlantans for higher-paying job opportunities** in the technology sector.
- Atlanta Achievers Program is a collection of activities focused on AH-assisted youth. Activities may include youth leadership and after-school/summer camp programming, as well as the **promotion of activities that prepare AH youth for adulthood**.
- Human Development Services focuses on upward mobility of new and existing TBV households residing throughout AH's service jurisdiction and the administration of Family Self-Sufficiency (FSS) activities. Upward mobility activities may include, **assisting households in improving soft skills for employment, coordination of life skills training**, including facilitating healthcare services, financial literacy, and related topics. Other activities may include the facilitation of workshops to help understand lease agreements and other housing-related topics.
- Resident Initiatives is a collection of activities coordinated by AH Resident Service Coordinators to assist resident councils, facilitate reasonable accommodation requests, and act as a liaison between residents and Property-Manager Developers (PMDs) at AH-owned and other assisted communities. Regular events may include the **coordination of workshops focused on the wellbeing of AH-assisted families and activities that promote healthy living and stress management**.
- HomeFlex Supportive Housing (HAVEN), an effort to create opportunities for vulnerable AH-assisted population groups and provide supportive services through the **utilization of service agreements in supportive housing communities** within AH's service jurisdiction.

B. Local Asset Management Plan (LAMP)

i. Did the MTW PHA allocate costs within statute in the Plan Year?

No

ii. Did the MTW PHA implement a local asset management plan (LAMP) in the Plan Year?

Yes

iii. Did the MTW PHA provide a LAMP in the appendix?

Yes, see page 117 of Appendix D

iv. If the MTW PHA has provided a LAMP in the appendix, please provide a brief update on implementation of the LAMP. Please provide any actual changes (which must be detailed in an approved Annual MTW Plan/Plan amendment) or state that the MTW PHA did not make any changes in the Plan Year.

AH did not make any changes to the LAMP during FY 2023.

C. Rental Assistance Demonstration (RAD) Participation

i. Description of RAD Participation

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

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

AH received a portfolio award to convert 3,471 PH units to long-term Section 8 assistance under the RAD Program. AH elected to convert its PH units to PBV assisted units. AH submitted a RAD Significant Amendment to HUD that HUD approved on November 15, 2016. AH has converted 1,742 units during FY 2023. AH received several Commitment to Enter into Housing Assistance Payments (CHAPs) in 2018, and various new CHAPs through FY 2023. AH is working to convert its remaining approved public housing portfolio of units by FY 2027.

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

No

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

N/A

VI. ADMINISTRATIVE

A. Reviews, Audits, and Inspections

The Housing Authority of the City of Atlanta, Georgia entered a Voluntary Compliance Agreement (VCA) with The U.S. Department of Housing and Urban Development (HUD) in response to identified findings by HUD's Office of Fair Housing and Equal Opportunity (FHEO) that occurred during the period of January 1, 2018, through September 20, 2020. The review commenced on November 20, 2020, and concluded with the issuance of a Letter of Findings on August 13, 2021.

B. Evaluation Results

AH did not engage in any PHA-directed evaluations during the reporting period. AH is not required to conduct evaluations on its MTW Demonstration nor on any of its MTW Activities pursuant to its Amended and Restated MTW Agreement. However, AH may engage in conducting internal evaluations that may involve third-party evaluators or hybrid evaluation options in accordance with stated Board direction.

C. MTW Statutory Requirement Certification

AH certifies that it has met the three MTW Statutory Requirements:

1. Ensured that at least 75% of households assisted by the MTW PHA are very low-income.
2. Continued to assist substantially the same total number of households that it would have assisted had AH not participated in the MTW demonstration.
3. Maintained a comparable mix of households (by family size) served that it would have served had AH not participated in the MTW demonstration.

Please **see page 85 of Appendix A** to review certification.

D. Energy Performance Contract (EPC) Flexibility Data

AH provides information by April 30 annually in accordance with its MTW Agreement. AH provides the following information:

- Documentation to support that AH utilizes at least 75% of the energy savings as payment for project costs.
- Documentation that identifies energy conservation measures installed and projected consumption reductions for all energy conservation measures.
- Copy of the Energy Service Companies (ESCO) prepared Measurement and Verification (M&V) Report.

End Form 50900

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Appendix A: MTW Statutory Requirements

Certification

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Appendix A: MTW Statutory Requirements

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA'S MTW STATUTORY REQUIREMENTS CERTIFICATION TO THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

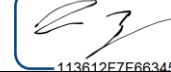
On behalf of The Housing Authority of the City of Atlanta, Georgia ("AH") and in accordance with AH's Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, and as further amended by the Second Amendment effective January 16, 2009, and as extended by Congress to June 30, 2028 and confirmed by HUD on April 14, 2016, I hereby certify the following:

1. At least 75 percent of the households assisted by AH are very low-income families as defined in Section 3(b)(2) of the US Housing Act of 1937, as amended;
2. As defined under Title II Section 204(c)(3)(B) of Public Law 104-134, AH established (and administered) a reasonable rent policy designed to encourage employment and self-sufficiency by participating families;
3. As set forth in AH's HUD Funding Availability Protocol, dated November 9, 2007, AH assisted substantially the same total number of eligible low-income families as would have been served had the HUD funds which comprise the MTW Funds (as defined in the MTW Agreement) not been combined into a single fund;
4. As set forth in AH's HUD Funding Availability Protocol, dated November 9, 2007, AH maintained a comparable mix of families as would have been served or assisted had the MTW Funds made available to AH not been under the MTW Demonstration;
5. As defined under Title II Section 204(c)(3)(E) of Public Law 104-134, AH assured that housing assisted under the demonstration program meets housing quality standards established or approved by the Secretary; and
6. AH's **FY 2023 Moving to Work Annual Report** meets the substantive information reporting requirements of the Paperwork Reduction Act for the MTW Demonstration Program and HUD Form 50900 (OMB Approval Number 2577-0216, Expiration Date 03/31/2024).

All capitalized terms used but not defined herein shall have their respective meaning as set forth in the MTW Agreement

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

DocuSigned by:



By: _____

Name: Eugene E. Jones, Jr.

