



# Advisory Services Program

## Atlanta Housing

**ULI ADVISORY SERVICES PANEL**

ATLANTA, GEORGIA

DECEMBER 4-7, 2023



## THE MISSION OF THE URBAN LAND INSTITUTE

---

Shape the future of the built environment for transformative impact in communities worldwide

### MISSION COMMITMENTS

**CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals

**INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

**LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement





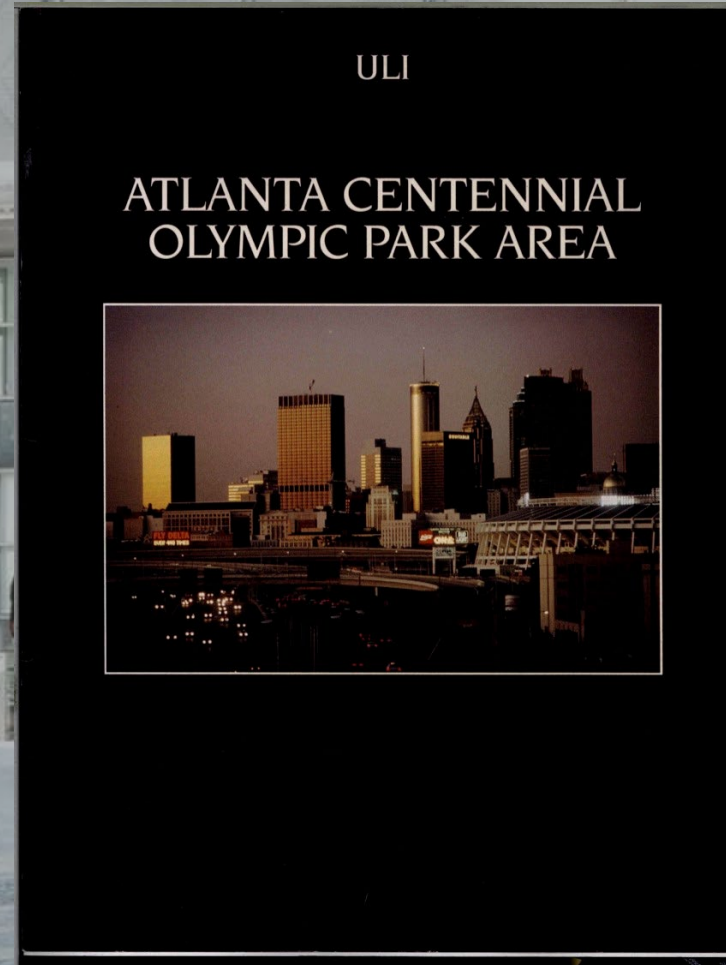


**The Advisory Services Program has provided strategic, impactful recommendations to communities for over 70 years.**

We engage experts in a diverse array of real estate development and land use fields, including transportation and transit-oriented development; neighborhood and regional planning; infrastructure; retail and commercial corridors; academic and medical institutions; disaster response and sustainability; and housing.



