

# **FY 2014 Choice Neighborhoods Implementation Grant Application for University Choice Neighborhood**



*Rendering of re-imagined historic Roosevelt Hall and Atlanta Student Movement Boulevard*

Submitted to:  
The U.S. Department of Housing and Urban Development  
on February 7, 2015

By:  
The Housing Authority of the City of Atlanta, Georgia  
The City of Atlanta

**Exhibit A:  
Executive Summary**

**Applicant:  
Atlanta Housing Authority**

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## **Executive Summary**

*History. Public/private partnerships. Momentum.* These key words aptly summarize the Transformation Plan for the University Choice Neighborhood (UCN) and the former University Homes public housing site. Located just west of downtown Atlanta, the “cradle of the civil rights movement,” the UCN was home to many great African American leaders such as Dr. Martin Luther King, Jr., and is still home to a cluster of Historically Black Colleges and Universities (HBCUs) that played a vital role in the national struggle for desegregation and equal opportunity. Four of these HBCUs are collectively known as the Atlanta University Center Consortium (AUCC), including Clark Atlanta University, Morehouse College, Morehouse School of Medicine, and Spelman College. By incubating African American leadership and talent, these HBCUs created much of the infrastructure and discourse that gave birth to the ‘60s civil rights movement, which transformed American society, culture and politics.

UCN, once a thriving center for African American commerce and intellectual discourse, has suffered from decades of disinvestment, visible in vacant storefronts and boarded homes, failed schools, a high crime rate and concentrated poverty. However, there is growing momentum in the revitalization of this historic neighborhood with both small- and large-scale initiatives underway, including the \$1.4 billion Atlanta Falcons stadium, the BeltLine with 22 miles of transit line and parkland, and Friendship Baptist LLC (with development partner McCormack Baron Salazar) proposing a new Community/Family Life Center and mixed-use developments totaling more than \$83 million. Invest Atlanta (IA) and the Arthur M. Blank Family Foundation have each pledged \$15 million for initiatives in the Westside Tax Allocation District (TAD) which overlaps with the UCN area. To reinforce these investments, the City has submitted a Promise Zone application targeting the UCN and Westside TAD neighborhoods and has established the Westside Future Fund (WFF) to raise private and philanthropic dollars to bolster and coordinate ongoing investments at the scale necessary to transform the UCN.

Built in 1938, the target site - University Homes - was constructed adjacent to the AUCC schools as the African American counterpart to the white-only Techwood Homes, the first public housing project in the country, developed in Atlanta in 1936. Over time, the development fell into severe disrepair, and due to the increasingly distressed conditions there, residents were relocated in 2006 and University Homes was demolished in 2009. With a 2010 Choice Neighborhoods planning grant, AHA and the community developed a shared vision to redevelop the housing site and to create a vibrant and thriving college town community built on the historical relationship between the AUCC schools and the surrounding neighborhood, rooted in the unique history of the civil rights movement and its goal of social and economic equality. AHA also leveraged the education planning that was completed via a 2010 Promise Neighborhoods Planning grant.

**Team Leads and Anchors.** AHA will serve as the Lead Applicant with the City of Atlanta as Co-Applicant. Invest Atlanta (IA), the City's economic development arm and administrator of the Westside TAD, is the Neighborhood Lead. The Housing Lead for the CNI-funded housing component is MBS-Integral UCNI, LLC, a partnership between McCormack Baron Salazar and Integral Development. With its experience delivering case management services and partnering with local service providers, AHA will serve as People Lead. The United Way of Greater Atlanta, co-lead for the Promise Neighborhoods educational reform strategy, will serve as Principal Education Partner. These team members have an extensive history of working together and have each executed partnership certifications which address their roles and responsibilities. A clearly defined governance structure, overseen by AHA, the City and Invest Atlanta, outlines how key stakeholders and the community remain actively engaged in ensuring that the shared vision for the UCN is attained. The AUCC schools and the Falcons Stadium are the Anchor Institutions for the UCN transformation.

**Neighborhood.** Invest Atlanta will be responsible for implementing the Critical Community Improvements (CCI) plan, which focuses on developing new community resource centers, stabilizing the neighborhood through acquisition and demolition of blighted properties and an owner-rehab

program, and coordinating neighborhood improvements funded with TAD dollars. CNI funding of \$4.5 million is leveraging \$35.5 million in firm commitments for the CCI plan. Substantial neighborhood investments valued at over \$200 million, such as the BeltLine, MARTA improvements, and new housing development are of the scale necessary to catalyze the turnaround of the UCN.

**Housing.** The new housing community is now called Scholars Landing. Phase 1 (Veranda), 100 units of senior housing, was completed in 2013. Phase 2 (Oasis), 60 units of assisted living, is under construction. MBS-Integral will implement Phases 3, 4 and 5 which include 373 mixed-income replacement units and 33 for-sale townhomes (7 affordable and 26 market-rate). Phases 2-5 total 466 units of which 229 are replacement units, 169 of which will serve families with first preference for former University Homes residents. To create a vibrant activity center along Atlanta Student Movement Boulevard, 18,000 SF of neighborhood-serving retail is provided at the base of Phase 4 rental housing and in the renovated historic Roosevelt Hall. Funding for Phases 2-5 is firmly committed, totaling \$63.1 million, which includes 9% LIHTCs, 4% LIHTCs, New Markets Tax Credits, private debt and AHA funds. AHA is not subject to one-for-one replacement requirements as the public housing units were demolished in 2009. No tenant protection vouchers are requested.

**People.** AHA will serve as the People Implementation Entity, working collaboratively with more than 18 partners to make available a network of services and supports for the former University Homes families that are dispersed across the city, and families who live in the neighborhood. Working directly with AHA, United Way will serve as the Principal Education Partner. United Way was the co-applicant for a 2010 Promise Neighborhoods Planning Grant which encompassed the UCN boundaries. The People plan prioritizes employment and work, health and wellness, education, community capacity building and engagement, and strengths-based case management. More than \$45 million in a combination of new and existing in-kind support is firmly committed. And, more than \$10 million is earmarked to jumpstart the supportive services sustainability plan. AHA is ready to implement case management within 60 days of grant award.

**Neighborhood Boundaries.** The UCN encompasses approximately 1,000 acres located on the westside of Atlanta, adjacent to Atlanta’s central business district. The UCN boundaries were chosen intentionally to include the three defined neighborhoods (AUCC neighborhood, Ashview Heights and Vine City) that share a unique heritage and history and, located in the shadow of the \$1.4 billion Falcons Stadium, are now the target of substantial new investment. The Vine City portion of the neighborhood is also benefiting from TAD strategic investments. Along with University Homes, the neighborhood includes three former public housing sites which have been redeveloped into mixed-income communities by AHA and its private sector partners. Within the boundaries are two elementary schools and one high school, which, with the HBCUs, allow for a cradle-to-career educational continuum within the neighborhood. The neighborhood is within the boundaries of the United Way / Morehouse School of Medicine Atlanta Promise Neighborhoods Alliance Zone, a recipient of a 2010 Promise Neighborhoods grant from the US Department of Education.

AHA is requesting \$30 million in Choice Neighborhoods Implementation funding: \$4.5 million for supportive services; \$4.5 million for neighborhood initiatives; \$18 million for replacement housing development; and \$3 million for administration and fees. This funding will leverage over \$350 million in other committed resources to transform the UCN neighborhood, its housing and people, so that this college in-town community can truly become a desirable place for families and others to live, work, play, attend school and own a business. AHA Program Income will serve as match.

The Westside TAD and the Arthur M. Blank Family Foundation have ‘primed the pump’ with a variety of physical improvements and human capital initiatives that are beginning to show measurable positive results. AHA, the City of Atlanta, Invest Atlanta, the Blank Foundation, the Westside Future Fund and the myriad of other community stakeholders and top leaders of Atlanta’s corporate, university and philanthropic community believe now is the time for a cross-sector coordinated investment strategy to turn the tide of disinvestment in the critical UCN area, just west of downtown and the new \$1.4 billion Atlanta Falcons stadium.

**Exhibit B:  
Threshold Requirements**

**Applicant:  
Atlanta Housing Authority**

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AHAExBThreshold.pdf**

## **Exhibit B. Threshold Requirements**

### **B.1 Partnership Narrative**

The Lead Applicant is the Atlanta Housing Authority (AHA), a Public Housing Authority that is designated as a “high performer” by HUD. The Co-Applicant, the City of Atlanta, is a unit of local government. Both are eligible applicants and meet Choice Neighborhoods 2014 NOFA threshold requirements. The DUNS number for the City of Atlanta is 065372500.

The key implementation entities are listed below. Attachment 6 includes certification letters from each Principal Team Member that describe the role and specific responsibilities of each partner in implementing the University Choice Neighborhood Transformation Plan during the grant term, and meets the NOFA threshold requirements described in III.C.2.d. Details about how these partnerships will work, the roles and responsibilities of the different entities, the decision-making and dispute-resolution procedures, and the provisions for community engagement and long-term accountability are all described further in Exhibit I.

**Housing Implementation Entity:** MBS-Integral UCNI, LLC – Partnership between McCormack Baron Salazar, Inc. (MBS) and Integral Development, LLC, for-profit developers.

**Neighborhood Implementation Entity:** Invest Atlanta.

**People Implementation Entity:** The Atlanta Housing Authority.

**Principal Education Partner:** The United Way of Greater Atlanta.

### **B.2 Separability**

NA: The work proposed in this application will complete the redevelopment of the entire former University Homes property. The original project was demolished in 2009, following successful relocation of its residents. An affordable 100-unit senior building was recently constructed and an affordable 60-unit assisted living facility is under construction. The proposed work will complete the site’s build-out, creating a new sustainable mixed-income community.



**Narrative Exhibit C:  
Capacity**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
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## **Exhibit C. Capacity**

### **C.1 Overall Leadership Capacity of Lead Applicant (AHA)**

The Atlanta Housing Authority (AHA) has a strong 20-year track record of transforming its most distressed public housing developments into thriving, mixed-income communities. AHA has been a national leader in its effective use of HUD's HOPE VI program, creating the "Atlanta Model" in the 1990s, providing the financial, legal and regulatory blueprint for leveraging public funds with private sector real estate know-how and investment. The Atlanta Model was endorsed early on by HUD and replicated by housing authorities nationwide. By removing deteriorating housing and redeveloping communities holistically, with market-quality housing in an amenity-rich environment that included high-quality neighborhood schools, community-centric retail, and excellent parks and recreational facilities, the public-private partnerships led by AHA restored neighborhoods and transformed lives.

**Leadership of complex components and processes.** Once designated a failed agency, AHA used the tools of HOPE VI and its later flexibility as one of 39 Moving to Work (MTW) public housing authorities to transform AHA's business model, becoming a diversified real estate company with a public mission and purpose. Using its seven HOPE VI awards as seed funds, AHA, its private sector development partners, the City of Atlanta, and civic leaders attacked the problem of concentrated poverty holistically. AHA leveraged \$207 million in total HOPE VI and other HUD capital funds, putting together partnerships that invested a total of \$607 million in public and private funds to transform 16 distressed public housing projects into vibrant, mixed-use, mixed-income housing communities (7 HOPE VI and 9 non-HOPE VI). In total, over 7,500 market-quality rental units and for-sale homes were built, catalyzing the rejuvenation of entire neighborhoods with new schools, early childhood learning centers, YMCAs, new businesses, parks, greenspace and recreational amenities. Occupancy rates at these properties are typically 92–99%, with subsidized units above 98%.

AHA's leadership is documented in numerous academic studies reporting significant, measurable improvements in the lives of former residents and in neighborhood health. A 2011 study by Georgia State University economist Dr. Bruce Seaman showed that the construction of AHA's new mixed-use, mixed-income communities had a \$1.7 billion economic impact on the City of Atlanta, creating more than 15,800 "person-years" of new jobs, and generating over \$14.7 million in sales tax revenue over a 12-year period. AHA achieved positive, measurable outcomes by leveraging resources, cultivating strategic external partnerships, and building a strong internal team.

AHA's effectiveness in neighborhood transformational development is rooted in its clarity about its leadership role in the revitalization process. AHA is not the sole developer, but rather the public part of a public/private partnership – bringing together private developers and local civic, political and community leaders to create a shared vision with aligned interests. New mixed-income communities are developed with a seamless affordable housing component, owned and operated by public/private partnerships, funded with public and private funds using private sector market principles, underwriting standards and requirements, and privately managed. AHA retains control of the land through a long-term ground lease, preserving the affordability and long-term sustainability of the development. AHA provides high-quality affordable housing in attractive communities, by effectively carrying out its roles as sponsor, co-developer, partner, investor, ground lessor, lender, and asset manager.

**Securing, leveraging, and coordinating multiple funding streams.** Since 1994, AHA and its partners have closed 50 mixed-finance transactions (each revitalization typically involves several transactions), valued at over \$600 million. In its role as public partner, AHA has secured HOPE VI demolition and revitalization funds as well as HUD development and Replacement Housing Factor (RHF) funds, using them to leverage private debt and equity. AHA typically partners with a master developer, and they jointly collaborate to create the master plan, leverage HUD funds, and serve as

developer and owner-operator of the rental units during the term of the ground lease, typically 50-55 years. Financing typically includes: proceeds from the syndication of LIHTCs in exchange for developer performance guarantees; first mortgage bank debt; direct investment (subordinated debt) from AHA; subordinated debt from state, local or other sources; and City infrastructure funding. Upon lease-up, AHA supports the cost of operating the subsidized units, using either Section 9-based federal public housing funding or Section 8 project-based rental assistance. AHA administers the federal grants portion of the funding, ensuring compliance with statutory/regulatory requirements through the date of grant close-out. All seven of AHA's HOPE VI projects have been completed and HOPE VI funds expended.

Example 1: Centennial Place (CP): Built in 1935, Techwood/Clark Howell was the first public housing development in the nation, located next to the Georgia Institute of Technology. Once a national model, Techwood/Clark Howell over time became a monument to government failure as it fell into disrepair and concentrated poverty. AHA and developer partners Integral and McCormack Baron Salazar used 1996 HOPE VI funds to create a mixed-use, mixed-income community by combining private sector knowledge and investment with public resources. Serving as a model for future HOPE VI developments nationwide, today CP boasts 738 new, mixed-income, energy-efficient rental units – 301 public housing replacement with Section 8 project-based assistance, 137 LIHTC, and 300 market-rate – and 45 for-sale townhomes at mixed price points. Its amenities include a new \$6 million YMCA, an early childhood learning center, SunTrust Bank, and a newly-developed, high-performing public school. Despite its proximity, no child from Techwood/Clark Howell had ever gone to Georgia Tech. But in 2012, post-revitalization, 49 members of the inaugural class of CP Elementary School graduated from high school, with college destinations including Georgia Tech, Howard University, the AUC schools, and several Ivy League schools. Post-revitalization, crime rates had dropped by 76%,

median income was up 174%, and workforce participation was up 33%. Occupancy rates at CP today exceed 95%.

The total development cost for the entire project, including the non-housing components, was \$153 million: \$42 million in HOPE VI, \$43 million in City funds (including \$13 million from the Atlanta Public Schools), \$25 million in bank financing, \$18 million in LIHTC equity, \$18 million in HUD 221d(4) financing, \$5 million in philanthropic grants, and \$2 million in homebuyer equity. Investments within a few blocks of the site exceed \$1 billion in public and private funds, transforming the adjacent downtown landscape, with the expansion of Georgia Tech, the opening of the Georgia Aquarium, Centennial Olympic Park and the Coca-Cola Museum. The nearby National Center for Civil and Human Rights and the College Football Hall of Fame were also recently completed. Centennial Place has received wide recognition, including a 2000 Smart Growth Award from the Urban Land Institute and several awards from HUD for best practices and model mixed-income communities.

Example 2: Villages of East Lake (VEL): East Lake Meadows was a failed public housing community so treacherous it was named “little Vietnam,” with crime rates 18 times the national average. To address the problem, a prominent real estate developer, Tom Cousins, formed the East Lake Foundation (ELF) in 1995, with the ambitious goal of transforming the neighborhood. AHA selected ELF as the site’s master developer with a plan to offer market-quality, mixed-income housing and a world-class cradle-to-career education, supported by community facilities and programming. VEL, completed in 2002, includes: a 542-unit mixed-income housing development with 271 public housing and 271 market-rate rental units, constructed around a public golf course with golf instruction and job opportunities for residents. The site also includes: the Drew Charter Elementary School, one of the city’s highest performing schools; Sheltering Arms, a premier nonprofit early childhood learning center serving 135 children; and East Lake Family YMCA, developed via a public-private partnership

and operating as a state-of-the-art health and fitness community center. Other new commercial investments have followed, including a Publix grocery store, SunTrust and Wells Fargo banks, and a gas station.

The improvements in the community have been astounding: positive outcomes include a 90% reduction in violent crime, and the elimination of the primary level educational achievement gap, with 98% of Drew Charter Elementary students meeting or exceeding state standards in reading, language arts, math and social studies. The economic impact has been substantial as well, with a total of \$122 million in capital investment from AHA, private loans, local public funds, tax credit equity, foundation funds and other sources, attracting an additional \$175 million in new residential and commercial investment in the area. Since the completion of VEL, home values in the neighborhood have increased at 3.8 times the average citywide rate. The combined operations of all institutions on the VEL campus exceed \$30 million annually, supporting 639 jobs. To replicate this holistic model of change nationally, ELF established Purpose Built Communities in 2009 as a non-profit consulting firm. The Purpose Built model has been widely recognized, including by HUD and by Warren Buffett.

## **C.2 Capacity of Neighborhood Implementation Entity (Invest Atlanta)**

Invest Atlanta (IA), the neighborhood implementation entity, is the official economic development authority for the City, governed by a nine-member board chaired by the Mayor. An instrumentality of the City, IA consolidates the City's economic and community development efforts in real estate, finance, marketing and employment, in order to develop public-private partnerships to accelerate job creation, economic investment and growth, neighborhood revitalization, and innovation and entrepreneurship. Its economic tools include bond financing, revolving loan funds, housing financing, tax increment financing, and tax credits. Since 1992, Atlanta has created 10 Tax Allocation Districts (TADs) to catalyze investment in underdeveloped or blighted areas. The City has designated IA to administer the TAD program. Since then, approximately \$480 million of TAD bond proceeds

plus incremental tax revenues have provided gap funding for \$3.6 billion in new private development – 13 million SF of residential and 6 million SF of commercial development, including hotels, community and educational facilities, retail and office spaces, and park projects. The TAD program has helped to create 9,933 housing units, of which 1,466 are affordable. TAD-leveraged projects have generated approximately 30,000 construction-related jobs and 6,500 permanent jobs in a variety of industries. Since 2006, the first year all 10 TADs were in existence (not including four commercial corridor TADs), assessed values have increased in the TAD districts by over 60%, compared to only 11% in the rest of Atlanta. AHA has a long, successful track record working with IA on public housing revitalization efforts within TAD-designated areas, including the Westside TAD which overlaps with the University Choice Neighborhood, and the Perry Bolton TAD in northwest Atlanta, described below.

Example 1: Westside TAD: The Westside TAD was created in 1992 to assist with the redevelopment of Downtown Atlanta in preparation for the 1996 Olympics. In 1998, the TAD was expanded to include the historic neighborhoods west of Downtown known as Vine City and English Avenue, suffering from declining population and disinvestment. IA created the Westside TAD Neighborhood Fund to help promote development in these two neighborhoods. The Neighborhood Fund is supported by TAD bond proceeds derived from the increased tax increment created in the Downtown portion of the TAD. From 2006 to 2010, IA provided \$15 million in funding to 19 projects in the Vine City/English Avenue neighborhoods through the Neighborhood Fund, leveraging an additional \$39 million in private funding. These competitively-selected projects yielded a total of 161 market-rate housing units, 110 affordable housing units, 20,000 SF of retail space, and 35,700 SF of office space.

Since the creation of the TAD, the resurgence of the Westside has greatly increased the tax increment available for redevelopment. By 2010, the Westside TAD excess tax increment had grown

to \$53 million. To maximize the impact of these funds and ensure broad community input, IA contracted for a detailed Westside Neighborhoods Strategic Implementation Plan to develop a vision for redevelopment within the Westside TAD neighborhoods. The three priorities that emerged from an eight-month process of extensive community meetings are: (1) neighborhood stabilization, by addressing public safety, supporting existing residents and businesses, and controlling key properties via acquisition, land-banking, and property management; (2) pre-development activities, including establishing zoning that aligns with the new neighborhood vision, designing development guidelines that protect the fabric of the community, and developing human capital; and (3) redevelopment, supporting the implementation of new mixed-income projects like VEL, described above. IA has retained the firm APD Urban Planning + Management to provide project management assistance in all of these areas.

During the same time period that the strategic plan was being developed, the NFL's Atlanta Falcons (owned by Arthur M. Blank Family Foundation) announced the building of a new stadium on Northside Drive, directly to the southeast of the Westside TAD area. The City required that a Community Benefits Plan be prepared to maximize the benefits of the new stadium. Highlights of this community-driven plan, approved by the Atlanta City Council, include: development of a new community resource center focused on workforce development, youth programs, and health and wellness initiatives; leveraging of the Arthur M. Blank Family Foundation's \$15 million Neighborhood Prosperity Fund with \$15 million in TAD funds to address human capital development, capacity-building, and market-driven programs; land assemblage for coordinated redevelopment efforts; increased public safety and code enforcement efforts; and increased green space and urban agriculture. The Foundation and IA have partnered to open the community resource center – Westside Works – which will meet its initial goal of training and placing more than 100 people in a range of jobs



within the first year of operation. Westside Works will move into a permanent facility in the Vine City neighborhood in 2016 developed by Quest Community Development Organization.

Within the past three years, IA has funded \$18.5 million in projects in Vine City alone, which leveraged an additional \$15 million for a total investment of \$33.5 million, with another \$15 million in projects for Vine City slated for IA Board approval. Since the creation of the Westside TAD, IA has worked closely with community organizations, the City, Neighborhood Planning Units, Advisory Boards, and stakeholder groups to fund a total of 63 projects, representing \$131 million in TAD bond proceeds and accumulated tax increment, leveraging over \$1 billion in private investment.