Title: President and Chief Executive Officer

Date: September 22, 2023

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Appendix B: HUD Form 50900 Attachments

Board Resolution

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SECRETARY'S CERTIFICATE

I, **EUGENE, JONES, JR.**, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AH"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AH to submit its Fiscal Year 2023 Moving to Work (MTW) Annual Report to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives, and any policy changes described therein, and other related matters.
3. This resolution was presented to the AH Board of Commissioners (the "Board") at its Regular Meeting on September 27, 2023 (the "Meeting").
4. The following Board members were present for the Meeting:

Larry Stewart, Chair

Sarah Kirsch, Vice Chair

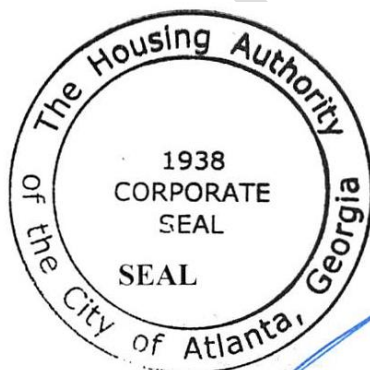
Joel Alvarado

Rosalind Elliott

Duriya Farooqui

5. At the Meeting, the Board unanimously adopted and approved the resolution attached hereto as Exhibit 1.

IN WITNESS WHEREOF. I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 27th day of September 2023.




EUGENE JONES, JR.,
Secretary

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RESOLUTION 23-50

**THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA SEEKS
AUTHORIZATION TO SUBMIT FISCAL YEAR 2023 MOVING-TO-WORK ANNUAL
REPORT TO THE
UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**

WHEREAS, under the Amended and Restated Moving To Work (MTW) Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving To Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) between The Housing Authority of the City of Atlanta, Georgia (AH) and the United States Department of Housing and Urban Development (HUD), AH is required to submit an MTW Annual Report to HUD which, except for certain reports identified in the Amended and Restated MTW Agreement, replaces all other conventional HUD performance measures, including the Public Housing Assessment System and Section 8 Management Assessment Program;

WHEREAS, AH must submit its Fiscal Year (FY) 2023 MTW Annual Report to HUD by September 30, 2023;

WHEREAS, AH's Amended and Restated MTW Agreement identifies performance benchmarks and specific types of information that are required to be included in the MTW Annual Report and the performance benchmarks are designed to evaluate AH's performance during the term of the Amended and Restated MTW Agreement;

WHEREAS, AH's performance against these benchmarks is summarized in Exhibit 23-50-A;

WHEREAS, AH's Amended and Restated MTW Agreement also requires AH to conduct an annual reevaluation of the impact of its rent policy changes and AH's FY 2023 rent impact analyses are attached hereto as Exhibits 23-50-B through 23-50-D; and

WHEREAS, AH requests authorization from the Board of Commissioners to submit its FY 2023 MTW Annual Report to HUD in accordance with AH's Amended and Restated MTW Agreement;

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

1. AH's Fiscal Year (FY) 2023 Moving-to-Work ("MTW") Annual Report Is hereby approved.
2. Further, the President and Chief Executive Officer is authorized to submit AH's FY 2023 MTW Annual Report and such other required documents, certifications, or forms to the United States Department of Housing and Urban Development ("HUD") with such changes, additions or corrections as shall be deemed necessary or appropriate or as may be required by HUD. Further, the Chair or Vice Chair of the Board of Commissioners and the President and Chief Executive Officer are hereby authorized to execute any required documents, certifications or HUD forms related to the approval and filing of AH's FY 2023 MTW Annual Report.

ADOPTED, by the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia and signed in authentication of its passage, 27th day of September 2023.

ATTEST:

APPROVAL:

Eugene E. Jones, Jr.
President and Chief Executive Officer

Larry Stewart
Board Chair

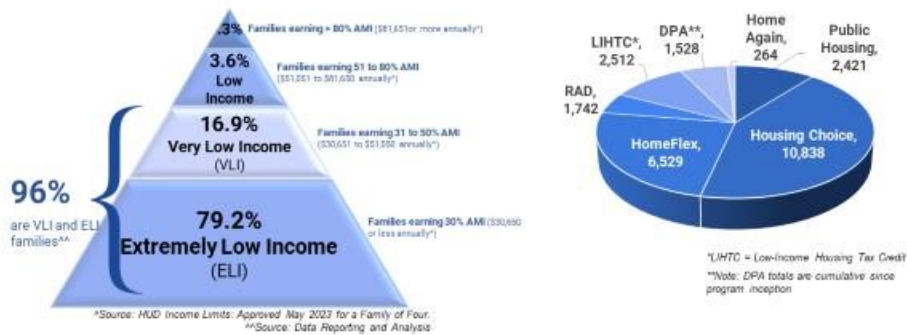
APPROVAL FOR FORM AND LAFAL SUFFICIENCY:

Dwayne C. Vaughn
General Counsel

FY 2023 MTW ANNUAL REPORT SUMMARY



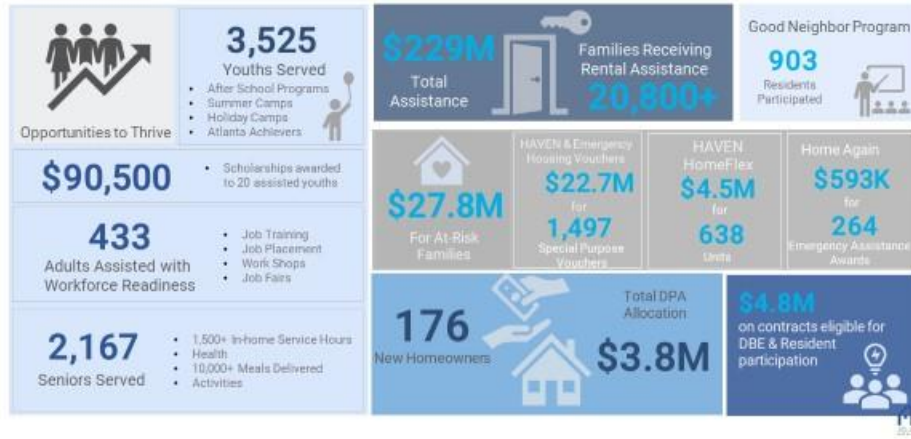
BREAKDOWN: ASSISTED HOUSEHOLDS



25,834 Households Assisted



FY 2023 HIGHLIGHTS PUTTING PEOPLE FIRST



CREATE & PRESERVE FY 2023 GOAL ONE RESULTS



MTW PROGRAM BENCHMARKS

Source: Legacy Attachment D, MTW Program benchmarks and MTW Program Benchmark Definitions.

