



CATALYST
Rethinking Community Building

Atlanta Housing Authority's Fiscal Year 2006 Implementation Plan



Board Approved April 25, 2005

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Fiscal Year 2006 Implementation Plan
April 26, 2005

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INTRODUCTION

Atlanta Housing Authority (AHA) determined with the initiation of the revitalization of Techwood/Clark Howell in the fall of 1994 that warehousing poor families in isolated barrack-style buildings was detrimental and perpetuated the cycle of poverty. Through its strategic revitalization program (Olympic Legacy Program), AHA's approach has demonstrated that families fare better economically and socially when they are given an opportunity to move away from concentrated poverty and into healthy mixed-income communities. Over the past decade, AHA has committed itself to creating environments where Atlanta's residents, regardless of current income status, can thrive and achieve the American dream. AHA believes that every person has unlimited potential and promise, but the quality of his or her living environment dictates the outcome.

AHA's vision is "Healthy Mixed-Income Communities." AHA's vision will be implemented within the framework of five guiding principles. These guiding principles will govern all of AHA's policies and programs regardless of the funding source. These guiding principles are:

1. End the practice of concentrating the poor in distressed, isolated neighborhoods.
2. Create healthy communities using a holistic and comprehensive approach to assure long-term marketability and sustainability of the community and to support excellent outcomes for families especially the children – emphasis on excellent, high performing neighborhood schools and excellent quality of life amenities, such as first class retail and green space.
3. Create mixed-income communities with the goal of creating market rate communities with a seamless affordable component.
4. Develop communities through public/private partnerships using public and private sources of funding and market principles.
5. Residents should be supported with adequate resources to assist them to achieve their life goals, focusing on self-sufficiency and educational advancement of the children. Expectations and standards for personal responsibility should be benchmarked for success.

EXECUTIVE SUMMARY: OVERVIEW OF AHA'S FY 2006 IMPLEMENTATION PLAN

AHA is an affordable housing provider with a public mission and purpose, for the betterment of low income citizens of Atlanta. AHA has four business lines: (1) Asset and Property Management, (2) Housing Choice Administration (3) Real Estate Development & Acquisitions and (4) Fee Based Contract Administration. Asset and Property Management is responsible for the asset and property management of AHA's real estate portfolio, and other real estate investments once the properties reach stabilization. Housing Choice Administration consists of providing rental assistance through the use of tenant-based Housing Choice vouchers and associated program administration. Real Estate Development and Acquisitions is responsible for the management of AHA's development, revitalization and acquisition activity. The Fee Based Contract Administration business line provides administration and project oversight for subsidized multifamily properties on a fee-for-service basis.

In June 2004, AHA prepared and submitted its FY 2005 MTW Plan (Base Plan or CATALYST) to HUD. The Base Plan is the strategic plan that sets AHA's direction during the seven year demonstration period, based on "Best Practices" implemented and "Lessons Learned" by AHA during the past 10 years. Since 1994, AHA has implemented a number of sweeping policy and program changes. During this transformation, AHA learned a number of important lessons. To the extent that the changes achieved positive outcomes and results, AHA intends to do more of the same. To the extent that we observed operational and policy weaknesses, we are reviewing and revisiting our policies and approaches to achieve desired outcomes. The deregulation afforded by the MTW Agreement creates an environment for AHA to solve long-standing problems using private sector approaches. The most important lesson is that "Environment Matters" and that concentrating families in poverty always leads to bad outcomes.

The scope and breadth of the Base Plan is more ambitious than a typical annual plan, and is intended to provide a broad foundation for the realignment of AHA. CATALYST was approved by HUD on September 10, 2004. While CATALYST sets forth AHA's direction for the entire demonstration period, the FY 2006 Implementation Plan identifies AHA's priorities and programs to be implemented during FY 2006.

AHA's major projects for FY 2006 will fall under one of AHA's four business lines: Asset and Property Management, Housing Choice Program, Real Estate Development & Acquisitions and Fee Based Contract Administration. During FY 2006, AHA will also continue to re-align and strengthen its corporate infrastructure, financial and reporting systems, information technology environment and human resources. These activities are described as Corporate Support.

Each project or policy change identified in the FY 2006 Implementation Plan supports one of AHA's three goals: (1) economic viability, (2) quality living environments and (3) self-sufficiency.

Economic Viability (EV)

During FY 2006, AHA will implement specific projects which are intended to maximize AHA's economic viability and sustainability. Many of these projects involve the use of technology to provide cost effective solutions for labor and paper intensive activity. Other projects will result in a more efficient corporate operation or the effective management and deployment of the subsidy received by AHA.

Quality Living Environments (QLE)

Other activities and policy changes directly support AHA's conclusion that it is critical to end the practice of concentrating families in poverty and bad neighborhoods. AHA believes that the better plan is to provide market rate mixed-income communities, with a seamless affordable component and with access to excellent quality of life services. AHA also believes that seniors and the mentally disabled should be able to live in quality affordable service-enriched housing that meets their special needs.

Self-Sufficiency (SS)

Finally, some of AHA's activities and policy changes will be focused on self-sufficiency by facilitating opportunities for families and individuals to build wealth and reduce their dependency on subsidy, ultimately becoming financially independent. AHA's client services delivery strategy is based on three principles: (1) access to mainstream programs and services, (2) appropriate levels of support to connect families to mainstream society and new opportunities and (3) access to a network of service providers.

AHA's Corporate Roadmap

The relationship between (1) AHA's goals and strategies and (2) the activities, projects and policy changes for FY 2006 is set forth in AHA's Corporate Roadmap and Project Chart in Appendix A. The following table is a summary of the activities, projects or policy changes that AHA will implement during FY 2006. Each activity, project or policy change supports AHA's strategies and goals and is coded to identify the related goals. This table sets forth (1) the project or policy change, (2) the problem that AHA is addressing, (3) the target completion date and (4) the desired outcome. Each activity, project or policy change identified in the table is described in more detail in Parts I – V of this plan.

Asset and Property Management

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Enhanced Business Systems (Lease Enforcement, Enhanced Criminal Screening, and Health and Safety Standards) – (Implementation Plan Part I, Section A1)	Phase I implemented 10/1/04; Phase II Enhancements 6/1/05 and 7/1/05; Enforcement Ongoing	<ul style="list-style-type: none"> ▪ Sub-optimal intake process ▪ Security and safety concerns ▪ Hazards from poor unit maintenance 	<ul style="list-style-type: none"> ▪ Improved screening ▪ Safer environment for families ▪ Reduced health and safety risks ▪ Improved quality of life for residents
EV	Elderly Income Disregard – (Implementation Plan Part I, Section A2)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Rent penalty for seniors on fixed incomes who have secondary employment 	<ul style="list-style-type: none"> ▪ Seniors on fixed incomes permitted to have additional employment income without rent penalty
EV	Minimum Rent – (Implementation Plan Part I, Section A3)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Budget deficits ▪ Insufficient contribution to rent by residents 	<ul style="list-style-type: none"> ▪ Balanced AHA budget ▪ Increased contribution from residents towards operating costs and overhead
EV	Affordable Flat Rent Demonstration – (Implementation Plan Part I, Section A4)	Implement pilot 1/31/06	<ul style="list-style-type: none"> ▪ Administratively burdensome intake process ▪ Existing flat rents do not reflect condition of AHA-owned properties 	<ul style="list-style-type: none"> ▪ Reduced administrative burden and operating costs at AHA-owned properties ▪ Appropriate level of affordability ▪ Collect rents needed to cover operating costs
EV	Sustaining Mixed-Income Investments – (Implementation Plan Part I, Section A5)	6/30/06	<ul style="list-style-type: none"> ▪ Inadequate rent ▪ Streamlined regulatory requirements 	<ul style="list-style-type: none"> ▪ Enhanced sustainability of mixed-income properties ▪ Reduced administrative burden and operating costs associated with Section 9 regulatory scheme
EV	Tax Credit Compliance Model – (Implementation Plan Part I, Section A6)	Implementation underway and fully integrated; System will be in place and fully tested by 6/30/06	<ul style="list-style-type: none"> ▪ Double layer of tax credit and Section 9 compliance requirements at mixed-income communities 	<ul style="list-style-type: none"> ▪ Streamlined compliance requirement at mixed-income communities ▪ Reduced administrative burden and operating costs. ▪ Improve performance

Asset and Property Management

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
QLE/ EV	Elderly Admissions Preference at AHA's Senior High-rises – <i>(Implementation Plan Part I, Section B1)</i>	Implementation 7/1/05	<ul style="list-style-type: none"> ▪ Imbalance of elderly and young mentally disabled at high-rise communities 	<ul style="list-style-type: none"> ▪ Improved quality of life for residents at high-rise communities ▪ Reduction in operating costs
QLE	Place-based Supportive Services Strategy Pilot – <i>(Implementation Plan Part I, Section B2)</i>	Complete Pilot 6/30/06; Ongoing	<ul style="list-style-type: none"> ▪ Lack of supportive services for special needs populations, i.e. seniors and young mentally disabled ▪ Lack of HUD funding for supportive services ▪ Poor quality of life for seniors and disabled persons 	<ul style="list-style-type: none"> ▪ Improved quality of life for residents ▪ Leveraging local resources and partnerships ▪ Develop a model for affordable assisted living
QLE	Enhanced Real Estate Inspection Systems – <i>(Implementation Plan Part I, Section B3)</i>	Implemented 12/1/05	<ul style="list-style-type: none"> ▪ Housing Quality Standards (HQS) not sufficient ▪ Fragmented inspection systems and processes 	<ul style="list-style-type: none"> ▪ Proactive approach to property management ▪ Improved living environment ▪ Improved management system and approach ▪ Increased cost efficiencies
QLE	Mixed-income Communities “Working Laboratory” Initiative - <i>(Implementation Plan Part I, Section B4)</i>	6/30/06	<ul style="list-style-type: none"> ▪ Current environment does not allow private development partners to apply innovative methods to achieve their goals for the properties 	<ul style="list-style-type: none"> ▪ Flexibility for development partners to use innovation to meet their goals for the properties
SS	Work Requirement - <i>(Implementation Plan Part I, Section C1)</i>	Phase I implemented 10/1/04; Ongoing tracking and enforcement	<ul style="list-style-type: none"> ▪ Low resident workforce participation ▪ Residents unable to pay rents at level needed to cover operating costs ▪ Residents not preparing themselves to graduate from assisted programs 	<ul style="list-style-type: none"> ▪ Resident self-sufficiency ▪ Residents pay rents to cover operating costs ▪ Increased resident workforce participation ▪ Improved quality of life at the communities ▪ Resident wealth building

Asset and Property Management

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
SS	School Attendance Requirement (<i>Implementation Plan Part I, Section C1</i>)	Phase I implemented 10/1/04; Ongoing tracking and enforcement	<ul style="list-style-type: none"> ▪ Low resident education levels ▪ Truancy 	<ul style="list-style-type: none"> ▪ Residents prepared to enter the workforce ▪ Improved school attendance
SS	Program Participation Requirement - (<i>Implementation Plan Part I, Section C2</i>)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Low resident participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Resident self-sufficiency ▪ Increased resident participation in self-sufficiency and job training programs
SS	Service Provider Network - (<i>Implementation Plan Part I, Section C3</i>)	Initial provider network in place 1/14/05; Additional providers being recruited moving forward	<ul style="list-style-type: none"> ▪ Lack of connectivity and coordination between AHA and service providers ▪ Insufficient funding 	<ul style="list-style-type: none"> ▪ Network of service providers ▪ Resident self-sufficiency ▪ Leveraging local resources and partnerships
SS	CATALYST Resource Access Guide - (<i>Implementation Plan Part I, Section C4</i>)	Release 1 – 9/24/04 Release 2 – 3/3/05 Semi-annual updates going forward	<ul style="list-style-type: none"> ▪ Limited or no awareness of mainstream supportive services resources for job training and employment ▪ Low resident participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Provide residents with increased awareness of mainstream supportive services resources for job training and employment ▪ Increased resident participation in self-sufficiency and job training programs
SS	Connections to SPN - (<i>Implementation Plan Part I, Section C5</i>)	Initiated planning sessions with PMCOs and Human Services providers on 4/1/05; Ongoing	<ul style="list-style-type: none"> ▪ Ineffective resident access to supportive services resources ▪ Low resident participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Improved resident access to supportive services resources for job training and employment ▪ Increased resident participation in self-sufficiency and job training programs
SS	Individual Development Accounts (IDAs) - (<i>Implementation Plan Part I, Section C6</i>)	Begin pilot test program in 1/1/06	<ul style="list-style-type: none"> ▪ Existing HUD earned income disregard does not provide appropriate incentive for work 	<ul style="list-style-type: none"> ▪ Resident self-sufficiency ▪ Resident wealth building

Asset and Property Management

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
SS	Human Services Management - (<i>Implementation Plan Part I, Section C7</i>)	Implemented to support HOPE VI relocation activities; Ongoing	<ul style="list-style-type: none"> ▪ Complex set of challenges associated with relocation and preparing families to be successful in private marketplace ▪ Limited ability of families to successfully transition to new neighborhoods 	<ul style="list-style-type: none"> ▪ Resident self-sufficiency ▪ Connection to supportive services for job training and employment ▪ Residents prepared to be successful neighbors in private housing through Housing Choice or mixed-income communities ▪ Connecting residents to the mainstream ▪ Residents prepared to be successful in the workforce

Housing Choice Administration

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Enhanced Business Systems (Family Obligations Enforcement, Criminal Screening, and Health and Safety Standards) - <i>(Implementation Plan Part II, Section A1)</i>	Phase I Implemented 10/1/04; Enforcement Ongoing	<ul style="list-style-type: none"> ▪ Sub-optimal intake process ▪ Security and safety concerns ▪ Hazards from poor unit maintenance ▪ Negative impact on Atlanta neighborhoods 	<ul style="list-style-type: none"> ▪ Improved screening ▪ Safer environment for families ▪ Reduced health and safety risks ▪ Improved quality of life for participants ▪ Positive reception of participants as neighbors ▪ Address unintended consequences of current regulations ▪ Improve success rate for families in neighborhoods
EV	Elderly Income Disregard - <i>(Implementation Plan Part II, Section A2)</i>	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Rent penalty for seniors on fixed incomes who have secondary employment 	<ul style="list-style-type: none"> ▪ Seniors on fixed incomes permitted to have additional employment income without rent penalty
EV	Minimum Rent - <i>(Implementation Plan Part II, Section A3)</i>	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Budget deficits ▪ Insufficient contribution by participants towards contract rents 	<ul style="list-style-type: none"> ▪ Balanced AHA budget ▪ Increased contribution from participants towards contract rents
EV	Inspection Fees - <i>(Implementation Plan Part II, Section A4)</i>	3/31/06	<ul style="list-style-type: none"> ▪ Administrative cost/burden associated with repeated inspections ▪ Facilitate inspection process and unit "readiness" 	<ul style="list-style-type: none"> ▪ Reduced number of failed inspections ▪ "Landlord Friendly" inspection process ▪ Reduced administrative burden and operating costs ▪ Reduce time between Request for Tenancy Approval (RTA) and lease execution

Housing Choice Administration

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Landlord Certification and Training - <i>(Implementation Plan Part II, Section A5)</i>	3/31/06	<ul style="list-style-type: none"> ▪ Landlords who are unfamiliar with the Housing Choice program requirements ▪ Underperforming landlords 	<ul style="list-style-type: none"> ▪ Educated landlords ▪ Reduced administrative burden and operating costs
EV	Housing Choice Fair Market Rent Standards - <i>(Implementation Plan Part II, Section A6)</i>	5/30/06	<ul style="list-style-type: none"> ▪ Current FMR structure does not distinguish difference in local submarkets ▪ Current FMRs skew true local rents 	<ul style="list-style-type: none"> ▪ Optimal allocation of subsidy in Atlanta market ▪ Local rents to support appropriate level of affordability
EV	Voucher Administration Reform <i>(Implementation Plan Part II, Section A7)</i>	8/30/06	<ul style="list-style-type: none"> ▪ Administrative burden and costs for AHA and landlords ▪ Duplication in AHA/landlord tenant intake administrative process (PBV) ▪ Length of time between RTA and lease execution ▪ High number of participant moves ▪ Participants may not be ready for single family homeownership or residency ▪ Different standards by the receiving agencies for AHA outgoing porting families 	<ul style="list-style-type: none"> ▪ Reduced administrative burden and operating costs ▪ Streamlined intake administrative process (PBV) ▪ Reduced time for lease execution ▪ Positive perception of participants as neighbors ▪ Improve receptivity of the program in the landlord community ▪ Application of CATALYST standards to outgoing porting families in metropolitan Atlanta.

Housing Choice Administration

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
QLE	Deconcentration Strategy - (Implementation Plan Part II, Section A8)	Implementation of strategy will begin in 1/01/06	<ul style="list-style-type: none"> ▪ Significant levels of poverty concentration created by the high absorption rate of assisted housing in impacted communities 	<ul style="list-style-type: none"> ▪ Healthy mixed – income communities that will result in quantifiable quality of life outcomes under AHA’s CATALYST plan ▪ Positive community response to Housing Choice Voucher program ▪ Improved quality of life for participants
QLE	Enhanced Real Estate Inspection Systems - (Implementation Plan Part II, Section A9)	4/30/06	<ul style="list-style-type: none"> ▪ Housing Quality Standards (HQS) not sufficient ▪ Fragmented inspection systems and processes 	<ul style="list-style-type: none"> ▪ Improved living environment ▪ Improved management system and approach ▪ Increased cost efficiencies
SS	Work Requirement - (Implementation Plan Part I, Section C1)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Low participant workforce participation ▪ Participants unable to pay contract rents ▪ Participants not preparing themselves to graduate from assisted programs for job training and employment 	<ul style="list-style-type: none"> ▪ Participant self-sufficiency ▪ Participants pay more towards contract rents ▪ Increased participant workforce participation ▪ Improved quality of life in the neighborhoods ▪ Participant wealth building
SS	School Attendance Requirement - (Implementation Plan Part I, Section C1)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Low participant education levels ▪ Truancy 	<ul style="list-style-type: none"> ▪ Participants prepared to enter the workforce ▪ Improved school attendance
SS	Program Participation Requirement - (Implementation Plan Part I, Section C2)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Low participant participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Participant self-sufficiency ▪ Increased participant participation in self-sufficiency and job training programs

Housing Choice Administration

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
SS	Service Provider Network - <i>(Implementation Plan Part I, Section C3)</i>	Initiated Network Provider in Place 1/14/05; Additional providers being recruited moving forward	<ul style="list-style-type: none"> ▪ Lack of connectivity and coordination between AHA and service providers ▪ Insufficient funding 	<ul style="list-style-type: none"> ▪ Network of service providers ▪ Participant self-sufficiency ▪ Leveraging local resources and partnerships
SS	CATALYST Resource Access Guide - <i>(Implementation Plan Part I, Section C4)</i>	Release #1 – 9/24/04 Release #2 – 3/3/05 Semi-annual updates going forward	<ul style="list-style-type: none"> ▪ Limited or no awareness of mainstream supportive services resources for job training and employment ▪ Low participant participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Provide residents with increased awareness of supportive services resources for job training and employment ▪ Increased participant participation in self-sufficiency and job training programs
SS	Connections to SPN - <i>(Implementation Plan Part I, Section C5)</i>	Initiated planning sessions with PMCOs and Human Services providers on 4/1/05; Ongoing	<ul style="list-style-type: none"> ▪ Ineffective participant access to supportive services resources ▪ Low participant participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Improved participant access to supportive services resources for job training and employment ▪ Increased participant participation in self-sufficiency and job training programs

Housing Choice Administration

AHA Goal	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
SS	Human Services Management - <i>(Implementation Plan Part I, Section C7)</i>	Ongoing and fully implemented	<ul style="list-style-type: none"> ▪ Complex set of challenges associated with relocation and preparing families to be successful in private marketplace ▪ Limited ability of families to successfully transition to new neighborhoods 	<ul style="list-style-type: none"> ▪ Participant self-sufficiency ▪ Connection to supportive services for job training and employment ▪ Participants prepared to be successful neighbors in private housing through Housing Choice or mixed-income communities ▪ Connecting participants to the mainstream ▪ Participants prepared to be successful in the workforce

Real Estate Development & Acquisitions

AHA Goal	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
QLE	Repositioning - <i>(Implementation Plan Part III, Section A1)</i>	FY 06 prioritization of properties 4/5/05; Additional prioritization by 12/31/05	<ul style="list-style-type: none"> ▪ Physical condition of current public housing portfolio. ▪ Effects of concentrated poverty ▪ Administrative burden associated with management intensive AHA-owned family communities 	<ul style="list-style-type: none"> ▪ Quality living environments for the residents ▪ Repositioned real estate ▪ Reduced administrative burden and operational costs
QLE	Project-Based Vouchers as Development Tool - <i>(Implementation Plan Part III, Section A2)</i>	Procedural manual in place 7/1/05	<ul style="list-style-type: none"> ▪ Limited HOPE VI opportunities ▪ Physical condition of current public housing portfolio. ▪ Effects of concentrated poverty 	<ul style="list-style-type: none"> ▪ Long-term commitments for affordable housing in mixed-income communities
QLE	Enhanced Relocation Process (Relocation Initiatives) - <i>(Implementation Plan Part III, Section A3)</i>	Standard process in place 7/1/05	<ul style="list-style-type: none"> ▪ Need for relocation process to support repositioning ▪ Standardize timeframe for relocation process 	<ul style="list-style-type: none"> ▪ Effective relocation process to support repositioning ▪ Use of project-based properties as replacement housing resources
QLE	Developing Alternative Housing Resources - <i>(Implementation Plan Part III, Section A4)</i>	4/30/06	<ul style="list-style-type: none"> ▪ Housing needs for homeless families ▪ Households affected by relocation may not be eligible for AHA subsidy 	<ul style="list-style-type: none"> ▪ Identification of quality alternative housing for families ▪ Provide access to housing resources for ineligible affected families
QLE	Developing Supportive Housing - <i>(Implementation Plan Part III, Section A5)</i>	Complete needs assessment of four targeted high-rises 1/31/06	<ul style="list-style-type: none"> ▪ Inadequate supportive housing for seniors and persons with mental disabilities 	<ul style="list-style-type: none"> ▪ Development of quality supportive housing for seniors and persons with mental disabilities

Fee Based Contract Administration

AHA Goal	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
EV	Contract Administration - (<i>Implementation Plan Part IV, A1</i>)	Ongoing	<ul style="list-style-type: none"> ▪ Other HUD funds are restricted for certain purposes and are less flexible in their use. These funds may not be able to be used for opportunities that support AHA's goals and objectives. ▪ Other HUD funds are restricted for certain purposes and are less flexible in their use. These funds may not be able to be used for opportunities that support AHA's goals and objectives. 	<ul style="list-style-type: none"> ▪ Increasing unrestricted revenues through this activity allows AHA to pursue opportunities that support AHA's goals and objectives.
EV	Mark to Market Program - (<i>Implementation Plan Part IV, A2</i>)	Ongoing	<ul style="list-style-type: none"> ▪ Program was discontinued by QHWRA of 1998 except for active programs. Since AHA's program is inactive, the sustainability of the original communities created by program and the creation of other CATALYST initiatives related to economic independence is essential. 	<ul style="list-style-type: none"> ▪ Increasing unrestricted revenues through this activity allows AHA to pursue opportunities that support AHA's goals and objectives.
EV/QLE	Closeout of the Turnkey III Homebuyers Program - (<i>Implementation Plan Part IV, A3</i>)	6/30/06	<ul style="list-style-type: none"> ▪ Reduce AHA administrative burden and operational costs ▪ Establishment of a functional homeowners association ▪ Adequate reserves to address emergency and capital needs to sustain and preserve community ▪ Disposition of deteriorated units 	<ul style="list-style-type: none"> ▪ Reduce AHA administrative burden and operational costs ▪ Establishment of a functional homeowners association ▪ Adequate reserves to address emergency and capital needs to sustain and preserve community ▪ Disposition of deteriorated units

Corporate Support

AHA Goal	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
EV	Financial Analysis – <i>(Implementation Plan Part V, Section A1)</i>	Initial financial model complete 3/25/05; Additional models ongoing from 6/30/05	<ul style="list-style-type: none"> ▪ Realignment of financial resources to support AHA repositioning program while maintaining existing commitments ▪ Analysis needed to inform decision making 	<ul style="list-style-type: none"> ▪ Better information for strategic decision making ▪ Better feasibility and financial information.
EV	Project-based Accounting and Financial Systems/Quarterly Financial Statements by Business Line - <i>(Implementation Plan Part V, Section A2)</i>	Draft complete 3/31/05; Final system complete 6/30/05	<ul style="list-style-type: none"> ▪ Inadequate property financial information ▪ Need to track performance of AHA's business lines 	<ul style="list-style-type: none"> ▪ Complete financial statements for each property ▪ Quarterly financial statements for each business line
EV	Fee for Service Methodology - <i>(Implementation Plan Part V, Section A3)</i>	6/30/06	<ul style="list-style-type: none"> ▪ Administrative burden associated with current salary allocation system 	<ul style="list-style-type: none"> ▪ Reduced administrative burden and operational costs
EV	Asset Management Systems - <i>(Implementation Plan Part V, Section A4)</i>	Phase I Implementation Complete 6/30/06	<ul style="list-style-type: none"> ▪ Lack of integrated business systems needed to support asset management model 	<ul style="list-style-type: none"> ▪ Establish systems to support asset management model
EV	Next Generation Solutions Project - <i>(Implementation Plan Part V, Section A5)</i>	8/1/06	<ul style="list-style-type: none"> ▪ Paper and labor intensive process ▪ Costly and inefficient operations ▪ Administrative burden ▪ Suboptimal customer service 	<ul style="list-style-type: none"> ▪ Improved operational efficiency and capacity ▪ Improved service to participants and landlords ▪ Reduce administrative burden and operating costs ▪ Improved customer service
EV	Communications Plan - <i>(Implementation Plan Part V, Section A6)</i>	6/30/06	<ul style="list-style-type: none"> ▪ Need to communicate MTW initiatives and changing policies to families and stakeholders ▪ Misunderstanding of AHA's goals and objectives 	<ul style="list-style-type: none"> ▪ Informed families and stakeholders ▪ Improved understanding of AHA's goals and objectives by stakeholders.

Corporate Support

AHA Goal	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
EV	Corporate Culture Project - (Implementation Plan Part V, Section A7)	Accountability 4/30/06; Other mindsets 6/30/06	<ul style="list-style-type: none"> ▪ Suboptimal cross-departmental accountability ▪ Suboptimal coordination between departments 	<ul style="list-style-type: none"> ▪ Improved accountability, interdepartmental communication and coordination
EV	Human Resources Development - (Implementation Plan Part V, Section A8)	Identify skills gap by 7/31/05; Close gap by 6/30/06	<ul style="list-style-type: none"> ▪ Existing workforce may lack skills needed to execute CATALYST Plan. 	<ul style="list-style-type: none"> ▪ Realigned or enhanced workforce
QLE	Comcast Cable Partnership - (Implementation Plan Part V, Section B1)	9/1/06	<ul style="list-style-type: none"> ▪ Security concerns at AHA high-rise communities ▪ Limited communications to seniors and the young disabled 	<ul style="list-style-type: none"> ▪ Improved safety and quality of life for residents ▪ Improved communications through regular access
QLE	Video Call Down System - (Implementation Plan Part V, Section B2)	8 sites on-line 5/30/05; Additional site tentatively scheduled to come on-line 3/31/06	<ul style="list-style-type: none"> ▪ High crime rates at AHA conventional public housing communities ▪ High costs for private security ▪ Criminal trespassing and loitering 	<ul style="list-style-type: none"> ▪ Improved safety and quality of life for residents ▪ Reduced costs and improved services
	Measuring Success - MTW Benchmarking - (Implementation Plan, Conclusion)	Engage independent researcher 7/1/05	<ul style="list-style-type: none"> ▪ Measurements of success are needed to assess long-term impact of CATALYST initiatives on families. ▪ Independent evaluation of CATALYST needed 	<ul style="list-style-type: none"> ▪ Long-term study that measures and demonstrates positive impact of AHA's CATALYST initiatives on families ▪ Empirical support for AHA's vision/approach

PART I: ASSET AND PROPERTY MANAGEMENT

The Asset and Property Management business line consists of four components: (1) conventional public housing, (2) real estate investments, (3) conventional real estate, and (4) AHA other assets. This business line is responsible for the asset and property management of AHA's real estate portfolio and other assets.

AHA-owned Properties

AHA has outsourced the management of its conventional public housing portfolio to three professional private management companies (PMCOs). The PMCOs are responsible for the day-to-day on-site property management functions including rent collections, property maintenance, property planning, client services, capital improvements and other construction activities. AHA's Asset and Property Management group articulates AHA's goals and objectives as the owner to the PMCOs. As of March 2005, AHA owned 7,258 units in 17 high-rise communities which serve the elderly and disabled and 15 family communities in its conventional public housing portfolio. (See Appendix B for a list of these properties.)

During FY 2006, AHA will continue to own, operate and sustain all of the properties in its public housing portfolio until such time as these properties are revitalized and turned over to our private sector development partners for development or are otherwise repositioned. For FY 2006, AHA has established three priorities for capital expenditures for the public housing portfolio: (1) the health and safety of our residents, (2) security, and (3) sustaining viability.

Signature Properties

AHA is also the sponsor of 12 market rate, mixed-income communities (Signature Properties). The mixed-income communities are not owned, controlled or operated by AHA or any of its affiliates. These communities are owned by public/private partnerships formed between an AHA affiliate and AHA's procured private sector development partners, with the private developer as the managing general partner. The limited partnership interests are acquired and owned by entities that purchase the low-income housing tax credits. In most cases, greater than 97% of those interests are held by those investors. AHA continues to own the land, on which the mixed-income, multi-family rental apartments are constructed. AHA leases the land to the public/private partnership (Owner Entity) pursuant to a long-term ground lease, typically 50 to 60 years. At the end of the ground lease term, the land and improvements revert to AHA. The Owner Entity executes the development activities, including the construction of the improvements. (See Appendix C for a list of these properties.)

The development model for mixed-income communities is a market rate community, with a seamless affordable component. Typically, 30% to 40% of the apartments are reserved for families who are public housing eligible. The remaining 70% or 60% are leased to market rate and tax credit eligible families based on the financial and legal structure. The total development budgets for the mixed-income communities are comprised of various combinations of multiple public and private sources of funds. In all cases, AHA's development funds serve as seed capital to leverage private investment. The Owner Entity borrows conventional first mortgage debt from either a bank or other financial institution, or FHA insured 221 (d) (4) arrangements or private activity bonds with 4% low income housing tax credits. The Owner Entity, subject to limits under the State of Georgia's Qualified Allocation Plan, applies for 9% of low-income housing tax credits. If awarded, the credits are sold to investors to raise equity for the development project. AHA loans its funds to the Owner Entity for its proportionate share of the construction budget. AHA's proportionate share is based on the percentage of the apartments reserved for public housing eligible residents pursuant to regulatory agreements with HUD. AHA's loans are second mortgage loans subordinated to the first mortgage and are payable only out of cash flow generated from the property.

The housing assistance payment using Section 9 operating subsidy from HUD for the public housing assisted units in mixed-income communities is calculated to pay the difference between the operating costs (based on operating budgets prepared by the Owner Entity) and resident rents (based on 30% of adjustable income of the assisted family) so that such apartments operate on a break even basis. Related Partnership Operating Reserves have been established for each mixed-income community to mitigate the financial exposure in the event that AHA does not or cannot meet its housing assistance payment obligation to that property.

For its role in supporting the revitalization and development of mixed-income communities, AHA earns development and other fees. This income can be used for low income housing purposes. During any applicable grant agreement period, however, any such income must be used in conjunction with the revitalization activities for a particular site.

AHA's repositioning strategy uses and builds upon the legal, regulatory and financial model developed in March 1996 in connection with the revitalization of Techwood/Clark Howell, using the 1993 HOPE VI grant. The revitalization of Techwood/Clark Howell, East Lake Meadows, John Hope Homes and John Eagan Homes was packaged by AHA as the "Olympic Legacy Program" and formed the foundation of the repositioning initiative outlined in AHA's Base Plan. This repositioning strategy has had a dramatically favorable impact on the quality of housing subsidized, and has had a major impact on the mix of housing resources offered by AHA and consequently, the composition of AHA's net assets. As AHA continues its repositioning strategy, AHA will continue to reposition its existing portfolio of distressed public housing properties and will subsidize more units in healthy mixed-income communities by using development resources such as HOPE VI and other development funds and Project-Based Housing Choice Vouchers.

The following sections describe the projects that AHA will implement under the Asset and Property Management business line.

A. Economic Viability

A1. Enhanced Business Systems (Lease/Family Obligation Document Enforcement, Enhanced Criminal Screening, and Health and Safety Standards). In the Base Plan, AHA identified certain policy and programmatic reforms needed for both the Public Housing and Housing Choice programs. These reforms are designed to improve the health, safety and welfare of families AHA serves and the neighborhoods in which they live. These reforms include improved screening and stricter lease enforcement. AHA will, as a policy and operational matter, recognize the distinction in the severity of certain crimes, creating two major categories of crimes: (1) crimes that are associated with violence or drugs and (2) non-drug related and non-violent crimes. These two categories will inform the intake process as well as the recertification process. AHA will also continue to enforce higher health and safety standards for all of the households served by AHA. Residents will be required to comply with these standards as a condition of receiving or maintaining subsidy assistance. The PMCOs have designed enhanced business systems to enforce these stricter standards and will continue to enforce them during FY 2006.

A2. Elderly Income Disregard. On October 1, 2004, AHA implemented an income disregard for the Public Housing and Housing Choice programs for employment income earned by elderly residents or participants on fixed income. AHA will continue to recognize this income disregard in FY 2006.

A3. Minimum Rent. On October 1, 2004, AHA raised its minimum rent from \$25 to \$125. Households on fixed incomes, where all members are either elderly or disabled, are exempt from the minimum rent increase and will pay rent based on 30% of their adjusted gross incomes. Hardship waivers may be granted by the PMCOs under certain limited circumstances, on a case-by-case basis, based on criteria established in AHA's Statement of Corporate Policies. (See AHA's Statement of Corporate Policies, Appendix D). AHA will keep its minimum rent at this level for FY 2006.

A4. Affordable Flat Rent Demonstration. AHA will, if determined to be feasible, select one or more of its conventional public housing communities for participation in an affordable flat rent demonstration. The decision to implement a flat rent structure will be based on several property-related factors, including, but not limited to, location, size, operating cost, market demand, and community demographics.

A5. Sustaining Mixed-Income Investments. AHA will, if feasible, convert the source of operating subsidy it provides to one or more of the mixed-income communities from Section 9 to Section 8. Currently, the subsidy is provided to the Owner Entity by AHA so that the assisted apartments operate on a break-even basis. This substitution will not adversely affect the interest of the assisted families but would enhance the sustainability of the property and reduce the administrative burden on the Owner Entity associated with Section 9 compliance. If determined feasible, this substitution will be implemented at one or more of the mixed-income communities listed in Appendix E in FY 2006.

A6. Tax Credit Compliance Model. In the Base Plan, AHA stated its intent to replace the HUD compliance requirements for the public housing assisted units at the AHA sponsored market rate, mixed-income communities with the Low Income Housing Tax Credit compliance regime. In February 2005, AHA's Management and Occupancy Compliance Department (MOCD) developed and implemented AHA's Tax Credit Compliance Model. Going forward, assisted resident files at the mixed-income communities will be maintained in accordance with this new compliance model. AHA will institutionalize and integrate this process in AHA's business systems and processes and will work with HUD officials to institutionalize this process in HUD systems.

B. Quality Living Environments

B1. Elderly Admissions Preference at AHA's Senior High-rises. AHA will implement a 4:1 elderly/almost elderly admissions preference at its 17 high-rise communities. This admissions preference will allow the PMCOs to admit 4 elderly (62 and older) or almost elderly (55-61) residents on the waiting list before admitting a young disabled resident until such time as an optimal mix of elderly/almost elderly and young disabled residents is reached for the community. As a secondary strategy and only if necessary, AHA may designate one or more of the communities listed in Appendix F as percentage-based mixed population or elderly only.

B2. Placed-Based Supportive Services Strategy Pilot. AHA and the Georgia State Department of Human Resources (DHR) will pursue a "place-based" Medicaid strategy to create the delivery of case management and supportive services to elderly and disabled residents at AHA's high-rises. The "place-based" strategy is designed to enroll residents in Medicaid's SOURCE (Service Options Using Resources in a Community Environment) Program which will provide case management to clients through a managed care system. The SOURCE Program provides case management services, primary care physicians, personal care plans, and service delivery to SSI/Medicaid eligible individuals. Based upon a needs assessment and analysis of eligible residents, AHA and DHR are establishing the pilot to coordinate the delivery of needed services through SOURCE case managers on-site at selected AHA communities. AHA and DHR are currently piloting the "place-based" Medicaid pilot at Georgia Avenue high-rise.

B3. Enhanced Real Estate Inspection Systems. During FY 2006, AHA will continue to use higher inspection standards for all subsidized units and integrate various inspection processes and systems.

B4. Mixed-Income Communities "Working Laboratory" Initiative. The Owner Entities will use innovative approaches to achieve goals and objectives at their properties. The Owner Entities may adopt and implement their own occupancy, leasing and rent policies and procedures with respect to their communities and the assisted residents or applicants. These policies and procedures would include, but not limited to, new rent structures (e.g., flat rents), application and waiting list procedures, eligibility and/or suitability criteria, program/training participation requirements and term limits.

C. Self-Sufficiency

C1. Work Requirement. AHA's work policy generally requires that all able-bodied 18 to 61 year old adult household members maintain continuous full-time employment as a condition of receiving and maintaining subsidy assistance. AHA's policy permits eligible adults to participate in some combination of school, program participation and part-time employment as a substitute for full-time employment. The work policy currently applies to 16 and 17 year olds if they have dropped out of school. However, since the implementation of this policy, the Georgia state legislature passed a law that requires minors to be in school in order to receive a work permit. Because of this new law, AHA will eliminate the requirement that 16 and 17 year olds work full-time if they are not in school and instead require all minors under 18 years of age to attend school as a condition of the household maintaining or receiving subsidy assistance.

C2. Program Participation Requirement. AHA will continue its Program Participation Requirement in FY 2006. This requirement states that AHA may require residents to attend economic independence or training programs if referred by AHA, its representatives or agents as a condition of receiving and maintaining subsidy. These programs include, but are not limited to, job skill/training programs, assessment services, coaching and counseling services or the Good Neighbor Program.

C3. Service Provider Network. AHA will develop and maintain a network of established Atlanta-based service providers (the Service Provider Network or SPN) as a resource for AHA assisted families to prepare themselves for participation in the workforce and to become part of the mainstream. To date, 17 organizations are committed as partners in the Service Provider Network including the City of Atlanta Workforce Development Agency, Atlanta Technical College, and the Georgia Department of Labor. These partnerships provide families with access to resources such as childcare, transportation, job training, life skills training, General Education Diploma (GED) training, literacy training, and substance abuse rehabilitation. The SPN will be expanded to include agencies and organizations in the greater Metropolitan Atlanta area. Additionally, to the extent AHA receives funds from HUD for self-sufficiency programs, AHA will use those funds for self-sufficiency programs to leverage service provider capacity under the SPN.

C4. CATALYST Resource Access Guide. AHA recognizes that the lack of knowledge of available community resources and services can become a barrier to self-sufficiency. To overcome this challenge, AHA developed the CATALYST Resource Access Guide (Guide) to support residents in their effort to meet the CATALYST work and program participation requirements. At least twice a year, AHA publishes and distributes the Guide. The purpose of the Guide is to provide a directory of reputable service providers and resources for AHA families. The Guide identifies organizations which offer educational services, disability services, employment and training, homeownership counseling services, childcare, senior supportive services, and services to address mental health and substance abuse. AHA's Resident Services staff is responsible for performing the due diligence to ensure that organizations listed are reputable and that the resource information listed is current and accurate.

C5. Connections to the SPN. AHA will develop and implement a referral system that will connect AHA's families with the services provided through the SPN. These processes will ensure that families have access to employment, training, and supportive services resources. This referral system will use AHA staff as well as on-site resident services staff at AHA-owned communities and the providers of Human Services Management described below.

C6. Individual Development Accounts (IDAs). AHA will eliminate the existing earned income disregard and replace it with Individual Development Accounts (IDA) program for public housing residents who are 18 to 61 years of age and who meet certain requirements. AHA will hold a portion of the residents' rent as a carrying charge in an IDA account for their benefit. AHA believes that this savings plan will appropriately incent families to become self-sufficient.

C7. Human Services Management. Integral Management Services (IMS) and AHA decided several years ago, that a critical component to the relocation process was investing in the affected residents during the development period, so that families would have an opportunity to work through any barriers to being successful in the newly revitalized community or in their new community with the Housing Choice voucher or in another public housing assisted community. The Human Services Management program was designed by IMS in collaboration with AHA. IMS piloted this program with the intent and purpose of working with each and every affected resident. This program was in direct response to the criticism by Senator Mikulski that the affected residents were not receiving the benefit of supportive services from the HOPE VI grant. The funding is a fixed dollar amount per affected family household. AHA and IMS determined that this was the best way to achieve that vision. The program has been very successful. AHA agreed that this investment in the residents would be made during the development period while the real estate development activities were taking place in parallel. AHA has contracted with IMS to provide coaching and counseling services to affected families at the following former AHA communities: Capitol Homes, Harris Homes, Carver Homes and Grady Homes. AHA has also contracted with 360vu (formerly Sparta Consulting) to provide these services to the affected families from McDaniel Glenn and Perry Homes. The purpose of these services is to help the families transition into the mainstream with a goal of self-sufficiency and economic independence. AHA also contracted with IMS to provide coaching and counseling services for affected families from Gilbert Gardens, a community sold to the City of Atlanta under the auspices of the Airport Noise Mitigation Program. AHA will provide coaching and counseling services to affected families at other communities as needed as part of AHA's repositioning activity, subject to funding availability.

PART II: HOUSING CHOICE ADMINISTRATION

Housing Choice Administration is responsible for the administration of approximately 13,000 vouchers. The administrative responsibilities include the day-to-day administration of tenant-based vouchers, qualifying participants, housing counseling, marketing and landlord outreach, implementation of the Housing Choice homeownership program and the administration of special purpose voucher programs (i.e., the Mainstream, Welfare-to-Work, Family Unification and Family Self-Sufficiency programs).

A. Economic Viability

A1. Enhanced Business Systems (Family Obligations Document Enforcement, Enhanced Criminal Screening, and Health and Safety Standards. *See Part I, Section A1, Enhanced Business Systems.*

A2. Elderly Income Disregard. *See Part I, Section A2, Elderly Income Disregard.*

A3. Minimum Rent. Effective October 1, 2004, AHA raised its minimum rent from \$25 to \$125 under its Housing Choice programs as well. Households on fixed incomes, where all members are either elderly or disabled, are exempt from the minimum rent increase and their total tenant payment continues to be based on 30% of their adjusted gross incomes. Hardship waivers may be granted under certain limited circumstances, on a case-by-case basis, based on criteria established in AHA's Administrative Plan. (See AHA's Administrative Plan, Appendix G). AHA will keep its minimum rent at this level for FY 2006.

A4. Inspection Fees. AHA will charge landlords reasonable fees for pre-inspections and re-inspections to cover the administrative costs associated with these additional inspections. Additionally, participant households may be charged a re-inspection fee to cover the administrative costs of re-inspections due to certain deficiencies which are the responsibility of the household and remain unaddressed.

A5. Landlord Certification and Training. AHA will develop a mandatory Landlord Certification Training Program to educate landlords on the requirements for placing and maintaining their properties in the Housing Choice Program.

A6. Housing Choice Fair Market Rent Standards. AHA will develop its own Fair Market Rents (FMRs) based on local market conditions which will be used in lieu of HUD fair market rent standards. This initiative will allow AHA to set subsidy amounts in accordance with local market conditions. The ability to set rents locally will allow AHA to maximize its Housing Choice Voucher budget authority.

A7. Voucher Administration Reform. AHA will implement the following projects to support the effective management of the Housing Choice program.

A7a. On-Site Administration. AHA will eliminate duplicative administrative processes related to the lease-up of units at a project-based assisted property and the determination of eligibility for a prospective participant in the Housing Choice program. Many of the functions which are currently performed by both AHA staff and property management will be handled on-site at the assisted property.

A7b. Residential Moves. Working with landlords and participants, AHA will develop strategies to reduce the number of moves participants make while in the program. Such moves create instability in the family and drive up costs for landlords, AHA and the families. AHA will explore a number of solutions to this problem including limiting the number of residential moves that a participant may make during a specified period. AHA will allow moves only for a limited number of reasons, including, but not limited to, emergencies and foreclosures.

A7c. Single Family Unit Residency/Homeownership Standards. AHA will, if determined to be feasible, set standards for participants who want to use the voucher to live in single family homes. These standards may include, but are not limited to, household compliance with the CATALYST work requirement, a demonstrated ability to maintain a single family home and an acceptable participant household history. Additionally, AHA will set certain eligibility criteria and standards for using the voucher for homeownership. These standards may include, but are not limited to, successful participant history as occupants of a single family unit, a limit on the percentage of a mortgage that can be paid using voucher subsidy, household compliance with the work requirement and minimum household income requirements.

A7d. AHA Standards and Outgoing Ports. AHA will require out-going porting families to comply with the CATALYST standards, including compliance with AHA's work requirement, criminal background screening in accordance with AHA's standards, participation in AHA-approved self-sufficiency programs and the Good Neighbor program. AHA may waive these standards on a case-by-case basis for families that port to geographic areas where AHA determines that it is infeasible to administer compliance. AHA will seek to enter into cooperative agreements with other local housing authorities regarding portability conditions and will educate participants and landlords regarding the modified portability conditions. AHA also intends to negotiate adjustments to the administrative fee split between AHA and receiving PHAs for porting families. The ability to make adjustments to the administrative fee split will allow AHA to monitor the compliance of families that have ported to other jurisdictions.

To implement these and other voucher related initiatives included in this FY 2006 Implementation Plan and the Base Plan, AHA will modify certain HUD mandated forms and documents, including but not limited to the Housing Assistance Payment (HAP) contracts, the Agreement to make Housing Assistance Payments (AHAP) and the voucher. AHA may also create

new documents and forms to substitute for the typical HUD mandated forms used with the Housing Choice program.

A8. Deconcentration Strategy. AHA will develop a deconcentration strategy with the goal of reducing significant levels of poverty concentration created by the high absorption rate of assisted housing in impacted communities. In seeking to achieve the goals of this strategy, AHA will implement place-based and people-based transformation initiatives. Place-based initiatives will examine the placement of vouchers in neighborhoods impacted by a high level of assisted housing poverty concentration. This approach contemplates the establishment of deconcentration standards which will identify and track assisted housing trends in impacted neighborhoods and establishes benchmarks for analyzing and measuring success in reducing the level of assisted housing poverty concentration. People-based initiatives will address the transformation of very low income families into economically viable citizens who will be able to make informed choices outside of current mobility patterns.

A9. Enhanced Real Estate Inspection Systems. *See Part I, Section B3, Enhanced Real Estate Inspection Systems.*

B. Self-Sufficiency

Except as specifically noted, the self-sufficiency related strategies and projects described in Part I also apply to participants. *See Part I, Section C, Self-Sufficiency.*

PART III: REAL ESTATE DEVELOPMENT & ACQUISITIONS

AHA's Real Estate Development & Acquisitions business line is responsible for implementing AHA's repositioning strategy. Repositioning is not new to AHA. In September 1994, AHA-owned and operated 42 family and high-rise public housing communities. Since 1994, AHA has completed the repositioning of six family communities under the Olympic Legacy Program. Additionally, the revitalization of four family communities is underway. Predevelopment activity is underway for two family communities and four high-rise communities. This leaves 13 family communities and 13 high-rise communities which need to be addressed. The compelling need to address the family communities which have not been repositioned is clear.

First, the physical condition of the conventional family communities is obsolete.

- The average age of AHA's 17 family communities is 41 years, with ages that range from 24 to 68 years old. This is well past any intended "useful life" for the building structures.
- AHA has estimated that over the next five years the cost of capital improvements to keep the family communities safe and sanitary is \$56 million. After AHA funds housing assistance payments, property operations at AHA-owned properties, and corporate overhead, \$25 million remains for capital improvements over this same period of time.
- AHA has also estimated that the cost to upgrade the communities to "Class C" is approximately \$117 million.

Most of AHA's public housing family communities do not have kitchen cabinets, closet doors, showers, kitchen/stove exhausts, dishwashers, disposals, washer/dryer hook-ups, ceiling fans, bathroom exhausts or air conditioning. Most of these properties have (1) combined storm/sanitary sewer systems, (2) undesirable building and unit densities, (3) obsolete floor plans and unit layouts and, (4) heating and electrical systems that are poorly designed and fail to meet modern standards

Second, AHA's family public housing communities are not financially viable. An analysis of the net financial impact of the family communities for FY 2005 shows that the family communities do not operate on a break even basis, even with HUD subsidy. The operation of these properties generated a loss of approximately \$2.4 million for AHA in FY 2005, before administrative costs and overhead.

Finally, AHA's housing product is not market competitive. AHA's target market is working families, the elderly and the disabled. During FY 2005, AHA implemented enhanced criminal background screening procedures for applicants and residents with the intent to improve the safety and quality of life of the residents at our communities. As a result, the PMCOs have reported that they must review, on average, between 20 and 40 applications of families on the waiting lists to

identify a suitable family that meets AHA's eligibility criteria, on average. While our occupancy rates currently meet the performance benchmarks outlined in AHA's MTW Agreement, we fully anticipate that occupancy rates will decline with continued implementation of AHA's criminal screening standards. The poor product quality of units in the existing family communities only exacerbates these circumstances. Working income eligible families with choices are not choosing to live in AHA's family communities. AHA's family communities are not market competitive.

A. Quality Living Environments

A1. Repositioning. AHA will continue to reposition its conventional public housing assisted properties in partnership with private sector development partners. Repositioning may involve any one or a combination of the following strategies: (1) major revitalization using HUD funds as seed capital to attract private investment; (2) major revitalization using vouchers (obtained from opting-out of the public housing program) and the value of the land as seed capital and equity to attract private investment; (3) sale; (4) land banking; or (5) acquisitions.

As of March 2005, the following revitalization projects are underway or are in predevelopment and will continue during FY 2006: (1) the revitalization of Carver Homes, (2) the revitalization of Perry Homes, (3) the revitalization of Harris Homes, (4) the revitalization of Grady Homes, (5) the revitalization of McDaniel Glenn, and (6) the revitalization of Capitol Homes. As an outgrowth of the revitalization of the foregoing communities, four high-rise properties will be revitalized: (1) John O'Chiles, (2) Martin Luther King Towers, (3) Antoine Graves and (4) Graves Annex. These high-rises are in the predevelopment stage. AHA will explore with the residents, private investors and other stakeholders the feasibility of revitalizing University Homes. A decision of whether to move forward will be made and, if the determination is made to move forward, implementation will begin during FY 2006.

AHA does not presently intend to reposition any other AHA-owned communities during FY 2006. However, AHA recognizes that the real estate market is dynamic. If an attractive opportunity is presented to AHA and that opportunity furthers AHA's strategies, goals and objectives, AHA will move forward with that opportunity. As these opportunities are presented to AHA and the determination is made to pursue these opportunities, AHA will engage in real estate transactions necessary to support the repositioning of its entire portfolio, the development of housing or mixed-use projects and the development of other facilities which are consistent with AHA's real estate strategies and goals. AHA will, as necessary and feasible, and if conditions so warrant, dispose of, demolish or voluntarily convert one or more of the public housing properties in AHA's portfolio. AHA may also demolish or dispose of property for other valid business reasons that are not associated with its repositioning strategies including, but not limited to, the need to address life, safety and health issues of AHA's families. All of AHA's conventional public housing assisted properties are potential candidates for voluntary conversion or full or partial demolition or disposition in FY 2006. A list of such properties can be found in Appendix E. In addition, AHA will, if necessary and feasible, acquire improved or unimproved real estate in its jurisdiction in order to expand AHA's real estate portfolio, provide affordable and/or mixed-income housing opportunities, support local revitalization initiatives and stabilize local neighborhoods. AHA will also establish an equity investment fund with \$12 million earned from the Housing Choice

program to seek opportunities to invest in real estate for future development or sale in order to maximize return on investment. Currently AHA earns very low interest rates due to HUD restrictions. Under HUD guidelines, restricted cash may only be invested in government-backed securities.

A2. Project-Based Voucher as a Development Tool. During FY 2006, AHA will continue to use Project-Based Vouchers as a development tool by partnering with private sector partners to develop housing opportunities for income-eligible families. As construction or substantial rehabilitation is completed and project-based assisted units come on-line, AHA will use its voucher allocation to provide project-based assistance as needed to meet its commitments. As of January 2005, AHA has committed project-based assistance for 1,394 multifamily apartments in 16 communities including nine senior housing developments and seven family housing developments.

A3. Enhanced Relocation Process. AHA will modify its relocation procedures and processes to support AHA's need to manage the relocation process efficiently for an identified community within a specified timeline.

A4. Developing Alternative Housing Resources. AHA will fund various alternative housing initiatives including, but not limited to, an initiative for the chronically homeless in the City of Atlanta. AHA, through an Intergovernmental Agreement, will provide the City of Atlanta or a City related governmental agency with an allocation of vouchers that will be used to provide subsidy for the supportive housing communities. The City of Atlanta or the designated agency will be responsible for identifying the development projects on a competitive basis. AHA will be responsible for the administration of the vouchers. In addition, AHA will continue its work in partnership with foundations and supportive services organizations to identify alternative housing resources that will support relocation. During FY 2005, AHA partnered with the Annie E. Casey Foundation to identify alternative housing resources for public housing assisted families impacted by the revitalization of McDaniel Glen who are ineligible for Housing Choice voucher assistance or continued public housing assistance. AHA will continue this approach, if proven to be a "best practice."

A5. Developing Supportive Housing. AHA will work with DHR and the Georgia State Department of Community Affairs (DCA) to support new supportive housing developments. This collaboration could increase the inventory of quality affordable supportive housing for seniors and the disabled, particularly the mentally disabled who are currently inappropriately housed in AHA high-rises which have no supportive services resources to meet their unique needs. AHA will also pursue funds under the Public Housing Authority Affordable Assisted Living Demonstration Program, an anticipated joint grant sponsored by HUD and the U.S. Department of Health and Human Services.

PART IV: FEE BASED CONTRACT ADMINISTRATION

Under the Fee Based Contract Administration business line, AHA provides administration and project oversight of subsidized multifamily properties owned by private entities and insured by FHA. HUD contracts directly with AHA or indirectly through a consortium of housing agencies on a fee-for-service basis to provide the necessary and appropriate oversight of the management, occupancy, and financial aspects of these properties. AHA is also a HUD contractor under the Mark-to-Market program.

A. Economic Viability

A1. Contract Administration. AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide project based administration services to HUD. AHA earns ongoing administrative and incentive fees as a subcontractor to GA HAP for conducting management and occupancy reviews. At present, GA HAP is responsible for a contract administration portfolio of approximately 24,000 project-based Section 8 units in Georgia. AHA provides the oversight for approximately 7,400 of these units in Atlanta and Fulton County. In order to expand the business enterprise, GA HAP submitted a proposal in response to a HUD RFP for the Performance-Based Contract Administration (PBCA) contract for the State of Illinois. HUD awarded the Illinois contract to GA HAP. This award added approximately 40,000 units to GA HAP's PBCA portfolio. Operations for the Illinois PBCA program began on September 1, 2004. GA HAP's Illinois business line has been quite successful. All start-up costs have been repaid and an operations reserve is being funded. GA HAP business members will realize a return by the end of the FFY 2005. Currently, GA HAP is preparing a proposal with the assistance of AHA in response to another HUD RFP. HUD is seeking experienced PBCAs to be the contract administrator for its non-Section 8 multifamily portfolio. This is a national competition and will be awarded on a HUD region-by-region basis. GA HAP hopes to seek the contract for the Southeastern Region (Atlanta/Jacksonville Hub, which includes Puerto Rico). Fees earned by AHA through this activity are unrestricted. AHA is also the HUD Contract Administrator for eight properties (690 apartments) under the Section 8 New Construction and Substantial Rehabilitation Program: six properties funded by 11(b) bonds issued by AHA enhanced with FHA multifamily insurance and project-based rent subsidies; and two properties funded by pension fund financing unrelated to AHA. AHA earns fees for administering HUD's rental subsidy pass-through and monitoring regulatory compliance practices at the eight properties. Contract administration under the Section 8 New Construction and Substantial Rehabilitation Program for HUD is not performance based and fees earned by AHA through this activity are restricted in their use. Contract administration activity will continue through FY 2006.

A2. Mark to Market Program. The Mark to Market program was designed to evaluate the rent and debt restructurings of privately-owned FHA-insured multifamily assets with expiring Section 8 project-based HAP Contracts. In response to a HUD RFP, AHA competed for a contract to be a Participating Administrative Entity to conduct restructurings in the Georgia. In being awarded this contract, AHA determines whether an asset should receive a rent reduction to market or enter into a debt restructuring to ensure that the asset will remain viable over a specified period of time, usually 20 years.

Currently, in FY 2005 AHA is evaluating ten assets in various locations in Georgia for HUD's Office of Affordable Housing Preservation (OAHP). These evaluations include reviews of market rents, property appraisals, physical condition assessments, operating expenses, reserve for replacements, and management capacity. AHA prepares a pro forma financial analysis and makes a recommendation to HUD/OAHP. AHA is anticipating approximately six new assignments during FY 2006; though this number may increase based on the interest of private ownership entities with expiring subsidy contracts to participate. After a substantial review of AHA's performance in the Mark to Market program, OAHP recently renewed AHA's Portfolio Restructuring Agreement (PRA) for another year. AHA earns unrestricted administrative fees based on its performance and the level of difficulty of the restructuring.

A3. Close-out of the Turnkey III Homebuyers Program. AHA is currently engaged in the close-out of the Turnkey III Homebuyers Program and anticipates that all close-out activities will be completed during FY 2006. The Turnkey III Close-out strategy contemplates, among other things, the demolition and disposition of 21 deteriorating properties; homeowner association training and independent governance as 501(c) (3) nonprofit community organizations; conveyance of the community centers to the homeowner associations; and an AHA-controlled trust fund for reserves for replacement, contingency improvements and emergency items related to the long-term sustainability of the community.

PART V: CORPORATE SUPPORT

During FY 2006, AHA will implement a number of projects focused on improving its operations and developing its capacity to support the initiatives and projects outlined in Parts I – IV of this plan. These projects include enhancements in the areas of technology, financial reporting and analysis, communications, and workforce development.

A. Economic Viability

A1. Financial Analysis. AHA will use financial analysis to support the transformation of AHA to a diversified real estate development company. Financial analysis will be critical to understanding the impact of AHA's MTW initiatives and strategies. Financial analysis will also allow AHA to make informed business decisions based on financial projections.

A2. Project-based Accounting and Financial Systems/Quarterly Financial Statements by Business Line. During FY 2006, AHA will complete the implementation of a project-based accounting and management system. Under this system, full financial statements will be issued for each AHA-owned property. This new system will enable AHA to comply with HUD's proposed new funding methodology under the Low Rent Operating Subsidy program. As part of the implementation, further improvements will be made to AHA's information technology/financial reporting environment. These and other enhancements to AHA's ORACLE automated system will also allow AHA to produce quarterly financial statements by business line.

A3. Fee for Service Methodology. AHA will implement a new "fee-for-service" methodology for allocating costs to HUD grants and programs for administration and overhead. Under this system, AHA will charge each property, program, or grant a fixed fee for administrative services and overhead. This new methodology uses the approach commonly found in private real estate firms to replace the cumbersome salary allocation systems traditionally found in public housing agencies.

A4. Asset Management Systems. AHA will develop a comprehensive asset management system and related infrastructure. AHA will also implement technology projects that support AHA's transformation to an asset management organization, including the development of an integrated database and reporting system that meets AHA's operational needs.

A5. Next Generations Solutions Project. AHA is committed to technology solutions that promote effectiveness and efficiency. One example of this approach is AHA's Housing Choice Next Generation Solutions Project (NGSP). When fully implemented, the NGSP will be a comprehensive and integrated system that automates Housing Choice back office operations. The NGSP system is designed (1) to make daily operations more professional and efficient, (2) to improve responsiveness to participants, landlords and other customers and (3) to expand the operational capacity of the program to handle a higher volume of Housing Choice customers. The NGSP system will offer "real-time" automated phone assistance to handle customer inquiries similar to that offered by banks and other large corporate entities that manage high-

volume customer calls. The system will provide information on status on the waiting list, subsidy payment amounts, inspection appointments, and other information. Customers will be able to access this information by using personal account numbers to enter the system. The system will also provide web access to participants and landlords. The NGSP system will expand AHA's capacity to effectively manage and improve the quality of customer services offered to landlords and participants.

A6. Communications Plan. AHA will continue to execute its communications plan to support the implementation of policy changes and initiatives that impact families and stakeholders. A core component of the plan will be ongoing communications with residents and participants through a variety of communications tools, including newsletters, briefing sessions, and direct mail.

A7. Corporate Culture Project. AHA will continue its evolution as an organization that values professionalism, integrity, accountability and collaborative teamwork. This culture change is critical to creating the discipline that AHA will need to execute the Base Plan. AHA plans to implement an enhanced performance assessment program that reinforces these core values and corporate behaviors. AHA will focus on promoting a project-management approach to improve quality of execution and performance.

A8. Human Resources Development. AHA will assess the professional skill set of current AHA employees and identify the skills required for AHA to implement the Base Plan. AHA will address any identified "skills gap" through the retention and professional development of existing staff, hiring new staff, or utilizing third party expertise where needed.

B. Quality Living Environments

B1. Comcast Cable Partnership. AHA will use technology at the high-rise communities to improve the quality of life for the elderly and disabled. AHA, working through the cable franchise for Atlanta, will establish two primary cable information channels at each of our 17 high-rise communities. One channel will serve as a "security" channel and will be dedicated to security cameras at various locations within each community enabling residents to monitor their own community. The other channel will serve as an "information channel" and will provide a mechanism to broadcast information and announcements for residents such as recorded public hearings, health information, alerts, fire prevention education, and management announcements.

B2. Video Call Down System. AHA will continue the installation of video call down systems at its family communities. Call down systems are a network of cameras with speakers that are monitored by a third party contracted firm to curtail crime from being committed on-site at the conventional public housing communities. The system allows a third party contractor as well as site staff to have visual access to each property being monitored and the ability to actually "call down" and speak to anyone suspicious or observed committing a crime. The Atlanta Police Department will also have access to the call down systems and will monitor AHA communities periodically.

CONCLUSION: MEASURING SUCCESS - MTW BENCHMARKING

In 2001, AHA commissioned Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology and President and CEO of the Boston Research Group, Inc., an Atlanta-based urban planning and research firm, to conduct an independent study (Boston Study) to investigate the impact of AHA's revitalization program on the quality of life of public housing assisted families. The Boston Study focused on quality of life changes for residents associated with AHA's revitalization activities and sought to resolve, among other issues, whether the change in environment improved the quality of life of public housing assisted residents. The Boston Study shows that environment matters. A copy of the Boston Study Working Paper is attached as Appendix H.

During FY 2006, AHA will engage Dr. Thomas D. Boston of the Boston Research Group, Inc., to conduct an independent study of the success of AHA's MTW program. AHA will commission Dr. Boston to investigate the impact of its work under the MTW Program on improving neighborhoods and communities and on the quality of life of families that AHA serves. The benchmarking study will measure quality of life changes for families associated with AHA's revitalization activities and whether the change in environment improves their quality of life. The MTW Benchmarking study will also measure impact of AHA's revitalization program on a property-by-property basis and will measure changes in levels of crime, poverty, and other social ills associated with concentrated poverty.

Independent studies show that families fare substantially better in mixed-income environments which have access to better housing, amenities, services, schools and employment opportunities. AHA wants to end the destructive policy of concentrating poverty and the devastating social, financial, and human costs associated with it. For nearly a decade, AHA has been on the cutting edge of neighborhood revitalization. The strategy worked and communities experienced unprecedented achievement, restored dignity, and renewed hope. CATALYST is a continuation of lessons learned from this work. AHA's FY 2006 Implementation Plan outlines the steps that AHA will take next year to achieve its vision.

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Atlanta Housing Authority FY06 Corporate Roadmap



AHA Business Lines and Corporate Support

Mission
To provide quality affordable housing for the betterment of the community.

Vision
Healthy mixed income communities.

Guiding Principles

1. End the practice of concentrating the poor in depressed, isolated neighborhoods.
2. Create healthy communities using a holistic and comprehensive approach to assure long-term marketability and sustainability of the community and to support excellent outcomes for families especially the children – emphasis on excellent, high performing neighborhood schools and excellent quality of life amenities, such as first class retail and green space.
3. Create mixed-income communities with the goal of creating a market rate community with a seamless affordable component.
4. Develop communities through public/private partnerships using public and private sources of funding and market principles.
5. Residents should be supported with adequate resources to assist them to achieve their life goals, focusing on self-sufficiency and educational advancement of the children. Expectations and standards for personal responsibility should be benchmarked for success.

- Framing Documents**
- Moving to Work Agreement
 - CATALYST Plan
 - Implementation Plan – FY06
 - Statement of Corporate Policies – Section 9
 - Administrative Plan – Housing Choice

“ARCI” Ownership Definitions:
 A = Accountable – “The Buck Stops Here”. One person who has been authorized to get the assignment done
 R = Responsible, “Executors of the Project”. Can be more than one person
 C = Consult – Provides thoughts or some buy-in. Multiple persons OK
 I = Inform – Who you need to tell. Multiple persons OK.