Example 2: Perry Bolton TAD and Northwest Atlanta Redevelopment Plan: The Perry Bolton TAD, located in northwest Atlanta, was once home to the distressed Perry Homes public housing project which contributed to severe disinvestment in the surrounding neighborhood. AHA created a public-private partnership with two local developers to create West Highlands, a 220-acre mixed-income, mixed-use community largely on the old Perry Homes site, to serve as the catalyst for other commercial and residential development in the area. To support funding to construct new infrastructure for the development, the City created the Northwest Atlanta Redevelopment Plan and the Perry Bolton TAD whose goals include increasing residential density in major corridors, including single-family homes, infill housing, affordable housing, and pedestrian-friendly communities with new parks and green space (see C.6 below for the community process which helped decide on these goals). As the City's redevelopment agency, IA is responsible for implementing the goals of the Redevelopment Plan and the TAD, and managing the TAD financing process. IA works closely with the City's various departments, and partners with agencies such as the Atlanta Regional Commission through the Livable Centers Initiative Program (LCI) to leverage TAD funding to secure additional public and private funds to implement key transportation, infrastructure, and other improvements.

IA has already utilized Perry Bolton TAD funds for various projects. In 2013, funding was provided for public safety improvements, one of the Redevelopment Plan goals, including a new fire station, mini-precinct, and community room to address public safety issues in the area. And in 2014, IA closed on a \$21 million TAD bond, allocating \$18 million to the new West Highlands residential development and \$3 million to commercial development projects in the surrounding area. When completed, the West Highlands development will include 700 multifamily rental units, 786 for-sale single family homes, and 55 acres of new parks and green space. To date, \$127 million of the \$270 million project has been developed, including all of the apartments and 192 homes (constructed and/or sold). West Highlands will be Northwest Atlanta's first "Traditional Neighborhood Development," a model that fosters a safe, vibrant, pedestrian-friendly community with mixed-use redevelopment and welcoming public spaces. With options for residents of all incomes and ages, residents can age-in-place.

IA has also used Perry Bolton TAD funding to support implementation of the Bolton/Marietta Livable Centers Initiative (LCI), which promotes neighborhood connectivity and accessibility in the area. For example, IA committed \$500,000 towards the Moores Mill Road extension to improve neighborhood access to key amenities, \$500,000 for the 29,000 SF Bolton Village neighborhood retail center, and \$2.6 million for a planned 85,000 SF grocery-anchored retail project that will also include 345 rental apartments. In total, \$30 million in Perry Bolton TAD bond proceeds and TAD increment for all projects funded to date will leverage projects totaling \$350 million, including the development of 1,606 housing units. Many other worthy projects await only additional funding availability.

### **C.3 Capacity of Housing Implementation Entity (MBS-Integral UCNI, LLC)**

The Housing Implementation Entity (HIE) is MBS-Integral UCNI, LLC (MBS-Integral), a partnership between McCormack Baron Salazar (MBS) and Integral Development, LLC. This is the

same team that developed Centennial Place 15 years ago. MBS will serve as Managing General Partner.

In 40 years, MBS has established itself as a leading developer in urban transformations anchored by mixed-income communities. MBS has completed 171 projects containing 18,475 housing units, with development costs in excess of \$3 billion. In particular, MBS has been a leader in HUD's public housing mixed-finance program, closing on the first two demonstration projects (Murphy Park and Centennial Place). MBS has closed 66 phases of HOPE VI/mixed-finance/CNI developments in 18 cities, involving 8,379 units and \$1.6 billion in total development costs. MBS is currently the HIE in five CNI programs. Integral is nationally recognized as well for its large-scale urban revitalization work. Since its inception in 1993, Integral's experienced team has successfully completed more than 50 mixed-income, mixed-finance development projects totaling approximately \$1.5 billion, and has transformed hundreds of acres of land in 12 cities and 9 states, developing more than 8,000 housing units. Integral owns more than 4,000 mixed-income units in Georgia and has received numerous awards from the Georgia Department of Community Affairs (DCA) for its mixed-income, mixed-use developments. Since 1996, Integral has successfully partnered with AHA on five mixed-income public housing revitalization projects using HOPE VI funds, and has developed Phases 1 and 2 on the former University Homes site. Integral has successfully obtained 23 allocations of 9% LIHTC from DCA in a fiercely competitive environment, and has closed five tax-exempt bond transactions in Georgia since 2003.

Following are two examples of comparable projects where the partnership members had primary responsibility for implementing day-to-day project development activities (including securing financing and providing completion and long-term operating guarantees) and performing ongoing property and asset management activities.

Example 1: C.J. Peete, New Orleans (MBS): The C.J. Peete public housing site in New Orleans was already distressed and blighted before Hurricane Katrina gave it a final blow. With residents scattered, the Housing Authority of New Orleans (HANO) engaged MBS to redevelop C.J. Peete into what is now Harmony Oaks, a mixed-income, mixed-use, comprehensive neighborhood. MBS was responsible for day-to-day housing development activities, including securing \$173 million in financing, providing completion and operating guarantees, contracting with and managing architects/engineers and contractors, and engaging residents and the community. Development efforts resulted in the completion of a high-quality, mixed-income community that includes 460 rental units on-site in walk-up, corridor and townhome units, 22 affordable for-sale homes off-site, a revitalized community center, public parks with preserved live oaks, and the restoration of two historic buildings. Rental units include a mix of 157 ACC units, 180 LIHTC units and 123 market-rate units, with 10% accessibility. The energy-efficient units were built to architecturally replicate the historic qualities of the neighborhood. Other project components include a newly-constructed K-8 charter school that opened in spring 2013 and a 6.5-acre retail center, to open in spring 2015. McCormack Baron Management (MBM) and McCormack Baron Asset Management (MBAM) are currently responsible for property and asset management for the site.

With 100% occupancy, Harmony Oaks has re-anchored the critical Central City neighborhood and greatly improved the quality and income mix of housing there. The new housing, the connection of new infrastructure to existing streets and new property management policies have converted a once isolated, crime-ridden housing development into a vibrant, safe, walkable neighborhood of choice. Crime that was once five times the citywide rate is now below it. Public housing residents' incomes have increased 30%, and incomes in the community have diversified. Section 3 hires were 47% of the project's total new hires. For the \$173 million project, MBS successfully secured a \$20 million HOPE

VI grant, leveraging \$153 million in private mortgage debt, tax-exempt bonds, LIHTC equity, HUD Capital Funds, and other state/local funds (see Attachment 28).

Example 2: Auburn Pointe, formerly Grady Homes, Atlanta (Integral): Integral is AHA's master developer for Auburn Pointe (AP), a pedestrian-friendly, accessible, mixed-income community, completed in 2014. AP contains 628 units: 324 senior independent housing units (100% affordable) and 304 multi-family rental units (overall income mix: 143 public housing, 364 tax credit and other affordable, and 121 market-rate units). Total development costs of \$92 million were financed with: LIHTC equity of \$19 million; HUD 221d(4) financing of \$18 million; federal funds (HOPE VI/RHF/AHA) of \$9 million; ARRA funds of \$30 million and \$16 million in other sources for public improvements, site prep and remediation. Managed by Integral Property Management, the property operates consistently at 95% occupancy levels or above.

Complementing the housing component, AHA and Integral partnered with the City to redevelop the adjacent Butler Park which had been closed due to gang and drug activity. After redevelopment, the park was cited as a national model for urban park transformation by the National Parks and Recreation Association. The public-private park redevelopment was financed by \$1 million in City funds with \$800K from AHA and donations from over 40 partners. The AP community is also highly energy-efficient with all phases but one featuring EarthCraft certified residential buildings, a leasing office that attained LEED Silver, and certain buildings that include geothermal cooling and heating, solar panels, an eco-friendly pool, and other energy-saving equipment and appliances. As a result of the AP revitalization, the surrounding area was not only stabilized, but underwent a dramatic transformation, reinvigorating the adjacent corridors to Georgia State University and downtown.

#### **C.4 Capacity of People Implementation Entity (AHA)**

AHA will serve as the People Implementation Entity, coordinating the execution of People Plan activities with various partners and contractors, including the Principal Education Partner. In this role,

AHA will ensure the provision of case management services to targeted households and neighborhood residents, as well as tracking, monitoring and reporting People Plan activities and facilitating ongoing community engagement. AHA has demonstrated capacity to execute a viable, results-driven People Plan, ensuring smooth coordination between development and family support needs. AHA's work is supplemented by partnerships with over 70 service provider agencies that offer a tremendous pool of resources in the areas of education, health, workforce development, literacy, mentoring, and counseling.

**Services Coordination.** AHA has a strong track record in this area, having successfully completed large-scale supportive services coordination and economic self-sufficiency activities for over 10,000 households through a variety of initiatives. AHA worked with these households in connection with its creation of 16 mixed-use, mixed-income communities developed with HOPE VI revitalization grants and other funds, and its Quality of Life initiative, supporting over 2,600 families in relocating from 12 severely distressed public housing developments into healthy communities between 2007 and 2010. AHA has also coordinated its Aging Well program for seniors and persons with disabilities in 11 of its senior high-rises, first piloted at two of its developments in 2007, as well as other human development activities associated with its MTW designation. Following are additional details about AHA's capacity and experience in effecting positive change and outcomes for families, applying the strategies and best practices learned from its many community-building projects.

**Case Management.** AHA established case management services to support families needing to relocate due to revitalization activities. These services were provided to families before, during and after relocation (from 24 months to 5 years). Most residents who were relocated temporarily using HCVs chose to keep their vouchers and continue to participate in AHA's HCV Program. In order to continue providing services to these households, now dispersed throughout the city, AHA established in-house case management services. AHA also established a cadre of over 70 service providers to

support its case management work. AHA has contracted with service providers that offer: summer and after-school programs; literacy training and GED preparation; mental health counseling; adult day health services; vocational counseling, job placement for the long-term unemployed, and expungement services for those with criminal records; and employment preparation, placement and retention services and occupational skills training. Since the program's inception, 96% of eligible AHA residents have been assessed, and 77% have established service plans and are making progress toward their goals.

Using its MTW flexibility, AHA established a work requirement policy, utilizing case management to help families succeed in becoming employed and moving toward economic self-sufficiency. As a result, over 95% of targeted households at AHA's revitalized developments, including returning residents, are currently compliant with the work requirement policy. Additionally, according to AHA's 2010 MTW Benchmarking Report, an independent third-party evaluation of AHA's MTW program, for all persons who were registered with AHA between 2004 and 2010, earnings increased from \$13,429 to \$16,311, or by 21%. The highest earnings in 2010 were achieved by persons who lived in mixed-income developments (\$18,612).

**Place-Based Services Provision.** As part of each revitalization planning effort, AHA facilitated community-building workshops with public housing residents, gathering resident input about how the revitalized communities should work, including what the human development infrastructure should be and what services were most needed. AHA also established a Planning Committee at each HOPE VI community made up of 10 or more residents, who met at least twice per month to give their input on the human development and other components of the projects. Residents at many sites expressed the need for high-performing schools, afterschool/youth programs, early childhood programs, employment/job training programs, and services for seniors and persons with disabilities.

In response to this resident input, AHA and its developer partners brokered relationships with social service organizations that resulted in the development of new early childhood learning centers, recreational and educational facilities, high-performing schools, and healthcare services located at the revitalized sites, benefitting residents of these new mixed-income communities. Examples of these new place-based services, located on-site at AHA's newly-revitalized developments, include: three state-of-the-art YMCAs, three Sheltering Arms early childhood development centers, and two new charter schools, one of which ranks among the top 10 of 51 ranked elementary schools in the Atlanta Public School district, with both math and reading scores averaging above 95% in 2014. The investments leveraged in the establishment of these place-based human development facilities and services are well in excess of \$100 million.

#### **C.5 Capacity of Principal Education Partner (United Way of Greater Atlanta)**

The United Way of Greater Atlanta (United Way) will serve as the Principal Education Partner. United Way was the co-applicant with Morehouse School of Medicine on a successful 2010 Promise Neighborhoods planning grant application that led to the development of an education plan for an area that includes the entire CNI target neighborhood. Though an implementation grant was not received, United Way and a network of education partners have nonetheless worked to implement key elements of the Promise Neighborhoods plan. Building upon outcomes of the planning process, United Way will leverage its capacity and relationships to coordinate the implementation of the CNI education plan.

Founded in 1904, the United Way is one of the oldest and largest United Ways in the nation, with extensive experience as a community impact organization dedicated to strengthening nonprofit capacity. United Way's capacity-building support for nonprofits allows such organizations to effectively replicate and implement best practice models. Such support also provides nonprofit grantees with programmatic and fiscal management, technical assistance, professional development, sustainability, and capacity-building guidance. United Way serves as fiscal agent for over \$10 million



in large federal and foundation grants per year supporting an umbrella of education-focused programs determined by the community to be key priorities. United Way also serves as an intermediary grant-making organization through its Community Impact Fund, which awarded more than \$8 million through a competitive grant process in 2011-12 to support strategies across an established cradle-to-career pipeline.

**High-Quality Early Learning Programs.** United Way is currently supporting strategies to increase the number of children who are developmentally on track to enter kindergarten. This includes providing training and technical assistance to support the quality improvement efforts of home-based child care, child care centers, preschools, and other learning programs toward statewide “Quality Rated,” Georgia’s quality rating and improvement system. United Way’s model utilizes highly-trained professionals to coach and mentor early education staff and administrators on the basics of intentional learning practices, health and safety, nutrition, and family partnerships. For example, United Way’s Partners Advancing Childhood Education (PACE) program is designed to increase children’s school readiness skills, increase parents’ ability to be advocates for their children, and help pre-school children and their families form relationships with elementary schools prior to entry. This work is done via home visits by PACE coaches, establishing school transition teams, and parent/family leadership workshops. In 2013-2014, PACE served 293 young children and their families. The 2014 data shows that 100% of participating parents increased their parenting knowledge and skills after just nine months in the program. Participants also increased their capacity to take leadership roles in the school and community. Formal assessments (Get Ready to Read and the Bracken School Readiness Assessment) showed that children increased their pre-literacy and numeracy skills over the course of the program, setting the stage for age-appropriate success in school. Due to its investments and work in the PACE program, United Way was able to secure two important grants in 2014 to expand the scope of the

work, through the US Department of Education Investing in Innovation and the W.K. Kellogg Foundation.

Another component of United Way's early education work includes professional development for adults interested in being substitute teachers or volunteers in early learning environments and alternative career pathways and child development credentialing for adults interested in the early childhood field. It also includes specialized training for teachers, covering topics such as strengthening families, child abuse and neglect prevention, and outdoor learning environment enhancements. Overall, the data shows that of the 36,965 young children in the Metro Atlanta Region participating in United Way's evidence-based programs, 23,224 are on track, representing 81% of United Way's 2014 target.

**High-Quality K-12 Education Programs.** The Ready by 21 National Partnership (of which United Way Worldwide is a signature partner) has been focusing its work on the Southeast region of the US. The organization developed the Southeast Cities Challenge to work closely with six cities, one of which is Atlanta, to develop core leadership capacities that are critical to leaders' efforts to improve child and youth outcomes from birth to young adulthood. In 2009, United Way convened key education and community service stakeholders to establish the Ready By 21 (RB21) Education Collaborative Network, with the overarching goal of improving high school graduation and postsecondary attainment. The RB21 framework supports a centralized hub of strategic alliances and partnerships, helping to align existing resources and identify and execute evidence-based strategies to ensure a cradle-to-career education pipeline, ensuring that students enter school ready to learn, graduate high school prepared for careers, and earn career credentials (either one-year credentials or two/four-year college degrees) by age 26. The RB21 Education Leadership Council membership includes representatives from more than 20 public, private, and nonprofit organizations that work with

children and youth in the Atlanta area. United Way's Vice President of Education serves as the Council's lead.

Interim data shows progress in the areas of mentoring, delay of participation in risky behaviors, and improvement in behavior and academic performance: (1) with more than 6,000 youth participating in United Way-supported mentoring programs, more than 5,000 are currently building relationships that are sustained for a year or longer, 80% of United Way's 2014 goal; (2) more than 3,000 students are participating in programs designed to support their avoidance of risky behaviors, fully meeting United Way's goal; and (3) more than 50,000 youth are engaged in out-of-school-time programming focusing on leadership, service learning, and academic enrichment, fully meeting United Way's goal.

**School Improvements.** As noted above, United Way and Morehouse School of Medicine were co-applicants for, and received, a 2010 Promise Neighborhoods Planning grant. During the planning process, the Atlanta Promise Neighborhood (APN) partners conducted an assessment of the targeted area across a number of key indicators including education, health, nutrition, and income. As part of the first phase of APN implementation, United Way and its partners have deployed various layers of support and services in the Booker T. Washington Cluster schools in order to improve early childhood development, academic experience, health and fitness of the children, and family well-being. United Way has launched a results-driven cradle-to-career education pipeline in the CNI target area using the collective impact framework tools and the established APN/CNI partners to support excellent educational outcomes for children and youth.

## **C.6 Overall Community Involvement**

AHA and each of its CNI partners have extensive experience in promoting meaningful and productive engagement with residents and community stakeholders in their revitalization projects and other initiatives. For detailed specifics regarding community involvement in the previous examples

illustrating capacity, see Attachment 31. Centennial Place, AHA's first mixed-income revitalization project which was embarked on at the peak of the planning for the 1996 Summer Olympics in Atlanta, required a tremendous amount of planning and dialogue with residents, stakeholders, and HUD. AHA and Integral/MBS collectively created a vision and an intentional and organized plan for engagement with residents and the community as partners. This included the establishment of a resident planning committee, regular meetings, briefings and negotiations which built momentum and support, with the end result being the successful and widely-supported project described above. AHA has continued to use this model of participatory and inclusive community involvement at subsequent redevelopment efforts.

Invest Atlanta's approach has been similarly inclusive. Partnering with an urban planning firm on an 8-month strategic planning process for the Westside TAD neighborhood, IA held three community meetings and met individually with over 20 key stakeholders in order to create a plan which reflected the community's priorities. IA also worked with a committee of community stakeholders and city officials to help create a Community Benefits Plan with a unified vision and specific recommendations for using IA's and the Blank Foundation's \$30 million in collective funding in the Westside TAD area. The creation of the NW Atlanta Redevelopment Plan and the Perry Bolton TAD also involved intense community participation. Once the TAD was created, IA established a neighborhood advisory committee with broad representation that reviews proposals and makes funding recommendations to IA.

**Narrative Exhibit D:  
Need**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAExDNeed.pdf**

## **Exhibit D. Need**

### **D.1 Severe Physical Distress of Public and/or Assisted Housing**

Due to the severe distress and environmental conditions at University Homes, AHA received approval from HUD on October 16, 2006 to relocate the occupants and demolish all 500 units at the property. A copy of the Demolition Approval Letter is included in Attachment 33. After approval, 403 households were successfully relocated and the property was demolished in 2009.

**Current Rehabilitation Costs:** University Homes' last REAC score, in December 2007, was 59c.

**Structural Deficiencies:** A number of structural deficiencies led to HUD's approval of demolition in 2006, as detailed in Attachment 34. The buildings had failing flashing and defective sill joints, causing moisture penetration and extensive damage to interior finishes and interior/exterior concrete walls. These problems were exacerbated by the routine flooding of crawl spaces during heavy rain. Plumbing fittings and piping were severely corroded and were a constant maintenance problem. Electrical grounding systems were substandard. The original 1937 terra-cotta drainage system was severely deteriorated, well past its useful life of 30 years.

**Design Deficiencies:** Attachment 35 documents the property's many design deficiencies prior to demolition, including: (a) the warehouse configuration of the site's layout, resulting in an inappropriately high density of 26 units/acre, inconsistent with the residential character of the surrounding neighborhood; (b) the small, functionally obsolete sizes and layouts of the units, making them unmarketable (the square footage of the typical 2BR unit was 729 square feet; all units had one bathroom, including the 3- and 4BR units; closet and storage space in the units was inadequate; and the kitchens were in poor condition); (c) the lack of defensible space and resulting high crime, due to the site's density in an urban location and the buildings' layout and orientation; (d) adverse environmental health effects (exterior masonry walls were not originally constructed as cavity walls, which caused excessive build-up of moisture on interior surfaces and water infiltration into walls and ceilings; most

units lacked central air conditioning, and the unit design did not allow for air flow from outside, resulting in stagnant air and unhealthy living conditions in the hot Georgia climate); (e) lack of full accessibility for persons with disabilities, due to uneven topography and outdated unit designs (4% of the units met up to 75% of UFAS requirements; 2% of the units met between 24-75% of UFAS requirements; the sidewalks did not comply with UFAS due to topography, thereby limiting mobility); (f) high utility expenses, resulting from the design deficiencies noted above; capacity of the electrical boxes was insufficient to support modern mechanical equipment and appliances; most of the units were heated with original radiators, well beyond their useful lives and highly inefficient; and (g) high water table caused occasional flooding on a portion of the site and decommissioned several units.

## **D.2 Severe Distress of the Target Neighborhood**

**Poverty/ELI Rate:** The Poverty/ELI rate is 48.64% (see HUD Mapping Tool, Attachment 10).

**Long-term Vacancy Rate:** The long-term vacancy rate is 14.22% (Attachment 10), more than 2.6 times higher than the city's rate of 5.40%.

**Part 1 Violent Crime Rate:** The three year (2011-2013) average Part 1 violent crime rate is 19.91 incidents per 1,000 residents in the target neighborhood and 13.40 in the City of Atlanta, for a ratio of 1.49 (see Attachment 36, with data from Atlanta Police Department).

**Need for Affordable Housing in the Community:** The need for affordable housing in Fulton County, Georgia is 1.70, which is equal to the national average of 1.70 (Attachment 10).

# **Narrative Exhibit E: Neighborhood Narrative**

**Applicant:  
Atlanta Housing Authority**

**File Name:  
AHAEhENEighNarr.pdf**



## Exhibit E. Neighborhood Narrative

### Neighborhood Data

**Demographic Information.** The University Choice Neighborhood (UCN) is starkly different demographically than the surrounding city and county, with a much higher percentage of African-American residents than the more racially diverse city and county, and a much younger population (73% of residents under the age of 35, compared to 54% and 51% in the city and county). Household size/structure in the neighborhood, however, is more similar to that in the surrounding areas.

		University Choice Neighborhood	City of Atlanta	Fulton County
Total Population (2010 Census)		11,619	420,003	920,581
Race/ Ethnic.	% White	2.1%	38.4%	44.5%
	% Black/African-American	97.6%	54.0%	44.1%
	% Hispanic/Latino	2.7%	5.2%	7.9%
Age Breakdown	19 and Under	36.4%	23.2%	26.9%
	20-34	36.4%	30.3%	24.4%
	35-64	20.0%	36.7%	39.6%
	65 and over	7.2%	9.8%	9.1%
Total Households (2010 Census)		3,138	185,142	376,377
% One-person HHs		46.1%	44.0%	35.4%
% Female-headed HHs		46.3%	44.5%	38.8%

According to 2012 Nielsen data, median household income is \$18,674 compared to \$42,446 for the city and \$57,822 for the Atlanta Metropolitan Statistical Area (MSA). The poverty rate (49% based on HUD Mapping Tool) is more than double that of the city (24%, Nielsen). In 2012, the unemployment rate was 20% vs. 12% for the city and 11% for the county.