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

Description: The following table outlines AH's performance outcomes as set forth In Legacy Attachment D.

Program Metrics	Baseline	Benchmark	2023 Actual	Performance
Public Housing Program				
% Uncollected Rent	2%	2%	2.2%	Below Benchmark
Occupancy Rate	98%	98%	96.7%	Meets Benchmark
Emergency WOs Completed <24hrs	99%	99%	100%	Exceeds Benchmark
Routine WOs Completed <30 days	5 Days	5 Days	2.7 days	Exceeds Benchmark
% Planned Inspections Completed	100%	100%	75.0%	Below Benchmark
Housing Choice Voucher Program				
Budget Utilization Rate	98%	98%	105%	Exceeds Benchmark
Success Rate (Lease-Ups)	NR	33%	35.6%	Meets Benchmark
% Planned Annual Inspections Completed	98%	98%	98.0%	Meets Benchmark
QC Insp Completed	> 1.4%	> 1.4%	2.5%	Exceeds Benchmark
Community & Support Services				
Resident Homeownership	6	6	0	Below Benchmark
Resident Workforce Participation	6,415	6,236	5,596	Below Benchmark
Finance				
Project-Based Financial Closings	N/A	4	2	Below Benchmark

Benchmark Outcome explanation for "Benchmark Not Achieved" result:

Public Housing: Residuals of pandemic protocols limited the organic attrition that affects leasing operations. In addition, AH continued to strategically operate communities under a leasing moratorium to provide vacant units for planned RAD conversions. These elements affected a significant portion of rent collection, move-ins, move-outs, program graduations, etc.

Housing Choice Program: AH's limited and highly competitive service jurisdiction and residuals of pandemic protocols reduced the availability of units and families' ability to search for and lease-up units before June 30, 2023.

Community and Supportive Service: AH's down payment assistance program is voluntary. Program participants' interest and qualification impact this metric, as well as increasing housing costs and rising interest rates.

Finance: AH's project-based financial closings is based on public housing unit conversions under the RAD Program.

EXHIBIT 23-50-B

MINIMUM RENT POLICY IMPACT ANALYSIS

POLICY BACKGROUND

100% of the rental units in AH-Owned Communities and a portion, generally 40%, of the rental units in MIXED Communities (*See Note below) are funded with operating subsidies under Section 9 of the 1937 Housing Act, as amended or modified by AH's MTW Agreement. AH's Minimum Rent Policy for these communities is outlined below. Part I, Article Eleven, Paragraphs 7 Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 23, 2022, states:

- Residents paying an Income Adjusted Rent must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing may set from time to time.
- The minimum rent requirement does not apply to resident households in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.

*NOTE: Mixed-income, mixed-finance rental communities, including AH-assisted units and HomeFlex units, in private developments are developed through public-private partnerships and are managed by the owner entity's professional property management agent. While AH does not own these communities, AH engages the respective owner entities and their property management agents in its capacity as both a partner and asset manager by actively monitoring performance, reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management and maintenance performance, financial oversight, and occupancy tracking. Management agents are responsible for implementing AH housing policies; detailed results from these communities are not included in this analysis.

Rental assistance to households in the Housing Choice Tenant-Based Program within jurisdiction and HomeFlex Developments (*See Note above) are covered under Section 8 of the 1937 Housing Act, as amended, or modified by AH's MTW Agreement. AH's Minimum Rent Policy for households receiving rental assistance is outlined below. Part I, Article Eleven, Paragraphs 7, Amended and Restated Statement of Policies adopted by the Board of Commissioners on March 23, 2022, states:

- Participants must pay a minimum of \$125, or such other amount approved by Atlanta Housing.
- The minimum rent requirement does not apply to participant households in which all household members are either elderly and/or disabled.

DATA ANALYSIS

Chart 1 compares the FY 2022 and the FY 2023 rents paid by the households residing in AH-Owned Communities. The analysis excludes households in which all members are elderly or disabled and whose source of income is fixed income.

- In FY 2022, approximately 98% or **1,069** of the resident households paid rents greater than the Minimum Rent. Another <1% or **4** households paid rents at the \$125 Minimum Rent level. Additionally, approximately 2% or **19** of all households paid less than the Minimum Rent.
- In FY 2023, approximately 98% or **934** of the resident households paid rents greater than the Minimum Rent. Another <1% or **4** households paid rents at the \$125 Minimum Rent level. Additionally, approximately 2% or **18** of all households paid less than the Minimum Rent.

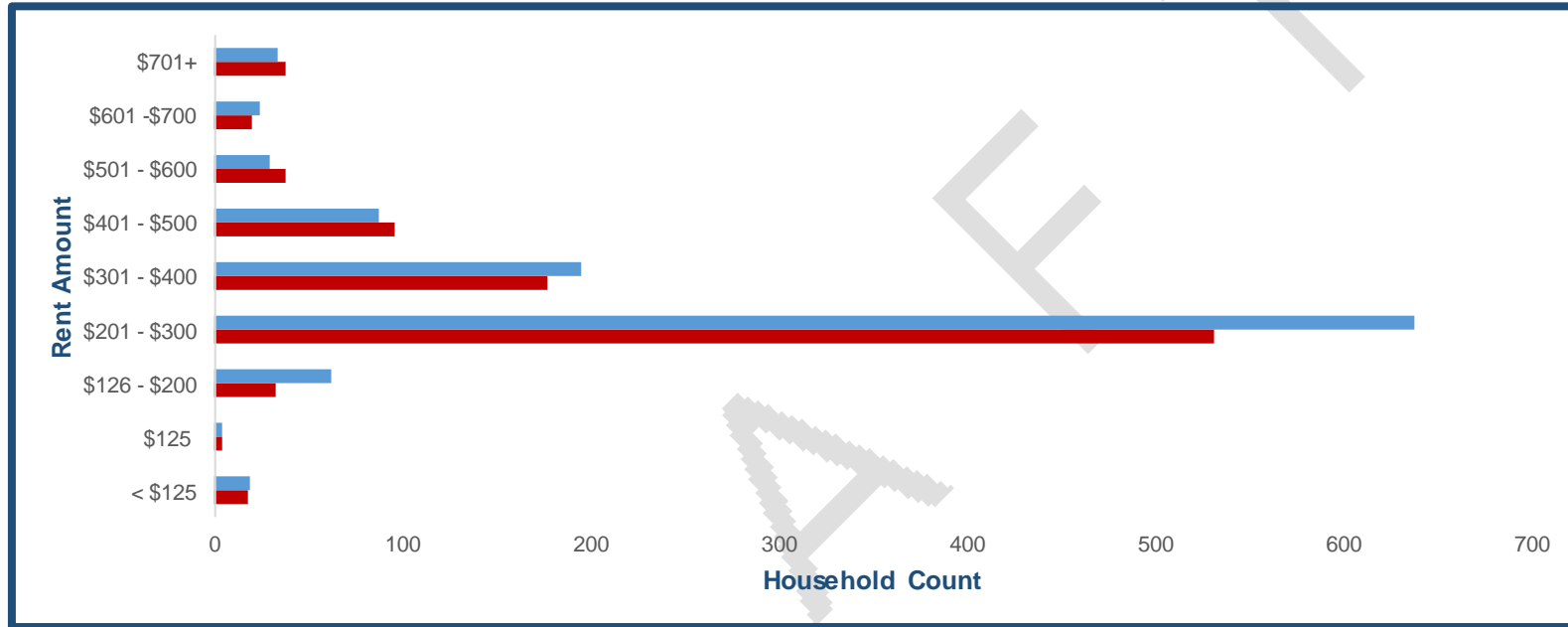
Chart 2 compares the FY 2022 and the FY 2023 rents (Total Tenant Payment) paid by Housing Choice Tenant-Based Program households. The analysis excludes households in which all members are elderly or disabled.