Strategy	Owner
Develop Communications Strategy (external/internal)	Glover
Create infrastructure for data & reporting system	Farsi
Ensure compliance with the regulatory agreements	Proctor
Close skill gap by identifying and addressing critical areas of need	Cohen
Implement culture change strategies to improve accountability, collaboration and effectiveness	Farsi

Strategy	Owner
Develop financial models to support agency viability	Nolan
Implement HUD and non-HUD revenue maximization strategies	Nolan
Decrease expenses for overhead, administration and other costs	Nolan
Implement systems and procedures to optimize value added for dollar invested	Nolan

Strategy	Owner
Create real estate repositioning “machine”	Glover
Create high volume relocation system	Glover
Implement enhanced Real Estate Quality Assurance Process	Jones

Strategy	Owner
Develop and nurture a comprehensive network/pool of quality residential and employment service providers	Simms
Create a business system to connect families to mainstream services (homeownership and mainstream resources)	Simms

- Asset and Property Management (Sec 9)**
- Lease, Intake & Inspections
 - Rent
 - Mixed-Income Communities
 - Self-Sufficiency
 - Supportive Services

- Housing Choice Administration**
- Landlords and Inspections
 - Rent/Fair Market Rent Standards
 - Voucher Administration
 - Deconcentration
 - Self-Sufficiency
 - Supportive Services

- Real Estate Development and Acquisitions**
- Repositioning
 - Relocation
 - Alternative and Supportive Housing

- Fee Based Contract Administration**
- Contract Administration
 - Mark-to-Market
 - Turnkey III closeout

- Corporate Support**
- Finance
 - Technology
 - Communications
 - Human Resources
 - Evaluation/Measuring Success

Foundational

Economic Viability

Quality Living Environments

Self-Sufficiency

Goals

Completed 11/12/05

Strategies

Finalized 2/8/05

Project Categories

Finalized 4/19/05

AHA Project Categories and Projects for FY06

<p><u>Asset and Property Management</u></p> <ul style="list-style-type: none"> ➤ Sec 9: Lease, Intake & Inspections <ul style="list-style-type: none"> ○ Enhanced Business Processes <ul style="list-style-type: none"> ▪ Lease Enforcement ▪ Enhanced Criminal Screening ▪ Health and Safety Standards ○ Elderly Admissions Preferences at High-Rises ○ Enhanced Real Estate Inspection Systems ➤ Section 9: Rent <ul style="list-style-type: none"> ○ Minimum Rent ○ Elderly Income Disregard ○ Affordable Flat Rent Demonstration ➤ Sec 9: Mixed-Income Communities <ul style="list-style-type: none"> ○ Sustaining Mixed-Income Investments ○ Tax Credit Compliance Model ○ Mixed-Income Communities “Working Laboratory” ➤ Sec 9: Self-Sufficiency <ul style="list-style-type: none"> ○ Work/Program Requirement <ul style="list-style-type: none"> ▪ Work Requirement ▪ Program Participation Requirement ▪ School Attendance Requirement ○ Individual Development Account (IDA) Program ➤ Sec 9: Supportive Services <ul style="list-style-type: none"> ○ Service Provider Network <ul style="list-style-type: none"> ▪ CATALYST Resource Access Guide ○ Connections to Service Provider Network ○ Human Services Management ○ Placed-Based Supportive Services Pilot 	<p><u>Housing Choice Administration</u></p> <ul style="list-style-type: none"> ➤ HC: Landlords and Inspections <ul style="list-style-type: none"> ○ Inspection Fees ○ Enhanced Real Estate Inspection Systems ○ Landlord Certification and Training ➤ HC: Rent <ul style="list-style-type: none"> ○ Minimum Rent ○ Elderly Income Disregard ○ Housing Choice Fair Market Rent Standards ➤ HC: Voucher Administration <ul style="list-style-type: none"> ○ Voucher Administration Reform ➤ HC: Deconcentration <ul style="list-style-type: none"> ○ Place-based Deconcentration Strategy ○ People-based Deconcentration Strategy ➤ HC: Self-Sufficiency <ul style="list-style-type: none"> ○ Work/Program Requirement <ul style="list-style-type: none"> ▪ Work Requirement ▪ Program Participation Requirement ▪ School Attendance Requirement ➤ HC: Supportive Services <ul style="list-style-type: none"> ○ Service Provider Network <ul style="list-style-type: none"> ▪ CATALYST Resource Access Guide ○ Connections to Service Provider Network ○ Human Services Management <p><u>Fee Based Contract Administration</u></p> <ul style="list-style-type: none"> ➤ CA: Contract Administration ➤ CA: Mark-to-Market ➤ CA: Closeout of Turnkey III Homebuyers program
<p><u>Real Estate Development and Acquisitions</u></p> <ul style="list-style-type: none"> ➤ REDA: Repositioning <ul style="list-style-type: none"> ○ Repositioning ○ Project-Based Vouchers as Development Tool ○ Equity Investment Fund ➤ REDA: Relocation <ul style="list-style-type: none"> ○ Enhanced Relocation Process ➤ REDA: Alternative and Supportive Housing <ul style="list-style-type: none"> ○ Developing Alternative Housing Resources ○ Developing Supportive Housing 	<p><u>Corporate Support</u></p> <ul style="list-style-type: none"> ➤ CS: Finance <ul style="list-style-type: none"> ○ Financial Analysis ○ Project-Based Accounting and Financial Systems ○ Asset Management Systems ○ Fee for Service Methodology ➤ CS: Technology <ul style="list-style-type: none"> ○ Next Generation Solutions Project ○ Comcast Cable Partnership ○ Video Call Down System ➤ CS: Communications <ul style="list-style-type: none"> ○ Communications Plan ➤ CS: Human Resources <ul style="list-style-type: none"> ○ Corporate Culture Project ○ Human Resources Development ➤ CS: Evaluation <ul style="list-style-type: none"> ○ Measuring Success – Moving to Work

Appendix B: AHA Conventional Public Housing Communities (as of March 2005)¹

High-Rise Communities	Family Communities
Antoine Graves *	Bankhead Courts
Barge Road	Bowen Apartments
Cheshire Bridge	Englewood Manor
Cosby Spear Towers	Grady Homes*
East Lake Towers	Herndon Homes
Georgia Avenue	Hollywood Courts
Graves Annex*	Jonesboro North
Hightower Manor	Jonesboro South
John O. Chiles *	Leila Valley
Juniper & 10th	McDaniel Glenn*
Marian Road	Martin Street Plaza
Marietta Road	Thomasville Heights
M.L. King Tower*	University Apartments
Palmer House	U-Rescue Villa
Peachtree Road	Westminster
Piedmont Road	
Roosevelt House	

* In pre-development.

¹ AHA also owns a six-unit building known as the John Hope Model Building. This building was part of the former John Hope Homes Community which has since been revitalized.

Appendix C: Mixed-Income Communities

Ashley Courts at Cascade
Ashley Terrace at West End
Centennial Place
College Town at West End
Columbia Commons
Columbia Village
Magnolia Park
Summerdale Commons
The Village at Castleberry Hill
The Villages at Carver
The Villages of East Lake
West Highlands at Heman E. Perry Boulevard



*Statement of Corporate Policies
Governing the Leasing and Residency of Assisted Apartments
(REV.1)*

Adopted by the Board of Commissioners
June 16, 2004

Amended by the Board of Commissioners
April 25, 2005

The Housing Authority of the City of Atlanta, Georgia

Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments (REV.1)

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The Housing Authority of the City of Atlanta, Georgia
Statement of Corporate Policies
Governing the Leasing and Residency of Assisted Apartments

PREAMBLE

This *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (“Statement of Corporate Policies”) forms the broad basis of and authorizes the establishment of administrative procedures and management practices that govern the leasing and residency of apartments in Public Housing Assisted communities and Mixed Income Mixed Finance communities affiliated with The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing Authority”).

For purposes of the Statement of Corporate Policies, “Public Housing Assisted” communities are those where all of the rentable apartments are leased by eligible low income families, and “Mixed Income Mixed Finance” communities sponsored by Atlanta Housing Authority where a percentage of apartments are reserved for and leased by eligible low income families. Collectively, apartments in the Public Housing Assisted and Mixed Income Mixed Finance communities will be referred to as “Assisted Apartments”.

The Statement of Corporate Policies is organized around the guiding principles of Atlanta Housing Authority’s continuing success as a provider or sponsor of quality affordable housing in its role as a leader in community building initiatives that create vibrant and safe environments for seniors, families with children, and persons with disabilities.

The Statement of Corporate Policies envisions the creative design and eventual implementation of several initiatives designed to enhance the quality of life of residents, promote resident economic and lifestyle independence, and operate the communities more efficiently. Such initiatives include, but are not limited to: Individual Development Accounts (“IDA”), stringent screening, Rent Policy flexibility, and strategies aimed at assisting resident families achieve economic and life-style independence.

The Statement of Corporate Policies supersedes all prior Admission and Continued Occupancy Policies and takes precedence over all administrative procedures and management practices that may conflict with this document.

The Statement of Corporate Policies is aligned with the *Moving to Work Demonstration Program Agreement* executed by and between the U.S. Department of Housing and Urban Development and Atlanta Housing Authority. Said Agreement governs and supersedes, as appropriate, applicable Federal laws, rules, regulations, contracts, and agreements that have been waived and/or modified by the *Moving to Work Demonstration Program Agreement*.

[PREAMBLE CONTINUED]

The Statement of Corporate Policies shall be effective on July 1, 2004, pursuant to the resolution passed by the Board of Directors of The Housing Authority of the City of Atlanta, Georgia on June 16, 2004.

The Statement of Corporate Policies may be amended or modified by the President and CEO at any time without a vote of the Board of Commissioners, provided that such amendments and modifications do not materially change the intent of this Statement of Corporate Policies (please refer to Part IV, Article Four).

PART I- FOUNDATION OF CORPORATE POLICIES

ARTICLE ONE. MOVING TO WORK DEMONSTRATION PROGRAM

1. As a *Moving to Work Demonstration Program* agency, Atlanta Housing Authority will establish, implement and evaluate innovative cost-effective affordable housing strategies for its Assisted Apartments that are designed to achieve greater operational efficiencies and succeed in helping more low income families achieve economic independence.
2. Atlanta Housing Authority's leasing and residency policies are based on the following four goals underlying its delivery and promotion of affordable housing resources: (1) become a superior provider of quality affordable housing and property and asset management services; (2) develop Atlanta Housing Authority into an economically viable and self-sustaining entity; (3) expand, improve, and diversify Atlanta Housing Authority's portfolio and its influence in the affordable housing market while becoming a catalyst for community revitalization; and (4) promote and support economic self-sufficiency and upward mobility out of public housing.
3. This Statement of Corporate Policies describes Atlanta Housing Authority's overarching vision for the reinvention of affordable housing. To achieve this goal, the Statement of Corporate Policies uses a two prong approach which provides a comprehensive overview of the leasing and residency framework, while recognizing that implementation of the various initiatives may be immediate, progressive, or refined through various demonstration programs. The Statement of Corporate Policies recognizes the interconnectiveness of community reputation, screening thoroughness, lease enforcement, resident responsibility, operation efficiency and commitment to resident economic and lifestyle independence, to the success of vibrant, dynamic and productive communities.

[PART I, ARTICLE ONE CONTINUED]

4. Specific implementation strategies for any given year not already provided in the Statement of Corporate Policies will be

referenced in Atlanta Housing Authority's Moving to Work (MTW) Annual Plan.

ARTICLE TWO. FAIR HOUSING AND EQUAL OPPORTUNITY

Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities. Atlanta Housing Authority monitors fair housing and equal opportunity compliance at all of the communities governed by this Statement of Corporate Policies.

ARTICLE THREE. ACCESSIBILITY POLICY STATEMENT

Atlanta Housing Authority shall use reasonable efforts to assist individuals with disabilities who are Applicants, Residents, employees and visitors to Atlanta Housing Authority offices and communities to participate in Atlanta Housing Authority programs on the same basis as individuals who do not have such disabilities. Atlanta Housing Authority will make reasonable and necessary accommodations for individuals with disabilities so that each such individual may participate in a meaningful manner, and benefit from, all Atlanta Housing Authority-sponsored programs and activities. These reasonable accommodations shall extend to Atlanta Housing Authority's applications procedures, program participation and facilities enhancement activities. Atlanta Housing Authority also has the goal of achieving, to the extent reasonably feasible, an enhanced level of visitability at all of the communities governed by this Statement of Corporate Policies which may not otherwise be subject to Americans with Disabilities Act of 1990 or Section 504 of the Rehabilitation Act of 1973 requirements. Atlanta Housing Authority's Accessibility Policy is fully enumerated in Attachment 1 to this Statement of Corporate Policies.

ARTICLE FOUR. DECONCENTRATION OF POVERTY

Atlanta Housing Authority is pledged to outcomes that lead to the deconcentration of poverty at all public housing communities owned by Atlanta Housing Authority. Atlanta Housing Authority will consider all appropriate means to provide for the deconcentration of poverty and income mixing.

[PART I, ARTICLE FOUR CONTINUED]

These means include, but are not limited to, repositioning Atlanta Housing Authority's portfolio; the implementation of preferences, standards and criteria that reflect the importance of employment and self-sufficiency for public housing assisted residents; site-based

waiting lists; and incentives for eligible families. Other revitalization, development and program activities that promote the deconcentration of poverty are part of Atlanta Housing Authority's strategic agenda.

Under Atlanta Housing Authority's MTW Demonstration Agreement, Atlanta Housing Authority has the authority to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient ways to provide housing assistance to low and very-low income families. This Article 4 is intended to address the specific concerns around the very high poverty levels at Atlanta Housing Authority-owned public housing assisted projects. Because of the existing poverty levels at all of the Atlanta Housing Authority-owned public housing assisted projects, Atlanta Housing Authority's approach to deconcentration is to implement preferences and eligibility criteria which recognize the value of employment and which promote self-sufficiency for all eligible adult household members. Atlanta Housing Authority believes this approach to poverty deconcentration is more strategic and will result in increased household incomes thereby addressing the high poverty levels at all of the Atlanta Housing Authority-owned communities.

Pursuant to this Statement of Corporate Policies, Atlanta Housing Authority will implement local preferences and eligibility criteria that promote the importance of employment and self-sufficiency for eligible adult household members. By creating these standards and preferences, Atlanta Housing Authority hopes to decrease the level of poverty at our communities.

Pursuant to this Statement of Corporate Policies, Atlanta Housing Authority will also continue to maintain site-based waiting lists at communities that are owned by Atlanta Housing Authority and mixed-income communities that are sponsored by Atlanta Housing Authority, so that each applicant and resident will have the ability to make choices that will enhance their opportunities to become self-sufficient.

[PART I, ARTICLE FOUR CONTINUED]

As part of its deconcentration strategy, Atlanta Housing Authority will also continue to reposition its public housing portfolio by transforming distressed and obsolete Atlanta Housing Authority-owned public housing-assisted projects into market-rate, mixed-income communities with seamless affordable components. These communities include households of all income ranges.

Deconcentration and income mixing at Atlanta Housing Authority-sponsored mixed-income communities, where the public housing assisted units are under separate HUD endorsed agreements including, but not limited to, Revitalization Agreements, Regulatory and Operating Agreements, HOPE VI Agreements, Development Agreements or other similar agreements, will be prescribed by such documents as well as tax credit related and other financing documents which normally require the communities to house a certain percentage of residents at income levels established under those programs.

This Article 4 shall not apply to (1) communities, properties or interests in properties that are owned, operated or financed by Atlanta Housing Authority or an affiliate of Atlanta Housing Authority where no HUD funds are used or (2) communities, properties or interests in properties that are subsidized under Atlanta Housing Authority's Housing Choice Voucher program, where there is no other HUD funding.

ARTICLE FIVE. FRAUD AND MISREPRESENTATION

1. Applicants and Residents are required to provide truthful, complete information relating to all income, household composition, and all household background information to qualify for initial eligibility and continued residency in an Assisted Apartment.
2. Applicants and Residents who engage in acts of fraud and misrepresentation are subject to prosecution under State and Federal laws, and where appropriate, will be referred for such prosecution by Atlanta Housing Authority.

[PART I, ARTICLE FIVE CONTINUED]

3. An Applicant for, or a Resident receiving, public housing assistance who has made any misrepresentation at the time of admission, during any subsequent Lease Renewal Review, or at any other time shall be denied admission or be subject to termination or non-renewal of tenancy, as applicable.

ARTICLE SIX. PRIVATE SECTOR INNOVATION

Atlanta Housing Authority may permit the Owners of Mixed-Income Mixed Finance properties sponsored by Atlanta Housing Authority to engage in innovative approaches to appropriate management practices, community standards, and quality of life initiatives in their respective communities that meet or exceed the standards set forth in this Statement of Corporate Policies.

1. Owners are authorized, subject to the approval of the Atlanta Housing Authority, to create, adopt and implement their own occupancy, leasing and rent policies for public housing-assisted Residents and eligible Applicants with respect to their communities.
2. Innovative policies and procedures could include, but are not limited to, new rent structures such as flat or fixed rents based on bedroom and/or household size; standard deductions; application and waiting list procedures; eligibility and/or suitability criteria; meaningful economic independence milestones; and term limits.
3. Such innovative policies and procedures, once approved by Atlanta Housing Authority, will supplement and will not be considered in conflict with this Statement of Corporate Policies and Atlanta Housing Authority's requirements for public housing-assisted Applicants and Residents in these communities.

ARTICLE SEVEN APPLICABILITY OF POLICIES TO APPLICANTS AND RESIDENTS

The Statement of Corporate Policies applies to all Applicants, Residents, and members of Applicant and Resident households, including the heads of household, with respect to their compliance with this Statement of Corporate Policies.

[PART I, ARTICLE SEVEN CONTINUED]

All members of Resident or Applicant households, as applicable, are required to comply with this Statement of Corporate Policies. The terms "Resident" and "Applicant" shall be deemed to include all household members for the purposes of this Statement of Corporate Policies.

PART II - APPLICANT AND RESIDENT SUITABILITY

ARTICLE ONE. DETERMINING CRITERIA

1. An Applicant desiring to lease an Assisted Apartment must first demonstrate that (a) Applicant is an eligible low income family based on total annual household income pursuant to and verified according to U. S. Department of Housing and Urban Development (HUD) rules and regulations; (b) Applicant satisfies HUD's statutory and regulatory requirements for citizenship/eligible immigrant status; (c) each school-age member of the Applicant's household who is under 18 years of age and who has not completed her/his secondary education must be enrolled and attending an accredited public or private secondary academic or technical school (d) each member of the Applicant's household, 18 years of age and older, is either (1) legally employed on a full-time basis for at least 30 hours per week; (2) a full-time student at an AHA recognized school or institution; (3) employed on a part-time basis and either attending an AHA recognized school or institution on a part-time basis or participating in an AHA-approved training program for a combined minimum total of 30 hours per week for employment and education/training; (4) elderly; or (5) disabled; and (e) Applicant would be a suitable Resident based on past satisfactory behavior including, but not limited to, housekeeping performance, acceptable payment records for rent and/or utilities (as applicable), acceptable credit history, acceptable criminal background record as a law-abiding member of society, and a commitment to abide by the Dwelling Lease offered to eligible Applicants (the "Lease").

[PART II, ARTICLE ONE CONTINUED]

2. A Resident of an Assisted Apartment must continue to demonstrate that the Resident is a suitable Resident based on satisfactory behavior as a renter including, but not limited to, housekeeping performance, good payment records for rent, other charges and utilities, satisfactory record of lease compliance, and an acceptable criminal background record as a law-abiding member of society.
3. All Applicants and Residents must certify at application, and Residents must certify at recertification, that they have the ability to comply with all requirements of the Lease, including, but not limited to, those which require the ability to exit the building in the event of an emergency and such other related

certifications as deemed appropriate by Atlanta Housing Authority, without Atlanta Housing Authority having to provide services beyond those stated in the Lease. This responsibility applies to all Applicants and Residents, including those Applicants and Residents who may have physical or mental impairments that otherwise cannot be addressed by reasonable accommodations.

ARTICLE TWO. INITIAL LEASING CONSIDERATIONS

1. An Applicant desiring to lease an Assisted Apartment must apply at the community or communities of the Applicant's choice according to the procedures established by the respective community or communities.
2. An Applicant who applies will be placed on the applicable site-based waiting list for the community or communities according to the Applicant Selection Policies in Article Three of this Part II.
3. At certain communities with Assisted Apartments under the *Moving to Work Demonstration Program*, Applicants may be required to pay an appropriate non-refundable leasing fee, which may be applied to each approved Applicant's security deposit after the Applicant accepts the offer of and leases an Assisted Apartment.

ARTICLE THREE. APPLICANT SELECTION POLICIES

Applicants for Assisted Apartments in highrise communities and family communities owned or sponsored by Atlanta Housing Authority will be ordered on the applicable site-based waiting list as set forth below:

[PART II, ARTICLE THREE CONTINUED]

1. Order of Applicant Selection for Elderly, Almost-Elderly and Young Disabled Communities.
 - A. An Applicant applying for an Assisted Apartment in a mixed population (mix of elderly and disabled residents) highrise community with Assisted Apartments (and other elderly communities that Atlanta Housing Authority may acquire or sponsor) must be a household whose head or spouse (if married) or sole member is Elderly (62 years of age and older), Almost Elderly (55-61 years of age), or Young Disabled (under 55 years of age). Applicants who do not qualify as such are not eligible for admission.
 - B. Atlanta Housing Authority under its Moving to Work Plan authority will strive to achieve an optimal balance of Elderly, Almost Elderly, and Young Disabled Residents in its

highrise communities (and other elderly communities that Atlanta Housing Authority may acquire or sponsor). The Management Agents of such communities shall be permitted to admit applicants from the waiting list at a ratio of four (4) Elderly and Almost Elderly Applicants to one (1) Young Disabled Applicant in order to achieve the optimal balance.

- C. Atlanta Housing Authority under its Moving to Work Plan authority may also designate up to 100% of the Assisted Apartments in one or more of its highrise communities (and other elderly communities that Atlanta Housing Authority may acquire or sponsor) for Elderly and Almost Elderly Residents only.
- D. In the event there is an insufficient number of Elderly and Almost Elderly applicants to admit to Assisted Apartments pursuant to paragraphs B. and C. above, Atlanta Housing Authority may, in its sole discretion, exercise its authority to permit Elderly and Almost Elderly Applicants on the Housing Choice Voucher program waiting list to be selected for screening and admission, if approved, to a highrise community with Assisted Apartments (and other elderly communities that Atlanta Housing Authority may acquire or sponsor).

[PART II, ARTICLE THREE CONTINUED]

- 2. Order of Applicant Selection for Family Communities.
 - A. Full-time Working Applicants (as defined in paragraph B of this section 2) with gross annual incomes greater than 30% of Median Income for the Atlanta, Georgia Metropolitan Statistical Area ("MSA"); and Elderly Families and Disabled Families (as defined in paragraph C of this section 2) have equal standing and shall receive first preference in the order of selection from a waiting list based on the ranking of their applications by either date-and-time of application or lottery. Full-time Working Applicants with gross annual incomes of less than or equal to 30% of Median Income for the Atlanta MSA shall receive second preference in the order of selection from a waiting list based on the ranking of their applications by either date-and-time of application or lottery.

- B. Full-time Working Applicants are defined as a household in which the head-of-household and all members of the household are either:
 - i. 18 to 61 years old and legally employed on a full-time basis at least 30 hours per week and has been so employed for at least six (6) consecutive months;
 - ii. 18 to 61 and attending an AHA recognized school or institution as a full-time student;
 - iii. 18 to 61 years of age and engaged in a combination, totaling at least 30 hours per week, of legal employment, education (attending an AHA recognized school or institution) and/or participation in an AHA-approved training program ;
 - iv. Elderly; or
 - v. Disabled.
- C. For the purposes of determining eligibility for the first preference, Elderly Families and Disabled Families will be defined as households in which each adult member of the household is age 62 or older or a person with a verifiable disability.
- D. An Applicant, who otherwise qualifies under the determining criteria for applicants under Article One, Section 1 of Part II, but who is not eligible for a preference under this Article Three, Section 2 of Part II, is still eligible to apply for admission.

[PART II, ARTICLE THREE CONTINUED]

- 3. General Considerations for Applicant Selection.
 - A. In order to be eligible for Applicant Selection in accordance with this Article Three of Part II, an Applicant's qualification for selection as a Resident must be verified by a third party or through appropriate documentation as reasonably required by Atlanta Housing Authority or the Management Agent.
 - B. An Applicant's placement on a site-based waiting list shall be based on either the date-and-time of application or a random method such as a lottery, as determined by Atlanta Housing Authority or its management agents on a property-by-property basis, and subject to the eligibility requirements of Article One of Part II, and the order of selection and the ratios for admissions, as applicable, in this Article Three of Part II. Owners of Mixed Income Mixed Finance communities with Assisted Apartments have the same

options in choosing the method of Applicant placement on the community's waiting list, either the date-and-time of application or a random method such as a lottery.

- C. Resident, or any member of the Resident household who is required to work, who was admitted under Section 2 of this Article Three, that becomes unemployed after executing the Lease for an Assisted Apartment due to her/his resignation, quitting, termination for cause, or other reasons based on the Resident's or member's actions, shall not receive any rent relief as a result of the loss of employment and shall continue to pay the Income Adjusted Rent or Affordable Flat Rent based on prior employment status, as applicable, for the community in which the Assisted Apartment is located. This provision may be waived if the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment was based on an event that was beyond the control of the Resident and for which the Resident was not at fault.
- D. The requirements outlined in this Article Three of Part II shall be applicable to the Mixed Income Mixed Finance communities with Assisted Apartments to the extent outlined in the Housing Management Plan for the applicable community.

[PART II, ARTICLE THREE CONTINUED]

- E. While still subject to the requirements of the Low Income Housing Tax Credit program under Section 42 of the federal Internal Revenue Code, and in consideration of the expected income levels of residents of apartments other than Assisted Apartments being contemplated by Owners of Mixed Income Mixed Finance communities with Assisted Apartments, such Owners are hereby permitted to manage admissions to an appropriate goal of a broad range of incomes whereby fifty percent (50%) of Assisted Apartments would be occupied by Resident families with incomes less than thirty percent (30%) of area Median Income for the Atlanta, Georgia MSA (adjusted for family size) and fifty percent (50%) by Resident families with incomes equal to or greater than thirty percent (30%) Median Income for the Atlanta, Georgia MSA (adjusted for family size).
- F. Atlanta Housing Authority's policies regarding the use and management of site-based waiting lists are fully enumerated in Attachments 2, 3 and 4.

ARTICLE FOUR. SCREENING OF APPLICANTS AND RESIDENTS

1. Applicants and Residents, at least 16 years of age or older, are subject to initial and ongoing screening to ensure that they can demonstrate their current and continued suitability as a Resident of a community with Assisted Apartments. Atlanta Housing Authority's management agents, or in the case of the Mixed Income Mixed Finance communities, the Development Partner's management company, shall be responsible for: (1) screening household members 16 years old and over; (2) conducting pre-initial (or pre-waiting list) screening of all Applicants; and (3) ensuring that all background information, including deductions and allowances, are properly verified.
2. Applicants shall undergo and complete the screening process prior to the offer of an apartment. Residents shall undergo and complete the screening process annually, on an interim basis, or over some longer interval of time based on *Moving to Work Demonstration Program* initiatives.

[PART II, ARTICLE FOUR CONTINUED]

3. Screening practices that are common and customary for the purpose of leasing apartments in the State of Georgia shall be utilized including, but not limited to: examination of landlord and dispossessory records; review of past and current apartment management records; review of housekeeping performance based on a home visit; and requesting credit reports, utility records, and criminal background histories.
4. Applicants and Residents are required to provide their written consent to Atlanta Housing Authority, its management agents, or the Development Partner's management company (Atlanta Housing Authority and the Development Partner's management agents will collectively be referred to as "Management Agents") to conduct any examination or third-party verification required under the screening process.
5. Applicants and Residents are required to cooperate with Atlanta Housing Authority and/or the Management Agents during the screening process by providing truthful, complete information relating to all income, household composition, criminal history background, and all other household background information.

6. An Applicant with an unsatisfactory screening report will not be offered an apartment. A Resident household with an unsatisfactory screening report will be subject to termination or nonrenewal of the Resident household's Lease.
7. Applicants and Residents with unsatisfactory screening reports will be presented with a copy of any adverse report(s) or reason(s) and the opportunity to dispute the accuracy and relevance of the adverse report(s) or reason(s). Applicants and Residents desiring to dispute such determinations may do so as set forth in either Part II, Article Five, Paragraph 4 (Adverse Criminal History Decision) or Part III, Article Seven: (Disputing Decisions of Manager) of the Statement of Corporate Policies, as applicable, based on the circumstances.
8. Applicants and Residents with adverse criminal history reports will be subject to the provisions of Part II, Article Five of this Statement of Corporate Policies.

[PART II, ARTICLE FOUR CONTINUED]

9. Atlanta Housing Authority and the Management Agents may share information with one another on the denial of admission of Applicants and the termination of Residents in order to avoid any duplication of effort and ensure the integrity of the screening process.

ARTICLE FIVE. CRIMINAL HISTORY SCREENING

Atlanta Housing Authority and/or the Management Agents may deny admission to Applicants or terminate or not renew the leases of Residents if any of their household members are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of other residents, Atlanta Housing Authority and/or the Management Agent's staff.

1. MANDATORY DENIAL OF ADMISSION

- A. Applicants will be denied admission if any member of their households:
 - i. Has been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
 - ii. Is currently engaging in the illegal use of drugs;

- iii. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
 - iv. Is subject to a lifetime registration requirement under a State sex offender registration program; or
 - v. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.
- B. Residents will also be subject to termination if, subsequent to admission, Atlanta Housing Authority determines that any of the statements included in Paragraph A above were applicable to Resident households at the time of admission.

[PART II, ARTICLE FIVE CONTINUED]

2. VIOLENT OR DRUG-RELATED OFFENSES

Applicants may be denied admission and Residents may be subject to termination of tenancy if any member of their households have been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any Violent or Drug-Related Offenses. Examples of Violent or Drug-Related Offenses include, but are not limited to, the following:

- A. Homicide, Murder, Voluntary Manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate or Destroy;
- I. Assault and Battery (Simple and Aggravated);

- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. "Carjacking;"
- L. Robbery;
- M. Hate Crimes;
- N. Criminal Damage to Property Endangering Life, Health and Safety;
- O. Aiding and Abetting in the Commission of a Crime Involving Violence; and
- P. Other Violent or Drug-Related Offenses that may Pose a Threat to Public Health and Safety.

[PART II, ARTICLE FIVE CONTINUED]

3. OTHER CRIMINAL OFFENSES (Not Violent or Drug-related)

Applicants may be denied admission and Residents may be subject to termination of tenancy if any member of their households have, within the five year period preceding application or at any time during tenancy, been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any other criminal offenses that do not involve violence or drugs. Examples of Other Criminal Offenses (not violent or drug-related) include, but are not limited to the following:

- A. Child Neglect;
- B. Disorderly Conduct;
- C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);
- D. Motor Vehicle Theft;
- E. Burglary, Larceny, Receiving Stolen Goods;
- F. Prostitution and Solicitation of Prostitution;
- G. Vandalism; and

H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.

4. ADVERSE CRIMINAL HISTORY DECISIONS

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

- i. The specific reasons for the denial or proposed termination; and
- ii. The dispute process.

[PART II, ARTICLE FIVE CONTINUED]

B. Dispute Process Available to Applicants Denied for Criminal History

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

- a. Circumstances: Circumstances of the criminal case(s) and mitigating or aggravating circumstances;
- b. Conduct: The time, nature and extent of the Applicant's conduct (including the severity of the conduct and the seriousness of the offense);
- c. Future Danger: Whether the conduct indicates that the Applicant would pose a danger to the health, safety or welfare of other residents; whether the Applicant has been rehabilitated so as not to pose such a danger; and other facts which would prevent the Applicant from posing a danger.

[PART II, ARTICLE FIVE CONTINUED]

- (v) REVIEW DECISIONS: A written review decision should be provided to the denied Applicant within ten (10) days following the informal review or , if the reviewer requested additional information from the Applicant, within ten (10) days following the date the information was submitted, or was due if not submitted, whichever comes first. If the reviewer's decision is to deny the application, the decision shall set forth the reasons for the denial.

C. Residents subject to Lease termination who desire to dispute the accuracy and relevance of the criminal history information may do so as set forth in Part III, Article Seven: "Disputing Decisions of Manager."

PART III - RESIDENT BENEFITS AND OPPORTUNITIES

ARTICLE ONE. RENT, INDIVIDUAL DEVELOPMENT ACCOUNTS, AND SECURITY DEPOSITS

1. Residents are required to pay rent according to the instructions provided by the property management company pursuant to the terms of the Lease.
2. Atlanta Housing Authority may, from time to time, establish various rent structures that will combine the rent charged to residents with the budgeted federal subsidy in order to balance affordability and operating expenses to ensure that the financial obligations of each community with Assisted Apartments are covered.
3. Rent structures will be evaluated on a property-by-property basis with the goal of using the rent structure that best places

the individual community in a position to remain a self-sustaining, efficient and effective community. The appropriate rent structure for each community with Assisted Apartments may be established by using one or a combination of the following income and non-income based approaches:

A. "Income Adjusted Rent" which is a rent structure based on a percentage of the Resident's adjusted household income; and/or

[PART III, ARTICLE ONE CONTINUED]

B. "Affordable Flat Rent" which is a rent structure based on several property-related factors, including, but not limited to, the particular community in question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package.

4. The rent structures that will be used at each community will be specified in Atlanta Housing Authority's Annual MTW Plan and may change from year to year depending on the MTW goals for the particular community.
5. When the Income Adjusted Rent and the Affordable Flat Rent are available in the Resident's community, the amount of a Resident's rent will be based on whether a Resident selects either the "Income Adjusted Rent," or an "Affordable Flat Rent."
6. When the Income Adjusted Rent and the Affordable Flat Rent are available in the Resident's community, a Resident will be subject to a "Rent Adjustment Fee" if the Resident changes the method of rent payment during the calendar year, unless the Resident can document a hardship reason as to why the change is necessary.
7. Residents paying an Income Adjusted Rent must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing Authority may set from time to time.
8. 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 Flat Rent, as applicable.
9. Under the Elderly Income Disregard policy, if an Elderly Resident, whose sole source of income is Social Security, SSI,

and/or other fixed annuity pension and retirement plan income (Annual Fixed Income), becomes employed on a temporary, part-time, or other limited basis which does not result in the discontinuance of the Elderly Resident's Annual Fixed Income, the Elderly Resident's employment income will not be utilized in calculating annual income, and will be permanently disregarded thereafter.

[PART III, ARTICLE ONE CONTINUED]

10. Such Elderly Residents will still be expected to pay the Income Adjusted Rent based on the Annual Fixed Income and any adjustments to the Annual Fixed Income.
11. Affordable Flat Rents may be required in selected *Moving to Work Demonstration Program* communities pursuant to Atlanta Housing Authority's Annual MTW Plan. All Residents residing in these communities will have to pay the applicable Affordable Flat Rent in accordance with the schedule established for their community with Assisted Apartments.
12. Security deposits shall be maintained at such levels as Atlanta Housing Authority and/or the Management Agents may determine based on the bedroom size and the particular community with Assisted Apartments.
13. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent or other rent structure described in paragraph 3 of this Article will create a hardship since no such rent initiatives will go into effect without providing at least sixty (60) days advance notice. Even so, a household who has previously paid one or more months of rent but is unable to pay the new minimum rent or Affordable Flat Rent, due to extraordinary financial distress, may request hardship consideration.
 - A. A hardship may exist for a Resident household when any one of the following circumstances is present: (i) the household has lost eligibility for (through no fault of the household) or is waiting for an eligibility determination for a Federal, State, or local assistance program; (ii) the income of the household has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the household); (iii) although the household is diligently seeking to increase the household's income, the increase is not yet sufficient to fully pay the new rent ; or (iv) such other extraordinary circumstances as Atlanta Housing Authority and/or the Management Agent may determine.

B. The Management Agent shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the Resident household is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the household.

[PART III, ARTICLE ONE CONTINUED]

- C. Such actions under paragraph B above may include, but not be limited to:
- i. Temporary suspension of the entire minimum rent requirement under such terms as the Management Agent shall direct. Such suspensions shall not last greater than ninety (90) days and will require the repayment of the arrearages within a time frame established by the Management Agent;
 - ii. Temporary suspension of the entire minimum rent for elderly and disabled Resident households for a period of time greater than ninety (90) days as determined by the Management Agent on a case-by-case basis. Such extended suspensions will also require the repayment of the arrearages within a time frame established by the Management Agent;
 - iii. Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;
 - iv. Referral to third party agencies who assist residents with the payment of rent; and
 - v. Such other actions as the Management Agent shall direct.

ARTICLE TWO. BASIC LEASE OBLIGATIONS AND RESPONSIBILITIES

1. Residents are to live in the apartment in such a manner so as to not adversely impact the quiet, peaceful enjoyment of the premises by other residents while meeting all of the obligations set forth in the Lease, including, but not limited to, those obligations relating to the work requirement, housekeeping, other health and safety concerns, criminal activity prohibitions, reporting criminal activity on the premises, and economic independence initiatives.
2. Each Resident household must undergo a "Lease Renewal Review" process in a manner and at a frequency determined by Atlanta Housing Authority and/or the Management Agents

based on the particular community in which the Resident resides. Lease Renewal Reviews will be conducted annually, on an interim basis, or over some longer interval of time based on *Moving to Work Demonstration Program* initiatives.

[PART III, ARTICLE TWO CONTINUED]

3. Each adult Resident (18 years or older) is required to be gainfully employed on a full-time basis (i.e., at least thirty [30] hours per week) unless the resident is Elderly or Disabled.
4. Resident households with adult members who are neither Elderly nor Disabled and who are not gainfully employed on a full-time basis are subject to Lease termination.
5. Atlanta Housing Authority and/or the Management Agent may approve, in its sole discretion subject to verification, any combination of full-time or part-time gainful employment and full-time or part-time attendance at an AHA-recognized school, institution, and/or AHA-approved training program, provided that, when combined, total a minimum number of 30 hours equivalent to the full-time employment required in accordance with Atlanta Housing Authority's work requirement.
6. Any Resident, who loses Resident's job or welfare benefit for whatever reason due to Resident's own fault, shall continue to pay the Rent based on the Resident's prior employment income or welfare benefit status, unless the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment or welfare benefit was not the Resident's fault.
7. Residents who are not working full-time may be required to enroll and satisfactorily participate in an established and AHA-approved economic independence program, and may be required to have part-time employment.
8. Each Resident, regardless of the Resident's work status (full or part-time employment), may be required to participate in an approved economic and life-style initiative that has as one of its components, the completion of an approved planning document, which charts out a path for the Resident towards economic, and life-style independence and devises strategies to address any barriers confronting the Resident.
9. Each adult Resident (18 years or older), who is enrolled in and attending a training component of an approved economic independence program, or attending school, but is not in training or class at least 30 hours per week, must work the required number of hours to achieve, at a minimum, a combination of training/schooling *and* work hours of 30 hours per week.

[PART III, ARTICLE TWO CONTINUED]

10. The requirement in paragraph 9 of this Article Two does not apply to a Resident, who is Elderly or Disabled (i.e., verifiably not able to work due to the disability).
11. HUD established the Community Service and Self-Sufficiency Requirement (CSSR) which requires most unemployed public housing residents ages 18 - 61, who are not receiving TANF benefits, exempt from work requirements, engaged in work activities or unable to comply because of a disability, to contribute the HUD-specified number of hours each month to community service or an economic self-sufficiency program. Residents in compliance with Atlanta Housing Authority's full-time employment requirement of 30 hours per week, or a combination of training/schooling *and* work hours of 30 hours per week, are considered by Atlanta Housing Authority to be in compliance with CSSR.
12. Any school age member of the Resident household who is under 18 years of age and who has not completed her/his secondary education must be enrolled in and attending an accredited public or private secondary academic or technical school.
13. Each Resident is responsible for ensuring that all school age members of the Resident household attend school on a regular basis in accordance with local school board policies and state law. Resident shall provide Atlanta Housing Authority with such information, releases and authority so that Atlanta Housing Authority or its Management Agents can inquire into the attendance status of any school age child on the Lease.
14. Each Resident Head of Household and Resident household member shall be responsible for the actions and activities of household members, visitors, guests, and invitees while those persons are either a member of the household, visiting the household, or are on the property.
15. Residents who fail to fulfill the obligations and responsibilities under the provisions of this Part III, Article Two, or under the provisions of the Lease shall be subject to the denial or significant reduction in rental subsidy resulting in an increase in the amount of Rent, or the nonrenewal or termination of their Lease.

[PART III, ARTICLE THREE]

ARTICLE THREE. OCCUPANCY, CHARGES AND ALLOWANCES

1. To avoid overcrowding and the conditions that may arise from overcrowding, Residents will be assigned to an apartment so that generally no more than two adults occupy a bedroom. Additional consideration, as determined by the Management Agent, may be given to households with small children or households with other significant circumstances, who may be requesting a larger apartment.
2. A Live-in Aide that is essential for the care and support of an Elderly or Disabled Resident, the need for which having been certified by a medical professional, may reside in the Assisted Apartment with the Elderly or Disabled Resident. In that the Management Agent has the sole authority to approve a Live-in Aide, a Live-in Aide must demonstrate her/his suitability as a Resident pursuant to Part II of this Statement of Corporate Policies prior to occupancy, and continue to demonstrate her/his suitability as a Resident and status as a Live-in Aide for as long as the Live-in Aide resides in the Assisted Apartment.
3. Atlanta Housing Authority will establish and publish for each community, by bedroom size, utility allowances which will afford for a reasonable consumption of utilities by an energy conservative household of modest circumstances consistent with the requirements of a safe, sanitary, and healthful living environment.
4. Residents who exceed the utility allowances will be charged for the excess utility usage.
5. The Management Agents may establish and, if established, publish for each community with Assisted Apartments a schedule of reasonable fees and charges, including but not limited to Maintenance Charges, Transfer Fees, Application Fees, Damage Fees, Supplemental Screening Fees, Pet Deposits, Pet Application Fees, and Dispossessory Fees which may be charged to residents in addition to rent and excess utility charges, as applicable.

[PART III, ARTICLE FOUR]

ARTICLE FOUR. TRANSFERS

1. Residents may request a transfer to another apartment within the same community with Assisted Apartments subject to approval by Atlanta Housing Authority's Management Agent (a "Community Transfer"). A request to move to another community is not considered a Community Transfer. Residents cannot initiate a transfer to another community. Residents must submit an application to the other community and, if approved, provide the appropriate notice under the current Lease.
2. Residents who have requested a Community Transfer must be current in all obligations under the Lease including, but not limited to: having no outstanding charges for rent or other charges; no chronic rent delinquency (more than one late payment in a four month period); and no insufficient fund charges for the preceding six months.
3. A Resident's request for a Community Transfer shall not be approved if the Resident has resided in the current apartment for less than one year, except in those cases where there are verifiable medical reasons or a verifiable permanent disability requiring special features, which cannot be provided through a reasonable accommodation in the current unit.
4. If the Community Transfer is approved by the Management Agent, the Resident must pay a "Transfer Fee" based on the schedule of fees published for the particular community with Assisted Apartments.
5. Residents will not have to pay the Transfer Fee if the Community Transfer is required or initiated by Atlanta Housing Authority or the Management Agent, or for such other valid reason, such as a reasonable accommodation, as determined by the Management Agent.
6. Atlanta Housing Authority may initiate "Relocation Transfers" outside of a community from time to time to facilitate Atlanta Housing Authority's property repositioning strategy, which includes, but is not limited to, the sale of property, revitalization activities, and/or or development opportunities related to Atlanta Housing Authority-owned property, or for other valid reasons as determined by Atlanta Housing Authority.

[PART III, ARTICLE FOUR CONTINUED]

7. Relocation Transfers are transfers from one AHA -owned community to a different AHA-owned community. Relocation Transfers are not considered Community Transfers, as described above in this Article Four, and Residents are not

subject to the same requirements as set forth above for Community Transfers. Residents who are subject to Relocation Transfers bypass the waiting list at the destination community and receive priority consideration for the first available Assisted Apartment at the destination community. Such Residents must meet the eligibility and suitability requirements outlined in Part II of the Statement of Corporate Policies in order to be transferred to the destination community.

ARTICLE FIVE. INDIVIDUAL DEVELOPMENT ACCOUNT (IDA) PROGRAM

The IDA program promotes and encourages personal economic independence among Residents through a monetary incentive program linked to meaningful capacity-building initiatives already being offered by a variety of organizations and institutions in Atlanta.

1. A mechanism will be created for eligible Residents to allow them to accrue a portion of their rental payments, *which is in excess of a monetary threshold as determined by Atlanta Housing Authority*, in a separate Individual Development Account ("IDA").
2. To fulfill the eligibility requirements of the program, all Residents will be enrolled in an IDA program established by Atlanta Housing Authority, and will be required to participate in a personal economic development program approved by Atlanta Housing Authority.
3. The IDA program will give Residents the opportunity to accumulate financial resources to assist in their transition off of subsidy assistance.
4. The IDA program incentive will require eligible Residents to participate successfully by obtaining employment and achieving other economic independence milestones established under an approved economic independence program.
5. As Residents achieve their individualized milestones, Atlanta Housing Authority will collect and defer a portion of the rents collected beyond the assessed carrying cost of the Assisted Apartment in an IDA fund.

[PART III, ARTICLE FIVE CONTINUED]

6. Residents that achieve the self-sufficiency and economic independence milestones will be eligible for reimbursement of IDA funds. Those who do not achieve their milestones will not be eligible for the IDA Program nor will they be eligible to receive a reimbursement of any portion of the funds in the IDA account.

7. The HUD Income Disregard requirement for Residents paying an Income Adjusted Rent will be eliminated.

ARTICLE SIX.

HOUSEHOLD PET POLICY

1. Atlanta Housing Authority will permit Residents of communities with Assisted Apartments to keep common household pets or other animals that are widely acknowledged and accepted as household pets, provided the Resident's keeping of a pet is not a threat to the health and safety of other residents and otherwise meets the requirements established by the Management Agent for the community.
2. Residents of communities with Assisted Apartments are not allowed to keep animals that are not widely acknowledged and accepted as household pets; to keep unregistered household pets; to keep household pets temporarily; or train or engage in any business activity related to household pets in the Resident's apartment, or anywhere else within the community.
3. Residents in Mixed Income Mixed Finance communities, who desire to keep a common household pet, may only do so if household pets are generally allowed at the community, and then only in strict accordance with the household pet procedures prescribed at the Resident's Mixed Income Mixed Finance Community.
4. Certain Mixed Income Mixed Finance communities may exclude common household pets altogether if it is in the best interest of the community to do so.
5. Atlanta Housing Authority and the Management Agents will make reasonable accommodations for a "service animal" (e.g., seeing-eye dog) or a pet that Atlanta Housing Authority reasonably considers as a common household pet required as part of treatment for a demonstrated and verified medical condition tantamount to a disability or handicap.

[PART III, ARTICLE SEVEN]

ARTICLE SEVEN. DISPUTING DECISIONS OF MANAGER

The purpose of Article Seven is to provide Applicants and Residents with a dispute process to address eligibility, general admissions, occupancy and leasing issues in a manner that seeks equitable resolutions to such issues in an expedient and responsive manner. The dispute process outlined in this Article Seven shall not govern the process related to the denial of admission based on the findings of a criminal history report as outlined in Part II,

Article Five, Paragraph 4 (Adverse Criminal History Decision) of the Statement of Corporate Policies.

1. DISPUTE PROCESS FOR APPLICANTS

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

[PART III, ARTICLE SEVEN CONTINUED]

2. DISPUTE PROCESS FOR RESIDENTS

- A. The Management Agent has the authority under the terms of the Lease, Lease Addenda, and Apartment Rules to initiate an adverse action against a Resident with respect to leasing and occupancy violations that may result in a denial, significant reduction or termination of benefits otherwise due a Resident.
- B. Residents may dispute such adverse actions.
- C. Residents must request a meeting with the Management Agent or the Management Agent's designee within ten (10)

calendar days of notice of the adverse action or in accordance with the dispute handling procedures in effect at the Resident's community with Assisted Apartments.

- D. The period of time within which the Resident must request a meeting may be shorter if the Resident's Lease is being terminated for criminal activity and the Management Agent has reasonably determined that the Resident poses a threat to the health and safety of the Community.
- E. A Resident's request for a meeting must be in writing.
- F. The dispute process at each community with Assisted Apartments must allow the Resident to meet with an impartial designee of the Management Agent who did not participate in the initial decision affecting the Resident. The impartial designee may not be a subordinate of the person who made the initial decision. Any Resident meetings with the person who made the initial decision and the impartial designee may be combined, at the discretion of the Management Agent. A Resident may bring a representative to this meeting or meetings to assist the Resident.
- G. The impartial designee of the Management Agent is under no obligation to meet with the Resident about the dispute after the conclusion of the final meeting.
- H. A written decision should be provided to the Resident within a reasonable time following the conclusion of the meeting. If the impartial designee's decision is to rule against the Resident, the decision shall set forth the reasons for the denial, significant reduction or termination of benefits.

[PART IV, ARTICLE ONE]

PART IV MISCELLANEOUS

ARTICLE ONE. AVAILABILITY OF OFFICIAL LEASING DOCUMENTS

1. Official leasing-related documents will be maintained in the management office of every community with Assisted Apartments, and can be reviewed by Applicants, Residents, and other interested parties upon reasonable request during normal office hours.
2. Amendments and/or updates to Fee Schedules, Rent Structures, Utility Allowances, Routine Maintenance and other charges

may be approved from time to time. Such amendments and/or updates shall be implemented only after Residents have been given reasonable notice of the effective date.

ARTICLE TWO. SPECIAL PROGRAM, POLICY AND/OR STRATEGIC INITIATIVES

Atlanta Housing Authority may establish special programs, policies and strategies designed to address Resident economic or life-style self-sufficiency programs, *Moving to Work Demonstration Program* initiatives, safe and secure community enhancements and admission policies related to the use of bona fide law enforcement agencies or personnel, and homeownership opportunities. Written proposals outlining procedures and processes developed for any special program, policy and/or strategy must be approved and/or authorized by the President and Chief Executive Officer before the initiative can be implemented.

ARTICLE THREE. DEVELOPMENT OF MANAGEMENT PRACTICES

Administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach in this Statement of Corporate Policies shall be developed following the intent of this Statement of Corporate Policies and may be amended from time to time at the discretion of Atlanta Housing Authority and/or its Management Agents.

[PART IV, ARTICLE FOUR]

ARTICLE FOUR. REVISIONS TO THE STATEMENT OF CORPORATE POLICIES

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

ARTICLE FIVE. DOCUMENTS INCORPORATED BY REFERENCE

The following documents are incorporated by reference as Attachments to this Statement of Corporate Policies.

1. Accessibility Policy
2. Affordable Housing Community Site-based Waiting List Policy
3. Site-based Waiting List Policy (Olympic Legacy Program)
4. Mixed-Income, Mixed-Finance Community Site-based Waiting List Policy Addendum.

[END]

[LIST OF PART IV, ARTICLE V ATTACHMENTS]

PART IV, ARTICLE FIVE ATTACHMENTS

ATTACHMENT 1: ACCESSIBILITY POLICY

ATTACHMENT 2: AFFORDABLE HOUSING COMMUNITY SITE-BASED WAITING LIST POLICY

ATTACHMENT 3: SITE-BASED WAITING LIST POLICY (OLYMPIC LEGACY PROGRAM)

ATTACHMENT 4: MIXED-INCOME, MIXED-FINANCE COMMUNITY SITE-BASED
WAITING LIST POLICY ADDENDUM

[ATTACHMENTS FOLLOW]

ATTACHMENT 1

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

ACCESSIBILITY POLICY¹

1. OVERVIEW.

Section 504 of the Rehabilitation Act of 1973, 29 U.S.C.A., 794, *et. seq.* ("Section 504"), requires all agencies receiving federal financial assistance (e.g., public housing and some privately-owned housing) to adopt appropriate measures to allow individuals with disabilities to participate in and benefit from programs and activities administered by such agencies to the same extent as participants without disabilities. The Americans with Disabilities Act of 1990, 42 U.S.C.A. '12101-12213 ("ADA") also addresses, among other things, accessibility requirements in public accommodations for persons with disabilities.

The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing Authority") receives federal financial assistance for all of its major programs and is therefore subject to Section 504 and ADA. Moreover, Atlanta Housing Authority is wholly committed to the goals of these and related statutes and regulations and desires to highlight that commitment, to the largest extent possible, with the adoption of this policy on access to Atlanta Housing Authority facilities and programs (the "Accessibility Policy").

2. GENERAL POLICY STATEMENT.

Atlanta Housing Authority shall use reasonable efforts to assist individuals with disabilities who are applicants, residents of Atlanta Housing Authority communities, Atlanta Housing Authority employees and visitors to Atlanta Housing Authority offices and communities to participate in Atlanta Housing Authority programs on the same basis as individuals who do not have such disabilities. Atlanta Housing Authority will make reasonable and necessary accommodations for individuals with disabilities so that each such individual may participate in a meaningful manner, and benefit from, all Atlanta Housing Authority - sponsored programs and activities. These reasonable accommodations shall extend to Atlanta Housing Authority's applications procedures, program participation and facilities enhancement activities. Atlanta Housing Authority also has the goal of achieving, to the extent possible, an enhanced level of visitability to its properties and renovated units of Atlanta Housing Authority property which are not otherwise subject to ADA or Section 504 requirements.

¹This Accessibility Policy was originally approved by the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia, at its August 27, 1997 Regular Meeting.

PART IV, ARTICLE FIVE, ATTACHMENT 1

3. **KEY DEFINITIONS.**

For the purposes of the Accessibility Policy the terms “Disability” and “Reasonable Accommodations” shall have the following meanings:

- A. **Disability.** “Disability” shall mean an individual with disabilities who (i) has a physical or mental impairment that substantially limits one or more major life activities; (ii) has a record of impairment such as a history of a disability or misclassification as having a disability; or (iii) is regarded as having an impairment (i.e., a reasonable person treats the person as if he or she has an impairment whether or not the person actually does). Any such disability must adversely impact the individual’s ability to fully participate in Atlanta Housing Authority program or activity. The term “disability” shall also encompass the term “handicapped individual” which includes any individual who (i) has a physical or mental disability which for such individual constitutes or results in a substantial handicap to employment and (ii) can reasonably be expected to benefit in terms of employability from vocational rehabilitation services provided pursuant to subchapters I and II of the Rehabilitation Act of 1973, as amended and the further definitional provisions set forth in 29 U.S.C. §706(7)(A) and (B). The term “disability” shall also encompass the term “Individual with Handicaps” and “Qualified individual with handicaps” as those terms are defined in 24 C.F.R. §8.3.
- B. **Reasonable Accommodations.** “Reasonable Accommodations” shall mean those accommodations and reasonable adjustments Atlanta Housing Authority may make to allow individuals with disabilities to enjoy the benefits of Atlanta Housing Authority programs and activities. An accommodation or adjustment is not a “reasonable accommodation” if it is unduly costly or burdensome or one where the benefit of the proposed accommodation does not enhance the ability of the individual with disability to fully participate in Atlanta Housing Authority program or activity.
- C. **Visitability.** “Visitability” shall mean the efforts Atlanta Housing Authority will make to provide disabled residents and visitors, to the extent feasible, with the maximum potential for community interaction by meeting an increased level of access to such disabled residents and visitors. In meeting this increased level of access, Atlanta Housing Authority will facilitate upgrades of entrances at grade and interior door width and clearance concerns. Atlanta Housing Authority shall have a goal of increasing, to the extent feasible, the “visitability” categorization of its properties undergoing rehabilitation which are not otherwise subject to the provisions of Section 504 or ADA.

4. **AREAS AFFECTED BY THE ACCESSIBILITY POLICY**

Atlanta Housing Authority contemplates making reasonable accommodations for the benefit of disabled individuals who visit, work or live on Atlanta Housing Authority properties. In addition, Atlanta Housing Authority will encourage private landlords who participate in the Special Housing programs administered by Atlanta Housing Authority to comply with the goals of the Accessibility Policy to the greatest extent feasible. The Accessibility Policy shall impact on and be applied to, all of Atlanta Housing Authority physical and programmatic areas, including, but not limited to, the following Atlanta Housing Authority programs and activities:

A. **Pre-employment and Employment Activities.**

Atlanta Housing Authority shall assist all applicants in the pre-employment application process. Atlanta Housing Authority shall use its best efforts to make reasonable accommodations for its current employees with disclosed disabilities so that such individuals may perform their duties as fully as employees without disabilities.

PART IV, ARTICLE FIVE, ATTACHMENT 1

B. Program Participation Activities.

Atlanta Housing Authority shall assist all applicants in the pre-application process for the public housing, the special housing and other programs. Atlanta Housing Authority shall request, orally or via the written pre-application process, each applicant to identify any special needs which the applicant may have which would impact his or her ability to complete the pre-application process. Atlanta Housing Authority shall use all reasonable efforts to make reasonable accommodations for its residents or program participants who disclose a disability to Atlanta Housing Authority.

C. Facilities Enhancement Activities.

To the greatest extent feasible, an Atlanta Housing Authority staff person shall be assigned to facilitate compliance with the design and construction requirements for new construction and for renovation and rehabilitation set forth in the U.S. Department of Housing and Urban Development regulations, so that individuals with disabilities may have greater access to common-use areas such as building lobbies, lounges, halls and corridors, elevators and public use restrooms.

D. Individual Units.

To the greatest extent feasible, an Atlanta Housing Authority staff person shall be assigned to facilitate compliance with the design and construction requirements for new construction and for renovation and rehabilitation set forth in the U.S. Department of Housing and Urban Development regulations, so that individuals with disabilities may have greater access into and through individual dwelling units. To the extent feasible, Atlanta Housing Authority shall also assign disabled families to Atlanta Housing Authority units already equipped to meet the needs of a disabled family and shall not isolate or segregate such participants.

E. Assistance Upon Request/Notice.

Any reasonable accommodation made by Atlanta Housing Authority shall be at the request of the disabled family. While Atlanta Housing Authority may ask, pursuant to this Policy, whether an applicant, resident, or participant needs assistance in obtaining the full benefits of an Atlanta Housing Authority program or activity, Atlanta Housing Authority shall not be under an obligation to "discover" an applicant's, resident's or participant's disability, or assume the presence of any such disability. To the extent a disability is disclosed to Atlanta Housing Authority, Atlanta Housing Authority shall allow the applicant, resident or participant to bring or utilize third parties to assist the applicant, resident or participant to receive the full benefits of an Atlanta Housing Authority program or activity. Such participation by third parties may include, but not be limited to, a sign language interpreter obtained by the applicant, resident or participant for a hearing or attending a meeting at an Atlanta Housing Authority facility. Any compensation for such third parties shall be borne by the applicant, resident or participant. Atlanta Housing Authority shall also install a TDD telephone system for the benefit of hearing impaired applicants to the public housing or special housing programs.

F. Documentation of Disability.

Atlanta Housing Authority may also require any applicant, resident or participant who claims that a disability adversely impacts his or her ability, although otherwise qualified, to participate in an Atlanta Housing Authority program or activity to provide Atlanta Housing Authority with documentation from a medical doctor substantiating the disability and suggesting reasonable accommodations which Atlanta Housing Authority may consider employing.

5. IMPLEMENTATION OF THE ACCESSIBILITY POLICY

The President and Chief Executive Officer or authorized designee(s) shall implement the Accessibility Policy and its goals; and direct senior management to conduct a thorough review of departmental policies and procedures to ensure that all departments are in compliance, as applicable, with the letter and the spirit of Section 504, ADA and Atlanta Housing Authority's visitability goals. Further, the President and Chief Executive Officer may enact such other policies or plans as may be necessary or advisable to carry out the letter and spirit of the Accessibility Policy without the further vote or approval of the Board of Commissioners.

6. EFFECTIVE DATE AND AMENDMENTS

The Accessibility Policy was effective September 2, 1997. The President and Chief Executive Officer may amend or modify this Accessibility Policy at any time, provided that such amendments or modifications do not amount to a material change in the basic tenets of the Policy, without a vote by the Board of Commissioners.

7. REPORTING GOALS

The President and Chief Executive Officer shall make periodic reports, as appropriate, to the Board of Commissioners on Atlanta Housing Authority's efforts to meet the goals of Section 504, ADA and similar statutes, State and local building codes, and this Accessibility Policy.

[END]

ATTACHMENT 2

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

AFFORDABLE HOUSING COMMUNITY
SITE-BASED WAITING LIST POLICY

1. INTRODUCTION.

The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing Authority") established policies to implement and maintain the applicant waiting list ("Site-Based Waiting List") at each Atlanta Housing Authority-owned public-housing-assisted property, commonly referred to as an Affordable Housing Community. This Affordable Housing Community Site-Based Waiting List Policy ("Policy") enumerates the policies that govern the administration of these Site-Based Waiting Lists.

The Atlanta Housing Authority will (1) implement this Policy in a fair and equitable manner; (2) operate, through a professional privately owned management company ("Private Management Agent"), fully independent Site-Based Waiting Lists at each Affordable Housing Community ("Community" or in the plural "Communities"); and (3) ensure consistency in the administration of each fully independent Site-Based Waiting List for each Community administered according to this Policy.

This Policy, in describing the general operating principles governing the administration of the Site-Based Waiting List process, is consistent with applicable rules and regulations promulgated by the United States Department of Housing and Urban Development ("HUD"). Each Affordable Housing Community is managed by a Private Management Agent. This Policy provides a framework for the administration of the Site-Based Waiting List at each Affordable Housing Community. Atlanta Housing Authority approved a plan developed by each Private Management Agent ("Management Plan") for each Community that provides additional details on the administration of the Site-Based Waiting List.

2. PURPOSE.

Atlanta Housing Authority adopted, implemented, and is maintaining the Site-Based Waiting List approach to strengthen the concepts of community improvement and family self-sufficiency within each Community. Applicants will be provided with the opportunity to select the housing of their choice. Applicants will have the opportunity to review the location, amenities, job opportunities, social programs, schools, and neighborhoods to determine interest in the specific Community.

PART IV, ARTICLE FIVE, ATTACHMENT 2

This proactive step is the beginning of the Applicants' move toward family self-sufficiency and economic independence. Applicants will select the Affordable Housing Community of their choice and make a conscious decision to commit to the Community, instead of just taking the housing offered without any Applicant role in the selection of housing. Atlanta Housing Authority believes such empowerment will allow Applicants to experience a profound sense of pride, which comes from the responsibility of selecting housing suitable for an Applicant's family. At the time of selection, a relationship between the Property Manager at each Community and the Applicant will be established. Atlanta Housing Authority expects this pride and relationship to extend to the Applicant's maintenance and respect for the apartment and the overall Community as a Resident of that Community.

3. OPENING AND CLOSING A SITE-BASED WAITING LIST.

The Site-Based Waiting list for each Community will be opened following a public notice in a newspaper of general public circulation, including minority and foreign language newspapers that may be available to potential applicants seeking housing in the rental market. The public notice will contain the following information:

- A. Location of the Community where applications may be placed;
- B. Method of Selecting Applications (Date and Time of application, or a random method of selection such as a lottery);
- C. Local Preference(s);
- D. Availability of apartments by bedroom size;
- E. Explanation of basic eligibility criteria for applicants;
- F. Fair Housing Logo or statement; and
- G. Accessibility Logo or statement.

Atlanta Housing Authority will review the basic text and organization of the proposed advertisement as a part of the review of the Private Management Agent's Management Plan, and to ensure that it complies with the affirmative fair housing marketing plan for the Community. The Management Agent will be responsible for maintaining copies of all advertisements in a marketing file. The Management Agent will advise the Atlanta Housing Authority in writing of its intention to open a Site-Based Waiting List before opening it. The Private Management Agent will format this notice in a method to allow prominent public posting and dissemination of the information at various locations, including Atlanta Housing Authority's corporate headquarters. The widespread posting of the opening of the Site-Based Waiting List will allow potential applicants to be informed about the full array of housing opportunities that are available to them from time to time.

The Private Management Agent will also assure the publication of the opening or closing of the Site-Based Waiting List in selected newspapers of general public circulation, including minority and foreign language newspapers that may be available to potential applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the affirmative fair housing marketing plan of the Private Management Agent.

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If the Private Management Agent closes the Site-Based Waiting List due to an excess of Applicants that cannot be reasonably served in the foreseeable future, the closing of the waiting list will be publicized in a newspaper of general public circulation, including minority and foreign language newspapers that may be available to potential applicants seeking housing in the rental market. The Private Management Agent will provide advance written notice to the Atlanta Housing Authority of the closing. The Private Management Agent will again format the notice in a method to allow prominent public posting of the information in Atlanta Housing Authority's corporate headquarters.

4. MANAGEMENT OF THE SITE-BASED WAITING LIST.

The Private Management Agent will organize the Site-Based Waiting List in the manner described in the Management Plan for the site. The Private Management Agent will maintain the information supporting the Site-Based Waiting List at the Community. This information may include a pre-application form, application form or other similar documents. The Private Management Agent will select Applicants from the Site-Based Waiting List for review and consideration in accordance with the procedures set forth in Atlanta Housing Authority's *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* ("Statement of Corporate Policies) and the Private Management Agent's Management Plan. Selections will be in writing and will be documented in the Applicant files. Appropriate verifications will be maintained at the management office of the Community. Applicants physically unable to complete an application at the Community due to disabilities or handicaps will be afforded the opportunity initially to apply in writing by mail or by telephone. However, Applicants selected for interviews will be required to attend an appointment at the Community to provide required verifications for occupancy consideration.

If an Applicant states that the Applicant is unable to apply in person at a Community due to the disability of the Applicant, then Atlanta Housing Authority may facilitate the application by providing the Applicant with a referral card. The referral card may be directed to the Community to which the individual desires to place an application. This referral card will enable the Private Management Agent in the Community to send an application directly to the Applicant. The Applicant will return the completed application directly to the site, preferably in person, or in special circumstances, by mail. Once the Applicant is being considered for placement in the Community, the application will receive final processing in the Community and the Applicant may be required to visit the Community to complete the application processing, and eligibility and suitability determinations.

5. LOCAL PREFERENCES.

The Private Management Agent will provide information on the local preferences in effect at the Community for ranking Applicants on the Site-Based Waiting List to be used in the selection of Applicants. This information will be contained in the Management Plan for the Community.

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Local preferences are determined by the Atlanta Housing Authority and published in the Statement of Corporate Policies upon approval by Atlanta Housing Authority's Board of Commissioners.

6. APPLICATION PROCESS AND ORDER OF APPLICATIONS.

Applicants will adhere to the application process established by the Private Management Agent for the Community with respect to pre-application, waiting list, and application procedures.

The method of opening the Site-Based Waiting List as explained in section 3 of this Policy will determine the order of the initial placement of applications, subject to local preferences, on the Site Based Waiting List. Applications to a Site-Based Waiting List based on the date and time of application will be placed in the date and time order the application was received, subject to local preferences. Applications to a Site-based Waiting List sorted randomly by lottery will be placed in the order applications were ranked numerically by lottery, subject to local preferences.

7. APPLICANT SCREENING CRITERIA.

The Applicant screening criteria will be described in the Private Management Agent's Management Plan for the Community. Generally, the criteria will follow Atlanta Housing Authority's Statement of Corporate Policies, but may vary, but not supercede or conflict with the Statement of Corporate Policies, in order to meet the needs of the Community. The criteria will be designed objectively to screen Applicants for an apartment to ensure that households who are prepared to meet the conditions of the lease and family self-sufficiency and economic independence obligations, as required, are offered an apartment. The policies for disputing an adverse action by the Private Management Agent with respect to either criminal history decisions or other admission and occupancy screening decisions are set forth in the Statement of Corporate Policies.

8. UNIT OFFERS AND REJECTIONS.

Atlanta Housing Authority's primary operational objective is that each Community will operate with a large degree of independence in order to foster the leasing and occupancy goals specific to each Community. Unit offers will be made in accordance with the method generally specified in the Statement of Corporate Policies and procedurally described in more detail in the Management Plan and apartment rules and other management criteria related to the specific Community.

Unit offers will be accomplished in the order of placement on the Site-Based Waiting List. The Private Management Agent will offer the next eligible Applicant on the Site-Based Waiting List an opportunity to lease the next available unit or choice of units available in the Community based on (1) acceptable criminal history and other suitability screening criteria; (2) local preference category; (3) bedroom size requirement; and (4) the need for reasonable accommodation.

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If an Applicant rejects the available unit or units offered, the Applicant will lose his or her place on the Site-Based Waiting List and will be removed from the list. Said rejection will not affect the Applicant's status on any other Site-Based Waiting List at other Communities for which the Applicant may have applied.

9. DISTRIBUTION OF INFORMATION ON SITE-BASED WAITING LISTS.

Atlanta Housing Authority will maintain information on the availability of the various Atlanta Housing Authority Community Site-Based Waiting Lists. Information available in the Atlanta Housing Authority corporate headquarters will include the dates of all open Site-Based Waiting Lists and basic information on the specific Communities. Community information will include the locations, unit sizes, amenities, and accessibility for handicapped or disabled persons. Atlanta Housing Authority may maintain this information in a telephonic, web-based, electronic, or print format. Atlanta Housing Authority will maintain the information in accordance with appropriate and applicable fair housing and equal opportunity requirements.

Each Community will make available appropriate leasing information related to on-site amenities, facilities, community and supportive services, schools, and accessibility for handicapped or disabled persons at the site. Required fair housing and equal opportunity information and postings will be maintained at each Community and Atlanta Housing Authority corporate headquarters.

10. APPLICATION AND LEASING BROCHURE. INFORMATION.

Atlanta Housing Authority's application form and/or its leasing brochure for Communities will include a statement advising Applicants that additional Communities may be available for application. The statement in the application and/or the leasing brochure will also indicate that applicants must apply directly to the Community in order to be considered for the Site-Based Waiting List for that particular Community.

11. PURGING OF WAITING LISTS.

Each Private Management Agent will periodically purge the Site-Based Waiting List to update information on Applicants for the Community. Generally, a letter ("Purge Letter") is mailed to the Applicant with a requirement that certain information is to be returned to the Private Management Agent within a specific time. The Purge Letter to be returned by Applicants includes updates on basic information related to the Applicant household and an affirmative statement that advises the Private Management Agent that the Applicant is still interested in the Community.

The Private Management Agent will include information in the Purge Letter to the Applicants regarding other Site-Based Waiting Lists advising Applicants that they can submit applications to other Communities with Site-Based Waiting Lists. The Purge Letter will also advise Applicants that other Site-Based Waiting Lists may open by public notice in the newspaper.