The demographic data reveals one of the root causes for the neighborhood's distress: from 1990–2010, neighborhood population declined by 22%, while the city grew by 7% and the MSA by 77%. Many middle class African Americans, including the HBCU faculty and staff, left the area for a better life elsewhere. The population decline coupled with the limited economic resources of those who remained helped to push the neighborhood into a downward spiral of disinvestment. However, 2013 Census estimates indicate the population is stabilizing and projected to grow by 20% over the next 10 years. Today, the population is largely young and transient.

**Crime.** Crime in the neighborhood is comparatively high, with 19.37 Part I violent crimes per 1,000 persons in 2013 (this is slightly less than the 19.91 crime rate for the three year period from 2011 to 2013), compared to 12.32 for the city and 3.73 for the state, per the Atlanta Police Department (APD) and FBI. Each Atlanta University Center Consortium (AUCC) school has its own police force and they are now meeting monthly with APD to coordinate delivery of protective services and proactive enforcement.

**Schools.** Early childhood learning needs are served by The Dean Rusk Early Childhood Learning Center and to a lesser extent by various small daycare providers. School-aged children from the UCN fall into the Washington school cluster and attend two of the elementary schools and one high school located in the neighborhood. The neighborhood middle school closed in 2014 and the students were re-assigned to Brown Middle School, located just south of the neighborhood. On average, students in the neighborhood schools demonstrate lower proficiency than those in other schools throughout the state (see school performance and enrollment data in Exhibit H.4). Brown Middle School and Booker T. Washington High School are low-performing and persistently lowest-achieving schools (respectively) and have been placed in restructuring status by the state (see Attachment 12).

**Housing stock information.** The neighborhood's housing stock is generally old, of low value and in poor condition. According to 2012 Nielsen data, the median house age is 42 years old vs. 23 for

the region. Three out of four (74%) owner-occupied homes are valued at less than \$100,000 versus 26% of the homes citywide. The median home price in the neighborhood is \$74,252 vs. \$204,163 citywide. The neighborhood is 74% renter-occupied vs. 51% for Atlanta. Multi-family rental housing stock accounts for 61% of the housing units. Single-family homes account for 35%, and the balance is condos/lofts. The 2010 Census identified 1,401 vacant housing units in the neighborhood, for a vacancy rate of 30%, almost double the city rate (17%) and substantially higher than in 2000 (13%). And per 2013 US Census estimates, the vacancy rate in the neighborhood has increased to 37%.

**Vacant land / land use.** A detailed windshield survey of the neighborhood was performed by Urban Collage in 2012, finding 29% of total parcels and 18% of the land area vacant. Average parcel size is 8,200 SF, less than a quarter of an acre. According to 2010 data from the Fulton County Tax Commissioner, commercial land use accounts for only 2% of the total land area. By contrast, AHA and the HBCUs own almost 38% of the land area, limiting the neighborhood's tax base.

**Foreclosure rates.** City data shows that foreclosure filings have decreased significantly in the neighborhood zip code area (30314) since 2009, decreasing by 69%, compared to 39% citywide. Data from RealtyTrac.com indicates 21 homes are currently in foreclosure.

### **Neighborhood Description**

The UCN is roughly 1.56 square miles in size, located on the west side of Atlanta, adjacent to the downtown. It is bounded by Northside Drive (east), Interstate 20 (south), Atlanta BeltLine (west), Martin Luther King Jr. Drive (northwest), Joseph E. Lowery Boulevard (west), and Joseph E. Boone Boulevard (north).

The disinvestment that defines the neighborhood today has its roots in historic patterns of development in the area. When Jim Crow segregation was in effect, affluent and middle class African-Americans moved to the neighborhood, attracted by a cluster of HBCUs, four of which are located in the UCN boundaries (Morehouse College, Morehouse School of Medicine, Clark Atlanta University, and Spelman College). The City of Atlanta offered minimal infrastructure support and limited code

enforcement as the neighborhood grew, and substandard housing was built. Beginning in the 1930s in an effort to eradicate blighted conditions, over 2,000 units of public housing were constructed in four projects in the neighborhood. Three of those projects have subsequently been redeveloped by AHA into healthy mixed-income communities. The fourth, University Homes, located in the middle of the HBCUs, was demolished in 2009 and 403 households were relocated with Section 8 vouchers, most leaving the neighborhood. The construction of several large-scale infrastructure projects (Northside Drive and Interstate 20) further isolated this neighborhood and contributed to its slow decline.

Physical disinvestment has been matched by a declining population with diminishing economic resources, as the neighborhood has shifted from a community of homeowners to renters. Homes have been foreclosed, abandoned and left in disrepair, particularly during the Great Recession. With the area's buying power reduced, businesses began leaving and the area became a food/retail desert. Other challenges include lack of recreational assets (parks make up only 2% of usable land); poor access to job opportunities (two MARTA stations serve the neighborhood but pedestrians feel unsafe walking on deteriorated, poorly-lit sidewalks); limited community facilities and gathering places; an oversupply of vacant lots and structures, creating safety hazards and discouraging investment; and Proctor Creek with its impaired water and pervasive flooding problems.

Despite these challenges, the neighborhood has tremendous community assets that can serve as building blocks for its transformation. These include: the capacity and strength of local residents, businesses and religious institutions; the presence of the HBCUs and their students, staff and faculty; the neighborhood's rich history and connection with the civil rights movement; and its close proximity to downtown Atlanta's businesses, employment opportunities, and civic and cultural resources.

Recent evidence suggests that the neighborhood is finally turning a corner on its history of disinvestment. Several large-scale collaborative efforts between the public and private sectors are underway that impact the neighborhood. For example, the construction of the new \$1.4 billion

Falcons' football stadium is generating a surge of local employment opportunities. Invest Atlanta and

the Arthur M. Blank Family Foundation have each pledged \$15 million through an executed Community Benefits Plan aimed at improving health, education and welfare of residents in neighborhoods adjacent to and overlapping with the UCN, as well as attracting new investment. Another project underway is the Atlanta BeltLine, an ambitious smart growth initiative that is transforming a 22-mile historic rail corridor into 1,300 acres of parkland, thousands of units of new housing, and public art. With a recent award of \$18 million in federal TIGER V funds, the BeltLine is constructing 2.5 miles of linear park and multi-use trail in southwest Atlanta which runs along the Ashview Heights neighborhood in the UCN.

Building on the growing momentum, Mayor Reed announced in June 2014 the establishment of the Westside Future Fund (WFF), a philanthropic nonprofit with a board of local business leaders and a university president that will raise private dollars to support the efforts of other nonprofits and City agencies working in Westside. WFF is modeled after the successful BeltLine effort, where \$400 million in public spending since 2006 has generated \$2.4 billion in private investment. WFF's goal is to raise private and philanthropic funding for capital investments and educational reform. To reinforce the transformation of Atlanta's Westside as a top priority, the City submitted a Promise Zone application in November 2014 targeting the UCN and Westside TAD neighborhoods.

### **Housing Description and Relationship to Neighborhood**

University Homes, the targeted public housing site, was demolished in 2009 after 72 years of operation. Though celebrated when built as the first public housing for African-Americans, it deteriorated severely over the years due to its many design and construction shortcomings. When HUD approved its demolition in 2006, the development consisted of 500 total units (24 studios, 92 1BRs, 303 2BRs, 75 3BRs, and 6 4BR units). The 403 remaining households were relocated from a development that had become increasingly isolated from the surrounding neighborhood.

Before its 2009 demolition, the severely distressed University Homes project was a key contributor to the neighborhood's deterioration and decline, with its reputation for gangs, drug dealing

and other criminal activity. Its negative impact led to neighborhood blight, with an increasing number of abandoned houses, vacant overgrown lots, and empty storefronts. After the demolition, there was a slight reduction in neighborhood crime, but unfortunately, the damage had largely been done, and the widespread vacant land and blight fed ongoing disinvestment. Per a detailed AHA-funded acquisition study now underway, there are approximately 1,137 vacant parcels scattered throughout the neighborhood, contributing to a fragmented environment that lacks cohesion, a major challenge as the community strives to rebuild. Although several new multifamily communities have been developed or are being planned in the UCN, improving the quality of the existing housing stock is essential to the long-term sustainability of the transformation effort.

Immediately surrounding the University Homes site are HBCU facilities, including a vacant CAU parcel, and a small number of residential lots which AHA has acquired to support the site's redevelopment. Neighborhood housing to the northeast of the site is wood-framed single family and duplex structures, varying in condition. A new affordable 100-unit senior community was recently completed, and an affordable 60-unit assisted living facility is under construction on the northern portion of the site now known as Scholars Landing. AHA's investment has been the catalyst for new HBCU projects including Spelman's new Wellness Center and Clark Atlanta's proposed new performing arts center and cancer research center. The CNI Housing strategy will complete the build-out of the University Homes site with a focus on family housing to provide an opportunity for former residents – as well as new households – to return to a safe, healthy community.

### **People Narrative**

The 203 former University Homes households who remain active with AHA include 516 residents: half (48%) of them children, 7% seniors, and 19% disabled. Almost all of these residents are non-Hispanic African-Americans, and 89% of the households are headed by females. Residents of the surrounding neighborhood are also predominantly non-Hispanic African-Americans, but half as many (46%) households are female-headed and a much lower proportion have children (24%, compared to

47% of former residents), likely related to the large number of college students in the area. A third of neighborhood households are AHA-assisted (of those, 16% have HCVs, 35% PBRAs, and 48% live in AHA mixed-income communities). And 7% of neighborhood residents are seniors, mostly living in senior affordable rental housing.

Participants in a neighborhood resident survey identified the following key community assets: proximity to transit (56%), affordable housing (43%), community events/activities for all age groups (37%), proximity to shopping (36%), and proximity to other services like banks and health services (34%). However, the survey also highlighted needs, including: lack of access to grocery stores or fresh food markets (58%), need for community resource centers and other gathering spaces (50%), insufficient commercial and shopping options (41%), and need for transportation assistance (37%). In addition, three priority service areas emerged from the comprehensive resident needs assessment: education and youth, employment and work, and health and wellness.

**Education and Youth.** Although the enrollment of young children in early learning programs for both former University Homes and neighborhood families is relatively high, planners have recommended further examination of the quality and consistency across neighborhood child care providers. Concerning the quality of the neighborhood schools, described above, parent satisfaction is mixed, with 38% of neighborhood parents rating them as good or excellent, 44% as average, and 19% as below average or poor. Parents face various barriers to being more involved in their children's education, including transportation and their own literacy level. And 27% of neighborhood households expressed a need for more youth programming.

**Employment.** Only 35% of adult former residents earn wage income. The resident needs assessment found that 43% of former residents are unable to find or maintain work because of a disability or health restriction. Educational attainment is likely another common barrier to employment, as 24% of adult former residents do not have a high school degree, and 15% indicated adult education, GED preparation, or college preparation was an immediate need. Employment among

neighborhood residents is much higher, with 3 out of 4 adult residents earning wage income; while only 23% of AHA clients living in the neighborhood earn wage income. The primary barriers to work include disability or health restriction (31%), transportation (24%), lack of applicable job skills/education (16%), bad credit (11%), and child care (10%); 17% do not have a high school degree.

**Health.** Various indicators point to acute health needs among both former University Homes and current neighborhood residents. About 38% of former heads of households and 14% of households with children lack health insurance, as do about 20% of neighborhood parents. Both populations have high rates of emergency room use: 40% of former residents and 22% of neighborhood residents report going to an emergency room for medical care in the past year. Various sources show high incidence of chronic conditions and other poor health outcomes among both groups. A variety of neighborhood assessments highlight the need for expanded access to fresh and healthy foods.

## **Vision**

The vision for the University Choice Neighborhood is a shared one – emerging not only from the CNI-funded planning process but also reflected in the Westside TAD Strategic Implementation Plan, the Community Benefits Plan executed by the City and the Blank Foundation, and most recently the City-established Westside Future Fund. The vision is to create a vibrant and sustainable, multi-generational community with first-class mixed-income housing, retail and green space; with equitable access to economic opportunities, community/civic/recreational amenities, and high-performing neighborhood schools; in a safe and healthy environment that benefits both existing residents and those attracted to a revitalized intown neighborhood. The vision will be achieved through the coordination and leverage of public investments and through public/private partnerships, a proven strength of the residents, stakeholders and leaders in the city of Atlanta.



**Exhibit F:  
Neighborhood Strategy**

**Applicant:  
Atlanta Housing Authority**

**FileName:  
AHAEhfNeighStrat.pdf**

## **F.1 Overall Neighborhood Strategy**

AHA and its partners, including community residents, have developed a holistic set of neighborhood strategies to realize the shared vision of creating a vibrant college town community built on the historical relationship with the AUC schools and the neighborhood's unique history in the civil rights movement. The strategies which follow are based on quantitative analysis, resident surveys, qualitative assessments, and most importantly the community's prioritization of needs in the University Choice Neighborhood (UCN), the target area. The strategies are based on the Livability Principles to improve access and transportation, to provide equitable affordable housing and economic competitiveness, to support existing communities, and to coordinate and leverage federal policies and investments. The interconnected strategies provide a road map for change, addressing the root causes for the UCN's decline.

Invest Atlanta (IA), the CNI Neighborhood Lead, is deeply invested in making improvements in the Vine City portion of the larger UCN. Through the Westside Tax Allocation District (TAD), IA is funding a variety of initiatives, working with community-based partners and other stakeholders such as the Arthur M. Blank Family Foundation, private developers, and Friendship Baptist Church (through their LLC development arm and with partner McCormack Baron Salazar, or MBS). IA will support the entire UCN with over \$17 million in permanent mortgage financing and down payment assistance to support affordable housing development and homeownership for families. Going forward, IA will also work closely with the newly-formed Westside Future Fund to strategically coordinate the investments of private, corporate and philanthropic organizations in the overall target area.

Key neighborhood strategies emerging from the community-driven planning process follow.

**Community Resource Centers.** *Provide community amenities and resource centers where people can gather, work, shop, and access a full range of services to support the healthy development of children and adults.* The area's population has declined, resulting in disinvestment in amenities and other community resources that once fostered community interaction as well as access to key support services. The current strategy aims to increase access to community facilities and resources that

include: early learning programs; youth recreational, educational and developmental activities; workforce development and job placement opportunities; and health care and wellness programs. To address the immediate needs of residents at Scholars Landing, AHA is rehabilitating the historic Roosevelt Hall building on the former University Homes site. This “healthy living center” will include a teaching kitchen, a small coffee shop, CNI and AUCC offices, and community meeting spaces. It will generate a flow of traffic from Scholars Landing residents, neighbors, service providers, and AUCC students working in the community. In addition, new retail space on the ground floor of new rental buildings along Atlanta Student Movement Boulevard will likely include a small bookstore and other convenience shops catering to resident and student needs. Two other important community resource centers are planned as part of the CCI plan, described below in F.2.

**Neighborhood Stabilization.** *Stabilize the neighborhood by removing blight and preserving existing housing in areas traumatized by degraded housing stock and foreclosures.* This strategy is a top priority for the community as the large number of vacant lots and dilapidated structures depress housing values, creating health and public safety hazards, and deterring private investment. To address these challenges, a cross-sector Problem Properties Working Group has been working to create a system for identifying, acquiring and repurposing problem properties for long-term community benefit. This working group includes representatives from the City (Mayor’s Office, Department of Housing and Community Development, Code Enforcement), Blank Foundation, AHA, IA, Atlanta/Fulton County Land Bank, and Center for Community Progress. To coordinate stabilization activities in the UCN and Westside TAD neighborhoods, IA and AHA have contracted with a local consultant to develop a property acquisition strategy aimed at stabilizing and revitalizing critical areas within the UCN. Based on detailed parcel analysis and rigorous criteria, priority acquisition areas have been identified, acquisition and demolition budgets created, repurposing uses identified, and development proformas created. Once acquired and sent to the Land Bank (if necessary) for the extinguishment of overdue property taxes and title cleaning, these sites will be redeveloped as housing or pocket parks as

a holding strategy. In addition, a program will be created to help existing owner-occupants rehab their properties, benefitting both the owner and the surrounding neighbors.

**Neighborhood Development.** *Create new mixed-income housing to retain existing residents and attract new residents to an economically diverse in-town neighborhood.* It is important not only to improve existing conditions but also to increase the neighborhood's supply of both affordable and market-rate housing, in turn creating more demand for local retail establishments. Some community residents are concerned that the new stadium and increased demand for in-town living will lead to gentrification over the long term. Both AHA and IA will promote the development of new affordable housing as well as new mixed-income development in the target area, and will issue RFPs for development partners on their acquired land per the acquisition strategy that has been developed.

**Neighborhood Connectivity.** *Create an integrated network of pedestrian, bike, vehicular and transit systems that offers safe, accessible and attractive routes within the neighborhood and to city-wide destinations and employment centers.* The community highlighted the need to provide safe routes to key destinations and to improve the quality of the routes for everyone, whether traveling by car, foot, or bicycle. This strategy responds to public safety concerns and promotes active use of green spaces for healthy living. The creation of new infrastructure and safer walkways is described below.

**Healthy Living.** *Improve the quality of life for residents by supporting green, sustainable and healthy development with the expansion of park land and greenways, adherence to green building standards and investment in sustainable urban agriculture and local food production.* The theme of healthy living came up often in the planning process and is reflected in AHA's plans for new housing, which will be built to EarthCraft standards (designed for building green in the Southeast). In addition, the Roosevelt Hall "healthy living center" will be built at a minimum to LEED Certified standards and will include a teaching kitchen, promoting nutritional and healthy preparation of local produce grown in community gardens.

**Outcomes.** Outcomes that will be utilized to measure the effectiveness of these strategies over the grant period include: square footage and type of new community resource facilities; number of parcels acquired by AHA or IA for repurposing; number of newly developed affordable and market-rate rentals; number of home sales; increase in median home sales price; building permit activity (increase in number and value of permits); long-term vacancy reduction; square footage of new retail facilities; and square footage of new green space developed for parks, urban farming or other purposes. The outcomes will be finalized with the Community Advisory Group after grant award.

## **F.2 Critical Community Improvements (CCI) Plan**

Focusing on these key strategies that emerged during the planning process, AHA has developed a CCI Plan that complements the myriad of other recent and planned neighborhood investments, many of substantial scale, addressing the deeply entrenched challenges facing the UCN. The CCI plan will be funded by a combination of \$4.5 million in CNI funds, \$5.425 million in AHA MTW reserves (non-leverage funds), and over \$35 million in partner commitments.

**Community Resource Centers.** To provide the array of services needed by current and future residents of Scholars Landing and the surrounding area, AHA is partnering on two major community facilities projects, providing CNI funds for gap financing and expansion of program space. Quest Community Development Corporation is developing a multipurpose community facility that will be the future home of Westside Works. The facility will house programs that address various community service needs including workforce development, career skills training, GED/literacy, health services, financial management, and entrepreneurship. Total development cost is \$5.7 million, funded by AHA's \$500,000, \$3.5 million in TAD funds, Blank Foundation funds for operations, and conventional debt. This key facility, to be located in Vine City, is scheduled to start construction in late 2015.

In addition, AHA is partnering with Friendship Baptist LLC and its development partner, MBS, to develop a state-of-the-art Family Life Center on MLK Jr. Boulevard. This 60,000 SF facility will include a range of fitness amenities (including a natatorium), an early learning program, resources for

business development, and other program/meeting spaces. AHA will provide \$1 million of the \$26.4 million total project cost to expand learning facilities and business development space for neighborhood children and small businesses. IA and MBS Urban Initiatives Community Development Entity (CDE) have each allocated \$10 million in New Markets Tax Credits (NMTCs) to the project and US Bancorp CDE has made an equity commitment of \$6.5 million. Construction will start early 2016.

**Neighborhood Stabilization.** As noted above, AHA and IA have contracted with a consultant (APD Urban Planning + Management) to develop a coordinated plan for the acquisition and repurposing of selected vacant lots and structures in the UCN as well as adjacent neighborhoods in the Westside TAD area. Using the same decision-making criteria to identify priority acquisition targets (e.g., distressed condition, stabilization potential, repurposing opportunities), eight priority areas were identified (see Attachment 24). IA is focusing \$891,000 of Westside TAD funding on the Vine City priority areas while AHA is targeting \$1.2 million of CNI funds and another \$1.5 million of MTW reserves on the other two neighborhoods within the UCN. The City will also contribute \$1 million in CDBG funding to demolish dilapidated structures in the area.

In Ashview Heights, AHA will focus on acquiring vacant properties in three blocks to the west of Lowery as well as along Lowery. This area was selected because there is a concentration of vacant lots and structures in close proximity to a stable community of owner-occupants in west Ashview Heights. AHA aims to help support the more stable portions of the neighborhood that are at tipping points. Another priority target area is directly east of the former University Homes where AHA will acquire parcels and new housing will be constructed that complements the new Scholars Landing and the other housing nearby. In total, approximately 84 parcels are targeted for acquisition in these priority areas, with an estimated cost of \$2 million for acquisition and holding, including broker and legal fees, appraisals, insurance, and maintenance. This leaves adequate room in AHA's acquisition budget of \$2.7 million to target additional parcels near these priority areas.

To help stabilize existing owner-occupied properties that have fallen into disrepair, \$1.74 million in AHA and IA funds (see below) have been budgeted for an owner-occupied single-family rehab program for the UCN. The program will provide eligible homeowners up to \$50,000 for critical repairs and renovations. It will allow low-to-moderate income households (below 80% of AMI) to address health and safety issues, code violations, deferred property maintenance, and energy efficiency needs. IA will administer the program, working with AHA to identify single-family owners in blighted but habitable properties, and a consortium of local partners (Vine City Civic Association, Rebuilding Together Atlanta, Georgia Appleseed Center for Law and Justice, and Atlanta Legal Aid) will provide program support. Contractors participating in the program will work closely with Westside Works to hire job training program graduates. Targeting a minimum of 35 eligible homeowners in UCN, the rehab program will be funded by AHA (\$200,000 of CNI funds and \$1 million in MTW reserves) for homes in the AUC neighborhood and Ashview Heights, and IA (\$540,000) for homes in Vine City. Future TAD funds will be utilized for additional home rehabs.