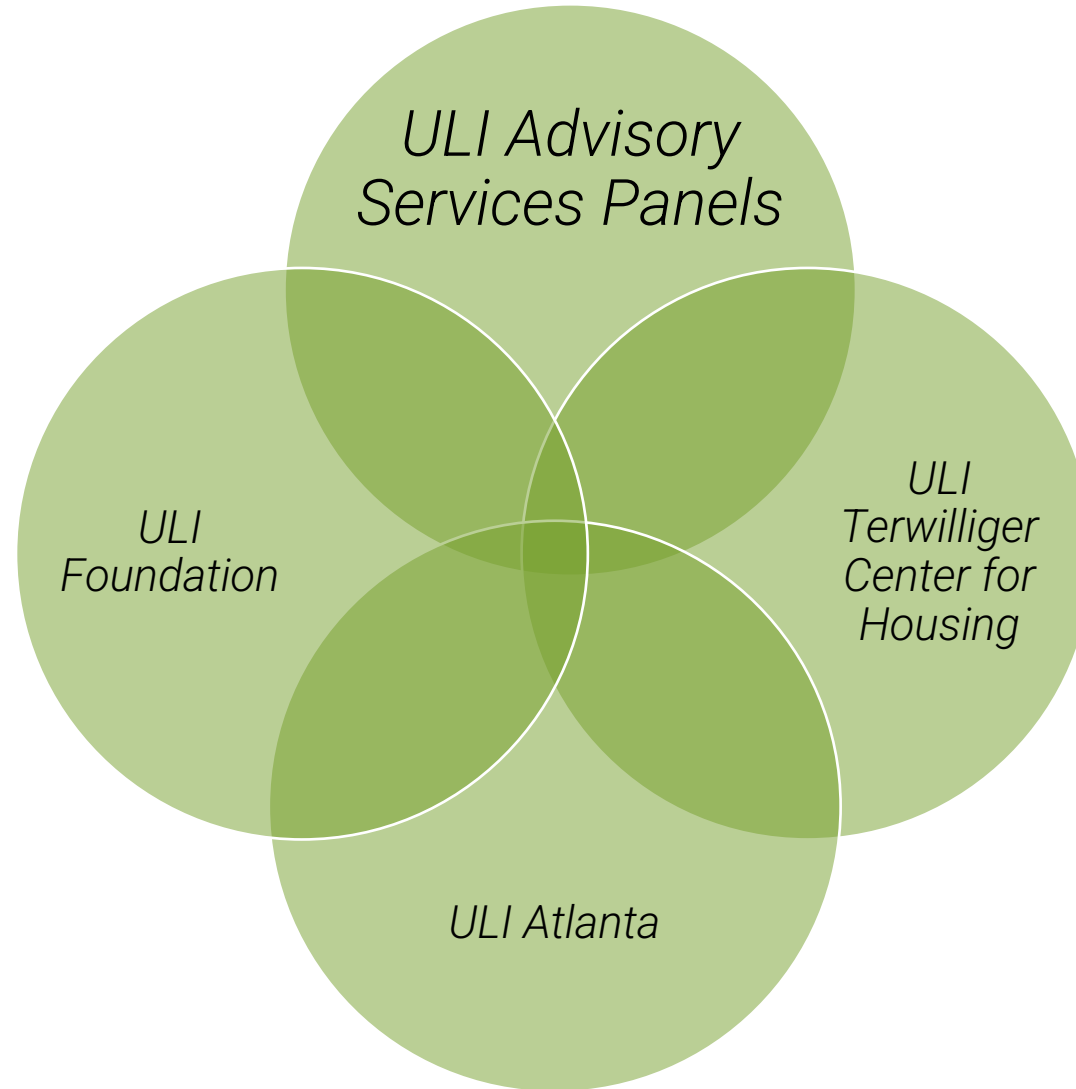
# THE ADVISORY SERVICES PROGRAM STORY



# ULI Atlanta based TAPs and ASPs in the last 15 years...

- ✓ Old Fourth Ward, 2008
- ✓ Stone Mountain, GA, 2010
- ✓ City of College Park, 2010
- ✓ Norcross, GA, 2010
- ✓ ARC 2040 Report, 2010
- ✓ City of East Point, 2011
- ✓ Columbus, GA, 2011
- ✓ City of Morrow, 2011
- ✓ Mableton, GA, 2012
- ✓ Boulevard CID, 2012
- ✓ Atlanta Streetcar, 2012
- ✓ Clarkston, GA 2013
- ✓ Athens Clarke Co., 2013
- ✓ Athens Clarke Co./Lexington Rd Corridor, 2015
- ✓ Fort Mac LRA, 2015
- ✓ Sweet Auburn Works, 2016
- ✓ 143 Alabama St., 2016
- ✓ East Metro DeKalb CID, 2016
- ✓ Christian City, 2017
- ✓ Clayton Co. Mountain View, 2017
- ✓ City of Savannah, 2018
- ✓ Gainesville & Hall Co., 2018
- ✓ The Stitch ASP, 2019
- ✓ Bloomberg Philanthropies US Cities Climate Challenge, 2019
- ✓ ATL Community Schoolyards, 2019 - 2022
- ✓ Fulton Co. Executive Airport, 2020
- ✓ City of Doraville Downtown Redevelopment, 2021
- ✓ All Saints' Episcopal Church, 2021
- ✓ City of Powder Springs, 2022
- ✓ Rabun Co., GA, 2023
- ✓ City of Alpharetta, 2023
- ✓ Atlanta Housing ASP, 2023
- ✓ *Upcoming: City of Augusta, 2024*

# ASPs leveraging a global organization





# EXPERTS

diverse membership, including designers, planners, developers, public officials, market analysts, economists, architects, and financiers



Panelists play an essential role in the success of Advisory Services Panels. Panelists bring their diverse professional experiences from across the world as well as their skill sets to help communities develop creative solutions to the most complex land use and real estate challenges.

# THANK YOU TO OUR SPONSOR



ATLANTA

**H O U S I N G**

L I V E • W O R K • T H R I V E



# THANK YOU

## STAKEHOLDERS

Ade Sanusi • Adelaide Steedley • Alan Ferguson • Alicia Miao Chen • Amanda Rhein • Ann Carpenter • April Atkins • Austin Combs • Ben King • Bruce Gunter • Cathryn Vassell • Charles Forde • Charlotte Dhaya • Cheryl Strickland • Chris Hall • Chuck Young • Daphne Bond-Godfrey • Dale Royal • Dawn Arnold • Debbie Frank • Dee Dee Beaty • Dennis Richards • Faron Hill • George Koski • Ilham (Illy) Askia • James Talley • Jim Brooks • Jim Grauley • Joel Dixon • John Skach • John Majors • Jonathan Bartlett • Jonathan Gelber • Larry Stewart • Lauren Smith • Leonard Adams • Marc Pollack • Margaret Stallings • Marjy Stagemeyer • Matt Bedsole • Matt Paschall • Meaghan Shannon Vlkovic • Mitch Kelly • Mike Wilson • Natallie Keiser • Patricia Evans • Patricia Luna • Robb Jones • Ruben Brooks • Sara Patenaude • Sarah Kirsch • Terri Lee • Trish O'Connell • Tyrone Rachal • Wendy Jamerson