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Applicants will also be advised that the Atlanta Housing Authority's corporate headquarters maintains information on Site-Based Waiting Lists.

Applicants who do not respond to the Purge Letter are removed from the Site-Based Waiting List for that Community.

12. TRANSFERS.

Transfers shall be governed by Part III, Article Four of the Statement of Corporate Policies.

13. REVIEW OF SITE OPERATIONS.

Atlanta Housing Authority will review the Site-Based Waiting Lists for compliance with this Policy.

14. DOCUMENT RETENTION.

The applicable Management Plans and the affirmative fair housing marketing plans will specify the document retention policies required by HUD or Atlanta Housing Authority. These records generally include but are not limited to applications and related documentation, public notice advertisements, site-based waiting lists, placement offers, publications, and letters to Applicants. Atlanta Housing Authority will ensure the review of these documents to determine compliance with the Policy by the Private Management Agent. Document retention review may be accomplished by an independent auditor, Atlanta Housing Authority professionals, management reviews conducted by private agents contracted to perform these reviews, or such other method, as Atlanta Housing Authority may deem appropriate. If Atlanta Housing Authority determines problems with the administration of a Site-Based Waiting List, Atlanta Housing Authority will undertake the appropriate measures to resolve said problems.

15. EFFECTIVE DATE.

This Policy was effective immediately upon its adoption by the Board of Commissioners of Atlanta Housing Authority at its regularly scheduled January 30, 2002 meeting, subject to any concurrence by HUD, if applicable.

[END]

ATTACHMENT 3

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

SITE-BASED WAITING LIST POLICY¹
(Olympic Legacy Program)

1. INTRODUCTION.

The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing Authority") will use a site-based waiting list for on-site and off-site public housing replacement units developed and/or acquired as a part of the Olympic Legacy Program. The Olympic Legacy Program involves the comprehensive revitalization of five of its most distressed communities (Techwood Homes, Clark Howell Homes, East Lake Meadows, John Hope Homes and John Eagan Homes (collectively, the "Olympic Legacy Communities") as mixed-income communities, all as are fully described in letters, dated February 5, 1996 and May 2, 1996, and November 14, 1996 and December 12, 1996 from Atlanta Housing Authority to the U.S. Department of Housing and Urban Development ("HUD"). The background and facts relating to the Atlanta Housing Authority's agreement to use the site-based waiting list approach is managing the replacement housing units on and off-site for the Olympic Legacy Communities are set forth in the letters dated February 5, 1996, and May 2, 1996, and November 14, 1996 and December 12, 1996 from Atlanta Housing Authority to HUD, and in the HOPE VI Grant Agreement, dated August 12, 1995, as amended ("HOPE VI Grant Agreement") HUD's authorization and approval of using the site-based waiting list approach are set forth in its letters dated June 28, 1996 and December 13, 1996 to the Atlanta Housing Authority. Atlanta Housing Authority intends to implement these provisions in a method to fairly address the equity issues of the public housing eligible applicants for housing who were on Atlanta Housing Authority's centralized waiting list as of September 10, 1996, and applicants since that date for housing at each site, including replacement housing sites. Atlanta Housing Authority will use this Site-based Waiting List Policy ("Waiting List Policy") to ensure a measure of consistency in the administration of each independent site-based waiting list for public housing-assisted units.

On-site and off-site replacement public housing eligible units developed and/or acquired for the Olympic Legacy Communities will be operated with fully independent site-based waiting lists administered by a professional privately owned property management company ("Management Agent") according to this Waiting List Policy. This Waiting List Policy describes the basic operational aspects of each site-based waiting list and is designed to assure general consistency in the application of the guiding principles established by HUD in the approval process. This Waiting List Policy is applicable only to those units of public housing contained within the Olympic Legacy Communities and those public-housing units designated at off-site replacement developments under the Olympic Legacy Program.

¹This Site-based Waiting List Policy was originally effective on December 13, 1996.

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The Waiting List Policy provides a framework for the operations at each of those sites. The plan for managing public housing-assisted units (“Management Plan”) and the plan for the fair and equitable leasing of public housing-assisted units (“Affirmative Fair Housing Marketing Plan”) provide additional details on the operation of the Waiting List Policy within the Olympic Legacy Communities and those public-housing units designated at off-site replacement developments under the Olympic Legacy Program.

To the extent that this Waiting List Policy is in conflict with provisions in the Further Assurances Agreements (or the Redevelopment Cooperative Agreement in the case of East Lake Meadows) for any Community, the provisions of the particular Agreement will govern to the extent of the conflict.

2. PURPOSE.

Atlanta Housing Authority is using the site-based waiting list approach to strengthen the concepts of community improvement and family self-sufficiency within each of the replacement housing sites. Applicants will be provided with the opportunity, proactively, to select the housing of their choice. Applicants will have the opportunity to review the location, amenities, job opportunities, social programs, schools, and neighborhoods to determine interest in the specific community.

This proactive step is the beginning of the applicants’ move toward family self-sufficiency. Applicants will select the housing of their choice and make a conscious decision to commit to the community, instead of just taking the housing offered without any applicant role in the selection of the housing. Such empowerment will allow applicants to experience a profound sense of pride which comes when one takes responsibility for selecting housing suitable for an applicant's family. At the time of selection, a relationship between the Property Manager and the applicant will be established. Atlanta Housing Authority expects this pride and relationship to extend to the applicant's maintenance and respect for his or her apartment and the overall community. As a condition for living in any Olympic Legacy Community, on-site or off-site, applicants will agree to participate in the self-sufficiency program with supportive services. The self-sufficiency program is mandatory with certain limited exceptions.

3. OPENINGS AND CLOSINGS OF THE WAITING LIST.

The waiting list for each Community will be opened following a public notice in a newspaper of general public circulation, including minority and foreign language newspapers that may be available to potential applicants seeking housing in the rental market. The public notice will contain the following information:

- A. Location of the Community where applications may be placed;
- B. Method of Selecting Applications (Date and Time of application, or a random method of selection such as a lottery);
- C. Local Preference(s);
- D. Availability of apartments by bedroom size;
- E. Explanation of basic eligibility criteria for applicants;
- F. Fair Housing Logo or statement; and
- G. Accessibility Logo or statement.

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Atlanta Housing Authority will review the basic text and organization of the proposed advertisement as a part of the review of the Management Agent's Management Plan, and to ensure that it complies with the Affirmative Fair Housing Marketing Plan for the Community. The Management Agent will be responsible for maintaining copies of all advertisements in a marketing file. The Management Agent will advise the Atlanta Housing Authority in writing of its intention to open a waiting list before opening it. The Management Agent will format this notice in a method to allow prominent public posting and dissemination of the information at various locations, including Atlanta Housing Authority's corporate headquarters. The widespread posting of the opening of the waiting list will allow potential applicants to be informed about the full array of housing opportunities that are available to them from time to time.

The Management Agent will also assure the publication of the opening or closing of the waiting list in selected newspapers of general public circulation, including minority and foreign language newspapers that may be available to potential applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the Affirmative Fair Housing Marketing Plan of the Management Agent.

If the Management Agent closes the waiting list due to an excess of Applicants that cannot be reasonably served in the foreseeable future, the closing of the waiting list will be publicized in a newspaper of general public circulation, including minority and foreign language newspapers that may be available to potential applicants seeking housing in the rental market. The Management Agent will provide advance written notice to the Atlanta Housing Authority of the closing. The Management Agent will again format the notice in a method to allow prominent public posting of the information in Atlanta Housing Authority's corporate headquarters.

4. APPLICATION PROCESS.

Applicants will follow the procedures specified by the Management Agent in the completion of the application, related documents and verifications.

5. MANAGEMENT OF THE SITE-BASED WAITING LIST.

The Management Agent will organize the site-based waiting list in the manner described in the Management Plan for the site. The Management Agent will maintain the information supporting the waiting list organization at the site. This information may include a pre-application form, application form or other similar documents. The Management Agent will select the applicants from the waiting list for review and consideration in strict accordance with the procedures set forth in its Management Plan. Selections will be in writing and will be documented in the files of the applicants. Appropriate verifications will be maintained at the site.

Applicants physically unable to complete an application at the site due to disabilities or handicaps may be afforded the opportunity initially to apply in writing by mail. However, applicants selected for interviews may be required to attend an appointment at the site to provide required verifications for occupancy consideration.

If an applicant states that the applicant is unable to apply in person at a site, then Atlanta Housing Authority will facilitate the application by providing the applicant with a referral card. The referral card may be directed to the community to which the individual desires to place an application. This referral card will enable the site to send an application to the applicant. The applicant will return the completed application to the site by mail or in person. Once the applicant is considered for placement in the community, the application will receive final processing in the community and the applicant may be required to visit the community to complete the application processing and eligibility determination.

6. LOCAL PREFERENCES.

The Management Agent will provide information on the local preferences in effect at the site for ranking applicants on the site-based waiting list to be used in the selection of Applicants. This information will be contained in the Management Plan for the site. Local preferences are determined by Atlanta Housing Authority and published in Atlanta Housing Authority's *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* ("Statement of Corporate Policies") approved by Atlanta Housing Authority's Board of Commissioners. Management Agents may use local preferences other than those specified in the Statement of Corporate Policies provided the local preferences for the site exceed those described in the Statement of Corporate Policies and Atlanta Housing Authority has provided specific approval for their use.

7. ORDER OF APPLICANTS AND INITIAL IMPLEMENTATION OF WAITING LIST.

The method of opening the waiting list may determine the organization of applicants on the waiting list. Waiting lists sorted by lottery will be placed in a numerical order with the appropriate organization within the preferences. Waiting lists placed by date and time order will be organized in this manner with the appropriate organization for preferences. In either event, returning residents pursuant to a particular Further Assurances Agreement (or Redevelopment Cooperative Agreement, in the case of East Lake Meadows), will be placed on the applicable site-based waiting list prior to the placement of non-returning residents or other applicants on that applicable site-based waiting list.

Atlanta Housing Authority will provide applicants on the waiting list as of September 10, 1996, with the opportunity to maintain their date and time order in the development of site-based waiting lists. Atlanta Housing Authority will facilitate this process by providing information on Atlanta Housing Authority applicants as of September 10, 1996, to each Management Agent opening a site-based waiting list. The information provided by Atlanta Housing Authority will include the applicant's name and the date and time of application.

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The Management Agent will use this information and place applicants on the site-based waiting list in the date and time order specified according to the applicants' verified preference status, if any. Applicants will be required to advise the Management Agent of any previous application with Atlanta Housing Authority in order to enable the Management Agent to use this previous date and time. Applicants will be advised that although an applicant has maintained the date and time order of the application originally placed with Atlanta Housing Authority, applicants will be selected according to the specific selection preferences of the site, as approved by Atlanta Housing Authority. This process will be terminated as soon as the effective date of applications on the waiting list exceeds the September 10, 1996 date. In this manner, Atlanta Housing Authority will provide each of the long standing preexisting applicants to Atlanta Housing Authority an equitable opportunity to secure a public housing-assisted unit.

As a one time action, Atlanta Housing Authority will advise each applicant on the waiting list as of September 10, 1996 of the following information:

- A. There will be site-based waiting lists in the future upon which current applicants to Atlanta Housing Authority public housing can place an application.
- B. Applicants will be able to use their current date and time position on the Atlanta Housing Authority waiting list for the application at the site-based waiting list.
- C. Applicants must advise the Management Agent at the site-based waiting list location that they applied for housing with the Atlanta Housing Authority on or before to September 10, 1996. This will enable the Management Agent to secure the correct information from Atlanta Housing Authority on their previous application date and time.
- D. Upon applicants' request, Atlanta Housing Authority will specify to these applicants their date and time of application for their files.

8. SCREENING CRITERIA.

The screening criteria for the Olympic Legacy Communities may exceed the criteria of Atlanta Housing Authority's Statement of Corporate Policies. The criteria will be designed objectively to screen applicants for housing to ensure the placement of persons prepared to meet the conditions of the lease and family self-sufficiency obligations as required. Site-based policies and Management Plans will address the method of requesting an informal review of the screening decision.

9. UNIT OFFERS AND REJECTIONS.

Atlanta Housing Authority intends that the Olympic Legacy Communities will operate with a large degree of independence to foster the specific goals of a mixed income community. Unit offers will be made in accordance with the method specified in the Management Plan and related site-based policies. Generally, the Management Agent will afford an applicant that has successfully completed the screening process an opportunity to lease the next available unit(s). Unit offers will be accomplished in the order of placement on the site-based waiting list to the extent administratively feasible. If an applicant rejects the unit(s) offered, the applicant will lose his or her place on the waiting list in accordance with the site-based policies.

Said rejection will not automatically affect the position of the applicant on any other waiting list for Atlanta Housing Authority housing whether site-based or centralized.

10. DISTRIBUTION OF INFORMATION: ATLANTA HOUSING AUTHORITY AND SITES.

Atlanta Housing Authority will maintain information on the availability of site-based waiting lists. Information posted in the Atlanta Housing Authority corporate headquarters will include the dates of all open site-based waiting lists and basic information on the specific sites. Site information will include the locations, unit sizes, amenities, and accessibility for handicapped or disabled persons. Atlanta Housing Authority will maintain the appropriate fair housing postings.

Each site will make available appropriate leasing information related to on-site amenities, facilities, social services, schools, and accessibility for handicapped or disabled persons at the site. Required Fair Housing information will be maintained at all times.

11. ATLANTA HOUSING AUTHORITY APPLICATIONS, PUBLIC NOTICES AND WAITING LIST PURGES.

Atlanta Housing Authority's application form for the public housing program will include an advisory notice to the applicant that additional sites exist or will exist in the future. The notice will also indicate that applicants must apply directly to the site in order to maintain a position on the site-based waiting list.

Future openings of the Atlanta Housing Authority waiting lists will include a statement that there will be other locations where applications may be placed. In addition, the advertisement will state that future openings of the waiting list will be noticed in a newspaper of general circulation and Atlanta Housing Authority's corporate headquarters. Atlanta Housing Authority will maintain the information in accordance with appropriate and applicable fair housing and equal opportunity requirements.

12. PURGING OF WAITING LISTS.

Each Management Plan will indicate when the management company will purge the site-based waiting list to update information on applicants for the public housing program. Generally, a letter is mailed to the applicant with a requirement to be returned to the management company within a specific time. The returned letter includes basic information updates and an affirmative statement that advises of the continued interest of the applicant in the public housing program or a public housing-assisted unit. Applicants who do not respond to the letter are removed from the site-based waiting list. In the future, the management company will include information in the letter to the applicants on the existing site-based waiting list to advise them of the ability to make application to Atlanta Housing Authority-owned public housing-assisted communities with site-based waiting lists. The letter will also advise the applicant that other site-based waiting lists may open by public notice in the newspaper.

Applicants will also be advised that the Atlanta Housing Authority's corporate headquarters maintains information on site-based waiting lists.

13. TRANSFERS.

All transfers will be resolved within each individual Olympic Legacy Community. Residents may request transfers following the conditions specified in the site-based transfer plans. Management Agents will address these requests in accordance with the policies specified. Atlanta Housing Authority will not transfer existing residents to these communities, except as returning residents under relocation efforts of Atlanta Housing Authority.

14. REVIEW OF SITE OPERATIONS.

Atlanta Housing Authority will provide for oversight of the site-based waiting list through several different methods. Management Agents will provide monthly reports to Atlanta Housing Authority on the leasing efforts. These reports provide information on occupancy, leasing, work orders, unit turnaround, and financial status. Atlanta Housing Authority will review these documents, reports and statements regularly.

The Management Plans, regulatory and operating agreements and the Affirmative Fair Housing Marketing Plans specify document retention as required by the HUD regulations. These records include the related application documents, waiting lists, publications, and letters to applicants. Atlanta Housing Authority will ensure the review of these documents to determine the accurate utilization of the waiting list by the Management Agent. This review may be accomplished by an independent auditor, Atlanta Housing Authority staff, or management reviews conducted by private agents contracted to perform these reviews. If Atlanta Housing Authority determines problems with the operation of the site-based waiting list, Atlanta Housing Authority will undertake the appropriate measures to resolve said problems.

[END]

ATTACHMENT 4

THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA

MIXED-INCOME, MIXED-FINANCE COMMUNITY
SITE-BASED WAITING LIST POLICY ADDENDUM¹

1. INTRODUCTION.

The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing Authority") will use this Mixed-Income, Mixed-Finance Community Site-Based Waiting List Policy Addendum ("Addendum") to set forth the circumstances in which Atlanta Housing Authority will use a site-based waiting list. These circumstances include housing communities in which Atlanta Housing Authority assists directly, or indirectly, on-site and off-site public housing-eligible units developed and/or acquired as a part of a Mixed-Income, Mixed-Finance Community. This development and acquisition activity includes circumstances in which Atlanta Housing Authority is a sponsor, partner, and/or developer. Atlanta Housing Authority defines a Mixed-Income, Mixed-Finance Community to be a community that is:

- A. Developed, acquired or obligated, using public housing development funds and/or public housing operating funds, and using financial sources outside of the traditional public housing program; and
- B. In which the income levels of residents are mixed.

Such financial sources outside of the traditional public housing program include, but are not limited to, tax credits, bond financing, Community Development Block Grant, HOME Funds, state or local funds, private foundation funding, loans proceeds and other related forms of housing funding. The Atlanta Housing Authority will implement these site-based provisions in a fair and equitable manner. Atlanta Housing Authority will use this Mixed-Income, Mixed-Finance Community Site-based Waiting List Policy Addendum ("Addendum") to ensure a measure of consistency in the administration of each independent site-based waiting list for public housing-eligible units.

On-site and off-site public housing eligible units developed and/or acquired for the Mixed-Income, Mixed-Finance communities will be operated with fully independent site-based waiting lists administered by a professional privately owned property management company ("Management Agent") according to this addendum to the Olympic Legacy Site-Based Waiting List Policy. This Addendum describes the basic operational aspects of each site-based waiting list and is designed to assure general consistency in the application of the guiding principles established by the United States Department of Housing and Urban Development ("HUD") in the approval process.

¹This Mixed-Income Mixed-Finance Community Site-Based Waiting List Policy Addendum, in its original form, was effective as of June 25, 1999.

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This Addendum is applicable only to public housing-eligible units contained within the Mixed-Income, Mixed-Finance Communities. The Addendum provides a framework for the operations at each of those sites. The plan for managing public housing-assisted units ("Management Plan") and the plan for the fair and equitable leasing of public housing-assisted units ("Affirmative Fair Housing Marketing Plan") will provide additional details on the operation of the particular Mixed-Income, Mixed-Finance Site-Based Waiting List.

To the extent that this Addendum is in conflict with provisions in the Further Assurances Agreements for any community, the provisions of the particular Agreement will govern to the extent of the conflict.

2. PURPOSE.

Atlanta Housing Authority is using the site-based waiting list approach to strengthen the concepts of community improvement and family self-sufficiency within each of the replacement housing sites. Applicants will be provided with the opportunity, proactively, to select the housing of their choice. Applicants will have the opportunity to review the location, amenities, job opportunities, social programs, schools, and neighborhoods to determine interest in the specific community.

This proactive step is the beginning of the applicants' move toward family self-sufficiency. Applicants will select the housing of their choice and make a conscious decision to commit to the community, instead of just taking the housing offered without any applicant role in the selection of the housing. Such empowerment will allow applicants to experience a profound sense of pride which comes when one takes responsibility for selecting housing suitable for an applicant's family. At the time of selection, a relationship between the Property Manager and the applicant will be established. Atlanta Housing Authority expects this pride and relationship to extend to the applicant's maintenance and respect for his or her apartment and the overall community. As a condition for living in any Mixed-Income, Mixed-Finance Community, on-site or off-site, applicants, except elderly and disabled, will be required to participate in the self-sufficiency program with supportive services. The self-sufficiency program will be mandatory with certain limited exceptions.

3. OPENINGS AND CLOSINGS OF THE WAITING LIST.

The waiting list for each Community will be opened following a public notice in a newspaper of general public circulation, including minority and foreign language newspapers that may be available to potential applicants seeking housing in the rental market. The public notice will contain the following information:

- A. Location of the Community where applications may be placed;
- B. Method of Selecting Applications (Date and Time of application, or a random method of selection such as a lottery);
- C. Local Preference(s);
- D. Availability of apartments by bedroom size;
- E. Explanation of basic eligibility criteria for applicants;
- F. Fair Housing Logo or statement; and
- G. Accessibility Logo or statement.

Atlanta Housing Authority will review the basic text and organization of the proposed advertisement as a part of the review of the Management Agent's Management Plan, and to ensure that it complies with the Affirmative Fair Housing Marketing Plan for the Community. The Management Agent will be responsible for maintaining copies of all advertisements in a marketing file. The Management Agent will advise the Atlanta Housing Authority in writing of its intention to open a waiting list before opening it. The Management Agent will format this notice in a method to allow prominent public posting and dissemination of the information at various locations, including Atlanta Housing Authority's corporate headquarters. The widespread posting of the opening of the waiting list will allow potential applicants to be informed about the full array of housing opportunities that are available to them from time to time.

The Management Agent will also assure the publication of the opening or closing of the waiting list in selected newspapers of general public circulation, including minority and foreign language newspapers that may be available to potential applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the Affirmative Fair Housing Marketing Plan of the Management Agent.

If the Management Agent closes the waiting list due to an excess of Applicants that cannot be reasonably served in the foreseeable future, the closing of the waiting list will be publicized in a newspaper of general public circulation, including minority and foreign language newspapers that may be available to potential applicants seeking housing in the rental market. The Management Agent will provide advance written notice to the Atlanta Housing Authority of the closing. The Management Agent will again format the notice in a method to allow prominent public posting of the information in Atlanta Housing Authority's corporate headquarters.

4. APPLICATION PROCESS.

Applicants will follow the procedures specified by the Management Agent in the completion of the application, related documents and verifications.

5. MANAGEMENT OF THE SITE-BASED WAITING LIST.

The Management Agent will organize the site-based waiting list in the manner described in the Management Plan for the site. The Management Agent will maintain the information supporting the waiting list organization at the site. This information may include a pre-application form, application form or other similar documents. The Management Agent will select the applicants from the waiting list for review and consideration in strict accordance with the procedures set forth in its Management Plan. Selections will be in writing and will be documented in the files of the applicants. Appropriate verifications will be maintained at the site.

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Applicants physically unable to complete an application at the site due to disabilities or handicaps may be afforded the opportunity initially to apply in writing by mail or by telephone. However, applicants selected for interviews may be required to attend an appointment at the site to provide required verifications for occupancy consideration.

If an applicant states that the applicant is unable to apply in person at a site, then Atlanta Housing Authority will facilitate the application by providing the applicant with a referral card. The referral card may be directed to the community to which the individual desires to place an application. This referral card will enable the Management Agent in the community to send an application directly to the applicant. The applicant will return the completed application directly to the site by mail or in person. Once the applicant is being considered for placement in the community, the application will receive final processing in the community and the applicant may be required to visit the community to complete the application processing and eligibility determination. Atlanta Housing Authority may also act as an application distribution point, rather than use a referral card, to assist interested persons to apply for housing in the Mixed-Income, Mixed-Finance Community.

6. LOCAL PREFERENCES.

The Management Agent will provide information on the local preferences in effect at the site for ranking applicants on the site-based waiting list to be used in the selection of Applicants. This information will be contained in the Management Plan for the site. Local preferences are determined by Atlanta Housing Authority and published in Atlanta Housing Authority's *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* ("Statement of Corporate Policies") approved by Atlanta Housing Authority's Board of Commissioners. Management Agents may use local preferences other than those specified in the Statement of Corporate Policies provided the local preferences for the site exceed those described in the Statement of Corporate Policies and Atlanta Housing Authority has provided specific approval for their use.

7. ORDER OF APPLICANTS AND INITIAL IMPLEMENTATION OF WAITING LIST.

The method of opening the waiting list may determine the organization of applicants on the waiting list. Waiting lists sorted by lottery will be placed in a numerical order with the appropriate organization within the preferences. Waiting lists placed by date and time order will be organized in this manner with the appropriate organization for preferences. In either event, returning residents pursuant to a particular Further Assurances Agreement or Revitalization Plan will be placed on the applicable site-based waiting list prior to the placement of non-returning residents or other applicants on that applicable site-based waiting list.

Atlanta Housing Authority will provide applicants on the waiting list as of September 10, 1996, with the opportunity to maintain their date and time order in the development of site-based waiting lists. Atlanta Housing Authority will facilitate this process by providing information on Atlanta Housing Authority applicants as of September 10, 1996, to each Management Agent opening a site-based waiting list. The information provided by Atlanta Housing Authority will include the applicant's name and the date and time of application.

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The Management Agent will use this information to place applicants on the site-based waiting list in the date and time order specified according to the applicants' verified preference status, if any. Applicants will be required to advise the Management Agent of any previous application with Atlanta Housing Authority in order to enable the Management Agent to use this previous date and time. Applicants will be advised that although an applicant has maintained the date and time order of the application originally placed with Atlanta Housing Authority, applicants will be selected according to the specific selection preferences of the site, as approved by Atlanta Housing Authority. This process will be terminated as soon as the effective date of applications on the waiting list exceeds the September 10, 1996 date. In this manner, Atlanta Housing Authority will provide each of the long-standing preexisting applicants to Atlanta Housing Authority an equitable opportunity to secure a public housing-assisted unit.

As a one-time action, Atlanta Housing Authority will advise each applicant on the waiting list as of September 10, 1996 of the following information:

- A. There will be site-based waiting lists in the future upon which current applicants to Atlanta Housing Authority public housing can place an application.
- B. Applicants will be able to use their current date and time position on the Atlanta Housing Authority waiting list for the application at the site-based waiting list.
- C. Applicants must advise the Management Agent at the site-based waiting list location that they applied for housing with the Atlanta Housing Authority on or before to September 10, 1996. This will enable the Management Agent to secure the correct information from Atlanta Housing Authority on their previous application date and time.
- D. Upon applicant's request, Atlanta Housing Authority will specify to these applicants their date and time of application for their files.

8. SCREENING CRITERIA.

The screening criteria for the Mixed-Income, Mixed-Finance Communities may exceed the criteria of Atlanta Housing Authority's Statement of Corporate Policies. The criteria will be designed objectively to screen applicants for housing to ensure the placement of persons prepared to meet the conditions of the lease and family self-sufficiency obligations as required. Site-based policies and Management Plans will address the method of requesting an informal review of the screening decision.

9. UNIT OFFERS AND REJECTIONS.

Atlanta Housing Authority intends that the Mixed-Income, Mixed-Finance Communities will operate with a large degree of independence to foster the specific goals of a Mixed-Income, Mixed-Finance community. Unit offers will be made in accordance with the method specified in the Management Plan and related site-based policies. Generally, the Management Agent will afford an applicant that has successfully completed the screening process an opportunity to lease the next available unit(s). Unit offers will be accomplished in the order of placement on the site-based waiting list to the extent administratively feasible. If an applicant rejects the unit(s) offered, the applicant will lose his or her place on the waiting list in accordance with the site-based policies.

Said rejection will not automatically affect the position of the applicant on any other waiting list for Atlanta Housing Authority housing whether site-based or centralized.

10. DISTRIBUTION OF INFORMATION: ATLANTA HOUSING AUTHORITY AND SITES.

Atlanta Housing Authority will maintain information on the availability of site-based waiting lists. Information posted in the Atlanta Housing Authority corporate headquarters will include the dates of all open site-based waiting lists and basic information on the specific sites. Site information will include the locations, unit sizes, amenities, and accessibility for handicapped or disabled persons. Atlanta Housing Authority will maintain the appropriate fair housing postings.

Each site will make available appropriate leasing information related to on-site amenities, facilities, social services, schools, and accessibility for handicapped or disabled persons at the site. Required Fair Housing information will be maintained at all times.

11. ATLANTA HOUSING AUTHORITY APPLICATIONS, PUBLIC NOTICES AND WAITING LIST PURGES.

Atlanta Housing Authority's application form for the public housing program will include an advisory notice to the applicant that additional sites exist or will exist in the future. The notice will also indicate that applicants must apply directly to the site in order to maintain a position on the site-based waiting list.

Future openings of the Atlanta Housing Authority waiting lists will include a statement that there will be other locations where applications may be placed. In addition, the advertisement will state that future openings of the waiting list will be noticed in a newspaper of general circulation and Atlanta Housing Authority's corporate headquarters. Atlanta Housing Authority will maintain the information in accordance with appropriate and applicable fair housing and equal opportunity requirements.

12. PURGING OF WAITING LISTS.

Each Management Plan will indicate when the Management Company will purge the site-based waiting list to update information on applicants for the public housing program. Generally, a letter is mailed to the applicant with a requirement to be returned to the Management Company within a specific time. The returned letter includes basic information updates and an affirmative statement that advises of the continued interest of the applicant in the public housing program or a public housing-assisted unit. Applicants who do not respond to the letter are removed from the site-based waiting list. In the future, the management company will include information in the letter to the applicants on the existing site-based waiting list to advise them of the ability to make application to Atlanta Housing Authority-owned public housing-assisted communities with site-based waiting lists. The letter will also advise the applicant that other site-based waiting lists may open by public notice in the newspaper. Applicants will also be advised that Atlanta Housing Authority's corporate headquarters maintains information on site-based waiting lists.

13. TRANSFERS.

All transfers will be resolved within each individual Mixed-Income, Mixed-Finance Community. Residents may request transfers following the conditions specified in the site-based transfer plans. Management Agents will address these requests in accordance with the policies specified. Atlanta Housing Authority will not transfer existing residents to these communities, except as returning residents under relocation efforts of Atlanta Housing Authority.

14. REVIEW OF SITE OPERATIONS.

Atlanta Housing Authority will provide for oversight of the site-based waiting list through several different methods. Management Agents will provide monthly reports to Atlanta Housing Authority on the leasing efforts. These reports provide information on occupancy, leasing, work orders, unit turnaround, and financial status. Atlanta Housing Authority will review these documents, reports and statements regularly.

The Management Plans, regulatory and operating agreements and the Affirmative Fair Housing Marketing Plans specify document retention as required by the HUD regulations. These records include the related application documents, waiting lists, publications, and letters to applicants. Atlanta Housing Authority will ensure the review of these documents to determine the accurate utilization of the waiting list by the Management Agent. This review may be accomplished by an independent auditor, Atlanta Housing Authority staff, or management reviews conducted by private agents contracted to perform these reviews. If Atlanta Housing Authority determines problems with the operation of the site-based waiting list, Atlanta Housing Authority will undertake the appropriate measures to resolve said problems.

15. EFFECTIVE DATE.

This Addendum hereby amends the Site-Based Waiting List Policy, adopted by the Board of Commissioners of Atlanta Housing Authority on December 19, 1996, and in use since that date, shall be effective as of June 25, 1999, subject to concurrence by HUD.

[END]

Appendix E: Candidate Communities or Properties for Demolition, Disposition, Voluntary Conversion, Subsidy Conversion and/or Other Repositioning

Candidate Communities for Demolition, Disposition, Voluntary Conversion and/or Other Repositioning*

High-Rise Communities**	Family Communities**
Antoine Graves	Bankhead Courts
Barge Road	Bowen Apartments
Cheshire Bridge	Capitol Homes
Cosby Spear Towers	Carver Homes
East Lake Towers	Englewood Manor
Georgia Avenue	Grady Homes
Graves Annex	Harris Homes
Hightower Manor	Herndon Homes
John O. Chiles	Hollywood Courts
Juniper & 10th	Jonesboro North
Marian Road	Jonesboro South
Marietta Road	Leila Valley
M.L. King Tower	Martin Street Plaza
Palmer House	McDaniel Glenn
Peachtree Road	Perry Homes
Piedmont Road	Thomasville Heights
Roosevelt House	U-Rescue Villa
	University Apartments
	Westminster

*The reference to demolition or disposition includes the complete or partial demolition or disposition of the community.

**Any reference to a community includes associated non-residential structures, including community centers.

Candidate Communities for Conversion of Subsidy from Section 9 to Section 8

Mixed-Income Communities

Ashley Courts at Cascade
Ashley Terrace at West End
Centennial Place
College Town at West End
Columbia Commons
Columbia Village
Magnolia Park
Summerdale Commons
The Village at Castleberry Hill
The Villages at Carver
The Villages of East Lake
West Highlands at Heman E. Perry Boulevard

Candidate Properties for Demolition and/or Disposition*

Property

Facilities Maintenance Shop (568 Humphries Street)

Facilities Maintenance Shop (749 McDaniel Street and adjacent parcels)

Fulton Street/McDaniel Glenn Vacant Property

Gilbert Gardens Annex

John Hope Model Building

Model Cities I, II

North Avenue Warehouse (301 North Avenue)

Perry Homes Park Land Swap (6.91 acres)

Scattered Sites

Wildwood Lakes

Waites Drive

*The reference to demolition or disposition includes the complete or partial demolition or disposition of the property.

Appendix F: Candidate Communities for Percentage-Based or Elderly Designation

High-Rise Communities

Antoine Graves
Barge Road
Cheshire Bridge
Cosby Spear Towers
East Lake Towers
Georgia Avenue
Graves Annex
Hightower Manor
John O. Chiles
Juniper & 10th
Marian Road
Marietta Road
M.L. King Tower
Palmer House
Peachtree Road
Piedmont Road
Roosevelt House

The Housing Authority of the City of Atlanta, Georgia

Administrative Plan Governing the Housing Choice Voucher Program

PREAMBLE

This Administrative Plan Governing the Housing Choice Voucher Program (“Administrative Plan”) forms the broad basis of and authorizes the establishment of administrative policies and practices that govern the Housing Choice Voucher Program of The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing Authority”).

This Administrative Plan is organized around the guiding principles of Atlanta Housing Authority’s continuing success as a provider or sponsor of quality affordable housing in its role as a leader in community building initiatives that create vibrant and safe environments for seniors, families, and persons with disabilities.

This Administrative Plan envisions the creative design and eventual implementation of several initiatives designed to enhance the quality of life of program participants and promote participant economic and lifestyle self-sufficiency. Such initiatives include, but are not limited to: using housing choice vouchers to provide income-eligible families with access to communities of opportunity and implementing policies that support building healthy communities.

This Administrative Plan supersedes all prior versions of AHA’s Housing Choice administrative plan and takes precedence over all administrative procedures and management practices that may conflict with this document.

This Administrative Plan is aligned with the Moving to Work Demonstration Program Agreement (“Agreement”) executed on September 25, 2003, by and between the U.S. Department of Housing and Urban Development and Atlanta Housing Authority. The Agreement governs and supersedes, as appropriate, applicable Federal laws, rules, regulations, contracts, and agreements that have been waived and / or modified by the Agreement.

This Administrative Plan shall be effective on October 1, 2004, pursuant to the resolution passed by the Board of Commissioners of Atlanta Housing Authority on August 25, 2004.

This Administrative Plan may be amended or modified by the President and Chief Executive Officer at any time without a vote of the Board of Commissioners, provided that such amendments and modifications do not materially change the intent of these Policies.

The Housing Authority of the City of Atlanta, Georgia
Administrative Plan Governing the Housing Choice Voucher Program

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PART I – INTRODUCTION

ARTICLE ONE. PROFILE

1. Atlanta Housing Authority was created by the City of Atlanta on June 11, 1938, under provisions set forth in the Housing Authorities Law of Georgia.
2. The Atlanta Housing Authority is the fifth largest public housing agency in the United States, and is one of Georgia's largest landlords, providing housing assistance to approximately 8,600 families in the affordable housing program and more than 12,000 families through the Housing Choice Voucher Program.

ARTICLE TWO. MOVING TO WORK DEMONSTRATION PROGRAM

1. As a Moving To Work Demonstration Program agency, Atlanta Housing Authority will establish, implement and evaluate innovative affordable housing strategies that are designed to achieve greater success in helping move low income families to achieve economic independence.
2. This Administrative Plan describes Atlanta Housing Authority's overarching vision for using housing choice vouchers to provide income-eligible families with access to communities of opportunity and implementing policies that support building healthy communities. The Administrative Plan uses a two-prong approach which provides a comprehensive overview of the administration of the Housing Choice Voucher Program, while recognizing that implementation of the various initiatives may be immediate, progressive, or refined through various demonstration programs. The Administrative Plan recognizes the interconnectiveness of vibrant communities and neighborhoods, thorough criminal background checks, participant responsibility, and commitment to participant economic and lifestyle independence. Specific implementation strategies for any given year not already provided in the Administrative Plan may be referenced in Atlanta Housing Authority's Moving To Work (MTW) Annual Plan.
3. The President and Chief Executive Officer of Atlanta Housing Authority, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Administrative Plan in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Administrative Plan does not alter, change, or modify the original intent of any policy. Any other alterations, changes, and modifications to any policy in this Administrative Plan must be approved by the Board of Commissioners.
4. Administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach in this Administrative Plan shall be developed following the intent of this Administrative Plan and may be amended from time to time at the discretion of Atlanta Housing Authority.

ARTICLE THREE. FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities. This support is evident in communities that Atlanta Housing Authority owns and those that Atlanta Housing Authority sponsors through revitalization and development activities.

Atlanta Housing Authority monitors fair housing and equal opportunity compliance throughout its portfolio.

ARTICLE FOUR. FRAUD AND MISREPRESENTATION

1. The terms Applicant and Participant are defined to include all family / household members with respect to their compliance with the policies set forth in the Administrative Plan.
2. Applicants and Participants are required to provide truthful, complete information relating to all income, family composition, and all family background information to qualify for initial eligibility and continued participation in the Housing Choice Program.
3. Applicants and Participants who engage in acts of fraud and misrepresentation are subject to loss of Housing Choice Program benefits and prosecution under State and Federal laws, and where appropriate, will be referred for prosecution by Atlanta Housing Authority.
4. An Applicant or Participant who has made any misrepresentation or engaged in acts of fraud at the time of admission, during any subsequent recertification, or at any other time shall be denied admission or be subject to termination, as applicable.

PART II – WAITING LIST

ARTICLE ONE: NOTIFICATION

1. Atlanta Housing Authority will comply with all applicable notice requirements as they pertain to public notices regarding the opening and closing of the Housing Choice Program waiting list(s). Atlanta Housing Authority will ensure broad outreach to eligible families throughout the greater Atlanta community by issuing written notice in at least two (2) publications of general public circulation. Public notices will announce opening and closing dates of the waiting list(s). Atlanta Housing Authority will ensure that the open application period is long enough to recruit an adequate pool of applicants to fill slots for anticipated funding as well as meet projected turnover of program participants for an eighteen (18) to twenty-four (24) month period.
2. The Housing Choice Program may accept applications at any time from families displaced, by demolition, repositioning, or disposition of Atlanta Housing Authority properties, or by other government or Atlanta Housing Authority initiated action, who have received a ninety (90) day relocation notice.
3. In addition, Atlanta Housing Authority reserves the right to open the waiting list(s) and / or maintain separate waiting list(s) for special admissions as needed to build a waiting list pool for funding set asides or to address an urgent local need. Atlanta Housing Authority will announce the limited opening of the waiting list(s) for these purposes in accordance with all applicable rules and regulations.

ARTICLE TWO: APPLICATION

1. AHA uses a preliminary application process to identify persons interested in receiving housing assistance from the Housing Choice Program. Applicants must complete a preliminary application and mail the completed preliminary application to the designated address within the deadline specified in the public announcement.

2. Upon receipt of preliminary applications, Atlanta Housing Authority staff will date and time-stamp each application in order to verify that the preliminary application was received during the designated time period. Preliminary applications are then reviewed for completeness and best efforts are made to notify applicants if there is missing information. Applicants will be given deadlines to provide missing information. If the applicant fails to provide the missing information within a designated time frame, the applicant will be denied placement on the waiting list.
3. Information supplied by the applicant on the preliminary application is not verified until the applicant has been selected from the waiting list(s) for final eligibility processing. The preliminary application is retained as part of the applicant's permanent file

ARTICLE THREE: ORGANIZATION AND MAINTENANCE

1. After staff review, complete preliminary applications are randomly assigned a computer generated lottery number. After lottery ranking number is determined, Atlanta Housing Authority provides a written confirmation of lottery ranking number to each applicant. A written notice also explains that waiting list selections, with the exceptions as outlined herein, will be made according to ranking number and preference status.
2. Families are advised in writing that changes in family preference status, household composition, mailing address, or other applicable circumstances, must be reported to Atlanta Housing Authority in writing. Applicants are cautioned that failure to provide updated mailing information may result in the applicant being removed from the waiting list(s) due to inability to receive and respond to Atlanta Housing Authority notifications and requests.
3. Atlanta Housing Authority will maintain current waiting list(s). If an applicant has been on the waiting list(s) for at least twenty-four (24) months and it is unlikely that the family will be selected for final eligibility determinations within the next six (6) months, Atlanta Housing Authority will contact the applicant to determine their continued interest in the Housing Choice Program. The applicant will have fifteen (15) business days from the date of the request to respond in writing to the update interest notice request. If the applicant fails to respond, or if the update interest notice request is returned undeliverable, the applicant will be removed from the waiting list. In addition, once an applicant is pulled from an Atlanta Housing Authority waiting list, for any program, and offered subsidy, that applicant's name will be purged from the Housing Choice Program's waiting list(s) in order to provide subsidy for as many low income families as possible.

ARTICLE FOUR: SELECTION

1. Selection (other than for Special Admission programs) from the Atlanta Housing Authority waiting list(s) will be made according to lottery ranking in the following order:
 - A. Full-time Working Applicants, (as defined in paragraph D of this section 1) with gross annual incomes greater than 30% of Median Income for the Atlanta, Georgia Metropolitan Statistical Area ("MSA"); and Elderly Families and Disabled Families, (as defined in paragraph E of this section 1), have equal standing and shall receive first preference in the order of selection from a waiting list based on the ranking of their applications by lottery.

- B. Full-time Working Applicants, (as defined in paragraph D of this section 1) with gross annual incomes less than or equal to 30% of Median Income for the Atlanta MSA shall receive second preference in the order of selection from a waiting list based on the ranking of their applications by lottery.
- C. All other Applicants who otherwise qualify under the determining criteria for applicants under Part III, Article One of this Administrative Plan, but who are not eligible for a preference under this Article are still eligible to apply for admission.
- D. Full-time Working Applicants are defined as a household in which the head-of-household and all members of the household are either:
 - (i) 18-61 years old, and are either legally employed on a full-time basis for at least 30 hours per week and have been employed for at least six (6) consecutive months at that level or employed on a part-time basis and participating in an approved training program for at least 30 hours per week;
 - (ii) 18-61 years old and a full-time student at an AHA recognized school or institution; or
 - (iii) Elderly or disabled.
- E. For the purposes of determining eligibility for the first preference, Elderly Families and Disabled Families will be defined as households in which either the sole member is, or if married, the head and spouse is age 62 or older or a person with a verifiable disability.

2. General Considerations for Applicant Selection;

- A. In order to be eligible for Applicant Selection in accordance with this Article, an Applicant's qualification for selection as a participant must be verified by a third party or through appropriate documentation as reasonably required by Atlanta Housing Authority.
- B. Participants, or any member of the Participant's household who are required to work, who were admitted under this Section 1 of this Article, that becomes unemployed after admission to the Housing Choice Program due to her / his resignation, quitting, termination for cause, or other reasons based on the Participant's or member's actions, shall not receive any rent relief as a result of the loss of employment and shall continue to pay Total Tenant Payment based on prior employment status. This provision may be waived if the Participant can document, to the satisfaction of Atlanta Housing Authority, with the burden of proof on the Participant, that the reason for the Participant's loss of employment was based on an event that was beyond the control of the Participant and for which the Participant was not at fault.

3. Selection from the Atlanta Housing Authority waiting list(s) may be made for special admissions for funding set asides, special use funding, or to address an urgent local need, including but not limited to: demolition; repositioning; or disposition of Atlanta Housing Authority properties; or by other government action; as determined by Atlanta Housing Authority, without considering the applicant's position on the waiting list(s).

4. Atlanta Housing Authority will provide written notification for an eligibility interview day and time to applicants when their names reach the top of the waiting list(s) or when funding becomes available. The written notice will provide applicants with a date and time to attend an eligibility interview and a method for contacting staff if special accommodations are needed to conduct the eligibility interview. Failure to attend scheduled appointments with Atlanta Housing Authority staff may result in ineligibility for housing subsidy benefits.

PART III – ELIGIBILITY

ARTICLE ONE: DETERMINATION AND VERIFICATION

1. An applicant family desiring to participate in the Housing Choice Voucher Program must first demonstrate that: (a) the applicant family is an eligible low income family based on total annual household income pursuant to and verified according to U.S. Department of Housing and Urban Development (HUD) rules and regulations; (b) the applicant family satisfies HUD's statutory and regulatory requirements for citizenship / eligible immigrant status; (c) each school-age member of the Applicant's household who is under 18 years of age and who has not completed her / his secondary education must be enrolled and attending an accredited public or private secondary academic or technical school; (d) each member, 18 years of age and older, of the applicant family's household is either (i) legally employed on a full-time basis for at least 30 hours per week; (ii) a full-time student at an AHA recognized school or institution; (iii) employed on a part-time basis and participating in an approved training program for at least 30 hours per week; (iv) elderly; or (v) disabled; and (d) the applicant family would be a suitable participant based on an acceptable criminal background record, an acceptable record as a law-abiding member of society, and a commitment to abide by the rules and obligations of the Housing Choice Voucher Program.
2. Prior to the issuance of a Housing Choice Voucher, all applicants must attend a final eligibility interview. At this interview, the applicant will complete a full application, provide requested documents, complete various third party verification and authorization forms in order for staff to verify amounts and sources of income, assets, expenses, household composition, etc.
3. It is the policy of the Atlanta Housing Authority to perform a Department of Labor computer comparison to verify income information provided by the participant on all adult members of the household.
4. Atlanta Housing Authority will seek to enter cooperative agreements with other agencies to perform similar income information verifications, including but not limited to the Social Security Assessment Subsystem to verify social security and supplemental security income information and SUCCESS, the welfare system comparison.
5. It is the policy of Atlanta Housing Authority to verify household income, household composition, status of students, value of assets, applicable deductions, and other factors, as appropriate, relating to the determination and verification of eligibility for participation in the Housing Choice Program.

ARTICLE TWO: MINIMUM RENT

1. Effective October 1, 2004, participants must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing Authority may set from time to time.
 - A. The minimum rent requirement does not apply to Participants, in which all household members are either elderly and / or disabled, and whose sole source of income is Social Security, Supplemental Security Income, or other fixed annuity pension or retirement plans.

2. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent will create a hardship since no such rent initiatives will go into effect without providing advance notice. Even so, a participant who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.
 - A. A hardship may exist when any one of the following circumstances is present: (i) the family has lost eligibility for (through no fault of the family) or is waiting eligibility determination for a Federal, State or local assistance program; (ii) the income of the family has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the family); (iii) although the family is diligently seeking to increase the family's income, the increase is not yet sufficient to fully pay the minimum rent; or (iv) such other extraordinary circumstances as Atlanta Housing Authority may determine.

 - B. Atlanta Housing Authority shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the family is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the family. Such actions may include, but not be limited to:
 - (i) Temporary suspension of the entire minimum rent under such terms as Atlanta Housing Authority shall direct. Such suspensions shall not last greater than ninety (90) days and will require the repayment of the arrearages within a time frame established by Atlanta Housing Authority.

 - (ii) Temporary suspension of the entire minimum rent for elderly and disabled Residents for a period of time greater than ninety (90) days as determined by AHA on a case-by-case basis. Such extended suspensions will also require the repayment of the arrearages within a time frame stabled by AHA management.

 - (iii) Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;

 - (iv) Referral to third party agencies who assist participants with the payment of rent; and

 - (v) Such other actions as Atlanta Housing Authority shall direct.

3. Any Participant, who loses Participant's job or welfare benefit for whatever reason due to Participant's own fault, shall continue to pay the Total Tenant Payment based on the Participant's prior employment income or welfare benefit status, unless the Participant can document to the satisfaction of the Atlanta Housing Authority, with the burden of proof on the Participant, that the reason for the Participant's loss of employment or welfare benefit was not the Participant's fault.

ARTICLE THREE: PARTICIPANT OBLIGATIONS AND RESPONSIBILITIES

1. Participants are to reside in their assisted unit in such a manner so as to not adversely impact the quiet, peaceful enjoyment of the premises by other community residents while meeting all the obligations set forth in this Administrative Plan, including, but not limited to those obligations relating to housekeeping, other health and safety concerns, criminal activity prohibitions, and economic independence initiatives.
2. Atlanta Housing Authority will enforce higher health and safety standards in how Housing Choice Program participants maintain their housing units. Atlanta Housing Authority recognizes that the maintenance and upkeep of assisted housing units has a direct effect on the health and safety of families and their neighbors. For example, poor maintenance and upkeep of housing units can create fire hazards and endanger the lives of families and their neighbors. Violations such as disabling carbon monoxide and smoke detectors, tampering with electrical or other wiring, improper use of appliance (i.e. placing clothing and other objects on top of equipment and appliances which are not intended to hold such objects), and failing to clean stoves and other appliances so that the appliances malfunction, will not be tolerated. Atlanta Housing Authority will implement more aggressive enforcement of higher standards among Housing Choice participants. Atlanta Housing Authority will make meeting these higher standards a requirement of families receiving and maintaining their vouchers.
3. Each Participant (18 years or older) is required to be gainfully employed on a fulltime basis (i.e., at least thirty [30] hours per week) unless the resident is Elderly or Disabled (i.e., verifiably not able to work due to the disability).
4. Participants who are not working full-time will be required to enroll and satisfactorily participate in an independence program approved by Atlanta Housing Authority, and may be required to have part-time employment (see paragraph 5 and 6 below). Any member of the Participant's household who is sixteen (16) years of age or older and not attending a public or private secondary school full-time is also subject to this work requirement.
5. Participants, regardless of the participant's work status (full or part-time employment), may be required to participate in an approved economic and life-style training which charts out a path for the participant towards economic, and life-style independence and devise strategies to address any barriers confronting the Participant. If referred, participants will be required to attend and actively participate as a condition of receiving and maintaining subsidy.
6. Each adult participant (18 years or older), who is enrolled in and attending a training component of an approved economic independence program, or attending school, but is not in training or class at least 30 hours per week, must work the required number of hours to achieve at a minimum a combination of training / schooling and work hours of 30 hours per week. This requirement does not apply to a participant, who is elderly or disabled (i.e., verifiably not able to work due to the disability). Any member of the participant's

household who is 16 years of age or older and not attending a public or private secondary school is also subject to this 30-hour requirement. A participant may use participation in an AHA-approved training program a maximum of 3 times as a partial exemption from fulltime work of 30 hours during her / his tenure on the program.

7. Each participant is responsible for ensuring that all school age children, under 18 years of age and who has not completed his / her secondary education, must be enrolled and attend an accredited public or private secondary academic or technical school on a regular basis in accordance with local school board policies and state law. Participants shall provide Atlanta Housing Authority with such information, release and authority so that Atlanta Housing Authority can inquire into the attendance status of any school age child residing in the assisted unit.
8. Each participant shall be responsible for the actions and activities of family members, visitors, guests, and invitees while those persons are either a member of the household, or visiting the household.
9. Applicants/participants must have left a previous tenancy under the Housing Choice Program in good standing without being in violation of a family obligation.
10. Applicants/participants must not have committed fraud in connection with any federal housing program.
11. Applicants/participants must not have been evicted from other subsidized housing for lease violations.
12. Applicants/participants must have paid any outstanding debt owed to Atlanta Housing Authority or another housing authority arising out of previous tenancy in public housing or Housing Choice.
13. Applicants/participants must not engage in criminal activity as detailed in Part XI of this Administrative Plan.
14. All participants will be required to attend The Good Neighbor Program. Failure to attend the training program, as scheduled, may result in loss of Housing Choice Program benefits.
15. All applicants/participants must supply any information that Atlanta Housing Authority determines to be necessary, sign and submit consent forms for third party verifications, and notify Atlanta Housing Authority of any material changes in the information provided in a timely fashion.
16. Participants must allow Atlanta Housing Authority to inspect an assisted unit at reasonable times after reasonable notice, and must not damage an assisted unit beyond normal wear and tear.
17. Participants must use the assisted unit for residence by Atlanta Housing Authority approved family members listed on the assisted lease, and the unit must be the participant's only residence.
18. Participants must maintain all utilities at the assisted unit.

ARTICLE FOUR: SUITABILITY

1. It is the responsibility of the Owner / Landlord to screen Housing Choice Voucher holders as to suitability and acceptability. Pursuant to federal regulations, Atlanta Housing Authority will provide the Owner / Landlord, the applicant / participant's current address (as shown on Atlanta Housing Authority records) and the name and contact information (if known) of the landlord at the applicant / participant's current address and prior address.

ARTICLE FIVE: INELIGIBILITY DETERMINATION

1. Applicants who are determined ineligible to receive Housing Choice Program assistance will receive a notice of ineligibility that sets forth the reasons for denial and provides instructions regarding requesting a review of the determination.

PART IV – SUBSIDY STANDARDS

ARTICLE ONE: OCCUPANCY STANDARDS

1. To avoid overcrowding and the conditions that may arise from overcrowding, participants will be issued vouchers so that generally no more than two adults occupy a bedroom. Additional consideration may be given to families with small children or families with other significant circumstances, who may request a larger bedroom size voucher.
2. A Live-in Aide that is essential for the care and support of an elderly or disabled participant, the need for which having been certified by a medical professional, may reside in the assisted unit with the elderly or disabled participant. Atlanta Housing Authority has the sole authority to determine within reasonable limits the status of a Live-in Aide, a Live-in Aide must demonstrate her / his suitability pursuant to Part XI, Article 2, of this Administrative Plan prior to occupancy, and continue to demonstrate her / his suitability and status as a Live-in Aide for as long as the Live-in Aide resides in the assisted unit.

ARTICLE TWO: PAYMENT STANDARDS

1. Atlanta Housing Authority adopts payment standards at ninety percent (90%) of the HUD-established Fair Market Rents for the Atlanta Metropolitan Statistical Area. Exceptions may be granted up to one hundred ten percent (110%) of the HUD-established Fair Market Rents on a case by case basis in order to further the goals of the Housing Choice Program or as a reasonable accommodation for a disabled participant.

PART V – VOUCHER ISSUANCE

ARTICLE ONE: FAMILY BRIEFINGS

1. Participants are required to attend a family information briefing session (Briefing) in order to receive a Housing Choice Program voucher. The purpose of the Briefing is to inform and educate participants regarding the rules and regulations of the Housing Choice Program in order for them to successfully and fully participate in the Program. The Briefing may include a discussion of the Housing Choice Program family obligations, a review of key program documents, and program updates to include Moving To Work Program initiatives.

2. Housing Choice Program vouchers will be issued to participants during the Briefing. Failure to attend a scheduled Briefing may result in loss of eligibility for or termination of housing subsidy benefits.

ARTICLE TWO: TERM OF VOUCHER ISSUANCE

1. Housing Choice Program vouchers are issued for one hundred twenty (120) days, or such other period of time as determined reasonable under the circumstances. Extensions may be granted for good cause on a case by case basis.

ARTICLE THREE: THE GOOD NEIGHBOR PROGRAM

1. In an effort to promote family self-sufficiency and healthy communities, Atlanta Housing Authority has developed The Good Neighbor Program. Housing Choice Program applicants will be required to participate in The Good Neighbor Program prior to voucher issuance. Housing Choice Program participants will also be required to attend The Good Neighbor Program from time to time, as circumstances may require and as AHA determines to be necessary.
2. Failure to attend The Good Neighbor Program as scheduled may result in loss of eligibility for or termination of housing subsidy benefits.

PART VI – PORTABILITY

ARTICLE ONE: OUTGOING PORTABILITY

1. Housing Choice Program participants may choose to receive housing subsidy benefits in areas outside Atlanta Housing Authority's jurisdiction. Depending on the location chosen, a participant may "port" to another housing authority ("Receiving Housing Authority"). Atlanta Housing Authority will impose certain conditions for out-going families on Receiving Housing Authorities. These conditions may include, but not be limited to: minimum rent requirement, family compliance with a work requirement; periodic criminal background checks; participation in self-sufficiency and The Good Neighbor Program; and setting a maximum payment standard, etc. Atlanta Housing Authority will administer participant compliance with program conditions.
2. Based on the specific conditions required of the Receiving Housing Authority, it will have the option of accepting or rejecting the porting participant.
3. Atlanta Housing Authority voucher holders will be required to adhere to all Atlanta Housing Authority rules and family obligations, including but not limited to, the work requirement, training program participation, periodic criminal background screenings, participation in self-sufficiency and The Good Neighbor programs. Atlanta Housing Authority may, at its discretion, waive such conditions on a case by case basis, for participants that port to geographic areas where Atlanta Housing Authority determines that it is unfeasible to administer program compliance for porting families.
4. Atlanta Housing Authority will seek to enter into cooperative agreements with other local housing authorities regarding portability conditions and will educate program participants and local landlords regarding the modified outgoing portability.

ARTICLE TWO: INCOMING PORTABILITY

1. Atlanta Housing Authority will either absorb an incoming porting family, arrange a voucher “swap” with the Initial Housing Authority, or bill the Initial Housing Authority for administering the incoming portable voucher.

ARTICLE THREE: TERMINATION

1. If a porting participant’s income exceeds Atlanta Housing Authority’s income limit, as the Receiving Housing Authority, Atlanta Housing Authority may refuse to accept the participant and return the port to the Initial Housing Authority.
2. Atlanta Housing Authority will notify the Initial Housing Authority in writing of any termination of assistance.

PART VII – MARKET RENTS

ARTICLE ONE: SETTING MARKET RENTS

1. Atlanta Housing Authority will periodically explore different rent structures / computations to further align the Housing Choice Program with private sector practices as well as to maximize the use of the subsidy resource.
2. Participants are required to pay rent to their Landlord according to the computation of “total tenant payment” by Housing Choice staff. Total tenant payment may be established by using one or a combination of an income adjusted rent or an affordable flat rent based on program-related factors.
3. Atlanta Housing Authority will establish new standards to determine rents that will be paid to Owners / Landlords. These standards will be used in place of the Fair Market Rents (FMR’s) published annually in the Federal Register. Atlanta Housing Authority will no longer use HUD’s “rent reasonableness test”. In place of the HUD mandated rent levels and tests, Atlanta Housing Authority will use a market study which will take into account site, unit, and neighborhood conditions, local market conditions, location, poverty levels, and other relevant factors in determining fair private market rents.
4. Atlanta Housing Authority has created an Elderly Income Disregard program. If an Elderly participant, whose sole source of income is Social Security, SSI, or other fixed annuity pension and retirement plan income (Annual Fixed Income), becomes employed on a temporary, part-time, or other limited basis which does not result in the discontinuance of the Elderly participant’s Annual Fixed Income, the Elderly participant’s employment income will not be utilized in calculating annual income, and will be permanently disregarded thereafter. Such Elderly participants will still be expected to pay the Income Adjusted Rent based on the Annual Fixed Income and any adjustments to the Annual Fixed Income.

ARTICLE TWO: DECONCENTRATION

1. Atlanta Housing Authority supports HUD’s goal for deconcentration of families in high poverty areas and the furtherance of meaningful fair housing choice for low-income families.

2. In seeking to achieve the goal of deconcentration, Atlanta Housing Authority will refuse to enter into a Housing Assistance Payments Contract with any Owner / Landlord if more than forty percent (40%) of the units in a multifamily development will be assisted under either Section 8 or Section 9 of the United States Housing Act of 1937, as amended, unless (i) the development has been designated as housing for the elderly or for the disabled; (ii) the development was built or rehabilitated under the Project-Based Certificate Program; or (iii) the development is a designated as an Elderly, almost-Elderly, or disabled with supportive services Development that has been awarded Project-Based Assistance by the Atlanta Housing Authority.
3. Atlanta Housing Authority may enter into Housing Assistance Payments contracts with landlords for up to 100% of the units in a multifamily development that is classified as elderly, almost-elderly, or disabled, as such terms are defined in Part XIII of this Administrative Plan.
4. Atlanta Housing Authority is pledged to outcomes that lead to the deconcentration of poverty. Atlanta Housing Authority will develop a deconcentration plan that will define and, in some cases, may limit absorption of Housing Choice Vouchers in Atlanta's neighborhoods, with the goal and intent of reducing and ultimately eliminating assisted-housing concentrations of poverty in neighborhoods in the City of Atlanta. Atlanta Housing Authority will work with other housing authorities in metropolitan Atlanta to facilitate moves in the Atlanta area that would provide program participants a greater range of employment and better education opportunities. Other revitalization, development and program activities that promote the deconcentration of poverty are part of Atlanta Housing Authority's strategic agenda.

ARTICLE THREE: PROGRAM MARKETING AND OUTREACH

1. Atlanta Housing Authority will continue to make a concerted effort to educate the public about the Housing Choice Program and to foster successful relationships throughout human services organizations, local and state governments, and the business community in order to ensure the availability of quality affordable housing units and family self-sufficiency opportunities for Housing Choice Program participants.

ARTICLE FOUR: LANDLORD CERTIFICATION PROGRAM

1. Atlanta Housing Authority will develop a mandatory Landlord Certification Training Program through which Atlanta Housing Authority will educate private Landlords as to the requirements to place and maintain properties on the Housing Choice Voucher Program and their responsibilities as Landlords. This Certification Training Program should result in higher quality units, fewer inspections and better relations between Atlanta Housing Authority and Housing Choice Program Landlords. A fee will be charged to the Landlord for the costs of providing the Landlord Certification Training Program. Such certification training will be in addition to the Landlord Briefing required by Atlanta Housing Authority for prospective Housing Choice Program landlords.

PART VIII – INSPECTIONS

ARTICLE ONE: QUALITY UNITS

1. Atlanta Housing Authority will ensure that all assisted units under the Housing Choice Program are decent, safe, and sanitary according to federal Housing Quality Standards (HQS). In addition to meeting HQS, Atlanta Housing Authority will adopt enhanced local standards to ensure that assisted units offer Housing Choice participants excellent quality housing in healthy communities with good quality of life infrastructure. Factors such as levels of concentrated poverty, neighborhood crime, proximity to good neighborhood schools, access to public transportation, and access to retail businesses, among other factors, will be considered. Unit, site, and neighborhood conditions must continue to meet HQS and Atlanta Housing Authority local standards for as long as the assisted unit remains on the Housing Choice Program. It is the goal of the Housing Choice Program to provide opportunities for all participants to reside in units in neighborhoods that promote the furtherance of educational and employment goals, good citizenship, and peaceful and cooperative community living.
2. It is an Atlanta Housing Authority policy to recruit Owners / Landlords with quality housing units to participate in the Housing Choice Program. Conversely, it is also the policy of Atlanta Housing Authority to disapprove marginal housing units for participation in the Housing Choice Program.

ARTICLE TWO: TYPES OF INSPECTIONS

1. To ensure compliance with program goals and objectives, Atlanta Housing Authority will conduct the following types of unit inspections:
 - A. Pre-Contract Inspections. Upon request by the Owner / Landlord, Atlanta Housing Authority will conduct a Pre-Contract Inspection. The Pre-Contract Inspection is designed to provide feedback to prospective Owners / Landlords as to the acceptability of their unit for participation in the Housing Choice Program. A nominal fee may be charged for a Pre-Contract Inspection. By conducting a Pre-Contract Inspection, Atlanta Housing Authority makes no representation as to participant family selection of the unit or that the unit in question will be accepted on the Housing Choice Program at the time of any Initial Inspection.
 - B. Initial Inspections. Upon receipt of a signed Request for Tenancy Approval Form (RTA) Atlanta Housing Authority will schedule an initial inspection. Initial Inspections are designed to occur prior to a participant's move into a unit. A standardized list of defects or repairs required in order for the unit to "pass" inspection will be provided to the Owner / Landlord. No more than thirty (30) days will be allowed for completion of defects or repairs. A second Initial Inspection can be requested by the Owner / Landlord. If the unit fails to "pass" the second "Initial Inspection", a fee may be charged for additional "Initial Inspections" to cover the administrative costs incurred as a result of multiple inspections.
 - C. Reexamination Inspections. Atlanta Housing Authority will reinspect assisted units annually, on an interim basis, or over some longer interval of time based on standardized inspection procedures and the Moving To Work Demonstration Program initiatives. Atlanta Housing Authority will provide no less than ten (10) days written notice to participants and Owners / Landlords of the scheduled

“Reexamination Inspection”. A standardized list of defects or repairs required in order for the unit to “pass” inspection will be provided to the Owner / Landlord. Defects and repairs will also be designated as the responsibility of the Owner / Landlord or of the Participant. Generally, no more than thirty (30) days will be allowed for completion of defects or repairs. In some instances defects or repairs involving health and safety issues may be designated as “24 hour violations” which require immediate repair, i.e. within twenty-four (24) hours. A follow-up Reexamination Inspection will be scheduled to confirm that repairs have been completed. If the unit fails to “pass” the second “Reexamination Inspection”, a fee may be charged for additional “Reexamination Inspections” to the party responsible, i.e. the Owner / Landlord or the participant to cover the administrative costs incurred as a result of multiple inspections.

- D. Special Inspections. Atlanta Housing Authority will conduct “Special Inspections” on selected units as it deems necessary. “Special Inspections” may be originated as a result of complaints from the community, reports from the participant or the Owner / Landlord, etc. The “Special Inspection” will be conducted according to the Atlanta Housing Authority standardized procedure for inspections. A fee may be charged for “Special Inspections” to the party responsible, i.e. the Owner / Landlord or the participant to cover the administrative costs for such an inspection.
- E. Quality Control Inspections. In order to ensure consistent and accurate application of HQS and Atlanta Housing Authority’s enhanced local standards, Atlanta Housing Authority will perform quality control inspections on a minimum of five percent (5%) of all units approved. Units that receive Quality Control Inspections will be randomly selected.

ARTICLE THREE. INSPECTION PROCEDURES

1. Atlanta Housing Authority will establish written standardized procedures for all Inspection types. Atlanta Housing Authority will adhere to HQS, federal, state, county, city and/or local housing codes and the Atlanta Housing Authorities local standards.
2. Deficiencies that present an immediate danger or threat to the health and /or safety of the participant will be noted as twenty-four (24) hour violations and must be corrected or abated within twenty-four (24) hours. Examples of such violations include but are not limited to, gas leaks, flooding in the unit, mold contamination, missing or inoperable smoke detectors, etc.
3. As a result of an inspection, if all repairs designated as the responsibility of the Owner / Landlord are not completed within the specified time period, the Housing Assistance Payments to the Owner / Landlord will be abated and the contract terminated, as appropriate.
4. As a result of an inspection, if all repairs designated as the responsibility of the participant are not completed within the specified time period, the participant may be terminated from participation in the Program.

PART IX – HAP CONTRACTS

ARTICLE ONE: LANDLORD ELIGIBILITY

1. In order to establish eligibility as a Housing Choice Program Landlord, the Landlord must attend a Landlord Briefing conducted by Atlanta Housing Authority staff. The Landlord Briefing is designed to provide an overview of the Housing Choice Program including tenant / Landlord rights and responsibilities.
2. In addition, Atlanta Housing Authority will develop a mandatory Landlord Certification Training Program through which Atlanta Housing Authority will educate private Landlords as to the requirements to place and maintain properties on the Housing Choice Program and their responsibility as Landlords.
3. Landlords that make misrepresentations, commit fraud, violate program rules, or fail to reimburse outstanding amounts to Atlanta Housing Authority upon demand, shall be debarred from participating in the Housing Choice Program.
4. Landlords must evidence ownership of property to be leased to Atlanta Housing Authority's satisfaction in order to participate as a Housing Choice Landlord.

ARTICLE TWO: HAP CONTRACT EXECUTION

1. Following successful lease approval, unit inspection, and rent determination, Atlanta Housing Authority will compute the participant's total tenant payment, participant's share of the rent and the utility reimbursement amount. The HAP Contract is then prepared and presented to the Landlord for signature.
2. Atlanta Housing Authority will advise participants and Landlords that side payments for additional rent or for items normally included in the rent for other unassisted families are illegal and strictly prohibited.
3. Upon the proper approval and execution of the HAP Contract, Atlanta Housing Authority Will issue payment to the Landlord via direct deposit.