**Neighborhood Development.** Neighborhood development activities will focus on repurposing acquired land in the priority areas noted above. Funding will include \$1 million of CNI funds and \$1.75 million of AHA MTW reserves primarily for the AUC neighborhood and Ashview Heights, leveraging \$4.752 million in IA resources (for use in Vine City). IA's Community Improvement Project funds are awarded for affordable housing development, green space projects, and business façade improvements through a competitive selection process. AHA funds, awarded through a similar RFP process, will be used primarily to fund affordable housing and community green space on land it has acquired. AHA will also provide PBRA assistance to partners selected through the RFP process, as it has done for recent projects. For example, in Vine City AHA provides PBRA assistance for 10 units in Quest Village III, a facility for 27 homeless veterans, and has just approved PBRA assistance for 105 units in a new senior facility to be developed by the Beverly J. Searles Foundation in partnership with the Higher Ground Empowerment Center, a faith-based nonprofit active in Vine City.

**Neighborhood Connectivity.** New infrastructure including sidewalks, curb cuts, and lighting will be constructed as part of the CNI housing development, making it easier and safer for pedestrians to get around. AHA will also collaborate with the AUC schools and the Atlanta Police Department (APD) to develop a safe route – with improved lighting and cameras tied into a central monitoring system – along Atlanta Student Movement Blvd, the east/west axis through the schools and Scholars Landing. The safe route will extend from Cleopas Johnson Park to the M. Agnes Jones Elementary School to better serve families with children. This safe route will be bolstered by targeted acquisition and repurposing of properties along this street. The improvements will be funded with \$300,000 of CNI funds, \$400,000 of MTW reserves, and \$300,000 from the AUC schools (\$75,000 each).

**Healthy Living.** The Scholars Landing master plan includes space for a community garden, small pocket parks and tot lots near the new housing to encourage safe outdoor play for younger children. In Ashview Heights, which particularly lacks adequate green space, AHA will repurpose one parcel to create a pocket park with play structures and sitting areas. To preserve the historic value of the area to the civil rights movement, AHA will work with the community to create key historic markers in places of importance. Based on the success of the 21 micro-grants provided during the CNI planning effort to encourage community involvement, AHA will provide small, one-time cash awards to resident organizations for short-term projects around activities that focus on green space, healthy living, public safety, etc. These initiatives will be funded with MTW reserves.

### **F.3 Public Safety Strategy**

Through surveys, meetings, and data analysis during the CNI planning process, an actively engaged Public Safety Task Force (PSTF) identified priorities for improving public safety: increased police presence, removal of blighted properties that harbor criminal activity, community-based crime watch programs, better coordination of police forces, improved lighting and security cameras, and improved economic conditions in general for residents. Since improving public safety requires a multi-pronged approach, various strategies to reduce criminal activity are embedded in the strategies of all



three CNI components: Neighborhood, Housing and People. The People strategy identifies a range of partners that help individuals and families to move towards economic self-sufficiency and reduce high-risk behaviors (see Exhibit H). For example, in the spring of 2015 the Atlanta Police Foundation will launch a pilot program at Westside Works – Youth Crime Initiative – to prevent youth caught in non-violent crimes from going to jail and thus having a record. The overseeing judge will offer youth intensive case management and a set of services over a 3 to 9 month period which if followed will clear their record. The Housing strategy focuses on design using the principles of crime prevention through environmental design (CPTED), with entries on public streets and clear delineation of public/private spaces. New streets will be designed with adequate lighting to enhance pedestrian safety. To supplement these strategies, AHA will collaborate with key partners on the following:

**Promote community collective efficacy: the shared belief that by working together residents can make a difference.** Within 60 days of grant award, AHA will establish a Public Safety Working Group (PSWG, formerly the PSTF) that will meet regularly to promote community engagement in public safety awareness and activities. A group of residents and AUCC students will participate in APD’s Citizen Police Academy which offers classroom instruction about police operations and enhancing police/community relations. The PSWG will promote community use of APD’s “See Something/Say Something” initiative which encourages residents to be the eyes and ears of a safer city, and the APD Next Door phone app that allows residents to report as well as learn of crimes in their neighborhood in real time. The PSWG will track progress regarding public safety initiatives and outcomes and promote dissemination of successful efforts via the CNI website, local papers, and postings at Roosevelt Hall to encourage more community participation in safety programs. AHA will also provide \$150,000 of MTW reserves to support APD and the Police Foundation in establishing, training and sustaining neighborhood watch groups in UCN and in working with residents to organize regularly scheduled neighborhood cleanups which will also build community cohesion.

**Reduce blighting conditions that are threats, actual or perceived, to personal safety.** The City recently moved Code Enforcement from Public Works to the Police Department in response to the very large number of abandoned or neglected properties and the resulting high crime levels in Atlanta's neighborhoods. This has yielded significant improvement in the City's ability to handle severe blight and neglect, with an approach that includes integrating crime data with data from the Vacant Property Registry, shifting police manpower to targeted blight areas ("putting cops on the dots"), and adding demolition crews to "clean and close" abandoned properties. More than 90 cases of blight have been resolved in the UCN since the program started. In addition, APD will continue with its "neighborhood blitz" program which brings in Code Enforcement, Zoning, Public Works and Animal Control to collectively conduct a sweep of vacant properties and assist with clean-up. In March 2014 a section of Ashview Heights was the focus of a 30-day blitz which substantially increased the neighbors' perception of safety. The PSWG will be the forum to identify areas that would benefit from a blitz, garner neighbor support, and work with APD to schedule the coordinated sweep.

**Increase police presence in the community.** In response to community requests, APD opened a mini-Precinct in 2014 on MLK Blvd in Vine City, in the heart of the UCN business district. The Police Foundation has also established the Secure Neighborhoods Initiative ("Cop on the Block") to improve public safety by promoting homeownership opportunities in the city for police officers. Increasing police visibility not only deters crime, but also improves the community's perception of safety. Through this program, the Police Foundation is partnering with AHA, IA, the Blank Foundation and Pulte Homes to build five houses for police officers in 2016 on land owned by AHA in Vine City. Pulte Homes will build/provide the homes at cost, and eligible officers will be able to access down payment and equity incentives to purchase the home, along with monthly cash grants in exchange for their engagement in the community.

**Improve pedestrian safety.** The City of Atlanta has a Video Integration Command Center (VICC) that monitors camera locations in various locations. A lighting and camera plan has been

developed by the AUCC schools, APD and the target neighborhood, and the schools are each providing \$75,000 for camera equipment on their campuses that will tie into the VICC, with installation to begin in 2016. AHA is utilizing \$300,000 of CNI funds and \$400,000 of MTW reserves to provide cameras and increased lighting along the “safe route” from Scholars Landing to the local M. Agnes Jones Elementary School. The Police Foundation will also be receiving \$1.6 million from IA’s Westside TAD funds to install cameras and license plate readers in the larger neighborhood.

**Coordinate APD and AUCC police activities.** Each of the four AUCC schools maintains its own police force to manage crime within the jurisdictional borders of the individual school. APD officers are not permitted within the school borders for enforcement purposes. Recognizing that coordination across school borders is beneficial, APD and the AUC Police Chiefs from each school meet monthly to discuss crime patterns, prevention strategies and opportunities for collaboration. This has resulted in joint crime sweeps and deployment efforts. The PSWG will meet with the AUC police chiefs and APD officers to ensure that concerns of the larger community are also addressed.

**Byrne Grant.** The neighborhood is not the focus of a Byrne Criminal Justice Innovation Grant.

**Public Safety Outcomes.** Through the initiatives described above, the following outcomes will be tracked and achieved: 20% reduction in Part I crimes over 5 years; 20% reduction in property crimes; increased participation in public safety initiatives; and residents’ perception that public safety is improving as measured by an annual survey managed by the PSWG.

#### **F.4 Promise Zones/Alignment with Existing Efforts**

The UCN is an investment priority area as it overlaps with IA’s Westside Tax Allocation District (TAD). It was part of the target area for a Promise Neighborhoods Planning Grant that, although no subsequent implementation grant was received, has continued to provide a coordinating forum for education reform. The City submitted a Promise Zones application in November 2014 that targets the UCN and the overlapping Westside TAD neighborhood, demonstrating its priority status.

The UCN has been the subject of many planning efforts over the past 15 years, including neighborhood and regional efforts led by various City agencies, IA, neighborhood groups, the Atlanta Regional Commission, and the AUC schools. The recommendations resulting from these plans, validated by the community, have been remarkably similar: develop mixed-income housing, retain the historic character, address gentrification concerns, provide job training and increased access to jobs and transportation, enhance public safety, improve infrastructure with streetscapes and sidewalks, and provide access to green space and parks. The UCN Transformation Plan built on these other planning efforts and is in alignment with their conclusions.

More recently, however, the momentum has shifted from planning towards implementation, as described below, with a large number of major projects and initiatives underway, all supporting and complementing the goals of the UCN Transformation Plan.

**Falcons Stadium.** The construction of the new \$1.4 billion Falcons Football Stadium on the edge of the target neighborhood, now underway, is transformative in its size and impact on the area. A Community Benefits Plan is in place between the City, IA, and the Blank Foundation, which includes the commitment of \$30 million: \$15 million each from IA's Westside TAD funds and from a new Blank Foundation-funded Westside Neighborhood Prosperity Fund, targeting investments in both the physical and social capital in three neighborhoods, including Vine City, part of the UCN.

**Westside TAD.** Since 2012, guided by the Westside TAD Study Area Plan, IA has funded a variety of projects to create jobs and enhance the quality of life for area residents, using Westside TAD funds. Within the past three years, IA has invested over \$18.5 million for neighborhood projects in Vine City and Ashview Heights, leveraging over \$33.6 million in total project costs. These projects include new housing, park development, acquisition and demolition of blighted properties, and retail investments. While the Westside TAD has been in place since the '90s (see Exhibit C.2), investments in the area are now growing in scale. IA purchased a portion of the Morris Brown College campus on MLK Boulevard in 2014 for over \$10 million in order to control this major development opportunity.

**Friendship Baptist Church/MBS.** Friendship Baptist Church is relocating its sanctuary from the site of the new stadium to land it owns near IA's Morris Brown location. Friendship has partnered with McCormack Baron Salazar (MBS) to develop three new projects along MLK Boulevard: (1) the relocation of their 119-unit senior high-rise to land owned by AHA and others, directly west of the Magnolia Park mixed-income development; (2) a 60,000 SF Family Life Center, described above in F.2; and (3) a new 232-unit mixed-income, mixed-use community with 80,000 SF of retail and other non-residential uses. The total value of these investments over the next five years is over \$83 million.

**Transportation.** The MARTA stations that serve the neighborhood are undergoing a \$31.4 million renovation that will include enhanced lighting to improve public safety and accessibility improvements. The City has invested over \$12 million in street improvements and bike lanes and the Atlanta Regional Commission is funding more than \$5.7 million in improving major thoroughfares through and around the neighborhood, matched by other federal, state and city funds.

**Parks and Green Space.** Parks and the "greening" of infrastructure is a high priority locally and regionally. Examples include the following. (1) The development of Mims Park aims to reconstruct the park based on the original Frederick Law Olmsted design. The City has spent \$3.5 million remediating parcels in the area and IA is acquiring surrounding parcels to enlarge the park's footprint. When completed, Mims Park is expected to cover 16 acres and cost more than \$50 million. The project involves transforming the mostly vacant lots along Joseph E. Boone Boulevard into urban farmland, public art (statues of former Vine City residents Martin Luther King Jr, Julian Bond and Mayor Maynard Jackson), large fountains, green space and a retention pond to address flooding from the Proctor Creek Watershed area. (2) The BeltLine is a sustainable redevelopment project that will provide a 1,300-acre network of public parks, multi-use trails, housing, and transit along a historic 22-mile long railroad corridor circling downtown and connecting more than 45 neighborhoods. Four segments have been completed and that portion of the trail along the western border of Ashview Heights is under construction. This represents an investment of \$8.4 million in the UCN. (3) Helping

to connect Mims Park to the BeltLine, the City is undertaking the Boone Boulevard Green Street project. This pilot project integrates green infrastructure elements into the street design to manage stormwater and reduce stormwater runoff. (4) The City has recently improved the Vine City and JFK parks with new playgrounds, mini amphitheaters, and lighting.

**AUC Campus investments.** The AUC schools continue to invest in their campuses to improve student life. In the past 10 years CAU has spent \$70 million renovating their facilities and plans to spend \$45 million on a new Cancer Research Center, Performing Arts Complex and other facilities. Spelman has spent over \$90 million on campus facilities in the past 10 years, has an \$18 million Wellness Center under construction, and is planning \$40 million in campus improvements.

Other investments in the UNC include the renovation of the Harland Boys and Girls Club and the Brock Built new townhomes. Collectively, all committed investments total over \$210 million and involve a wide array of partners and collaborators. With such strong momentum and growing investment interest from both public and private sectors, the Mayor recently announced the launch of the Westside Future Fund to ensure that investments in both physical and social capital in Westside – which includes the entire UCN – are coordinated to achieve maximum impact and neighborhood sustainability. The Fund will target private investors and philanthropic entities for fundraising.

## **F.5 Design**

Scholars Landing will be a mixed-use, mixed-income, academic village bridging the historic campuses of the AUCC schools and the neighborhood. It will demonstrate the following elements:

- *Plan that incorporates architectural character and attracts income diversity.* All housing at Scholars Landing will be inspired by traditional residential and collegiate architecture. Rental housing will include storefront retail space with shops that are tailored to casual gathering for students as well as returning families. The retail space will front on the new “village center” at the intersection of Atlanta Student Movement Boulevard, the main axis of the community, and John

Hope Drive. The multifamily buildings vary in size and scale to reflect their immediate surroundings. All buildings provide for a mix of incomes and family sizes. Units are designed and sized to meet the lifestyle needs of today's households, with standard market-rate amenities and finishes in all units. The final phase of Scholars Landing will consist of for-sale townhouses with garages at the base and living space above. All buildings will be EarthCraft-certified at a minimum.

- *Adequate unit and room sizes.* New units will meet space standards for contemporary family lifestyles. The units range from 750 SF for a 1BR, to 1100 SF for a 2BR, and 1290 SF for a 3BR.
- *Compact, pedestrian-friendly, mixed-use neighborhood.* Scholars Landing has been designed as a compact development with community-serving retail and community facilities on-site within easy walking distance. New sidewalks on site and the development of a safe, well-lit route to the local elementary school will also improve the pedestrian experience. With compact, walkable, transit-oriented centers developed at Scholars Landing and other developments nearby, as well as the diversification of the mobility system with bike facilities and multi-use trails strengthening the historic interconnected grid system, UCN will be one of Atlanta's most connected neighborhoods.
- *Opportunities for recreation and community gathering space.* The neighborhood is bordered by the innovative BeltLine project, noted above, which will offer active recreation through a multi-use trail linking to recreation facilities along its 22-mile length. Smaller scale tot lots, community gardens and green spaces will be provided on-site and city parks are nearby. At Scholars Landing, the renovated historic Roosevelt Hall will provide community meeting space and a teaching kitchen where residents can learn nutritional cooking and healthy living habits. Existing community facilities like the Harland Boys and Girls Club, the Dean Rusk YMCA, the library and high school will continue to provide a broad array of meeting spaces and community services.
- *Defensible space.* The residential units will be designed to face a public street, with window placement that encourages resident monitoring and informal policing. The full site plan

(Attachment 39) shows the residential unit locations and their orientation to the street network. All communal spaces are either in secured areas, or clearly associated with a building so that occupants take ownership of the space. CPTED principles have been adhered to in all development plans.

- *Appropriate landscape elements.* Where preservation of existing trees is not an option, new planting will replicate the native tree species and will increase the number cumulatively in the development. Special attention will be paid to providing street trees and other plantings along the sidewalk to improve the pedestrian experience.
- *Stormwater management.* Due diligence engineering studies will determine specific green measures to be employed, but they will likely include permeable pavement and green plantings.

#### **HUD Policy Priority: Sustainability through LEED ND**

AHA and MBS-Integral have made sustainable development a priority for all phases of neighborhood revitalization. Phase 1, Veranda at Scholars Landing, has received LEED Silver certification. Subsequent housing phases will meet EarthCraft energy standards and Roosevelt Hall will be designed to LEED Certified standards at a minimum. The development team will pursue LEED-ND for the entire Scholars Landing community. Preliminary scoring by a certified engineer indicates that this is achievable with the current plan. See Attachments 42 and 43.

#### **Leverage**

The City of Atlanta has committed \$1 million in CDBG funding for the University Choice Neighborhood. The CCI Plan will be implemented with \$4.5 million in CNI funds, leveraged by over \$35.5 million in firm commitments. AHA has closely aligned its neighborhood strategies with the growing neighborhood investments that now total well over \$210 million.



**Exhibit G:  
Housing Strategy**

**Applicant:  
Atlanta Housing Authority**

**FileName:  
AHAEhgHousingStrat.pdf**

## **G.1 Overall Housing Strategy**

The proposed Housing Strategy is based on analysis of the housing needs of former University Homes residents, an updated market study, and the goal of providing quality housing opportunities to retain existing residents and attract new ones to an economically diverse community. The vision for the housing component is a multigenerational community that provides rental and homeownership opportunities for people with a mix of income levels and lifestyles. It is a similar model to one that AHA has successfully employed at other redevelopment sites, including AHA's three mixed-income communities in the University Choice Neighborhood (College Town at West End, Village at Castleberry Hill, and Magnolia Park), with an emphasis on providing units for families with children who can benefit from the neighborhood's ongoing transformation, who will be attracted by the quality schools, safe environment, access to services and amenities, and the area's historic and cultural value.

To reflect the educational opportunities and facilities associated with the HBCUs that surround the former University Homes site, the new housing community has been renamed Scholars Landing. Redevelopment has started on the northern part of the site with the 2013 completion of 100 units for seniors at "Veranda at Scholars Landing." The CNI Housing strategy will complete the build-out of the site with assisted living units in a senior village (under construction), family mixed-income rental apartments in two phases, and for-sale townhouse units. The CNI Housing strategy includes 466 units: 229 replacement units (PBRA/LIHTC), 28 LIHTC-only units, 176 market-rate rentals, and 33 for-sale units (7 affordable units for households between 80-120% of AMI and the remaining 26 for market-rate buyers). Integral is completing the Oasis at Scholars Landing this summer. All remaining housing components will be implemented by MBS-Integral UCNI, LLC, a partnership of McCormack Baron Salazar (MBS) and Integral.

AHA has also acquired several strategic parcels near and adjacent to the former University Homes site to include in the Housing component, to better integrate the new mixed-income housing into the neighborhood and spur investment in existing homes as well as new housing on vacant lots.

**Phase 1 (completed): Veranda at Scholars Landing (Independent Senior Rental).** As

noted, Integral recently completed construction of a 100-unit, affordable independent living senior community on the site. Veranda at Scholars Landing, a LEED Silver certified project, contains amenities for an active senior population, including a community fitness room, game room, wellness center, media room, and computer lab with broadband Internet access. This phase leased up within 45 days, and is attractive to writers, poets, artists and university staff due to its location in an academic and intellectual environment. The property includes 90 one-bedroom elevator units that rent at \$800 and 10 two-bedroom elevator units that rent at \$830, all of which are subsidized by AHA Project Based Rental Assistance (PBRA). This phase was financed with an FHA-insured first mortgage, equity from 9% tax credits, and developer equity. An affiliate of Integral serves as general partner.

**CNI Housing Strategy Components**

The balance of the housing development plan for the new Scholars Landing community will be implemented in three rental phases and one homeownership phase, as summarized below:

Rental Units					Homeownership Units			
Phase	PBRA Replcmt. with LIHTC	LIHTC Only	Market Rate	Total Rental Units	Affordable (80-120% of AMI)	Market Rate	Total For-sale Units	Total Units
2. (Oasis)	60	0	0	60	0	0	0	60
3. (Ashley I)	66	0	100	166	0	0	0	166
4. (Ashley II)	103	28	76	207	0	0	0	207
5. Townhouses	0	0	0	0	7	26	33	33
Total	229	28	176	433	7	26	33	466

*Market Need.* An updated market study by the Bleakly Advisory Group informed the housing program. Although the neighborhood has been through a period of population decline and disinvestment, it is now stabilizing. The market study projects demand for more than 2,000 new housing units in the target neighborhood over the next ten years, or approximately 200 units per year (Att 37). Much of this demand (38%) is projected to come from secondary markets, assuming that the area’s competitiveness and broader range of housing options will attract potential renters and buyers to the in-town neighborhood. A significant portion of the projected demand is for market-rate units: 68% of the for-sale demand, and 34% of the rental housing demand. The market study evidences strong demand for a mix of affordable and market-rate units. With large numbers of students and faculty from the nearby colleges, quick lease-up and absorption is projected.

*Bedroom Mix.* All 60 assisted living units in Phase 2, now under construction, will be 1BRs. In developing the bedroom mix for the family PBRA units in Phases 3 and 4, AHA looked at the needs of former University Homes residents, waitlists at nearby mixed-income developments with PBRA units, and the waitlist for AHA’s HCV multi-family projects. The bedroom mix for LIHTC-only and market-rate rental units relied on market studies which supported strong demand for smaller units (1BRs and 2BRs) with limited demand for 3BR units. These studies and analysis resulted in the bedroom mix below for the multi-family rental phases:

<b>Unit Size</b>	<b>PBRA/LIHTC</b>	<b>LIHTC Only</b>	<b>Market Rate</b>	<b>Total</b>
Studio	0	0	10	10
One-bedroom	30	9	83	122
Two-bedroom	80	14	80	174
Three-bedroom	57	5	3	65
Four-bedroom	2	0	0	2
<b>Total</b>	<b>169</b>	<b>28</b>	<b>176</b>	<b>373</b>

*Alternatives Considered.* AHA and its developer considered a number of alternative housing programs before finalizing the Housing strategy. These alternatives included development of a market-rate student housing building, which would have allowed an off-campus housing alternative for the adjacent AUCC schools. However, this alternative was ultimately rejected to avoid direct competition with existing on-site student housing at the AUCC schools. Another alternative looked at providing smaller units only, but AHA opted to increase the number of family units, aiming to attract households with children to a vibrant new community rich with services and amenities and with a focus on quality education. Also, a higher proportion of homeownership units was considered, but was not pursued due to market conditions as confirmed by the Bleakly market study. AHA also considered replacing all 500 units on site but with the goal of deconcentrating poverty decided to provide PBRA assistance to other developers in the broader neighborhood. The final Housing strategy is most appropriate because it achieves the community's goals of providing quality affordable housing for former residents and other very low-income families, while also providing mixed-income and mixed-use housing to ensure a diversity of incomes and lifestyles, and constructing new housing that reflects the architectural style of existing homes and helps stimulate investment in the private housing stock.