- In FY 2022, approximately 89% or **8,582** of the resident households paid rents greater than the Minimum Rent. Another 7% or **701** households paid rents at the \$125 Minimum Rent level. Additionally, approximately 4% or **345** of all households paid less than the Minimum Rent.
- In FY 2023, approximately 90% or **8,564** of the resident households paid rents greater than the Minimum Rent. Another 7% or **628** households paid rents at the \$125 Minimum Rent level. Additionally, approximately 3% or **321** of all households paid less than the Minimum Rent.

IMPACT ANALYSIS CONCLUSION

The Minimum Rent Policy does not have a negative impact on assisted families because most assisted households are able to pay at or above the Minimum Rent of \$125. The policy also provides an opportunity for AH-assisted families to file an appeal for hardship.

CHART 1 - Minimum Rent Policy Impact Analysis
Households in Section 9 Operating Subsidy Funded Units - AH-Owned Communities
 (As of June 30, 2023)



FY 2023*

Rent Amount	< \$125	\$125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$500	\$501 - \$600	\$601 - \$700	\$701+
HH Count	18	4	33	532	177	96	38	20	38
% of HHs	1.9%	0.4%	3.5%	55.6%	18.5%	10.0%	4.0%	2.1%	4.0%

FY 2022*

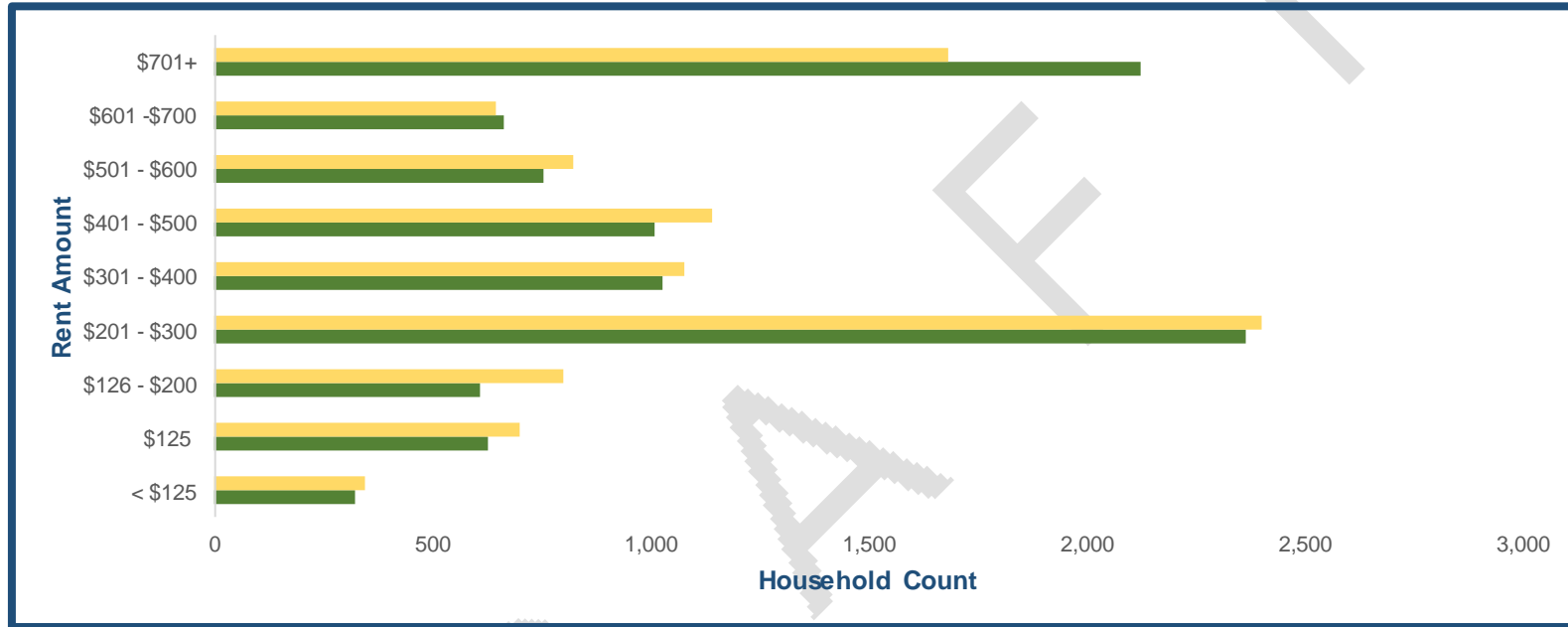
Rent Amount	< \$125	\$125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$500	\$501 - \$600	\$601 - \$700	\$701+
HH Count	19	4	62	638	195	87	29	24	34
% of HHs	2.0%	0.4%	6.5%	66.7%	20.4%	9.1%	3.0%	2.5%	3.6%

*Note: HH = Households.