PART X – REEXAMINATIONS

ARTICLE ONE: FREQUENCY

1. All applicants and participants must certify at application that they have the ability to comply with all requirements of the Housing Choice Program. In addition, participants must certify at each reexamination that they have the ability to comply with all Housing Choice Program requirements.
2. Atlanta Housing Authority will reexamine the income, family composition, and program compliance of each Participant annually, on an interim basis (if deemed necessary for verification purposes), or over some longer interval of time based on Moving to Work Demonstration Program initiatives.
3. Applicants and participants are required to provide their written consent to Atlanta Housing Authority to conduct any examination or third-party verification required under the re-examination process.

ARTICLE TWO: NOTIFICATION OF CHANGE

1. Based upon the results of any reexamination, Atlanta Housing Authority will notify the Participant and the Landlord, as appropriate, of applicable changes (30) days prior to the effective date of any such change.
2. Based upon the results of any reexamination, Atlanta Housing Authority will notify participants of ineligibility based upon a zero Housing Assistance Payment in excess of one hundred eighty (180) days.

ARTICLE THREE: FAILURE TO ATTEND

1. Participant's failure to attend scheduled reexamination appointments may be the basis for termination of housing subsidy benefits.

PART XI - TERMINATIONS

ARTICLE ONE: LEASE TERMINATION

1. The Landlord may terminate his / her lease with the Participant based upon applicable Program rules and regulations or according to terms contained in the lease. The Landlord is required to provide Atlanta Housing Authority with a copy of any notice or correspondence given to the participant terminating tenancy.
2. The participant must provide at least a thirty (30) day notice to Landlord and Atlanta Housing Authority, after the first annual anniversary of the assisted lease in order to vacate the unit. In addition, the participant must also comply with lease requirements regarding notice and terminating tenancy.
3. The Landlord and the participant may mutually rescind the lease prior to the end of the first term of lease. The participant is required to provide a signed copy of lease rescission to Atlanta Housing Authority at least sixty (60) days prior to lease termination. The lease termination must be signed by both the participant and the Landlord.
4. Atlanta Housing Authority will terminate the HAP Contract on the agreed lease termination date. Atlanta Housing Authority will make no future subsidy payments after the HAP Contract has been terminated. If the participant continues to reside in unit after the HAP Contract has been terminated, the participant will be solely responsible for the full amount of rent. The HAP contract terminates automatically when a family moves from a unit.

ARTICLE TWO: DENIAL AND TERMINATION OF ASSISTANCE

1. Atlanta Housing Authority may deny admission to Applicants or terminate housing subsidy assistance of Participants if they or any family member are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others.

2. MANDATORY DENIAL OF ADMISSION

Pursuant to federal regulations (24 CFR § 982.353), Applicants will be denied admission if any member of the household:

- (a) have been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
- (b) is currently engaging in the illegal use of drugs;
- (c) has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
- (d) is subject to a lifetime registration requirement under a state sex offender registration program; or
- (e) is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.

3. VIOLENT OR DRUG-RELATED OFFENSES

Applicants may be denied admission and Participants may be subject to termination of housing subsidy benefits if any member of the household have ever been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any Violent or Drug-Related offenses.

The following offenses are a few examples of Violent or Drug-Related Offenses:

- (a) Homicide, Murder, Voluntary manslaughter
- (b) Rape, Sexual Battery, other Aggravated Sex-Related Crimes
- (c) Child Molestation, Child Sexual Exploitation
- (d) Felony Drug Charges
- (e) Kidnapping, False Imprisonment
- (f) Terrorism
- (g) Arson
- (h) Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate, or Destroy
- (i) Assault and Battery
- (j) Misdemeanor Drug Charges
- (k) Trafficking, Distribution, Manufacture, Sale, Use or Possession of Illegal Firearms
- (l) Stalking
- (m) "Carjacking"
- (n) Robbery
- (o) Hate Crimes
- (p) Criminal Damage to Property Endangering Life, Health and Safety
- (q) Aiding and Abetting in the Commission of a Crime Involving Violence
- (r) Other Violent or Drug-Related Offenses that may Pose a Threat to Public Health and Safety.

4. OTHER CRIMINAL OFFENSES (not violent or drug-related)

Applicants may be denied admission and Participants may be subject to termination if any member of the household have, within the five year period preceding application or at any time during program participation, been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any other criminal offenses that do not involve violence or drugs.

The following offenses are a few examples of Other Criminal Offenses (not violent or drug related):

- (s) Gross Child Neglect
- (t) Disorderly Conduct
- (u) Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents)
- (v) Motor Vehicle Theft
- (w) Burglary
- (x) Prostitution and Solicitation of Prostitution
- (y) Larceny
- (z) Vandalism
- (aa) Receiving Stolen Goods
- (bb) Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.

5. OTHER CRIMINAL ACTIVITY

Atlanta Housing Authority may deny admission to applicants or terminate assistance of participants: (i) whose criminal activity or other habits and practices reasonably may be expected to have a detrimental effect on the community environment; and/or (ii) whose past criminal activity if repeated could reasonably be expected to adversely affect the health, safety or welfare of the community environment.

6. APPLICANT/PARTICIPANT RESPONSE TO ADVERSE CRIMINAL HISTORY INFORMATION DECISIONS

Based on adverse criminal history information gathered during the screening process, Paragraphs 2, 3, 4, and 5 of this Article set forth the presumptions that Atlanta Housing Authority is entitled to rely upon when denying admission to applicants and terminating the contracts of participants who fall within the scope of this Article. Applicants and participants will be afforded the opportunity to prove, with the burden of proof resting with the applicant or participant that the provisions under Paragraphs 2, 3, 4 and/or 5 do not apply to the subject applicant/participant.

7. OTHER DENIAL OF ASSISTANCE –APPLICANTS/PARTICIPANTS

- A. An applicant or participant that owes rent or other amounts to Atlanta Housing Authority or to another housing agency in connection with Housing Choice Voucher Program.
- B. An applicant or household member (as previous participants in the Housing Choice Voucher Program) have not reimbursed Atlanta Housing Authority, or another housing agency, for any amounts paid to the owner under a HAP Contract for rent or other amounts owed by the family under its lease or for a vacated unit.

- C. Any member of the family has committed fraud, bribery, or any other corrupt or criminal act in connection with any Federal Housing program.

ARTICLE THREE: OTHER TERMINATIONS OF HAP CONTRACTS & ASSISTANCE

1. Atlanta Housing Authority may terminate HAP Contract if the Landlord is not in compliance with the terms of the HAP Contract or if the Landlord has committed fraud.
2. Atlanta Housing Authority may deny or terminate assistance if Atlanta Housing Authority has reason to believe that a participant family member has failed to abide by Housing Choice Program rules, regulations, or family obligations, regardless of whether the family member has been arrested or convicted. Atlanta Housing Authority shall have the discretion to consider all of the circumstances in each case, including the seriousness of the offense, if the violation is a first offense or a pattern of behavior, the extent of participation by family members, and the effects that denial or termination would have on family members not involved in the prescribed activity.

ARTICLE FOUR: TERMINATION OF ASSISTANCE NOTIFICATION

1. If Atlanta Housing Authority deems it necessary to terminate assistance to a participant, Atlanta Housing Authority will give both the participant and the Landlord a thirty (30) day written termination notice.

ARTICLE FIVE: INFORMAL REVIEWS / INFORMAL HEARINGS

1. Applicants may exercise the right to an Informal Review regarding certain adverse actions that may result in the denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Review must be made in writing within ten (10) business days from the date of the notice of ineligibility or denial of assistance from the Atlanta Housing Authority. The Informal Review will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review nor the subordinate of such person. Both the applicant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Review.

An Informal Review decision shall be provided in writing to the applicant within fifteen (15) working days from the date of the Informal Review. Requests for Informal Reviews, supporting documentation, and a copy of the final decision shall be retained in the applicant's file.

2. Participants may exercise the right to an Informal Hearing regarding certain adverse actions that may result in a denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Hearing must be made in writing within ten (10) business days from the date of the notice of denial or termination of assistance from the Atlanta Housing Authority. The Informal Hearing will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review nor the subordinate of such person. Both the participant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Hearing.

An Informal Hearing decision shall be provided in writing to the participant within fifteen (15) working days from the date of the Informal hearing. Requests for Informal Hearings, supporting documentation, and a copy of the final decision shall be retained in the participant's file.

PART XII – SPECIAL PROGRAMS

ARTICLE ONE: SHARED HOUSING PROGRAM

1. Atlanta Housing Authority has determined that a Shared Housing Program component, as defined by HUD, would benefit Housing Choice Program participants with disabilities and elderly persons 62 years of age and older. All requests for Shared Housing must be submitted to the Senior Vice President of the Housing Choice Programs, or his / her designee, for review and approval prior to the approval of the Assisted Lease and the execution of the Housing Assistance Payments Contract for the Shared Housing unit.

ARTICLE TWO: MAINSTREAMING PERSONS WITH DISABILITIES

1. Atlanta Housing Authority regularly seeks vouchers for the Mainstream For Persons with Disabilities Program. Applicants with disabilities may apply for assistance under this program at the time of solicitation of applications. Atlanta Housing Authority will verify the disability status of applicants at the time of selection from the waiting list(s).

ARTICLE THREE: FAMILY UNIFICATION PROGRAM

1. The Family Unification Program is being phased-out based on HUD initial notification in March 2004. Atlanta Housing Authority will no longer issue Family Unification Program vouchers.

ARTICLE FOUR: WELFARE TO WORK PROGRAM

1. The Welfare to Work Program is being phased-out based on HUD initial notification in March 2004. Atlanta Housing Authority will no longer issue Welfare to Work Program vouchers.

ARTICLE FIVE: FAMILY SELF-SUFFICIENCY PROGRAM

1. Atlanta Housing Authority maintains a Family Self-Sufficiency Program (FSS) which program escrows dollars into an account for limited purposes, such as homeownership. Participants in the FSS Program agree to interim financial goals and actively work toward the completion of a FSS Contract of Participation.

ARTICLE SIX: MISCELLANEOUS

1. From time to time, Atlanta Housing Authority may participate in other special housing programs. In addition, Atlanta Housing Authority may establish special waiting lists designed to address participant economic or life-style sufficiency programs, Moving to Work Demonstration program initiatives, and homeownership opportunities.

PART XIII – PROJECT-BASED VOUCHERS

ARTICLE ONE: CONVERSION OF TENANT-BASED VOUCHERS

1. Atlanta Housing Authority will use Project-Based Vouchers as a development tool working with private sector partners to aggressively identify, and in some cases develop, appropriate housing opportunities for income-eligible families in the city of Atlanta and around the metropolitan Atlanta area. Project-Based Voucher Housing Assistance Payments Contracts (HAP) may be for terms up to ten (10) years which HAP can also be renewed at the end of the initial term. AHA may convert tenant-based vouchers to Project-Based Vouchers as needed to meet commitments for Project-Based units, i.e. the turn-over tenant vouchers will “stick” to the Project-Based apartments. The total cumulative number of project-based units in Atlanta Housing Authority’s project-based voucher program may exceed 20% of the baseline number of units in Atlanta Housing Authority’s housing choice voucher program.
2. For purposes of Project-Based Voucher Assistance classifications; communities classified as “elderly” are those at which the Head of Household must be 62 years of age or older; communities classified as “almost-elderly” are those at which the Head of Household must be 55 years of age or older; and communities classified as “disabled” are those at which the Head of Household must be disabled as defined by the Atlanta Housing Authority. Atlanta Housing Authority may attach Project-Based Vouchers to existing, new construction, or substantially rehabilitated housing, as each is defined by HUD. Project-Based Vouchers may be attached to family communities, elderly communities, almost-elderly communities, or disabled communities with supportive services or communities with a combination of some or all types, i.e. family, elderly, almost-elderly, or disabled. AHA may award Project-Based vouchers up to 100% of the total units at elderly, almost-elderly, and disabled communities, and may award up to 40% of the total units at family communities.
3. Participants may choose to relocate from an Atlanta Housing Authority affordable community that is being demolished or revitalized to a Project-Based apartment. This relocation is considered to be a permanent relocation, and the participant will not be eligible to return to the revitalized community.
4. A Project-Based Voucher will not convert to a tenant-based voucher if a participant vacates a Project-Based apartment unit. Likewise, a Project-Based Voucher will not convert to a tenant-based voucher if a participant family becomes over-housed or under-houses and is required to vacate a Project-Based apartment unit.

ARTICLE TWO: APPLICANT / PARTICIPANT ELIGIBILITY

1. Project-Based Voucher applicants and participants must meet all applicable screening and eligibility criteria for participation in the Housing Choice Program.
2. Applicants for Project-Based Assistance may be selected from the waiting list(s) as described in Part II of this Administrative Plan, or pulled directly from the Project-Based Development’s own waiting list once applicant eligibility has been confirmed.

ARTICLE THREE: DEVELOPMENT ELIGIBILITY

1. Atlanta Housing Authority will periodically solicit proposals from Owners and Developers for Project-Based apartment units. Proposals are rated and ranked on important management and property characteristics including management capacity, physical property characteristics, site and neighborhood characteristics and site Conditions. In determining the owner and manager's capacity to manage the property, Atlanta Housing Authority will consider the management's experience and the developer's previous success or difficulties with other affordable housing programs.

ARTICLE FOUR: ADMINISTRATION

1. Atlanta Housing Authority may enter into agreements with the owners of Project-Based apartment units that allow for assisted unit inspection self-certification, administration of a site-based waiting list, periodic participant reexaminations, and other general administrative tasks associated with Project-Based vouchers.

PART XIV – REPAYMENT AGREEMENTS

ARTICLE ONE: OVERPAYMENTS OF ASSISTANCE

1. Applicants and participants are required to provide Atlanta Housing Authority truthful and complete information relating to all income, family composition, and other relevant information to qualify for Housing Choice Program assistance. Atlanta Housing Authority will require repayment of any overpayment of assistance, according to such terms as Atlanta Housing Authority shall determine to be appropriate under the circumstances. Applicants and participants who engage in acts of fraud and misrepresentation may be referred for prosecution by Atlanta Housing Authority and such acts may be the basis for termination of housing subsidy benefits.
2. Under appropriate circumstances, as solely determined by Atlanta Housing Authority, if a participant is unable to repay an overpayment of assistance in its entirety, the participant may be afforded the opportunity to enter into a repayment agreement with Atlanta Housing Authority. Should a participant fail to abide by the terms of any executed repayment agreement, such failure may be the basis for termination of housing subsidy benefits. In addition, Atlanta Housing Authority will refer the unpaid balance of a repayment agreement for collection or prosecution as appropriate.

ARTICLE TWO: UNPAID RENTS AND OTHER CHARGES

1. Applicants to the Housing Choice Program must pay all monies owed to Atlanta Housing Authority, including but not limited to unpaid rents or other charges, reimbursement for relocation deposits, etc. to be eligible to participate in the Housing Choice Program. At the sole discretion of Atlanta Housing Authority an applicant may be afforded the opportunity to enter into a repayment agreement. Should the applicant fail to abide by the terms of any executed repayment agreement, such failure may be the basis for loss of eligibility and / or termination+ of housing subsidy benefits. In addition, Atlanta Housing Authority will refer the unpaid balance of a repayment agreement for collection or prosecution as appropriate.

PART XV - HOMEOWNERSHIP PROGRAM

ARTICLE ONE: ELIGIBILITY QUALIFICATIONS

1. Atlanta Housing Authority will provide tenant based assistance to eligible participants that qualify for the Housing Choice Homeownership Program. Homeownership Program size will be determined by Atlanta Housing Authority's comprehensive Moving To Work homeownership objectives and the availability of funding. Only single family existing homes are eligible for purchase in the Homeownership Program.
2. Housing Choice Homeownership Program eligibility qualifications shall include, but not be limited to (a) participation in the Housing Choice Family Self-Sufficiency Program, or any successor program; (b) full-time, continuous employment for twelve (12) months; (c) participation in the Housing Choice Program for two (2) years; (d) first-time homebuyer; (e) full compliance with all Housing Choice Program requirements; (f) no prior mortgage default history; and (g) successful completion of an approved pre-purchase counseling program. Disabled or elderly households may be exempted from certain requirements as appropriate. In addition, the Senior Vice-President of the Housing Choice Program may waive one or more of the qualifications, on a case by case basis, for good cause dependent upon individual circumstances.
3. Housing Choice Homeownership Program minimum income requirement is twenty-two thousand dollars (\$22,000) per year per household. Minimum income requirements do not apply to elderly or disabled participants. The Senior Vice-President of the Housing Choice Program may waive the minimum income requirement, on a case by case basis, for good cause dependent upon individual circumstances.

ARTICLE TWO: FINANCING

1. Homeownership Program participants are required to secure their own financing, which must be approved by Atlanta Housing Authority. Atlanta Housing Authority will require a minimum down payment of three percent (3%), from which at least one percent (1%) must come from the participant's personal resources.
2. Atlanta Housing Authority will have the right to approve or disapprove lenders and all financing or refinancing of participant's home. If Atlanta Housing Authority determines that the lender or loan terms do not meet Homeownership Program requirements or are not in the best interests of the Homeownership participant such lender or terms will be disapproved.
3. Atlanta Housing Authority will prohibit any financing that includes: (a) financing with balloon payment; (b) variable interest financing; and (c) private seller financing.

ARTICLE THREE: CONTRACT OF SALE REQUIREMENTS

1. The Homeownership Program Contract of Sale must: (a) specify the price and other terms of sale by the seller to the purchaser; (b) provide that the purchaser arrange a pre-purchase inspection by an independent inspector selected by the purchaser; (c) provide that the purchaser arrange a Housing Quality Standards inspection by Atlanta Housing Authority; (d) provide that the purchaser is not obligated to purchase the home unless both inspections are satisfactory to the purchaser and Atlanta Housing Authority; (e) provide that the purchaser is not obligated to pay for any necessary repairs; and (f) require that the

seller certify that he has not been debarred, suspended, or subject to a limited denial of participation by HUD.

ARTICLE FOUR: INSPECTION REQUIREMENTS

1. Prior to purchase, the Homeownership Program participant must arrange for the home to be inspected by Atlanta Housing Authority to ensure that it meets or exceeds Housing Quality Standards and Atlanta Housing Authority local standards. Secondly, an independent inspection must be obtained to inspect major building systems and components, including foundation and structure, housing interior and exterior, roofing, plumbing, electrical, and heating systems.

ARTICLE FIVE: TERM OF HOMEOWNERSHIP ASSISTANCE

1. The maximum term of homeownership assistance is fifteen (15) years, if the mortgage term is twenty (20) years or longer. If the mortgage term is less than twenty (20) years, the maximum term of homeownership assistance is ten (10) years.
2. Elderly families are exempt from the maximum term of homeownership assistance if the family was an elderly family at commencement of homeownership assistance.
3. Disabled families are exempt from the maximum term of homeownership assistance if at any time during receipt of homeownership assistance the family qualifies as a disabled family. In the event that a family ceases to qualify as a disabled family, the maximum term requirement applies from the date homeownership assistance commenced.

ARTICLE SIX: TERMINATION OF HOMEOWNERSHIP ASSISTANCE

1. Homeownership assistance automatically terminates one hundred eighty (180) calendar days after the last housing assistance payment is paid on behalf of the participant.
2. Participation in the Housing Choice Homeownership Program is dependent upon a participant's initial eligibility qualification and continued compliance with all program rules, regulations, and family obligations.
3. In addition, Atlanta Housing Authority will terminate homeownership assistance for any participant dispossessed from the home pursuant to a judgment or order of foreclosure on any mortgage securing a debt incurred to purchase the home, or in any refinancing of such debt.

Appendix H: Boston Study Working Paper

Independent research supports AHA's premise that environment matters. In 2001, AHA commissioned Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology and President and CEO of the Boston Research Group, Inc., an Atlanta-based urban planning and research firm, to conduct an independent study (Boston Study) to investigate the impact of AHA's revitalization program on the quality of life of public housing assisted families. The Boston Study focuses on quality of life changes for residents associated with AHA's revitalization activities and sought to resolve, among other issues, whether the change in environment improved the quality of life of public housing assisted residents. The cost of the Boston Study was funded by donations from foundations and other non-HUD sources. To further ensure the independence of the Boston Study, it was subjected to rigorous academic peer review. A copy of the Boston Study Working Paper is contained in this appendix.

Environment Matters: The Effect of Mixed-Income Revitalization on the Socio-economic Status of Public Housing Residents: A Case Study of Atlanta

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Working Paper #1

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Available electronically at: <http://www.econ.gatech.edu/people/faculty/Boston.htm>

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Short Abstract

This study is the first large scale empirical examination of the effects of mixed-income revitalization on the socio-economic status of public housing assisted families. Using Atlanta as a case study, it finds strong evidence that the neighborhood environment contributes significantly to the socio-economic mobility of families. These research findings support the arguments of William Julius Wilson and others who maintain that de-concentrating poverty improves the life-chances of the poor.

In this report we measure the success of revitalization against a “Holistic” concept of family and neighborhood development. Specifically, we measure how redevelopment has affected the employment of families, their income, poverty status, welfare dependency and overall economic status. In addition, we examine whether revitalization has placed families in higher quality neighborhoods, specifically neighborhoods that have less poverty, welfare dependency, higher levels of educational attainment and school attendance, better quality schools, and improved home values. We also measure whether the neighborhood is more affordable and more racially diverse.

One way this study measures the change in family’s socio-economic status and neighborhood status is by using a modified version of the United Nation’s Human Development Index (HDI). We call our measure, the Quality of Life Index (QLI). The QLI differs from the HDI in two ways. First the QLI is based on the average of fifteen dimensions of a family’s socio-economic and neighborhood status while the HDI averages only three dimensions of a country’s socio-economic status. Second, the QLI is measured for each family at the micro level (i.e. family and neighborhood level) while the HDI is measured at the national level. Like the HDI however, a numerical score ranging from 0 to 1 is derived for each dimension of the index. The QLI is the average of these individual scores and it is used to compare the origin status of families to their destination status.

A growing body of research focuses on the effects of residential mobility programs that are designed to improve the socio-economic status of families who reside in distressed public housing projects. The human dimensions that are usually measured by this research include changes in employment, income, exposure to crime, educational attainment, health status, and neighborhood quality. Most examinations have used resident surveys and found that the socio-economic status of families improved when they moved away from distressed public housing projects. By contrast, more recent empirically rigorous studies have failed to find a positive association between residential mobility and socio-economic status. Unfortunately, almost no definitive research exists on the effects of the \$4.5 billion HOPE VI Program - the nation's largest residential mobility program. The main objectives of this program are to de-concentrate poverty, create more livable communities for public housing assisted families and build sustainable neighborhoods. Over the last decade, HOPE VI is the major program that has been used by Public Housing Authorities (PHA's) to transform conventional housing projects into mixed-income communities. Under HOPE VI, 98 PHA's received awards from U.S. HUD between 1993 and 2001. By 2001 only a small percentage of these sites were fully developed. However, Atlanta led the nation in the number of fully developed mixed-income revitalized communities.

As of June 2004, AHA completely revitalized seven conventional public housing projects. Most were financed with a combination of HOPE VI funds as seed money in combination with private investment dollars. The revitalized mixed-income communities contain 3,404 rental apartments; 40.6% are reserved for public housing eligible residents, 23.1% are rent subsidized and 36.3% are leased at market rates. Three more communities are being revitalized which will add 2,433 additional mixed-income rental units and 1,435 for sale homes. Less than a decade ago these communities were characterized by squalid living conditions, concentrated poverty and high crime rates. Today, they contain some of the City's most attractive rental properties.

Using a quasi-experimental design, this study longitudinally examined 2,718 families who lived in six large public housing projects in the City of Atlanta in 1995. Three of these housing projects were revitalized into mixed-income communities between 1995

and 2001 and three were not. The study examined the socio-economic status of families and the characteristics of the neighborhoods where they resided over the seven-year period.

One major concern about mixed-income revitalization is whether it leads to a greater loss of housing assistance for affected residents. Our empirical results find that, after controlling for a number of relevant factors, families who lived in public housing projects that were subsequently revitalized (i.e. the treatment group) did not experience a statistically significant difference in the loss of housing assistance in comparison to families who lived in projects that were not revitalized (i.e. the control group). In addition, over the seven-year period significantly greater improvements occurred in the socio-economic status of the treatment group and they resided in significantly better neighborhoods in comparison to the control group. A primary reason for the difference in outcome is that a much higher percentage of the treatment group moved away from public housing projects by using housing vouchers or by moving to newly constructed mixed-income communities in comparison to the control group.

The study examined families who moved from public housing projects voluntarily and those who were forced to move because of revitalization. In both cases, significant improvements occurred in socio-economic status. Families who moved voluntarily by using vouchers generally had more selective attributes. But the improvements they experienced could not be attributed only to the selectivity of their attributes. Instead, we found strong evidence that the neighborhood environment matters. The findings of this study are supported by the preliminary results of two independent research efforts underway in Atlanta; one conducted by a team of researchers at Clark-Atlanta University and a second by researchers at Georgia State University. These researchers are using resident surveys over several years to examine how two public housing projects that are currently undergoing revitalization in Atlanta are affecting the social and economic status of original residents. In both cases preliminary results indicate that a large majority of residents had greatly improved socio-economic outcomes as a result of having moved away from the distressed public housing projects.

Detailed Abstract

This study is the first large scale empirical examination of the effects of mixed-income revitalization on the socio-economic status of public housing assisted families. Using Atlanta as a case study, it finds strong evidence that the neighborhood environment contributes significantly to the socio-economic mobility of families. These research findings support the arguments of William Julius Wilson and others who maintain that de-concentrating poverty improves the life-chances of the poor.

In this report we measure the success of revitalization against a “Holistic” concept of family and neighborhood development. Specifically, we measure how revitalization has affected the employment of families, their income, poverty status, welfare dependency and overall economic status. In addition, we examine whether revitalization has placed families in higher quality neighborhoods, specifically neighborhoods that have less poverty, welfare dependency, higher levels of educational attainment and school attendance, better quality schools, and improved home values. We also measure whether the neighborhood is more affordable and more racially diverse.

In central cities across the United States some of the highest concentrations of poverty are in large, densely populated public housing projects. It is commonly believed that concentrated poverty triggers a series of social and economic problems including crime, joblessness, welfare dependency, single-parent families, and antisocial behaviors. William Julius Wilson's research has been central in focusing the nation's attention on the institutional dynamics that lead to concentrated poverty and the human consequences and social isolation that accompanies it (Wilson; 1985; 1987; 1991; 1997). He notes that while the typical social networks of residents of concentrated poverty neighborhoods do not extend beyond their immediate environment, jobs and other vehicles of economic opportunity are often long distances away. One fundamental implication of Wilson's research is that the de-concentration of poverty enhances the socio-economic mobility and life chances of the poor.

Wilson's research on concentrated poverty occupies a central point of reference for contemporary studies. Most researchers agree with his description of the characteristics and consequences of concentrated poverty. But they often differ on the mechanisms that create it and the effects of policies that are designed to reduce it (e.g. see Jacob, 2004; Oreopoulos, 2003; Goetz, 2003; Vale, 2002; Jargowsky, 1997; Ellen and Turner, 1997; Brooks-Gunn, et al., 1993).

Studies that have evaluated the effects of severely distressed public housing projects generally conclude that environments of concentrated poverty have an effect on the socio-economic mobility of residents. While individuals strive to conform to the social norm, their behaviors and attitudes are typically influenced by their peers (Oreopoulos, 2003). Thus, neighborhoods have the potential to influence social networks, job opportunities and health.

Several studies have examined the effects of residential mobility programs on the original residents of public housing projects. The human dimensions that are usually measured include changes in employment, income, exposure to crime, educational attainment, health status, and neighborhood quality. Two programs that have been examined extensively are the Gautreaux Program in Chicago that was implemented as a result of a court order and the Moving To Opportunity (MTO) program implemented in five cities as a designed experiment to test the effect of residential mobility on socio-economic outcomes.

Research that examined the outcome of the Gautreaux Program wherein households moved to less racially concentrated suburban neighborhoods usually determined that the suburban mover benefited the most from the program. Positive changes included greater employment and labor force participation and children attending higher quality schools, experiencing greater high school graduation rates and college attendance rates (Johnson, Ladd, Ludwig, 2001; Rosenbaum, 1993 and 2001; Rubinowitz and Rosenbaum, 2000; Rosenbaum and Popkin, 1989). Other research results were not as positive and only found modest positive employment outcomes for adult participants who moved to the suburbs compared to those adult participants who remained in the

city. Also, some researchers did not find an increase in wages or in the number of hours worked among suburban movers. There are some well-known shortcomings of the research design of studies based on the Gautreaux Program, including the fact that residents self-selected into the program.

The Moving To Opportunity (MTO) program was experimentally designed to determine whether an individual's neighborhood environment can change his or her life chances (Popkin, Harris, et al., 2002b). Participants were assigned to three groups. The MTO treatment group received housing vouchers (Section 8 Certificates) that could only be used in census tracts with 1990 poverty rates below 10%. The treatment group received housing mobility counseling. A second group, received housing vouchers that could be used in any location, but this group did not receive mobility counseling. Finally, the control group received project based housing assistance. There were about 9000 participants in all. Evaluations of this program reveal that the educational achievements of the experimental and Section 8 groups were higher than those of the control group and that households in the experimental group had better health outcomes than those in the control group.

By contrast, recent studies, which are based on different data sources that allow researchers to employ more rigorous empirical techniques, have failed to find a positive association between residential mobility and improvements in educational and labor market outcomes (Jacob, 2004; Oreopoulos, 2003; Musterd, Ostendorf and De Vos, 2003).

Unfortunately, very little definitive research exists on the effects of the \$4.5 billion HOPE VI Program - the nation's largest residential mobility program (Clampet-Lundquist, 2004; Popkin, Katz, et al., 2004; Brooks, Wolk and Adams, 2003; Holmes, Moody, et al., 2003; Buron, Popkin, et al., 2002; Popkin, Levy, et al., 2002). There are some researchers who are critical of the underlying rationale for HOPE VI mixed-income revitalization, yet their conclusions are not based on empirical analyses (Housing Law Project, et al., 2002; Keating, 2000).

The main objectives of this program are to de-concentrate poverty, create more livable communities for public housing assisted families and build sustainable neighborhoods. Under HOPE VI, 98 public housing authorities (PHA's) received awards between 1993 and 2001 from the U.S. Department of Housing and Urban Development (HUD). By 2001 only a small percentage of these sites were fully developed and Atlanta led the nation in the number of fully developed mixed-income revitalized communities.

In recent years, several studies have used resident surveys to longitudinally track the effect of HOPE VI mixed-income revitalization on original residents of public housing projects (Brooks, Wolk and Adams, 2003; Holmes, Moody, et al., 2003; Buron, Popkin, et al., 2002). Because these studies are designed to track residents longitudinal over a long period of time, they are not yet able to provide definitive answers to how HOPE VI has affected public housing assisted families.

Study Objectives and Methodology

This study used primary data collected by AHA on all families who received housing assistance between 1995 and 2001; a yearly average of about 20,000 families and 50,000 household members. These data were collected by the MIS Department of AHA upon the initial certification or re-certification of each family that receives housing assistance. Once compiled, the data were provided directly to the author. Multi-Family Tenant Characteristic System (MTCS) data that public housing authorities are required to report to HUD and that have often been criticized for its inaccuracy were not used in this report.

Using a quasi-experimental design, we examined families who lived in three housing projects that were revitalized and compared them to families who lived in three housing projects that were not revitalized. This consisted of 2,718 families who were divided into two groups (a treatment group and a control group). These groups were examined longitudinally between 1995 and 2001. The treatment group consisted of 1,235 families who lived in three housing projects in 1995. The demolition of these three projects and relocation of their residents occurred after the initial observation period which was December 31, 1995. The control group consisted of 1,483 families who lived in three

projects in 1995 that were not revitalized during the observation period, December 31, 1995 to December 31, 2001.

Four criteria were used to select the public housing projects that were placed in the treatment group and the control group: (1) The average characteristics of the treatment group and control group families who resided in the public housing projects in 1995 were similar. (2) Housing projects selected for the treatment group were still intact in 1995. That is, the relocation of families and demolition phase of revitalization had not started at the initial observation point; (3) Revitalization of communities in the treatment group was fully completed prior to December 31, 2001 (the end point of our data observation); and (4) Communities in the comparison group did not undergo revitalization during the seven-year study period.

The study examined five main questions:

1. Did revitalization cause families in the treatment group to lose housing assistance to an extent that was statistically significantly greater than that experienced by families in the control group?
2. Where did families in the treatment group relocate as a result of mixed-income revitalization?
3. Was the residential mobility caused by mixed-income revitalization accompanied by an improvement in the quality of the neighborhood and the socio-economic status of families in the treatment group and was the improvement in these attributes more significant than what occurred among families in the control group?
4. In general, does moving away from public housing projects by using vouchers or by moving to mixed-income communities improve the socio-economic status of families?

5. Can a significant portion of the improvement in socio-economic status accompanying residential mobility be attributed to the change in environment as distinct from the selectivity of the movers?

Mixed-income revitalization causes a dramatic change in the type of housing assistance received by families. Most of the affected families elect to use housing vouchers while the remainder moves to mixed-income communities or to other conventional housing projects. It is therefore important that we be able to gauge the change in social-economic status accompanying movements between various forms of housing assistance.

One way this study measures the change in family's socio-economic status and neighborhood status is by using a modified version of the United Nation's Human Development Index (HDI). We call our measure, the Quality of Life Index (QLI). The QLI differs from the HDI in two ways. First the QLI is based on the average of fifteen dimensions of a family's socio-economic and neighborhood status while the HDI averages only three dimensions of a country's socio-economic status. Second, the QLI is measured for each family at the micro level (i.e. family and neighborhood level) while the HDI is measured at the national level. Like the HDI however, a numerical score ranging from 0 to 1 is derived for each dimension of the index. The QLI is the average of these individual scores and it is used to compare the origin status of families to their destination status.

The fifteen dimensions of the QLI are grouped into two categories. The first category includes measures of the economic well-being of the family. The second category includes measures that gauge the quality of the immediate neighborhood where the family resides. We call these categories the Family Development Index (FDI), which has five dimensions, and the Neighborhood Development Index or (NDI), which has 10 dimensions. The average of these two indexes comprises the QLI. The dimensions of the QLI are:

A. Family Development Index: Measures the Status of Each Family by using Administrative data of AHA

- Employment Status of Household Head
- Household Income
 - Total Household Income from all sources (1/3rd weight)
 - Earned Income as a percent of Total Income (2/3rd weight)
- Poverty Status
- Income Deficit (distance below poverty line)
- Welfare Dependency

B. Neighborhood Development Index: Measures the Quality of the Family's Immediate Neighborhood by using Census Block Group Data

- Poverty Rate in Census Block Group
- Welfare Dependency Rate in Census Block Group
- School Attendance Rate (% of persons 3 yrs to 20 yrs in School)
- Educational Attainment in Block Group (% HS Grads)
- Employment Rate in Block Group (% employed)
- Quality of Employment (% employed in mgt. & prof. occupations)
- School Quality (as measured by neighborhood elementary school's 5th grade standardized test performance score)
- Home Value (median value)
- Racial Diversity (dissimilarity index)
- Neighborhood Affordability (% of families who can afford median rent)

Empirical Findings

- **Revitalization did not cause a statistically significant loss of housing assistance for affected residents**

The study used a quasi-experimental design to track families in the two groups longitudinally between 1995 and 2001. By 2001, 53% of treatment group families (i.e. those affected by revitalization) were still receiving housing assistance while 49% of control group families were still receiving assistance (i.e. those not affected by revitalization). A logistic regression was used to examine statistically the difference in odds of families in the treatment group and the control group retaining housing assistance over the seven year period. The regression controlled for family size, employment status, welfare dependency, disability status, years of age, years on housing assistance, and the gender of the head of household. After controlling for these factors, the study did not find a statistically significant difference in the retention of housing assistance between the two groups.

The result contradicts the common perception that revitalization causes a loss of housing assistance for affected families. One thing that individuals who argue this position have failed to do is account for the normal attrition that occurs among families receiving housing assistance. For example, we tracked longitudinally over a seven-year period all families who received AHA housing assistance in 1995 (16,355 families in total). We found that an average of 10.5% of these families terminated housing assistance each year between 1995 and 2001. As a result, by 2001 only 8,735 of the original 1995 cohort of 16,255 families still received assistance. The remainder had exited voluntarily or involuntarily for a variety of reasons. Therefore, it is critical to account for the normal attrition of families when evaluating the impact of revitalization on the retention of housing assistance over time.

The logistic regression found the following variables to have a statistically significant influence on the odds of retaining housing assistance: Families who receive welfare as a primary source of income (the odds of retaining assistance increases by 34% for families on welfare); The length of time the family has received housing

assistance (odds increase by 3% a year); and, Whether a family is headed by a female or a male (odds of retention increase by 70% for female headed families). In contrast, there was no statistically significant difference in the odds of retaining housing assistance between the treatment group (i.e. those families affected by revitalization) and the control group (i.e. those families not affected by revitalization) after controlling for other variables.

- **Families whose communities were affected by revitalization moved primarily to vouchers**

Starting in 1996, AHA relocated families in the experimental group to make way for the demolition phase of revitalization that subsequently occurred in the three housing projects comprising the treatment group. Seven years later, by 2001, 23% of this group had moved to other conventional housing projects, 17% lived in mixed-income communities and 60% used housing vouchers. In contrast, 63% of the control group still lived in the same housing project in 2001 as in 1995, while 12% had moved to a different housing project (therefore 75% still lived in housing projects), 24% moved away from projects through the use of housing vouchers and 1% moved to mixed-income communities.

- **A greater improvement in socio-economic status occurred among families affected by revitalization than among those not affected.**

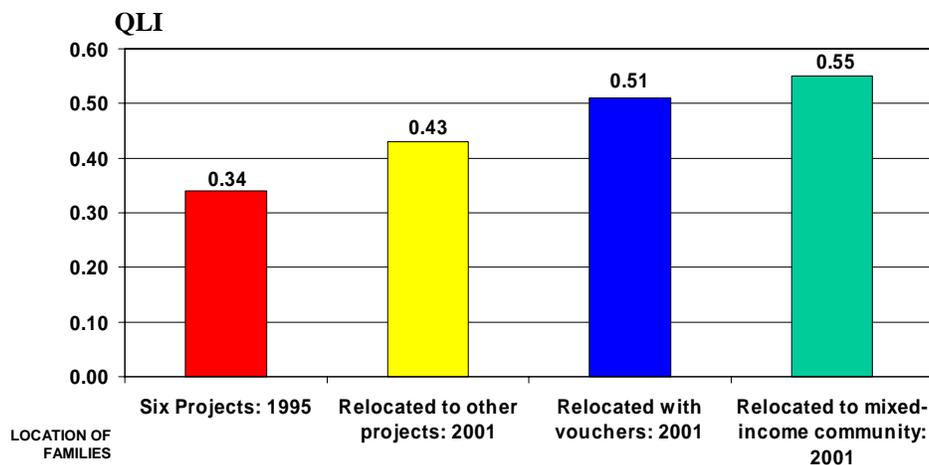
In 1995, all families of both the treatment group and the control group lived in conventional public housing projects. Between 1995 and 2001, the QLI for treatment group families increased from .33 to .49 or by 48.5%. During the same period, the QLI for control group families increased from .31 to .43 or by 38.7%. Therefore, families affected by revitalization experienced a greater improvement in socio-economic status than those not affected.

- **The socio-economic status of families who use vouchers or live in mixed-income communities is superior to that of families who live in public housing projects**

In 1995, the average QLI for families who lived in housing projects was .34. By 2001 the QLI for families who continued to live in public housing projects was .43, while it was .51 for families who relocated with housing vouchers and .55 for families who moved to mixed-income communities. The QLI of families in each housing assistance program was weighted by the percent of all families in that program.

Quality of Life Index (QLI) for AHA Families

QLI for 2,718 families who lived in Six Projects in 1995 and moved to various locations by 2001.



- **Families who moved from public housing projects to vouchers were 1.5 times more likely to be employed in the long term than were those who remained in projects. Families who moved to mixed-income communities were about 2.1 times more likely to be employed in the long-run than those who remained in projects.**

The study found that two factors are primarily associated with an improvement in socio-economic status: (1) The change in environment, and (2) The selective attributes of those who move.

Individuals with selective attributes are more likely to leave conventional housing projects and are more likely to experience greater improvements in socio-economic status. Employment is an important indicator of socio-economic status. After controlling for differences in personal attributes such as disability status, age, welfare dependency and gender, the odds of being employed were 46% higher for individuals who moved away from conventional projects by using vouchers and 114% higher for individuals who moved from projects to mixed-income communities in comparison to those who remained in conventional housing projects. Employment rates in the study were based on the housing assisted population between 16 and 62 years of age.

Many of the individuals who moved from public housing projects by using vouchers had selective attributes. But the study also found that a dramatic improvement occurred in the employment status of movers that could not be attributed to their selective attributes alone.

To distinguish the influence of selective attributes from the influence of the new environment, we identified all individuals who moved from conventional housing projects to vouchers between 1997 and 1998; 276 in total. We labeled these individuals group 1. At the same time, there were 5,961 heads of households who lived in public housing projects in 1997 and did not move to vouchers between 1997 and 1998. We labeled them group 2. Group 1, the movers, had more selective attributes than group 2, the non-movers. This can be seen by comparing the employment rates of the two groups in 1997 when both lived in public housing projects. The 1997 employment rate for group 1 was 28.3% while the rate for group 2 was 19.5%. One year later in 1998, the employment rate for group 1 had increased to 42.1%. However, the employment rate for group 2 had increased to 23.0%. While selective attributes were clearly present for members of group 1, the change in environment was also very important. If the environment did not matter, we would expect to see group 1's employment rate approaching 42% in 1997, when they lived in public housing projects. But this rate occurred only after the group moved by using vouchers. In addition, it is possible but unlikely that the selective

attributes of group 1 could have improved enough in just one year to account for this increase in employment. Therefore, we conclude that the change in environment played a significant role in improving group 1's employment status. Note that in conducting this analysis we studied persons who moved from housing projects to vouchers and not those who moved to mixed-income communities. We excluded the latter because adult residents of mixed-income communities must either work, or be enrolled in a job-training program or in school as a condition for residency.

The study concludes that mixed-income revitalization accelerated residential mobility away from conventional public housing projects and towards the use of vouchers and to mixed-income communities. These forms of mobility were accompanied by significant improvements in family socio-economic status. Contrary to popular belief, mixed-income revitalization in Atlanta did not cause a statistically significant loss of housing assistance among affected families. The findings of this study are supported by the preliminary results of two independent research efforts currently underway in Atlanta; one conducted by a team of researchers at Clark-Atlanta University and a second by researchers at Georgia State University. These researchers are using resident surveys over several years to examine how two public housing projects that are currently undergoing revitalization are affecting the social and economic status of original residents. In both cases preliminary results indicate that a large majority of residents had greatly improved socio-economic outcomes as a result of having moved away from the distressed public housing projects (Brooks, Wolk and Adams, 2003; Holmes, Moody, et al., 2003).

Part I. Introduction and Literature Review

In central cities across the United States some of the highest concentrations of poverty are in large, densely populated public housing projects. It is commonly believed that concentrated poverty triggers a series of social and economic problems including crime, joblessness, welfare dependency, single-parent families, and antisocial behaviors. William Julius Wilson's research has been central in focusing the nation's attention on the institutional dynamics that lead to concentrated poverty and the human consequences and social isolation that accompanies it (Wilson; 1985; 1987; 1991; 1997). He notes that while the typical social networks of residents of concentrated poverty neighborhoods do not extend beyond their immediate environment, jobs and other vehicles of economic opportunity are often long distances away. One fundamental implication of Wilson's research is that the de-concentration of poverty enhances the socio-economic mobility and life chances of the poor.

This study is the first large scale empirical examination of the effects of mixed-income revitalization on the socio-economic status of public housing assisted families. Using Atlanta as a case study, it finds strong evidence that the neighborhood environment contributes significantly to the socio-economic mobility of families. These research findings support the arguments of William Julius Wilson and others who maintain that de-concentrating poverty improves the life-chances of the poor.

Wilson's research on concentrated poverty occupies a central point of reference for contemporary studies. Most researchers agree with his description of the characteristics and consequences of concentrated poverty. But they often differ on the mechanisms that create it and the effects of policies that are designed to reduce it (e.g. see Jacob, 2004; Oreopoulos, 2003; Goetz, 2003; Vale, 2002; Jargowsky, 1997; Ellen and Turner, 1997; Brooks-Gunn, et al., 1993).

Studies that have evaluated the effect of severely distressed public housing projects on assisted families generally conclude that environments of concentrated poverty have negative consequences on socio-economic mobility. These environments constrain the

capacities of residents in many ways. For example, children who live in high-poverty communities do not receive proper educational guidance, and miss out on important early childhood learning experiences, recreational and after school activities, and/or other enrichment programs which help their development and lay the “foundation for success or failure in school” and in life (Heckman, 2000).

Neighborhoods influence social networks, job opportunities, health, and behavior and attitudes of residents. For example, constant exposure to crime and fear of victimization can have mental consequences and distort people’s perception of societal norms. Because individuals strive to conform to the social norm, their behaviors and attitudes are influenced by peers (Oreopoulos, 2003). Brooks-Gunn et al., (1993) have found that peer influences are significant in guiding the behavior, attitudes, and values of adolescents. They find that neighborhood with very few professional or managerial workers have higher rates of teenage out-of-wedlock births and early school leaving.

Several studies have examined the effects of residential mobility programs on the original residents of public housing projects. The human dimensions that are usually measured include changes in employment, income, exposure to crime, educational attainment, health status, and neighborhood quality. Two programs that have been examined extensively; The Gautreaux Program in Chicago that was implemented as a result of a court order, and the Moving To Opportunity (MTO) program implemented experimentally in Baltimore, Boston, Chicago, Los Angeles, and New York to evaluate the effect of residential mobility on socio-economic status.

In 1976, the U.S. Supreme Court, in the case of *Gautreaux v. Chicago Housing Authority*, rendered a final decision that found the Authority had discriminated against black tenants by concentrating them in large-scale developments that were located in poor black neighborhoods. As a result, the court ordered the Authority to make 7,100 Section 8 certificates available to current and former residents. These certificates were to be used in neighborhoods that were less than 30% black. During the 20 years following the decision, about 6,000 participants moved to less racially concentrated neighborhoods of Chicago, mainly to predominately white suburban communities

(Goetz, 2003: 53). Research that examined the outcome of these moves generally found them to have positive effects on socio-economic status. Households that moved to less racially concentrated suburban neighborhoods, as opposed to those who remained within the city, usually benefited the most from the program. Positive changes included greater employment and labor force participation and children attending higher quality schools, experiencing greater high school graduation rates and college attendance rates (Johnson, Ladd, Ludwig, 2001; Rosenbaum, 1993 and 2001; Rubinowitz and Rosenbaum, 2000; Rosenbaum and Popkin, 1989). Some research results were not as positive. For example, the analysis by Clampet-Lundquist (2004) only found modest positive employment outcomes for adult participants who moved to the suburbs compared to adult participants who remained in the city. And Rubinowitz and Rosenbaum (2000) did not find an increase in wages or in the number of hours worked among suburban movers.

There are some well-known shortcomings of the research design of studies based on the Gautreaux program. These shortcomings include the fact that residents self-selected into the program, many residents who participated in the program were not currently receiving housing assistance and most families that participated in the program did not move and those who did were likely to be the most highly motivated. Finally, "researchers were not able to track people from pre-to post move but rather conducted only post move surveys." (Popkin, Buron, et al., 2000).

The Moving To Opportunity (MTO) demonstration program is another widely researched, residential mobility program. Sponsored by U.S. HUD and conducted in five cities between 1994 and 1998, this program was experimentally designed to determine whether an individual's neighborhood environment can change his or her life chances (Popkin, Harris, et al., 2002b). The MTO treatment group received housing vouchers (Section 8 Certificates) that could only be used in census tracts with 1990 poverty rates below 10%. The treatment group received housing mobility counseling. A second group, received housing vouchers that could be used in any location, but this group did not receive mobility counseling. Finally, the control group received project based housing assistance. There were about 9,000 participants in all.

The evaluation of the Baltimore-site by Ludwig, Ladd, and Duncan (2001) revealed that the academic achievements of the experimental and Section 8 groups were higher than those of the control group. Leventhal and Brook-Gunn's (2000) preliminary analysis showed that Section 8 parents in the New York-site were more involved in their children's schooling compared to the experimental and control groups. The analysis also concluded that households in the experimental group, and in some cases the Section 8 group, in the New York-site had better health than those in the control groups (Johnson, Ladd, Ludwig, 2001).

Johnson, Ladd, Ludwig (2001) summary of research findings indicates that in the Boston-site residents in both the experimental and Section 8 groups had less self-reported crime victimizations in comparison to the control group. In addition, boys from the experimental and Section 8 groups, ages 6-15, had much lower average values on an index of criminal offending than those in the control group. An evaluation of the Baltimore-site found that violent crimes among boys were lower by one fourth and one-half for experimental and Section 8 groups, respectively, in comparison to boys from the control group. However, boys from the experimental group had property crimes rates twice as high as boys from the control group (Katz, Kling and Liebman, 2001; Ludwig, Duncan, and Hirschfield, 2001). Some researchers also found that the experimental group had lower rates of welfare dependency and better health outcomes in comparison to the control group.

By contrast, recent studies which are based on different data sources that allow researchers to employ more rigorous empirical techniques, have failed to find a positive association between residential mobility and improvements in educational and labor market outcomes (Jacob, 2004; Oreopoulos, 2003; Musterd, Ostendorf and De Vos, 2003).

Revitalization raises several critical policy questions. First, given that its objective is to de-concentrate poverty, one question is whether revitalization causes a loss of housing assistance for families affected by it. Nationally, very little information is known about this process. In fact, HUD did not track residents affected by HOPE VI revitalization

until 1998 and did not require grantees to report the location of residents until 2000. (U.S. GOA, 2003:8) Therefore, this issue continues to create concern and controversy (Schwartz and Tajbakhsh; 1997: 89).

In a recent report by the National Housing Law Project, the authors criticize the HOPE VI program. Among other things, they point out that, "HOPE VI plays upon the public housing program's unfairly negative reputation and an exaggerated sense of crisis about the state of public housing in general to justify a drastic model of large scale family displacement and housing redevelopment that increasingly appears to do more harm than good." (National Housing Law Project, 2000: pp. ii). The report asserts that empirical data to support the claims of HOPE VI is lacking.

The absence of empirical research on the socio-economic effects of HOPE VI mixed-income revitalization has led some researchers to argue its merits by pointing to the improved housing conditions and neighborhood attributes, the reduction in concentrated poverty, and decrease in crime and other indexes of neighborhood distress (Turbov and Piper, forthcoming). On the other hand, critics of HOPE VI have focused on the net loss of on-site housing for assisted residents. They argue that the loss is a direct result of mixed-income development (Keating, 2000; Keating and Flores, 2000).

Unfortunately, very little definitive research exists on the effects of the \$4.5 billion HOPE VI Program--the nation's largest residential mobility program (Clampet-Lundquist, 2004; Popkin, Katz, et al., 2004; Brooks, Wolk and Adams, 2003; Holmes, Moody, et al., 2003; Buron, Popkin, et al., 2002; Popkin, Levy, et al., 2002). The main objectives of this program are to de-concentrate poverty, create more livable communities for public housing assisted families and build sustainable neighborhoods. Under HOPE VI, 98 public housing authorities (PHA's) received awards between 1993 and 2001 from the U.S. Department of Housing and Urban Development (HUD). By 2001 only a small percentage of these sites were fully developed and Atlanta led the nation in the number of fully developed mixed-income revitalized communities.

In recent years, several studies have used resident surveys to longitudinally track the effect of HOPE VI mixed-income revitalization on original residents of public housing

projects (Brooks, Wolk and Adams, 2003; Holmes, Moody, et al., 2003; Buron, Popkin, et al., 2002). Because these studies are designed to track residents longitudinal over a long period of time, they are not yet able to provide definitive answers to how HOPE VI has affected public housing assisted families. A recently released report summarizing the state of knowledge on the effect of HOPE VI revitalization concludes the following:

The question of what has happened to the original residents of the revitalized HOPE VI developments has become a major – and contentious – focus of concern as uncertainty over the future of the program continues. To date, approximately 49,000 residents have been relocated from HOPE VI properties across the United States. Unfortunately, there is only limited information about how these residents have fared, although early analysis suggests that relatively few will return to the revitalized HOPE VI developments. The lack of consistent and reliable administrative data on housing and neighborhood outcomes for the original residents has muddied the debate about the performance of HOPE VI, and makes it difficult for policymakers to reach informed decisions about whether and how the implementation of the program should be improved. (Popkin et al., 2004:27).

Hopefully, the present research will help fill the gap regarding the effect of HOPE VI mixed-income revitalization on public housing assisted families.

Study Design and Objectives

The findings of this study are based on a longitudinal examination of families who lived in six public housing projects in Atlanta in 1995. Three of these housing projects were revitalized into mixed-income communities between 1995 and 2001 and three were not. The socio-economic status of each family was traced over the seven-year period along with the characteristics of the neighborhood where the family resided.

The study used primary data collected by AHA on all families who received housing assistance between 1995 and 2001; a yearly average of about 20,000 families and 50,000 household members. These data were collected by the MIS Department of AHA upon the initial certification or re-certification of each family that received housing assistance. Once compiled, the data were provided directly to the author. Multi-Family Tenant Characteristic System (MTCS) data, that public housing authorities are required to report to HUD and that have often been criticized for its inaccuracy, were not used in this report.

The quasi-experimental design was used to examine families who lived in the three housing projects that were revitalized in comparison to families who lived in three housing projects that were not revitalized. This consisted of 2,718 families who were divided into two groups (a treatment group and a control group). These groups were examined longitudinally between 1995 and 2001. The treatment group consisted of 1,235 families who lived in three housing projects in 1995. The demolition of these three projects and relocation of their residents occurred after the initial observation period which was December 31, 1995. The control group consisted of 1,483 families who lived in three projects in 1995 that were not revitalized during the observation period, December 31, 1995 to December 31, 2001.

Four criteria were used to select the public housing projects that were placed in the treatment group and the control group: (1) The average characteristics of the treatment group and control group families who resided in the public housing projects in 1995 were similar. (see Appendix 1 and 2). (2) Housing projects selected for the treatment

group were still in tact in 1995. That is, the relocation of families and demolition phase of revitalization had not started at the initial observation point; (3) Revitalization of communities in the treatment group was fully completed prior to December 31, 2001 (the end point of our data observation); and (4) Communities in the comparison group did not undergo revitalization during the seven year study period.

The study examined five main questions:

1. Did revitalization cause families in the treatment group to lose housing assistance to an extent that was statistically significantly greater than that experienced by families in the control group?
2. Where did families in the treatment group relocate as a result of mixed-income revitalization?
3. Was the residential mobility caused by mixed-income revitalization accompanied by an improvement in the quality of the neighborhood and the socio-economic status of families in the treatment group and was the improvement in these attributes more significant than what occurred among families in the control group?
4. In general, does moving away from public housing projects by using vouchers or by moving to mixed-income communities improve the socio-economic status of families?
5. Can a significant portion of the improvement in socio-economic status accompanying residential mobility be attributed to the change in environment as distinct from the selectivity of the movers?

Background

In October 1992, Congress established the Urban Revitalization Demonstration Program, commonly known as HOPE VI. The objective of this program is to: (1) improve the living environment for residents of severely distressed public housing through the demolition, rehabilitation, reconfiguration, or replacement of obsolete units; (2) revitalize sites where public housing is located and improve the surrounding neighborhood; (3) decrease the concentration of poverty; and (4) build sustainable communities. Between FY 1993 and 2001, The U.S. Department of Housing and Urban Development (HUD) awarded approximately \$4.5 billion in HOPE VI grants to 98 public housing authorities for the revitalization of 165 sites (U.S. GOA 2003: 2-4). Today only a small percentage of these sites are fully developed.¹ Because of this, we know very little about how the revitalization process has affected the socio-economic status of public housing assisted families.

The Atlanta Housing Authority (AHA) is currently involved in one of the nation's most ambitious attempts to revitalize distressed public housing into mixed-income communities. By the end of 2002, four of the nation's 15 fully completed HOPE VI funded sites were located in Atlanta. To date, AHA has revitalized seven conventional public housing projects and created nine new mixed-income communities in their place. These new communities contain 3,404 units of mixed-income, mixed-financed apartments. Forty and sixth-tenths percent (40.6%) of the units are reserved for public housing eligible residents, 23.1% are rent subsidized and 36.3% are leased at market rates. In addition, AHA is currently revitalizing three more conventional public housing projects that will add 2,433 mixed-income rental units; 32% of which will be reserved for public housing eligible residents, 28% will be rent subsidized and 40% leased at market rates. Accompanying these rental units, the Authority plans to construct 1,435 for sale homes; 15% of which will be affordable.

¹ A recent study indicates that as of the end of 2002, 15 HOPE VI funded sites were fully developed. (Popkin et al. 2004).

The conversion of AHA's conventional public housing properties to mixed-income communities is an enormous task considering the conditions of the properties less than a decade ago. Today, public housing communities that were once characterized by squalid living conditions, concentrated poverty and high crime rates have been transformed into mixed-income communities that are among the most attractive rental properties in the City. While the physical transformation has been astounding, this case study focuses on the human dimensions of revitalization.

A unique Quality of Life Index (QLI) is developed in this study, to measure how revitalization has affected assisted families.² In this report we judge the success or failure of mixed-income revitalization in Atlanta by whether or not it improved the socio-economic status of families and the quality of neighborhoods where they reside by an amount that is significantly greater than would have occurred in the absence of revitalization.³

The State of Public Housing

In 1989, Congress established the National Commission on Severely Distressed Public Housing. The objective was to examine factors that contribute to public housing distress and to develop strategies and a plan for remediation (Epp, 1996). The commission found many common characteristics in distressed public housing. The physical deterioration of these properties caused living spaces to be uninhabitable. In addition, the Commission found increasing concentrations of poverty, inadequate and fragmented services that reached only a small portion of the residents, and housing projects that were often located in neighborhoods as blighted as the developments

²The Quality of Life Index used in this study was developed by Thomas Boston. The Index is an adaptation of the Human Development Index (HDI) used by the United Nations Department Program (see UNDP, 2003 for a more detailed discussion). Where the HDI has three dimensions that measure the state of a country's development, the QLI has fifteen dimensions. Five dimensions are designed to measure the status of the family and ten measure characteristics of the neighborhood where the family resides.

³ Other measures of success are possible. For example, one might gauge the impact on surrounding neighborhoods, or the extent to which the private sector and market forces are involved in revitalization, or resident involvement in decision making. However, in this report we focus on the least understood dimension of revitalization; that is the change in the human condition.

themselves (Epp, 1996). The design deficiencies of these projects included poor site location, excessive density, inappropriate materials, and substandard construction.

Public housing was initiated in the 1930s to help stimulate the depressed economy, clear slums, and provide low-rent housing options. Today there are 3,400 public housing authorities (PHAs) that manage 13,900 housing projects. These projects contain 1,300,000 units and approximately 3 million persons. While most public housing is adequate, some is severely distressed and in need of substantial rehabilitation or replacement. (Schusheim, 2000:9).

Over time, the focus within public housing programs has shifted. The original Housing Act of 1937 was not specifically intended as a low-income housing program. However, by 1949, the public housing program began to focus on low-income families. The Brooke amendments of 1969, 1970, and 1971 limited the amount of rent residents were required to pay, restricted the definition of income, and set maximum rents at 25% of a household's income. This ceiling was raised to 30% in the early 1980s. Housing preference was given to those whose housing costs were above 50% of their income, those living in severely substandard housing, and those involuntarily displaced from housing. (Quercia and Galster, 1997: 538).

In 1974, the Section 8 Certificate Program was introduced. This represented a major overhaul of housing policy. Under this program, needy families were given certificates to rent space in the private rental-housing market as a way of increasing housing options and reducing costs. The program included new construction and rehabilitation components as well as a rent certificate program. It was designed to promote improved living conditions for low-income families, create more housing choices, integrate lower income and minority families into mainstream society, provide safe and sanitary housing for eligible participants, and provide an incentive to private owners to rent to lower income families by offering timely payments.

By 1998, the Section 8 Program included 894,000 units and approximately 1.4 million households. Fifty-six percent (56%) of participants in the Section 8 Program were single parents with incomes below the poverty threshold and with children under 18 years of age. The average household income was \$9,600 and the average federal expenditure was \$471 per month per household. (Schusheim, 2000: 29).

The Quality Housing and Work Responsibilities Act of 1998 (QHWRA) merged the Section 8 Program into the Housing Choice Voucher Program and, starting in 2000, phased out of the former program by recertifying Section 8 families into the new voucher program.

The Housing Choice Voucher Program allows rent to exceed the Fair Market Rent (FMR). The program also allows families to pay up to 40% of monthly-adjusted income for their rent and utilities as long as the Housing Authority determines the rent to be reasonable. In addition, the Voucher Program removed the “take one, take all” provision from the housing law which required landlords, who accepted a Housing Choice family, to lease all vacant units to available Housing Choice families.

QHWRA also includes a provision that was designed to encourage residents to increase their labor force participation by reducing the disincentive for working. It stipulates that the increased employment income received by adult family members be disregarded for 12 months after their income improves, and following the 12-month period, a rent increase is phased in over a two-year period. Instead of an income disregard, the resident may request that the Authority establish an individual savings account for the family. Also, a tenant may annually choose to pay a flat rent rather than a rent based on income. The new regulations enable PHAs to obtain police records to screen applicants and to evict residents who use drugs, abuse alcohol or whose household members engage in criminal activities. Also, PHAs are authorized to establish their own preferences regarding admission of tenants and to disregard previous federal preference for families with the most severe hardships. (Schusheim, 2000).

Public Housing in Atlanta in the Mid-1990's

In 1994, an Inspector General's Audit Report of AHA properties (conducted by HUD) found conditions so unsafe, unsanitary and poorly managed that the Authority was almost taken over by the federal government (i.e. placed in receivership). Eighty eight percent (88%) of inspected units did not meet minimum safety and sanitary standards, and 7,100 maintenance work orders were backlogged. Many units were simply boarded up, and others had missing or defective windows and doors, electrical hazards, leaking and backed up toilets, rodent infestations, and lead-based paint exposures. The poor housing conditions were compounded by extreme social and human circumstances. In the housing projects, residents lived in constant fear of gunfire and violence. The probability of being the victim of a crime was very high as one crime occurred for every 4 persons living in housing projects. By the 1980's drug traffickers operated out of the housing projects; some used small children as lookouts (Office of Audit, 1994). Only 13% of household heads 62 years of age and younger worked and 36% depended upon welfare as a primary source of income. Eighty-six percent (86.0%) of households were headed by single women, and children less than 16 years of age accounted for 49% of all residents. (See Part III of this Report).

A 1992 Atlanta Police Department crime report indicated that among the 15 largest AHA projects (each with 500 or more housing units) 5,810 crimes were committed. These included 1,031 narcotic arrests (see Figure 1). In the housing projects, the crime rate of .269 per resident was 12% higher than the per capita crime rate of the City of Atlanta; and Atlanta had one of the nation's highest rates.⁴ In the adjoining housing projects of Techwood/Clark Howell Homes (AHA's most crime plagued properties) the crime rate was .393 per capita; 69% above the City's average. In 1992, Techwood/Clark Howell projects alone accounted for 5,654 Atlanta Police Department dispatches. This was 4.9% of the City's total police responses that year. Yet the 2,170 residents of

⁴ Crime data are derived from the Atlanta Police Department Central Crime Analysis Unit and are based on the FBI Uniform Crime Reports. Totals include homicide, rape, robbery, aggravated assaults, burglary, larceny, and auto theft. To make the data compatible with City of Atlanta data, narcotic arrests, vandalism and arson are omitted from housing project totals. This omission probably causes the crime rate in AHA properties to be understated relative to the City's crime rate.

Techwood/Clark Howell represented only one-half of one percent (.5%) of the City's population (AHA, 1993: 82-83).

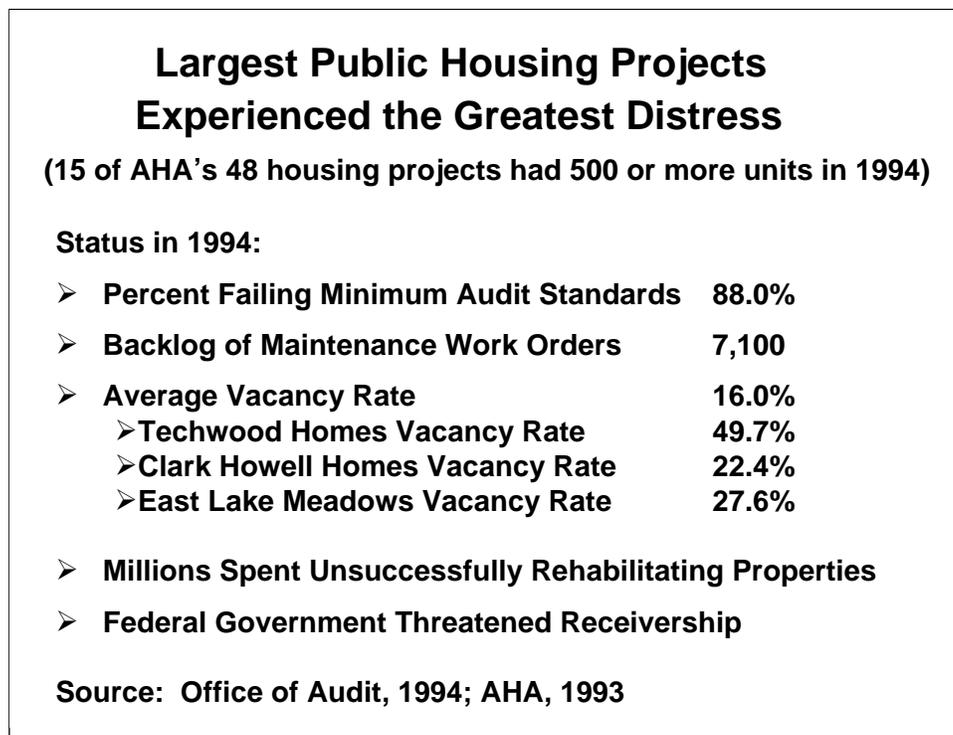
Figure 1.
Crime Rates at AHA Properties

1992 Crime Report, 15 Largest Projects	
• Persons in 15 largest Projects	21,596
• Crimes in 15 largest Projects	5,810
• Narcotic Arrests	1,031
• Crime Rate Relative to City of Atlanta	12% higher
• Crime Rate: Techwood/Clark Howell Relative to City	69% higher
1993 Crime Report: Techwood/Clark Howell	
• Number of Residents	2,170
• Number of property & violent crimes	853
• Number of Police Dispatches	5,654
• Percent of all City's Police Responses	4.9%
• Percent of City's Population	0.5%
Source: AHA, 1993; Atlanta Department (APD) Center Crime Analysis Unit, FBI Uniform Crime Reports (UCR).	

Throughout the 1980's and early 1990's AHA spent millions of dollars attempting to rehabilitate several of its most distressed properties. However, the properties deteriorated shortly after the improvements were made. For example, in the decade prior to 1994, the Authority spent \$18 million renovating Techwood/Clark Howell Homes. By 1994, none of these improvements were visible. The problem was compounded by the fact that the structures were obsolete and poorly designed. Thus, money was being poured into out-dated and deteriorated structures with rooms that were too small, plumbing and heating fixtures that were deficient, and doors and other fixtures that violated standards established for disabled residents. Further, the interior hallways of the buildings were poorly lit, unsanitary, and unsafe. The poor maintenance, crime, and social disorganization of the projects caused excessive vacancies. In March

of 1993, the vacancy rates at Techwood Homes, Clark Howell Homes and East Lake Meadows were 49.7%, 22.4% and 27.6% respectively (AHA, 1993:85). The uninhabitable units and high vacancy rates meant that the real number of on-site rental units was significantly less than the number of units originally constructed (see Figure 2). These conditions contributed to AHA's receiving a very poor performance evaluation by HUD.⁵

Figure 2.



⁵ The Federal audit assigned AHA a performance score of just 37% out of a possible 100% for the fiscal year ended June 30, 1994.