## LOCAL VENDORS

Hyatt Regency Atlanta • Amalfi Cucina & Mercato Downtown • White Oak Kitchen & Cocktails • Lure • Columbia Heritage Senior Residences • The Gathering Spot

# ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

## **Paul Bernard (Panel Chair)**

Affordable Homes & Communities Inc. (AHC)  
Arlington, VA

## **Kelly Boyer**

Rose Community Capital (RCC)  
Manhattan Beach, CA

## **Alicia Bramble**

Douglass Park Asset Management  
Los Angeles, CA

## **Rodger L. Brown, Jr.**

Preservation of Affordable Housing  
Boston, MA

## **Lance Gilliam**

Concentric Community Advisors  
Houston, TX

## **Dan Watson**

King County Housing Authority (KCHA)  
Seattle, WA

## *Daphne Bond- Godfrey*

*Executive Director, ULI Atlanta*

## *David Zehr*

*Manager, Advisory Services*

## *Rosie Hepner*

*Senior Director, ULI Terwilliger Center for Housing*

## *Barbra Gustis*

*Director, Advisory Services and Key Leaders*

## *Alicia Chen*

*Georgia Tech, School of City and Regional Planning*

## *Ansel Ahabue-Itua*

*Georgia Tech, School of Public Policy*

# Panel Scope



# Panel Scope

Atlanta Housing's (AH) strategic plan calls for the development of 5,000 new affordable homes, a significant portion of which will be on "real estate owned" vacant and undeveloped land. The Authority typically enters into public-private partnerships retaining land ownership through a long-term land lease. Assuming a mixed-income housing model, there is a rough estimate of a funding gap of \$1 million per acre to support infrastructure development.



# Key Questions

- How does the AH funding model now differ from the last round of significant development on AH land?
- What is the universe of potential funding solutions to fill the infrastructure funding gap currently available, in the pipeline, and potential new – and how do we best leverage?
- What can we learn from other markets about funding infrastructure in general and green infrastructure specifically? Does AH's commitment to sustainability help unlock new/different funding sources?
- Assuming a leased land model, how might we approach the deal structure and/or development partners to best fill the funding gap?
- How should we evaluate trade-offs in levels and percentage of affordability relative to funding gaps/needs?

# City of Atlanta

- Atlanta is the capital of Georgia and most populous city
- It is the Fulton County seat, with a portion of the city extending into neighboring DeKalb County
- Population of 498,715
- 8<sup>th</sup> most populous city in the Southeast and 38<sup>th</sup> most populous city in the US
- Atlanta metropolitan area is home to more than 6.1 million people
- Since 2018, households within the 5-County grew by 9% but cost-burdened households increased by 15%
- Situated in foothills of the Appalachian featuring lush greenery and the densest urban tree coverage of any major city in the United States





# Background

# Atlanta Housing

AH was created in 1938, and has broad powers including the power to acquire, manage, own, operate, develop and renovate housing; invest and lend money, administer vouchers, issue bonds, etc. that benefit affordable housing. Its strengths include:

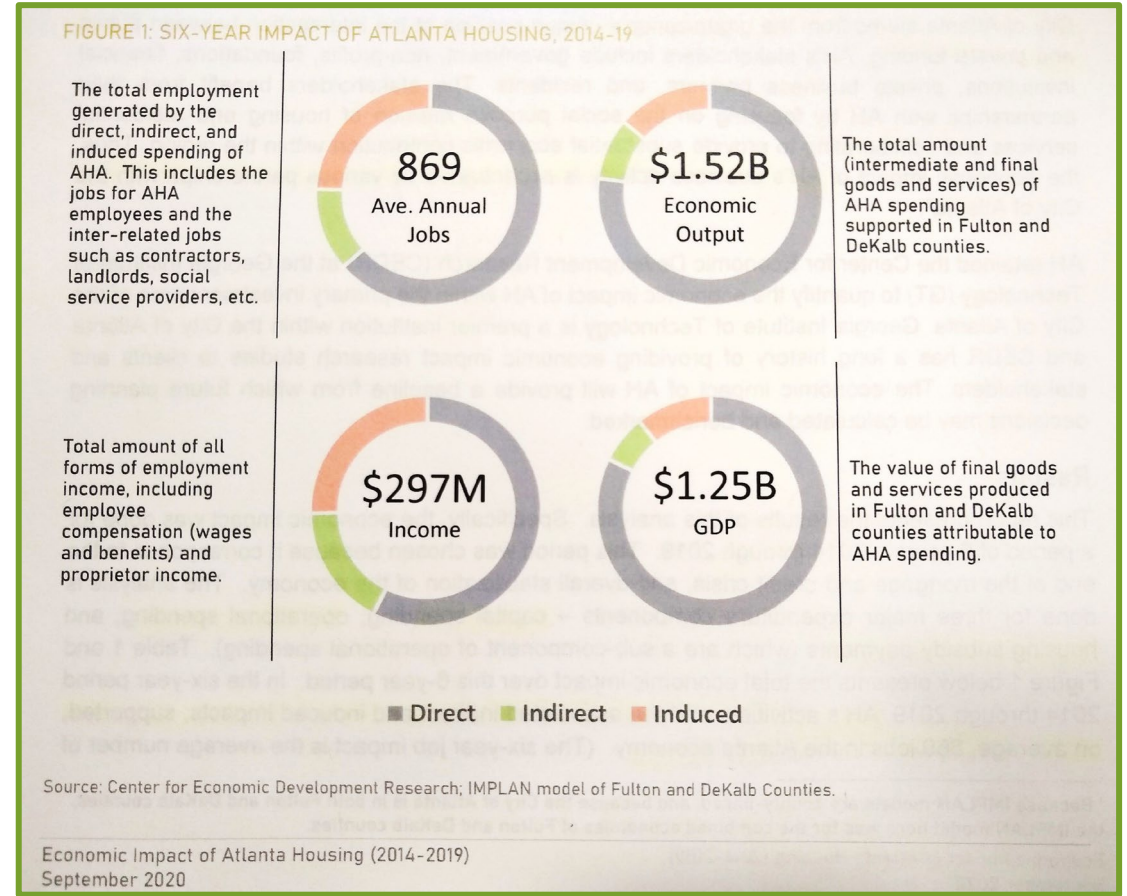
- AH is a member of the Council of Large Public Housing Authorities (CLPHA)
- A designated Moving to Work (“MTW”) agency
- Receives significant annual budget allocations from HUD
- Solid balance sheet and income statement
- Key assets include land (300 acres), vouchers (20,000) and capital reserves (approx. \$250 million)
- Public Private Partnerships (PPP) – successfully partnering with several of the largest multi-family operators in the Southeast and the US
- Innovator of the “Atlanta Model” for mixed income development



# Regional Economic Impact

AH serves as a regional economic engine

- AH activates both the local and regional economies primarily through distribution of HUD funding and program activity
- AH's ability to invest in Atlanta stems from its unique position at the intersection between public and private funding
- Additionally, AH's business activity is accentuated by various partnerships within the City of Atlanta
- Six-Year Regional Impact 2014-19
  - 869 Average Annual Jobs
  - \$297 million Income
  - \$1.25 billion GDP
  - \$1.52 billion Economic Output





# Resident/Community Impact

AH reaches the needs of residents through a variety housing, services and programs

- Programmatic activity:
  - AH-Owned Communities
  - Mixed Communities
  - HomeFlex Communities
  - Housing Choice Tenant-Based
  - Housing Choice Port-out
  - Housing Choice Homeownership
  - Mortgage Assistance
  - Homeownership Assistance
  - Homeownership – Downpayment Assistance
  - Short-Term Housing Assistance
  
- Service number have grown from 21,174 families and individuals in 2013 to 26,619 in 2023

The Housing Authority of the City of Atlanta, Georgia

**Families Served by Community & Program Type**  
As of June 30, 2013 to June 30, 2022

Community & Program Type	Type of Assistance	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
AH-Owned Communities	Public Housing	1,132	1,261	1,261	1,586	1,586	1,793	1,932	1,942	1,942	1,942
MIXED Communities (AH-Sponsored Communities)	Public Housing	1,532	1,562	1,562	2,155	2,155	2,221	2,221	2,221	2,522	2,471
	HomeFlex	1,521	1,521	1,358	1,521	1,543	1,543	1,780	1,748	1,387	1,409
	LIHTC-only	1,078	1,081	1,088	1,084	1,131	1,171	1,138	1,167	1,176	1,112
	RAD PBV	1,370	1,340	1,503	423	423	149				
HomeFlex Communities (Stand Alone Communities)	HomeFlex	5,045	4,841	4,803	4,230	4,012	3,447	3,271	3,244	3,040	2,949
	LIHTC-only	1,668	1,588	1,585	1,589	1,595	1,525	1,482	1,494	1,644	1,644
Housing Choice Tenant-Based *	Housing Choice Voucher	9,628	9,597	9,393	9,094	8,608	8,381	8,009	7,526	7,292	7,043
Housing Choice Port-out	Housing Choice Voucher	1,481	1,745	1,711	1,860	2,029	2,086	1,973	2,016	2,303	2,265
Housing Choice Homeownership- Mortgage Assistance	Housing Choice Voucher	14	17	18	19	23	25	30	37	59	62
Homeownership - Downpayment Assistance	MTW	1,880	1,659	1,225	993	724	553	472	384	315	277
Short-Term Housing Assistance	MTW	270	295	244	380	215	199	26	-	-	-
<b>TOTAL</b>		<b>26,619</b>	<b>26,507</b>	<b>25,751</b>	<b>24,934</b>	<b>24,044</b>	<b>23,093</b>	<b>22,334</b>	<b>21,779</b>	<b>21,680</b>	<b>21,174</b>

\* Included in these numbers are participants with vouchers searching for units.