(1) Excludes Households that are exempt under the Minimum Rent policy (i.e., households in which all members are elderly or disabled and whose source of income is fixed income).

(2) Rent amounts may vary between years with turnover based on changes in household types. *Pandemic protocols reduce the number of households paying rent.

CHART 2 - Minimum Rent Policy Impact Analysis
Households Receiving Section 8 Subsidy - Housing Choice Tenant-Based Program
 (As of June 30, 2023)



FY 2023*

Rent Amount	< \$125	\$125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$500	\$501 - \$600	\$601 - \$700	\$701+
HH Count	321	628	609	2,366	1,029	1,012	754	666	2,128
% of HHs	3.4%	6.6%	6.4%	24.9%	10.8%	10.6%	7.9%	7.0%	22.4%

FY 2022*

Rent Amount	< \$125	\$125	\$126 - \$200	\$201 - \$300	\$301 - \$400	\$401 - \$500	\$501 - \$600	\$601 - \$700	\$701+
HH Count	345	701	802	2,405	1,080	1,142	823	646	1,684
% of HHs	3.6%	7.4%	8.4%	25.3%	11.4%	12.0%	8.7%	6.8%	17.7%

*Note: HH = Households.

(1) Excludes Households that are exempted under the Minimum Rent policy (i.e., households in which head of household, spouse, or co-head of household are elderly or disabled).

(2) Rent amounts may vary between years with turnover based on changes in household types.

EXHIBIT 23-50-C

ELDERLY AND NON-ELDERLY DISABLED INCOME DISREGARD POLICY IMPACT ANALYSIS

POLICY BACKGROUND

Part I, Article Eleven, Paragraph 1 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 23, 2022, states:

AH in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided that employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income.

Part II, Article Eleven, Paragraph 1 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 23, 2022, provides the policy direction for HomeFlex (AH's MTW Project-Based Rental Assistance Program). Under HomeFlex, all program activities are administered at the property level by the owner entity's professional management agent. Although HomeFlex is administered independent of and separate from the Housing Choice Tenant-Based Program, the Elderly and Non-Elderly Disabled Income Disregard policy as stated above is applicable to HomeFlex households.

DATA ANALYSIS

Chart 1 Of Elderly households assisted in AH-Owned Communities only 4.02% (**26 households**) are subject to the policy. Of households assisted in MIXED HomeFlex Communities, only nearly 3.60% (**39 households**) are subject to the policy. Of households assisted in HomeFlex Developments, only 3.87% (**123 households**) of Elderly households are subject to the policy. Of households assisted in AH's Housing Choice Voucher program, only 6.67% (**122 households**) of Elderly households are subject to the policy. Of households assisted in Mixed Public Housing Communities, only 3.64% (**11 households**) are subject to the policy. Of households assisted in Rental Assistance Demonstration and Project Based Voucher program, 5.34% (**30 households**) are subject to the policy.

Chart 2 For households with Non-Elderly Disabled members, a similar picture emerges. Of Non-Elderly Disabled households assisted in AH-Owned Communities and MIXED HomeFlex Communities, only 4.13% (**10 households**) and 11.86% (**7 households**), respectively, are subject to the policy. Of households assisted in HomeFlex Developments, 1.8% (10 households) of Non-Elderly Disabled households are subject to the policy. Of households assisted in AH's Housing Choice Voucher program, 5.84% (**119 households**) of Non-Elderly Disabled households are subject to the policy. Of households assisted in MIXED Public Housing Communities and Rental Assistance Demonstration and Project Based Voucher programs, only 4.14% (**7 households**) and 4.79% (**9 households**) are subject to the policy.

IMPACT ANALYSIS CONCLUSION

Overall, the Elderly and Non-Elderly Disabled Income Disregard rent policy has a positive impact because it reduces the rent (or Total Tenant Payment*) of assisted households by disregarding the employment income of household members with eligible fixed income and employment income.

**Total Tenant Payment Is the assisted household's share of the rent and utilities before any adjustment for utility allowance.*

EXHIBIT 23-50-C –Page 2 - CHARTS 1 and 2

ELDERLY AND NON-ELDERLY DISABLED INCOME DISREGARD POLICY IMPACT ANALYSIS

(As of June 30, 2023)

CHART 1

HOUSEHOLDS WITH ELDERLY		FIXED INCOME AND EMPLOYMENT INCOME <i>(Disregard Applies)</i>	
Program Type	N	N	% Of Total Households
AH-Owned Communities	646	26	4.02%
MIXED HomeFlex Communities	1,084	39	3.60%
MIXED Public Housing Communities	302	11	3.64%
MIXED RAD Communities	169	8	4.73%
HomeFlex Developments	3,181	123	3.87%
RAD/PBV Communities	562	30	5.34%
Housing Choice Tenant-Based Programs	1,829	122	6.67%
	7,773	359	4.62%

N = Number

CHART 2

HOUSEHOLDS WITH NON-ELDERLY DISABLED ADULTS		FIXED INCOME AND EMPLOYMENT INCOME <i>(Disregard Applies)</i>	
Program Type	N	N	% Of Total Households
AH-Owned Communities	242	10	4.13%
MIXED HomeFlex Communities	59	7	11.86%
MIXED Public Housing Communities	169	7	4.14%
MIXED RAD Communities	92	8	8.70%
HomeFlex Developments	557	10	1.80%
RAD/PBV Communities	188	9	4.79%
Housing Choice Tenant-Based Programs	2,037	119	5.84%
	3,344	170	5.08%

N = Number

EXHIBIT 23-50-D

RENT SIMPLIFICATION POLICY IMPACT ANALYSIS

POLICY BACKGROUND

Part I, Article Eleven, Paragraph 2 of the Amended and Restated Statement of Corporate Policies adopted by the Board of Commissioners on March 23, 2022, states:

STANDARD INCOME DEDCUTIONS AND ASSET DETERMINATIONS: Atlanta Housing in its discretion, may establish fixed-rate or standard deduction and asset determination procedures to be used in calculating annual income. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating annual income.

Prior to implementation of the Rent Simplification Policy, AH determined that across all programs, including Housing Choice Tenant-Based Program, HomeFlex Mixed-Income Developments, AH-Owned Communities, Rental Assistance Demonstration and Project Based Voucher and MIXED Communities, 80% to 85% of assisted families were not claiming “other deductions” relating to unreimbursed medical, attendant care and auxiliary apparatus, and childcare expenses.