Part II. AHA's New Strategic Vision

In 1994, Renee Glover was appointed the new Executive Director of AHA. Under her leadership, the Authority pursued a radically different approach to providing housing services. Several elements distinguished her approach. First, she argued that conventional public housing projects had not mainstreamed families as intended. Instead, housing projects had served as “warehouses for the poor.” Second, she maintained that the population density, concentrated poverty and squalid housing conditions of the projects had produce a cycle of social disorders that was impossible to break by simply rehabilitating the housing units. Therefore, conventional public housing properties had to be demolished and revitalized mixed-income communities must be built in their place. Third, while it was absolutely necessary to reconstruct the physical environment of public housing properties, she maintained that the highest priority should be placed on improving the human condition of families. Fourth, she argued that sustainable communities could not be achieved if AHA focused on building affordable housing for the poor. Instead, the focus should be on building market rate housing with an affordable component integrated seamlessly. The market responsiveness of the properties would force management to adopt efficient policies and practices. (Glover, 2002).

Formally, AHA announced three objectives of mixed-income revitalization:

1. To de-concentrate poverty and eliminate the stigma associated with public housing.
2. To create public/private partnerships. And;
3. To rebuild communities, not just housing.

To accomplish these objectives AHA worked in concert with private development partners and leveraged a variety of HUD funds. Figures 3-6 illustrate public housing in Atlanta before and after revitalization.

Typical Facades of the Three Communities Studied in this Report

Figure 3. Before Revitalization: East Lake Meadows



Figure 4. After Revitalization: The Villages of East Lake



Figure 5. Centennial Place: Formerly Techwood/Clark Howell Homes



Figure 6. Magnolia Park: Formerly John Eagan Homes



The HOPE VI Program, authorized in 1992, liberalized mandates requiring one-for-one replacement of public housing units and encouraged creative solutions to address the crisis in the nation's distressed public housing projects. While the new federal program still fell short of the regulatory changes needed to successfully implement AHA's mixed-income revitalization program, it provided many essential elements. AHA tapped into the resources of this new program and at the same time lobbied HUD to make further regulatory changes. One important regulatory change AHA pursued successfully allowed the Authority to use Section 8 and housing choice vouchers to relocate families during the demolition of projects. This option made it possible for families to move out into the city rather than confining them to other conventional housing projects.

AHA used private development partners to design, develop and manage its mixed-income communities. The development funding sources include HOPE VI Grants and other HUD sources that were leveraged with private equity, private debt and tax credit funding.⁶ Its approach to financing revitalization has become known as the mixed-income, mixed-financed financial model. The financing strategy combines private sector and public sector resources. Development financing is accomplished by creating a real estate partnership separate from AHA. The limited partners, created through the sale of Low Income Housing Tax Credits (LIHTC), own a 97% share of the development. The management of the mixed-income communities is privatized, and AHA receives a portion of the developer's fee and a share of the net operating income. AHA enters into a 55-year ground lease of its properties. After this period, the land and all capital improvements revert back to the Authority. The conditions of the ground lease guarantee that the agreed upon percentage of rental units will be reserved for low-income families.

Accompanying the new development strategy, AHA initiated three major steps to transform its property management operations. First, it decentralized management and moved towards site-based management and project-based budgeting. Second, it

⁶ Seed funds for the revitalization have come from a variety of HUD sources including HOPE VI funds, Comprehensive Improvements Assistance Program (CIAP) funds, public housing development funds and Major Reconstruction of Obsolete Projects (MROP) funds.

selected private companies to manage the day-to-day operations and capital improvement work at its properties. Third, it restructured its departments of finance, budgeting and accounting, contracting and purchasing, and information management systems. The aim was to improve compliance and accountability.⁷

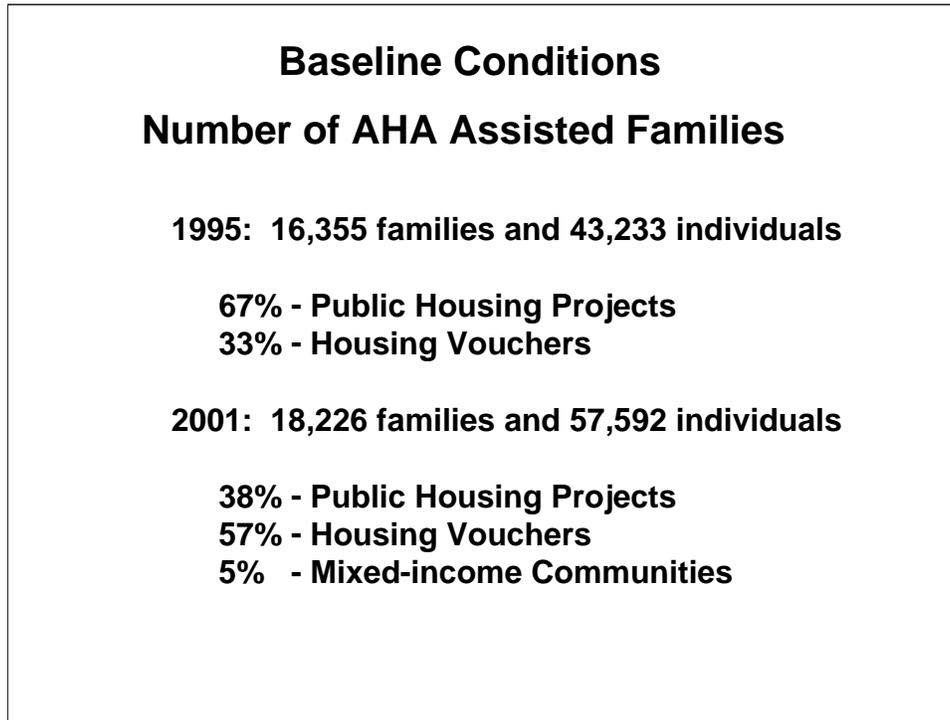
In 1996, AHA began outsourcing the management of its communities. By July 1, 2001, professional management agents were privately managing 100% of AHA's properties. These companies perform all of the management and maintenance functions (including resident services programs) and the capital improvement work at AHA-owned properties.

Once completed, revitalization in Atlanta will replace 6,418 on-site rental units designated for public housing assisted families with 5,837 mixed-income rental units; 2,256 of which are reserved for public housing eligible residents. Clearly, all the original families who lived in housing projects will not be able to move into the mixed-income communities. Families who do not move into the mixed-income communities can elect one of two options. First, they can use Housing Choice Vouchers, which will allow them to relocate to suitable rental property in the metropolitan area, or beyond—given the new portability feature of vouchers. Second they may elect to relocate to conventional housing projects that have not been revitalized. This report found that 60% of the families affected by revitalization chose housing vouchers.

AHA's uses the Housing Choice Program to supplement the loss of on-site housing resulting from mixed-income revitalization. This has accelerated the move towards housing vouchers in Atlanta. Figure 7 indicates that in 1995, 33% of assisted families used vouchers. By 2001, this had increased to 57%. During the same period, the number of persons receiving housing assistance from AHA increased by 33.1% (from 43,233 to 57,592), while the population of Fulton County increased by just 17%.

⁷ By 1998 the Authority was removed from HUD's Troubled Housing Authorities List and was recognized by HUD as a High Performing Housing Authority. In June 1999, AHA's performance score reached 100%.

Figure 7.



Part III. Baseline Characteristics and Trends in AHA Housing Assistance; 1995 to 2001

This section of the report is designed to describe the baseline characteristics of AHA residents as of 1995 and the major trends that have occurred between 1995 and 2001. Readers interested in focusing on the specific effect of mixed-income revitalization on families may skip this section without any loss in continuity. In this section, we do not attempt to explain the causal factors behind these trends or their consequences. Instead, we simply state them as fact. The major objectives of this report are examined in Part IV. Part III is simply designed to give the reader a broad overview.

a. Number of Assisted Residents

The total number of persons receiving AHA housing services each year consists of the head of household and all other related and unrelated individuals residing within the housing unit. This total consists of spouses, children and other relatives as well as unrelated individuals in the household. Figure 8 indicates that 43,233 persons received AHA housing services in 1995. By 2001, the number had increased by 33.2% to 57,592.⁸ By comparison, between 1995 and 2001 Fulton County’s population, which includes the City of Atlanta, increased by 16.5% from 700,689 to 816,638. As such, the number of AHA assisted residents grew twice as fast as the County’s population.

Figure 8. Number of AHA Assisted Persons by Program Status and Year

	1995	1996	1997	1998	2000	2001
Conventional Housing	27,248	23,755	22,540	21,645	18,845	18,226
Voucher Program	15,985	20,456	27,398	29,500	33,819	36,863
Mixed Income				338	1,905	2,503
Group Total	43,233	44,211	49,938	51,483	54,569	57,592

⁸ All results for 1999 are omitted from this reported because spurious results were created by the Y2K conversion and by AHA’s move to a different software platform.

AHA assisted residents are enrolled in three housing programs: (1) the Conventional Public Housing Program; (2) the Housing Choice Voucher Program⁹; and more recently (3) Mixed-income Communities. The percent distribution of assisted families in the three programs has changed significantly over time. Figure 8 lists the number of assisted persons in each program between 1995 and 2001 while Figures 9 and 10 list the number and percent distribution of AHA assisted families over the same period of time.

Figure 9. The Number of AHA Assisted Families by Program Status and Year

	1995	1996	1997	1998	2000	2001
Conventional Housing	10,989	9,722	9,272	8,969	8,202	7,927
Voucher Program	5,366	6,757	9,126	9,728	11,022	11,944
Mixed-Income				130	748	1,005
Group Total	16,355	16,479	18,398	18,827	19,972	20,876

Figure 10. The Percent Distribution of AHA Assisted Families by Program Status and Year

	1995	1996	1997	1998	2000	2001
Conventional Housing	67.2%	59.0%	50.4%	47.6%	41.1%	38.0%
Voucher Program	32.8%	41.0%	49.6%	51.7%	55.2%	57.2%
Mixed-Income				0.7%	3.7%	4.8%
Group Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The total number of AHA assisted families increased by 27.6% between 1995 and 2001 (from 16,355 to 20,876). In comparison, the number of families in the Conventional Public Housing decreased significantly. At the same time, the number in the Voucher Program increased significantly. In 1995 the number in Conventional Public Housing was 10,989, or 67.2% of all AHA household heads. By 2001 there were 7,927 families

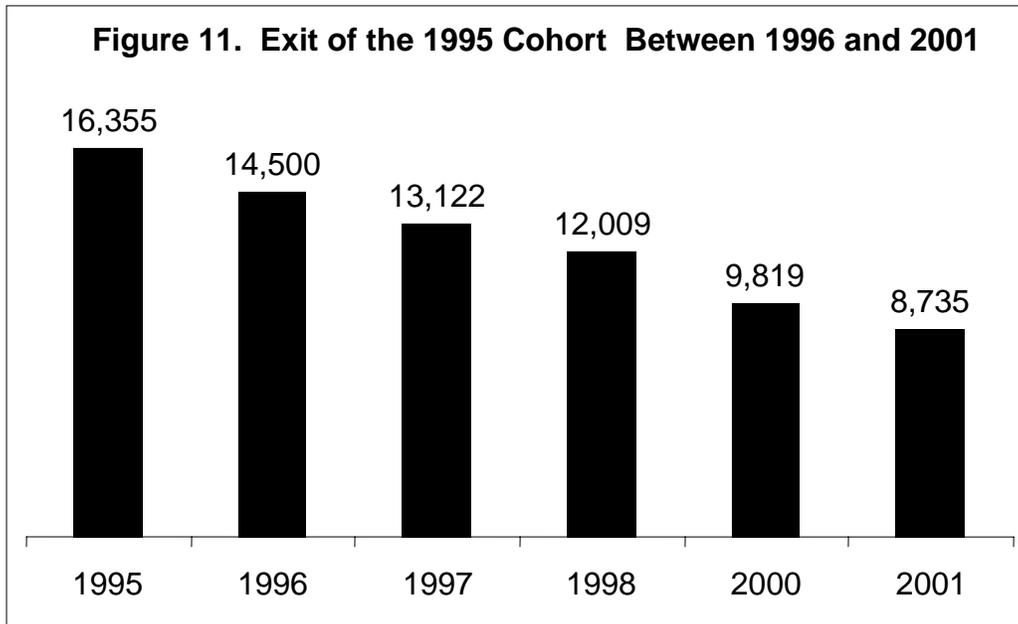
⁹Note that in 1998 and 1999 the Section 8 Program merged with the Housing Choice Voucher Program. As a result of this merger, this report will examine both programs as one entity and refer to them collectively as the “Housing Choice Voucher Program” or “Voucher Program.”

in Conventional Public Housing, or only 38.0% of all AHA families. During this time period, the percentage in the Voucher Program increased from 5,366, or 32.8% of all AHA assisted families, in 1995, to 11,944, or 57.2% of all AHA assisted families, in 2001. By 2001, mixed-income communities accounted for 4.8% of all assisted families, or 1,005.

b. Exit Rate of Families from Housing Assistance

To examine whether revitalization has caused affected residents to lose housing assistance is important to establish a baseline for the normal attrition rate of families from housing assistance. For this purpose we measured the number of families who were AHA assisted at one point in time (e.g., in 1995) and followed these families yearly to 2001.

We selected the 1995 cohort and recorded the program identification number of each family that was assisted in 1995 and remained active through the end of 2001. Figure 11 indicates that in 1995 there were 16,355 assisted families. By 2001, only 8,735 of the original 1995 cohort remained actively enrolled for AHA housing assistance. This means that the exit rate over this period was 46.6%. Or, the overall, 10.5% of the 1995 AHA cohort exited the program each year (see Figure 11).



c. Years of Tenure on Housing Assistance

In this report, tenure is measured as the number of years that a family has been assisted by AHA. This measure is based on evaluating the length of time that has expired since the head-of-household was admitted to an AHA housing program.

In 1995 the average tenure of families with AHA was 7.5 years. The average in 2001 had decreased to 5.7 years. Figures 12 illustrate the tenure distribution in various programs in 1995. Families in the Conventional Public Housing program had more years of tenure than families in the voucher program. For example, 52.7% of the families in this program had been assisted by AHA for 6 years or more. Long term assistance was also significantly greater in the conventional program as 22% had been on assistance for 16 or more years.

Figure 12. Years of AHA Housing Assistance in 1995 by Program Status

	Conventional Housing		Voucher Program		Group Total
	Number	Percent	Number	Percent	Percent
1 to 5 years	5,199	47.3%	4,584	85.4%	59.8%
6 to 10 Years	2,420	22.0%	723	13.5%	19.2%
11 to 15 Years	958	8.7%	38	0.7%	6.1%
16 to 20 Years	851	7.7%	19	0.4%	5.3%
21 Years and Greater	1,560	14.2%	1	0.0%	9.5%
Group Total	10,988	100.0%	5,365	100.0%	100.0%

d. Race of Heads-of-Households

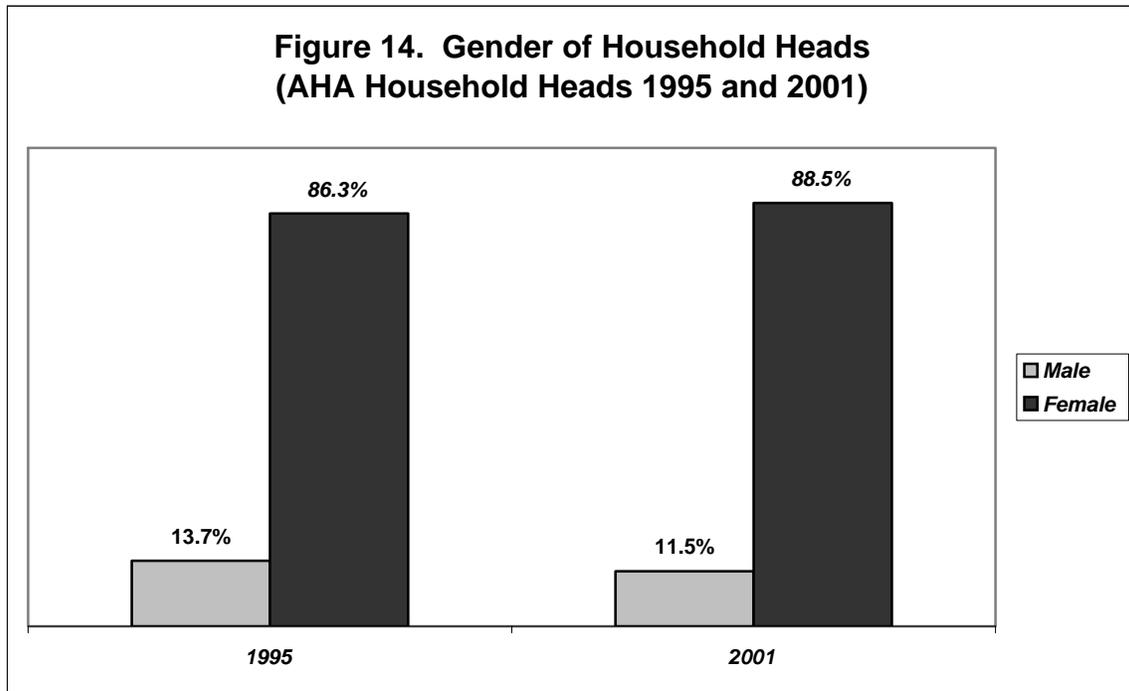
The percentage of Black Non-Hispanic heads-of-households rose from 93.9% (or 15,360 families) in 1995 to 96.1% (or 20,067 families) in 2001. The numbers of White Non-Hispanic household heads fell from 733 (4.5%) in 1995 to 585 (2.8%) in 2001. The percentage of White Hispanic household heads also decreased from 1.2% (192 persons) in 1995 to 0.5% (111 persons) in 2001. Figure 13 provides information on the number and percent of heads-of-households belonging to each racial group in 1995 and 2001.

Figure 13. Race of Household Heads in 1995 and 2001

	1995		2001	
	Number	Percent	Number	Percent
Black Non-Hispanic	15,360	93.9%	20,067	96.1%
White Non-Hispanic	733	4.5%	585	2.8%
Hispanic White	192	1.2%	111	0.5%
Hispanic Black	13	0.1%	41	0.2%
Hispanic Other	19	0.1%	8	0.0%
Native American/Eskimos	8	0.0%	12	0.1%
Asian/Pacific Islanders	28	0.2%	52	0.2%
Other	1	0.0%		
Group Total	16,354	100.0%	20,876	100.0%

e. Gender of Heads-of-Households

The number of female heads-of-households who were AHA assisted increased between 1995 and 2001 from 14,122, or 86.3% to 18,477, or 88.5%. (see Figure 14).



f. Age of Heads-of-Households

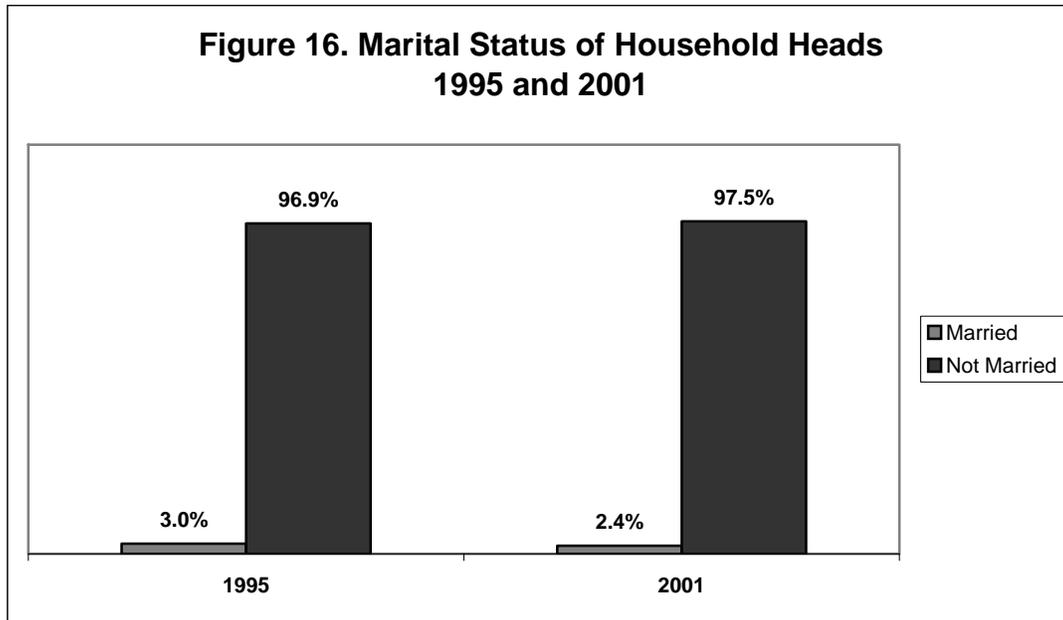
In 1995 the average age of a head of household was 43.4 years. Figure 15 gives the age distribution of all persons in 1995 and 2001. It reveals that the percent of persons 17 years and younger was 50.6% in 1995 and 52.4% in 2001. Similarly, residents 65 years and older comprised 7.5% in 1995 and 5.1% in 2001.

Figure 15. Age Distribution of All Assisted Persons, 1995 and 2001

	1995		2001	
	Percent	Number	Percent	Number
0 to 4 years	10.6%	4,587	9.3%	5,346
5 to 17 years	40.0%	17,290	43.1%	24,838
18 to 24 years	10.9%	4,727	11.0%	6,318
25 to 34 years	11.5%	4,982	11.5%	6,649
35 to 44 years	10.0%	4,337	9.7%	5,556
45 to 54 years	5.4%	2,335	6.5%	3,738
55 to 64 years	3.9%	1,701	3.8%	2,209
65 to 74 years	3.8%	1,621	2.7%	1,548
75 years and over	3.7%	1,596	2.4%	1,370
Group Total	100.0%	43,176	100.0%	55,572

g. Marital Status

The vast majority of AHA heads-of-households are unmarried—97.6% in 2001. Married household heads in 2001 numbered only 503 out of 20,652 families in the program, or 2.4% of all AHA household heads—down from the 1995 percentage of 3.0% (see Figure 16).



h. Primary Income of Assisted Families

Between 1995 and 2001, AHA assisted residents significantly improved their participation in the labor force. This increased participation is probably the result of the economic expansion that lasted from 1992 through 2001, welfare reform, increase in supportive services by AHA, the specific work requirements in mixed-income communities, and the positive influences of living in communities other than conventional public housing. In 1996 the federal government implemented welfare reform through the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA). This program abolished open-ended federal entitlements under Aid to Families with Dependent Children (AFDC) and stipulated work requirements for

recipients. Under the welfare reform initiative, the State of Georgia established a new assistance program, Temporary Assistance for Needy Families (TANF). The new program stipulates that recipients are permitted to receive cash assistance for no more than four (4) years during their lifetime. In addition, recipients must be involved in primary activities that are equivalent to 40 hours per week of employment. If individuals are unemployed but are able to work, recipients must meet applicant job search requirements and participate in the development of a Personal Responsibility and Work Plan (PRWP). To aid in job readiness, AHA established site-based development programs, including: (1) Employment Training and Counseling; (2) Employment Opportunity Identification and Job Matching Services; (3) Life Skills Development; and (4) Entrepreneurship Development. As a condition for admittance into mixed-income communities, employment able residents must work, participate in a job readiness program, or enroll in school.

The new work-related requirements in mixed-income makes it more difficult to distinguish between increases in labor force participation caused by specific neighborhood attributes of mixed-income environments and increases that are due to welfare reform and other work requirements. This issue is examined in a later section of the report.

Figure 17 lists the primary source of income for AHA assisted household heads between 1995 and 2001. Some AHA assisted residents have additional or secondary sources of income. For example, individuals may have income from TANF as a primary source and some wage earnings simultaneously.

In 1995, the largest source of income for AHA assisted residents was AFDC, 37.5%. The next income source listed most often was social security and supplemental income, which was the primary source for 34.1% of AHA assisted residents. Employment earnings in the form of wages and salaries were the primary source for 18.5% of AHA household heads, and 6.5% received unemployment benefits or workers' compensation as their primary source of income.

Welfare reform was passed in 1996. The reforms led to a reduction of AFDC and TANF as the primary sources of income after 1997. By 2001, only 22.0% of AHA assisted families listed AFDC/TANF as their primary source of income. The percentage of assisted residents who listed social security as their main source of income remained constant during this period. However, those listing earned income as their primary source increased from 18.5% in 1995 to 29.1% in 2001. Correspondingly, individuals having no reported source of income also increased from 0.5%, in 1995 to 4.6%, in 2001.

Figure 17.
Primary Source of Income; 1995-2001

	1995		2001	
	Number	Percent	Number	Percent
AFDC, TANF, General Asst.	5,908	37.5%	2,550	22.0%
Social Sec., Supplemental Security	5,360	34.1%	6,951	34.6%
Pension, Railroad Ret. , VA, Military	213	1.4%	224	1.3%
Wages, Salaries, Self-employment	2,909	18.5%	7,118	29.1%
Child Support, Alimony	239	1.5%	1,111	4.0%
Unemployment Benefits, Worker's Comp.	1,019	6.5%	1,058	4.3%
No Reported Source of Income	86	.5%	1,383	4.6%
Group Total	15,734	100.0%	20,395	100.0%

i. Employment

Figure 18 illustrates the employment of AHA heads of households 62 years of age and younger in comparison to Georgia and Metro Atlanta employment-to-population ratios. The Department of Labor (DOL) measures the employment-to-population ratio as the number of persons employed divided by total non-institutional population 16 years of age and older. We measured the employment status of AHA assisted residents as those who are household heads, 62 years of age or younger whose primary income source was wages for labor services during the current year. We recognize that the two definitions of employment differ somewhat. However, this is the closest approximation that we are able to make to the DOL's definition, given the information available on AHA assisted families.

Figure 18 indicates how employment differs among assisted residents in the three housing programs and compares these to labor forces in Metropolitan Atlanta and the State of Georgia. In 2001, employment was 21.1% for individuals in Conventional Housing, 44.6% for individuals in the Voucher Program, and 63.6% for residents in mixed-income communities. In comparison, the employment-to-population ratio was 65.3% for all Georgia employees in 2001 and 71.7% percent for employees in the Metro-Atlanta area in 2000.¹⁰

Figure 18. Employment Percentage of AHA Heads of Households in Comparison to Georgia and Metro Atlanta

Year	Conventional Housing	Vouchers	Mixed-Income	Georgia	Atlanta
1995	14.0%	12.1%		63.8%	69.6%
1996	15.4%	28.3%		64.7%	71.0%
1997	18.5%	36.5%		66.1%	70.8%
1998	21.7%	39.8%	54.0%	66.9%	71.2%
2000	21.8%	43.0%	62.7%	67.4%	71.7%
2001	21.1%	44.6%	63.6%	65.3%	n/a

Note: AHA employed population defined as Heads of Households 62 years of age and younger

j. Earnings of AHA Assisted Residents

Figures 19 and 20 list the change in nominal and real earnings received by AHA assisted families between 1995 and 2001. These figures are based on all individuals who had labor market earnings during the year as their primary source of income. In Figure 19 earnings are given in nominal dollars while the amounts in Figure 20 are converted to real or inflation-adjusted dollars.¹¹

In 2001 the annual nominal earnings of individuals in mixed-income communities was \$15,511, and their real earnings was \$13,727. These amounts exceeded the earnings of individuals in the Voucher Program (\$14,416 nominal and \$12,758 real). In addition, earnings of individuals in mixed-income communities and in the Voucher Program

¹⁰ The latest employment-to-population figures available for the Metro-Atlanta area are for 2000. Georgia DOL ceased publishing this ratio in 2001.

¹¹ Inflation is measured by the Consumer Price Index (CPI). See Georgia Department of Labor Metropolitan Economic Indicators, May 2002: 3. The CPI was converted to a base year of 1995.

exceeded those of individuals in Conventional Housing (\$11,388 nominal and \$10,078 real). Residents in mixed-income communities also experienced the greatest growth in real earnings between 1998 and 2001, 19.4% as compared to 8.3% for voucher holders and 9.1% for families in conventional public housing.

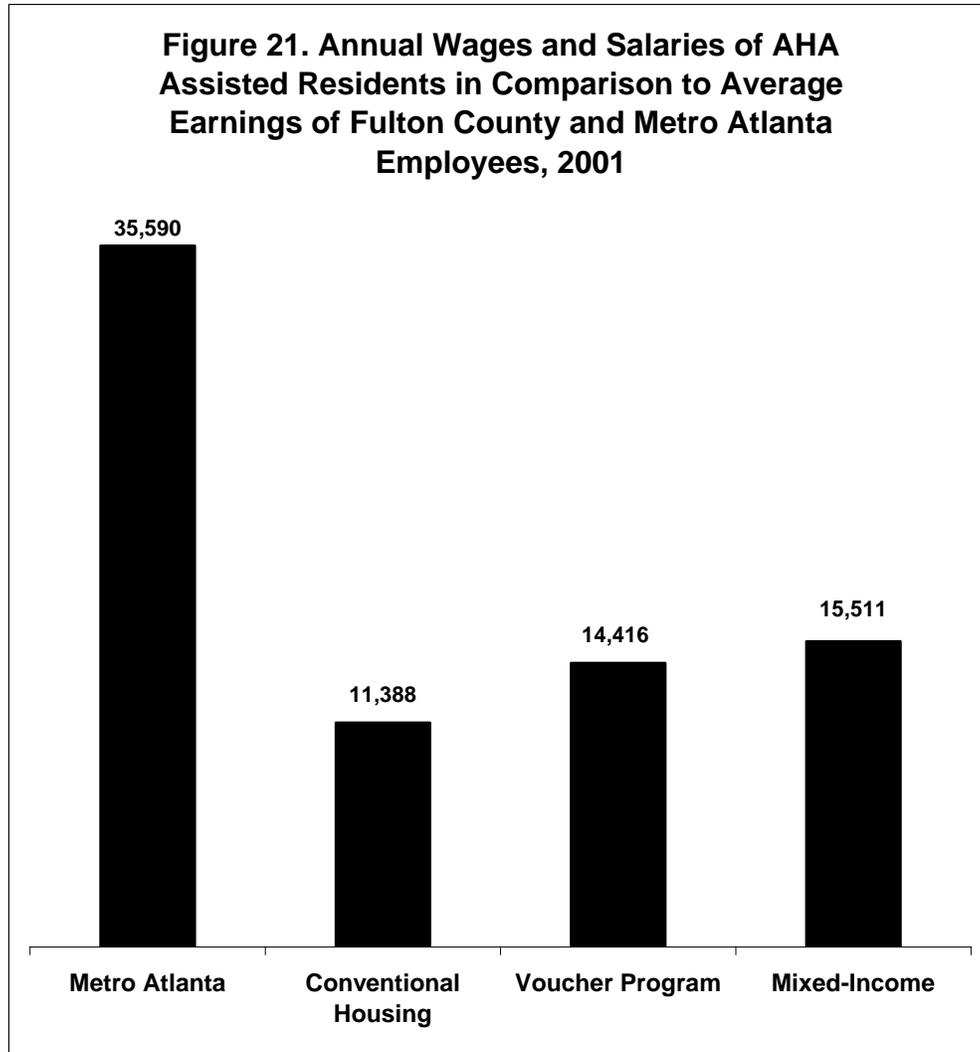
Figure 21 compares the average nominal earnings of families assisted by AHA to the average nominal earnings in Metro-Atlanta area in 2001. In 2001, the nominal earnings of AHA assisted residents in mixed-income communities was \$15,511, an annual average which represented only 43.6% of the average annual wage paid to all Metro-Atlanta workers. But the average wage of assisted residents in conventional public housing communities was only 31.9% of the Metro average, while for users of vouchers it was 40.5%.

Figure 19. Nominal Earnings of AHA Assisted Heads of Households (Dollars)

	1995	1998	2000	2001	% Increase 1998 to 2001
Conventional Housing	8,628	9,792	11,218	11,388	16.3%
Voucher Program	11,729	12,484	13,373	14,416	15.5%
Mixed Income	.	12,181	14,858	15,511	27.3%
Group Average	10,353	11,732	13,003	13,932	18.8%
CPI (1995 Base Year)	100	106	112	113	6.7%

Figure 20. Real Earnings of AHA Assisted Heads of Households (Dollars)

	1995	1998	2000	2001	% Increase 1998 to 2001
Conventional Housing	8,628	9,238	10,016	10,078	9.1%
Voucher Program	11,729	11,777	11,940	12,758	8.3%
Mixed Income		11,492	13,266	13,727	19.4%
Group Average	10,353	11,068	11,610	12,329	11.4%



Source: U.S. DOL 2001 Metropolitan Area Occupational Employment and Wage Estimates: Atlanta, GA MSA; AHA Administrative data.

k. Earned Income Distribution

Figure 22 provides information on the distribution of income of AHA assisted residents in 1995 and 2001. In 1995, 16.9% of assisted residents earned less than \$5,000, 33.7% earned between \$5,000 and \$10,000 and 33.9% earned between \$10,000 and \$15,000. Therefore, in 1995 84.6% of AHA assisted residents earned less than \$15,000. In contrast by 2001, 55.8% of residents earned less than \$15,000 and 15.4% earned \$20,000 or more. In 1995, only 4.0% earned \$20,000 or more.

The results show that individuals in the Voucher Program and residents of mixed-income communities have significantly improved labor force participation and earnings in comparison to those in conventional communities. Yet, the results also reveal that most public housing assisted residents have incomes that are so low, they still must be supported by a broad range of social services.

Figure 22. Income Distribution of AHA Assisted Household Heads, 1995 and 2001

	1995		2001	
	Number	Percent	Number	Percent
\$1.00 to \$4,999	526	16.9	536	7.0
\$5,000 to \$9,999	1050	33.7	1586	20.7
\$10,000 to \$14,999	1057	33.9	2148	28.1
\$15,000 to 19,999	356	11.4	2204	28.8
\$20,000 to \$24,999	78	2.5	919	12.0
\$25,000 and Greater	48	1.5	260	3.4
Group Total	3115	100.0	7653	100.0

I. Crime Rates at Revitalized and Non-Revitalized Housing Projects

A 1991 Department of Justice report indicates that black inner city residents were about three times more likely than white residents to cite neighborhood crime as their number one concern. Crime was ranked ahead of concerns about poor public services, housing deterioration, noise, litter and undesirable commercial property. (Bureau of Justice Statistics, 1991).

Black residents are much more likely to be victims of crime. The FBI's Uniform Crime Reports (UCR) indicates that black males, aged 16 to 19 are particularly at risk of violent crimes. Their victimization rate is almost double the rate for white males and three times that for white females. While Black males in this age category represent only 1.3% of the population, they experienced 17.2% of single-victim homicides. With a homicide rate of 114.9 per 100,000 persons, black males in this age category are 14

times more likely to be homicide victims than are members of the general population. (Bastian and Taylor, 1994).

Violent crime and poverty theft tend to be highly concentrated in particular neighborhoods. This report analyzes six conventional housing projects, three of which were revitalized into mixed-income communities (Clark Howell/Techwood Homes, John Eagan Homes and East Lake Meadows) and three were not (Grady Homes, Bowen Homes and McDaniel Glen). In neighborhoods that were revitalized, total crimes and crime rates (including violent crimes and property crimes) dropped dramatically. For example, Figure 23 indicates that in 1992, Clark Howell/Techwood, John Eagan Homes and East Lake Meadows had respectively, 1,084, 230 and 441 total crimes. For perspective, these properties had 1,195, 548 and 650 public housing units. This amounted to a crime rate per housing unit of .91 in Clark Howell/Techwood, .42 in John Eagan and .68 at East Lake Meadows, see Figure 24. In 2001, after these properties were revitalized, the total crimes were respectively 62, 27, and 33. The respective numbers of revitalized mixed-income housing units were 738, 400 and 542. Therefore the crime rates were respectively .08, .07 and .06.¹² At Centennial Place, the mixed-income development that replaced Clark Howell/Techwood Homes, the crime rate dropped by 91%. At John Eagan it dropped by 83% and at East Lake Meadows, it dropped by 91%. While the overall crime rate in the City of Atlanta decreased during this period, its decrease was far smaller than the decrease in these communities.

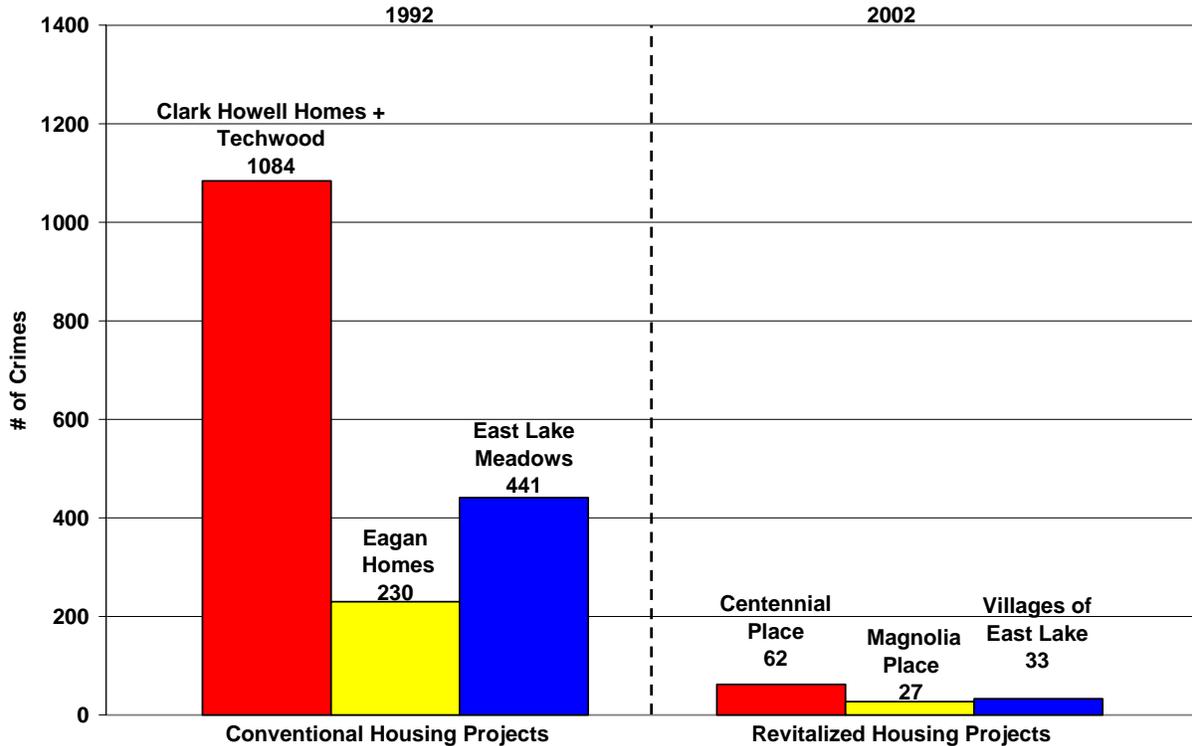
The significant drop in crime merits more extensive investigation that is beyond the scope of this report. In this report, the reduction in crime that has occurred in the revitalized mixed-income communities is simply reported as a fact and we do not examine its underlying causes.

In the three neighborhoods that were not revitalized, Grady Homes, Bowen Homes and McDaniel Glen, a significant drop in crime occurred only in Bowen Homes. Figure 25 indicates that in 1992, these three communities had respectively, 278, 690 and 610 total

¹² For comparability we calculate the crime rate based on the number of housing units rather than the number of persons. The latter may not be measure accurately for the mixed-income communities because detailed data on market rate families are not maintained by AHA.

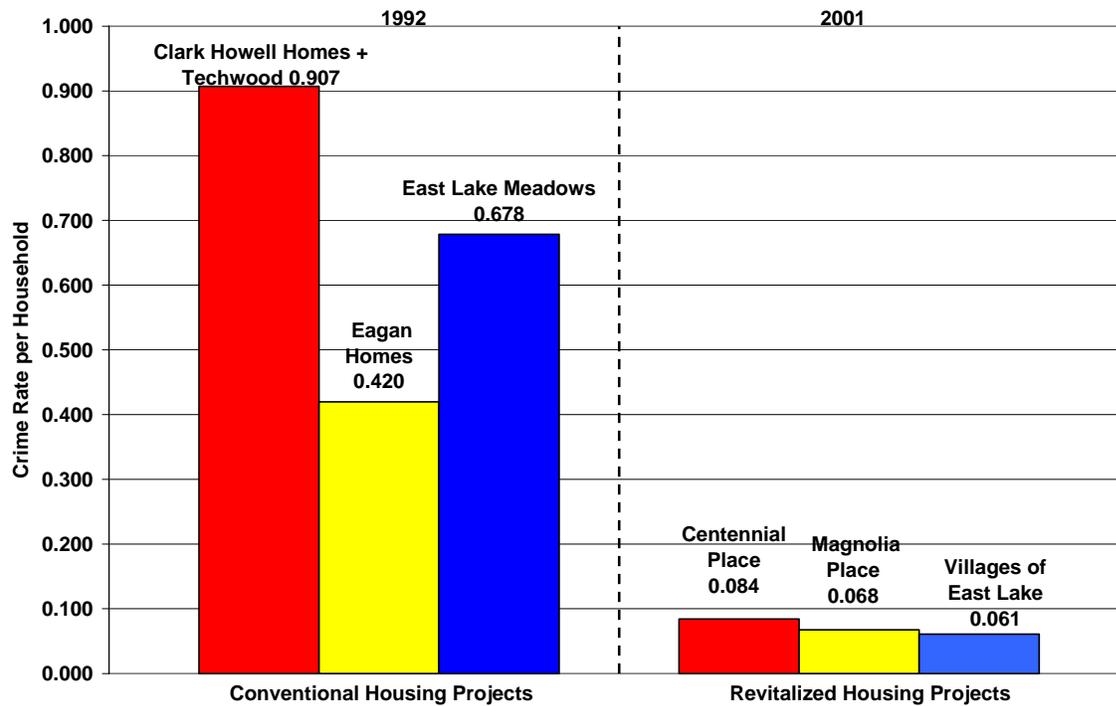
crimes. For perspective, these properties had 495, 650 and 496 housing units. This amounted to a crime rate per housing unit of .56, 1.1 and 1.2 respectively (see Figure 26). These properties were not revitalized and by 2001 they had 375, 214 and 633 crimes respectively. Therefore the crime rates were .76, .33 and 1.5 respectively. At Grady Homes the crime rate increased by 36%; at Bowen Homes it decreased by 70%; while at McDaniel Glen it increased by 22%.

Figure 23. Total Crimes in Revitalized Housing Projects: Before and After



Source: Atlanta Police Department Central Crime Analysis Unit

Figure 24. Crime Rate in Revitalized Housing Projects: Before and After



Source for both figures: Atlanta Police Department Central Crime Analysis Unit

Figure 25. Total Crimes Non-Revitalized Housing Projects

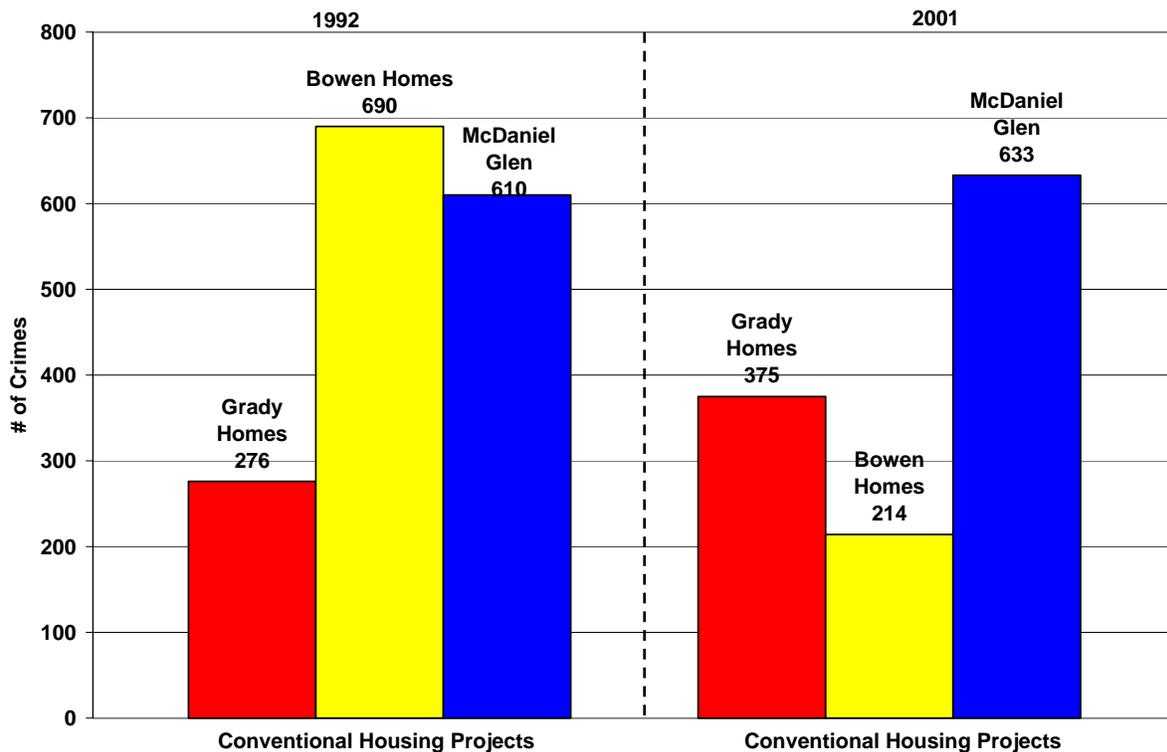
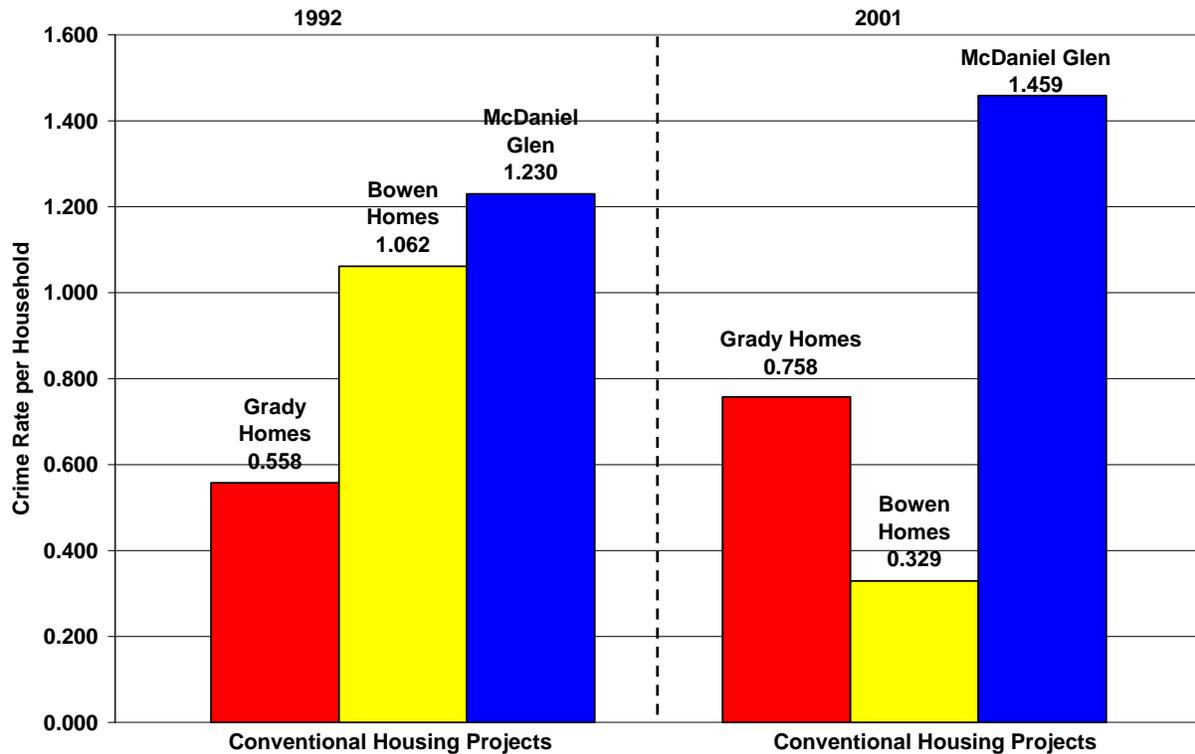


Figure 26. Crime Rate in Non-Revitalized Housing Projects



Source: Atlanta Police Department Central Crime Analysis Unit

m. School Quality in Mixed-Income Communities: Centennial Place and Drew Charter Schools

When considering long term improvements in the socio-economic status of individuals, education is perhaps the most important investment that can be made. Helen Ladd, an authority on urban schooling, has noted that a typical characteristic of American schools is that families who are restricted by low income or race to economically isolated central city neighborhoods usually end up in schools with high concentrations of disadvantaged kids, insufficient resources, low achievement levels and high dropout rates. By contrast, families with sufficient income can exercise greater school choice by electing to move to better suburban school districts or opting for private schools.

Research has shown that average achievement is highly correlated with the socioeconomic composition of the student body. Among other things, higher socioeconomic households have more parental involvement in the schooling process, have home environments that provide more support for learning, have more positive peer influences, and their schools attract higher quality teachers, more school resources, and greater parental volunteer services.

Through a working partnership between AHA and the Atlanta Public School System, new elementary schools have been constructed in each of the three revitalized communities studied in this report. Two of the three schools have operated long enough to allow one to judge whether school performance has improved accompanying the revitalized neighborhood and newly built school. These two are Centennial Place Elementary (which replaced Fowler Elementary that served the residents of Clark Howell/Techwood) and Drew Charter School (which replaced Drew Elementary in the East Lake Meadows neighborhood). Heritage Elementary was recently constructed at Magnolia Place. However, it has not operated long enough to make a comparison. By contrast significant positive changes have occurred at the other two schools. The author is currently conducting an empirical examination of the impact of revitalization on the educational performance of children of AHA assisted families.

This section simply reports the change in school performance following revitalization. It does not control for factors that might account for this outcome nor does it examine how the performance of children of assisted families has changed. We investigate these issues in a subsequent study.

As part of the master plan to revitalize Techwood/Clark Howell a new school, Centennial Place Elementary, was developed. The school was designed to improve the performance of children in assisted families and serve as a magnet to attract market rate families to the mixed-income community. The concept and driving force behind the new school was Dr. Norman Johnson, who served as Executive Assistant to the President of Georgia Tech. Using the opportunity provided by revitalization, Dr. Johnson persuaded The Atlanta School Board to allocate capital funds to construct a

new elementary facility. Additionally, Johnson was instrumental in getting faculty of Georgia Tech to help design the school's curriculum, which emphasizes science, mathematics and technology. Georgia Tech students also provide support for the school's computer-based learning. The Coca Cola Corporation, Georgia Tech and Grady Health Systems are partners with Centennial Elementary, providing it faculty and resources.

AHA's position is that to improve the socio-economic status of a community, one must not only transform the physical infrastructure, but improvements must also be made in the quality of schooling. The importance given to this objective explains why school initiatives have been included in the master plans of the mixed-income communities. Historically both Drew Elementary and Fowler Elementary were low performing schools in the Atlanta Public School (APS) System. Today, Centennial Place Elementary is one of the highest performing schools in the APS System while Drew Charter School, the first charter school in the City of Atlanta, is narrowing the achievement gap rapidly and now outperforms the APS system.

The new schools are fundamentally different from the previous one. Drew Charter School, which is a K-7 with 698 students currently enrolled, opened in August 2000 and moved into a new facility in 2001.¹³ It seeks to have small classes, reading and writing achievement, one-on-one tutoring, bilingual education, extended school hours and after school programs. The East Lake Foundation, established by philanthropist and developer Tom Cousins, spearheaded efforts to establish the new school. The foundation also played a pivotal role in revitalizing East Lake Meadows.

Centennial Place Elementary School is K-5 and currently has 515 students enrolled. It is a magnet school that is located in Centennial Place. The enrollment priority is given to children residing within the school district. Dr. Norman Johnson played the pivotal role in getting the new school constructed.

¹³ The school plans to add 8th grade.

In a recent resident survey conducted in Centennial Place, 91% of AHA-assisted residents and 77% of market-rate and tax credit residents were very satisfied with the quality of the school. (Abt Associates, 2001:36). This is a drastically different attitude for most residents of Clark Howell/Techwood housing project. Similarly, 78% of families with children attending Drew Charter expressed satisfaction with the school.¹⁴

Both schools occupy newly constructed facilities and have implemented innovative educational programs made possible through public and private support and several corporate sponsorships. Additionally, the schools have recruited committed and caring teachers and staff, significantly improved parental involvement, established rigorous standards-based curricula, implement after school programs and provided a very broad range of social and supportive services. These innovations have taken place while they have continued to serve the needs of residents of their respective communities. For example, 96% of the eligible students from The Villages of East Lake attend Drew Charter School and they comprise 65% of all students. Likewise, one-third to one-half of the students attending Centennial Elementary lives within the school district.

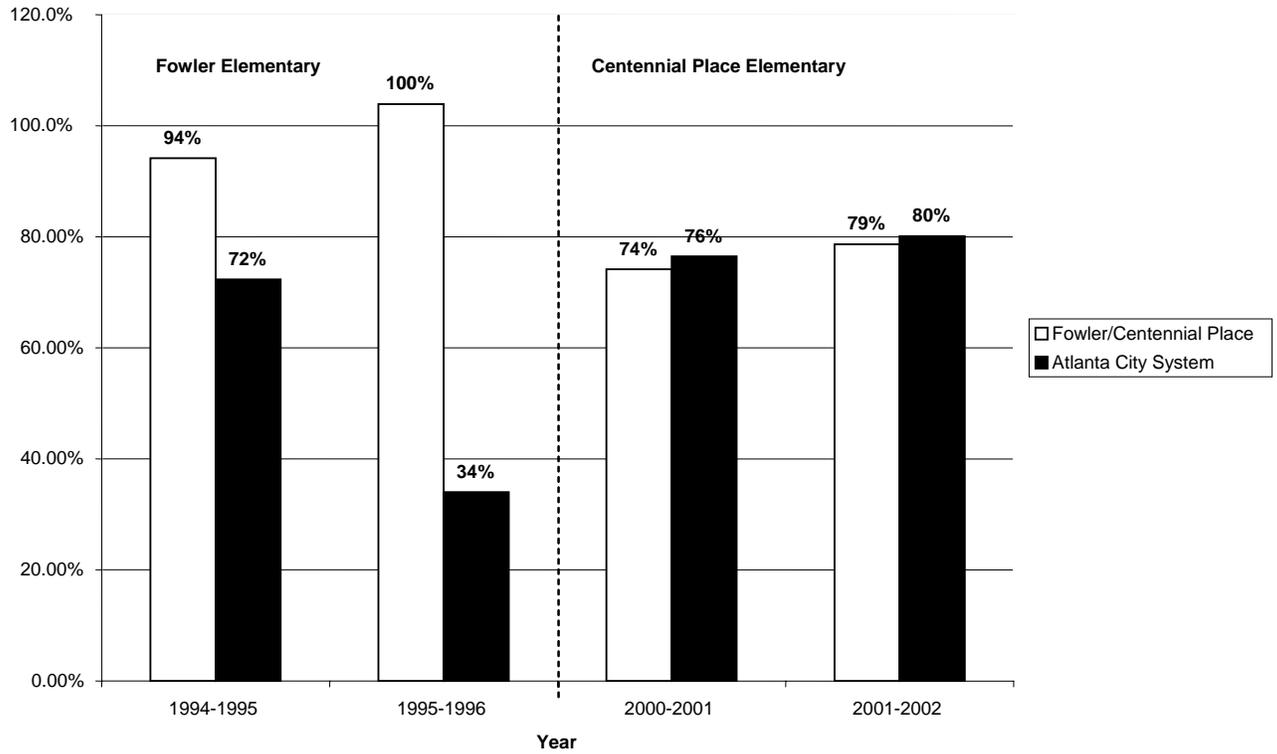
The percent of students eligible to receive free or reduced price lunches is an indication of income status of families in a school. The free and reduced price lunch eligibility guidelines are derived by multiplying the Federal Income Poverty Guidelines by 1.3 and 1.85 respectively. Figure 27 includes the percentage of eligible students at Fowler Elementary and Centennial Place Elementary as well as the percentage of eligible students for the Atlanta City School System. During the 1994/95 and 1995/96 academic years, between 90% and 100% of all students enrolled at Fowler Elementary school were eligible for free or reduced lunches. When Centennial was opened in the 1998-1999 school year, the extremely high percentage of lunch eligible students decreased. Today, the percent of eligible students at Centennial is about equal to the APS, i.e. 79% and 80% respectively.

Figure 28 indicates the percent of students eligible to receive free/reduced lunches at Drew Elementary and Drew Charter. The schools exhibit characteristics that were

¹⁴ "Report of Drew Charter school for the 2000-01 Academic Year" :1.

similar to those of Fowler/Centennial Place Elementary. Namely, for the first two years 100% of the students were eligible for free or reduced lunches. For Drew Charter Elementary in 2000 and 2001, the numbers of students that were eligible for free/reduced lunches dropped to 74% and 79% respectively. Today, it is about equal to the APS average, which is 80%.

Figure 27. Percent of Students Eligible to Receive Free/ Reduced Lunches for Fowler/Centennial Place Elementary in Comparison to the APS System



Source for both figures: Georgia Department of Education Annual Report Card

Figure 28. Percent of Students Eligible to Receive Free/Reduced Lunches at Drew Elementary relative to the Atlanta City School System

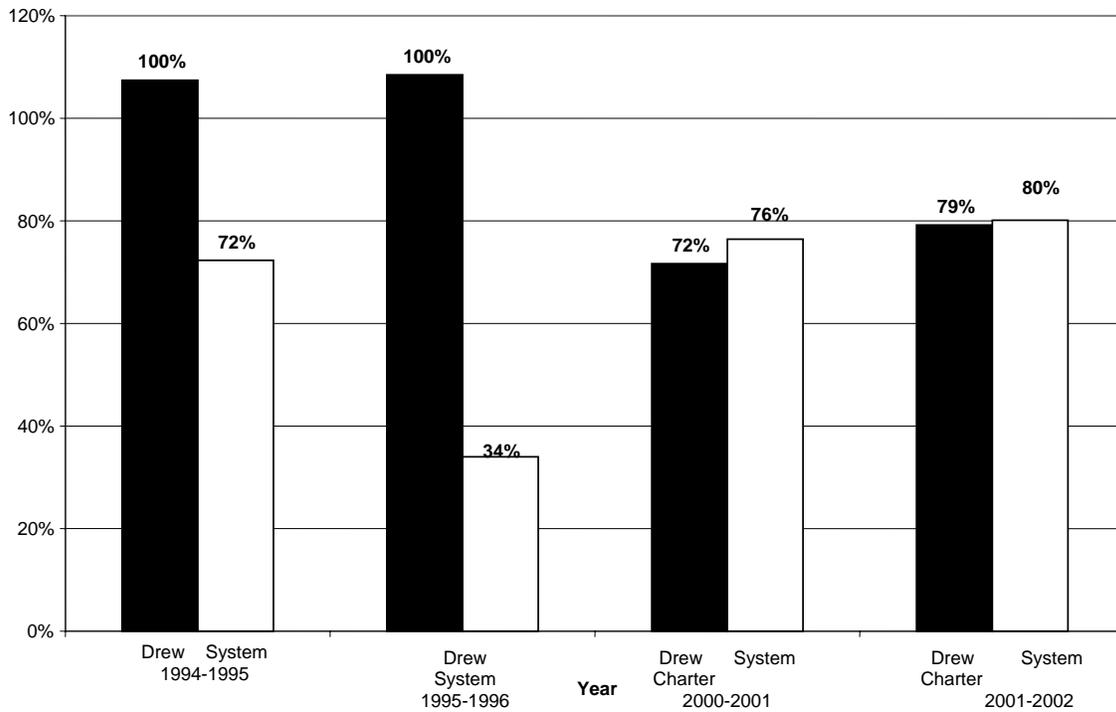


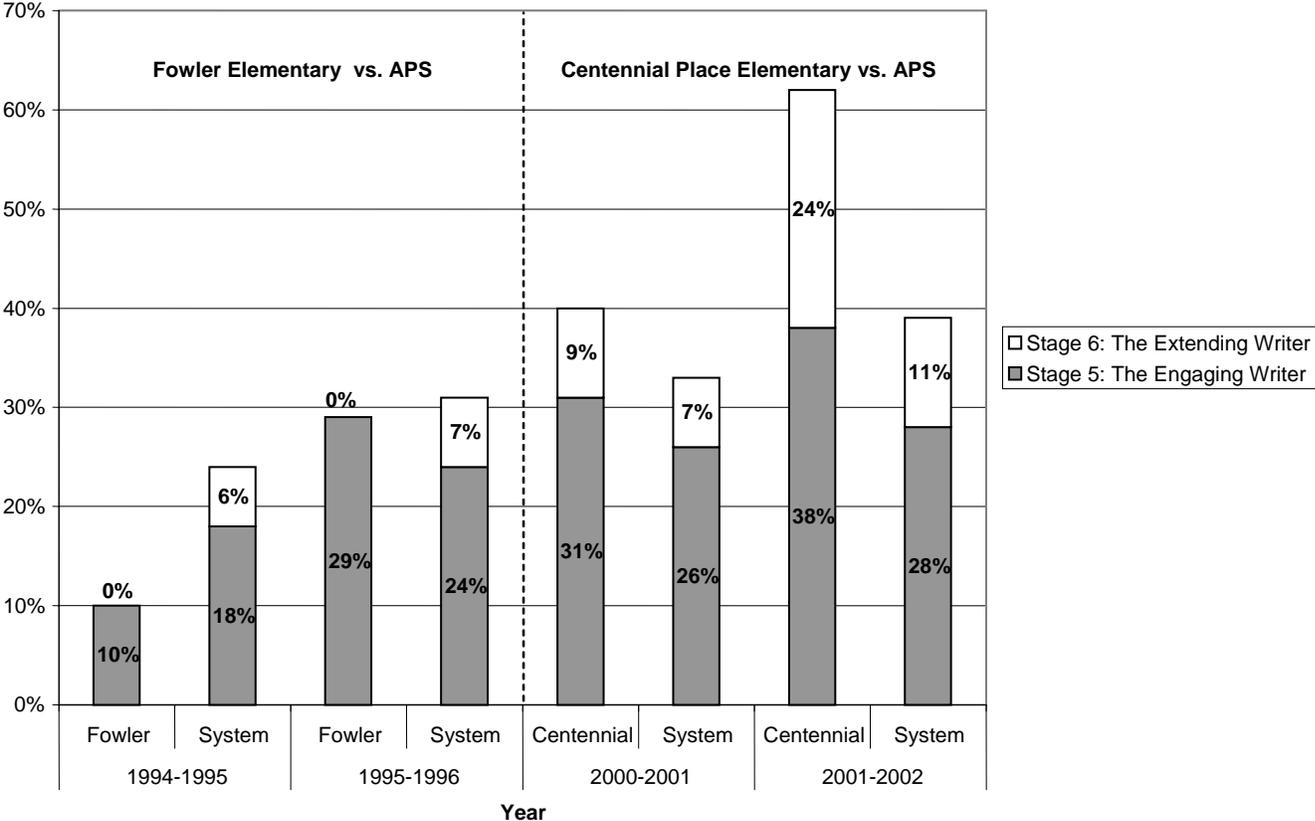
Figure 29 displays information regarding the performance of fifth graders at Fowler and Centennial who took the statewide writing assessment test. Student performance is broken into six successive categories. These categories are: the Emerging Writer (the lowest performance), the Developing Writer, the Focusing Writer, the Experimenting Writer, the Engaging Writer, and the Extending Writer (the highest performance). Each category represents a student's development towards the goal of writing a well developed and effective paper. In the grading scheme, the Extending Writers are students achieving excellence in their level of writing while the Emerging Writer encompasses students with the lowest level of writing performance. The categories form an ordinal relationship in that the higher the number for the stage the better the student's performance on the test.¹⁵

Figure 29 compares the performance of students at Fowler and Centennial to the performance of fifth graders within the Atlanta School System. The figure lists the percent of students achieving the highest two stages, i.e. Stages 5 and 6. In 1994-95 the Atlanta City System outperformed Fowler Elementary as 18% of students in the System achieved Stage 5 and 6% achieved Stage 6. Fowler had 10% in Stage 5 and no students in Stage 6. In 2001-2002, Centennial Place Elementary greatly outperformed the System with 24% in Stage 6 and 38% in Stage 5. By contrast, the System had 11% and 28% in these stages respectively.

Figure 30 provides the results for Drew Elementary and Drew Charter and compares them to the System. The figure reveals how rapidly the performance gap narrowed with the System over time. In 1994-95, none of Drew's students achieved Stage 6. Further, the percent in Stage 5 (15%) was smaller than the System's percent in Stage 5 (18%). By 2001-02, Drew Charter had 35% in Stage 5 (as compared to 28% for the System) and 6% in State 6 (as compared to 11% for the System).

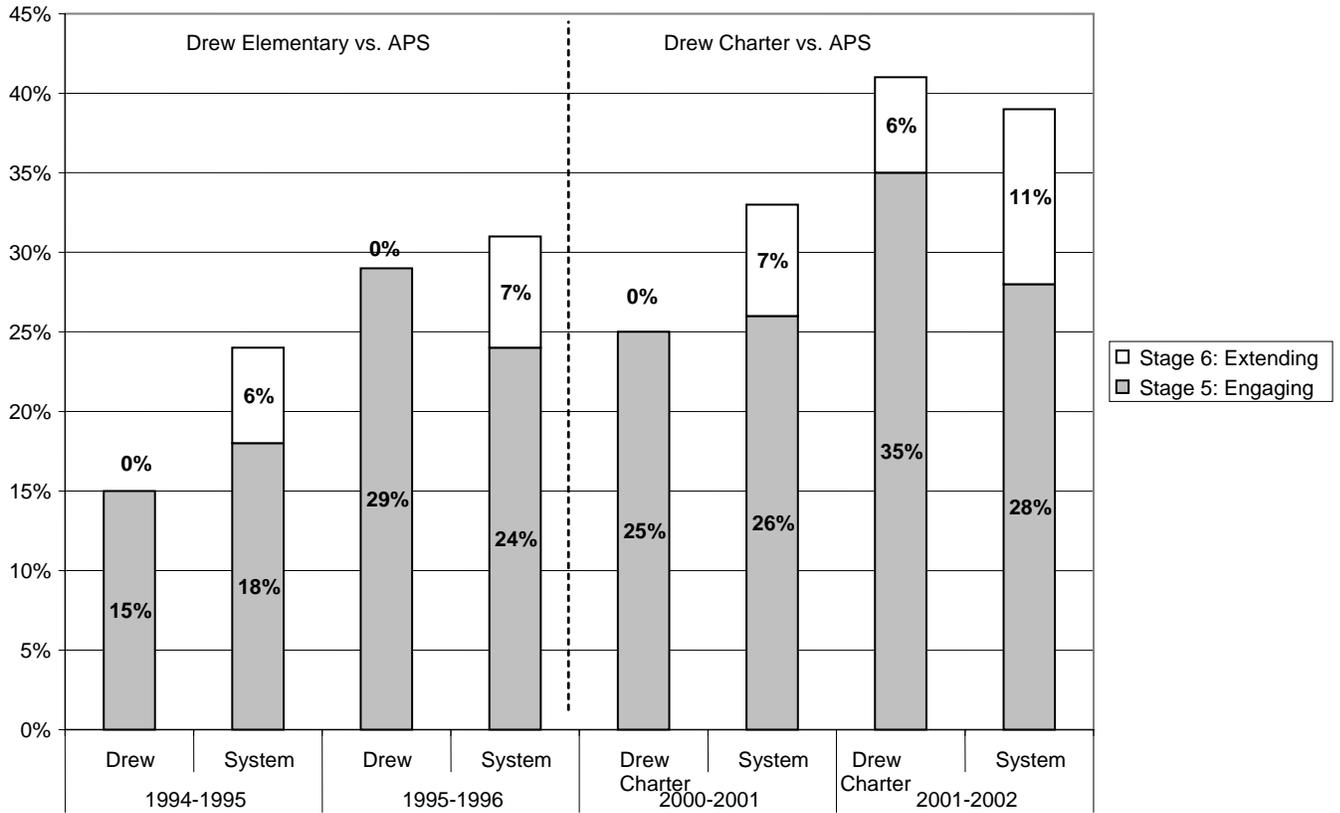
¹⁵ This statewide standardized test is generally considered to be the most objective. Additionally, it has been administered consistently over the longest period of time.