**Phase 2: Oasis at Scholars Landing (Assisted Living Senior Rental).** Adjacent to the Veranda site on the University Homes footprint, Integral and Mia Senior Living Solutions are developing a 60-unit affordable Assisted Living Facility (ALF). Integral was awarded an allocation of 9% LIHTC under a special set-aside in 2012 and the ALF is now under construction, with lease-up slated to begin in summer 2015. The first affordable ALF using tax credits in Georgia, Oasis at Scholars Landing is a pilot project for the developer, AHA and the Georgia Department of Community Affairs. There will be a housing preference for veterans and their spouses at Oasis.

Both a market study and AHA's experience with its senior housing indicated a strong need for these ALF units as an affordable alternative to nursing homes. This phase is financed by a combination of a \$1.5 million AHA loan, \$450,000 Home Depot grant, equity of \$9.2 million from a 9% LIHTC

allocation, and \$408,857 of developer equity for a TDC of \$11.55 million. There will be 60 one-bedroom elevator units with initial rents proposed at \$833/month. All units will be made affordable to seniors at or below 60% of AMI using AHA PBRAs. Subsidy for services for eligible tenants will be provided by the Veterans Administration Aid and Attendance Program. AHA is exploring the use of Medicaid waivers to fund services for other eligible tenants. These units will be replacement units for public housing units previously demolished.

This community will be a full-service ALF with service staff to assist residents with daily living activities such as meal preparation, toileting, bathing, grooming, dressing, and help with medication. The building will include a commercial kitchen and dining area for residents, non-residential space for staff and management offices, activity rooms, a TV lounge, an exercise room, resident care rooms, a beauty salon, a personal care room, a commercial laundry and medical preparation space. A van will provide transportation to medical appointments as well as other activities outside of the facility for residents. All units will be private and fully handicapped adaptable. While rare in private-pay assisted living communities, each unit will include a kitchen to meet LIHTC requirements.

An affiliate of Integral is the general partner and has provided development and operational guarantees as required by the Limited Partner and will have buy-out rights after year 15, with AHA having a right of first refusal. The affiliate is the developer and will receive developer fees. AHA is the co-developer and will receive a share of developer fees.

**Phase 3: Ashley Scholars Landing I (Multifamily Rental).** Just south of Veranda and Oasis, and north of Atlanta Student Movement Boulevard (historically Fair Street), MBS-Integral UCNI will construct two garden-style walkup buildings (3A and 3B on the site plan), one with 58 units and one with 68 units. The buildings will have covered stairways accessing four units per floor. Units will mostly be 1BRs and 2BRs, with a few studios and 3BRs. Units will have broadband Internet access

and will be attractive to younger residents with smaller households who want to be closer to the “center of activity.”

This phase will also include the construction of 40 apartments off-site on AHA land in two buildings (3C) on Vine Street, of which 16 will be replacement units . These buildings will be designed in “Big House” style, giving the external appearance of a large house. This style integrates many elements of single-family residences in buildings that will complement the historical character of the immediate neighborhood. As part of its Neighborhood strategy, AHA will also acquire vacant lots in the immediate vicinity of the “Big Houses” to develop as additional affordable housing.

The bedroom/income mix for Phase 3, all multifamily rental, is:

<u>Unit Type (MF Rental)</u>	<u>PBRA/LIHTC</u>	<u>LIHTC-Only</u>	<u>Market-Rate</u>	<u>Total</u>
Studio	0	0	10	10
1BR, 1 Bath	18	0	65	83
2BR, 2 Bath	35	0	25	60
<u>3BR, 2 Bath</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>13</u>
<b>Total</b>	<b>66</b>	<b>0</b>	<b>100</b>	<b>166</b>

The initial proposed rents are \$676 for a studio, \$728 for 1BR/1 bath, \$870 for a 2BR/2 bath, and \$1,005 for a 3BR/2 bath unit. The income mix is 40% PBRA/LIHTC units (replacement units, subsidized by AHA with PBRAs) and 60% market-rate units. Units of different bedroom sizes and income levels will be distributed proportionately across all buildings. The extensive amenity package will include 9-foot ceilings, broadband Internet access, washers and dryers in every unit, and spacious walk-in closets. Units will be ample in size, constructed with maximum comfort and efficiency in mind.

This phase will be financed using \$5.95 million in a permanent first mortgage, an AHA second mortgage of \$14.5 million using \$9 million of Choice Neighborhoods funds and \$5.5 million of RHF funds to support the replacement units, and equity of \$5 million from 4% LIHTCs, for a total TDC of

\$25,704,881. Invest Atlanta has issued a bond resolution for up to \$14.5 million in tax-exempt bonds for Phase 3 (Ashley I), and Georgia DCA has reserved an allocation of 4% LIHTCs. An affiliate of MBS-Integral UCNI will be the general partner and will provide development and operational guarantees as required by the lender or Limited Partner and will have buy-out rights after year 15 with AHA having a right of first refusal. AHA will also have a 40-year declaration of restrictive covenants to ensure long-term affordability. An affiliate of the MBS-Integral UCNI will be the developer and receive developer fees. AHA will be the co-developer and receive developer fees.

**Phase 4: Ashley Scholars Landing II (Multifamily Rental).** South of Atlanta Student Movement Boulevard, the developer will construct seven mixed-income apartment buildings and rehab the historic Roosevelt Hall (4A). With several buildings fronting on Atlanta Student Movement Boulevard at the new “town center,” this phase provides an opportunity for mixed-use development, with 10,000 SF of community-serving retail on the ground floor frontage of Buildings 4B and 4C (e.g., a bookstore, coffee shop, restaurant, etc.) and apartments above.

Phase 4, known as Ashley Scholars Landing II, will include a total of 207 units: 103 PBRA replacement units, 28 LIHTC only units, and 76 market-rate units. A number of smaller apartment buildings are provided on the southern portion of the former University Homes site to accommodate more of the large family units that will likely include children, including former residents who want to return to the new development. These buildings will be able to offer more green space as well as tot lots close to and within view of the units. They will include a mix of bedroom sizes, from 1BR to 4BR units. The unit mix for the replacement units is based on former University Homes households and waitlists for PBRA units in nearby mixed-income communities. The unit mix for the LIHTC and market rentals is consistent with the recommendations of the Bleakly market study. AHA sets PBRA rents at market levels; tax credit rents are set at 60% AMI. All apartment units will include market-quality amenities, 9-foot ceilings, broadband Internet access, washers and dryers in every unit, and spacious walk-in closets.



The bedroom/income mix and proposed initial rents for Phase 4 are:

<u>Unit Type (MF Rental)</u>	<u>PBRA/LIHTC</u>	<u>LIHTC Only</u>	<u>Market Rate</u>	<u>Total</u>
1-BR, 1 Bath	12 @ \$725	9 @ \$562	18 @ \$725	39
2-BR, 2 Bath	45 @ \$870	14 @ \$636	55 @ \$870	114
3-BR, 2 Bath	44 @ \$1,005	5 @ \$696	3 @ \$1,005	52
<u>4-BR, 2 Bath</u>	<u>2 @ \$1,122</u>	<u>0</u>	<u>0</u>	<u>2</u>
<b>Total</b>	<b>103</b>	<b>28</b>	<b>76</b>	<b>207</b>

On the southeast corner of Atlanta Student Movement Boulevard and Roach Street, MBS-Integral UCNI will rehabilitate the historic Roosevelt Hall, which is the only remaining original building on the University Homes site. Referred to by the community as the “healthy living center”, the building will be LEED certified. This 18,000 SF building will be adapted to offer ground-level retail (9,000 SF), including a teaching kitchen where local food production will be used as a vehicle for education on healthy cooking and nutrition in coordination with the AUCC schools, as well as a neighborhood-serving café/restaurant, and another small retail space. The second floor will include the CNI and AUCC, Inc. offices, as well as community meeting space. This renovation will be combined with the 10,000 SF feet of new retail on the ground floor of Buildings 4B and 4C as one New Markets Tax Credits transaction. This commercial and retail component will be financed using \$8 million in New Market Tax Credits debt/equity and \$4 million in AHA MTW funds.

Total development cost for Phase 4 is \$32,622,247, to be financed with the following permanent sources: a \$9.2 million permanent first mortgage, \$9 million of CNI, \$5 million of RHF funds, and \$9.67 million from 4% Tax Credits (federal and state). This financing is the result of an Invest Atlanta bond resolution of up to \$15.5 million in tax-exempt bonds for Ashley II (Phase 4) and Georgia DCA’s reservation of an allocation of 4% LIHTCs. AHA will provide PBRA subsidies for the replacement units to help make them affordable.

An affiliate of MBS-Integral UCNI will be the general partner and will provide development and operational guarantees as required by the Limited Partner and lenders and will have buy-out rights after year 15 with AHA having a right of first refusal. AHA will also have a 40-year declaration of restrictive covenants to ensure long-term affordability. An affiliate of MBS-Integral UCNI will be the developer and receive developer fees. AHA will receive a share of developer fees as co-developer.

**Phase 5: For-Sale Townhouses.** This final phase includes 33 for-sale townhouses in three clusters: 24 on the former University Homes site and 9 homes on AHA-acquired parcels on Elm and Atlanta Student Movement Boulevard. A mix of 10 2BR and 23 3BR townhouses will be constructed. The townhouses will be designed with New Urbanist concepts in mind, promoting an urban lifestyle, with front doors on the street. The 2BR units will be 1,400 SF in a 3-story townhouse including: a garage and office on the first level; a living/dining area, half bath, and kitchen on the second level; and two bedrooms with two full bathrooms on the upper level. The three-bedroom units will be 1,800 SF 3-story townhouses with a garage and office/bonus room on the first level; a living/dining area, half bath, and kitchen on the second level; and three bedrooms with two full bathrooms on the upper level. Unit amenities for the for-sale units include: stainless steel appliances, security systems, hard surface countertops, hardwood floors on the main living level, tiled bathrooms and a master suite with a garden tub and separate shower.

Projected sales prices are \$200,000 for the 2BR homes and \$240,000 for the 3BRs, based on a market study. Seven of the townhouses will be for families earning 80% to 120% of AMI, offering an opportunity for former University Homes residents to return to the community as homeowners. Downpayment assistance will be offered to families to support affordability. AHA will use CNI funds to provide downpayment assistance of up to \$20,000 for eligible families earning up to 120% AMI, which may be combined with the City's downpayment assistance sources. The remaining 26 townhouses will be market-rate, marketed to AUCC schools' faculty and staff (the schools have agreed to promote the program), as well as other young households and individuals who want to live close to

downtown and the amenities that in-town living provides, a group highlighted in the market study. Eligible buyers with incomes up to 140% of AMI may utilize the Home Atlanta 4.0 program, which provides private mortgages and downpayment assistance. Construction financing of \$7 million for this phase has been committed by Capitol City Bank & Trust Company. MBS-Integral UCNI will provide an additional \$1 million of equity for this phase.

## **G.2. Number of Replacement Housing Units**

AHA is not subject to the one-for-one requirement as the targeted 500-unit University Homes public housing site was demolished in 2009. The proposed Housing strategy includes 229 replacement units (46%), as described above. All 229 replacement units will receive AHA Section 8 PBRA subsidies, in addition to the recently-completed 100-unit on-site senior living facility, where AHA provided PBRA assistance to all units with a 40-year declaration of restrictive covenants to ensure long-term affordability. AHA offered these 100 units first to all former University Homes residents; nine expressed an initial interest in returning, but none were willing to give up their Housing Choice Vouchers to move into the new facility.

## **G. 3. Mixed-Income Development**

The total Housing component (not including the completed 100-unit Veranda) includes 466 units: 229 replacement units and 237 non-public/assisted housing units. Therefore, 51% of the units in the development plan are non-replacement units. In addition, 209 of the 466 total units, or 45%, are available to households earning above 60% AM including (1) the 176 market-rate rental units and (2) 33 homeownership units. The Housing Plan provides for units with diverse income requirements within each phase and each building (with the exception of the Phase 2 Assisted Living Facility).

## **G.4. Long-Term Affordability**

AHA will provide Section 8 PBRA subsidies for all replacement units to help make them affordable. An affiliate of MBS-Integral UCNI will be the general partner and will provide development and operational guarantees as required by the Limited Partner and will have buy-out

rights after year 15 with AHA having a right of first refusal. AHA will maintain a 40-year declaration of restrictive covenants on all replacement units, beginning with the date of initial occupancy, to ensure long term affordability.

## **G.5 Green Building**

The development team is committed to green building practices and have developed an extensive track record of creating LEED certified, Energy Star, and EarthCraft certified buildings (achieving LEED-Silver on several buildings). Veranda at Scholars Landing (completed in 2013) includes energy-efficiency enhancements like photovoltaic solar panels and geothermal heating/cooling systems, energy efficient appliances, use of compact fluorescent fixtures, and recycled finish materials. The building has been LEED-Silver certified. The remainder of the Scholars Landing site will meet the LEED-ND standard. Roosevelt Hall will be designed to be LEED certified. All housing will be designed and built to meet, at a minimum, EarthCraft multifamily standards (See Attachment 43). The developer will also provide for Integrated Pest Control in all buildings.

**Land Use Approvals.** The City of Atlanta has confirmed that the housing designs for all phases of the housing plan are permissible under land use designations that regulate the development of the site.

**Housing Development Leverage.** Phase 2, the Oasis at Scholars Landing, was awarded a 9% LIHTC allocation in 2012; construction is underway and will be complete by summer 2015. Phases 3 and 4 (not yet under construction) have been awarded a reservation of 4% LIHTC based on Invest Atlanta's tax-exempt bond resolutions. The total housing development leverage is \$63,131,267 which includes tax credit equity, private debt, New Markets Tax Credits, AHA earned program income and other sources.

**Exhibit H:  
People**

**Applicant:  
Atlanta Housing Authority**

**FileName:  
AHAEhxHPeopleStrat.pdf**

## **H.1 Resident Needs Survey and Results**

**Needs Assessment Methodology.** With HUD's permission, AHA demolished University Homes in 2009, due to its deteriorated state and functional obsolescence. Prior to that, AHA successfully relocated 463 families then living at University Homes in 2006. Of those, 203 remain active AHA clients today, and 260 households are no longer AHA active clients (86 ported to another PHA; 9 are deceased; 114 ended their participation with AHA, 43 were evicted/terminated; and 8 have an unknown status).

The 203 active former resident households are the priority target for AHA's Choice Neighborhoods People plan. In January 2015, AHA completed a multi-modal resident needs assessment that incorporates input from these former residents as well as current neighborhood residents. Trained AHA staff administered the resident survey both in person and by phone, and during resident meetings using an interactive polling system. 121 of active former University Homes households completed a survey (60% of the active households), with an additional 65 neighborhood residents completing a separate survey. Both surveys included questions about employment, service needs, education, and adult and child health. Both surveys laid the foundation for the People strategies proposed in this application and informed the metrics and outcomes proposed in this plan.

To supplement the survey data, AHA reviewed: administrative and occupancy data on active former University Homes residents and other AHA-assisted families living in the neighborhood; 2010 Census data and 2008-12 American Community Survey data for the neighborhood, City of Atlanta, and Fulton County; and school enrollment and performance data from the Georgia Department of Education. In addition, AHA incorporated the findings of the 2010-11 Atlanta Promise Neighborhood Planning Grant Community Needs Assessment and Asset Mapping Report, the boundary for which includes but is slightly larger than the Choice Neighborhoods boundary (See Attachment 30).

**Demographics.** Based on AHA data, the 203 active former resident households include 516 residents. Of these, 250 (48%) are children/youth under 18 years of age, including 52 young children

(10%) age 0-5, and 198 children/teens (38%) age 6-17. The remaining 266 residents (52%) are adults, including 44 seniors ages 62 and older (9% of all residents). All 516 residents are Black/African-American, 352 (68%) are female, with 180 female-headed households (89%). Average household size is 2.5 people, and 96 households (47%) include children. Of all residents, 96 (19%) have a disability; of heads of households (HoH), 75 are disabled (37%).

According to 2010 Census data, the University Choice Neighborhood is home to 3,130 households (excluding eight former University Homes households living in the neighborhood who are discussed above), including 11,619 people. Because University Homes was vacated more than nine years ago and only eight former households still live in the neighborhood, current neighborhood residents are a key focus of the CNI People plan, including the 1,022 neighborhood households (33%) that are current AHA clients. Of current neighborhood residents, 4,231 (36%) are children/youth ages 19 and under, including 66 (4%) ages 0-4 and 3,765 (32%) ages 5-19. Another 835 (7%) of residents are seniors age 65 and older. Neighborhood residents are predominantly Black/African American (11,119, 96%) and non-Hispanic (307, 98%). And 6,045 (52%) of residents are female, with 1,453 (46%) of households female-headed. Average household size is 3.7 people and 762 (24%) of households include children. Of all residents, 1,174 (10%) have a disability.

**Income and Employment.** AHA, as part of its MTW Agreement with HUD, has a requirement that households comprised of non-disabled adults ages 18 to 61 must have at least one adult working at least 30 hours a week and all other of these adults either working, in training or in school full-time. All but 23% of AHA-assisted residents (former and neighborhood) who are subject to this requirement are compliant with it. However, former University Homes' household incomes are very low: median household income is \$11,583 and only 90 (35%) of former residents ages 19 and older earn wage income (AHA admin data). Among HoH, 63 (31%) are employed full-time and 22 (11%) are employed part-time; 14 (7%) are unemployed and looking for work; 71 (35%) are unable to work; and 35 (17%) have exited the labor force (i.e., manage household, in school, retired) (Former Resident

Survey). Survey respondents indicated the most common barrier to finding and maintaining full-time work is a disability or health restriction 87 (43%).

While employment amongst current neighborhood residents is much higher with 2,291 (73%) of HoH earning wage income (2008-12 American Community Survey), household income remains low. The \$18,674 median household income in the neighborhood is less than half that of the City of Atlanta \$42,446 (2012 Nielsen data), and 1,526 (49%) of neighborhood households are poor (based on HUD Mapping Tool). Among residents age 16 and older, 5,114 (48%) are not in the labor force (American Community Survey). AHA administrative data shows that employment is lower among other AHA residents in the neighborhood, with only 104 (23%) earning wage income; median household income among AHA-assisted households in the neighborhood is \$11,611, comparable to that of former residents. Based on the survey of neighborhood residents, the most common barriers to finding or maintaining full time work include disability or health restrictions 973 (31%), transportation issues (753, 24%), and lack of applicable job skills or education (502, 16%). Of all respondents, 973 (31%) indicated that a household member had an immediate need for job preparation or skills training.

**Adult Education.** Education levels among former University Homes' HoH surveyed are fairly low: 49 (24%) do not have a high school degree, 93 (46%) have a high school degree but no college, 35 (17%) have some postsecondary education or a college degree, and 26 (13%) have some other certificate, licensure, or training (Resident Survey). In response, 53 (26%) of former households have used adult education or literacy programs in the past 12 months, and 30 (15%) of survey respondents indicated adult education, GED preparation, or college preparation was an immediate need.

Neighborhood residents have comparatively higher educational attainment: 737 (17%) do not have a high school degree, 1,310 (30%) have only a high school degree, 824 (19%) have some college but no degree, and 1,558 (35%) have a college degree or higher (American Community Survey). Among neighborhood resident survey respondents, 722 (23%) indicated adult education, GED preparation or college preparation was an immediate need.



**Health.** Both former University Homes and current neighborhood residents visit an emergency room fairly frequently to access basic health care services. According to resident survey data, 81 (40%) of former households and 690 (22%) of current neighborhood households reported going to an emergency room for medical care in the past 12 months. Results from the 2010-11 Atlanta Promise Neighborhood (APN) Needs Assessment are similar showing that despite having a health center just outside the neighborhood boundary, emergency room use among neighborhood residents is comparatively high, with 482 visits per 1,000 residents compared to 358 in the rest of Atlanta, or 35% higher. Former resident survey respondents reported relatively low rates of health insurance coverage: 77 (38%) of HoH and 35 (14%) of children are uninsured. Coverage is higher among neighborhood respondents: 628 (20%) of HoH and 169 (4%) of children are uninsured.

Only half (108, 53%) of former HoH surveyed reported that their health was excellent or good, and many reported having comparatively high rates of chronic disease: 85 (42%) have high blood pressure or hypertension, 53 (26%) have asthma, 49 (24%) have depression, 35 (17%) have diabetes, and 14 (7%) have high levels of stress or anxiety. Children's health appears better, with 78 (81%) of households with children reporting their children's health as excellent or good.

Neighborhood survey respondents reported better health, with 2,228 (71%) of HoH reporting excellent or good health for themselves and 732 (96%) for their children. However, many neighborhood respondents also reported chronic health conditions: 1,412 (45%) of HoH has high blood pressure or hypertension, 722 (23%) have depression, 628 (20%) have diabetes, 502 (16%) have high levels of stress or anxiety, and 439 (14%) have asthma. According to the APN assessment results, residents within the APN boundary are less healthy than Atlanta residents on a range of measures, including: teenage pregnancy (19% for the neighborhood versus 13% for the City), low birth weight babies (15% versus 12%), inadequate prenatal care (28% versus 17%), acute and chronic conditions (27.5 per 1,000 residents versus 23.1), and mortality rate (8.03 per 1,000 versus 7.84).

Access to healthy, fresh food options is limited in the University Choice Neighborhood. A 2013 Community Health Assessment (CHA) on the University Choice Neighborhood conducted by students at the Emory University School Rollins School of Public Health reported that a newly built Walmart was the only large grocery store that was centrally located in the neighborhood and sold fresh produce. Otherwise, there were only small corner stores that sold packaged and processed goods. The CHA reported seven community gardens in the CN area, but more than half (52%) of survey respondents were not aware of them. The APN Needs Assessment reported that fewer than two-thirds of children eat fruits (62%) and vegetables (59%) 1-2 times per day. And, APN focus group participants reported barriers to eating healthy foods including cost, high volume of fast food restaurants, a lack of home cooked meals, and access to quality grocery stores. According to AHA's neighborhood survey 1,820 (58%) of respondents cited a lack of access to grocery stores or fresh food markets.