The goal of the Rent Simplification Policy is to streamline operations by eliminating the burden and potentially inaccurate process of verifying unreimbursed out-of-pocket expenses. The Standard Income Deductions improve and add value to the integrity and accuracy of rent and subsidy determinations and over time will result in improved operating efficiency and effectiveness across all programs. In addition, by increasing the amount of the HUD standard deduction for dependents from \$480 to AH’s standard deduction of \$750, and the HUD standard deduction for elderly/disabled families from \$400 to AH’s standard deduction of \$1,000, AH’s Standard Income Deductions under the Rent Simplification Policy provide an equitable deduction approach applicable to all assisted families.

DATA ANALYSIS

The implementation of the Standard Income Deductions under the Rent Simplification Policy is based on appeals process that allows families to file for hardships. Based on the Chart 1 below, **no assisted households submitted hardship requests because of the policy.**

Chart 1

Program Type	ELDERLY/DISABLED DEDUCTION							DEPENDENT DEDUCTION						
	Housing Choice	AH-Owned	Mixed HomeFlex	Mixed Public Housing	Mixed RAD	HomeFlex	RAD PBV	Housing Choice	AH-Owned	Mixed HomeFlex	Mixed Public Housing	Mixed RAD	HomeFlex	RAD PBV
Total Number of Households Benefitting	3,866	888	1,143	471	261	3,738	750	5,002	62	240	703	420	715	2
Number of Households with Hardship Request	0	0	0	0	0	0	0	0	0	0	0	0	0	0

RAD = Renatal Assistance Demonstration; PBV = Project-Based Voucher

IMPACT ANALYSIS CONCLUSION

The Rent Simplification Policy has a net positive impact and provides financial support for the preponderance of AH-assisted families. By comparison, only 15%–20% of assisted families that claimed other deductions relating to unreimbursed medical, attendant care and auxiliary apparatus, and childcare expenses benefited from the previous policy. The policy also provides an opportunity for AH-assisted families to file an appeal for hardship, if required. As shown above 0 families filed a hardship request because of the policy. The implementation of Standard Income Deductions is an effective method of providing assisted households with relief while, at the same time, streamlining the administrative processes of AH and its partners and improving accuracy, consistency, and operating efficiencies in the calculation of adjusted incomes.

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Appendix C: Requirements of AH's MTW Agreement

Elements of Legacy Attachment B AH's MTW Program Benchmarking Data

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Appendix C: Elements of Legacy Attachment B

ELEMENT I. HOUSEHOLDS SERVED

By Program/Housing Type

Household Served Totals						
Community & Program Type	Assistance Type^	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual
AH-Owned	PH	1,586	1,261	1,261	1,132	1,003
MIXED	PH	2,155	1,562	1,562	1,532	1,418
	RAD PBV	423	1,503	1,340	1,370	1,742
	HF	1,509	1,358	1,521	1,521	1,521
	LIHTC	1,084	1,088	1,081	1,078	1,127
HomeFlex	HF	4,230	4,803	4,841	5,045	5,008
	LIHTC	1,589	1,585	1,588	1,668	1,385
Housing Choice: Tenant-Based	HCV	9,094	9,393	9,597	9,628	9,513
Housing Choice: Ports	HCV	1,860	1,711	1,745	1,481	1,314
Housing Choice: Homeownership	HCV	19	18	17	14	11
Homeownership - Other	DPA	993	1,237	1,498	1,714	1,528
Short-Term Housing Assistance	MTW	380	244	295	270	264
Totals:		24,922	25,763	26,346	26,453	25,834

Appendix C: Elements of Legacy Attachment B

By Unit Size

Community & Program Type	FY 2022 Households by Unit Size						FY 2023 Households by Unit Size						2022 to 2023	
	0 BRs	1 BRs	2 BRs	3 BRs	4+ BRs	Total	0 BRs	1 BRs	2 BRs	3 BRs	4+ BRs	Total	# Change	% Change
AH-Owned	249	753	43	19	28	1,092	229	635	45	20	27	956	-136	-12.5%
MIXED	11	1,333	1,179	391	24	2,938	9	1,290	1,090	375	23	2,787	-151	-5.1%
RAD PBV Conversions	85	698	319	158	16	1,276	82	814	379	179	23	1,477	201	15.8%
HomeFlex	264	2,784	1,442	218	7	4,715	264	2,735	1,447	280	9	4,735	20	0.4%
Housing Choice: Tenant-Based	64	2,449	3,447	2,776	906	9,642	76	2,437	3,386	2,724	901	9,524	-118	-1.2%
Housing Choice: Ports	1,481	0	0	0	0	1,481	1,314	0	0	0	0	1,314	-167	-11.3%
Totals:	2,154	8,017	6,430	3,562	981	21,144	1,974	7,911	6,347	3,578	983	20,793	-351	-1.7%

Note: The totals above exclude Local, Non-Traditional unit counts as AH does not track this information individually.

Appendix C: Elements of Legacy Attachment B

By Family Composition

Community & Program Type	FY 2022 Households by Family Size						FY 2023 Households by Family Size						2022 to 2023	
	1 Member	2 Member	3 Member	4 Member	5+ Member	Total	1 Member	2 Member	3 Member	4 Member	5+ Member	Total	# Change	% Change
AH-Owned	973	69	16	12	22	1,092	831	74	18	11	22	956	-136	-12.5%
MIXED	1,705	565	359	187	122	2,938	1,649	510	332	180	116	2,787	-151	-5.1%
RAD PBV Conversions	830	224	136	51	35	1,276	949	259	147	80	42	1,477	201	15.8%
HomeFlex	3,467	836	254	108	50	4,715	3,448	850	256	118	63	4,735	20	0.4%
Housing Choice: Tenant-Based	3,133	2,377	1,805	1,179	1,148	9,642	3,158	2,315	1,719	1,183	1,149	9,524	-118	-1.2%
Housing Choice: Ports	293	271	280	309	328	1,481	272	239	237	279	287	1,314	-167	-11.3%
Totals:	10,401	4,342	2,850	1,846	1,705	21,144	10,307	4,247	2,709	1,851	1,679	20,793	-351	-1.7%

Note: The totals above exclude Local, Non-Traditional unit counts as AH does not track this information individually.