**Figure 29. Writing Assessment Fowler and Centennial Place
(% Achieving Stages 5 and 6)**



Source: Georgia Department of Education Annual Report Card

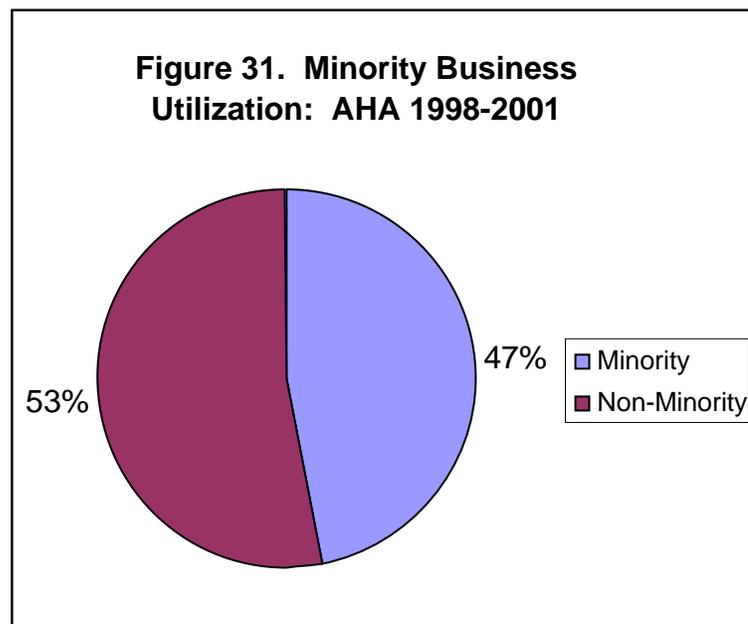
Figure 30. Grade 5 Writing Assessment Drew vs. Atlanta City System



Source: Georgia Department of Education Annual Report Card

n. Revitalization and Minority Business Opportunity

The Atlanta Housing Authority has achieved a high level of minority business participation in its revitalization activities. Over the period 1998 to 2001, minority businesses received 46.9% of AHA total procurement of goods and services. Further, it achieved this participation through voluntary policies rather than mandates based on race and gender (see Figure 31).¹⁶



Source: AHA Activity Report to U.S. HUD.

Minority business participation is a fundamental objective of the HOPE VI Program because such inclusion creates economic opportunities, jobs and income in communities with the greatest need. Revitalization requires services in the areas such as project management, master planning, architectural design, building construction, landscape design, development financing, building supplies and materials, and office supplies and equipment. Once completed there is also a need for property managers, maintenance services and landscape services. Each product or service is a potential business opportunity for minority-owned firms.

¹⁶ All data relating to AHA procurement activities are derived from an analysis of AHA's contract and subcontract activity reports to U.S. HUD.

Over the four-year period a total of 739 contracts were awarded by AHA. The service area having the largest value of awards was new construction (\$106.1 million or 46.9%). General services (\$45.3 million or 20.1%), substantial rehabilitation (\$32.0 million or 14.2%) and professional services (18.2 million or 8.1%) followed (see Figure 32). Of this total, businesses owned by Blacks were awarded \$97.3 million or 43.3% of all contracting value. Businesses owned by Asian and Pacific Islanders received \$6.3 million or 2.8%. Businesses owned by Native Americans and Hispanics received 0.1% and 0.8%, respectively.

Figure 32. Value of Contracts Awarded By Service Areas: AHA, 1998 to 2001

Service Area	Total	Percent
New Construction	\$106,077,490.38	46.9%
Substantial Rehab	\$32,048,177.02	14.2%
Repair	\$9,565,808.35	4.2%
Service	\$45,330,963.19	20.1%
Project Management	\$1,450,000.00	0.6%
Professional	\$18,200,546.00	8.1%
Education/training	\$2,397,201.00	1.1%
Arch/Eng. Appraisal	\$365,876.69	0.2%
Other	\$10,533,639.95	4.7%
Group Total	\$225,969,702.58	100.0%

Note: Value excludes contracts with for an Indefinite delivery or indefinite quantity or contracts that were revenue generating or percentage based.

Source: AHA Activity Report to U.S. HUD.

o. Economic Impact of Leveraged Development Expenditures

Through mixed-financing and public-private partnerships, AHA has leveraged \$184.0 million in HUD grants into \$907 million of direct development expenditures to revitalize six mixed-income communities today. The leveraged expenditures were invested in new mixed-income housing units, new schools, recreational centers, hotels, libraries, YMCAs, infrastructure improvements, retail and commercial establishments, health clinics and mini police precincts (see Figure 33). These expenditures and investments would not have occurred in the absence of AHA’s revitalization activities. As the \$907 million of investment expenditures rippled through the economy, it created a secondary or induced effect that added jobs, household income, new retail and industry activity, and new tax revenues to local and state governmental agencies.

Figure 33. Value of HUD Grants and Leveraged Investments in Six Mixed-Income Communities between 1994 and 2004

Original Development	HUD Grant (\$M)	Total leveraged spending (\$M)
Techwood/Clark Howell	43.0	153.0
East Lake Meadows	33.0	128.0
John Eagan Homes	21.0	140.0
John Hope Homes	17.0	150.0
Harris Homes	35.0	85.0
Capitol Homes	35.0	251.0
Totals	184.0	907.0

Source: AHA.

Each mixed-income community was financed through leveraging HOPE VI and other HUD funds with public and private resources including Low Income Housing Tax Credit (LIHTC) equity funds, an FHA-insured first mortgage from a private lender, and a second mortgage made up of HUD funds. At the same time, the City of Atlanta provided site improvements.

A key element of the economic impact analysis is the development of the multipliers through which the indirect impacts are measured. These multipliers quantify the indirect effects of spending in one time period on spending in subsequent time periods. For example, wages and salaries received by construction employees will be spent on commodities such as food, automobiles, housing and clothing. These expenditures will generate additional income that will also be spent. The initial wages, therefore, multiply as they work their way through subsequent rounds of spending. The sum of all of these subsequent rounds of spending is the indirect effect.

To estimate these indirect effects we used an input-output model that is tailored specifically to the Atlanta Metropolitan Area and which has been developed by Professor William Schaffer of Georgia Institute of Technology. The model is a 498-industry/commodity table showing the local sales and purchases of industries in the region.

The model allows one to trace how construction expenditures, originating in one sector of Atlanta's economy, flow through a complex industry structure and end up in the pockets of local businesses, residents and governments. The model traces these subsequent rounds of spending and determines the final incomes for local residents and economic units. By replicating local trade patterns, the model shows the indirect effects of initial expenditures on retail and commercial activity, personal income, local tax revenues, and jobs.¹⁷

The analysis found that the \$907.0 million of leveraged expenditures on six mixed-income communities created a total impact on Atlanta's economy that was equal to \$2.5

¹⁷ The basic purchasing patterns for local industries are derived from the most current estimates for the U.S. economy tabulated by the Bureau of Economic Analysis (BEA). In working with these data, current price deflators are used to produce a table that reflects current transactions. The "technology" table, which shows purchases of commodities without regard to their geographical origins, is reduced to reflect the size and industry mix of the local economy. This step involves estimating both gross outputs of industries using published detailed payroll data and local demands for final goods and services based on personal income and government finance statistics. The next step is to adjust the data for trade so that only transactions with local businesses are recorded in the inter-industry part of the table. The 498-industry input-output model is then aggregated into ten industry groups to determine how OLP's initial direct expenditure of \$904 million ripples through industries of the metropolitan economy in twelve successive rounds of spending.

billion (see Figure 34). The \$2.5 billion included \$628.0 million in new wages, salaries and household income and \$1.82 billion in new retail and commercial activity. The impact is the cumulative total since 1994.

The \$2.5 billion in development expenditures helped create and sustain 20,295 full-time jobs or roughly 22.5 jobs per million expended. This economic activity is estimated to have generated 89.5 million in total tax revenues (\$31.2 million in Fulton County tax revenue and \$58.3 million in State tax revenue) (see Figure 35). The industry multiplier implied by the model is 2.18, which means that for every \$1.00 of leveraged expenditures \$2.18 dollars of aggregate business activity is created. The income multiplier is 0.75 which means that \$.75 of household income is created for every \$1.00 of leveraged expenditures. Fulton County tax revenue multiplier is .037 and the State tax revenue multiplier is .069. This means that every dollar of development expenditures creates \$.037 in county tax revenue and \$.069 in State tax revenue.

Figure 34.
Total Economic Impact of Revitalization in Six Mixed-Income Communities

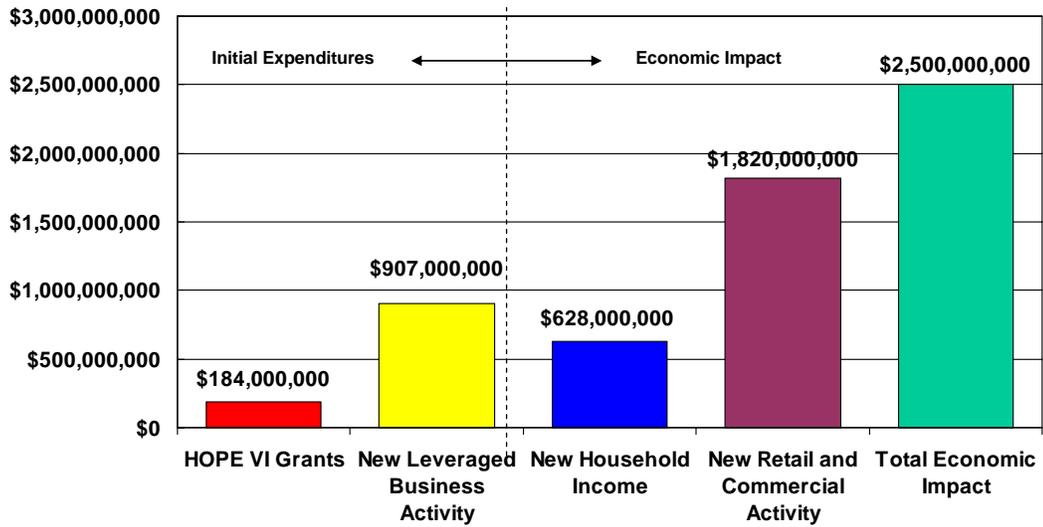
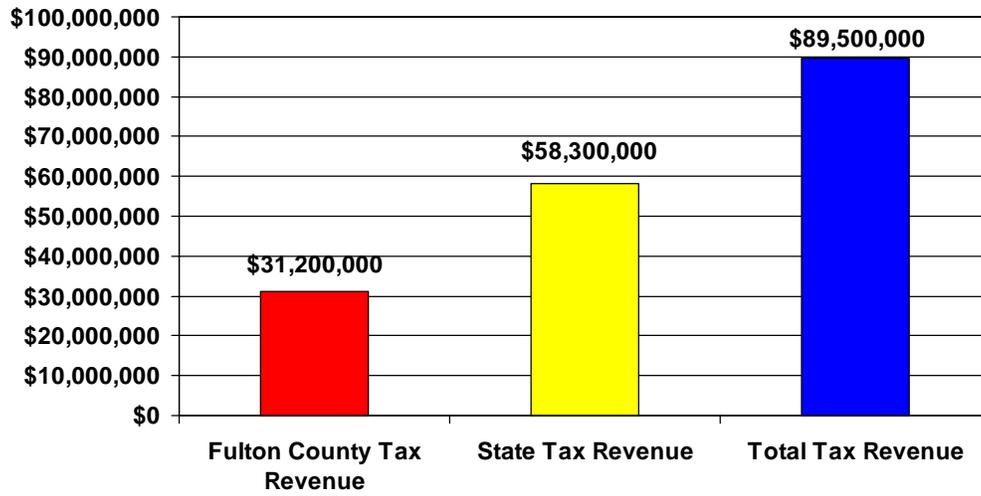


Figure 35. Effect of Revitalization Expenditures on Government Tax Revenue



Part IV. The Effect of Revitalization on Socio-economic Status

This section examines the major research questions of the study empirically. They are important questions facing public housing officials and policymakers, especially those whose goal is to use mixed income revitalization as a vehicle for reducing the effects of concentrated poverty. These questions include: (1) Did revitalization cause a loss of housing assistance? (2) Where did families affected by revitalization relocate as public housing projects were demolished? (3) Did revitalization lead to an improvement in the socio-economic status of families, and if so by how much? And (4) How did the change in environment associated with socio-economic mobility affect the socio-economic status of families?

A major innovation of this study is the Quality of Life Index (QLI) developed by the author to measure the change in the socio-economic status of families and the quality of the neighborhood where the families reside. The following sections discuss the development of QLI and how it is utilized to measure the variables of interest.

The Quality of Life Index (QLI)

The Quality of Life Index has been created for the purpose of measuring the socio-economic status of families at different points in time and in different housing programs. It is derived from the Human Development Index (HDI). The HDI was created by the United Nations Development Program (UNDP) to capture the complex realities in which people live by reflecting the progress of a country in terms of longevity, knowledge and standard of living. Like HDI upon which it is based, QLI was created to convey the idea that revitalization is a multi-dimensional process. We recognized that too often officials of PHA's and other housing policy officials and practitioners have used only the poverty rate and racial composition of neighborhoods to benchmark the social and economic progress of families engaged in residential mobility. The QLI is designed to overcome this limitation.

Since the beginning of the 1990's there has been an effort, particularly by the United Nations (UN) through its Human Development Program and annual *Human*

Development Reports, to generate awareness of the human and social dimensions of economic development. Rather than measuring economic development by per capita income alone, the UN's *Human Development Reports* have set out to measure social progress by creating five indices. These include: the Human Development Index (HDI), the Gender-related Development Index (GDI), the Gender Empowerment Measure (GEM), and the Human Poverty Index (HPI-1 and HPI-2). These new indices have highlighted aspects of economic development that were previously ignored and have led to the creation of new benchmarks for countries to achieve more balanced development.

The International Economic Development Council asserts that development is the process of growth and restructuring of an economy so as to enhance the economic well-being of its people. Economic development should not only stimulate productivity, employment and business opportunities, but it should also lead to an increase in the standard of living of the domestic population. According to the UNDP, the purpose of development is to improve the quality of life of people by expanding the range of choices available to them and by enhancing their capacity to take advantage of those choices (Fukuda-Paar, 2002).

Starting in the 1990s, human development theory gained increased visibility within the discipline of development economics. Its growing influence shifted the paradigm for conceptualizing national progress from measurements based on per capita income to those focused on the underlying social dimensions of development. The assumption is that social dimensions depict more accurately the progress of nations because they take into consideration people's living conditions rather than just their income.

The HDI was developed in 1990 by Pakistani economist, Mahbub ul Haq.¹⁸ Since 1993, the index has become a permanent addition to the *UNDP, Human Development Reports*. The index is designed to capture "the average achievement of a country in basic human capabilities" (UNDP, 1995b).

¹⁸ Mahbub ul Haq was the World Bank's Director of Policy Planning from 1970 to 1982 and also as Pakistan's Minister of Finance from 1982-1984. He was also one of the founders of the human development theory on which the new development economics paradigm was based on.

The three dimensions included in the HDI are longevity, knowledge, and standard of living. Longevity is measured by the average life expectancy at birth. Knowledge consists of two components: adult literacy (which comprises two-thirds of this dimension) and gross enrollment in primary, secondary, and tertiary schools (which comprises one-third). The third dimension is the country's GDP per capita.¹⁹

Goalposts are established for each dimension of the HDI. These goalposts allow the actual measurement to be converted to a score between 0 and 1. For example, suppose in measuring life expectancy, the minimum value is set at 25 years, the maximum value is set at 85 years and the actual measured average life expectancy for a country is 73.4 years. In this case, 25 years is the minimum goalpost and 85 years is the maximum goalpost. The index value for life expectancy is then derived as follows:

$$\text{Life expectancy index} = \frac{(73.4 - 25)}{(85 - 25)} = 0.807$$

By establishing a minimum and maximum value, the index score will always range between 0 and 1. Using this procedure, a numerical index is derived for each dimension and the average of all indexes is the HDI.

The QLI provides a numerical score for each family and the family's surrounding neighborhood environment. Therefore, it can be used to measure the change in the family's socio-economic status at discrete points in time as the family moves between different housing programs and different neighborhoods. As such, it is a tool that can be applied generally to gauge the impact of a broad range of housing policies on assisted residents.

The QLI differs from the HDI in two ways. First the QLI includes more dimensions than does the HDI. Specifically, the QLI uses fifteen dimensions. Second, the QLI is

¹⁹ See, United Nations Development Program (UNDP). 2003. Human Development Report, 2003, Millennium Development Goals: A Compact Among Nations to End Human Poverty; Technical Note 1, pp340-344. (New York: United Nations). See also, Thirwall, A.P. 2003. Growth and Development: With Special Reference to Developing Economics. (New York: Palgrave MacMillan).

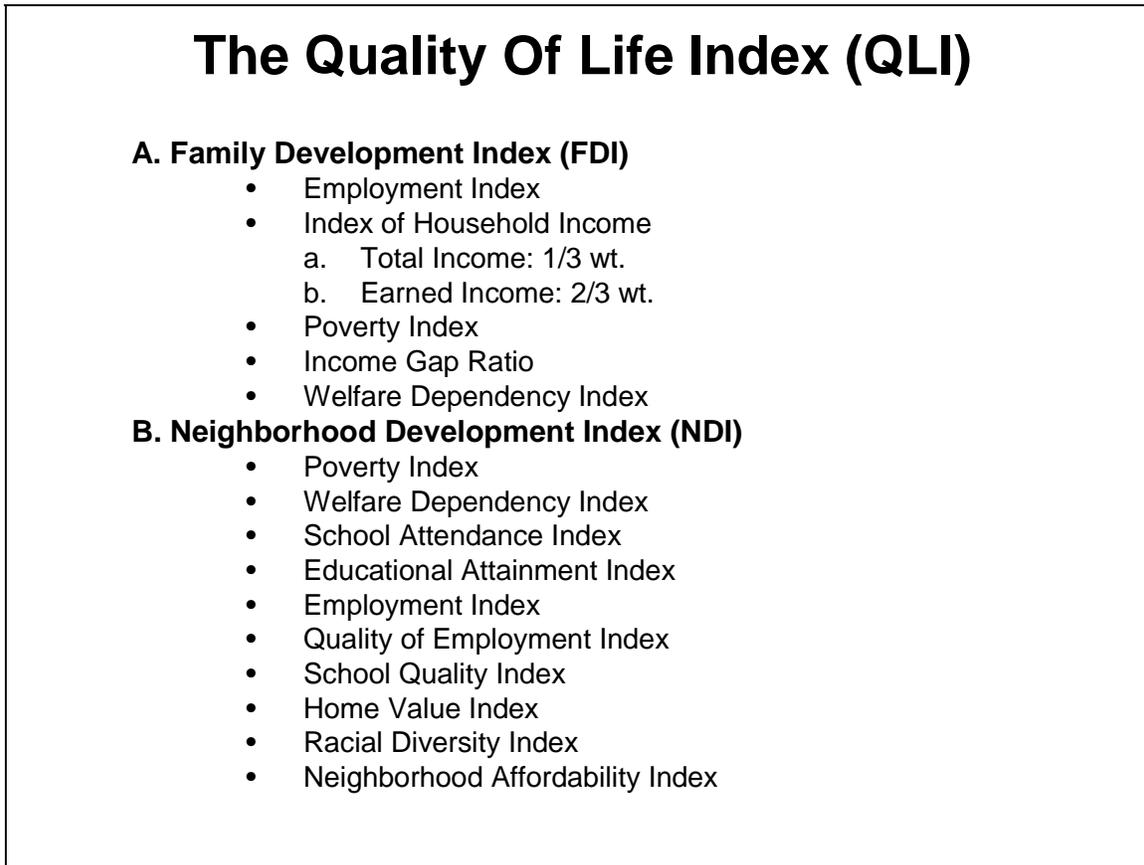
measured at the micro level (i.e. family and neighborhood level) rather than at the national level.

It is important to measure socio-economic status at the micro level because during any given year a significant percentage of assisted families change places of residence and housing assistance programs. The fifteen dimensions of the QLI are classified in two categories. We label these categories the Family Development Index (FDI) which has five dimensions and the Neighborhood Development Index (NDI) which has ten dimensions.

Actual values for the five dimensions of the FDI are derived for each family by using AHA's administrative data. Observations on each family are taken at two points in time, December 1995 and December 2001. Values for the ten dimensions of the NDI are derived by geo-coding the family's address with the U.S. Census Block Group characteristics where the family resides. The NDI observations for 2001 are geo-coded with the 2000 Census Block Group characteristics while values for 1995 are geo-coded with the 1990 Census Block Group characteristics.²⁰ After deriving the index value for each dimension, the average FDI and NDI values are calculated. The QLI is then the average of the FDI and NDI. The variables used in the QLI are described in Figure 36. In a forthcoming research paper, the author has modified the QLI so that its dimensions are closely aligned with data that are routinely collected by PHA's and so that the dimensions of the FDI are based on Census Tract characteristics rather than Census Block Group characteristics. Some other modifications include adjusting the minimum and maximum goal posts. These modifications are based on numerous discussions with a panel of housing experts assembled by AHA.

²⁰ AHA administrative data for 1990 are not available. Therefore, the starting point and ending point for our analysis of AHA assisted families is 1995 and 2001. Because of this, the change over time in the FDI is smaller than it would be if it were measured from 1990. Alternately, one can say that the change in the NDI is larger than it would be if census block group characteristics data were available for 1995. Because we analyze comparative change between a treatment group and a control group using the same methodology, the results should not be biased by this data limitation.

Figure 36.



The Family Development Index (FDI):

The FDI measures the economic well-being of AHA assisted families according to the housing program that they participate in. We used AHA’s administrative data to obtain observations on each family. The dimensions of the FDI are:

- **Employment Index.** This is measured as the percent of household heads whose primary source of income is from labor market services. The respective minimum and maximum goalposts were 0 and 100 percent.
- **Index of Household Income.** There are two dimensions of household income; (1) Total Income (measured as total income of the household from all sources including TANF, social security, child support and others), and (2) Earned income from labor services. One-third of the index value is given to total income

and two-thirds is given to earned income. The minimum goalpost was \$0 while the maximum goal posts were \$22,275 for 1995 observations and \$34,770 for 2001 observations. These values were based on the median household income for the City of Atlanta.

- **Poverty Index.** The percent of families below the poverty line. The poverty threshold is based on a three person family. The 1995 poverty threshold was \$10,080, while the 2001 threshold was \$11,610. The respective minimum and maximum goalposts were 0 and 100 percent. The index value was subtracted from 1 so that higher values connote more positive outcomes.
- **Income Gap Ratio.** The income gap is the total income required to bring a family to the poverty line, expressed as a percent of the poverty line. The deficit is calculated for families in poverty only. The respective minimum and maximum goalposts were 0 and 100 percent. The index value was subtracted from 1.
- **Welfare Dependency Index.** The percent of families whose primary source of income is public assistance. The respective minimum and maximum goalposts were 0 and 100 percent. The index value was subtracted from 1.

The FDI is the average of the indices calculated for the dimensions listed above.

The Neighborhood Development Index (NDI):

The NDI is based on the Census Block Group characteristics where the family resided. The family's place of residence in 2001 was merged with 2000 census data while the place of residence in 1995 was merged with 1990 census data. The intent was to capture the neighborhood characteristics immediately surrounding the family. All Census Block Groups were populated. The dimensions of this index are:

- **Poverty Index:** The percent of families in the Census Block Group at or below the poverty line. The respective minimum and maximum goalposts were 0 and 100 percent. The index value was subtracted from 1.

- **Welfare Dependency Index:** The percent of families in the Census Block Group that are dependent upon welfare. The respective minimum and maximum goalposts were 0 and 100 percent. The index value was subtracted from 1.
- **School Attendance Index:** Percent of individuals 3 years to 20 years of age residing in the Census Block Group that is enrolled in school. The respective minimum and maximum goalposts were 0 and 100 percent.
- **Educational Attainment Index:** The percent of individuals in the neighborhood having completed a high school degree or better. The respective minimum and maximum goalposts were 0 and 100 percent.
- **Employment Index:** Percent of the population 16 years of age and older that is employed. The respective minimum and maximum goalposts were 0 and 100 percent.
- **School Quality Index:** The standardized test score of the public elementary school that a child would be assigned to attend. Performance is measured by the percent of students at the school achieving the highest two stages (Stages 5 or 6) on the statewide Writing Assessment Exam (see Part III.m. of this report). The respective minimum and maximum goalposts were 0 and 100 percent.
- **Home Value Index:** The median price of a home in the Census Block Group. The minimum goalpost was \$0 while the maximum goal posts were \$139,800 for 1995 observations and \$260,000 for 2001 observations. These values were based on doubling the median household values in the City of Atlanta.
- **Racial Dissimilarity Index:** The index of dissimilarity is based on comparing the racial composition of the Census Block Group with that of Fulton County; the County encompassing the City of Atlanta. The index ranges from 0 to 1 with values approaching 1 indicating that a particular racial group (whether black, white or other) is more racially concentrated in the neighborhood than the County. The index value was subtracted from 1.

The racial distribution of Fulton County in 1990 and 2000 was:

Racial Category	1990	2000
White	47.8%	44.4%
Black	49.9%	48.2%
Other	2.3%	7.4%

- **Affordability Index:** The percent of AHA assisted families living in the Census Block Group who would have to spend more than one-third of their monthly income to rent an apartment priced at the median rent. The index value was subtracted from 1.

The NDI is the average of the indices calculated for the dimensions listed above. The QLI is the average of the FDI and the NDI.

Does Mixed-Income Revitalization Cause a Loss of Housing Assistance?

One of the most hotly debated topics regarding mixed-income revitalization is whether it causes a loss of housing assistance. One aim of revitalization is to de-concentrate poverty. Therefore, by design, the new housing developments typically have fewer on-site rental units available for housing assisted families than did the demolished housing projects. This is because a share of the new units is reserved for market rate renters or individuals with incomes that are higher those of assisted families. Once completed, revitalization in Atlanta will replace 6,418 on-site rental units designated for public housing assisted families with 5,837 mixed-income rental units; 2,256 of which will be reserved for public housing eligible families. Among the new mixed-income rental units already completed in Atlanta, 40.6% of are reserved for public housing eligible residents, 23.1% are rent subsidized and 36.3% are leased at market rates.²¹ The mixed-income communities are clearly not designed to accommodate all of the original residents. Families that cannot be accommodated in the new mixed-income communities are offered housing vouchers or the option of moving to other conventional public housing projects.

A key question therefore is whether the original families that were affected by revitalization activities have lost housing assistance? To answer this question we compared the attrition rate of families from housing assistance in the treatment group to that in the control group between 1995 and 2001. It is important to compare the treatment group to the control group because the results must be adjusted for the normal attrition that occurs among families receiving housing assistance. Further, this seven-year period of observation is opportune because it spans the demolition and construction phases of revitalization activities in the three communities. Additionally, it coincides with a period of vigorous growth in the U.S. economy and a relatively tight housing market condition in the City of Atlanta. The housing market conditions are germane because we wish to know whether families who relocated with housing vouchers were also more likely to lose housing assistance.

²¹ AHA (2002) "Relocation Summary Report of the Revitalization Communities: as of March 31, 2002."

Figure 37 compares the seven-year retention rate of families in the treatment group and the control group. Specifically, it measures the number of families that received assistance in 1995 and were still receiving assistance in 2001. It also expresses the number of still active families in 2001 as a percent of the number of 1995 original families.

Figure 37
Seven-Year Retention Rate of Families

1995 Origin Housing Project	Assisted Families in 1995	Still Active in 2001*	% of 1995 Cohort Still Active in 2001
Treatment Group			
<i>Clark Howell Homes</i>	478	270	56%
<i>John Eagan Homes</i>	370	199	54%
<i>East Lake Meadows</i>	387	179	46%
Total	1235	648	53%
Control Group			
<i>Grady Homes</i>	482	222	46%
<i>Bowen Homes</i>	577	291	50%
<i>McDaniel Glen</i>	424	217	51%
Total	1483	730	49%

*The “Still Active Families in 2001” are not necessarily residing in the same community as in 1995. This column simply indicates the number of original families that are still receiving assistance.

The figure reveals some surprising results. Of the 1,235 families in the treatment group in 1995 (478 families resided in Clark Howell Homes, 370 families resided in John Eagan Homes, and 387 families resided in East Lake Meadows), 648 families or 53% were still actively receiving AHA housing assistance in December 2001. This means that the attrition rate for families in the treatment group was 47% over the seven-year period. To determine whether this attrition rate was unusually high, we compared it to the rate for families in the control group over the same time period. The housing

projects in the control group were Grady Homes (482 families), Bowen Homes (577 families), and McDaniel Glen (424 families).

Combined, there were 1,483 families in the control group in 1995. By 2001, 730 of these families were still actively receiving AHA housing assistance. The retention rate was therefore 49%, which means that the attrition rate was 51%; a rate which exceeded that of the treatment group.

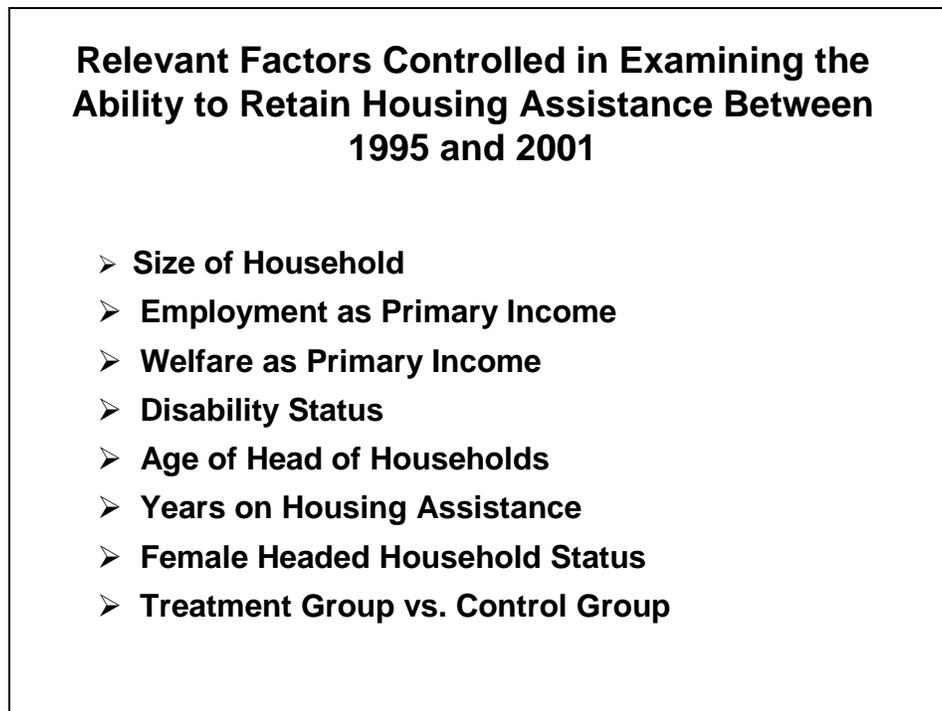
This evidence, which we believe is the first of its kind, contradicts those who argue that mixed-income revitalization caused greater attrition among affected families (see Keating 2000; Keating and Flores, 2000). The methodological flaw in previous analyses is the failure to account for the normal attrition that occurs by benchmarking the families affected by revitalization against those who are not.²²

Next, we conducted a logistic regression to examine where there is a statistically significant difference in the likelihood of retaining housing assistance between the treatment group and the control group after controlling for differences in relevant family attributes. The technique allowed us to determine whether the difference in odds of retaining housing assistance for the two groups was statistically significant.

²² In a forthcoming study we examine the reasons why families in the treatment group and the control group exited housing assistance.

Figure 38 lists the variables included in the logistic regression analysis. The dependent variable is the odds of retaining housing assistance between 1995 and 2001 given the family's attributes in 1995.

Figure 38



The independent variables are as follows:

- (1) The size of the household. We expect that as families get larger it is more difficult to retain housing assistance because HUD regulations do not allow families to be under-housed, i.e. to have more household members than rooms in the housing unit. Also, most conventional public housing was built to accommodate three or four person families. For example, at East Lake Meadows, only 6 of the 650 units were built for six person families. (AHA, 1992).

- (2) Welfare as a Primary Source of Income. We expect welfare recipients to have a higher likelihood of retaining housing assistance because it serves as a low income subsidy.
- (3) Disability Status. It is not clear how disability status affects the likelihood of retaining housing assistance. Some suggests that disabled residents affected by residential mobility are more difficult to place in alternative housing (Popkin, Levy, et al., 2003). If this is true, one might expect disabled heads of households to have a lower probability of retaining housing assistance.
- (4) Age of Residents. Research indicates that as individuals age, they become less willing to move. As such, we expect age to be associated with a higher likelihood of retaining housing assistance.
- (5) Years on Housing Assistance. Currently there is no time limit for receiving housing assistance. Because of this, we expect that the desire to maintain housing assistance increases with tenure. One reason for this might be that less socially mobile families will have a greater reliance on housing assistance. However, another reason might be that families who reside in more pleasant living circumstances prefer to remain there.
- (6) Female Headed Households. We expect that families headed by females are more likely to retain housing assistance than those headed by males. This might be due to a greater financial need among women, because among housing assisted families, women shoulder the major burden of child care. Women are also less likely to be become involved in criminal activities and other social forms of behavior that lead to eviction.
- (7) Treatment Group Families vs. Control Group Families. This is the most important variable in the logistic regression analysis. The conventional wisdom is that revitalization causes significantly greater attrition among affected families. This variable is entered as one (1) in the regression equation if the observation is on a family in the treatment group and (0) otherwise. Hence, we expect the

value of the coefficient for this variable to be negative and statistically significant. This would mean that the odds of retaining housing assistance were lower by a statistically significant amount for families affected by revitalization (the treatment group) in comparison to the control group.

For all variables entered in to the logistic regression we used the value of the Wald statistic and a critical value of .05 or smaller as an indication that the coefficient was statistically significant. Figure 39 provides the results of the logistic regression.

Figure 39

Logistic Regression: Factors Influencing Housing Retention			
Dependent Variable: Log of the Odds of Maintaining Housing Assistance between 1995 and 2001 given 1995 Family Attributes			
1995 Family Attribute	Coeff.	Sig. of Wald Stat	Exp(b) Change in Odds Ratio
Size of Household *	-0.006	0.825	0.994
Employment as Primary Income	0.042	0.754	1.043
Welfare as Primary Income *	0.292	0.014	1.339
Disabled	0.177	0.141	1.193
Years of Age	-0.006	0.086	0.994
Years on Housing Assistance *	0.026	0.001	1.027
Female Headed Household *	0.533	0.001	1.704
Treatment Group	0.116	0.137	1.123
Constant	-0.637	0.007	0.529

* Indicates Variable is Statistically Significant at .05 level

The dependent variable is the logarithm of the odds of retaining housing assistance between 1995 and 2001 given the family attributes in 1995. The logistic regression had 2,706 observations included in the model. An asterisk indicates that the value of the coefficient is statistically significant.²³ The results indicated that three significant variables were statistically significant:

1. The odds of retaining housing assistance are 33.9% higher for families on welfare in comparison to families not on welfare.²⁴ This result conforms to our expectation.
2. The odds of retaining housing assistance increases by 2.7% for every additional year a family spends on housing assistance. This also conforms to our expectation.
3. The odds of retaining housing assistance are 70.4% higher for female heads of households than for male heads of households. This conforms to our expectation.
4. The remaining variables were not statistically significant, including the difference in the odds of retaining housing assistance between the treatment group and the control group. This means that in the City of Atlanta, mixed-income revitalization did not cause families to experience a statistically significant greater loss of housing assistance.

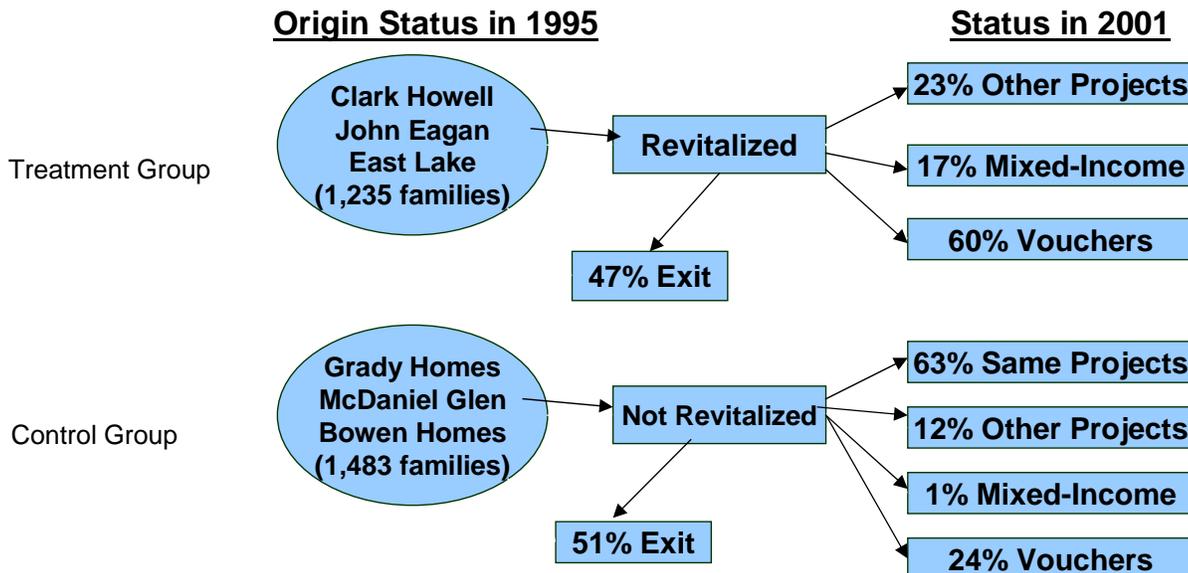
²³ The Chi-square for the model is 72.49 with 8 degrees of freedom and the level of statistical significance is .001; -2 Log Likelihood is 3678.22.

²⁴ The Exp (B) column given the change in odds associated with a particular variable, where 1.00 is even odds. Odds ratios differ from probability in that odds measure the chance of an event happening divided by the chance of the event not happening. For example, if the chance of rain is 60%, then the chance of it not raining is 40% and the odds of it raining is 1.5.

Where Did Residents Relocate When Housing Projects Were Demolished?

Some researchers have speculated about the relocation of original residents as a result of mixed-income revitalization (Popkin, Katz, et al., 2004). Figure 40 provides a definitive answer to this question in Atlanta. The figure traces the relocation of families from their origin housing project in 1995 to their 2001 location. The relocation of the treatment group is compared to that of the control group.

Figure 40.
What Happens to Families When Projects are Revitalized?



The relocation of treatment group families who resided at Clark Howell, John Eagan and East Lake Meadows began in late 1995. The phases of the on-site mixed-income replacement housing were completed in February 1999 for Clark Howell (which along with Techwood Homes was revitalized as Centennial Place); October 2000 for John Eagan (revitalized as Magnolia Place); and February 2001 for East Lake Meadows (revitalized as The Villages of East Lake). The revitalization of Clark Howell/Techwood Homes and East Lake Meadows also involved the construction of off-site replacement

mixed-income housing. For Clark Howell/Techwood, these off-site replacements included Summerdale Commons, Ashley Court at Cascade and Ashley Terrace at West End. For East Lake Meadows, these included Columbia Village and Columbia Commons. Only Columbia Commons was not completed by 2001.

Figure 40 indicates that of the 1,235 treatment group families, 47% exited AHA housing assistance by 2001. Of those retaining housing assistance, 23% moved to other conventional public housing projects, 17% moved to a mixed-income community and 60% moved out into the city or metro area with the use of housing vouchers. In comparison, among the 1,482 families in the control group, 51% exited AHA housing assistance by 2001. Of those who still received assistance in 2001, 63% resided in the same housing project as they did in 1995, 12% moved to a conventional housing project (different from Bowen Homes, McDaniel Glen and Grady Homes), 1% moved to a mixed-income community, and 24% used vouchers to move out into the city or metro area.

The Effect of Environment on Socio-economic Status

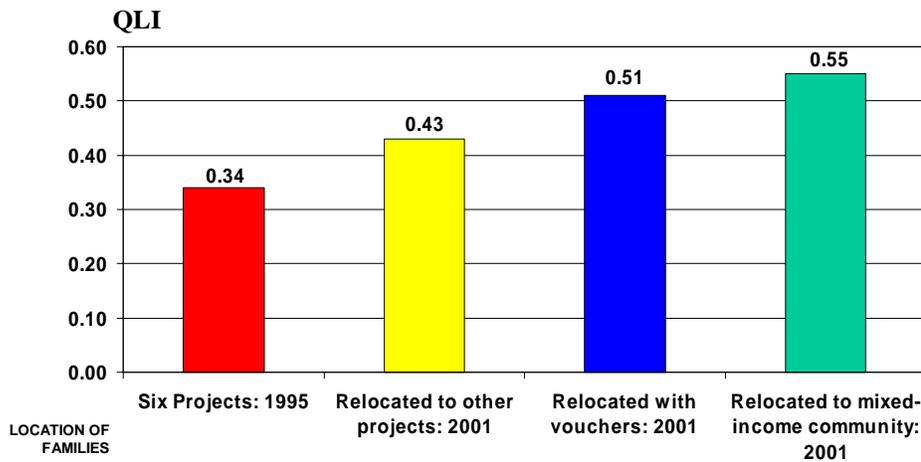
Figure 40 illustrates that mixed-income revitalization accelerated the use of housing vouchers among families in the treatment group. This raises a critical question. Has the growing use of vouchers as well as the relocation to mixed-income neighborhoods improved the socio-economic status of families? This section uses the QLI to address this question.

First, we measured the change in the QLI between 1995 and 2001 for families living in conventional housing projects, families using vouchers and families living in mixed-income communities. In 1995 all families under examination lived in one of six public housing projects. The 1995 average QLI for all families living in the six housing projects was 0.34 (see Figure 41). Between 1995 and 2001, some families continued to reside in public housing projects while others used vouchers to move out into the city. Still others moved to mixed-income communities. The 2001 QLI of families who continued to reside in public housing projects was .43. The 2001 QLI of families who relocated with

housing vouchers was .51. Finally, the 2001 QLI of families who moved to mixed-income communities was 0.55. The results indicate that the socio-economic status was highest for families who moved to mixed-income revitalized communities, followed by families using vouchers. It was lowest for families who continued to reside conventional housing projects.

Figure 41.
Quality of Life Index (QLI) for AHA Families

QLI for 2,718 families who lived in Six Projects in 1995 and moved to various locations by 2001.



Deriving the Actual Values for the QLI

Figure 42 summarizes the actual values of individual index dimensions that comprise the QLI. The top half of the figure lists the measures that make up the FDI. They are: Employment Rate; Household Income, Earned Income, Percent in Poverty, Income Gap, and Welfare Dependency.²⁵ The columns of Figure 42 give the unadjusted values or actual measures for each dimension. By unadjusted we mean that some of the

²⁵ Our method assigns 1/3 weight to Household Income and 2/3rds weight to Earned Income to get the Household Income Index.

values have not been converted to a scale of 0 to 1. Figure 43 gives the adjusted values that comprise the indices.

Each column of the Figure 42 and 43 corresponds to a particular time period and living environment of the family. The unadjusted and adjusted Index values in each cell of the figures are the average for all families in that time period and living environment. For example, Figure 42 indicates that in 1995 the average employment of families living in the six housing projects was only 15%.²⁶ By 2001 some families had left the housing projects while others remained or moved to other projects. The average employment in 2001 for those who remained in housing projects was 27%. By contrast, families who used vouchers to move out of housing projects had an employment rate of 43% by 2001. Finally, those who moved to mixed-income communities experienced a 48% employment rate by 2001. It is important to note that the average employment rate for all assisted heads of households in mixed-income communities in 2001 was 63.6%. The QLI listed in this report are only for original families who lived in one of the six housing projects in 1995. Other families also moved into mixed-income communities during this period and their average socio-economic characteristics were higher than those of the original families. This is why the overall average employment rate among all assisted families in mixed-income communities was 63% while the rate for original families was only 48%.

²⁶ This figure is based on heads of households 62 years of age or younger.

Figure 42.

**Unadjusted Quality of Life Index Values: 1995 and 2001
Treatment Group and Control Group**

	1995 Housing Project	2001 Housing Project	2001 Voucher	2001 Mixed Income
Family Development Index				
Employment Rate	.15	.27	.43	.48
Household Income	\$4,536	\$6,600	\$8,012	\$7,322
Earned Income Percent	.24	.32	.58	.52
Percent in Poverty	.91	.84	.67	.68
Income Gap	.57	.52	.53	.46
Welfare Dependency	.46	.11	.15	.03
Neighborhood Development Index				
Neighborhood Poverty	.74	.63	.26	.30
Neighborhood Welfare Dependency	.47	.20	.09	.05
School Attendance Rate (3 yrs to 20 yrs)	.71	.78	.78	.73
Educational Attainment (HS Graduation)	.41	.61	.65	.72
Employment Rate	.29	.35	.50	.41
Percent Admin/Mgt Empl	.11	.16	.20	.29
School Quality Index	.28	.39	.38	.48
Median Home Value	\$44,500	\$74,600	\$75,650	\$153,100
Racial Diversity Index, 1 → less diverse	.46	.54	.49	.47
Affordability Index: Rent ≤ 1/3 of income	.45	.33	.09	.18

Figure 43

**Quality of Life Index (QLI): 1995 and 2001
Treatment Group and Control Group**

	1995 Housing Project	2001 Housing Project	2001 Voucher	2001 Mixed Income
Family Development Index				
Employment Index	.15	.27	.43	.48
Household Income:				
a. HH Income Index (1/3 weight)	.13	.14	.17	.16
b. Earned Income Index (2/3 weight)	.24	.32	.58	.52
Poverty Index	.09	.16	.33	.32
Income Gap Ratio	.43	.48	.47	.54
Welfare Dependency Index	.54	.89	.85	.97
FDI	.28	.41	.51	.54
Neighborhood Development Index				
Poverty Index	.26	.37	.74	.70
Welfare Dependency Index	.53	.80	.91	.95
School Attendance Rate Index	.71	.78	.78	.73
Educational Attainment Index	.41	.61	.65	.72
Employment Index	.29	.35	.50	.41
Employment Quality Index	.11	.16	.20	.29
School Quality (5th Grade Writing)	.28	.39	.38	.48
Median Home Value	.32	.29	.29	.59
Racial Diversity (1 is less diverse)	.54	.46	.51	.53
Affordability Index: Rent \leq 1/3 of income	.45	.33	.09	.18
NDI	.39	.45	.51	.56
QLI	.34	.43	.51	.55

The range for the Employment Index is 0 – 100%. The employment percentages do not need to be adjusted since higher rates have more positive connotations. Therefore, the unadjusted values (given in Figure 42) and adjusted values (given in Figure 43) are the same. The second row of data in Figure 42 provides median household income of families.²⁷ To convert these unadjusted values to index values, we use the goal posts described earlier. Once the Earned Income Index is calculated, it is added to the Household Income Index. The sums of these two indices comprise the Household

²⁷ The values given in this table are median household income and not average or mean household income.

Income Index. This index is derived by attributing one third of its value to Household Income and two-thirds of its value to Earned Income (see Figure 43).

Figure 42 indicates that 91% of the households in conventional public housing were in poverty in 1995. This decreased to 84% for households in conventional housing by 2001. However, the 2001 poverty rate was 67% for families who used vouchers to move away from conventional housing and 68% for families who moved to mixed-income communities. To derive the Poverty Index for the FDI (Figure 43) we subtract the poverty rate from one (1). For example, in 1995, 91% of the families in conventional housing were in poverty. The adjusted Index value is $1 - .91$ or $.09$. By adjusting the value in this way, higher index numbers have a positive connotation.

The income gap ratio is calculated only for families at or below the poverty line. The ratio indicates how much income would have to be increased to bring the family out of poverty. The increase is expressed as a percent of the poverty line. The final component of the FDI is welfare dependency. This gives the percent of households whose primary source of income is welfare. These percentages were significantly lower than in 1995 when 46% for families in conventional public housing were on public assistance. The percentages were 11%, 15% and 3% respectively in 2001 for families in conventional housing, using vouchers, or residing in mixed-income communities. The percentages for the income gap and welfare dependency are subtracted from one (1) to derive the index values in Figure 43.

The bottom half of Figure 42 gives values for the components of the Neighborhood Development Index. These values measure the characteristics of the Census Block Group where the family lives. For example, it shows that in the Census Block Group that encompassed the six housing project where families resided in 1995, 74% of the households were in poverty, 47% were dependent upon welfare, and 71% of individuals 3 years of age to 20 years were enrolled in school. Additionally, 41% had a high school degree or better, 29% were employed and 11% of those employed worked in management and administrative occupations. As measured by the percent of 5th graders achieving Stage 5 or Stage 6 on the statewide reading assessment exam,

school quality was 28%. Also, median home value was \$44,500, the racial dissimilarity index was 46% and finally, 45% of households could afford the median rent in the neighborhood.²⁸

In Figure 43, all unadjusted values are adjusted to get their corresponding Index values, and the average Index value for the FDI and NDI are derived. The QLI is the average of the FDI and the NDI. This QLI is given at the bottom of Figure 43. It was .34 for families who lived in conventional housing projects in 1995 and .43 for families who continued to live in projects in 2001. The QLI was .51 for families who moved to vouchers by 2001 and .55 for those who moved to mixed-income communities. In short, socio-economic status was highest in mixed-income communities and secondly in communities where vouchers are used. It was lowest in public housing projects.

Residential Mobility and Socio-economic Status

Thus far, we have examined how the QLI varied by various housing assistance program. We have seen that it was highest in mixed-income communities, followed by neighborhoods where families used vouchers and it was lowest in conventional housing projects. A key question is how did revitalization affect socio-economic status? We know that when properties were demolished to make way for revitalization, 60% of the families who actively received housing assistance moved out into the community with vouchers. In addition, 23% of the families moved to other public housing projects, while 17% of the families moved to mixed-income communities. Also, 24% of the families in the control group moved from conventional housing projects to vouchers while 75% continued to live in the same or different housing projects. Finally, 1% of the families moved to mixed-income communities. Therefore, the living arrangements of treatment group and control group families were not static. Taking all of this residential mobility into consideration, were families that moved to different housing programs ultimately better off?

²⁸ The index of affordability is relevant to discussions about gentrification. To derive affordability, the income of AHA assisted households is measured against the median apartment rental cost in the Census Block Group area. The results show that the affordability index for assisted families in mixed-income neighborhoods is .18 while it is .09 for families using vouchers. As expected, the affordability index is higher in neighborhoods surrounding housing projects (.33).

Figures 44 and 45 answer this question. Figure 44 tabulates the QLI for treatment group families and Figure 45 provides QLI for control group families.²⁹ The 2001 QLIs for control group families were .39 for those living in housing projects, .53 for families using vouchers and .58 in mixed-income communities (refer to the bottom row of Figure 45). The 2001 QLIs of treatment group families were respectively, .43, .50 and .55 (refer to bottom row of figure 44). To determine which group was better off following all of the residential mobility that occurred between 1995 and 2001, we weighted each group's QLI by the percent of families residing in that housing program. The results are provided below and summarized in Figure 46.

Weighted QLI for Control Group Families

1995: 100% lived in housing projects: $.31 \times 100\% = .31$

2001: 75% in projects, 24% used vouchers, 1% in mixed-income:

$$.39 \times .75\% + .53 \times .24\% + .58 \times 1\% = .426$$

Weighted QLI for Treatment Group Families

1995: 100% lived in housing projects: $.33 \times 100\% = .33$

2001: 23% in projects, 60% used vouchers, 17% in mixed-income:

$$.43 \times 23\% + .50 \times 60\% + .55 \times 17\% = .492$$

²⁹ The unadjusted values for these tables are provided at Appendix 1 and 2 of this report.

Figure 44

Quality of Life Index (QLI): 1995 and 2001
Treatment Group

	1995 Housing Project	2001 Housing Project	2001 Voucher	2001 Mixed Income
Family Development Index				
Employment Index	.14	.20	.41	.46
Household Income:				
a. HH Income Index (1/3 weight)	.13	.14	.16	.16
b. Earned Income Index (2/3 weight)	.22	.25	.57	.50
Poverty Index	.09	.09	.31	.33
Income Gap Ratio	.43	.48	.45	.54
Welfare Dependency Index	.53	.92	.86	.97
FDI	.28	.38	.49	.54
Neighborhood Development Index				
Poverty Index	.29	.43	.74	.70
Welfare Dependency Index	.56	.83	.91	.95
School Attendance Rate Index	.66	.75	.78	.76
Educational Attainment Index	.41	.56	.65	.72
Employment Index	.27	.36	.50	.41
Employment Quality Index	.11	.20	.19	.29
School Quality (5th Grade Writing)	.31	.45	.38	.47
Median Home Value	.34	.61	.29	.59
Racial Diversity (1 is less diverse)	.45	.50	.49	.47
Affordability Index: Rent \leq 1/3 of income	.38	.20	.09	.19
NDI	.38	.49	.50	.55
QLI	.33	.43	.50	.55

Figure 45

Quality of Life Index (QLI): 1995 and 2001
Control Group

	1995 Housing Project	2001 Housing Project	2001 Voucher	2001 Mixed Income
Family Development Index				
Employment Index	.17	.29	.49	.80
Household Income:				
a. HH Income Index (1/3 weight)	.20	.19	.26	.21
b. Earned Income Index (2/3 weight)	.25	.34	.61	.83
Poverty Index	.09	.18	.37	.20
Income Gap Ratio	.44	.48	.51	.67
Welfare Dependency Index	.56	.89	.83	1.00
FDI	.23	.31	.47	.57
Neighborhood Development Index				
Poverty Index	.23	.36	.76	.66
Welfare Dependency Index	.45	.80	.92	.95
School Attendance Rate Index	.74	.78	.79	.54
Educational Attainment Index	.41	.62	.64	.62
Employment Index	.30	.34	.51	.44
Employment Quality Index	.10	.14	.22	.31
School Quality (5th Grade Writing)	.25	.38	.38	.55
Median Home Value	.38	.25	.30	.30
Racial Diversity (1 is less diverse)	.52	.45	.51	.52
Affordability Index: Rent \leq 1/3 of income	.50	.64	.92	1.00
NDI	.38	.48	.59	.59
QLI	.31	.39	.53	.58

Figure 46 summarizes the results of the QLIs when weighted by the distribution of the population that used the particular housing program. It shows that treatment group families experienced a larger increase in QLI between 1995 and 2001 (48.5%) in comparison to control group families (38.7%). The difference is because a larger percentage of treatment group families moved to vouchers and mixed-income communities and greater improvements in the socio-economic status were associated with those moves. This result is reinforced by the survey and focus group results of the Capitol Homes and Harris Homes tracking studies (Holmes, Moody, et al., 2003; Brooks, Wolk and Adams, 2003).

Figure 46

Revitalization and the Change in Socio-economic Status			
Compares the Change in QLI for Treatment Group and Control Group over time.			
(Weight QLI by % of Families in each Assisted Program)			
	<u>Change in Weighted QLI</u>		
	<u>1995</u>	<u>2001</u>	<u>% Change</u>
• Control Group	.31	.43	38.7%
• Treatment Group	.33	.49	48.5%

Two recent tracking studies are following families longitudinally that have been relocated as a result of the recent demolition of Capitol homes and Harris Homes in Atlanta. Preliminary results indicate that the degree of satisfaction expressed by families who have elected vouchers is significantly greater than it was when these same families lived in conventional housing projects. Capitol Homes and Harris Homes are the most recent conventional housing projects to undergo revitalization in Atlanta. The preliminary results of researchers at Clark-Atlanta University indicate that 83.7% of the 433 families relocated as a result of the demolition of Capitol Homes viewed their new housing to be superior to that of the old Capitol Homes housing project. Based on surveys and focus groups, researchers found that, “Capitol Homes residents choosing the Housing Choice Program report better housing and neighborhood conditions. Conventional public housing residents, as might be expected, report little change in their living conditions. Many residents did not move to appreciably better neighborhoods but of those who did, mostly Housing Choice participants, it is clear their living environment and opportunities have substantially improved. ... In every category assessed on quality of life in the focus groups, a majority of respondents report they are satisfied (29.9%), somewhat satisfied (23.2%), or very satisfied (10.4%) with their post-move experience. Only 7.4 percent are dissatisfied and 8.2 percent very dissatisfied” (Holmes, Moody et al., 2003: iii).

In a parallel resident tracking study, researchers at Georgia State University are following 443 families relocated as a result of the demolition of Harris Homes; the responses of residents were similar to those at Capitol Homes. Based on surveys and focus groups, the researchers found that,

Former Harris Homes residents in the Housing Choice program are faring better than those living in Public Housing. Dramatic differences emerged between Housing Choice and Public Housing residents in many areas. Compared to Public Housing residents, Housing Choice residents were much more likely to be satisfied with their current home, neighborhood, and the safety of the neighborhood. They were also much more likely to perceive their life improving in many areas since moving out of Harris

Homes, including their home, neighborhood, safety of neighborhood, their health, and global assessment of their overall living situation.

A significant number of residents attribute positive social-psychological behavior changes to relocation out of Harris Homes. Many residents stated the biggest impact of relocation on their lives was one or more of the following: improved self-esteem, feeling "stronger," being more responsible, and getting into recovery for alcohol or drug abuse. Most of the residents who claimed these positive behavioral changes were in Housing Choice, but some were in Public Housing. Some residents who experienced positive behavioral changes stated they do not think they would have changed if they were still living in Harris Homes. (Brooks, Wolk and Adams, 2003:5)

Factors that Influence Employment

Our results illustrate that when families move away from public housing projects by using vouchers or by moving to mixed income communities, their move is associated with significant improvements in socio-economic indicators such as employment and earned income. They also experience significant reductions in poverty. (see Figure 42).

While the reduction in welfare dependency was heavily influenced by reforms that occurred in 1996, the factors that caused changes in other variables are not as apparent. To understand these factors in more detail, we analyze the change in employment experienced by heads of households who moved from conventional housing to vouchers. The purpose is to control for the influence of observable attributes, such as age, disability status, and housing assistance program that might account for the increase in employment.

To accomplish this, we conducted a logistic regression analysis. The dependent variable is the logarithm of the odds of being employed in 2001 given the person's attributes in 1995. These attributes include: disability status, years of age, welfare dependency status, gender, whether one resides in a mixed-income community in

comparison to living in a housing project, and whether one uses housing vouchers in comparison to living in a housing project.³⁰ Figure 47 reports the results.

Figure 47

Difference in Employment based on Housing Program					
Logistic Reg.: Dependent Variable is the Odds of Being Employed in					
2001					
(1,385 Observations on Families in 2001)					
Variable	Coeff	Wald	Sig.	Exp(B)	
Disability Status	-20.379	.000	.993	.000	
Years of Age	-.049	80.183	.001	.952	
Welfare Dependency	-21.185	.000	.994	.000	
Female Headed Household	-0.231	.465	.495	.793	
Reside in Mixed Income vs Project	.761	6.187	.013	2.141	
Use Vouchers vs Projects	.375	6.187	.013	1.455	
Constant	1.935	18.263	.000	6.925	

³⁰ The regression has 1385 included cases, the Chi-square for the model is 520.90 with 6 degrees of freedom and the level of statistical significance is .001.

The results indicate that using vouchers as opposed to living in conventional public housing raised the odds of being employed by 46%, after controlling for disability status, age, welfare dependency, gender, and whether one lives in a mixed income community or a public housing project. In addition, living in a mixed-income community as opposed to a conventional housing project raised the odds of being employed by 114%, after controlling for disability status, age, welfare dependency, gender of head of household, and whether one uses vouchers or lives in a public housing project.

While it is tempting to conclude that the change in environment associated with the change in housing assistance program is responsible for the significant increase in labor force participation, one has to first account for selective attributes of the movers.

Environment vs. Selectivity of Movers

The preceding sections have documented the significant improvement that occurred in the socio-economic status of assisted families when they move away from conventional public housing projects. One final but crucially important question is whether the improvement is due to the selective attributes of movers or the change in their environment. It is important to focus on the selectivity of movers because individuals who are endowed with skills and personal traits (such as a higher drive to achieve) are the ones most likely to move and as a result experience an improvement in their socio-economic status. Given the relatively poorer conditions of AHA's large conventional housing projects, it is clear that individuals who moved out voluntarily by using vouchers or by moving to mixed-income communities had more selective attributes than those who chose to stay in public housing. So we would naturally expect to see a higher QLI for movers. Accounting for selectivity is a complex task in social science research because many selective attributes (such as motivation) are not directly observable.

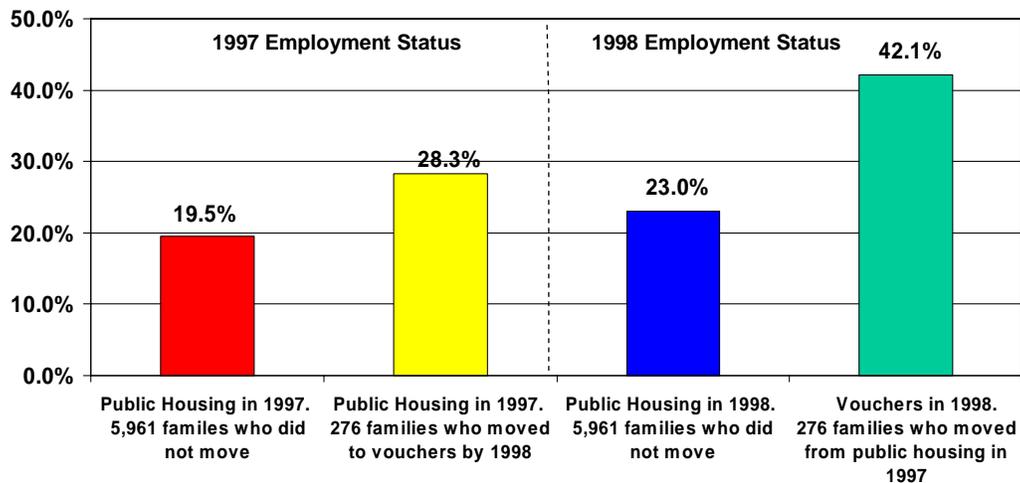
One way to gain insight into this issue is by observing the same selective individuals in different environments and then measuring the difference in socio-economic achievement in each environment. For example, if we can observe the labor force participation of individuals with selective attributes when they lived in a public housing project and observe it again shortly after they move by using vouchers, we would not expect to see a significant change in labor force participation if the environment does not make a difference.

To distinguish the influence of selective attributes from the influence of the new environment, we identified all individuals who moved from conventional housing projects to vouchers between 1997 and 1998; 276 in total. We labeled these individuals group 1. At the same time, there were 5,961 heads of households who lived in public housing projects in 1997 and did not move to vouchers between 1997 and 1998. We labeled them group 2. Group 1, the movers, had more selective attributes than group 2, the non-movers. This can be seen by comparing the employment rates of the two groups in 1997 when both lived in public housing projects (see Figure 49). The 1997 employment rate for group 1 was 28.3% while the rate for group 2 was 19.5%. One year later in

1998, after group 1 had moved with housing vouchers, their employment rate increased to 42.1%. However, the employment rate for group 2 increased to only 23.0%. While selective attributes were clearly present for members of group 1, the change in environment was also very important. If the environment did not matter, we would expect to see group 1's employment rate approaching 42% in 1997, when they lived in public housing projects. But this rate occurred only after the group moved by using vouchers. In addition, it is possible, but unlikely, that the selective attributes of group 1 could have improved enough in just one year to account for this extraordinary increase in employment. Therefore, we conclude that the change in environment played a significant role in improving their employment status. Note that in conducting this analysis we studied persons who moved from housing projects to vouchers and not those who moved to mixed-income communities. We excluded the latter because adult residents of mixed-income communities must either work, or be enrolled in a job-training program or in school in order to live in those housing units.

Figure 48

**The Employment Rate of Movers and Non-Movers: 1997-1998
(Move is from Housing Projects to Vouchers)**



Conclusion

The study has found that mixed-income revitalization accelerated residential mobility away from conventional public housing projects and towards the use of vouchers and to mixed-income communities. These two forms of mobility were accompanied by significant improvements in family socio-economic status. Contrary to popular belief, mixed-income revitalization in Atlanta did not cause a statistically significant loss of housing assistance among affected families. The findings of this study are supported by the preliminary results of two independent research efforts currently underway in Atlanta; one conducted by a team of researchers at Clark-Atlanta University and a second by researchers at Georgia State University. These researchers are using resident surveys over several years to examine how the relocation of families from two public housing projects that are currently undergoing revitalization is affecting their social and economic status. In both cases preliminary results indicate that a large majority of residents had greatly improved socio-economic outcomes as a result of having moved away from the distressed public housing projects (Brooks, Wolk and Adams, 2003; Holmes, Moody, et al., 2003).

For these reasons, we argue that, **The Environment Matters!**

Epilogue: What Factors Contributed to the Success in Atlanta?

We have not yet had the opportunity to compare the experience in Atlanta to that of other PHA's. However, it is clear that a fundamental part of AHA's success is the unique vision that the organization adapted in revitalizing low-income communities. This vision placed the greatest emphasis on improving the human condition of families. Revitalizing neighborhoods was simply a means of achieving this end. A second important factor was the role that private development partners played in the revitalization activities. These private partner shared AHA's vision and commitment. Thirdly, and most importantly, AHA believed that to focus on building affordable housing was the wrong approach. Instead, it focused on building market rate housing with an affordable component integrated seamlessly. This approach allowed market competition to guarantee that housing services would maintain a high standard of quality. Fourth, each mixed-income community master plan sought not only to significantly improve the quality of the neighborhood and the amenities offered in the neighborhood, but it also called for the construction of a high performing elementary school. A high quality primary education was viewed as the key to the future upward mobility of children in assisted households. Fifth, AHA formed successful partnerships with philanthropic foundations and the city. Sixth, it provided relocation services to residents affected by demolition. Seventh, the leaders of AHA and the private development partners were strong and persistent about implementing the new vision for public housing in Atlanta. One advantage that AHA had in comparison to some PHAs that are engaged in mixed-income revitalization is that the parcels of land where distressed housing projects were located were relatively large. This allowed the new mixed-income communities to be more spaciouly designed. It also meant that more on-site rental units could be constructed for public housing eligible residents in a less densely populated environment. Finally, the relocation of families with vouchers did not engender stiff resistance from receiving communities in Atlanta.

APPENDIX 1

Unadjusted Quality of Life Index Values: 1995 and 2001 Treatment Group

	1995 Housing Project	2001 Housing Project	2001 Voucher	2001 Mixed Income
Family Development Index				
Employment Rate	.14	.20	.41	.46
Household Income	\$4,536	\$6,372	\$7,561	\$7,280
Earned Income Percent	.22	.25	.57	.50
Percent in Poverty	.91	.91	.69	.67
Income Gap	.57	.52	.55	.46
Welfare Dependency	.47	.08	.14	.03
Neighborhood Development Index				
Neighborhood Poverty	.71	.57	.26	.30
Neighborhood Welfare Dependency	.44	.17	.09	.05
School Attendance Rate (3 yrs to 20 yrs)	.66	.75	.78	.76
Educational Attainment (HS Graduation)	.41	.56	.65	.72
Employment Rate	.27	.36	.50	.41
Percent Admin/Mgt Empl	.11	.20	.19	.29
School Quality Index	.31	.45	.38	.47
Median Home Value	\$47,400	\$158,250	\$74,600	\$153,100
Racial Diversity Index, 1 → less diverse	.45	.50	.49	.47
Affordability Index: Rent \leq 1/3 of income	.38	.20	.09	.19

APPENDIX 2

Unadjusted Quality of Life Index Values: 1995 and 2001 Control Group

	1995 Housing Project	2001 Housing Project	2001 Voucher	2001 Mixed Income
Family Development Index				
Employment Rate	.17	.29	.49	.80
Household Income	\$4,536	\$6,600	\$8,914	\$7,451
Earned Income Percent	.25	.34	.61	.82
Percent in Poverty	.91	.82	.62	.80
Income Gap	.56	.52	.49	.33
Welfare Dependency	.44	.11	.17	.00
Neighborhood Development Index				
Neighborhood Poverty	.77	.64	.25	.34
Neighborhood Welfare Dependency	.55	.20	.08	.05
School Attendance Rate (3 yrs to 20 yrs)	.74	.79	.79	.54
Educational Attainment (HS Graduation)	.41	.62	.64	.62
Employment Rate	.30	.35	.51	.44
Percent Admin/Mgt Empl	.10	.14	.22	.31
School Quality Index	.25	.38	.38	.55
Median Home Value	\$44,500	\$65,600	\$77,300	\$78,600
Racial Diversity Index, 1 → less diverse	.48	.55	.49	.48
Affordability Index: Rent ≤ 1/3 of income	.50	.36	.08	.00

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Appendix I: Households Served

This information will no longer be provided pursuant to AHA's memorandum dated March 4, 2005, as approved by HUD. Instead, AHA will engage Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology and President and CEO of the Boston Research Group, Inc., an Atlanta-based urban planning and research firm, to conduct an evaluation of AHA's MTW Program (the MTW Benchmarking Study). The MTW Benchmarking Study will include three reports: (1) a baseline report for FY 2006, (2) an interim report for FY 2008, and (3) a final report for FY 2010. AHA will provide a copy of the MTW Benchmarking Study to HUD upon completion.