# Preservation

# Preserve at least 5,000 units

Stabilize exiting properties, improve engagement with partners and residents

- Re-invest in existing assets
  - Provide low-cost capital for property improvements in existing portfolio and for partners
  - Assure that subsidy rent payments are at highest and current allowable level
  - Utilize training workshops for new and existing partners
  - Develop comprehensive marketing plan to promote partner participation
- Provide support and training for residents
  - Utilize workshops to train residents
  - Provide financial literacy training for resident
  - Coordinate with existing resident service providers
- Develop landlord and resident website portals to provide accurate and current information
- Enhance rental relief, utility arrears and eviction prevention strategies





# Preservation of New Assets

- Look for acquisition opportunities
  - Existing Naturally-Occurring Affordable Housing (NOAH) properties
  - Troubled rental properties of all types
  - Vacant and commercial property to stabilize neighborhoods and promote economic development
  - Market rate properties in transitioning neighborhoods

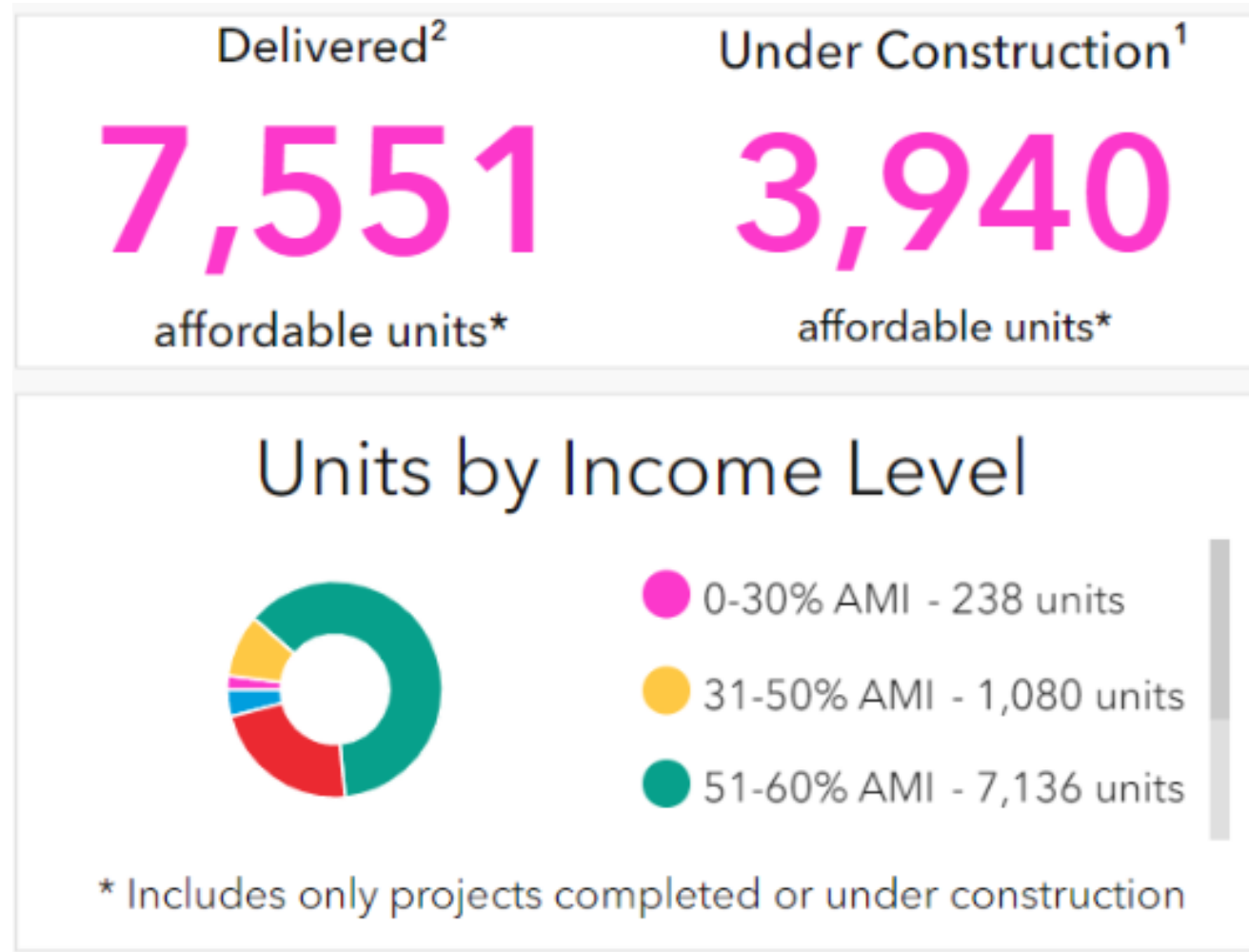




# Real Estate Development New Construction

# 20,000 Affordable Housing Units

Committed or delivered by 12/6/2023 by AMI





# Create and Preserve

## The Role of HouseATL Funders Collaborative

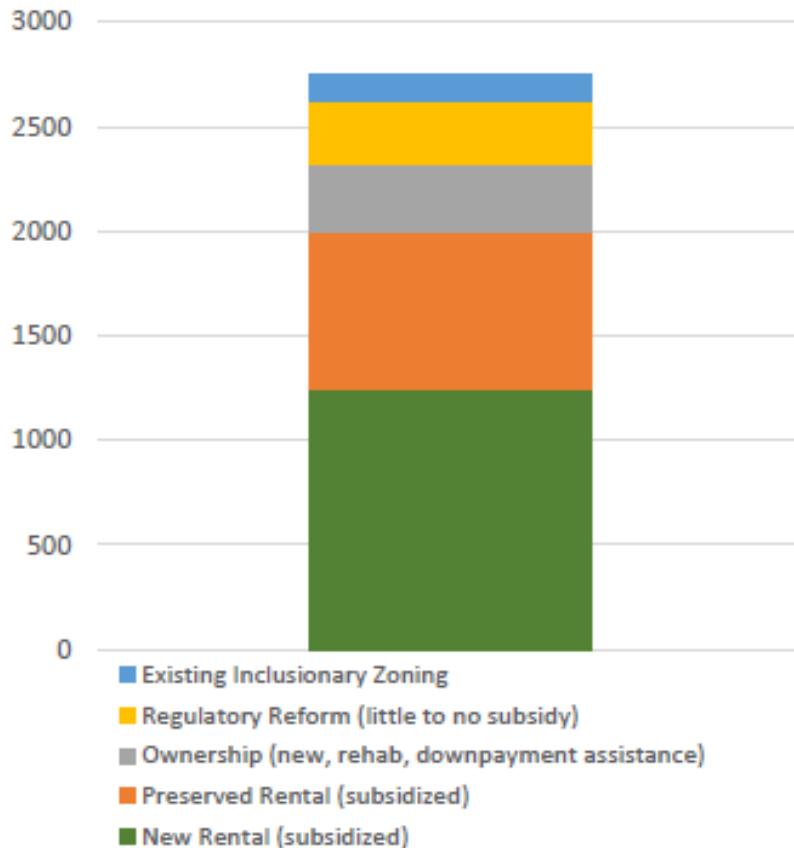
- HouseATL
  - Member/Funder consortium
  - Prioritizes publicly owned assets for affordable housing development
  - Create dedicated revenue sources for affordable housing development
- Facilitates collaboration across funders
- Provides a vehicle through which developers can submit affordable housing projects for gap financing consideration
- Supported by staffing from Community Foundation for Greater Atlanta (CFGa) and Enterprise Community Investment for project review
- Identifies the most feasible and highest impact projects that are shovel ready in a streamlined manner with each source funding the deal components that align with their mission
- How does this group compete/collaborate with the Affordable Housing Strike Force which coordinates resources on public land?
- How many projects have received gap funding and moved forward?