Appendix C: Elements of Legacy Attachment B

By Area Median Income (AMI) Group

Community & Program Type	FY 2022 Households by Income Group					FY 2023 Households by Income Group					2022 to 2023	
	≤ 30% AMI	31 - 50% AMI	51 - 80% AMI	≥ 81% AMI	Total	≤ 30% AMI	31 - 50% AMI	51 - 80% AMI	≥ 81% AMI	Total	# Change	% Change
AH-Owned	1,005	73	13	1	1,092	883	65	7	1	956	-136	-12.5%
MIXED	2,291	520	117	10	2,938	2,093	550	127	17	2,787	-151	-5.1%
RAD PBV Conversions	1,056	190	28	2	1,276	1,184	245	43	5	1,477	201	15.8%
HomeFlex	3,946	695	74	0	4,715	3,938	719	74	4	4,735	20	0.4%
Housing Choice: Tenant-Based	7,351	1,837	429	25	9,642	7,046	1,936	499	43	9,524	-118	-1.2%
Housing Choice: Ports	1,481	0	0	0	1,481	1,314	0	0	0	1,314	-167	-11.3%
Totals:	17,130	3,315	661	38	21,144	16,458	3,515	750	70	20,793	-351	-1.7%

	Total ≤ 50% AMI (VLI & ELI Families)	Total > 50% AMI
Number of HHs by Income	19,973	820
% of HHs Served	96%	4%

Note: The totals above exclude Local, Non-Traditional unit counts as AH does not track this information individually.

Appendix C: Elements of Legacy Attachment B

ELEMENT II. OCCUPANCY POLICIES

Overall information is codified in AH's Statement of Corporate Policies (SCP), which is located on our website at www.atlantahousing.org/news. You may contact Lenny Koltochnik, Policy Research Director for AH at lenny.koltochnik@atlantahousing.org with specific questions.

ELEMENT III. CHANGES IN HOUSING STOCK

AH continues to reposition its public housing rental portfolio by converting rental units to long-term Section 8 project-based voucher assisted units under the Rental Assistance Demonstration (RAD) Program. AH submits inventory information to HUD each month via the Public and Indian Housing Information Center (PIC).

ELEMENTS IV AND V. SOURCES AND AMOUNTS OF FUNDING AND USES OF FUNDS

AH is required to submit funding information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA) by August 31 annually.

ELEMENT VI. CAPITAL PLANNING

AH includes an overview of actual capital expenditures in this document (see page 39). Detailed information is included in our Annual Operating Budget and Comprehensive Annual Financial Report (CAFR).

ELEMENT VII. MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS

Under this element, AH set guidelines for its rental and housing assistance programs owned or managed by AH. Attachment D of AH's Amended and Restated MTW Agreement lists these guidelines, collectively referred to as MTW Program Benchmarks. AH provides actual performance of its MTW Program Benchmarks in this document (see page 97). AH postponed updating or changing these benchmarks during FY 2021 to focus on pandemic operating protocols.

Security

AH continues to address crime and safety in its communities through collaborative strategies with local law enforcement, neighbors, private development partners, property management developers (PMDs) and residents. Strategies taken to combat criminal elements in and around AH communities may have included:

- The provision of a security presence via concierge and staff within AH-Owned properties.
- Video surveillance and a community security channel.
- Best practice and lessons learned with the Atlanta Police Department (APD) to deter crime and enhance safety and security.
- Continued utilization of criminal screening standards and processes joined with stricter lease enforcement.
- Routine preventative maintenance tasks and making repairs and upgrades as necessary to ensure safety equipment remains operational.

ELEMENT VIII. MANAGEMENT INFORMATION FOR LEASED HOUSING

Leasing Information

AH is required to submit funding information in the prescribed Financial Data Schedule (FDS) format through the Financial Assessment System – PHA (FASPHA) by August 31 annually.

Inspections Strategy

AH Reviews of AH-Owned Communities

Focused on providing and maintaining quality living environments throughout its real estate portfolio, AH provides an integrated assessment status of each property and works closely with its property management developer (PMD) partners to identify and address issues at the properties. Elements of AH's quality assurance program are as follows:

- (1) **Uniform Physical Conditions Standards (UPCS):** AH conducts UPCS quality assurance inspections annually at each property. An inspection of all common areas, all building systems, and a random selection of five percent of the units is completed. The inspections contribute to a reduction of systemic maintenance issues and an overall improvement in the physical condition of the communities.
- (2) **Elevator:** AH's elevator consultant continues to provide an annual audit for each elevator at the high-rise communities, as well as to coordinate with the PMDs on equipment modernization and ongoing routine maintenance. Regular equipment maintenance has led to improved operational up time and a decrease in resident complaints concerning elevators.
- (3) **Rental Integrity Monitoring (RIM):** The RIM review, conducted annually at each property, focuses on procedures related to the complete occupancy life cycle from the application to program termination. The findings from RIM help in the design of staff training, which in turn, has reduced the number of errors identified.
- (4) **Procurement/Contracts:** AH conducts this regular on-site review to audit procedures related to the PMD procurements and contract management. PMD staff have made significant progress in maintaining best practices for documentation of contract administration and in public transparency and accountability.
- (5) **Finance/Accounting:** This internal financial audit, conducted annually at each property, is beneficial in identifying areas of concern within the properties' fiscal operations.
- (6) **Community Safety Risk:** AH conducts/requires an annual inspection at each property for administrative, technical, and physical security systems that enable PMDs to identify and mitigate safety issues at the communities. The inspection also includes items in accordance with AH's Risk/Safety, which complies with the Insurer's Work Plan instituted by AH's liability insurance company. Because of AH's Risk/Safety Program, AH insurance premiums have been reduced.
- (7) **Accessibility:** AH conducts annual inspections at each property to ensure community compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AH's related policies and procedures. These inspections enable AH to have early detection and resolution of accessibility issues, identify process improvements, and identify topics for staff training.

Appendix C: Elements of Legacy Attachment B

AH Reviews of Mixed Communities

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

(1) **Business Process Reviews (BPRs):** AH conducts an annual Business Process Review at all mixed-income communities, which includes a review of the property operations and a physical review of randomly selected resident files. The primary purpose of the review is to confirm that site-based administration activities comply with legal agreements defining the obligation of the owner entities and professional property management companies, AH policies, and federal requirements with respect to the administration and maintenance of the site-based waiting list, property operations, enforcement of AH's Work Requirement, rent determination findings, and accessibility requirements. Through BPRs, AH has been able to strengthen internal controls and external oversight of property performance related to defined measures above.