**Children's Education.** Among former University Homes' survey respondents with children ages 0-5, 68% (36 families) have children enrolled in an early learning program. Among neighborhood respondents, the figure is comparable, at 64% (439 families). The APN needs assessment identified 16 early learning centers in the promise neighborhood boundary (which includes the CNI neighborhood), providing 167 slots. The APN assessment estimated a shortage of about 77 slots, and also recommended further examination of the quality and consistency of child care standards across neighborhood providers.

Because relocated residents now live in scattered locations around the city, they attend a wide range of schools. Of former HoH with school-age children surveyed, 65 (68%) reported the quality of the schools their children attend as excellent or good. While 28 (29%) reported that their children participate in youth programs, 12 (13%) of households indicated a need for additional youth programs.

The University Choice Neighborhood includes two traditional public elementary schools (Mary McLeod Bethune and M. Agnes Jones) and one high school (Booker T. Washington) that neighborhood children are zoned by residence to attend. The neighborhood middle school (John F.

Kennedy) closed in 2014 and neighborhood students have been re-assigned to J.E. Brown Middle School, located just beyond the neighborhood boundary. On average, students in these schools demonstrate lower proficiency than their counterparts throughout the state (see table provided below in H.5). Brown Middle School and Booker T. Washington High School are low performing and persistently lowest performing schools (respectively) and have been placed in restructuring status by the state (see Attachment 12). Booker T. Washington High School is categorized as a priority school for having overall student achievement among the bottom 5% of Title I schools in the state and for not making progress in aggregate achievement from the previous year. Brown Middle School is categorized as an Alert school for having subgroup performance on a statewide assessment falling at least three standard deviations below the statewide subgroup average.

The APN needs assessment found that parents face barriers to being more involved in their children's education: for example, 40% of parents of low to medium socioeconomic status indicated that transportation issues prevented them from being involved with the school. And many parents reported that they sometimes or never understand their child's homework: 46% of parents with children in middle and 33% of parents with children in high school.

**Services Utilization and Satisfaction.** Among former resident survey respondents, the most commonly reported immediate service needs include: emergency financial assistance (95, 7%), services for seniors and/or people with disabilities (47, 23%), and transportation assistance (43, 21%). The services most commonly used in the past 12 months include: health services (116, 57%), youth programs (28, 29% of households with children), and parent/family support programs (27, 28% of households with children). Most residents who use services are satisfied with them. Among current neighborhood households, the most commonly needed services are emergency financial assistance 1,538 (49%), services for seniors and/or persons with disabilities 1,192 (38%), transportation assistance 1,161 (37%), individual or family counseling 1,004 (32%), mental health services 1,004 (32%), and job preparation and skills training 973 (31%).

AHA delivered 36 months of post-relocation case management services to all relocated households, during which a needs assessment and family plan was developed for each relocated household. Based on these assessments and consistent with the most recent resident surveys, the top seven areas of greatest need identified by former residents were: employment placement; employment preparation and retention services; supportive services (i.e., childcare, work readiness, school and job training); GED preparation and training; youth programs; connection to services that promoted “aging well” and independent living for seniors; and transportation assistance.

## **H.2 Supportive Services and Programs**

The target population for the People plan is 3,333 households – 203 former University Homes’ households (priority #1) and 3,130 neighborhood households, including 1,022 AHA-assisted households (priority #2) living in the neighborhood. When construction is complete, the program will grow to include any additional families moving into the new assisted housing units. This People plan has been developed with extensive community input – via two resident surveys (former University Homes residents and neighborhood residents), a two-year CNI transformation planning process, and a two-year Promise Neighborhoods planning process, including many meetings and focus groups with residents, service partners and other stakeholders (see planning process in Exhibit I.1). AHA will collaborate with an impressive group of supportive services agencies. The People plan integrates a range of existing yet fragmented and new services into a comprehensive and coordinated service delivery network that fills identified gaps in services. The Plan is flexible to address the needs of former families scattered across Atlanta while remaining focused on the neighborhood, and is designed to be adaptable and scalable as families’ needs evolve. The Plan is also results-oriented, with an ambitious yet realistic set of goals and measurable outcomes (numeric goals follow).

The People plan prioritizes five key strategies in response to the residents’ needs described above: (1) a workforce development strategy that capitalizes on the projected employment growth in the area; (2) a health and wellness initiative that is aimed at improving health outcomes for

participating families and children; (3) community capacity building to encourage sustained engagement in the implementation of the Transformation Plan; (4) a comprehensive, strengths-based case management system; and 5) a cradle-to-career education pipeline that supports Atlanta Public Schools' reform strategies and builds upon the work already started with the 2010 Atlanta Promise Neighborhood (APN) planning grant.

The Supportive Services delivery will operate out of several hubs in the neighborhood including Roosevelt Hall located at the former University Homes site, Westside Works, Families First, the Washington Cluster Schools, Neighborhood Union Health Center and the future Community/Family Life Center. Service providers will also offer targeted training and services out of their respective facilities. Two brand new community centers will be built during the grant period – a permanent Westside Works employment and training center, and a Community/Family Life Center, both of which will act as community services anchors, providing ongoing supportive services well beyond the life of the CNI grant. Additionally, two mobile units, one for workforce development and one for health services, will be deployed to strategic locations in the neighborhood on a regularly scheduled basis to provide an accessible resource to neighborhood residents.

AHA's Human Development Services (HDS) department will expand its case management services to serve former University Homes' residents and neighborhood residents. They will be housed on-site in the 18,000 SF renovated Roosevelt Hall and will be the coordinating center for a range of programs providing comprehensive human development assessment, triage and referrals to CN service providers. This will help broker families' access to workforce development, education, health and other services, tracking outcomes, and helping families achieve their goals. A CN case manager will also be located at Westside Works, which co-locates services from the City of Atlanta's Workforce Development Agency (AWDA), Literacy Action, New Hope Enterprises and Construction Education Foundation of Georgia (CEFGA).

The Human Development and Education Reform Working Groups (described more fully in Exhibit I.5), will provide guidance on the People plan, convening on a monthly basis during year one and at least quarterly thereafter. The Working Groups will review the progress of the People plan, provide input on future needs assessments, help monitor the outcomes of the program, plan future programs, and plan for sustainability of the overall program. AHA has set aside \$4.5 million in CNI funds to implement the People plan. To leverage this, AHA has commitments from 18 providers totaling over \$46 million, 75% of which is newly generated for this Transformation Plan.

**Economic Self-Sufficiency/Employment.** To address the many employment barriers residents have identified including but not limited to transportation needs, to mitigate the incidence of chronically low wages for those currently employed, and to encourage labor force participation for those who have opted out, AHA has established a new workforce partnership that is anchored by the Atlanta Workforce Development Agency (AWDA), Westside Works and Urban League of Greater Atlanta (Urban League). The workforce development strategy includes several key elements: (1) assessing and understanding the employment needs of residents and working with them to eliminate barriers to employment and retention, (2) connecting residents to hard skills employment training, (3) assisting residents in finding employment, and (4) working with residents over time to ensure successful employment retention. The workforce partnership will create a seamless, coordinated service delivery strategy.

*Improve employment and earnings.* A surge in new job opportunities is underway in Westside, in particular because of the construction of the nearby Falcons Stadium, which broke ground in 2014 and which will create an estimated 30,000 direct and indirect jobs. But in addition, the Transformation Plan itself will generate jobs: 200 from the Friendship Baptist Church redevelopment; 200 from the housing component, 386 from Invest Atlanta's efforts in the area, the planned 28,000 SF of community-serving retail/nonresidential space will generate jobs, and as part of the Critical Communities blight removal program, contractors will work closely with Westside Works to hire job

training program graduates to renovate existing homes in the neighborhood. AHA and its partners will aim to help residents take advantage of the improved employment outlook and new job opportunities. Workforce partners and their case managers will work to expand access to and enrollment into training in high-demand industries. Each workforce partner will be responsible for specific activities:

- AWDA, as the City's workforce development arm and lead workforce partner, will establish expanded satellite services through a mobile unit in the neighborhood to offer three programs – *work experience, hard skills training and work readiness* – building upon its partnership with Westside Works. The subsidized work experience program targets transition age youth ages 14-24 for intensive support and subsidized employment in a 17-week program. The hard skills and work readiness training programs will focus on adults. AWDA will provide structured workforce guidance and information; conduct comprehensive workforce assessments, including literacy assessments/Test for Adult Basic Education; certify residents as Workforce Investment Act (WIA)-eligible so they can access WIA-funded Individual Training Accounts (ITA) resources, including up to \$8,000 for approved employment training and wrap-around supports such as childcare, transportation and employment-related equipment. AWDA will also enroll residents into hard-skill training programs in high-growth industries (such as digital media, healthcare, manufacturing, construction), and track placements and retention. AWDA does not conduct direct training, but contracts with approved training providers and technical colleges to do so. AWDA's workforce case managers will assist residents to enroll in training programs that are convenient to them.
- Urban League will provide *job readiness and career development training targeted at young adults* ages 15-21. These will include the nationally recognized YouthBuild training and placement program which focuses on construction training; Step Up to Work, helping un- and under-employed adult job seekers sharpen job readiness skills; New Beginnings Adult Reentry program, supporting formerly incarcerated individuals to become employed; and Training 2 Work, helping

currently incarcerated individuals secure employment before they are released. The adult re-entry program is a collaborative of public and private sector partners.

- Westside Works was established in June 2014 to fulfill the human capital commitment of the Arthur M. Blank Family Foundation, per the Community Benefits Agreement for the new Falcons football stadium. Westside Works offers *neighborhood-based training programs* including construction, certified nursing assistant, office automation, culinary arts and automotive technician programs. Westside Works integrates contextualized literacy into its training programs through a contract with Literacy Action. The agency will also continue to provide workforce case management services for neighborhood residents participating in their training modules.
- Lastly, to address the transportation challenges of residents, AWDA has budgeted resources to supplement transportation needs of individuals actively enrolled in training or employment. In addition, Families First will provide low-cost loans and financial education via the nationally recognized Ways to Work program for residents needing to purchase reliable transportation. Eligible residents may also access transportation and support funds through AWDA's ITA program.

*Provide opportunities for families to build wealth.* In addition to the workforce programs described above, homeownership opportunities, financial literacy and other training programs will also be offered to help residents build wealth. The housing plan includes 33 homeownership units, with seven earmarked to families earning not more than 120% AMI. Qualified residents will be able to take advantage of the up to \$20,000 set aside by AHA to fund down payment assistance and closing cost for eligible buyers. AHA will partner with the Atlanta University Center Consortium, Inc. (AUCC) to provide financial literacy and homebuyer training to residents to help them increase their credit score, finances and generally become prepared for these homeownership opportunities. In addition, AUCC



will operate a legal clinic in the neighborhood, focusing on topics and practical tips such as criminal records expungement, bankruptcy, debt collection, landlord-tenant issues, and other topics.

**Health and Wellness.** Although all children are in theory covered under the state health insurance program, and the Affordable Care Act requires 100% enrollment, too many adults and children in the target population are reportedly uncovered and many households have significant unmet health needs. In response, the health and wellness plan focuses on: 1) increasing healthcare coverage, 2) expanding access to a medical home and healthcare services; 3) supporting health and wellness education to promote better management of chronic diseases and overall wellbeing; and 4) supporting the integration of school-based health initiatives to improve health outcomes for children. The health strategy integrates new and existing health programming from several partners.

*Expanding Access.* The Family Health Centers of Georgia (FHCG), formerly known as West End Medical Centers, is a Federally Qualified Health Center located just outside the target CNI neighborhood. FHCG has been in existence since 1976 and has pledged to deploy a mobile unit to the CNI neighborhood eight times per month. The mobile clinic will target households who cannot easily travel to the medical center due to lack of transportation or other mobility challenges. In addition, the FHCG provides an array of medical programs at its main campus. Between the services at the mobile unit and the main office, residents will be able to (1) establish a medical home, thus reducing their current over-reliance on emergency rooms; (2) access pediatrics and immunizations for their children; (3) access adult medicine including OB/GYN, occupational screenings and counseling; and (4) access dental services for themselves and their children. Attachment 45 includes FHCG's commitment. In addition, Families First will provide behavioral and mental health services to families, as well as a Teenage Pregnancy and Parenting program to help pregnant teens deliver healthy babies, become responsible parents and complete their education.

Various planned or completed facilities in the neighborhood will also house key health programs. For example, Friendship Baptist Church's planned 60,000 SF Community/Family Life

Center will offer fitness and wellness amenities including a new clinic and an early learning center when it is completed in 2017. The recently completed Phase I senior housing development (Veranda at Scholars Landing) integrates on-site health and senior services including a community fitness room, game room, wellness center, media room, computer lab with broadband Internet access, and monthly health fairs. The project also has a doctor who makes house calls. Also, Oasis at Scholars Landing, the Phase II assisted living housing phase targeting veterans, is expected to be completed in 2015 and will offer a full complement of senior services: meal preparation and feeding, ambulation, toileting, bathing, grooming, dressing, undressing, functional transfers and assistance with medication. The building will include a commercial kitchen and dining area for residents, non-residential space for staff and management offices, activity rooms, a TV lounge, an exercise room, resident care rooms, a beauty salon, a personal care room, a commercial laundry and medical preparation space.

*Increase healthcare coverage among neighborhood residents.* Morehouse School of Medicine (MSM), a leading primary care-oriented medical school located in the neighborhood, has agreed to act as a health resource broker to coordinate programming across allied healthcare providers including FHCG, and Fulton County Department of Health's Neighborhood Union Health Center. MSM will provide healthcare case managers to help families navigate a range of healthcare options and select the one most suited for their family. MSM will conduct a comprehensive health assessment, provide information and application support to assist residents enroll in health insurance, and facilitate the bi-monthly Health and Wellness Working Group. Clark Atlanta University will provide outreach and a Jazz Radio program to address health disparities and disseminate information.

*Address Food Insecurity.* According to the Feeding America's recent 2014 national Hunger Study and the American Community Survey' 5-year population estimate, there are 2,674 food insecure people living in the neighborhood. As a result, access to healthy foods is a key element of the health strategy, addressing identified health disparities with services, programs and new greenspace to help residents live healthier by growing their own food and preparing nutritional meals. The renovated

Roosevelt Hall will include a commercial teaching kitchen for use by organizations such as Georgia Organics, Atlanta Community Food Bank, and the Georgia Food Oasis movement to teach residents to affordably shop smarter, eat healthier and feel better. The Atlanta Community Food Bank will also focus on providing supplemental food, a mobile produce market that provides access to healthy produce, nutritional education, and help for families with enrollment in SNAP benefits. Land at the University Homes' site has been set aside to develop a small scale agricultural program working in concert with successful local non-profit growers such as Truly Living Well or Westside Community Gardens. This land will provide access to healthy living gardens and unique learning experiences for families within walking distance of the newly developed housing. Through the Community Food Assessment completed under the CNI Planning Grant, community and market gardens were identified throughout the neighborhood. In response, AHA has identified funds that will be used to leverage resources to create an adequately resourced and coordinated network of neighborhood market gardens with trained operators to ensure access to healthy food and green space in the neighborhood.

*Integrate school-based health initiative.* As part of MSM's health focus in the Washington Cluster schools, MSM will conduct community outreach to connect students (and family members) experiencing health needs/crises to an appropriate health resource. Identifying students and families in need will primarily be conducted in coordination with the school principal, counselors and Communities in Schools staff (see education section). In addition, MSM will implement prescriptive physical fitness activities in Washington Cluster elementary schools, in response to the result of the state-mandated Georgia Shape Act Fitness Gram.

**Community Engagement and Capacity Building (additional local priority).** Nearly a third (31%) of former residents report they did not utilize any supportive services in the past year. Success with the People plan hinges on meaningful engagement by residents.

*Increase engagement in civic and community activities.* AHA's community engagement strategy is built on the premise that communities listen to residents who know the community, helping

build awareness, trust and involvement. AHA will fund neighborhood engagement specialists who will work to increase participation and enrollment across all elements of the Transformation Plan. Working under the direction of the Resource and Partnership Director, the engagement specialists will be hired based on referrals from AHA case managers. Not designed as a jobs program, the funding is envisioned as a modest, temporary stipend to be used to build the capacity of, and empower up to 30 residents as an element of workforce development and future job placement. Specialists will be deployed, as needed, to communicate and increase resident participation in needs assessment, supportive services programs and other community opportunities, thereby ensuring better results around education, employment, safety, housing and other key Transformation Plan initiatives.

Additionally, AHA will seek to engage more parents in their children’s education, and increase participation in community leadership activities. Smart & Secure Children will facilitate a parent leadership development program for community residents with young children. This program aims to create parent mentors; increase the confidence of parents; and empower them to reduce the negative impact of poverty and related environmental risk factors on children’s pre-school ability, socio-emotional well-being, and general well-being. Other opportunities to increase engagement include a neighborhood crime watch, neighborhood cleanup and a micro grants program (. A more detailed description of the micro grants program and other community engagement strategies is included in Exhibit I.

<b>Case Management:</b> Households are well-informed about, have access to and take advantage of services/programs in Atlanta.		
# Served: Target Households: 203 (100%) FUH; 3,130 (100%) UCN		
Committed Partners: AHA, Westside Works, AWDA, United Way		
Resources: CNI-\$837,000, Leverage-\$1,100,000		
<b>Metric</b>	<b>Baseline</b>	<b>5-year</b>

#/% of HH who receive case management	FUH: 34 (17%) UCN: 54 (2%)	162 (80%) 1033 (33%)
<b>Employment and Work:</b> Households are economically stable and self-sufficient		
# Served: Under/unemployed work-able adults enrolled: 77 (29% of adults) FUH; 1,921 (26% of adults) UCN; Placed (60% of enrolled): 46 (17% of adults) FUH, 1,152 (16% of adults) UCN		
<i>Committed Partners:</i> AWDA, AUCC, Blank Family Foundation's Westside Works, Families First, Literacy Action, Urban League of Greater Atlanta		
<i>Resources:</i> CNI-\$1,491,750 Leverage-\$13,946,694		
Metric	Baseline	5-year
#/% of working-age adults working full and part-time	FUH: 90 (41%) UCN: 4,411 (67%)	134 (60%) 4,949 (90%)
Avg. earned income of work-able HUD-assisted HH	FUH: \$9,101	\$11,650
Household Median Income	FUH: \$11,583 UCN: \$18,674	\$13,058 \$20,276
#/% work-able adults who complete job training	FUH: 29 (19%) UCN: TBD	76 (50%) 960 (17%)
#/% of adults with a high school degree/GED	FUH: 202 (76%) UCN: 6,132 (83%)	213 (80%) 6,182 (85%)
#/% adults with certificate license	FUH: 35 (13%) UCN: TBD	45 (17%) TBD
#/% adults with a college degree	FUH: 45 (17%) UCN: 2,586 (35%)	50 (18%) N/A
#/% HH enrolled in financial literacy and/or homeownership training	FUH: 35 (17%) UCN: TBD	60 (30%) 100 (3%)

# FUH residents to purchase a home	FUH: 1	4
<b>Health: Children, youth, and adults are physically and mentally healthy</b>		
# Served: Households: 203 (100%) FUH; 3,130 (100%) unassisted UCN		
<i>Committed Partners:</i> Atlanta Community Food Bank, Clark Atlanta University, Families First, Family Health Centers of Georgia, Morehouse School of Medicine, Smart & Secure Children		
<i>Resources:</i> CNI-\$476,451, Leverage-\$13,473,570		
<b>Metric</b>	<b>Baseline</b>	<b>5-year</b>
#/% HH with a medical home	FUH: 95 (47%)	152 (75%)
	UCN: 1,722 (55%)	2,504 (80%)
#/% HoH with health insurance	FUH: 124 (61%)	193 (95%)
	UCN: 2,441 (78%)	2,974 (95%)
#/% of HH with access to fresh food	FUH: TBD	203 (100%)
	UCN: 1,820 (58%)	3,130 (100%)
<b>Community Engagement: Increased community engagement and capacity building</b>		
# Served: Households: 203 (100%) FUH; 3,130 (100%) UCN		
<i>Committed Partners:</i> AHA, AUCC, Clark Atlanta University, National CARES Mentoring Movement, Smart & Secure Children		
<i>Resources:</i> CNI-\$50,000, Leverage-\$2,242,760		
<b>Metric</b>	<b>Baseline</b>	<b>5-year</b>
#/% UCN residents participating in community engagement/capacity building effort	UCN: TBD	1,043 (33%)
<i>NOTE: FUH: Former University Homes residents; UCN: residents (including AHA clients) living in the neighborhood.</i>		

### **H.3 Case Management**

Strength-based case management is a critical component of the People strategy and will serve as the entry point for former and neighborhood residents to link to services that directly address their needs. A key component of case management services is working with former residents, the priority group for services, to fully understand their housing choices, prepare for possible relocation back to the revitalized site and meet site occupancy criteria. AHA's Human Development Services Department (HDS) staff is currently providing referral-based case management services to over 1,000 AHA clients including 34 former University Homes' residents who are non-compliant with AHA's work requirement. AHA will expand the HDS team, establishing a satellite HDS office with two additional case managers in the renovated Roosevelt Hall and one to be housed with Westside Works. The expanded HDS team will be the coordinating center for intake, triaging, referrals, tracking, monitoring and reporting, with priority focus on service delivery to the former residents of University Homes and other AHA-assisted households living in the neighborhood. AHA will utilize its established Efforts to Outcomes system for centralized and integrated case management service delivery, tracking, monitoring and reporting.

AHA's case managers will help residents develop and implement individual service plans, refer residents to programs and services, and track outcomes of these referrals. AHA case managers will conduct initial intake and triage, and provider partners will complete more detailed assessments. AHA case managers will coordinate with AWDA as lead workforce agency, and as noted earlier, AWDA workforce case managers will focus on workforce assessments, employment and training. In addition, the AHA case manager to be located at Westside Works will intake all CNI residents visiting these offices and refer them appropriately based on their career interests to either AWDA or Westside Works. Morehouse School of Medicine as the lead health broker, and United Way as Principal Education Partner will focus on health and children, respectively. To ensure coordinated case management and avoid duplication of services, these programs will be administered similarly with

AHA case managers providing the link across all the providers as well as tracking the flow of information among providers. The case management program will build upon the strengths of the AHA's Human Development Services model which works with voucher holders, and will benefit greatly from their established policies, procedures, partnerships, and data collection methods. This will allow the expanded case management program to be implemented within 60 days of grant award.