### Representative Funding

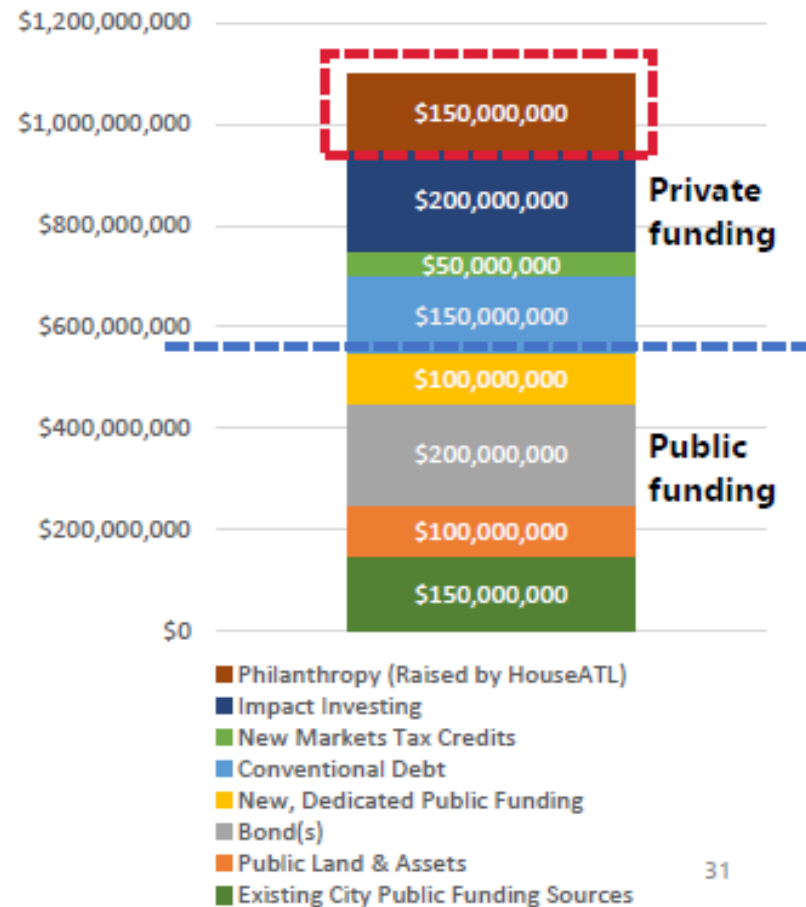
Philanthropic Funds	\$100MM – CFGA*
Social Impact Funds	\$100MM – CFGA (partially committed)*
Housing Opp Bonds	\$100MM – committed*
Westside Future Fund	\$22.4MM
Co-Investment Fund	\$60M – partially committed

# Path to Success

## Path to 2,500+ affordable units annually



## Potential sources for \$1 billion goal



Note: Numbers listed are approximate; final totals in each category will vary

# Atlanta Housing - Moving Forward

Maintain focus on overarching goals in coordination with 3Ps through streamlined transparent processes and clearly communicated performance expectations while making available appropriate resources

- Stay on Mission: AH should maintain its focus on the elements of the strategic plan and the HouseATL plan
  - Recognizing Moving-to-Work funding constraints and using more flexible non-federal funding when available
  - Focus on Goal 4 of strategic plan: Creation of 5,000 new affordable housing and preservation of 5,000 existing units

- Herndon Homes: Start & Stops



- Redevelopment site
- \$50MM; 200 Mixed-Income/Mixed Use
- JV AH & Pennrose (Hunt selected 2016)



# Better Efficiency & Simplicity

Improvements to the RFQ and RFP process to clearly communicate outcomes

- Streamline the RFQ and RFP process by going to a true master developer model, presenting clear minimum standards and sharing the limitations of AH's funding where applicable
- Extend the period of time to respond to RFPs so that submissions are fully planned
  - 30 days from release to submission deadline is not enough
- Sole master developer with responsibility for development of full site, selecting co-developers
- Create and communicate minimum design standards; everything else is open
- Establish performance benchmarks that favor shovel ready projects

# Develop Housing Affordability & Incentive Matrix

Based upon the San Antonio Housing Authority (SAHA) model

- Project Based Vouchers (PBVs) are only awarded to projects where SAHA is a Co-GP and in exchange for deep affordability; 30% AMI units
- SAHA is an opportunistic developer. For affordable housing developers, SAHA will accept a transfer of the land, lease it back to the housing project ownership and provide a PILOT to the project; thus, reducing development costs. SAHA is a participant and takes a share of developer fee and cash flow.

# Infrastructure

Multiple sources of funding to finance infrastructure

## Traditional

- Invest Atlanta Bond Funds
- City of Atlanta
- Social Impact Fund (Community Foundation)
- Atlanta Housing Opportunity Fund (\$15MM)
- Atlanta Housing (pro rata 80% AMI or lower units)
- Community Development Block Grant (CDBG) S108
- Department of Transportation (DOT)



# Infrastructure

Delivering a fully entitled clean site with infrastructure in place to facilitate efficient implementation

## Non-Traditional Approach

AH could pursue a low-interest or interest only loan to finance full infrastructure development.

- The loan would be secured by a letter of credit backed by the MtW reserve fund
- Interest on the loan would be paid by Co-Investment Fund or other source
- Flexible collateral that can be released as projects are delivered
- The pro rata cost of market rate unit infrastructure would be paid by those projects
- The cost of affordable unit infrastructure could be absorbed by HA or some other source



# Leveraging Assets Through Collaboration

# Leveraging Assets through Collaboration

## Lead, Facilitate, and Connect

- AH should lead and act as the facilitator for collaborative public-private partnerships
- Self-development should be on a limited basis
- Atlanta Housing's goal should be to solidify and expand its relationships with
  - Its peers and others with resources accretive to funding and facilitating high-quality affordable, mixed-income multi-family communities, and
  - With equal importance, developers, and acquirers of and investors in high-quality affordable, mixed-income multi-family communities in their area of operation
- Emphasis should be placed on creating incremental relationships with Partners whose developments and acquisitions are not reliant upon traditional affordable housing tools like Low-Income Housing Tax Credit (LIHTC), bonds, and the direct investment of federal and Public Housing Agencies (PHAs) funds