(2) **Financial:** AH reviews audited financial statements of mixed-income communities to identify trends that may affect the long-term financial viability and sustainability of the underlying asset. When there are growing concerns, impairments, audit findings, or material adverse changes that may influence the ability to meet obligations, AH works with the owner to develop a corrective action plan to resolve concerns or deficiencies as necessary.

ELEMENT IX. RESIDENT PROGRAMS

AH offers residents and voucher-holders access to a variety of programs designed to increase program participants' economic independence and housing self-sufficiency through administration of its Human Development Services (HDS) business unit. This AH team links program participants with supportive services to assist them in overcoming barriers and obstacles preventing them from moving forward.

ELEMENT X. OTHER INFORMATION AS REQUIRED

AH is not required to provide any other information during this reporting period.

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Appendix D: Local Asset Management Plan

Local Asset Management Plan (LAMP)

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Background and Information

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

Project-Based Approach for Public Housing Program

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

In addition, each mixed-income, mixed-finance rental community that contain authority assisted units under the Public Housing Program are owned, managed, and operated by third party partnerships as established at the time each of the transactions were structured. AH maintains a separate budget and accounting for the operating subsidy paid to the owners of these mixed communities but does not maintain the accounting for property operations as AH does not own or operate these properties.

Identification of Cost Allocation Approach

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

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

Classification of Costs

There is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the federal award or other final cost objective. Therefore, the definitions and guidelines provided in this LAMP are utilized for determining direct and indirect costs charged to the cost objectives.

Definitions:

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

Direct Costs – costs that can be identified specifically with a particular final cost objective.

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

Indirect Cost Fee-for-Service Rates – used for determining in a reasonable manner, the proportion of indirect costs each cost objective should bear. It is the ratio (expressed as a percentage) of the indirect costs to a direct cost base.

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

AH Cost Objectives

AH has identified the following cost objectives:

Direct Costs:

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

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

Special Purpose Housing Choice Tenant-Based Vouchers – such vouchers include, but are not limited, to Family Unification Program (FUP) vouchers, Veterans Affairs Supportive Housing (VASH) vouchers, 1-year Mainstream (Non-Elderly Disabled (NED)) vouchers and 5-year Mainstream (Section 811) vouchers.

Other Federal, State, and Local Awards – Periodically, AH may receive other funding awards, and in these instances, AH will establish a separate cost objective for such awards as necessary.

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

AH Direct Costs

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

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

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

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

1. Incentive and other fees authorized to support leasing,
2. Legal expenses,
4. Professional services,
5. Case management and other human services,
6. Relocation,
7. Extraordinary site work,
8. Demolition,
9. Acquisitions,
10. Program administration,
11. Gap financing in qualified real estate transactions,
12. Homeownership down payment assistance,
13. Investments, such as loans, grants, etc.,
14. Other development and revitalization expenditures.

Appendix D: Local Asset Management Plan

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

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

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

1. Legal expenses,
2. Professional services,
3. Utilities, such as gas, water, electric and similar utility service expenses,
4. Real Estate taxes,
5. Insurance,
6. Bank charges,
7. Staff training,
8. Interest expense,
9. Other costs required of a specific non-federal program, award, or contract.

Direct Costs – Substitute System for Compensation of Personal Services

In addition to the direct costs identified previously, when required to charge direct staff time to a non-MTW funding source, AH will allocate direct salary and wages based upon quantifiable measures (substitute system) of employee effort rather than timesheets. This substitute system is allowed under 2 CFR §200.430. The substitute system permits AH to allocate direct costs on measures that are readily determined for each department more efficiently and effectively. AH will re-evaluate those departments and measures periodically and update as necessary. Listed below are the Operating Divisions functions and measures effective July 1, 2021:

Operating Division	Quantifiable Measure
Construction and Facilities Management	<ul style="list-style-type: none"> • Square footage of properties managed
Housing Choice Voucher Program	<ul style="list-style-type: none"> • Leased vouchers
Inspection Services	<ul style="list-style-type: none"> • Number of inspections
Real Estate Group	<ul style="list-style-type: none"> • Active revitalizations • Number of properties managed • Number of properties and developments supported • RAD Conversions

AH Fee-For-Service

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

Limitation on indirect cost or administrative costs – AH recognizes that there may be limitations on the amount of administrative or indirect costs charged to specific grant awards. Should such limitations prevent the charging of direct and indirect costs to a grant award AH will charge such costs to the remaining cost objectives as defined in this LAMP, while ensuring only authorized expenditures are charged to the cost objectives and their related funding sources. AH ensures that no costs are charged to federal funds unless authorized under federal law or regulation.

Implementation of AH's Local Asset Management Plan

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

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

AH can define costs differently than the standard definitions published in HUD's Financial Management Guidebook pertaining to the implementation of 24 CFR Part 990. AH is required to describe any differences between the LAMP and HUD's asset management requirements in its Annual MTW Plan to facilitate the recording of actual property costs and submission of such information to HUD:

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

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Appendix E: Other Information

Resident Satisfaction Survey Results - Abbreviated

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Appendix E: Resident Satisfaction Survey

A high-level overview of AH's annual survey is below, which is available by email. Please send request to: strategy@atlantahousing.org.

FY 2023 Resident Satisfaction Survey Summary of Results

Demographics				
	Under 49	50 - 69	70+	
1. Please indicate your age group.				
Number of responses	42	146	130	
Total responses received for this question	318	318	318	
Percentage	13.2%	45.9%	40.9%	
Demographics				
	Fewer than 5 years	5 to 9 years	10 to 15 years	More than 15 years
2. How many years have you lived in this community?				
Number of responses	90	88	65	75
Total responses received for this question	318	318	318	318
Percentage	28.3%	27.7%	20.4%	23.6%
Overall Satisfaction				
	Poor	Average	Good	Very Good
3. How do you rate your quality of life in your community?				
Number of responses	8	45	116	149
Total responses received for this question	318	318	318	318
Percentage	2.5%	14.2%	36.5%	46.9%
Overall Satisfaction				
	Yes	No		
4. Would you tell a friend or family member to move to your community?				
Number of responses	270	48		
Total responses received for this question	318	318		
Percentage	84.9%	15.1%		

A total of 318 surveys were completed by residents this year.

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End MTW Annual Report

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