Upon grant award, AHA case managers will conduct marketing and outreach to all active former and neighborhood residents to enroll them into the program. As one of their first activities, AHA case managers will conduct an initial intake on enrolled participants to determine their specific service needs and to develop individual service plans. The plans will serve as a road map for meeting needs, building assets, and overcoming barriers to economic dependency, and will be an agreement between the case manager and the resident, committing the resident to quantifiable improvement steps and a timeline for moving toward greater self-sufficiency. Case managers will meet with families regularly, depending on their level of need. For non-disabled adults ages 18 to 61, the case managers will focus on training and employment; for elderly and disabled residents, the case managers will help them locate services that enhance their quality of life and community engagement; for children and youth, the case managers will connect them to educational and social programs that support their development, academic achievement, and healthy behaviors. Case managers will also assist former residents who plan to return to new housing at the redeveloped site, if desired. The anticipated ratio between AHA case managers and former residents is 1:68 households. Neighborhood residents who are currently receiving case management support from Westside Works, may continue to do so.

#### **H.4 Supportive Services Sustainability**

AHA is committed to the long-term sustainability of the supportive services network it is building to help fuel the University Choice Neighborhood's transformation. Several core elements are in place that will help to ensure this sustainability, described below (Attachment 56). AHA will develop a written supportive services sustainability plan by the end of year two of the grant, in



collaboration with all its key partners. First, the City of Atlanta has created the Westside Future Fund to serve as a nonprofit philanthropic vehicle through which services and capital dollars can be raised and invested in the Westside, including the CNI neighborhood. Second, AWDA will continue to provide workforce development services post grant completion, estimated at \$2,068,145 over 5 years. Third, the Blank Foundation has committed \$1 million to invest in future education programs in the neighborhood. And lastly, AHA has set aside \$150,000 of its MTW reserves to support ongoing People programs after the grant period.

## **H.5 Education Strategy**

The education strategy will be coordinated by United Way. The plan incorporates evidence-based practices and is an outgrowth of the work that the Atlanta Promise Neighborhood (APN) collaborative began in 2010 with the award of a U.S. Department of Education Promise Neighborhoods Planning Grant. APN was led by the United Way in collaboration with Morehouse School of Medicine, and both agencies continue to push the education reform agenda forward. Today APN is a collaboration of members offering programs, leadership, and guidance on the full education continuum from cradle-to-career. Several of these members are providing major education and health resources in support of the Transformation Plan (United Way, Morehouse School of Medicine, Atlanta Community Food Bank, AUCC, Inc., and AUCC Schools). (See Attachment 30 for the APN target area, which includes the CNI neighborhood). The education plan leverages the work of the APN plan, and focuses on implementation of targeted priority programs and reforms to improve the educational opportunities available to residents of the University Choice neighborhood.

**Early Learning.** The goal of the early learning strategy is to increase enrollment in high-quality early learning programs among children ages 0 to 5 living in the neighborhood, helping to ensure that they are socially, cognitively and emotionally prepared to enter kindergarten ready to learn. Among former resident families with young children who were surveyed, 68% report that their 0-5 year old children are currently enrolled in an early learning program, as do 64% of neighborhood

families with young children. However, though the APN needs assessment showed adequate overall capacity amongst existing providers, United Way's work with early learning providers has been to increase the number of providers achieving "Quality Rated" per the requirements of the Georgia Department of Early Care and Learning. Thus, various strategies are proposed to increase children's access to high-quality programs.

*Improve the quality and capacity of early learning programs.* In an effort to support the quality improvement efforts of existing early learning programs in the neighborhood, United Way will provide training and technical assistance to 20 non-accredited providers to help them meet the criteria of the statewide Quality Rated, Georgia's Quality Rating and Improvement System. This training/TA will also focus on improving general business practices to help retain these providers, most of them well-liked small neighborhood employers, as viable businesses. In addition, the new Community/Family Life Center will include an early learning center with new slots (number to be determined), thus expanding the number of available slots in the neighborhood.

*Increase enrollment in high-quality early learning programs.* Because the current early education enrollment rates of 68% and 64% (former and neighborhood residents, respectively) hover around the HUD goal of at least 65%, the CNI goal is to improve the quality of existing providers, while simultaneously maintaining their capacity or helping them to expand to serve more children. United Way, in coordination with AHA's HDS case managers, will help parents maintain their children's enrollment in programs convenient to parents' work or school, by sharing information on licensed early learning programs and referring them to new programs when they come on line. United Way and AHA case managers will connect families to child care subsidies or scholarship resources to support the financial cost of care and ensure that low-income children (and their families) have access to high-quality child care programs and can maintain consistent enrollment there. AWDA will also help connect and subsidize childcare assistance, where needed, for residents participating in their workforce development programs.

*Connect families to supports that promote literacy-rich, safe, and healthy supportive home environments.* As part of MSM's ongoing focus on family and children the targeted neighborhood schools in the Booker T. Washington Cluster, MSM, in collaboration with Communities In Schools (CIS), will help students in crisis to connect with medical services appropriate to their needs. Additionally CIS will work within the four neighborhood schools helping to address barriers to children succeeding in school by helping to address attendance, behavior, academic performance and student graduation rates. Clark Atlanta University also has a number of programs utilizing faculty, student interns and volunteers from their school of education and social work to serve as tutors, mentors, and outreach workers to support parents and children in creating healthy supportive learning environments with a focus on improved education and health outcomes. In addition, based on the needs of assisted household and in consultation with AHA, United Way can implement its *Parents As Teachers* program, a strengths-based curriculum designed to enhance child development and school achievement by focusing on increasing parent knowledge and improving parent practices, providing early detection of developmental delays and health issues and increasing children's school readiness success.

*Improve early childhood health to increase school readiness.* As previously mentioned, Smart & Secure Children will facilitate a parent leadership development program for community residents with young children 0 to 12 years of age. This program aims to create parent mentors; increase the confidence of parents; and empower them to reduce the negative impact of poverty and related environmental risk factors on children's pre-school ability, socio-emotional well-being, and general well-being. This intervention was developed in collaboration with community residents who participated in the Neighborhood Healthy Child Development project, which is supported by the National Institutes of Minority Health and Health Disparities. This program helps minority parents mentor other parents and uses innovative approaches to creating a healthy household.

**K-12 Schools.** On average, the four neighborhood schools are underperforming and their students demonstrate lower proficiency than their counterparts throughout the state, as measured by Criterion-Referenced Competency Test (CRCT) and End-of-Course Test (EOCT) scores (see table below). The CNI school strategy has three primary elements: (1) provide intensive supports to children to improve academic performance and graduation rates; (2) provide wrap-around support services for children and their families; and (3) support the Atlanta Public Schools (APS) in its school reform agenda. The strategy’s overall goal is to ensure that at least 65% of targeted school-age children from the revitalized site have access to high-quality schools and educational programs that help them meet the priority outcomes of being proficient in core academic subjects and graduating from high school college- and career-ready.

<b>Grade 4 CRCT Scores</b>	<b>Math</b>	<b>Reading</b>
Bethune Elementary School (PK-5), Enrollment: 520	42%	78%
M.A. Jones Elementary School (PK-5), Enrollment: 587	77%	91%
<b>State Grade 4 Average</b>	<b>82%</b>	<b>94%</b>
<b>Grade 8 CRCT Scores</b>	<b>Math</b>	<b>Reading</b>
Brown Middle School (6-8), Enrollment: 685	70%	89%
<b>State Grade 8 Average</b>	<b>82%</b>	<b>97%</b>
<b>Grade 10 EOCT Scores (Math) / 11 (Reading)</b>	<b>Math</b>	<b>Reading</b>
Booker T. Washington High School (9-12), Enrollment: 835		
- Banking, Finance and Investment Small School	24%	85%
- Early College Small School	37%	91%
- Health, Sciences and Nutrition Small School	8%	86%
<b>State Grade 10/11 Average</b>	<b>35%</b>	<b>92%</b>

*Improve academic performance and graduation rates.* United Way will implement their summer transition academies for elementary and middle school students at the target elementary and middle schools to help children retain learning and ready them as they advance to the next grade level. United Way will also provide STEM after school and summer activities for middle and high students through their Explorer Club, and PACE programs, National Cares Mentoring Movement (NCMM) will operate four programs in the neighborhood: (1) STEM Fest, an annual conference of 300 middle and high school students at Georgia Institute of Technology to help children explore careers in STEM (Science, Technology, Engineering and Math); (2) STEM EnRICH Summer Academy, a six-week summer program on the campus of Morehouse College; (3) HBCU Rising, a campus-public schools literacy and STEM mentoring initiative in collaboration with Clark Atlanta University and Brown Middle school; this pilot will follow middle school students and the STEM-career-major mentors through graduation and is being built and tested for scaling and replication throughout the HBCU system; and (4) the University for Parents, a holistic, community-wide restorative program for parents and caretakers; the program is grounded in the heritage of African-Americans. AUCC Inc., Morehouse School of Medicine, Spelman College, and Clark Atlanta University will also deploy a network of student volunteers, social workers, academic tutors and mentors to engage with, and advance students' academic performance.

In addition, Urban League will offer Neighborhood College, targeting 15-21 year olds who are connected to the juvenile justice system and helping them complete secondary and post-secondary education. Finally, AHA will fund an academic scholarship program to support students who enroll in two- or four-year institutions.

*Provide Wrap-Around Supports.* Communities in Schools (CIS), with agreement from APS to provide space, has agreed to establish its nationally recognized program at the four neighborhood schools noted above. CIS is an award-winning dropout prevention organization with a proven track record of improving graduation rates. CIS site coordinators work within local schools to address

barriers to students’ success in school, including poor attendance and behavior, low levels of parental involvement, limited exposure to academic and career enrichment opportunities, and lack of access to basic necessities such as shelter, clothing and school supplies. CIS will work collaboratively with APS, United Way, AHA’s case managers and AUC schools student interns/social workers to ensure families with school-age children receive coordinated services. The Boys and Girls Club will continue to provide year-round after school educational, recreational, and enrichment programs to young adults at its facility in the neighborhood. Further, the agency is building a new teen center which is expected to open in 2016, serving many more children in the future. Georgia Pacific will provide tutors and mentors for students attending the M. Agnes Jones elementary school.

*Support the APS School Reform Agenda.* The Arthur M. Blank Family Foundation and AHA will support Atlanta Public Schools’ reform agenda, starting by funding APS’s Washington Cluster Planning process, which will develop a plan for instructional programming and a new operational model based on the Charter System Model. This model aligns with APS’s plans for innovation, accountability and distributed leadership, opportunity for shared governance and aligns with the needs of diverse school system. In addition to funding the planning effort, the Blank Foundation has pledged \$1 million for education programming in the Washington Cluster during the grant period.

**Promise Neighborhoods.** The target CNI neighborhood was the subject of a 2010 Promise Neighborhoods Planning Grant. The CNI education plan integrates the United Way-led cradle-to-career pipeline and health and wellness strategies led by Morehouse School of Medicine. The Principal Education Partner, United Way, was the Promise grantee, along with Morehouse School of Medicine. See Attachment 30.

<b>Early Learning:</b> Children enter kindergarten ready to learn	
<i>Residents Served:</i> 0-5 year olds: 52 FUH; 560 UCN	
<i>Committed Partners:</i> United Way	<i>Resources:</i> CNI-\$0, Leverage-\$750,000

Metric	Baseline	5-year
#/% of 0-5 year olds enrolled in early learning programs	FUH: 35 (68%) UCN: 358 (64%)	41 (80%) 448 (80%)
#/% of early learning centers meeting State Quality Rated Status and/or St Licensing Requirements	0	20
#/% of kindergarteners demonstrating age-appropriate functioning at the beginning of the school year	FUH: TBD UCN: 75 (85%)	36 (70%) 89 (95%)
<b>K-12 Schools:</b> Children are proficient in key academic subjects; Children graduate from high school college and career ready		
<i>Residents Served:</i> School-age children: 198 FUH, 3,761 unassisted UCN		
<i>Committed Partners:</i> AHA, Blank Family Foundation, Clark Atlanta University, Communities in Schools, Families First, Georgia Pacific, National CARES Mentoring Movement, Spelman College, United Way, Urban League of Greater Atlanta <i>Resources:</i> CNI-\$2,457,656, Leverage-\$9,551,000		
Metric	Baseline	5-year
#/% of students at neighborhood schools that score at or above grade level (M=Math; R=Reading)  Elementary School (4 <sup>th</sup> Graders) <i>(NOTE: average of Bethune and Agnes ES)</i>  Middle School (8 <sup>th</sup> Graders)  High School (10 <sup>th</sup> /11 <sup>th</sup> Graders) <i>(Note: average of 3 Washington small schools)</i>	FUH: TBD  UCN:  M: 105 (57%)  R: 155 (84%)  M: 147 (70%)  R: 192 (89%)  M: 48 (23%)  R: 121 (58%)	TBD  TBD*
#/% youth graduate from neighborhood high school  <i>(Note: year 5 goal is State average)</i>	UCN: 578 (69.2%)	605 (72.5%)

#/% enrolled in youth programs	FUH: 61 (29%)	127 (60%)
	UCN: 354 (9%)	1,204 (32%)
#/% of UCN parents participating in school-sponsored events	UCN: 496 (66%)	610 (80%)
<p><i>NOTE: FUH: Former University Households; UCN: residents (including AHA clients) living in the University Choice Neighborhood</i></p> <p><i>*AHA and United Way will work collaboratively with APS to achieve goals set through their strategic planning process.</i></p>		

## **H.6. Economic Opportunities for Low- and Very Low-Income Persons (Section 3)**

**Section 3 Plan.** AHA will build on its strong Section 3 track record, which over the past six years has resulted in 343 Section 3 employment opportunities and over \$30 million going to Section 3 firms. AHA’s Section 3 Plan includes the following goals: (1) at least 30% of the aggregate number of new hires in any fiscal year must be Section 3-eligible employees, and (2) and at least 10% of construction contracts will be awarded to Section 3 businesses.

*(i) Types/amounts of Section 3 opportunities.* In accordance with the percentages noted above, AHA projects that 200 additional Section 3 jobs will be created and \$3 million will be awarded to Section 3 businesses through the University Homes revitalization. While these jobs will primarily be in construction and property management, AHA will encourage Section 3 hiring across all components of the Transformation Plan, including People and Neighborhood. In addition, the City’s Section 3 plan covers projects being developed through Invest Atlanta, the Neighborhood lead.

*(ii) Ensuring priority consideration for Section 3 persons and businesses.* AHA will partner with YouthBuild and broaden its relationship with AWDA to provide employment, educational and specific training for Section 3-eligible residents. Though most former residents are living outside of the neighborhood, they will be the first priority Section 3 candidates, followed by other AHA-assisted residents, Section 3 applicants from the neighborhood, YouthBuild participants, and finally low-



income applicants who live in the metropolitan area. AHA will work with the developer to develop a Section 3 implementation plan, and AHA will expand this plan to include Section 3 employment and contracting across the entire Transformation Plan to capture opportunities through neighborhood investments and the CCI plan. AHA case managers will refer and track residents to the appropriate trainings as needed.

*(iii) Criteria to certify Section 3-eligible workers and businesses.* AHA will expand its current Section 3 self-certification process for the entire Transformation Plan. Section 3 positions will be available to adults who meet applicable work eligibility standards and earn less than 80% AMI. The Section 3 Coordinator, in conjunction with Invest Atlanta, the developer and other partners, will market employment, training and contracting opportunities to residents and businesses and refer them to the City for certification. AHA will track the outcomes of these referrals.

*(iv) Notifying residents and businesses about Section 3 opportunities.* AHA will maintain a database of eligible Section 3 residents and businesses. AHA will coordinate Section 3 outreach with Invest Atlanta. AHA and the developer will educate and work with subcontractors on packaging contracts to increase Section 3 resident and business participation. Integral and AHA will notify Section 3 businesses when contracting opportunities arise with sufficient time to allow them to respond to bid invitations. Strategies will include but not be limited to: web/email notification; posters/flyers; notices to AWDA, YouthBuild and other workforce partners, other partners and neighborhood; advance notice of contracting opportunities to known Section 3 and other local businesses; pre-bid meetings; workshops on contracting procedures; and Section 3 job fairs. AHA's case managers will also notify residents about training and employment opportunities by posting and distributing posters/flyers at the Roosevelt Hall, Westside Works, and other offices and community centers frequented by residents.

*(v) Monitoring Section 3 compliance.* The Section 3 Coordinator will monitor all contractors as part of certifying their compliance. The developer is required to clearly communicate Section 3

requirements in all bid documents and specify Section 3 requirements in all contracts and subcontracts. AHA encourages each new contractor to submit a Section 3 Action Plan with a list of projected subcontracting, training and/or employment opportunities, specific hiring goals and a narrative describing their intended efforts to comply. Section 3 reports are submitted and tracked monthly, where applicable. The reports include payroll reports and a narrative detailing Section 3 subcontracts, the number of new hires and the subset which are Section 3, the total number of Section 3 workers, and details on their jobs. The Section 3 Coordinator will audit these reports and conduct field interviews to monitor for compliance as needed. Section 3 performance will also be routinely reviewed at construction meetings and progress meetings with non-construction contractors.

*(vi) Strategies for meeting minimum Section 3 goals.* To ensure successful implementation of the proposed integrated strategy, AHA will expand its current Section 3 self-certification process and work with the developer and other partners to identify employment, training, and contracting opportunities. AHA will collaborate with Invest Atlanta on Section 3 outreach and marketing efforts and take lead on reporting and compliance requirements. This coordinated and thoughtful approach will ensure our efforts are transparent, documented, and effective.

*(vii) Section 3 Coordinator.* Stephanie Lee is the Strategic Relations Analyst for AHA and will serve as the Section 3 Coordinator for this project. Lee has worked for AHA for over seven years, and brings over twelve years of experience in procurement, contract administration, federal labor standards and diversity compliance. She is responsible for facilitating and monitoring vendor outreach, Davis-Bacon, diversity and Section 3 compliance. She has earned the designation of Master Compliance Administrator through the American Contract Compliance Association and Associate Project Management Certificate through Management Concepts.

**Exhibit I:**  
**Soundness of Approach**

**Applicant:**  
**Atlanta Housing Authority**

**FileName:**  
**AHAExhISoundness.pdf**

## **EXHIBIT I. SOUNDNESS OF APPROACH**

### **I.1 Planning Process**

The Atlanta Housing Authority (AHA) received a FY2010 CNI Planning Grant to develop a Transformation Plan for the University Choice Neighborhood (UCN) and the University Homes site.

**Planning Structure/Overview.** A CNI Governing Body with leadership from the City, Invest Atlanta, AHA, the developer, United Way, Annie E. Casey Foundation, Neighborhood Planning Units, AUCC schools, and the Blank Foundation provided guidance throughout the planning process and served as the umbrella organization for overall strategy development, with various working groups and task forces. The planning process included four stages: (1) research and data collection, data analysis, mapping and field observation, and market analysis; (2) identification of issues, needs, and opportunities through resident surveys, community and business surveys, and focus groups; (3) community visioning through workshops, forums, meetings and online engagement; and (4) strategy development. More recently, in fall 2014, AHA facilitated supplemental resident and community meetings to re-affirm the plan's vision and strategies for this application. In total, AHA held 31 community meetings targeting different stakeholder groups in a variety of formats, as described below. Meetings were held at accessible locations in the community—three public schools, Church of Higher Ground Empowerment, two AUCC schools and at the newly constructed Veranda at Scholars Landing.

**Community Residents and Stakeholders.** During the planning period (2011-2015), AHA conducted four public workshops with neighborhood residents. During each session, attended by 80 participants, AHA invited input from residents on their vision for the area, using interactive planning exercises. During the first workshop, participants provided video monologues on memorable neighborhood places or events, mapped notecard messages describing neighborhood assets, and signed contracts to participate in neighborhood revitalization. During workshop #2, AHA facilitated roundtable discussions about solutions to neighborhood housing, safety, and economic development problems. Workshop #3 was a school-focused meeting in which participants discussed issues such as

neighborhood child care and early learning opportunities, parental engagement, and strategies to increase literacy. Workshop #4 used surveys and breakout sessions to garner feedback on housing revitalization, essential services, neighborhood quality, and transportation.

AHA also facilitated six focus groups with social service providers, residents, high school students, college students, and businesses. AHA also organized two “community cafés” at a neighborhood restaurant to meet with community leaders and stakeholders and identify opportunities for collaboration and potential partner contributions. AHA held one additional community meeting on January 10, 2015 to update neighborhood residents on the planning process and AHA’s application for a FY2014 CNI implementation grant. AHA presented the updated housing designs, described the proposed supportive services and neighborhood transformation activities, and provided an overview of anticipated Section 3 opportunities. Participants were also asked to complete a neighborhood resident survey, and 65 of the 80 people in attendance did so. AHA also presented at two Neighborhood Planning Unit (NPU) meetings in January 2015, providing an update and distributing fact sheets with maps of the target neighborhood and its boundaries.

AHA also organized a series of community festivals to engage people in a fun and celebratory way; 300 children and adults attended a Healthy Living Festival at the M.A. Jones Elementary School in 2012. Staffed by over 50 volunteers, the festival provided fresh produce and school supplies, and featured health and wellness exhibitors and fun and healthy activities for all who came. Community partners served as exhibitors, providing information about their services. The festival included an awards ceremony for ten resident-run nonprofits or businesses receiving micro-grants (described in more detail in I.2). Another 400 participants participated in a second event in 2013 at the M.A. Jones Elementary School, which provided fresh produce and other healthy food, a community tradeshow, raffles, and games. Student volunteers from AUCC schools assisted with the activities.

**Housing Subcabinet.** In 2010, the City recognized the need to align the strategies and resources of the city’s key political entities (City, AHA and IA) that have direct influence over the city’s housing

stock. The Housing SubCabinet was organized to inform strategy, policy, and funding decisions to support the development of affordable housing and creation of healthy mixed-income neighborhoods. Recognizing the need for holistic, place-based solutions, the SubCabinet identified the redevelopment of the westside (CNI and Westside TAD Strategic Implementation Plans) as a key initiative, meeting monthly to review plans, programs, and implementation strategies. The SubCabinet included leadership and staff from the Agencies and provided guidance throughout the planning process as a forum where the existing conditions and potential improvements in the target neighborhood were discussed.

**Public Safety Task Force (PSTF).** This group was formed during the planning period to bring together local law enforcement, neighborhood residents and AUCC campus police to discuss public safety needs, concerns and strategies to reduce crime in the neighborhood. Six PSTF meetings were held between May and October 2012 with community residents, Atlanta Police Department (APD), and AUCC campus police. Task Force members reviewed crime data, results from the various focus group meetings, and concerns expressed by neighborhood residents during public meetings including a need for increased police presence and surveillance, addressing abandoned/distressed properties, and improving coordination of enforcement efforts between campus/APD law enforcement officers.