Appendix J: Changes in the Housing Stock

This information will no longer be provided pursuant to AHA's memorandum dated March 4, 2005, as approved by HUD. Instead, AHA will engage Dr. Thomas D. Boston, Professor of Economics at the Georgia Institute of Technology and President and CEO of the Boston Research Group, Inc., an Atlanta-based urban planning and research firm, to conduct an evaluation of AHA's MTW Program (the MTW Benchmarking Study). The MTW Benchmarking Study will include three reports: (1) a baseline report for FY 2006, (2) an interim report for FY 2008, and (3) a final report for FY 2010. AHA will provide a copy of the MTW Benchmarking Study to HUD upon completion.

FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia



Atlanta Housing Authority

Fiscal Year 2006 Comprehensive Operating and Capital Budget The Housing Authority of the City of Atlanta, Georgia As Approved by Board of Commissioners on April 25, 2005																
AHA Programs	MTW Funds	Development, HOPE VI, and RHF	Housing Choice non-MTW Vouchers	11b	Other Grants	M2M	Ga HAP	Conventional Real Estate	ROSS	CDBG	Other Funds	MTW Tech Assistance Grant (CDBG)	Development Fees	Homebuyers	AHA Total	
Sources of Funds																
Operating Income																
Rent (including retro rent)	14,473,947							1,838,458								16,312,405
Operating Subsidy at 89% Proration	11,130,797															11,130,797
Utility Subsidy at 89% Proration	16,551,706															16,551,706
MTW Housing Choice Funding	113,923,083															113,923,083
Non-MTW Housing Choice Funding (HAP and Admin Fees)	0		9,324,718	5,200,272												14,524,990
Admin Fees	0					75,000	1,020,050									1,095,050
HAP Portability Income	0															
Current Year (FFY2005) Capital Funds to be used for Operations	6,925,560			242,930												7,168,490
Development, HOPE VI, and RHF grants Used for Operating Purposes	0	6,704,504														6,704,504
Other Grants	0				250,000				177,807	25,000	287,873.00	115,000				855,680
	0															
	0															
	0												2,591,981.90			2,591,982
Other Income																
Development Related Income (Fees and Proceeds)																
Excess Utilities	604,927															604,927
Other Income (leases, late fees, laud, other income)	171,931															171,931
Herndon Homes Settlement	0										600,000					600,000
Service Fees and Asset Management Fees	5,048,229															5,048,229
	0															
Total Income	168,830,180	6,704,504	9,324,718	5,443,202	250,000	75,000	1,020,050	1,838,458	177,807	25,000	887,873	115,000	2,591,982	0	0	187,283,773

OPERATING

FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia



Atlanta Housing Authority

Fiscal Year 2006 Comprehensive Operating and Capital Budget The Housing Authority of the City of Atlanta, Georgia As Approved by Board of Commissioners on April 25, 2005



Atlanta Housing Authority

AHA Programs Uses	MTW Funds	Development, HOPE VI, and RHF	Housing Choice non-MTW Vouchers	11b	Other Grants	M2M	Ga HAP	Conventional Real Estate	ROSS	CDBG	Other Funds	MTW Tech Assistance Grant (CDBG)	Development Fees	Homebuyers	AHA Total
Operating Expenses															
Administration	36,458,957			20,000	250,000		50,000				246,623	115,000		159,308	37,299,888
Housing Assistance Payments	92,117,039		9,324,718	5,200,272											106,642,029
Tenant Services	3,072,259	2,676,421							142,807						5,891,487
Utilities	15,198,326														15,198,326
Ordinary Maintenance and Operations	15,351,352							1,424,373			600,000				17,375,725
Protective Services	4,882,667														4,882,667
General Expenses	3,439,165														3,439,165
Contingency	1,500,000														1,500,000
Asset Management Fees	0	4,028,083	0	222,930	75,000	75,000	581,126	39,840	35,000	25,000	41,250				5,046,229
GA HAP Reserve	400,000	0					164,907								400,000
PILOT	0	0													164,907
Total Operating Expenses	172,419,766	6,704,504	9,324,718	5,443,202	250,000	75,000	796,033	1,464,213	177,807	25,000	887,873	115,000	0	159,308	197,842,423
Net Operating Gain (Loss)	(9,589,586)	0	0	0	0	0	224,017	374,245	0	0	2,591,982	0	2,591,982	(159,308)	(568,650)
Other Income (expenses)															
Capital Grants used for Capital Projects incl Development	0	0													0
New Capital Projects	5,342,729														5,342,729
Development	0	25,295,496													25,295,496
Interest Income	416,383			11,308		349	43,710	17,366			574,244			49,200	1,112,560
Extraordinary Maintenance and Demolition	(356,000)													(465,075)	(821,075)
Interest Expense	(491,961)							(445,572)							(937,533)
Net Property Sales Proceeds	0	0												510,000	510,000
Acquisitions	0	0													0
Payment of Principal	(87,589)														(87,589)
Total Other Income (Expenses)	4,823,562	25,295,496	0	11,308	0	349	43,710	(428,206)	0	0	574,244	0	0	94,125	30,414,588
Change in Net Assets	1,233,976	25,295,496	0	11,308	0	349	267,727	(53,961)	0	0	574,244	0	2,591,982	(65,183)	29,659,938
Restriction in Net Assets															0
Equity investment fund*															(12,000,000)
Restricted Reserves													(573,000)		(573,000)
Turnkey III Trust														(1,802,817)	(1,802,817)
Change in Unrestricted Net Assets	(10,766,024)	25,295,496	0	11,308	0	349	267,727	(53,961)	0	0	574,244	0	2,018,982	(1,868,000)	15,489,121

* These funds will be used to obtain assets of greater or equal value that are expected to produce future income.

OPERATING

NON-OPERATING

FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia

FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia

The FY2006 Budget

AHA will enter its third year of the 7-year MTW Demonstration in FY2006. The Comprehensive Operating and Capital Budget for FY2006 projects an increase in Net Assets of \$29.9 million primarily due to the increase in assets from development activity and capital improvements. However, AHA expects to incur an operating deficit of \$558,690 on a consolidated basis. In addition to the operating deficit, AHA proposes to utilize \$12 million of its working capital (reserves) to fund an equity investment fund for real estate investments.

Change in Net Assets

AHA anticipates an increase to its Net Assets during FY2006. Under its revitalization efforts, AHA serves as the Sponsor during the development phase of mixed-developments and thereafter relates to these properties as a lender, investor and ground lessor. AHA's Net Assets will increase when it provides loans to the owner of mixed-income developments and will earn approximately \$2.6 million in development and transaction fees.

In addition, AHA's Net Assets increase from capital improvements made to AHA owned properties. The capital improvements are funded from Capital Fund Program grants from HUD. AHA anticipates about \$5.3 million to be used for such capital improvements.

Operating Deficit

AHA expects an operating deficit of \$558,690 on a consolidated basis. AHA operations includes MTW-related programs and non-MTW programs. The non-MTW programs are projected to provide a net income of about \$3 million in FY2006 of which \$2.5 relates to

developer and transaction fees earned in conjunction with mixed income transactions. However, based on current funding projections and planned MTW authorized expenditures, FY2006 MTW expenditures will exceed FY2006 MTW receipts by \$3.6 million. The primary cause of this shortfall is an \$8.6 million reduction in HUD operating funding. Based on information from HUD, AHA expects a Low Rent proration factor of 89% resulting in a funding reduction of \$3.4 million; and a Housing Choice proration factor of 96% which results in another \$5.2 million reduction. Despite the \$8.6 million reduction in funding, AHA's deficit is only \$3.6 million under the MTW operating funds.

The \$3.6 million deficit includes a \$1.5 contingency budget and about \$1.7 million in carryover work items approved in FY2005 to be completed in FY2006. The underlying funding for the \$1.7 million in carryover items is funding by HUD during FY2005 and is held in AHA's retained earnings for FY2006.

Equity Investment Fund

AHA plans to establish an Equity Investment Fund to seek opportunities to invest in real estate for future development or sale in order to maximize return on investment and further AHA's goals and objectives under the Business Plan. Currently, AHA earns very low interest rates due to HUD restrictions. Under HUD guidelines, restricted cash may only be invested in government-backed securities. In FY2006, AHA will establish this fund with \$12 million earned from the Housing Choice Program.



The Housing Authority of the City of Atlanta, Georgia

MTW Working Capital (Reserves)

AHA's MTW working capital (current assets less current liabilities) is estimated to be \$30 million at June 30, 2005. This "reserve" level is the result of several factors:

- HUD funded a "one month" MTW reserve of \$7.8 million in FY2005 under the Housing Choice Program.
- The MTW Housing Choice Voucher Subsidy calculation for the fiscal year end June 30, 2004 was not finalized until November 2004. The resulting revenue exceeded expenditures for the same period by \$2.3 million. Under MTW, HUD provides "Block Grant" funding for 100% voucher utilization, even though voucher utilization may be lower.
- Over \$1.7 Million in MTW-related expenses that were budgeted in FY2005, but will not be expended until FY06. These unused funds are held in retained earnings.

Congressional Appropriations Process

These budgets have been prepared prior to the final approval of the Federal Fiscal Year (FFY) 2006 HUD budget by Congress and the President of the United States. The Public Housing, Housing Choice Voucher and Capitol programs are funded through an annual appropriations process. However, because the Congressional appropriations process is not complete, we cannot be sure of the outcome of the appropriations process and its impact on AHA's funding levels, especially in light of competing national priorities. Therefore, an amendment to the FY2006 budget may be required after the appropriations process is concluded if substantial reductions are adopted by Congress and the President.

General Assumptions of this Budget

As described in AHA's FY 2006 Implementation Plan, AHA's activities for FY2006 will be centered on three primary goals:

- Maximize AHA's economic viability and sustainability.
- Provide quality affordable housing opportunities in mixed income communities with access to excellent quality of life services.
- Facilitate opportunities for families and individuals to become self-sufficient and financially independent to transition from dependency on housing subsidy.

This budget was developed to support these goals. In addition, until their full implementation, the budget seeks to:

- Ensure the health and safety of our residents and the preservation of AHA-owned properties
- Improve the quality of life for our residents and the quality of our product.
- Invest in technological solutions that will improve operations in the areas of financial reporting, Housing Choice operations, security, and the development and management of a corporate database.
- Enhance AHA's asset management capabilities.

Recognizing the current budget realities and constraints, AHA's budget reflects that AHA's first priority is to sustain the delivery of affordable housing and services to its families at the properties.

Other Assumptions

- Funding levels provided in this Budget Book are based on information available at publishing. At this time, the actual level of funding in many programs is subject to the FFY2006 Congressional appropriations process.
 - HUD has not yet finalized the proration factor for Low Income Housing funding. It is estimated in this budget book to be 89% for calendar year 2005 and 80% under the new rule would be higher than 80% under PFS.
 - HUD has not provided the amount of this year's Capital Funding Program grant award.
 - HUD has not determined the annual adjustment factor or proration for Housing Choice voucher funding after January 2005.
- AHA's MTW Agreement allows for the more flexible use of Low Income Operating, Housing Choice, and Capital Funds.
- HOPE VI and other revitalization efforts will continue to reposition obsolete and distressed communities; and will allow AHA to focus our limited CFP funds on sustaining the high-rise and family communities until repositioning of such properties takes place.
- All Multifamily Real Estate Properties owned by AHA and its corporate headquarters building are managed by professional property management firms.
- This budget includes funding for 231 full-time employees. This is a decrease from the 255 authorized in the FY2005 budget and reflects AHA's continuing realignment in response to

budget realities and organizational needs. AHA's corporate and employee share of benefits will increase by an estimated 15% each when the policies renew in January 2006.

- Historical spending rates and knowledge of AHA administrative, asset management and services were used to establish budgetary levels for all revenue and expense categories.
- Interest income is anticipated to be \$1.1 million based on expected balances and an interest rate of 2.7%, consistent with the 90-day Treasury Bill rate. This income will be affected by changes in fund balances and changes in rates earned. However, AHA will seek alternative investments in Real Estate in an attempt to become more economically viable.

Revenues

AHA receives revenues from a variety of sources for various purposes. These include, but are not limited to:

- Federal annual subsidies
- Federal multi-year grants
- Other government and private grants
- Resident and other rents
- Interest income
- Development and related fees
- Loan repayments





FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia

AHA recognizes the revenue from the annual subsidies throughout the year based upon a funding calculation; rents, interest, and other income are recognized when earned. Revenue budgets presented in this budget are based upon anticipated earnings accordingly.

Multi-year grant awards differ from annual subsidies in that revenue is recognized when expenses are incurred. These grants operate on a reimbursement basis in contrast to annual subsidies which are based on a calculation. Therefore, grant award revenue is presented based upon anticipated expenditure levels rather than grant award levels.

FY06 Multifund Budget

The table on the following pages displays the estimated revenues and expenditure budgets for all AHA funds except for those omitted for clarity sake. An explanation of the assumptions and calculations used for each fund follows the table.

Funding Category Assumptions

Low Income Operating Subsidy

- AHA receives Low Income Operating Subsidy as part of its MTW Block Grant.
- AHA's FY2006 submission to HUD requested funding of \$31.1 million in Low Income Operating Subsidy. If funded at this level; such amount would represent a decrease of \$1.2 million over FY2005. AHA has been advised that, subject to Congressional appropriations, HUD will prorate the budget at 89%. Consequently, AHA expects to receive \$27.7 million, approximately \$3.4 million less than requested and \$4.0 million less than FY2005.
- The projected number of Public Housing Assisted units of 8,485 used in the FY2006 Low Income Operating Subsidy funding calculation submitted to HUD was derived from estimating the number of units for 2006 fiscal year.
- Utility revenues and expenditures were budgeted based upon a three-year average rate of consumption times current utility rate.
- In FY2005 AHA increased the minimum rent required of assisted residents from \$25 per month to \$125 per month effective October 1, 2004.
- Assisted residents in mixed-income communities generally earn higher incomes. As a result, rents paid by these residents are higher than at conventional

public housing communities. Such higher rents, however, are not available as a revenue source for AHA's operations because AHA does not own or control these properties. Instead, these rents go to support the operations of the mixed-income property at which they are generated. Therefore, residential rental income from mixed-income properties is not included as revenue in the tables at the back of this Budget Book.

- Mixed-income communities are budgeted using an agreed upon methodology outlined in the regulatory and operating agreements between AHA and the owner entities, adjusted for actual costs after the year end audit. Generally, AHA funds the difference between rental income from the AHA-assisted units and the pro rata share of eligible expenses for the AHA-assisted units within each community on a break-even basis. The average subsidy for FY2006 is forecasted to be \$140.69 per unit per month for these communities.
- The Private Management Companies (PMCOs), which manage AHA owned conventional public housing communities, develop property budgets, based on AHA's objectives and goals, as owner within the constraint that the total property budgets could not exceed the approved FY2005 budget levels. Property expense levels for our conventional public housing properties are budgeted using the following guidelines:



The Housing Authority of the City of Atlanta, Georgia

- Objectives and performance goals of AHA, as owner.
- Salaries are based on 1 administrative staff position per 100 units and 1 maintenance staff position per 50 units.
- Management fees are subject to adjustments based on collections.
- Staff training is estimated at 1% of total staff salaries.
- Maintenance contracts and materials are computed using historic costs and/or actual contract costs for each property.
- Resident services contract costs and training is calculated at \$25 per unit per year.
- Employee taxes and benefits are based on historical costs.
- Administrative costs include new CATALYST standards for enhanced criminal history and credit history checks.
- Certain exceptions were permitted to accommodate property size (acreage and units), density, property age and location.
- AHA provides funds to PMCOs to subsidize property expenses that exceed tenant rents and other property-generated income. In FY2006, the average subsidy

per unit per month for our conventional properties is expected to be \$183.21.

- During FY2006, AHA will relocate residents from the main campus of McDaniel Glenn as part of revitalization of that community. Relocation expenses for McDaniel Glenn will be funded under the HOPE VI revitalization grant or Replacement Housing Factor Grants. AHA intends to apply to HUD for additional assistance to defray the relocation and demolition costs to the extent such funds are made available.

Housing Choice

- AHA receives a portion of its Housing Choice Subsidy as part of its MTW Block Grant; the balance is received outside of the block grant.
- Although AHA operates on a Fiscal Year budget beginning on July 1 each year, HUD began funding Housing Choice on a calendar year basis effective January 1, 2005. Shortly after that date, HUD provided AHA with calendar year 2005 funding figures which include six months of AHA Fiscal Year 2006. (July – December 2005). AHA is, therefore, assured of funding levels for the six-month period ending December 31, 2005, HUD funding levels for the final six months of AHA's Fiscal Year 2006 remain unclear. AHA expects that HUD will announce calendar year 2006 funding levels in December 2005 or January 2006.
- The following estimates are based on extending the funding calculations HUD used for calendar year 2005 for an additional six months, modified by the transfers



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of some non-MTW vouchers to MTW vouchers during FY2006.

- AHA estimates it will receive approximately \$123.2 million in total housing choice funding for FY2006 14,008 vouchers.
- Housing Choice revenues in this budget are based upon the methodology in the Moving to Work (MTW) Agreement. MTW eligible vouchers will be funded using a formula outlined in the agreement based on the number of vouchers and historical spending rates per voucher. For FY2006, AHA estimates 155,928 MTW voucher unit months funded at \$761.42 per voucher per unit month for a total of \$113.9 million. This figure represents total MTW voucher funding, effectively including both Housing Assistance Payments (HAP) and administrative fees.
- Special Purpose Vouchers, which are not eligible for the single fund flexibility under MTW, are calculated using HUD's standard formulas for 12,108 voucher unit months. Effective January 1, 2005, HUD enacted a new funding methodology for non-MTW vouchers. Unlike Housing Choice funding in prior years, HUD will **not** adjust the HAP payment to account for the number of vouchers used and increased HAP expenses during the fiscal year, but instead provides an annual (calendar) budget for the vouchers.
- Based on voucher increments currently approved by HUD and including an expected voucher increment for Landrum Arms Apartments later in FY2005, AHA

estimates FY2006 Special Purpose Voucher non-MTW funding to be \$9.2 million in FY06.

- HUD also implemented a proration factor to all housing authorities for tenant-based Housing Choice vouchers. HUD announced that this was to bring the total cost of vouchers to within Congressional funding levels. The reduction for calendar year 2005 is 4.083% for MTW funds and non-MTW HAP, and 0.556% for non-MTW administrative fees. The proration factor for calendar year 2006 is unknown and the FFY 2005 proration was used for the second half of AHA's fiscal year (January – June 2006).
- The FY2006 Housing Choice budget is also based upon the following assumptions.
 - AHA will continue to pay HAP to all current voucher holders that remain qualified.
 - AHA plans to continue the strategic use of project-based housing choice vouchers to support AHA's revitalization efforts and to increase the supply and quality of housing available for low-income, very low-income and extremely low-income families. Relocation vouchers will continue to be issued and HAP expenses incurred in support of the McDaniel Glenn revitalization program. Additional vouchers will be issued in FY2006 to support AHA's project-based tenant vouchers program.



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- The minimum rent for public housing assisted apartments and housing choice vouchers is \$125 per month.
- AHA will use up to 90% of the published 50th percentile Fair Market Rent (FMR) in the Atlanta metropolitan area to aid income eligible families in facilitating a broader range of housing opportunities in lesser impacted neighborhoods.
- AHA may, however, from time to time, use up to 110% of the published 50th percentile Fair Market Rent to provide housing assistance payments in non-impacted (low poverty) areas and for “disabled” families.
- Under the FY2006 Implementation Plan, AHA will conduct a study to develop and implement locally determined FMRs for Atlanta as opposed to those currently defined by HUD. This will allow AHA to better negotiate with landlords when determining rents for Housing Choice subsidized housing. The impact of the localized FMRs is not expected to substantially change HAP expenses in FY2006.
- AHA projects that up to 30% of its FY2006 vouchers will be portability vouchers. These vouchers provide rental subsidy to residents who move from Atlanta and are residing under the jurisdiction of other housing authorities (receiving authorities). HAP for these vouchers are established by receiving authorities based

on their payment standards. AHA reimburses these housing authorities for the HAP payments and pays them 80% of the administrative fee that AHA receives for the vouchers. This budget uses the current average HAP cost for all vouchers, including portability vouchers. But because AHA cannot control the HAP for these portability vouchers, the potential for increased HAP expenses exist.

Capital Funds

HUD provides AHA with capital funds as part of its MTW block grant. AHA estimates its Federal Fiscal Year Capital Funding Program (CFP) grant award will be about \$12.8 million. This is based on historical HUD capital funding trends.

In addition to expending \$12.8 million of the most recent CFP grant, AHA will use the remaining balances from prior year CFP grants for expenditures in FY2006 for projects approved and begun in FY2005. The amount of this carryover into FY2006 is not known at this time and is not reflected in the FY2006 Multifund budget.

HOPE VI, Replacement Housing Factor Funds, and Development Grant Awards

HOPE VI, Replacement Housing Factor, and Development Grant funds are provided by HUD on a reimbursement basis for expenditures related to the revitalization of AHA communities. In FY2006 AHA anticipates reimbursements totaling over \$32 million for HOPE VI, Replacement Housing Factor, and Development Grant funds.





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11B New Construction and Substantial Rehabilitation Program

HUD provides AHA with housing assistance payments (HAP) and administrative fees for the support of 690 project-based Section 8 apartments in eight Atlanta communities.

AHA estimates it will receive \$5,443,202 for the 11B Program which is comprised of \$5,200,272 for Housing Assistance Payments and \$242,930 in Administration and Audit fees.

Property	Units	HAP	Fees	Total
SIXTH BEDFORD PINES	61	\$613,464	\$21,325	\$634,789
CAPITOL AVE. SCHOOL	48	352,824	17,029	369,854
CAPITOL TOWERS	39	300,924	13,836	314,762
GRANT PARK	188	1,434,672	65,722	1,500,397
IMPERIAL HOTEL	73	440,628	25,900	466,532
KIRKWOOD	20	103,920	7,096	111,021
MAGGIE RUSSELL	150	1,064,616	53,217	1,117,839
OAKLAND CITY I & II	111	889,224	38,804	928,035
Total	690	\$5,200,272	\$242,930	\$5,443,230

Mark to Market

AHA anticipates earning \$75,000 in administrative fees based on projected workload of a minimum of six multifamily assets to restructure under the Mark-to-Market program during Fiscal Year 2006. OAHF may provide additional assignments based on the election of owners to participate in the program. In addition, HUD will reimburse AHA for all contractor fees involved in the program, estimated at \$99,000 in FY2006. These contractor fees are fully reimbursed by HUD and are not reflected in this budget.

Georgia HAP

AHA projects that it will remain responsible for administering approximately 7,400 HUD's projected-based Section 8, FHA-insured apartments in 55 properties. AHA earns monthly base fees and quarterly incentive fees as a subcontractor to Georgia HAP Administrators for conducting performance based reviews based on the level to which the consortium performs in meeting its contract obligation. The distribution of year-end revenue in excess of expenses for Georgia and Illinois is approved by Georgia HAP Administrators Board of Directors at the end of each fiscal year on an equitable basis. Based on current workload projections, AHA anticipates earning \$1,020,050 in unrestricted administrative and incentive fees as a subcontractor of GAHAP.

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OTHER FUNDS

In addition to the major funds described above, AHA includes the following programs and funds in the category other funds.

Resident Opportunity and Self Sufficiency (ROSS) Program

AHA anticipates spending \$177,807 in funds from HUD ROSS grants to support programs to promote resident development and improve quality of life.

Department of Justice Grants

AHA will spend \$110,000 of a 2-year \$225,000 Department of Justice (DOJ) Demonstration Project Safe Neighborhoods grant awarded to support a demonstration security program at University Homes. Additional Project Safe Neighborhoods grants for an 18-month Public Housing Safety Initiative modeled after the DOJ's "Weed and Seed Program" will fund \$177,873 for support a security program at selected communities throughout FY2006.

Conventional Properties (Gates Park Crossing)

AHA owns and operates Gates Park Crossing, a 332-unit conventional apartment complex that is not part of AHA's public housing inventory. Gates Park Crossing estimates Net Revenues of \$1,838,458, and expenses of \$1,869,945 for a net loss of (\$321,896) in FY2006. AHA will address certain health and safety issues at the property during FY2006, resulting in the net loss. AHA has received Board approval to sell this property in FY2006, contingent upon the successful tax credit application awards by the acquiring developer.

Development Fees

AHA earns development and transaction fees and interest income through its involvement in revitalization partnerships. As shown below, AHA estimates that it will earn \$2,591,981 in FY2006. Of this amount, \$573,000 represents contributions to contractually required reserves for our mixed income properties.

The balance of \$2,018,981 is restricted to use in future redevelopment efforts, some specifically designated for the area in which it was earned.

Developer Fees	\$1,477,082
Transaction Fees	241,800
Interest (Cash Flow)	720,471
Other	<u>152,628</u>
Total Receipts	2,591,981
Contributions to Reserves	(573,000)
Total	\$2,018,981

Turnkey III Homebuyers Program

Based on a Board-approved plan, AHA is currently engaged in the close-out of the Turnkey III Homebuyers Program and anticipates that all close-out activities will be completed during Fiscal Year 2006. The Turnkey III FY2006 budget provides for the demolition and disposition of the 21 deteriorating properties; homeowner association training; conveyance of the community centers to the homeowner associations; and the establishment of the AHA-controlled trust fund.



Reserve Balance and Projected Adequacy of Reserves

Estimated MTW Working Capital, June 30, 2005	\$29,987,543
Estimated loss from FY2006 Operations	(3,589,586)
Estimated net non-operating items	<u>(519,167)</u>
Estimated Working Capital, June 30, 2006	25,878,790
Restricted Equity Investment Fund	<u>(12,000,000)</u>
Estimated Unrestricted MTW Working Capital, June 30, 2006	\$13,878,790

The working capital balance estimated for Moving to Work is sufficient to support operations in FY2006.

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COMBINED STATEMENTS OF REVENUES AND EXPENSES

Year ended June 30,

	<u>2004</u>	<u>2003</u>
Operating revenues		
Rental revenue	\$ 17,054,377	\$ 15,848,502
Operating subsidies	175,552,213	153,332,589
Other revenue	<u>3,319,634</u>	<u>4,194,725</u>
	195,926,224	173,375,816
Operating expenses		
Administrative	34,507,988	32,762,674
Housing assistance payments	104,999,798	97,623,892
Tenant services	6,035,585	5,489,328
Utilities	15,529,271	13,046,759
Ordinary maintenance and operation	12,755,308	11,263,215
Protective services	6,567,239	6,231,832
General expenses	4,795,527	2,695,283
Depreciation expense	<u>13,314,185</u>	<u>12,828,224</u>
	<u>198,504,901</u>	<u>181,941,207</u>
Net operating loss	(2,578,677)	(8,565,391)
Other income (expenses)		
Capital grants	25,659,745	25,501,223
Interest income	1,528,676	1,620,330
Gain/loss on disposition of capital assets	(3,095,441)	49,658
Extraordinary maintenance and demolition	(5,799,792)	(6,231,432)
Interest expense	(723,768)	(510,302)
Valuation losses on notes receivable (notes D and S)	<u>(6,742,351)</u>	<u>-</u>
	<u>10,827,069</u>	<u>20,429,477</u>
Change in net assets	<u>\$ 8,248,392</u>	<u>\$ 11,864,086</u>

The accompanying notes are an integral part of these statements.

Appendix L: Capital Planning

Major Capital Needs and Projects, Estimated Costs and Proposed Timetables

AHA has established three priorities for capital expenditures: (1) the health and safety of our residents, (2) security and (3) sustaining the viability of our properties until repositioned. The FY 2006 capital budget reflects this prioritization. As additional needs are brought to our attention or as AHA repositions its portfolio under MTW, we may adjust our current plans. Additionally, other properties in AHA's portfolio which are not currently listed may require capital expenditures, and AHA may execute these capital projects in FY 2006. AHA will also expend capital funds associated with projects identified in FY 2005 which will not be completed prior to July 1, 2005.

Planned Expenditures

Capital Projects in FY 2006	FY 2006 Expenditures	Property
Infrastructure Repairs including sewers, drains, asphalt and severe erosion.	\$1,099,450	Bankhead Courts Bowen Apartments Englewood Manor Jonesboro North Jonesboro South Juniper & 10 th Leila Valley Piedmont Road Roosevelt House
Building Envelope Repairs including windows, painting, cleaning, sealing, structural repairs, and lighting.	\$957,110	Antoine Graves Bankhead Courts Bowen Homes East Lake Towers Georgia Avenue Hollywood Courts Jonesboro South Marietta Road Palmer House Piedmont Road Thomasville Heights U-Rescue Villa Westminster
Various dwelling unit repairs including cabinet replacement, kitchen sub-floors, and structural repairs	\$1,543,824	Bankhead Courts Barge Road Englewood Manor Georgia Avenue Herndon Homes Juniper & 10 th Leila Valley
ADA improvements and Priority Life and Safety Issues such as elevator modernization, emergency generators, fire alarm systems, water piping and storage tanks.	\$1,742,345	Marian Road Juniper & 10 th Barge Road Cheshire Bridge Cosby Spear Towers Englewood Manor Hightower Manor John O. Chiles Marietta Road Martin Street Palmer House Peachtree Road Piedmont Road Roosevelt House
Total FY 2006 Capital Projects Budget	\$5,342,729	

Demolition and Disposition Activities

AHA's FY 2006 demolition and disposition activities are described in detail in Part III, Section A1 of this plan.

Homeownership Activities

Over the next five years, AHA, in conjunction with its development partners, plans to build approximately 1,654 for-sale homes at the existing mixed-income communities and at scattered site locations throughout Atlanta. Of the 1,654 homes, approximately 400 (24%) will be sold to low to moderate income families earning between 60-115% of area median income (AMI).

AHA will provide subsidy assistance, where feasible, and homebuyer counseling to qualifying homebuyers. AHA has allotted \$4.8 million dollars of HOPE VI funds for down payment assistance to AHA clients and other low to moderate-income families. These subsidies will be available to people whose incomes range between 55% and 80% of AMI and will be provided in the form of forgivable subordinate mortgages.

Appendix M: Management Information for Owned/Managed Units

Occupancy Rates

Average Adjusted Occupancy Rate: As of June 30, 2004, AHA had an average adjusted occupancy rate of 98.7%. The adjusted occupancy rates for each AHA-owned public housing community and the adjusted occupancy rates for the public housing components of each mixed-income community sponsored by AHA are set forth in Table M1. Please note the following.

1. The adjusted occupancy rate takes into account the following types of units that are not included for purposes of the calculation: essential employee units, approved units kept out of occupancy for use by service providers or resident associations, units assigned to a police officer, vacant units in communities that have been approved for demolition or disposition, fire damaged units which are the subject of insurance settlements, units that are part of an approved modernization project or units that are vacant due to litigation.

2. The public housing units at Columbia Commons, Columbia Estates, and The Villages at Carver (Phase 2) reached EIOP on June 30, 2004. Because these units reached EIOP on June 30, 2004, AHA felt it more appropriate to wait to report the occupancy rates for these units for June 30, 2005. AHA will report on all communities that reached EIOP on or after June 30, 2004 in its FY 2005 MTW Annual Report.

Issues and Proposed Actions. AHA has implemented new policies under CATALYST. These policies include a work requirement for all adults between the ages of 18-61 who are not disabled. AHA has also implemented new criminal screening and lease enforcement standards and processes. The implementation of these processes and the enforcement of these new standards and policies may impact occupancy rates in the future.

Target Average Adjusted Occupancy Rate and Target Adjusted Occupancy Rates by Property: AHA's benchmark occupancy rate for FY 2006 is also 98%. AHA expects to meet this benchmark for FY 2005. However, as discussed above, the occupancy rates reported for FY 2006 may be impacted by the enforcement of AHA's policies and standards and AHA's repositioning activity.

Table M1 - Public Housing Assisted Communities – Adjusted Occupancy Rates as of June 30, 2004

1. AHA Owned Communities

High-Rise Communities	Adjusted Occupancy Rate Percentage
Antoine Graves	100.00%
Barge Road	99.00%
Cheshire Bridge	100.00%
Cosby Spear Towers	99.00%
East Lake Towers	100.00%
Georgia Avenue	98.00%
Graves Annex	99.00%
Hightower Manor	99.00%
John O. Chiles	100.00%
Juniper & 10th	97.00%
Marian Road	100.00%
Marietta Road	99.00%
M.L. King Tower	99.00%
Palmer House	100.00%
Peachtree Road	100.00%
Piedmont Road	100.00%
Roosevelt House	100.00%
Family Communities	
Bankhead Courts	98.00%
Bowen Apartments	97.00%
Englewood Manor	100.00%
Grady Homes	100.00%
Herndon Homes	99.00%
Hollywood Courts	97.00%
John Hope Model Building*	100.00%
Jonesboro North	98.00%
Jonesboro South	99.00%
Leila Valley	96.00%
McDaniel Glenn	100.00%
Martin Street Plaza	100.00%
Thomasville Heights	97.00%
University Apartments	99.00%
U-Rescue Villa	98.00%
Westminster	93.00%

* The John Hope Model Building is a six-unit residential building remaining from the revitalization of the former public housing community, John Hope Homes.

Table M1 - Public Housing Assisted Communities – Adjusted Occupancy Rates as of June 30, 2004 (Continued)

2. Mixed-Income Communities

Development	Adjusted Occupancy Rate Percentage
Ashley Courts at Cascade	94.50%
Ashley Terrace at West End	97.00%
Centennial Place	100.00%
Columbia Village	100.00%
Magnolia Park	100.00%
Summerdale Commons	100.00%
The Village at Castleberry Hill	100.00%
The Villages at Carver (Phases 1 and 3)	94.30%
The Villages of East Lake	100.00%

Rent Collections

Average Percentage of Uncollected Rents: AHA's average percentage of uncollected rents was 1.08% as of June 30, 2004. The percentages of uncollected rents for each AHA-owned community and for the public housing component of each mixed-income community sponsored by AHA are set forth in Table M2. Please note the following.

1. The public housing units at Columbia Commons, Columbia Estates, and The Villages at Carver (Phase 2) reached EIOP on June 30, 2004. Because these units reached EIOP on June 30, 2004, AHA felt it more appropriate to wait to report the rent collection rates for these communities for June 30, 2005. AHA will report on all communities that reached EIOP on or after June 30, 2004 in its FY 2005 MTW Annual Report.

Issues and Proposed Actions. None.

Target Projection for Percentage of Uncollected Rents: AHA anticipates that the average percentage of uncollected rents will be less than 2% for June 30, 2005.

Table M2 - Public Housing Assisted Communities - Rent Collection Levels as of June 30, 2004

1. AHA Owned Properties

High-Rise Communities	Percentage of Rents Uncollected
Antoine Graves	0.15%
Barge Road	0.11%
Cheshire Bridge	0.87%
Cosby Spear Towers	1.25%
East Lake Towers	0.23%
Georgia Avenue	-0.06%*
Graves Annex	0.59%
Hightower Manor	0.12%
John O. Chiles	0.17%
Juniper & 10th	0.59%
Marian Road	-0.01%*
Marietta Road	0.05%
M.L. King Towers	0.24%
Palmer House	0.40%
Peachtree Road	-0.12%*
Piedmont Road	0.40%
Roosevelt House	0.50%
Family Communities	
Bankhead Courts	3.14%
Bowen Apartments	1.92%
Englewood Manor	2.78%
Grady Homes	0.42%
Herndon Homes	1.78%
Hollywood Courts	3.34%
John Hope Model Building **	0.00%
Jonesboro North	1.26%
Jonesboro South	2.86%
Leila Valley	1.32%
McDaniel Glenn	0.88%
Martin Street Plaza	0.74%
Thomasville Heights	1.74%
University Apartments	0.68%
U-Rescue Villa	1.62%
Westminster	0.57%

* Includes rents paid in advance of due date and/or credits reimbursed to tenants.

** The John Hope Model Building is a six-unit residential building remaining from the revitalization of the former public housing community, John Hope Homes.

Table M2 - Public Housing Assisted Communities - Rent Collection Levels as of June 30, 2004 (Continued)

2. Mixed-Income Communities

Development	Percentage of Rents Uncollected
Ashley Courts at Cascade	3.00%
Ashley Terrace at West End	0.00%
Centennial Place	3.00%
Columbia Village	3.00%
Magnolia Park	2.00%
Summerdale Commons	1.50%
The Village at Castleberry Hill	0.00%
The Villages at Carver (Phases 1 and 3)	1.50%
The Villages of East Lake	1.00%

Work Orders

Percentage of Emergency Work Orders With a Response Time of Less than 24 Hours/ Average Response Time for Routine Work Orders within 30 days. As of June 30, 2004, 99.89% of all emergency work orders received were completed or abated in less than 24 hours. Table M3 shows the percentage of emergency work orders responded to in less than 24 hours for each AHA-owned community and for the public housing component of each mixed-income community sponsored by AHA. AHA, through its development partners and PMCOs, responded to routine non-emergency work orders at an average rate of 1.47 days, as of June 30, 2004. Table M3 also shows the average response time (in days) for routine non-emergency work orders for each community. Please note the following:

1. The public housing units at Columbia Commons, Columbia Estates, and The Villages at Carver (Phase 2) reached EIOP on June 30, 2004. Because these units reached EIOP on June 30, 2004, AHA felt it more appropriate to wait to report the emergency work order response time percentage and the average response time for these communities for June 30, 2005. AHA will report on all communities that reached EIOP on or after June 30, 2004 in its FY 2005 MTW Annual Report.

Issues and Proposed Actions: AHA, through its development partners and PMCOs, has remained responsive to emergency and non-emergency work order turnaround through close management of the property budgets and the hiring and retention of qualified property management site staff. AHA also recognizes that reduced capital improvements funding may impact the ability to address maintenance issues in a proactive manner, thus resulting in an increased number of work order requests. This potential increase may also affect AHA's response times as well.

Target Projection of Work Orders: AHA's MTW benchmark goal is to complete or abate emergency work orders in less than 24 hours of issuance no less than 99% of the time. AHA intends to complete routine non-emergency work orders in less than 7 days.

Table M3 - Public Housing Assisted Community Work Order Responses as of June 30, 2004

1. AHA Owned Properties

High-Rise Communities	Emergency % Abated Under 24 Hrs	Non-Emergency Average Days to Complete
Antoine Graves	100.00%	0.18
Barge Road	100.00%	0.00*
Cheshire Bridge	100.00%	0.12
Cosby Spear Towers	100.00%	0.99
East Lake Towers	100.00%	0.03
Georgia Avenue	100.00%	0.33
Graves Annex	100.00%	0.04
Hightower Manor	100.00%	0.98
John O. Chiles	100.00%	0.04
Juniper & 10th	100.00%	1.16
Marian Road	100.00%	0.31
Marietta Road	100.00%	0.06
M.L. King Tower	100.00%	0.00*
Palmer House	100.00%	0.47
Peachtree Road	100.00%	0.13
Piedmont Road	100.00%	0.00*
Roosevelt House	100.00%	0.93
Family Communities		
Bankhead Courts	100.00%	4
Bowen Apartments	100.00%	0.02
Englewood Manor	100.00%	15.46
Grady Homes	100.00%	0.2
Herndon Homes	100.00%	2.6
Hollywood Courts	100.00%	0.44
John Hope Model Building **	100.00%	0.8
Jonesboro North	100.00%	0.09
Jonesboro South	100.00%	0.05
Leila Valley	99.50%	1.31
Martin Street Plaza	100.00%	0.87
McDaniel Glenn	100.00%	0.19
Thomasville Heights	100.00%	5.27
University Apartments	100.00%	3.78
U-Rescue Villa	100.00%	0.74
Westminster	100.00%	1.62

*Abated non-emergency work orders in less than 1 day.

** John Hope Model Building is a six-unit residential building remaining from the revitalization of the former public housing community, John Hope Homes.

Table M3 - Public Housing Assisted Community Work Order Responses as of June 30, 2004 (Continued)

2. Mixed-Income Communities

Development	Emergency % Abated Under 24 Hrs	Non-Emergency Avg. Days to Complete
Ashley Courts at Cascade	100.00%	1.00
Ashley Terrace at West End	100.00%	2.00
Centennial Place	95.75%	3.25
Columbia Village	100.00%	4.00
Magnolia Park	100.00%	1.50
Summerdale Commons	100.00%	2.00
The Village at Castleberry Hill	100.00%	1.30
The Villages at Carver (Phases 1 and 3)	100.00%	1.66
The Villages of East Lake	100.00%	2.00

Inspections

Inspection Strategy: Each development partner and PMCO is required to inspect 10% of the units at each property per month for both the conventional public housing communities and public housing assisted units at the mixed-income communities. At year end, each development partner and PMCO is required to certify that 100% of all units, buildings, and common areas have been inspected and work orders have been completed to address deficiencies. As a quality control component, AHA inspects at least 1.4% of the units at all AHA owned public housing communities on an annual basis. For the mixed-income communities, AHA relies on quality control inspections performed by the Georgia Department of Community Affairs as part of their tax credit compliance oversight, because in all cases, the public housing assisted units also count as tax credit units. Outcomes from the DCA inspection reports are reviewed by AHA's Management and Occupancy Compliance Department during their routine review process. This is consistent with the approach set forth by AHA in the Tax Credit Compliance Model submitted to HUD. Additionally, in January 2005, AHA implemented an enhanced Uniform Physical Conditions Standards (UPCS) inspection standard which AHA will continue to use during FY 2006.

Target Projections for Planned Inspections: AHA anticipates completing 100% of its planned inspections by the end of each fiscal year

Security

AHA will continue to address crime and safety in the communities through collaborative strategies with its private development partners, PMCOs, local law enforcement, and residents. In addition to the specific technology projects described in Part V of this plan, AHA will (1) build on its relationship with the Atlanta Police Department to identify other methods to reduce crime at AHA owned or AHA sponsored properties, (2) continue enhanced criminal screening standards and processes and stricter lease enforcement, (3) pursue funding opportunities to provide additional security staff at AHA's properties, and (4) complete the necessary preventive maintenance and repairs to ensure security equipment remains operational.

Appendix N: Management Information for Leased Housing

Units under Lease/Target Lease-Up Rate

AHA reports unit leasing information to HUD through the quarterly Housing Choice Voucher Form 52681-B financial submissions. AHA will no longer report this information in its Plan pursuant to AHA's Memorandum dated March 4, 2005, as approved by HUD.

Pursuant to AHA's MTW Agreement, AHA expects to meet the budget utilization rate benchmark of 98% for the next fiscal year.

Plans Regarding Ensuring Rent Reasonableness, Expanding Housing Opportunities and Deconcentration of Low Income Families

AHA's policies for ensuring rent reasonableness, expanding housing opportunities and deconcentration of low-income families are set forth in AHA's Administrative Plan, at Appendix G. AHA has described the projects and policy changes AHA will implement during FY 2006 which will address rent reasonableness, housing opportunities and deconcentration in Part II of this plan.

Inspection Strategy

As of January 31, 2005, AHA's Real Estate Compliance department completed 97.94% of all required annual inspections. AHA expects to exceed the 98.00% MTW Benchmark by the end of FY 2005. Pursuant to AHA's Administrative Plan, AHA will also perform quality control inspections on 5% of all approved units in the Housing Choice program for FY 2005.

AHA has used pre-contract assessments to identify properties which would not qualify to be placed on the Housing Choice voucher program. The pre-contract assessment continues to reduce the number of failed initial inspections, reduce the administrative costs associated with repeat inspections, and continues to facilitate a more "landlord" friendly process.

In FY 2006, AHA will commence the process of pre-certifying properties by inspecting and certifying properties before landlords are allowed to list them on the AHA website. Listing only pre-certified properties on the website will improve the quality of available housing, reduce the number of inspections, and significantly reduce the processing time for prospective tenants.

During the first half of the year, the Real Estate Compliance department focused on the consistent application of an enhanced HQS standard for all initial and annual inspections. The result of the consistent application of inspection standards increased the quality of properties in the program and resulted in the elimination of sub-standard units from the program. As described in Part II, AHA will focus on integrating various components of the inspection process, including site

and neighborhood standards as well as unit conditions as part of the implementation of an enhanced real estate inspections process for FY 2006.

Appendix O: Resident Programs

AHA's Resident Programs are described in Part I, Section C and Part II, Section of this plan.

SECRETARY'S CERTIFICATE

I, **RENÉE LEWIS GLOVER**, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AHA"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of a resolution authorizing The Housing Authority of the City of Atlanta, Georgia (AHA) to submit its FY 2006 Moving To Work Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects and policy changes set forth therein, and other related matters.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on April 25, 2005 (the "Meeting").
4. The following Board of Commissioners were present for the Meeting:

Cecil Phillips, Chair
Elder James Brown, Vice Chair
Eva Davis
Carol Jackson
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 26th day of April, 2005.


RENÉE LEWIS GLOVER,
Secretary



EXHIBIT 1
RESOLUTION ADOPTED AT THE REGULAR MEETING OF
THE BOARD OF COMMISSIONERS OF
THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA
HELD ON MONDAY, APRIL 25, 2005

RESOLUTION

WHEREAS, in 1996, the United States Congress authorized the United States Department of Housing and Urban Development (HUD) to select up to 30 housing authorities to participate in the Moving To Work Demonstration Program (MTW Program);

WHEREAS, The Housing Authority of the City of Atlanta, Georgia (AHA) was selected by HUD to participate in the MTW Program in January 2001;

WHEREAS, the purpose of the MTW Program is to give housing authorities the flexibility to design and test innovative housing and self-sufficiency approaches and strategies for assisting low-income families on the most cost-efficient basis as possible;

WHEREAS, the goals of the MTW Program are to encourage housing authorities to explore ways to provide and administer housing assistance that will (1) reduce costs and achieve greater cost effectiveness; (2) 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; and (3) increase housing choices for low-income families;

WHEREAS, AHA executed its MTW Demonstration Program Agreement (MTW Agreement) with HUD on September 25, 2003;

WHEREAS, the agreement has a seven year term and was effective as of July 1, 2003;

WHEREAS, there are two primary benefits of AHA's MTW Agreement;

WHEREAS, first, AHA is able to combine Housing Choice (Section 8), Low Income Operating Subsidy (Section 9) and Capital Funds, including Replacement Housing Factor and certain Development Funds (Section 14), into a single block grant fund used for eligible MTW activities;

WHEREAS, second, the MTW Agreement provides AHA with specific regulatory relief from certain provisions of the United States Housing Act of 1937;

WHEREAS, AHA can use this regulatory relief to redesign how AHA delivers the affordable housing resource and to implement policies which support the development of the human potential of families served by the programs;

WHEREAS, pursuant to the MTW Agreement, AHA is required to prepare and conduct its activities in accordance with an MTW Annual Plan;

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

WHEREAS, an MTW Annual Plan must be submitted to HUD with a board resolution approving the plan and certifying that a public hearing has been held regarding the plan for every year during the MTW demonstration period;

WHEREAS, in June 2004, AHA prepared and submitted AHA's first MTW Annual Plan to HUD. This first plan was AHA's FY 2005 MTW Annual Plan (Base Plan or CATALYST);

WHEREAS, the Base Plan is the strategic plan that sets AHA's direction during the seven year demonstration period;

WHEREAS, the scope and breadth of the Base Plan is more ambitious than a typical annual plan and is intended to provide a broad foundation for the realignment of AHA;

WHEREAS, CATALYST was approved by HUD on September 10, 2004;

WHEREAS, AHA has prepared its FY 2006 MTW Annual Plan (FY 2006 Implementation Plan);

WHEREAS, while CATALYST sets forth AHA's direction for the entire demonstration period, the FY 2006 Implementation Plan identifies AHA's projects and policy changes to be implemented during FY 2006;

WHEREAS, AHA's projects and policy changes for FY 2006 will fall under one of AHA's four business lines: Asset and Property Management, Housing Choice Program, Real Estate Development and Acquisitions and Fee Based Contract Administration;

WHEREAS, during FY 2006, AHA will also continue to re-align and strengthen its corporate infrastructure, financial and reporting systems, information technology environment and human resources;

WHEREAS, these activities are described as Corporate Support;

WHEREAS, a summary of the projects and policy changes that will be implemented during FY 2006 are described in more detail in Exhibit EO-1-A;

WHEREAS, AHA's FY 2006 Implementation Plan is the product of an inclusive and comprehensive planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's senior management team, Resident Association presidents, AHA Advisory Board groups, Public Housing residents, Housing Choice participants, AHA's management staff, the Georgia Law Center for the Homeless, Atlanta Legal Aid and other members of the public;

WHEREAS, comments and suggestions were made at those various meetings, all of which were considered by AHA;

WHEREAS, the consultation process included in a properly advertised and noticed public hearing conducted by Commissioner James Brown, on behalf of AHA's Board of Commissioners, on April 18, 2005; and

WHEREAS, AHA is now requesting the Board of Commissioners to approve AHA's FY 2006 Implementation Plan and to authorize the submission of its FY 2006 Implementation Plan to HUD and to approve the implementation of the projects and policy changes set forth in Exhibit EO-1-A.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, that AHA's FY 2006 Moving To Work Annual Plan (FY 2006 Implementation Plan), including the project and policy changes set forth on Exhibit EO-1-A, attached hereto and incorporated herein by this reference is hereby approved;

FURTHER RESOLVED, that the Chair of the Board of Commissioners and the President and Chief Executive Officer are hereby authorized to execute any required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AHA's FY 2006 Implementation Plan without further vote or approval of this Board;

FURTHER RESOLVED, that the President and Chief Executive Officer is authorized to submit AHA's FY 2006 Implementation Plan and such other required documents, certifications or forms to HUD with such changes, additions or corrections as she shall deem necessary or appropriate or as may be required by HUD without further vote or approval of this Board;

FURTHER RESOLVED, that the President and Chief Executive Officer is hereby authorized to negotiate with HUD regarding any portion of AHA's FY 2006 Implementation Plan without further vote or approval of this Board; and

FURTHER RESOLVED, that the President and Chief Executive Officer is hereby authorized to implement the project and policy changes set forth in the FY 2006 Implementation Plan.

Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Asset and Property Management

AHA Goal	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
EV	Enhanced Business Processes (Lease Enforcement, Enhanced Criminal Screening, and Health and Safety Standards) – (Implementation Plan Part I, Section A1)	Phase I Implemented 10/1/04; Phase II Enhancements 6/1/05 and 7/1/05; Enforcement Ongoing	<ul style="list-style-type: none"> Sub-optimal intake process Security and safety concerns Hazards from poor unit maintenance 	<ul style="list-style-type: none"> Improved screening Safer environment for families Reduced health and safety risks Improved quality of life for residents
EV	Elderly Income Disregard – (Implementation Plan Part I, Section A2)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> Rent penalty for seniors on fixed incomes who have secondary employment 	<ul style="list-style-type: none"> Seniors on fixed incomes permitted to have additional employment income without rent penalty
EV	Minimum Rent – (Implementation Plan Part I, Section A3)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> Budget deficits Insufficient contribution to rent by residents 	<ul style="list-style-type: none"> Balanced AHA budget Increased contribution from residents towards operating costs and overhead
EV	Affordable Flat Rent Demonstration – (Implementation Plan Part I, Section A4)	Implement pilot 1/31/06	<ul style="list-style-type: none"> Administratively burdensome intake process Existing flat rents do not reflect condition of AHA-owned properties 	<ul style="list-style-type: none"> Reduced administrative burden and operating costs at AHA-owned properties Appropriate level of affordability Collect rents needed to cover operating costs
EV	Sustaining Mixed-Income Investments – (Implementation Plan Part I, Section A5)	6/30/06	<ul style="list-style-type: none"> Inadequate rent Streamlined regulatory requirements 	<ul style="list-style-type: none"> Enhanced sustainability of mixed-income properties Reduced administrative burden and operating costs associated with Section 9 regulatory scheme

- AHA Three Primary Goals:
- EV – Economic Viability
 - OLE – Quality Living Environment
 - SS – Self-Sufficiency

**Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
Business Line: Asset and Property Management**

AHA Goal*	Activity/Policy Change/Project	Target Date	Problem/AHA is Addressing	Desired Outcome
EV	Tax Credit Compliance Model - (Implementation Plan Part I, Section A6)	Implementation underway and fully integrated; System will be in place and fully tested by 6/30/06	<ul style="list-style-type: none"> Double layer of tax credit and Section 9 compliance requirements at mixed-income communities 	<ul style="list-style-type: none"> Streamlined compliance requirement at mixed-income communities Reduced administrative burden and operating costs. Improve performance
QLE/EV	Elderly Admissions Preference at AHA's Senior High-rises - (Implementation Plan Part I, Section B1)	Implementation 7/1/05	<ul style="list-style-type: none"> Imbalance of elderly and young mentally disabled at high-rise communities 	<ul style="list-style-type: none"> Improved quality of life for residents at high-rise communities Reduction in operating costs
QLE	Place-based Supportive Services Strategy Pilot - (Implementation Plan Part I, Section B2)	Complete Pilot 6/30/06; Ongoing	<ul style="list-style-type: none"> Lack of supportive services for special needs populations, i.e. seniors and young mentally disabled Lack of HUD funding for supportive services Poor quality of life for seniors and disabled persons 	<ul style="list-style-type: none"> Improved quality of life for residents Leveraging local resources and partnerships Develop a model for affordable assisted living
QLE	Enhanced Real Estate Inspection Systems - (Implementation Plan Part I, Section B3)	Implemented 12/1/05	<ul style="list-style-type: none"> Housing Quality Standards (HQS) not sufficient Fragmented inspection systems and processes 	<ul style="list-style-type: none"> Proactive approach to property management Improved living environment Improved management system and approach Increased cost efficiencies
QLE	Mixed-income Communities "Working Laboratory" Initiative - (Implementation Plan Part I, Section B4)	6/30/06	<ul style="list-style-type: none"> Current environment does not allow private development partners to apply innovative methods to achieve their goals for the properties 	<ul style="list-style-type: none"> Flexibility for development partners to use innovation to meet their goals for the properties

- *AHA Three Primary Goals:
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**Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
Business Line: Asset and Property Management**

AHA Goal	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
SS	Work Requirement - (Implementation Plan Part I, Section C1)	Phase I implemented 10/1/04; Ongoing tracking and enforcement	<ul style="list-style-type: none"> Low resident workforce participation Residents unable to pay rents at level needed to cover operating costs Residents not preparing themselves to graduate from assisted programs 	<ul style="list-style-type: none"> Resident self-sufficiency Residents pay rents to cover operating costs Increased resident workforce participation Improved quality of life at the communities Resident wealth building Residents prepared to enter the workforce Improved school attendance Resident self-sufficiency Increased resident participation in self-sufficiency and job training programs
SS	School Attendance Requirement (Implementation Plan Part I, Section C1)	Phase I implemented 10/1/04; Ongoing tracking and enforcement	<ul style="list-style-type: none"> Low resident education levels Tuancy 	<ul style="list-style-type: none"> Resident self-sufficiency Increased resident participation in self-sufficiency and job training programs
SS	Program Participation Requirement - (Implementation Plan Part I, Section C2)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> Low resident participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> Resident self-sufficiency Increased resident participation in self-sufficiency and job training programs
SS	Service Provider Network - (Implementation Plan Part I, Section C3)	Initial provider network in place 1/14/05; Additional providers being recruited moving forward	<ul style="list-style-type: none"> Lack of connectivity and coordination between AHA and service providers Insufficient funding 	<ul style="list-style-type: none"> Network of service providers Resident self-sufficiency Leveraging local resources and partnerships
SS	CATALYST Resource Access Guide - (Implementation Plan Part I, Section C4)	Release 1 - 9/24/04 Release 2 - 3/3/05 Semi-annual updates going forward	<ul style="list-style-type: none"> Limited or no awareness of mainstream supportive services resources for job training and employment Low resident participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> Provide residents with increased awareness of mainstream supportive services resources for job training and employment Increased resident participation in self-sufficiency and job training programs

***AHA Three Primary Goals:**

- EV - Economic Viability
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**Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Asset and Property Management**

AHA Goal*	Activity/Policy Change/Project	Target Date	Problem AHA is Addressing	Desired Outcome
SS	Connections to SPN - (Implementation Plan Part I, Section C5)	Initiated Planning Sessions with PMCOs and Human Services providers on 4/1/05; Ongoing	<ul style="list-style-type: none"> ▪ Ineffective resident access to supportive services resources ▪ Low resident participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> ▪ Improved resident access to supportive services resources for job training and employment ▪ Increased resident participation in self-sufficiency and job training programs
SS	Individual Development Account (IDA) Program - (Implementation Plan Part I, Section C6)	Begin Pilot test program in 1/1/06	<ul style="list-style-type: none"> ▪ Existing HUD earned income disregard does not provide appropriate incentive for work 	<ul style="list-style-type: none"> ▪ Resident self-sufficiency ▪ Resident wealth building
SS	Human Services Management - (Implementation Plan Part I, Section C7)	Implemented to support HOPE VI relocation activities; Ongoing	<ul style="list-style-type: none"> ▪ Complex set of challenges associated with relocation and preparing families to be successful in private marketplace ▪ Limited ability of families to successfully transition to new neighborhoods 	<ul style="list-style-type: none"> ▪ Resident self-sufficiency ▪ Connection to supportive services for job training and employment ▪ Residents prepared to be successful neighbors in private housing through Housing Choice or mixed-income communities ▪ Connecting residents to the mainstream ▪ Residents prepared to be successful in the workforce

- *AHA Three Primary Goals:
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Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Housing Choice Administration

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Enhanced Business Processes (Family Obligations Enforcement, Criminal Screening, and Health and Safety Standards) - (Implementation Plan Part II, Section A1)	Phase I Implemented 10/1/04; Enforcement Ongoing	<ul style="list-style-type: none"> ▪ Sub-optimal intake process ▪ Security and safety concerns ▪ Hazards from poor unit maintenance ▪ Negative impact on Atlanta neighborhoods 	<ul style="list-style-type: none"> ▪ Improved screening ▪ Safer environment for families ▪ Reduced health and safety risks ▪ Improved quality of life for participants ▪ Positive reception of participants as neighbors ▪ Address unintended consequences of current regulations ▪ Improve success rate for families in neighborhoods
EV	Elderly Income Disregard - (Implementation Plan Part II, Section A2)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Rent penalty for seniors on fixed incomes who have secondary employment 	<ul style="list-style-type: none"> ▪ Seniors on fixed incomes permitted to have additional employment income without rent penalty
EV	Minimum Rent - (Implementation Plan Part II, Section A3)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> ▪ Budget deficits ▪ Insufficient contribution by participants towards contract rents 	<ul style="list-style-type: none"> ▪ Balanced AHA budget ▪ Increased contribution from participants towards contract rents

- *AHA Three Primary Goals:
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Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Housing Choice Administration

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Inspection Fees - (Implementation Plan Part II, Section A4)	3/31/06	<ul style="list-style-type: none"> ▪ Administrative cost/burden associated with repeated inspections ▪ Facilitate inspection process and unit "readiness" 	<ul style="list-style-type: none"> ▪ Reduced number of failed inspections ▪ "Landlord Friendly" inspection process ▪ Reduced administrative burden and operating costs ▪ Reduce time between Request for Tenancy Approval (RTA) and lease execution
EV	Landlord Certification and Training - (Implementation Plan Part II, Section A5)	3/31/06	<ul style="list-style-type: none"> ▪ Landlords who are unfamiliar with the Housing Choice program requirements ▪ Underperforming landlords 	<ul style="list-style-type: none"> ▪ Educated landlords ▪ Reduced administrative burden and operating costs
EV	Housing Choice Fair Market Rent Standards - (Implementation Plan Part II, Section A6)	5/30/06	<ul style="list-style-type: none"> ▪ Current FMR structure does not distinguish difference in local submarkets ▪ Current FMRS skew true local rents 	<ul style="list-style-type: none"> ▪ Optimal allocation of subsidy in Atlanta market ▪ Local rents to support appropriate level of affordability

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**Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
Business Line: Housing Choice Administration**

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Voucher Administration Reform (Implementation Plan Part II, Section A7)	8/30/06	<ul style="list-style-type: none"> ▪ Administrative burden and costs for AHA and landlords ▪ Duplication in AHA/landlord tenant intake administrative process (PBV) ▪ Length of time between RTA and lease execution ▪ High number of participant moves ▪ Participants may not be ready for single family homeownership or residency ▪ Different standards by the receiving agencies for AHA outgoing porting families 	<ul style="list-style-type: none"> ▪ Reduced administrative burden and operating costs ▪ Streamlined intake administrative process (PBV) ▪ Reduced time for lease execution ▪ Positive perception of participants as neighbors ▪ Improve receptivity of the program in the landlord community ▪ Application of CATALYST standards to outgoing porting families in metropolitan Atlanta.
QLE	Deconcentration Strategy - (Implementation Plan Part II, Section A8)	Implementation of strategy will begin in 1/01/06	<ul style="list-style-type: none"> ▪ Significant levels of poverty concentration created by the high absorption rate of assisted housing in impacted communities 	<ul style="list-style-type: none"> ▪ Healthy mixed – income communities that will result in quantifiable quality of life outcomes under AHA's CATALYST plan ▪ Positive community response to Housing Choice Voucher program ▪ Improved quality of life for participants
QLE	Enhanced Real Estate Inspection Systems - (Implementation Plan Part II, Section A9)	4/30/06	<ul style="list-style-type: none"> ▪ Housing Quality Standards (HQS) not sufficient ▪ Fragmented inspection systems and processes 	<ul style="list-style-type: none"> ▪ Improved living environment ▪ Improved management system and approach ▪ Increased cost efficiencies

- *AHA Three Primary Goals:
- EV – Economic Viability
 - QLE – Quality Living Environment
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Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
 Business Line: Housing Choice Administration

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
SS	Work Requirement - (Implementation Plan Part I, Section C1)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> Low participant workforce participation Participants unable to pay contract rents Participants not preparing themselves to graduate from assisted programs for job training and employment 	<ul style="list-style-type: none"> Participant self-sufficiency Participants pay more towards contract rents Increased participant workforce participation Improved quality of life in the neighborhoods Participant wealth building Participants prepared to enter the workforce Improved school attendance
SS	School Attendance Requirement - (Implementation Plan Part I, Section C1)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> Low participant education levels Truancy 	<ul style="list-style-type: none"> Participant self-sufficiency Increased participant participation in self-sufficiency and job training programs
SS	Program Participation Requirement - (Implementation Plan Part I, Section C2)	Implemented 10/1/04; Ongoing	<ul style="list-style-type: none"> Low participant participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> Participant self-sufficiency Increased participant participation in self-sufficiency and job training programs
SS	Service Provider Network - (Implementation Plan Part I, Section C3)	Initiated Network Provider in Place 1/14/05; Additional providers being recruited moving forward	<ul style="list-style-type: none"> Lack of connectivity and coordination between AHA and service providers Insufficient funding 	<ul style="list-style-type: none"> Network of service providers Participant self-sufficiency Leveraging local resources and partnerships

- *AHA Three Primary Goals:
- EV - Economic Viability
 - OLE - Quality Living Environment
 - SS - Self-Sufficiency

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Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Housing Choice Administration

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
SS	CATALYST Resource Access Guide - (Implementation Plan Part I, Section C4)	Release #1 - 9/24/04 Release #2 - 3/3/05 Semi-annual updates going forward	<ul style="list-style-type: none"> Limited or no awareness of mainstream supportive services resources for job training and employment Low participant participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> Provide residents with increased awareness of supportive services resources for job training and employment Increased participant participation in self-sufficiency and job training programs
SS	Connections to SPN - (Implementation Plan Part I, Section C5)	8/1/05	<ul style="list-style-type: none"> Ineffective participant access to supportive services resources Low participant participation in self-sufficiency and job training programs 	<ul style="list-style-type: none"> Improved participant access to supportive services resources for job training and employment Increased participant participation in self-sufficiency and job training programs for job training and employment
SS	Human Services Management - (Implementation Plan Part I, Section C7)	Ongoing and fully implemented	<ul style="list-style-type: none"> Complex set of challenges associated with relocation and preparing families to be successful in private marketplace Limited ability of families to successfully transition to new neighborhoods 	<ul style="list-style-type: none"> Participant self-sufficiency Connection to supportive services for job training and employment Participants prepared to be successful neighbors in private housing through Housing Choice or mixed-income communities Connecting participants to the mainstream Participants prepared to be successful in the workforce

- *AHA Three Primary Goals:
- EV - Economic Viability
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**Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
Business Line: Real Estate Development & Acquisitions**

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
QLE	Repositioning - (Implementation Plan Part III, Section A1)	FY 06 prioritization of properties 4/5/05; Additional prioritization by 12/31/05	<ul style="list-style-type: none"> Physical condition of current public housing portfolio. Effects of concentrated poverty Administrative burden associated with management intensive AHA-owned family communities 	<ul style="list-style-type: none"> Quality living environments for the residents Repositioned real estate Reduced administrative burden and operational costs
QLE	Project-Based Vouchers as Development Tool - (Implementation Plan Part III, Section A2)	Procedural manual in place 7/1/05	<ul style="list-style-type: none"> Limited HOPE VI opportunities Physical condition of current public housing portfolio. Effects of concentrated poverty 	<ul style="list-style-type: none"> Long-term commitments for affordable housing in mixed-income communities
QLE	Enhanced Relocation Process (Relocation Initiatives) - (Implementation Plan Part III, Section A3)	Standard process in place 7/1/05	<ul style="list-style-type: none"> Need for relocation process to support repositioning Standardize timeframe for relocation process 	<ul style="list-style-type: none"> Effective relocation process to support repositioning Use of project-based properties as replacement housing resources
QLE	Developing Alternative Housing Resources - (Implementation Plan Part III, Section A4)	4/30/06	<ul style="list-style-type: none"> Housing needs for homeless families Households affected by relocation may not be eligible for AHA subsidy 	<ul style="list-style-type: none"> Identification of quality alternative housing for families Provide access to housing resources for ineligible affected families
QLE	Developing Supportive Housing - (Implementation Plan Part III, Section A5)	Complete needs assessment of four targeted high-rises 1/31/06	<ul style="list-style-type: none"> Inadequate supportive housing for seniors and persons with mental disabilities 	<ul style="list-style-type: none"> Development of quality supportive housing for seniors and persons with mental disabilities

*AHA Three Primary Goals:

- EV – Economic Viability
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Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Fee Based Contract Administration

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Performance Based Contract Administration	Ongoing	<ul style="list-style-type: none"> Other HUD funds are restricted for certain purposes and are less flexible in their use. These funds may not be able to be used for opportunities that support AHA's goals and objectives. 	<ul style="list-style-type: none"> Increasing unrestricted revenues through this activity allows AHA to pursue opportunities that support AHA's goals and objectives.
EV	Mark to Market	Ongoing	<ul style="list-style-type: none"> Other HUD funds are restricted for certain purposes and are less flexible in their use. These funds may not be able to be used for opportunities that support AHA's goals and objectives. 	<ul style="list-style-type: none"> Increasing unrestricted revenues through this activity allows AHA to pursue opportunities that support AHA's goals and objectives.
EV/QLE	Turnkey III Closeout		<ul style="list-style-type: none"> Program was discontinued by QHWRRA of 1988 except for active programs. Since AHA's program is in active, the sustainability of the original communities created by program and the creation of other CATALYST initiatives related to economic independence is essential. 	<ul style="list-style-type: none"> Reduce AHA administrative burden and operational costs Establishment of a functional homeowners association Adequate reserves to address emergency and capital needs to sustain and preserve community Disposition of deteriorated units Fund economic independence programs from eligible proceeds

*AHA Three Primary Goals:

- EV - Economic Viability
- QLE - Quality Living Environment
- SS - Self-Sufficiency

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Atlanta Housing Authority (AHA)
 CATALYST Projects to be Implemented During FY 2006
 Business Line: Corporate Support

AHA Goal*	Activity/Policy - Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Financial Analysis - (Implementation Plan Part V, Section A1)	Initial financial model complete 3/25/05; Additional models ongoing from 6/30/05	<ul style="list-style-type: none"> Realignment of financial resources to support AHA repositioning program while maintaining existing commitments Analysis needed to inform decision making 	<ul style="list-style-type: none"> Better information for strategic decision making Better feasibility and financial information.
EV	Project-based Accounting and Financial Systems - (Implementation Plan Part V, Section A2)	Draft complete 3/31/05; Final system complete 6/30/05	<ul style="list-style-type: none"> Inadequate property financial information Need to track performance of AHA's business lines 	<ul style="list-style-type: none"> Complete financial statements for each property Quarterly financial statements for each business line
EV	Fee for Service Methodology - (Implementation Plan Part V, Section A3)	6/30/06	<ul style="list-style-type: none"> Administrative burden associated with current salary allocation system 	<ul style="list-style-type: none"> Reduced administrative burden and operational costs
EV	Asset Management Systems - (Implementation Plan Part V, Section A4)	Phase I Implementation Complete 6/30/06	<ul style="list-style-type: none"> Lack of integrated business systems needed to support asset management model 	<ul style="list-style-type: none"> Establish systems to support asset management model
EV	Next Generation Solutions Project - (Implementation Plan Part V, Section A5)	8/1/06	<ul style="list-style-type: none"> Paper and labor intensive process Costly and inefficient operations Administrative burden Poor customer service 	<ul style="list-style-type: none"> Improved operational efficiency and capacity Improved service to participants and landlords Reduce administrative burden and operating costs Improved customer service

*AHA Three Primary Goals:

- EV - Economic Viability
- OLE - Quality Living Environment
- SS - Self-Sufficiency

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Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
 Business Line: Corporate Support

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem AHA is Addressing	Desired Outcome
EV	Communications Plan - (Implementation Plan Part V, Section A6)	6/30/06	<ul style="list-style-type: none"> Need to communicate MTW initiatives and changing policies to families and stakeholders Misunderstanding of AHA's goals and objectives 	<ul style="list-style-type: none"> Informed families and stakeholders Improved understanding of AHA's goals and objectives by stakeholders.
EV	Corporate Behaviors Project - (Implementation Plan Part V, Section A7)	Accountability 4/30/06, Other mindsets 6/30/06	<ul style="list-style-type: none"> Suboptimal cross-departmental accountability Suboptimal coordination between departments 	<ul style="list-style-type: none"> Improved accountability, interdepartmental communication and coordination
EV	Close Skills Gap Strategy - (Implementation Plan Part V, Section A8)	Identify skills gap by 7/31/05, Close gap by 6/30/06	<ul style="list-style-type: none"> Existing workforce may lack skills needed to execute CATALYST Plan. 	<ul style="list-style-type: none"> Realigned or enhanced workforce
QLE	Comcast Cable Partnership - (Implementation Plan Part V, Section B1)	9/1/06	<ul style="list-style-type: none"> Security concerns at AHA high-rise communities Limited communications to seniors and the young disabled 	<ul style="list-style-type: none"> Improved safety and quality of life for residents Improved communications through regular access
QLE	Video Call Down System - (Implementation Plan Part V, Section B2)	8 sites on-line 5/30/05; Additional site tentatively scheduled to come on-line 3/31/06	<ul style="list-style-type: none"> High crime rates at AHA conventional public housing communities High costs for private security Criminal trespassing and loitering 	<ul style="list-style-type: none"> Improved safety and quality of life for residents Reduced costs and improved services

- *AHA Three Primary Goals:
- EV - Economic Viability
 - QLE - Quality Living Environment
 - SS - Self-Sufficiency

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Atlanta Housing Authority (AHA)
CATALYST Projects to be Implemented During FY 2006
 Business Line: Corporate Support

AHA Goal*	Activity/Policy Change/Project	Target Date for Completion	Problem/AHA is Addressing	Desired Outcome
	Measuring Success -Moving to Work (MTW) Benchmarking - (Implementation Plan Part V, Conclusion)	Engage independent researcher 7/1/05	<ul style="list-style-type: none"> ▪ Measurements of success are needed to assess long-term impact of CATALYST initiatives on families. ▪ Independent evaluation of CATALYST needed 	<ul style="list-style-type: none"> ▪ Long-term study that measures and demonstrates positive impact of AHA's CATALYST initiatives on families ▪ Empirical support for AHA's vision/approach

- *AHA Three Primary Goals:
- EV - Economic Viability
 - QLE - Quality Living Environment
 - SS - Self-Sufficiency

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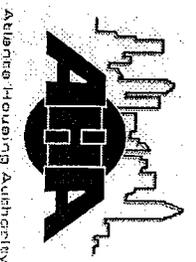
Appendix R: Submissions Required for Receipt of Funds

- *Fiscal year 2006 Comprehensive Operating and Capital Fund Budget (Also included in Appendix K)*
- *Form HUD-52723 – Operating Fund Calculation of Operating Subsidy*
- *Form HUD-52722-A – Calculation of Allowance Utilities Expense Level*
- *Annual Statement/Performance and Evaluation Report, Capital Fund Program and Replacement Housing Factor¹*

¹ The Performance and Evaluation forms (P&Es) submitted with this plan for the Capital Funding Program and Replacement Housing Factor funds represent an estimate of awards in Federal Fiscal Year 2005 based on prior funding and changes in public housing inventory. They do not reflect the capital or development needs of the Atlanta Housing Authority. AHA expects that HUD will provide the actual levels of funding in August or September 2005 when the awards are published. At that time, AHA will submitted revised P&Es reflecting the actual award amounts.

FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia



Fiscal Year 2006 Comprehensive Operating and Capital Budget The Housing Authority of the City of Atlanta, Georgia

As Approved by Board of Commissioners on April 25, 2005

Operating	MTW/Funds	Development, HOPE VI, and RHF	Housing Choice non-MTW Vouchers	51b	Other Grants	M2M	GA/HAP	Conventional Real Estate	ROSS	CDBG	Other Funds	MTW/Tech Assistance Grant (CDBG)	Development Fees	Homebuyers	AHA Total
Operating Income															
Rent (Including retro rent)	14,473,967							1,838,458							16,312,405
Operating Subsidy at 89% Proration	11,130,797														11,130,797
Utility Subsidy at 89% Proration	16,551,706														16,551,706
MTW Housing Choice Funding	113,923,083														113,923,083
Non-MTW Housing Choice Funding (HAP and Admin Fees)			9,324,718	5,200,272											14,524,990
Admin Fees					75,000		1,020,050								1,095,050
HAP Portability Income															
Current Year (FFY2005) Capital Funds to be used for Operations Development, HOPE VI, and RHF grants Used for Operating Purposes	6,926,660			242,930											7,168,490
Other Grants		6,704,504			250,000				177,807	28,000	287,873.00	115,000			6,704,504
Other Income															855,680
Development Related Income (Fees and Proceeds)															
Excess Utilities		604,927											2,591,982		2,591,982
Other Income (leases, late fees, laud, other income)		171,931													804,927
Hendon Homes Settlement											600,000				171,931
Service Fees and Asset Management Fees		5,048,229													600,000
															5,048,229
Total Income	168,630,780	6,704,504	9,324,718	5,443,202	320,000	32,000	1,020,050	1,838,458	177,807	28,000	887,873	115,000	2,591,982	0	197,233,773

FY2006 Budget

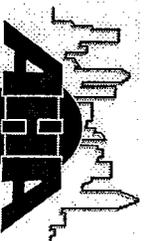
The Housing Authority of the City of Atlanta, Georgia



Fiscal Year 2006 Comprehensive Operating and Capital Budget The Housing Authority of the City of Atlanta, Georgia As Approved by Board of Commissioners on April 25, 2005

Operating Expenses	MTW Funds	Development, HOPE VI and RHF	Housing Choice not-MTW vouchers	11b	Other Grants	MZM	GA HAP	Conventional Real Estate	ROSS	CDBG	Other Funds	MTW Tech Assistance Grant (CDBG)	Development Fees	Homebuyers	AHA Total
Administration	36,458,957			20,000	250,000		50,000				246,823	115,000		159,308	37,299,888
Housing Assistance Payments	92,117,039		9,324,718	5,200,272											106,642,029
Tenant Services	3,072,266	2,676,421							142,807						5,891,487
Utilities	15,188,326														15,188,326
Ordinary Maintenance and Operations	15,351,352							1,424,373							17,375,725
Protective Services	4,882,687														4,882,687
General Expenses	3,439,165														3,439,165
Contingency	1,500,000														1,500,000
Asset Management Fees	0	4,028,083				75,000	891,126	39,946	35,000	25,000			41,250	5,048,229	
PILOT	400,000														400,000
GA HAP Reserve	0						164,907								164,907
Total Operating Expenses	172,419,768	8,704,504	9,324,718	5,443,202	250,000	75,000	796,033	1,464,213	177,807	25,000	887,873	115,000	0	159,308	197,842,423
Net Operating Gain (Loss)	(3,989,868)	0	0	0	0	0	224,017	(374,245)	0	0	0	0	2,691,982	(159,308)	(558,860)
Other Income (expenses)	0														0
Capital Grants used for Capital Projects and Development	0														0
New Capital Projects	5,342,729														5,342,729
Development	0	25,295,496													25,295,496
Interest Income	418,583					349	43,716		17,368		574,244			49,200	1,112,650
Extraordinary Maintenance and Demolition	(396,000)													(465,075)	(921,075)
Interest Expense	(491,881)							(445,572)						(937,533)	
Net Property Sales Proceeds	0													510,000	
Acquisitions	0														0
Payment of Principal	(17,669)														(17,669)
Total Other Income (Expenses)	4,823,932	25,295,496	0	11,308	0	349	43,716	(428,206)	0	0	574,244	0	0	94,125	30,414,568
Change in Net Assets	1,233,976	25,295,496	0	11,308	0	349	201,727	(53,861)	0	0	574,244	0	2,991,982	(65,183)	29,685,939
Restriction in Net Assets															0
Equity Investment fund*															0
Residual Reserves															(12,000,000)
Turnkey III Trust															(573,000)
Change in Unrestricted Net Assets	(10,766,029)	25,295,496	0	11,308	0	349	267,727	(53,961)	0	0	574,244	0	2,018,982	(1,802,817)	15,480,121

* These funds will be used to obtain assets of greater or equal value that are expected to produce future income.



**Operating Fund
Calculation of Operating Subsidy
PHA-Owned Rental Housing**

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

OMB Approval No. 2577-0029 (exp. 10/31/2004)

Section 1

a) Name and Address of Public Housing Agency Housing Authority of the City of Atlanta, Georgia 230 John Wesley Dobbs Avenue NE Atlanta, GA 30303-2429						b) Budget Submission to HUD required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
d) No. of HA Units 8,485						c) Type of Submission <input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No.	
e) Unit Months Available (UMAs) 101820		f) Subject FYE 06/30/2006	g) ACC Number A-3107	h) Operating Fund Project Number G A 0 0 6 0 0 1 0 6 K			i) (Reserved) 069189850

Section 2

Line No.	Description	Requested by PHA (PUM)	HUD Modifications (PUM)
Part A. Allowable Expenses and Additions			
01	Previous allowable expense level (Part A, Line 08 of form HUD-52723 for previous year)	289.49	
02	Part A, Line 01 multiplied by .005	1.45	
03	Delta from form HUD-52720-B, if applicable (see instructions)	-3.67	
04	"Requested" year units from latest form HUD-52720-A (see instructions)	8,485	
05	Add-ons to allowable expense level from previous fiscal year (see instructions)		
06	Total of Part A, Lines 01, 02, 03 and 05	287.27	
07	Inflation factor	1.031	
08	Revised allowable expense level (AEL) (Part A, Line 06 times Line 07)	296.18	
09	Transition Funding		
10	Increase to AEL		
11	Allowable utilities expense level from form HUD-52722-A	182.65	
12	Actual PUM cost of Independent Audit (IA) (Through FYE 06/30/2004)	0.86	
13	Costs attributable to deprogrammed units	5.37	
14	Total Allowable Expenses and Additions (Sum of Part A, Lines 08 thru 13)	485.06	
Part B. Dwelling Rental Income			
01	Total rent roll (as of 1/1/2005)	\$ 1,529,564	
02	Number of occupied units as of rent roll date	8,187	
03	Average monthly dwelling rental charge per unit for current budget year (Part B, Line 01 ÷ Line 02)	186.83	
04	Average monthly dwelling rental charge per unit for prior budget year	163.09	
05	Average monthly dwelling rental charge per unit for budget year 2 years ago	171.66	
06	Three-year average monthly dwelling rental charge per unit ((Part B, Line 03+Line 04+Line 05)÷ 3)	173.86	
07	50/50 Income split ((Part B, Line 03 + Line 06) + 2)	180.35	
08	Average monthly dwelling rental charge per unit (lesser of Part B, Line 03 or Line 07)	180.35	
09	Rental income adjustment factor	1.03	1.
10	Projected average monthly dwelling rental charge per unit (Part B, Line 08 times Line 09)	185.76	
11	Projected occupancy percentage from form HUD-52728	97%	%
12	Projected average monthly dwelling rental income per unit (Part B, Line 10 times Line 11)	180.19	
Part C. Non-dwelling Income			
01	Other income	5.96	
02	Total operating receipts (Part B, Line 12 plus Part C, Line 01)	186.15	
03	PUM deficit or (Income) (Part A, Line 14 minus Part C, Line 02)	298.91	
04	Deficit or (Income) before add-ons (Part C, Line 03 times Section 1, e)	30,435,016	

Line No.	Description	Requested by PHA (Whole Dollars)	HUD Modifications (Whole Dollars)
Part D. Add-ons for changes in Federal law or regulation and other eligibility			
01	FICA contributions	82,987	
02	Unemployment compensation	198,029	
03	Family Self Sufficiency Program		
04	Energy Add-On for loan amortization		
05	Unit reconfiguration		
06	Non-dwelling units approved for subsidy	71,083	
07	Long-term vacant units		
08	Phase Down for Demolitions	101,258	
09	Units Eligible for Resident Participation: Occupied Units (Part B, Line 02)	8,187	
10	Employee Units	8	
11	Police Units	1	
12	Total Units Eligible for Resident Participation (Sum of Part D, Lines 09 thru 11)	8,196	
13	Funding for Resident Participation (Part D, Line 12 x \$25)	204,900	
14	Other approved funding, not listed (Specify in Section 3)		
15	Total add-ons (sum of Part D, Lines 01, 02, 03, 04, 05, 06, 07, 08, 13 and 14)	658,257	
Part E. Calculation of Operating Subsidy Eligibility Before Adjustments			
01	Deficit or (Income) before adjustments (Total of Part C, Line 04 and Part D, Line 15)	31,093,273	
02	Actual cost of Independent Audit (IA)	87,410	
03	Operating subsidy eligibility before adjustments (greater of Part E, Line 01 or Line 02) (If less than zero, enter zero (0))	31,093,273	
Part F. Calculation of Operating Subsidy Approvable for Subject Fiscal Year (Note: Do not revise after the end of the subject FY)			
01	Utility Adjustment for Prior years	2,709,514	
02	Additional subject fiscal year operating subsidy eligibility (specify)		
03	Unfunded eligibility in prior fiscal years to be obligated in subject fiscal year		
04	HUD discretionary adjustments		
05	Other (specify)		
06	Other (specify)		
07	Unfunded portion due to proration	()	()
08	Net adjustments to operating subsidy (total of Part F, Lines 01 thru 07)	2,709,514	
09	Operating subsidy approvable for subject fiscal year (total of Part E, Line 03 and Part F, Line 08)	33,802,787	
HUD Use Only (Note: Do not revise after the end of the subject FY)			
10	Amount of operating subsidy approvable for subject fiscal year not funded		()
11	Amount of funds obligated in excess of operating subsidy approvable for subject fiscal year		
12	Funds obligated in subject fiscal year (sum of Part F, Lines 09 thru 11) (Must be the same as line 690 of the Operating Budget, form HUD-52564, for the subject fiscal year) Appropriation symbol(s):		
Part G. Memorandum of Amounts Due HUD, Including Amounts on Repayment Schedules			
01	Total amount due in previous fiscal year (Part G, Line 04 of form HUD-52723 for previous fiscal year)		
02	Total amount to be collected in subject fiscal year (Identify individual amounts under Section 3)	()	()
03	Total additional amount due HUD (include any amount entered on Part F, Line 11) (Identify individual amounts under Section 3)		
04	Total amount due HUD to be collected in future fiscal year(s) (Total of Part G, Lines 01 thru 03) (Identify individual amounts under Section 3)		

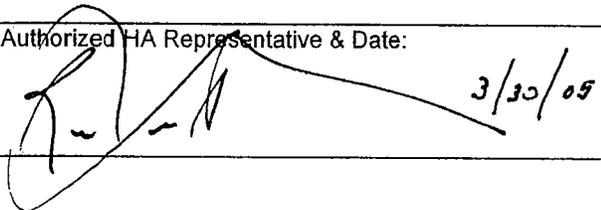
Line No.	Description	Requested by PHA (Whole Dollars)	HUD Modifications (Whole Dollars)
Part H. Calculation of Adjustments for Subject Fiscal Year			
This part is to be completed only after the subject fiscal year has ended			
01	Indicate the types of adjustments that have been reflected on this form: <input type="checkbox"/> Utility Adjustment <input type="checkbox"/> HUD discretionary adjustment (Specify under Section 3)		
02	Utility adjustment from form HUD-52722-B		
03	Deficit or (Income) after adjustments (total of Part E, Line 01 and Part H, Line 02)		
04	Operating subsidy eligibility after year-end adjustments (greater of Part E, Line 02 or Part H, Line 03)		
05	Part E, Line 03 of latest form HUD-52723 approved during subject FY (Do not use Part E, Line 03 of this revision)		
06	Net adjustments for subject fiscal year (Part H, Line 04 minus Part H, Line 05)		
07	Utility adjustment (enter same amount as Part H, Line 02)		
08	Total HUD discretionary adjustments (Part H, Line 06 minus Line 07)		
09	Unfunded portion of utility adjustment due to proration		
10	Unfunded portion of HUD discretionary adjustment due to proration		
11	Prorated utility adjustment (Part H, Line 07 plus Line 09)		
12	Prorated HUD discretionary adjustment (Part H, Line 08 plus Line 10)		

Section 3

Remarks (provide part and line numbers)

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

Signature of Authorized HA Representative & Date:

 3/30/05

Signature of Authorized Field Office Representative & Date:

X



HOUSING AUTHORITY of the CITY of ATLANTA

Line no. (1)	Description (2)	Unit Months Available (3)	Sewerage and Water Consumption (4)	Electricity Consumption (5)	Gas Consumption (6)	Fiscal Year Ending		Submission Original Re-Submission Revision No. ()	
						June 30, 2006 AOC Contract Number A-3107	(7)		
						MASTER LIST		ROLLING BASE FROZEN	
								Fuel (Specify type e.g., oil, coal, wood)	
01	UMA and actual consumption for old projects for 12 month period which ended 12 months before the Requested Budget Year.	101,820	987,515	74,004,617	3,941,166				
02	UMA and actual consumption for old projects for 12 month period which ended 24 months before the Requested Budget Year.	101,820	1,034,718	71,249,029	4,150,059				
03	UMA and actual consumption for old projects for 12 month period which ended 36 months before the Requested Budget Year.	101,820	944,050	65,773,828	3,507,124				
04	Accumulated UMA and actual consumption of old projects (sum of lines 01, 02, 03)	305,460	2,966,283	211,027,474	11,598,348				
05	Estimated Unit Months available for old projects for Requested Budget Year.	101,820							
06	Ratio of Unit months available for old projects (line 04 divided by line 05 column 3)	3							
07	Estimated UMA and consumption for old projects for Requested Budget Year (Each figure on line 04 divided by line 06).	101,820	988,761	70,342,491	3,866,116				
08	Estimated UMA and consumption for new projects.		0	0	0				
09	Total estimated UMA and consumption for old and new projects for Requested Budget Year (line 07 + line 08)	101,820	988,761	70,342,491	3,866,116				
10	Estimated cost of consumption on line 09 for Requested Budget Year (see instructions).	COST	8,797,007	4,461,121	5,339,106				
11	Total estimated cost for Requested Budget Year (sum of all columns of line 10)	\$18,597,233							
12	Est. PUM cost of consumption for Requested Budget Year (Allowable Utilities Expense Level) (line 11 divided by line 09, col 3)	182.65							
12a	Rate								
12b	Unit of Consumption		8.89700 CCF	0.06342 KWH	1.38100 THERMS				

Previous Editions are Obsolete



HOUSING AUTHORITY of the CITY of ATLANTA

NON-EPC-1a

Line no. (1)	Description (2)	Unit Months Available (3)	Sewerage and Water Consumption (4)	Electricity Energy Consumption (5)	Gas Consumption (6)	Fiscal Year Ending		Submission
						June 30, 2006 ACC Contract Number A-3107	Original Re-Submission Revision No. ()	
						Electricity Demand Consumption (7)	Fuel (Specify type e.g., oil, coal, wood) (8)	
01	UMA and actual consumption for old projects for 12 month period which ended 12 months before the Requested Budget Year.	78,744	885,252	60,791,737	3,437,056		(9)	(9)
02	UMA and actual consumption for old projects for 12 month period which ended 24 months before the Requested Budget Year.	78,744	867,190	56,188,709	3,526,346			
03	UMA and actual consumption for old projects for 12 month period which ended 36 months before the Requested Budget Year.	78,744	780,461	52,669,348	3,032,460			
04	Accumulated UMA and actual consumption of old projects (sum of lines 01, 02, 03)	236,232	2,482,903	169,649,794	9,995,861			
05	Estimated Unit Months available for old projects for Requested Budget Year.	78,744						
06	Ratio of Unit months available for old projects (line 04 divided by line 05 column 3)	3						
07	Estimated UMA and consumption for old projects for Requested Budget Year (Each figure on line 04 divided by line 06).	78,744	827,634	56,549,931	3,331,954			
08	Estimated UMA and consumption for new projects.	-	0	0	0			
09	Total estimated UMA and consumption for old and new projects for Requested Budget Year (line 07 + line 08)	78,744	827,634	56,549,931	3,331,954			
10	Estimated cost of consumption on line 09 for Requested Budget Year (see instructions).	COST	7,363,463	3,586,397	4,601,428			
11	Total estimated cost for Requested Budget Year (sum of all columns of line 10)	\$15,551,287						
12	Est. PUM cost of consumption for Requested Budget Year (Allowable Utilities Expense Level) (line 11 divided by line 09, col 3)	197.49						
12a	Rate							
12b	Unit of Consumption		8.89700 CCF	0.06342 KWH	1.38100 THERMS			

Previous Editions are Obsolete



HOUSING AUTHORITY of the CITY of ATLANTA

Line no. (1)	Description (2)	Unit Months Available (3)	Sewerage and Water Consumption (4)	Electricity Energy Consumption (5)	Gas Consumption (6)	Fiscal Year Ending		Fuel (Specify type e.g... oil, coal, wood) (8)
						June 30, 2006 ACC Contract Number A-3107	Original Re-Submission Revision No. ()	
01	UMA and actual consumption for old projects for 12 month period which ended 12 months before the Requested Budget Year.	23,076	152,263	13,212,880	504,110			
02	UMA and actual consumption for old projects for 12 month period which ended 24 months before the Requested Budget Year.	23,076	167,528	15,060,320	623,713			
03	UMA and actual consumption for old projects for 12 month period which ended 36 months before the Requested Budget Year.	23,076	163,599	13,104,480	474,664			
04	Accumulated UMA and actual consumption of old projects (sum of lines 01, 02, 03)	69,228	483,380	41,377,680	1,602,487			
05	Estimated Unit Months available for old projects for Requested Budget Year.	23,076						
06	Ratio of Unit months available for old projects (line 04 divided by line 05 column 3)	3						
07	Estimated UMA and consumption for old projects for Requested Budget Year (Each figure on line 04 divided by line 06).	23,076	161,127	13,792,560	534,162			
08	Estimated UMA and consumption for new projects.							
09	Total estimated UMA and consumption for old and new projects for Requested Budget Year (line 07 + line 08)	23,076	161,127	13,792,560	534,162			
10	Estimated cost of consumption on line 09 for Requested Budget Year (see instructions).	COST	1,433,544	874,724	737,678			
11	Total estimated cost for Requested Budget Year (sum of all columns of line 10)	\$3,045,946						
12	Est. PUM cost of consumption for Requested Budget Year (Allowable Utilities Expense Level) (line 11 divided by line 09, col 3)	132.00						
12a	Rate							
12b	Unit of Consumption		8.89700 CCF	0.06342 KWH	1.38100 THERMS			

Previous Editions are Obsolete

Annual Statement / Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name		Grant Type and Number		Federal FY of Grant:		
The Housing Authority of the City of Atlanta, Georgia		Capital Fund Program Grant No:	GA06P006501 05	2005		
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Program Year Ending _____		Replacement Housing Factor Grant No:				
<input type="checkbox"/> Revised Annual Statement/Revision Number (___ 5 ___) <input type="checkbox"/> Final Performance and Evaluation Statement						
Line No.	Summary by Development Account	Original	Revised	Obligated	Total Actual Cost	Expended
		Total Estimated Cost				
1	Total non-CFP Funds					
2	1406 Operations					
3	1408 Management Improvements Soft Costs					
4	1410 Management Improvements Hard Costs					
5	1411 Administration					
6	1415 Liquidated Damages					
7	1430 Fees and Costs					
8	1440 Site Acquisition					
9	1450 Site Improvement					
10	1460 Dwelling Structures					
11	1465.1 Dwelling Equipment - Nonexpendable					
12	1470 Nondwelling Structure					
13	1475 Nondwelling Equipment					
14	1485 Demolition					
15	1490 Replacement Reserve					
16	1492 Moving to Work Demonstration		\$12,268,289.00		\$0.00	\$0.00
17	1495.1 Relocation Costs					
18	1499 Development Activities					
19	1502 Contingency					
20	Amount of Annual Grant (Sum of lines 2-19)		\$12,268,289.00	\$0.00	\$0.00	\$0.00
21	Amount of line 20 Related to LBP Activities					
22	Amount of line 20 Related to Section 504 Compliance					
23	Amount of line 20 Related to Security - Soft Costs					
24	Amount of line 20 Related to Security - Hard Costs					
25	Amount of line 20 Related to Energy Conservation Measures					
26	Collateralization Expenses or Debt Service					

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part II: Supporting Pages**

PHA Name The Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:		Federal FY of Grant: 2005
		GA06P06601 05		

Development Number/ Name HA-wide	General Description of Major Work Categories	Dev Acct No.	Quantity	Original	Total Estimated Cost		Funds Obligated	Total Actual Cost	Funds Expended	Status of Work
						Revised				
GA6-099	Authority Wide Moving to Work		1492		\$0.00	\$12,268,289		\$0.00		\$0.00 In design

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part III: Implementation Schedule**

PHA Name The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:	GA06P006501 06	Federal FY of Grant: 2005
Development Number/ Name HA-wide Authority Wide Moving to Work	Quantity	All Funds Obligated (Quarter Ending date) Original	ALL Funds Expended (Quarter Ending Date) Original
GA6-099	TBD*	Revised	Revised
			Reasons for Revised Target Date

* Obligation and Expenditure dates will be established by HUD at the time of the award

**Annual Statement / Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CF/CFPRHF) Part 1: Summary**

PHIA Name		Grant Type and Number		Federal FY of Grant:	
The Housing Authority of the City of Atlanta, Georgia		Capital Fund Program Grant No: GA06R006501 05		2005	
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Program Year Ending _____		Replacement Housing Factor Grant No: GA06R006501 05 Revised Annual Statement/Revision Number (_ 5 _) <input type="checkbox"/> Final Performance and Evaluation Statement			
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
		Total Estimated Cost			
		Total Actual Cost			
1	Total non-CFP Funds				
2	1406 Operations				
3	1408 Management Improvements Soft Costs				
	Management Improvements Hard Costs				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Nonexpendable				
12	1470 Nondwelling Structure				
13	1475 Nondwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration	\$8,330,375.05	\$0.00	\$0.00	\$0.00
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1502 Contingency				
20	Amount of Annual Grant (Sum of lines 2-19)	\$8,330,375.05	\$0.00	\$0.00	\$0.00
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Compliance				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
26	Collateralization Expenses or Debt Service				

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part II: Supporting Pages**

PHA Name The Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:		Federal FY of Grant: 2005
		GA06R006501 05		

Development Number/ Name HA-wide	General Description of Major Work Categories	Dev Acct No.	Quantity	Original	Total Estimated Cost		Funds Obligated	Total Actual Cost		Status of Work
						Revised			Funds Expended	
GA6-099	Authority Wide Moving to Work	1492			\$0.00	\$8,330,375		\$0.00	\$0.00	In design

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part III: Implementation Schedule**

PHA Name The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501 05	Federal FY of Grant: 2005
--	--	-------------------------------------

Development Number/ Name HA-wide	Quantity	All Funds Obligated (Quarter Ending date)		ALL Funds Expended (Quarter Ending Date)		Reasons for Revised Target Date
		Original	Revised	Original	Revised	
GA6-099 Authority Wide Moving to Work		TBD*				
					TBD*	

* Obligation and Expenditure dates will be established at the time sufficient funds are assembled for replacement housing

**Atlanta Housing Authority (the "PHA")
Moving To Work (MTW) Demonstration Program
Certification for FY 2006 MTW Annual Plan**

1. The PHA held a public hearing regarding the Plan on April 18, 2005.
2. The PHA Board of Commissioners approved a resolution adopting the MTW Plan.
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, and all applicable nondiscrimination and equal opportunity requirements set forth in 24 CFR 5.105(a), and will administer its programs and activities in a manner affirmatively to further fair housing.
4. The PHA shall continue to comply with Section 18 of the 1937 Act (42 U.S.C. 1437p, as amended by Section 1002(d) of Public Law 104-19, Section 201(b) (1) of Public Law 104-134, and Section 201(b) of Public Law 104-202), governing demolition and disposition, notwithstanding any use of the housing under MTW.
5. The PHA shall continue to comply with Section 12 of the 1937 Act (42 U.S.C. 1437j), governing wage rates.
6. The PHA shall continue to comply with the requirements of Section 16(a)(3) of the 1937 Act (as amended), and as required by the 1996 Appropriations Act, the PHA agrees that at least seventy-five percent (75%) of the families assisted by the PHA under the MTW demonstration program will be very low-income families as defined in the 1937 Act.
7. The PHA agrees to continue to assist substantially the same total number of eligible low-income families under MTW, and to maintain a comparable mix of families by family size, as would have been served or assisted if HUD funding sources had not been used under the MTW demonstration.
8. The PHA agrees that housing assisted under MTW will meet housing quality standards established or approved by HUD.
9. The PHA agrees that it will comply with the terms of any applicable court orders or Voluntary Compliance Agreements that are in existence or may come into existence during the term of the MTW Agreement.
10. If applicable to activities under the PHA's MTW Agreement, the PHA agrees to provide HUD with any documentation that HUD needs to carry out its review under the National Environmental Policy Act (NEPA) and other related authorities and otherwise will assist HUD in complying with 24 CFR Part 50 environmental review procedures. The PHA further agrees to comply with related provisions of Article I, Section J of the MTW Agreement.

11. In relation to rent policies, the PHA certifies that:
 - The PHA Board approves of this policy and has approved the required analysis of the impact of such policies specified in Article I, Section I of the MTW Agreement and
 - The PHA is in compliance with all provisions of that section.
12. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
13. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41 (Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped).
14. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
15. The PHA has submitted with the Plan a certification with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
16. The PHA has submitted with the Plan a certification with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
17. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
18. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
19. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
20. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments), as may be modified by the PHA's MTW Agreement.
21. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and the MTW Agreement executed by the PHA and HUD and will utilize funds made available under the Capital Fund, Operating Fund and Section 8 tenant-based assistance only for activities that are allowable under applicable regulations as modified by the PHA's MTW Agreement and included in its Plan.

Certified by: *ce a d*
Board of Commissioners Chairperson

Date: 4-25-05

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

Approved by OMB

0348-0046

(See reverse for public burden disclosure.)

1. Type of Federal Action: <input type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. Status of Federal Action: <input type="checkbox"/> n/a a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. Report Type: <input type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change For Material Change Only: year _____ quarter _____ date of last report _____
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known: The Housing Authority of the City of Atlanta, Georgia 230 John Wesley Dobbs Avenue Atlanta, GA 30303-2421 Congressional District, if known: 5th		5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime: n/a Congressional District, if known:
6. Federal Department/Agency: U.S. Department of Housing and Urban Development	7. Federal Program Name/Description: Moving to Work Demonstration Program CFDA Number, if applicable: n/a	
8. Federal Action Number, if known:	9. Award Amount, if known: \$ n/a	
10. a. Name and Address of Lobbying Registrant <i>(if individual, last name, first name, MI):</i>	b. Individuals Performing Services <i>(including address if different from No. 10a)</i> <i>(last name, first name, MI):</i> 	
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.	Signature:  Print Name: <u>Ranée Lewis Glover</u> Title: <u>President & Chief Executive Officer</u> Telephone No.: <u>(404) 817-7463</u> Date: <u>4/26/05</u>	
Federal Use Only:		Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

Certification for a Drug-Free Workplace

U.S. Department of Housing and Urban Development

Applicant Name

The Housing Authority of the City of Atlanta, Georgia (AHA)

Program/Activity Receiving Federal Grant Funding

Moving To Work Demonstration Program

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

See Attachment

Check here if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.

(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Renée Lewis Glover

Title

President & Chief Executive Officer

Signature

Date

4/26/05

Item 2. Certification for a Drug-Free Workplace Attachment

The Housing Authority of the City of Atlanta, Georgia ("AHA")

Sites for Work Performance*

AHA Communities:

Community	Street Address	City, State, Zip Code
1. Antoine Graves	126 Hilliard Street	Atlanta, Georgia 30312
2. Bankhead Courts	3400 Maynard Court	Atlanta, Georgia 30331
3. Barge Road	2440 Barge Road	Atlanta, Georgia 30331
4. Bowen Apartments	2804 Yates Drive	Atlanta, Georgia 30318
5. Capitol Homes	89 Memorial Drive	Atlanta, Georgia 30312
6. Cheshire Bridge Road	2170 Cheshire Bridge Road	Atlanta, Georgia 30324
7. Cosby Spear Towers	355 North Avenue	Atlanta, Georgia 30308
8. East Lake Towers	380 East Lake Boulevard	Atlanta, Georgia 30317
9. Englewood Manor	1271 Gault Street	Atlanta, Georgia 30315
10. Georgia Avenue	174 Georgia Avenue	Atlanta, Georgia 30312
11. Grady Homes	100 Bell Street	Atlanta, Georgia 30312
12. Graves Annex	110 Hilliard Street	Atlanta, Georgia 30312
13. Herndon Homes	511 John Street	Atlanta, Georgia 30311
14. Hightower Manor	2610 M.L. King Drive	Atlanta, Georgia 30311
15. Hollywood Courts	2515 Hollywood Court	Atlanta, Georgia 30318
16. John Hope Model Building	365 McDaniel Street	Atlanta, Georgia 30314
17. John O. Chiles	435 Joseph E. Lowery	Atlanta, Georgia 30310
18. Jonesboro North	2471 Jonesboro Road	Atlanta, Georgia 30315
19. Jonesboro South	2471 Jonesboro Road	Atlanta, Georgia 30315
20. Juniper & 10 th	150 Tenth Street	Atlanta, Georgia 30309
21. Leila Valley	2413 Leila Lane	Atlanta, Georgia 30315
22. McDaniel Glenn	531 McDaniel Street	Atlanta, Georgia 30312
23. M.L. King Tower	525 Whitehall Terrace	Atlanta, Georgia 30312
24. Marian Road	760 Sidney Marcus Boulevard	Atlanta, Georgia 30324
25. Marietta Road	295 Marietta Road	Atlanta, Georgia 30318
26. Martin Street Plaza	600 Martin Street	Atlanta, Georgia 30312
27. Palmer House	430 Centennial Olympic Park Drive	Atlanta, Georgia 30313
28. Peachtree Road	2240 Peachtree Road	Atlanta, Georgia 30309
29. Piedmont Road	3601 Piedmont Road	Atlanta, Georgia 30305
30. Roosevelt House	582 Centennial Olympic Park Drive	Atlanta, Georgia 30313
31. Thomasville Heights	1038 Henry Thomas Drive	Atlanta, Georgia 30315
32. U-Rescue Villa	355 North Avenue	Atlanta, Georgia 30308
33. University Homes	660 Fair Street	Atlanta, Georgia 30314
34. Westminster	1422 Piedmont Avenue	Atlanta, Georgia 30309

** All sites are located in Fulton County except East Lake Towers, Columbia Village, and The Villages of East Lake which are located in DeKalb County.*

Certification for a Drug-Free Workplace
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AHA Sponsored Mixed-Income, Mixed-Finance Communities:

Community	Street Address	City, State, Zip Code
1. Ashley Courts at Cascade	1371 Kimberly Way	Atlanta, Georgia 30331
2. Ashley Terrace at West End	717 Lee Street	Atlanta, Georgia 30310
3. Centennial Place	526 Centennial Olympic Park Drive	Atlanta, Georgia 30313
4. College Town at West End	920 Sells Avenue	Atlanta, Georgia 30310
5. Columbia Commons	2524 Martin Luther King, Jr. Drive	Atlanta, Georgia 30311
6. Columbia Village	100 Jessica Avenue	Atlanta, Georgia 30032
7. Magnolia Park	60 Paschal Boulevard	Atlanta, Georgia 30314
8. Summerdale Commons	2745 Hapeville Road	Atlanta, Georgia 30315
9. The Village at Castleberry Hill	600 Greensferry Avenue	Atlanta, Georgia 30314
10. The Villages at Carver	201 Moury Avenue	Atlanta, Georgia 30315
11. The Villages of East Lake	460 East Lake Boulevard	Atlanta, Georgia 30317
12. West Highlands at Heman E. Perry Boulevard	18101 Kerry Drive	Atlanta, Georgia 30318

Project-Based Section 8 Properties:

Community	Street Address	City, State, Zip Code
1. Campbell Stone Apartments	2922 Pharr Court South	Atlanta, Georgia 30305
2. Columbia Colony	2999 Continental Colony Parkway	Atlanta, Georgia 30331
3. Columbia Heritage	1800 Kerry Drive	Atlanta, Georgia 30318
4. Columbia High Point	220 Bowen Circle	Atlanta, Georgia 30315
5. Crogman School	1093 West Avenue	Atlanta, Georgia 30305
6. Hampton Oaks	1955 Ladawn Lane	Atlanta, Georgia 30318
7. Park Place South	266 Amal Drive	Atlanta, Georgia 30315
8. The Park at Scott's Crossing	1620 Hollywood Road	Atlanta, Georgia 30318
9. The Peaks at MLK	2423 M.L.K., Jr. Drive	Atlanta, Georgia 30311
10. The Terraces	40 Mount Zion Road	Atlanta, Georgia 30354
11. Toby Sexton/GE Towers	488 Glenn Street	Atlanta, Georgia 30310

Certification for a Drug-Free Workplace

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AHA Central Office:

The Housing Authority of the City of Atlanta, Georgia
230 John Wesley Dobbs Avenue, NE
Atlanta, Georgia 30303

Additional AHA Facilities:

The Housing Authority of the City of Atlanta, Georgia
Central Warehouse
301 North Ave
Atlanta, Georgia 30365

The Housing Authority of the City of Atlanta, Georgia
Facilities Maintenance Shop
568 Humphries Street
Atlanta, Georgia 30312

The Housing Authority of the City of Atlanta, Georgia
Facilities Maintenance Shop
749 McDaniel Street
Atlanta, Georgia 30310

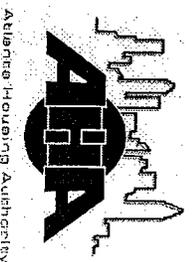
Appendix R: Submissions Required for Receipt of Funds

- *Fiscal year 2006 Comprehensive Operating and Capital Fund Budget (Also included in Appendix K)*
- *Form HUD-52723 – Operating Fund Calculation of Operating Subsidy*
- *Form HUD-52722-A – Calculation of Allowance Utilities Expense Level*
- *Annual Statement/Performance and Evaluation Report, Capital Fund Program and Replacement Housing Factor¹*

¹ The Performance and Evaluation forms (P&Es) submitted with this plan for the Capital Funding Program and Replacement Housing Factor funds represent an estimate of awards in Federal Fiscal Year 2005 based on prior funding and changes in public housing inventory. They do not reflect the capital or development needs of the Atlanta Housing Authority. AHA expects that HUD will provide the actual levels of funding in August or September 2005 when the awards are published. At that time, AHA will submitted revised P&Es reflecting the actual award amounts.

FY2006 Budget

The Housing Authority of the City of Atlanta, Georgia



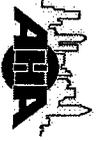
Fiscal Year 2006 Comprehensive Operating and Capital Budget The Housing Authority of the City of Atlanta, Georgia

As Approved by Board of Commissioners on April 25, 2005

Operating	MTW/Funds	Development, HOPE VI, and RHF	Housing Choice non-MTW Vouchers	51b	Other Grants	M2M	GA/HAP	Conventional Real Estate	ROSS	CDBG	Other Funds	MTW/Tech Assistance Grant (CDBG)	Development Fees	Homebuyers	AHA Total
Operating Income															
Rent (Including retro rent)	14,473,967							1,838,458							16,312,405
Operating Subsidy at 89% Proration	11,130,797														11,130,797
Utility Subsidy at 89% Proration	16,551,706														16,551,706
MTW Housing Choice Funding	113,923,083														113,923,083
Non-MTW Housing Choice Funding (HAP and Admin Fees)			9,324,718	5,200,272											14,524,990
Admin Fees					75,000		1,020,050								1,095,050
HAP Portability Income															
Current Year (FFY2005) Capital Funds to be used for Operations Development, HOPE VI, and RHF grants Used for Operating Purposes	6,926,660			242,930											7,168,490
Other Grants		6,704,504			250,000				177,807	28,000	287,873.00	115,000			6,704,504
Other Income															855,680
Development Related Income (Fees and Proceeds)															
Excess Utilities		604,927											2,591,982		2,591,982
Other Income (leases, late fees, laud, other income)		171,931													804,927
Hendon Homes Settlement											600,000				600,000
Service Fees and Asset Management Fees		5,048,229													5,048,229
Total Income	168,630,780	6,704,504	9,324,718	5,443,202	250,000	75,000	1,020,050	1,838,458	177,807	28,000	887,873	115,000	2,591,982	0	197,233,773

FY2006 Budget

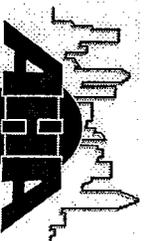
The Housing Authority of the City of Atlanta, Georgia



Fiscal Year 2006 Comprehensive Operating and Capital Budget The Housing Authority of the City of Atlanta, Georgia As Approved by Board of Commissioners on April 25, 2005

Operating Expenses	MTW Funds	Development, HOPE VI and RHF	Housing Choice not-MTW vouchers	11b	Other Grants	M/ZM	GA HAP	Conventional Real Estate	ROSS	CDBG	Other Funds	MTW Tech Assistance Grant (CDBG)	Development Fees	Homebuyers	AHA Total
Administration	26,458,957			20,000	250,000		50,000				246,823	115,000		159,308	37,299,888
Housing Assistance Payments	92,117,039		9,324,718	5,200,272											106,642,029
Tenant Services	3,072,266	2,676,421							142,807						5,891,487
Utilities	15,188,326												600,000		15,198,326
Ordinary Maintenance and Operations	15,351,352							1,424,373							17,375,725
Protective Services	4,882,687														4,882,687
General Expenses	3,439,165														3,439,165
Contingency	1,500,000														1,500,000
Asset Management Fees	0	4,028,083		222,936		75,000	891,126	39,946	35,000	25,000	41,250				5,046,229
PILOT	400,000														400,000
GA HAP Reserve	0						164,907								164,907
Total Operating Expenses	172,419,766	8,704,504	9,324,718	5,443,202	250,000	75,000	796,033	1,464,213	177,807	25,000	687,873	115,000	0	159,308	197,842,423
Net Operating Gain (Loss)	(3,989,868)	0	0	0	0	0	224,017	376,245	0	0	0	0	2,691,982	(159,308)	(558,860)
Other Income (expenses)	0														0
Capital Grants used for Capital Projects and Development	0														0
New Capital Projects	5,342,729														5,342,729
Development	0	25,295,496													25,295,496
Interest Income	418,583					349	43,716		17,368		574,244			49,200	1,112,569
Extraordinary Maintenance and Demolition	(396,000)													(465,075)	(921,075)
Interest Expense	(491,881)							(445,572)						(937,533)	
Net Property Sales Proceeds	0													510,000	
Acquisitions	0														0
Payment of Principal	(17,669)														(17,669)
Total Other Income (Expenses)	4,823,932	25,295,496	0	11,308	0	349	43,716	(428,206)	0	0	574,244	0	0	94,125	30,414,568
Change in Net Assets	1,233,976	25,295,496	0	11,308	0	349	267,727	(53,961)	0	0	574,244	0	2,018,982	(1,892,817)	15,480,121
Restriction in Net Assets															0
Equity Investment fund*	(12,000,000)														(12,000,000)
Resisted Reserves															0
Turnkey III Trust															(573,000)
Change in Unrestricted Net Assets	(10,766,024)	25,295,496	0	11,308	0	349	267,727	(53,961)	0	0	574,244	0	2,018,982	(1,892,817)	15,480,121

* These funds will be used to obtain assets of greater or equal value that are expected to produce future income.



**Operating Fund
Calculation of Operating Subsidy
PHA-Owned Rental Housing**

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

OMB Approval No. 2577-0029 (exp. 10/31/2004)

Section 1

a) Name and Address of Public Housing Agency Housing Authority of the City of Atlanta, Georgia 230 John Wesley Dobbs Avenue NE Atlanta, GA 30303-2429						b) Budget Submission to HUD required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
d) No. of HA Units 8,485						c) Type of Submission <input checked="" type="checkbox"/> Original <input type="checkbox"/> Revision No.	
e) Unit Months Available (UMAs) 101820		f) Subject FYE 06/30/2006	g) ACC Number A-3107	h) Operating Fund Project Number G A 0 0 6 0 0 1 0 6 K			i) (Reserved) 069189850

Section 2

Line No.	Description	Requested by PHA (PUM)	HUD Modifications (PUM)
Part A. Allowable Expenses and Additions			
01	Previous allowable expense level (Part A, Line 08 of form HUD-52723 for previous year)	289.49	
02	Part A, Line 01 multiplied by .005	1.45	
03	Delta from form HUD-52720-B, if applicable (see instructions)	-3.67	
04	"Requested" year units from latest form HUD-52720-A (see instructions)	8,485	
05	Add-ons to allowable expense level from previous fiscal year (see instructions)		
06	Total of Part A, Lines 01, 02, 03 and 05	287.27	
07	Inflation factor	1.031	
08	Revised allowable expense level (AEL) (Part A, Line 06 times Line 07)	296.18	
09	Transition Funding		
10	Increase to AEL		
11	Allowable utilities expense level from form HUD-52722-A	182.65	
12	Actual PUM cost of Independent Audit (IA) (Through FYE 06/30/2004)	0.86	
13	Costs attributable to deprogrammed units	5.37	
14	Total Allowable Expenses and Additions (Sum of Part A, Lines 08 thru 13)	485.06	
Part B. Dwelling Rental Income			
01	Total rent roll (as of 1/1/2005)	\$ 1,529,564	
02	Number of occupied units as of rent roll date	8,187	
03	Average monthly dwelling rental charge per unit for current budget year (Part B, Line 01 ÷ Line 02)	186.83	
04	Average monthly dwelling rental charge per unit for prior budget year	163.09	
05	Average monthly dwelling rental charge per unit for budget year 2 years ago	171.66	
06	Three-year average monthly dwelling rental charge per unit ((Part B, Line 03+Line 04+Line 05)÷ 3)	173.86	
07	50/50 Income split ((Part B, Line 03 + Line 06) + 2)	180.35	
08	Average monthly dwelling rental charge per unit (lesser of Part B, Line 03 or Line 07)	180.35	
09	Rental income adjustment factor	1.03	1.
10	Projected average monthly dwelling rental charge per unit (Part B, Line 08 times Line 09)	185.76	
11	Projected occupancy percentage from form HUD-52728	97%	%
12	Projected average monthly dwelling rental income per unit (Part B, Line 10 times Line 11)	180.19	
Part C. Non-dwelling Income			
01	Other income	5.96	
02	Total operating receipts (Part B, Line 12 plus Part C, Line 01)	186.15	
03	PUM deficit or (Income) (Part A, Line 14 minus Part C, Line 02)	298.91	
04	Deficit or (Income) before add-ons (Part C, Line 03 times Section 1, e)	30,435,016	

Line No.	Description	Requested by PHA (Whole Dollars)	HUD Modifications (Whole Dollars)
Part D. Add-ons for changes in Federal law or regulation and other eligibility			
01	FICA contributions	82,987	
02	Unemployment compensation	198,029	
03	Family Self Sufficiency Program		
04	Energy Add-On for loan amortization		
05	Unit reconfiguration		
06	Non-dwelling units approved for subsidy	71,083	
07	Long-term vacant units		
08	Phase Down for Demolitions	101,258	
09	Units Eligible for Resident Participation: Occupied Units (Part B, Line 02)	8,187	
10	Employee Units	8	
11	Police Units	1	
12	Total Units Eligible for Resident Participation (Sum of Part D, Lines 09 thru 11)	8,196	
13	Funding for Resident Participation (Part D, Line 12 x \$25)	204,900	
14	Other approved funding, not listed (Specify in Section 3)		
15	Total add-ons (sum of Part D, Lines 01, 02, 03, 04, 05, 06, 07, 08, 13 and 14)	658,257	
Part E. Calculation of Operating Subsidy Eligibility Before Adjustments			
01	Deficit or (Income) before adjustments (Total of Part C, Line 04 and Part D, Line 15)	31,093,273	
02	Actual cost of Independent Audit (IA)	87,410	
03	Operating subsidy eligibility before adjustments (greater of Part E, Line 01 or Line 02) (If less than zero, enter zero (0))	31,093,273	
Part F. Calculation of Operating Subsidy Approvable for Subject Fiscal Year (Note: Do not revise after the end of the subject FY)			
01	Utility Adjustment for Prior years	2,709,514	
02	Additional subject fiscal year operating subsidy eligibility (specify)		
03	Unfunded eligibility in prior fiscal years to be obligated in subject fiscal year		
04	HUD discretionary adjustments		
05	Other (specify)		
06	Other (specify)		
07	Unfunded portion due to proration	()	()
08	Net adjustments to operating subsidy (total of Part F, Lines 01 thru 07)	2,709,514	
09	Operating subsidy approvable for subject fiscal year (total of Part E, Line 03 and Part F, Line 08)	33,802,787	
HUD Use Only (Note: Do not revise after the end of the subject FY)			
10	Amount of operating subsidy approvable for subject fiscal year not funded		()
11	Amount of funds obligated in excess of operating subsidy approvable for subject fiscal year		
12	Funds obligated in subject fiscal year (sum of Part F, Lines 09 thru 11) (Must be the same as line 690 of the Operating Budget, form HUD-52564, for the subject fiscal year) Appropriation symbol(s):		
Part G. Memorandum of Amounts Due HUD, Including Amounts on Repayment Schedules			
01	Total amount due in previous fiscal year (Part G, Line 04 of form HUD-52723 for previous fiscal year)		
02	Total amount to be collected in subject fiscal year (Identify individual amounts under Section 3)	()	()
03	Total additional amount due HUD (include any amount entered on Part F, Line 11) (Identify individual amounts under Section 3)		
04	Total amount due HUD to be collected in future fiscal year(s) (Total of Part G, Lines 01 thru 03) (Identify individual amounts under Section 3)		

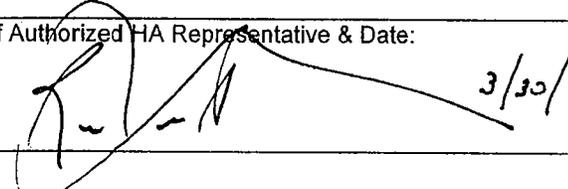
Line No.	Description	Requested by PHA (Whole Dollars)	HUD Modifications (Whole Dollars)
Part H. Calculation of Adjustments for Subject Fiscal Year			
This part is to be completed only after the subject fiscal year has ended			
01	Indicate the types of adjustments that have been reflected on this form: <input type="checkbox"/> Utility Adjustment <input type="checkbox"/> HUD discretionary adjustment (Specify under Section 3)		
02	Utility adjustment from form HUD-52722-B		
03	Deficit or (Income) after adjustments (total of Part E, Line 01 and Part H, Line 02)		
04	Operating subsidy eligibility after year-end adjustments (greater of Part E, Line 02 or Part H, Line 03)		
05	Part E, Line 03 of latest form HUD-52723 approved during subject FY (Do not use Part E, Line 03 of this revision)		
06	Net adjustments for subject fiscal year (Part H, Line 04 minus Part H, Line 05)		
07	Utility adjustment (enter same amount as Part H, Line 02)		
08	Total HUD discretionary adjustments (Part H, Line 06 minus Line 07)		
09	Unfunded portion of utility adjustment due to proration		
10	Unfunded portion of HUD discretionary adjustment due to proration		
11	Prorated utility adjustment (Part H, Line 07 plus Line 09)		
12	Prorated HUD discretionary adjustment (Part H, Line 08 plus Line 10)		

Section 3

Remarks (provide part and line numbers)

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

Signature of Authorized HA Representative & Date:

X  3/30/05

Signature of Authorized Field Office Representative & Date:



HOUSING AUTHORITY of the CITY of ATLANTA

Line no. (1)	Description (2)	Unit Months Available (3)	Sewerage and Water Consumption (4)	Electricity Consumption (5)	Gas Consumption (6)	Fiscal Year Ending		Submission Original Re-Submission Revision No. ()	
						June 30, 2006 AOC Contract Number A-3107	(7)		(8)
		MASTER LIST			ROLLING BASE FROZEN				
01	UMA and actual consumption for old projects for 12 month period which ended 12 months before the Requested Budget Year.	101,820	987,515	74,004,617	3,941,166				
02	UMA and actual consumption for old projects for 12 month period which ended 24 months before the Requested Budget Year.	101,820	1,034,718	71,249,029	4,150,059				
03	UMA and actual consumption for old projects for 12 month period which ended 36 months before the Requested Budget Year.	101,820	944,050	65,773,828	3,507,124				
04	Accumulated UMA and actual consumption of old projects (sum of lines 01, 02, 03)	305,460	2,966,283	211,027,474	11,598,348				
05	Estimated Unit Months available for old projects for Requested Budget Year.	101,820							
06	Ratio of Unit months available for old projects (line 04 divided by line 05 column 3)	3							
07	Estimated UMA and consumption for old projects for Requested Budget Year (Each figure on line 04 divided by line 06).	101,820	988,761	70,342,491	3,866,116				
08	Estimated UMA and consumption for new projects.		0	0	0				
09	Total estimated UMA and consumption for old and new projects for Requested Budget Year (line 07 + line 08)	101,820	988,761	70,342,491	3,866,116				
10	Estimated cost of consumption on line 09 for Requested Budget Year (see instructions).	COST	8,797,007	4,461,121	5,339,106				
11	Total estimated cost for Requested Budget Year (sum of all columns of line 10)	\$18,597,233							
12	Est. PUM cost of consumption for Requested Budget Year (Allowable Utilities Expense Level) (line 11 divided by line 09, col 3)	182.65							
12a	Rate								
12b	Unit of Consumption		8.89700 CCF	0.06342 KWH	1.38100 THERMS				

Previous Editions are Obsolete



HOUSING AUTHORITY of the CITY of ATLANTA

NON-EPC-1a

Line no. (1)	Description (2)	Unit Months Available (3)	Sewerage and Water Consumption (4)	Electricity Energy Consumption (5)	Gas Consumption (6)	Fiscal Year Ending		Submission
						June 30, 2006 ACC Contract Number A-3107	Original Re-Submission Revision No. ()	
						Electricity Demand Consumption (7)	Fuel (Specify type e.g., oil, coal, wood) (8)	
01	UMA and actual consumption for old projects for 12 month period which ended 12 months before the Requested Budget Year.	78,744	885,252	60,791,737	3,437,056		(9)	(9)
02	UMA and actual consumption for old projects for 12 month period which ended 24 months before the Requested Budget Year.	78,744	867,190	56,188,709	3,526,346			
03	UMA and actual consumption for old projects for 12 month period which ended 36 months before the Requested Budget Year.	78,744	780,461	52,669,348	3,032,460			
04	Accumulated UMA and actual consumption of old projects (sum of lines 01, 02, 03)	236,232	2,482,903	169,649,794	9,995,861			
05	Estimated Unit Months available for old projects for Requested Budget Year.	78,744						
06	Ratio of Unit months available for old projects (line 04 divided by line 05 column 3)	3						
07	Estimated UMA and consumption for old projects for Requested Budget Year (Each figure on line 04 divided by line 06).	78,744	827,634	56,549,931	3,331,954			
08	Estimated UMA and consumption for new projects.	-	0	0	0			
09	Total estimated UMA and consumption for old and new projects for Requested Budget Year (line 07 + line 08)	78,744	827,634	56,549,931	3,331,954			
10	Estimated cost of consumption on line 09 for Requested Budget Year (see instructions).	COST	7,363,463	3,586,397	4,601,428			
11	Total estimated cost for Requested Budget Year (sum of all columns of line 10)	\$15,551,287						
12	Est. PUM cost of consumption for Requested Budget Year (Allowable Utilities Expense Level) (line 11 divided by line 09, col 3)	197.49						
12a	Rate							
12b	Unit of Consumption		8.89700 CCF	0.06342 KWH	1.38100 THERMS			

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HOUSING AUTHORITY of the CITY of ATLANTA

Line no. (1)	Description (2)	Unit Months Available (3)	Sewerage and Water Consumption (4)	Electricity Energy Consumption (5)	Gas Consumption (6)	Fiscal Year Ending		Fuel (Specify type e.g... oil, coal, wood) (8)
						June 30, 2006 ACC Contract Number A-3107	Original Re-Submission Revision No. ()	
01	UMA and actual consumption for old projects for 12 month period which ended 12 months before the Requested Budget Year.	23,076	152,263	13,212,880	504,110			
02	UMA and actual consumption for old projects for 12 month period which ended 24 months before the Requested Budget Year.	23,076	167,528	15,060,320	623,713			
03	UMA and actual consumption for old projects for 12 month period which ended 36 months before the Requested Budget Year	23,076	163,599	13,104,480	474,664			
04	Accumulated UMA and actual consumption of old projects (sum of lines 01, 02, 03)	69,228	483,380	41,377,680	1,602,487			
05	Estimated Unit Months available for old projects for Requested Budget Year.	23,076						
06	Ratio of Unit months available for old projects (line 04 divided by line 05 column 3)	3						
07	Estimated UMA and consumption for old projects for Requested Budget Year (Each figure on line 04 divided by line 06).	23,076	161,127	13,792,560	534,162			
08	Estimated UMA and consumption for new projects.							
09	Total estimated UMA and consumption for old and new projects for Requested Budget Year (line 07 + line 08)	23,076	161,127	13,792,560	534,162			
10	Estimated cost of consumption on line 09 for Requested Budget Year (see instructions).	COST	1,433,544	874,724	737,678			
11	Total estimated cost for Requested Budget Year (sum of all columns of line 10)	\$3,045,946						
12	Est. PUM cost of consumption for Requested Budget Year (Allowable Utilities Expense Level) (line 11 divided by line 09, col 3)	132.00						
12a	Rate							
12b	Unit of Consumption		8.89700 CCF	0.06342 KWH	1.38100 THERMS			

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Annual Statement / Performance and Evaluation Report

Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part 1: Summary

PHA Name		Grant Type and Number		Federal FY of Grant:	
The Housing Authority of the City of Atlanta, Georgia		Capital Fund Program Grant No:	GA06P006501 05	2005	
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Program Year Ending _____		Replacement Housing Factor Grant No:			
<input type="checkbox"/> Revised Annual Statement/Revision Number (___ 5 ___) <input type="checkbox"/> Final Performance and Evaluation Statement					
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
Total Estimated Cost					
1	Total non-CFP Funds				
2	1406 Operations				
3	1408 Management Improvements Soft Costs				
4	1410 Management Improvements Hard Costs				
5	1411 Administration				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Nonexpendable				
12	1470 Nondwelling Structure				
13	1475 Nondwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration	\$12,268,289.00	\$0.00	\$0.00	\$0.00
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1502 Contingency				
20	Amount of Annual Grant (Sum of lines 2-19)	\$12,268,289.00	\$0.00	\$0.00	\$0.00
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Compliance				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
26	Collateralization Expenses or Debt Service				

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part II: Supporting Pages**

PHA Name The Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:		Federal FY of Grant: 2005
		GA06P06601 05		

Development Number/ Name HA-wide	General Description of Major Work Categories	Dev Acct No.	Quantity	Original	Total Estimated Cost		Funds Obligated	Total Actual Cost	Funds Expended	Status of Work
						Revised				
GA6-099	Authority Wide Moving to Work		1492		\$0.00	\$12,268,289		\$0.00		\$0.00 In design

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part III: Implementation Schedule**

PHA Name The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:	GA06P006501 06	Federal FY of Grant: 2005
Development Number/ Name HA-wide Authority Wide Moving to Work	Quantity	All Funds Obligated (Quarter Ending date) Original	ALL Funds Expended (Quarter Ending Date) Original
GA6-099	TBD*	Revised	Revised
			Reasons for Revised Target Date

* Obligation and Expenditure dates will be established by HUD at the time of the award

**Annual Statement / Performance and Evaluation Report
Capital Fund Program and Capital Fund Program Replacement Housing Factor (CF/CFPRHF) Part 1: Summary**

PHIA Name		Grant Type and Number		Federal FY of Grant:	
The Housing Authority of the City of Atlanta, Georgia		Capital Fund Program Grant No: GA06R006501 05		2005	
<input checked="" type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Program Year Ending _____		Replacement Housing Factor Grant No: GA06R006501 05 Revised Annual Statement/Revision Number (_ 5 _) <input type="checkbox"/> Final Performance and Evaluation Statement			
Line No.	Summary by Development Account	Original	Revised	Obligated	Expended
		Total Estimated Cost		Total Actual Cost	
1	Total non-CFP Funds				
2	1406 Operations				
3	1408 Management Improvements Soft Costs				
	Management Improvements Hard Costs				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment - Nonexpendable				
12	1470 Nondwelling Structure				
13	1475 Nondwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration	\$8,330,375.05	\$0.00	\$0.00	\$0.00
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1502 Contingency				
20	Amount of Annual Grant (Sum of lines 2-19)	\$8,330,375.05	\$0.00	\$0.00	\$0.00
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Compliance				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
26	Collateralization Expenses or Debt Service				

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part II: Supporting Pages**

PHA Name The Housing Authority of the City of Atlanta, Georgia		Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:		Federal FY of Grant: 2005
		GA06R006501 05		

Development Number/ Name HA-wide	General Description of Major Work Categories	Dev Acct No.	Quantity	Original	Total Estimated Cost		Funds Obligated	Total Actual Cost	Funds Expended	Status of Work
						Revised				
GA6-099	Authority Wide Moving to Work	1492			\$0.00	\$8,330,375		\$0.00		\$0.00 In design

**Annual Statement / Performance and Evaluation Report
 Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF)
 Part III: Implementation Schedule**

PHA Name The Housing Authority of the City of Atlanta, Georgia	Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No: GA06R006501 05	Federal FY of Grant: 2005
--	--	-------------------------------------

Development Number/ Name HA-wide	Quantity	All Funds Obligated (Quarter Ending date)		ALL Funds Expended (Quarter Ending Date)		Reasons for Revised Target Date
		Original	Revised	Original	Revised	
GAP-099 Authority Wide Moving to Work		TBD*			TBD*	

* Obligation and Expenditure dates will be established at the time sufficient funds are assembled for replacement housing

Appendix S: HUD Project Numbers for AHA Properties and Communities

1. AHA Owned Communities

HUD Project Number	High-Rise Communities
GA006011	Antoine Graves
GA006054	Barge Road
GA006047	Cheshire Bridge
GA006024	Cosby Spear Towers
GA006030	East Lake Towers
GA006025	Georgia Avenue
GA006026	Graves Annex
GA006053	Hightower Manor
GA006013	John O. Chiles
GA006043	Juniper & 10th
GA006052	Marian Road
GA006058	Marietta Road
GA006016	M.L. King Tower
GA006014	Palmer House
GA006045	Peachtree Road
GA006048	Piedmont Road
GA006027	Roosevelt House
Family Communities	
GA006028	Bankhead Courts
GA006012	Bowen Apartments
GA006023	Englewood Manor
GA006004	Grady Homes
GA006005R2	Herndon Homes
GA006020	Hollywood Courts
GA006002	John Hope Model Building
GA006032	Jonesboro North
GA006031	Jonesboro South
GA006029	Leila Valley
GA006016	McDaniel Glenn
GA006056	Martin Street Plaza
GA006017	Thomasville Heights
GA006010	University Apartments
GA006024	U-Rescue Villa
GA006044	Westminster

Appendix S: HUD Project Numbers for AHA Properties and Communities (Continued)

2. Mixed-Income Communities

HUD Project Number	Mixed-Income Communities
GA06P006083	Ashley Courts at Cascade I
GA06P006087	Ashley Courts at Cascade II
GA06P006090	Ashley Courts at Cascade III
GA06P006084	Ashley Terrace at West End
GA06P006077A	Centennial Place I
GA06P006077B	Centennial Place II
GA06P006077C	Centennial Place III
GA06P006077D	Centennial Place IV
GA06P006093	College Town at West End
GA06P006092	Columbia Commons
GA06P006081	Columbia Village
GA06P006082	Magnolia Park I
GA06P006086	Magnolia Park II
GA06P006070	Summerdale Commons I
GA06P006079	Summerdale Commons II
GA06P006080	The Village at Castleberry Hill I
GA06P006061	The Village at Castleberry Hill II
GA06P006085	The Villages at Carver I
GA06P006091	The Villages at Carver II
GA06P006088	The Villages at Carver III
GA06P006065	The Villages of East Lake I
GA06P006078	The Villages of East Lake II
GA06P006089	West Highlands at Columbia Estates
GA06P006094	West Highlands at Columbia Park Citi
N/A	West Highlands at Columbia Heritage Senior
GA06P006095	West Highlands at Columbia Creste

Appendix S: HUD Project Numbers for AHA Properties and Communities (Continued)

3. AHA Properties

HUD Project Number	Property
GA06P006016/ GA06P006051	Facilities Maintenance Shop (568 Humphries Street)
GA06P006060/ GA06P006051	Facilities Maintenance Shop (749 McDaniel Street and adjacent parcels)
GA06P006016	Fulton Street/McDaniel Glenn Vacant Property
GA06P006033	Gilbert Gardens Annex
GA06P006040	Model Cities I, II
GA06P006002	North Avenue Warehouse (301 North Avenue)
N/A	Perry Homes Park Land Swap (6.91 acres)
GA06P006046	Scattered Sites
GA06P006039	Wildwood Lakes
GA06P006038	Waites Drive