**Former University Homes Residents.** Because University Homes was vacated more than 9 years ago, AHA prioritized an outreach effort to ensure the voices of active residents were reflected in the Transformation Plan. AHA held seven meetings with former residents at AHA offices – four during the planning period and three after the issuance of the NOFA. The purpose of the meetings was to update residents on the CNI process and the Transformation Plan, including the Scholars Landing site plans and schedule, and to discuss their right to return to the revitalized site. About 80 former residents participated in these meetings and were asked to complete a needs assessment survey. Overall, 121 former residents completed a survey, in person or via a follow-up phone call. AHA also mailed a fact sheet to all former residents that provided an update on the CNI effort and reminder of the dedicated CNI website address, email, and hotline where they could obtain additional information.

**Youth Engagement.** A key strategy throughout the planning process was the engagement of youth. AHA worked closely with Atlanta CARES, a local affiliate for the National CARES Mentoring Movement dedicated to recruiting and connecting mentors with local youth to overcome barriers to academic and social success. For example, AHA sponsored the STEMfest 2012 Youth Conference at Georgia Tech University in November 2012. The conference invited local minority middle school and high school students to learn about careers in Science, Technology, Engineering and Math (STEM). Roughly 300 youth participated, including over 120 from the University Choice Neighborhood. The event included workshop sessions, science exhibits and a robotics presentation for youth.

**Community Feedback and Impact on Plan.** The plan integrates many community priorities – residents wanted to see more connections and engagement between the community and the AUCC schools, increased opportunities for small business development and growth, more programs and support for persons affected by the criminal justice system, and more efforts to attract and retain homeowners in the area. The Plan is responsive to these priorities - public safety strategies (see Exhibit F); workforce development strategies with a focus on criminal justice issues (see Exhibit H) and opportunities for new and existing homeowners are addressed in Exhibit F. And, AHA launched a \$57,000 micro-grants program during the planning period that allowed the community to identify neighborhood-based organizations with worthy projects that would benefit the neighborhood and could be completed immediately. Projects included neighborhood clean-up, a bicycle training and volunteer programs, healthy living nutritional videos, a walking tour focusing on neighborhood history, and community gardens. AHA will continue this initiative during the implementation phase.

Finally, in response to the expressed fatigue with and distrust of neighborhood planning efforts (17 neighborhood and regional planning efforts in the last 15 years), AHA focused on updating existing planning documents rather than starting from scratch and early implementation projects.

## **I.2 Community Engagement**

Through the CNI Governing Body and the multiple working groups and task forces described above, residents, local leaders, businesses, partners and stakeholders will continue to assemble to collectively address quality of life issues and opportunities in the neighborhood. And AHA will continue to engage former residents through case management to ensure they remain informed, take part in implementation activities, and for those who wish, utilize their right to return.

**Communications.** AHA will continue to maintain the CNI website ([www.cnatlanta.org](http://www.cnatlanta.org)) where it posts all CNI-related information, including meeting notices and minutes, event announcements, the Transformation Plan and other key documents, to support transparency and inclusiveness during implementation. AHA will expand the email distribution group comprised of several hundred local businesses, residents, stakeholders and others who provided contact information during planning meetings. AHA will also maintain its dedicated CNI hotline, and the CNI Program and Social Media Coordinator will implement new social media strategies during implementation to increase visibility and expand its messaging capabilities, including a CNI Facebook page. For residents who are not digital or tech savvy, AHA will utilize more traditional modes of communication as noted below.

**Outreach.** Since one third of neighborhood households are AHA clients, AHA can easily reach out to these families through mailings, meetings and recertifications. AHA will continue the general outreach strategies it fine-tuned during the planning process, using raffles, gift cards, food, toys and children's supplies, and MARTA passes to incentivize broad participation in events. Community partners will continue to play a key role in outreach as well, as they did during the planning process, where they were instrumental in rallying community participation and engagement, inviting AHA to present at their meetings and distributing announcements via their email lists and directly to their clients and members. Key outreach partners include Vine City Civic Association, AUC Neighborhood Association, NPU L and T, and Atlanta CARES.

**Capacity Building.** Community engagement and capacity building are one of AHA's priority strategies in the People Plan, as described in Exhibit H. AHA will implement several programs to build



capacity for community residents and stakeholders to transform their community. First, AHA will fund neighborhood engagement specialists who will work to increase participation and enrollment across various elements of the Transformation Plan. Working under the direction of the Community Engagement Manager, the engagement specialists will be hired based on referrals from the AHA case managers. Not designed as a jobs program, the funding is envisioned as a modest, temporary stipend to be used to build the capacity and confidence of up to 30 residents as an element of workforce development and future job placement. Second, AHA's public safety strategies will bring together residents, local law enforcement, businesses, partners and stakeholders to collectively address crime and public safety in the CNI area. Third, AHA will continue to provide micro-grants. The micro-grants will specifically support resident-run non-profits and businesses conducting capacity-building, youth development, neighborhood beautification, community gardens or other efforts that benefit the neighborhood. An evaluation committee comprised of representatives from AHA, the neighborhood planning units, local foundations and Atlanta City Council Districts 3 and District 4 makes funding decisions. To date, 21 micro-grants have been awarded in two annual rounds, with grants averaging \$2,400. Recipients include a youth/adult training program, a video surveillance system, a youth entrepreneurship club, and a neighborhood gardens. AHA expects to make additional micro-grant awards each year during the implementation period. Fourth, community partners will play pivotal roles in the community engagement strategy - the United Way will engage parents in their children's education through the Parents as Teachers program, the Urban League will facilitate civic engagement and leadership training, and the Boys and Girls Club will implement a Character and Leadership Development initiative to prepare young people for a successful future and empower residents to support and influence their community. And finally, AUCC will train 25 neighborhood residents bi-annually to be effective community leaders and advocates. Participants will learn strategies for working with local government and agencies, building effective teams/coalitions, managing conflict, and accomplishing shared community goals.

### **I.3 Stakeholder Collaboration**

During the planning process, stakeholder outreach has involved a wide cross-section of the community, including educators, service providers, City officials, civic leaders, and dignitaries such as Congressman John Lewis. The City of Atlanta has been deeply involved in the planning process, through the Mayor’s Office, Invest Atlanta, Planning and Community Development, Parks and Recreation, Watershed Management, and the Police Department, ensuring that the Transformation Plan is aligned with broader planning efforts and strategic goals of the City of Atlanta. Other major stakeholders include City Council members for Districts 3 and 4, Atlanta Board of Education Vice-Chair, District 2, Atlanta Public Schools, the Arthur M. Blank Family Foundation, members of the faith community, United Way and the Atlanta Promise Neighborhood Alliance partners. The AUCC schools – the “crown jewels of the neighborhood” – have also played a vital role in the development of the Transformation Plan. AHA has a strategic partnership with the AUCC schools that dates back over 10 years focused on the redevelopment of the area, with the goal of creating a vibrant college town community that captures the history and heritage of the neighborhood and its connection with these historic educational anchor institutions. Stakeholders served on working groups, provided funding or other resources, and/or disseminated information to residents. During implementation, AHA and the City will continue to engage this extensive stakeholder network through focused task forces and working groups as discussed below and outlined in the organizational chart (Attachment 48).

### **I.4 Anchor Institution Engagement**

The neighborhood is home to four Historically Black Colleges – Spelman College, Morehouse College, Morehouse School of Medicine, and Clark Atlanta University – all critical anchor institutions for this Transformation Plan. The campuses, which sit in close proximity to each other, formed the Atlanta University Center Consortium (AUCC) to coordinate targeted programs across the campuses. The schools have also executed a Collaboration Agreement (Attachment 47) which sets forth their intent to work together to implement the Collaboration Activities. The campuses are collectively

investing in excess of \$140 million in capital programs, crime and safety initiatives, and human capital development (Attachments 53 and 57). The AUCC schools will support the implementation with representation on multiple committees and working groups.

The Atlanta Falcons, owned by the Arthur M. Blank family, will serve as an additional anchor institution. They are constructing a new \$1.4 billion stadium on land to the east of the UCN, which will generate more than 30,000 new jobs. The Arthur M. Blank Family Foundation has also pledged \$15 million to support human capital investments in the Westside, which includes the University Choice Neighborhood. Both the Falcons and the Foundation have committed to using the new stadium as a catalyst for further sustainable enhancements to these communities, and this work will be carried on by the new Atlanta Falcons Football Club. The Falcons are an important economic driver for the City of Atlanta and the State of Georgia, generating new jobs and enhancing economic output, with an increase in Atlanta GDP of \$155 million. Focusing specifically on the surrounding neighborhoods, the new Community Benefits Plan provides for mitigation of the effects of the stadium construction on the area's traffic, properties and businesses, and a commitment to be focused and intentional about creating change that benefits the residents of the surrounding community.

## **I.5 Organizational Framework for Implementation**

The partnership certifications in Attachment 6 define the roles and responsibilities of AHA as Lead Applicant and People Lead, the City of Atlanta as Co-Applicant, MBS-Integral UCNI, LLC as Housing Lead, Invest Atlanta (IA) as Neighborhood Lead, and United Way as Principal Education Partner for the Transformation Plan. AHA and the City are jointly and severally liable for the performance of the grant. MBS-Integral UCNI will be responsible for implementing day-to-day development and asset management activities associated with the Housing component, with roles and responsibilities for the partnership detailed in the partnership agreement between Integral Development and McCormack Baron Salazar, Inc. AHA and Integral Development LLC have already executed a master development agreement (Revitalization Agreement for University Homes) to develop

replacement housing and to implement and manage the activities set forth in the Transformation Plan. Pursuant to the terms of that Revitalization Agreement, an affiliate of Integral Development LLC and an affiliate of McCormack Baron Salazar, Inc. have formed MBS-Integral UCNI, LLC, which will serve as the Housing Implementation Entity.

The Revitalization Agreement between AHA and Integral that was executed several years ago has guided the development of the Veranda and Oasis projects on the northern portion of the University Homes site. AHA and IA will enter into an Interagency Agreement to document IA's roles and responsibilities in implementing the neighborhood investments described in this application and the Transformation Plan. A sub-grant agreement will be executed between AHA and United Way upon grant award. The parties are committed to implementing the Plan in a collaborative, consensus-oriented manner. The organizational framework for implementation reflects the shared decision-making and partnerships that are the foundation of the Transformation Plan. An organizational chart is included as Attachment 48.

**Coordinating Council.** The key decision-making body will be the CNI Coordinating Council, comprised of AHA's Interim President/CEO, IA's Chief Operating Officer, and the Mayor's CNI representative, the Deputy Commissioner for Housing and Planning. The Coordinating Council will meet bi-weekly during the first year of implementation to oversee all startup activities, clarify roles and responsibilities, and finalize contractual relationships. Each member will be responsible for seeking necessary approvals from its respective Board/Commissioners for key programmatic and financial decisions. In the event of disagreements, AHA will have final decision-making authority regarding the Housing and People components and the City will have final authority for the Neighborhood component, subject to HUD review and approval and in adherence to Grant Agreement requirements.

**Community Advisory Committee.** A Community Advisory Committee comprised of executive leadership of the various stakeholders, two city council members, and two community leaders from the NPU's will serve as the community 'sounding board' for the Coordinating Council,

ensuring that implementation activities reflect the priority needs of the community, provide direct and measurable benefits to all in the neighborhood, and collectively form the catalyst for substantial continued public and private investment in the target area. Membership will include representatives from AHA, IA, MBS-Integral UCNI, the City, the Blank Foundation, United Way, AUCC schools, Georgia Tech, APS, elected officials, neighborhood planning units (L and T), and the Westside Future Fund. Meetings will occur monthly, initially, and then quarterly to review and advise on the effectiveness of initiatives based on a set of measurable outcomes agreed to by the Advisory Committee. Advisory subcommittees will be formed for special initiatives, such as the Community Projects and Engagement Subcommittee, focusing on issuing micro-grant RFPs and selecting small-scale but impactful resident-driven projects throughout the neighborhood, and the Healthy Living Subcommittee devoted to improving access to and utilization of health services, healthy foods, recreational opportunities, community gardens, etc. These advisory subcommittees will meet on an as-needed basis.

**Implementation Committee.** Oversight of day-to-day grant activities, budgets and schedule will be the responsibility of the CNI Implementation Committee comprised of operational managers from the CNI Leads including AHA, City of Atlanta, MBS-Integral UNCI, United Way, the Blank Foundation, and the AUCC. This committee will: develop and maintain the detailed work plan, schedule and budget for all implementation activities; ensure they are coordinated and communicated to the broader community; and be responsible for data management and reporting key indicators as refined by the community. This committee will be staffed by experienced persons dedicated to CNI implementation activities and paid for by the CNI grant and AHA resources. The key positions include: Housing/Neighborhood Director, Resource and Partnership Director, Human Development Director, Community Engagement Manager, Education Coordinator, Data Analyst, with support from AHA's CNI consultant. AHA will supplement these positions with support from existing AHA

departments including Real Estate Development, Real Estate Investments and Finance, IT, Legal, Customer Services and Finance.

Each of the Implementation Leads will facilitate Working Groups: Neighborhood Redevelopment, Housing (Scholars Landing) Redevelopment, Human Development, and Educational Reform. Neighborhood Redevelopment will include the Public Safety Working Group. These component-specific Working Groups, comprised of community representatives, residents, anchor institution staff, agency staff and contractors, will be responsible for developing procedures for implementing each initiative, fine-tuning performance indicators for monitoring progress, and tweaking or replacing ineffective initiatives.

To hold Implementation Leads and partners accountable, the Implementation Committee will draft a “community dashboard” report, to be reviewed and approved by the Community Advisory Committee, capturing key measures of successful change at the community level. Measures may include the number of CN-related meetings and participation rates, number of households actively participating in case management, number of acquisitions of vacant lots/structures, number of community-reported blighted properties that are resolved, and number of crimes against persons and property. If there is no noticeable improvement in a specific indicator, the Implementation Committee, with recommendations from the Community Advisory Committee, will develop an action plan to address the problem, such as a change in program eligibility criteria, or methods of outreach. These recommendations will be presented to the Coordinating Council for final decision-making.

CNI staff and AHA’s case management staff will be co-located with the AUCC office in Roosevelt Hall, ensuring close coordination between CNI/AHA staff and AUCC students who are working in the community. All meetings of the Coordinating Council, Community Advisory Committee, and Implementation Committee will be held in the community meeting room in this historic “healthy living center.” Located in the heart of the neighborhood, Roosevelt Hall is key to successful ongoing community engagement. It is designed as a place for the community to meet and to

gather. Working with the Community Engagement Manager, the CNI Program Administration / Media Specialist will utilize social media as a means of communication, as noted above, coordinating activities and announcing events and programs. Case managers, AUCC students, and collaborative partners will also ‘touch’ residents who do not have access to social media. The CNI Team will also meet monthly with each NPU and Neighborhood Association to report status.

## **I.6 Evidence-Based Decision Making**

The Plan incorporates evidence-based practices into its Health, Education, Employment and Public Safety strategies, relying on credible evidence from high-quality research studies. The 12 strongest evidence-based strategies are listed below. Additional details are included in Attachment 50.

- Health: 1) Family Health Centers of Georgia to deploy a mobile medical unit to increase access to a medical home and reduce the current over-reliance on emergency rooms; 2) use of Integrated Pest Management and support for a smoking ban in all common/public areas, and throughout the Roosevelt and Oasis developments, to reduce exposure to allergens, pesticides, and toxins that may trigger asthma episodes or other respiratory problems; 3) Morehouse School of Medicine to assist neighborhood residents to increase health insurance enrollment.
- Education: 1) United Way programs to improve the quality and capacity of neighborhood early learning programs; AHA case managers to work with families to increase enrollment in early learning programs; 2) Communities in Schools to implement dropout prevention program at Booker T. Washington High School; 3) implementation of STEM-based programs, which research shows can improve graduation rates and student achievement.
- Employment: 1) Westside Works to incorporate contextualized literacy into its training programs, a practice shown to increase employment and the receipt of credentials; 2) Urban League’s Training 2 Work program provides training to currently incarcerated individuals to help them secure employment before they are released; 3) AWDA to conduct comprehensive workforce assessments

coupled with access to ITA resources for employment training and supports to decrease employment barriers and increase job readiness.

- Public Safety: 1) mentoring programs focused on emotional, social and academic development, which has been shown to reduce delinquent and violent behavior; 2) Atlanta Police Department to work with neighborhood residents to build capacity for community policing; 3) housing design to use principles of CPTED, with entries on public streets, clear delineation of public/private spaces, and well-lit streets.

### **I.7 Collection and Use of Data to Achieve Core Goals of the Transformation Plan**

AHA will implement a rigorous data management process to gauge the effectiveness of the proposed strategies in making progress toward the Plan's goals. AHA will hire a Data Analyst to oversee implementation of the data management plan and will monitor all data collection, maintenance, and analysis efforts. AHA has already procured and is implementing the Efforts To Outcomes (ETO) case management software, which it will use for data collection, analysis and reporting. AHA's IT department will provide technical support to AHA staff on the data management system, as needed.

Utilizing its CN module, the ETO software includes various data-sharing features that will enable partners to communicate client progress while maintaining safeguards for protecting client data. The data-sharing process will create efficiencies for both service providers and residents by eliminating unnecessary data entry by staff as well as redundant surveying of residents. The ETO database will provide the Implementation Committee with an important performance measurement tool, allowing its members to identify areas where strategies, programs, and policies may need to be refined and adjusted. AHA and its partners will review ETO's customizable dashboard reports on a monthly basis to measure incremental progress toward the goals outlined in the Plan, and determine where changes may be needed to improve performance.



AHA will negotiate data-sharing agreements with key partners that lays out data access privileges. AHA and Atlanta Public Schools (APS) are in the process of updating a Data Sharing Agreement to further allow the two entities to share information about families participating in AHA's programs who attend APS schools. Similarly, United Way already has its own data-sharing agreement with APS, and AHA will work with them and other key partners to integrate these sharing efforts and create more efficient multi-party agreements, where appropriate. In addition, since many partners use their own data systems, one of the first steps in the implementation process will be to develop a reporting interface between partners who may not use ETO.

Implementation activities will begin with a working session among key partners to develop a data collection plan that finalizes the metrics to be tracked, to establish and train partners on detailed data collection and data-sharing protocols, to develop a data dictionary that ensures all participating partners are working from the same set of definitions, and to set a data collection and reporting schedule. This will build on work already underway by the Promise Neighborhoods Partners with the Results Scorecard, a platform used to connect and share data with partners to create a dashboard demonstrating progress on collaborative goals. AHA will use a variety of data sources to assess the impacts and effectiveness of its proposed strategies (see below). Each Lead implementation partner will be responsible for collecting and/or coordinating access to the data in their respective area, which will inform the metrics and outcomes identified in the Neighborhood, Housing and People strategies.

- *Neighborhood data.* IA will work with the Atlanta Regional Commission to collect and maintain neighborhood data via the Neighborhood Nexus platform, an online community information system that compiles and updates neighborhood-level data. Data will be supplemented with other administrative data sources as needed that are either publicly available or will be provided by key governmental, institutional or neighborhood organizations. Neighborhood data will assess the effect of revitalization activities on the neighborhood.

- *Housing data.* The developer will track housing data for the redeveloped site. Indicators will include unit production, energy efficiency, occupancy and re-occupancy, property financial performance, accessibility, and income diversity to assess whether the new development provides quality housing that meets community needs and is sustainable over time.
- *People and Education data.* The ETO software will capture all people and education data. Case managers and contracted partners will enter data into ETO, including initial baseline assessments, re-assessments, and referral and outcomes. This quantitative data will be supplemented with periodic surveys and interviews with residents and partners.

The Data Analyst will work with key partners to establish a community baseline that captures a full set of data representing all variables that were agreed on at the outset of implementation. Partners within each CNI component will then measure progress against the baseline and will use the findings as a topic of discussion at partner meetings to: ensure consistent and rigorous data collection; identify areas of progress, areas needing improvement, and areas where new program components or partners are needed; and make necessary adjustments in actions, outcomes, or milestones. On an annual basis, AHA will facilitate a Data Summit at which the implementation team will review data to identify gaps in services, assess partner engagement, reassign underutilized funds, and refine its implementation approach, strategies, and goals as needed. The implementation team will engage the community in ongoing project assessment by posting key findings on the CNI website and on the CNI Facebook page, and via periodic satisfaction surveys and/or focus groups to invite public comment on the effectiveness of the strategies being implemented.

## **I.8 Affirmatively Furthering Fair Housing**

Independent analyses by third-party researchers of AHA's MTW long-term strategic plan and revitalization activities validate that AHA has promoted an environment of housing choice and economic and racial/ethnic diversity through its community-building efforts and its development of

master-planned, mixed-use, mixed-income communities. The proposed revitalization of the former University Homes site will similarly affirmatively further fair housing, in various ways:

**Increasing diversity within the neighborhood.** The proposed CNI Housing Plan will increase economic diversity by replacing a 100% public housing site with a new mixed-income community where more than half of the units are non-public housing, targeting working and market-rate households. The housing that will be developed within the neighborhood will follow a similar strategy with the development of new for-sale housing in a range of price points in the neighborhood, attracting faculty, students and staff of nearby Georgia Tech and the AUC schools to purchase homes located close to the schools. For sale-products will be offered to families whose incomes exceed 80% of AMI with affordability maintained through downpayment assistance from Invest Atlanta. The RFP process for developers on land acquired by AHA will require the development of housing product that attracts buyers with a range of incomes. In addition, AHA will offer PBRA to other developments in the neighborhood to ensure affordability over the long term in a potentially gentrifying neighborhood.

**Ensuring accessibility, universal design, and visitability.** AHA will ensure that newly-developed housing meets or exceeds all applicable accessibility requirements. The Housing Plan sets aside 5% of the new housing units to meet ADA, Section 504 and Fair Housing design and construction standards for physical accessibility. Accessible units will be provided in each bedroom size and in all buildings. In addition, 2% of the units will be equipped with special design features for the sensory impaired. Adaptable and visitable design features will be provided in first floor units. Universal design principles will be followed to maximize mobility and access for everyone. In addition, AHA has existing policies that govern the leasing of accessible units, requiring separate site-based applicant and resident transfer waiting lists for persons with disabilities who require the accessibility features of units that were constructed in compliance with the Uniform Federal Accessibility Standards.