# Leveraging Assets through Collaboration

## Connect, connect, connect

- AH should connect and share with partners tools to create or preserve high-quality, mixed-income affordable housing opportunities in its area of operation
- AH should receive benefits in the form
  - Consistent with its primary purpose, the preservation and creation of affordability, and
  - Financial benefits including, for example, ground lease payments, fees, and participation in cash flow and/or capital proceeds
- The benefits should be commensurate to the financial incentives contributed by or facilitated through AH

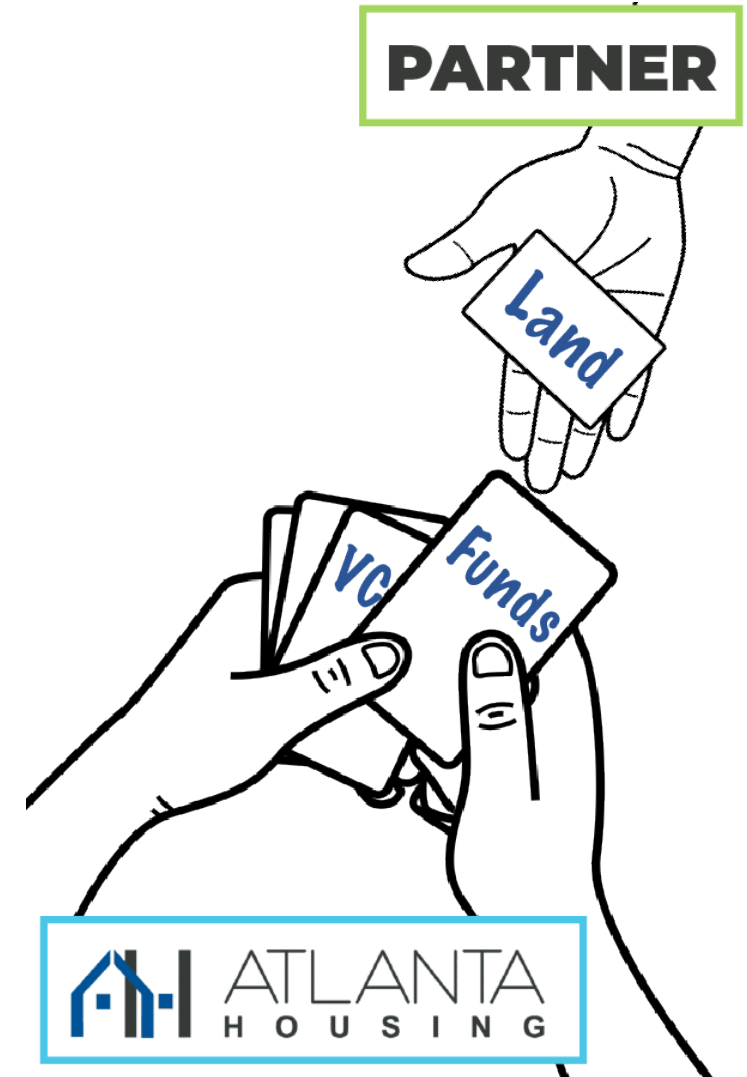




# Leveraging Assets through Collaboration

## Connect, connect, connect

- AH's tools may include:
  - Land
  - Internal funds including bonds, loans, and grants
  - External funds including bonds, loans, and grants
  - Project-based vouchers
  - Tax exemptions including property and sales taxes



# Leveraging Assets through Collaboration

## Public benefit

- All transactions should include a supporting analysis of the relationship between the incentive(s) shared with the Partner and the benefit(s) received by AH and its residents
- AH should be mindful of the inverse relationship between the creation of affordability and financial benefits. That is, the greater the level of affordability created or offered, the lesser the financial benefits available to AH
- AH should clearly communicate how financial benefits received are invested toward honoring its primary purpose, “...to facilitate affordable housing opportunities for elderly and disabled persons within the City of Atlanta”



# Leveraging Assets through Collaboration

## Financial advisor

- AH should retain the services of a third-party advisor to support the analysis, negotiation, and execution of its partnerships
- In addition to contributing their financial expertise and acumen in reviewing and analyzing opportunities submitted to AH for consideration, the advisor
  - May discuss and recommend opportunities with AH's leadership and Real Estate Investment Committee
  - Act as AH's advocate in collaboration with AH's legal counsel during negotiations with Partners to ensure AH is receiving an appropriate return, affordability, and/or financial benefits, on its contributed tools

# Leveraging Assets through Collaboration

## QBS for development partners

- AH should create and publish a Qualification Based Submission [QBS] or Request for Proposals [RFP] to facilitate the submission of opportunities for acquisitions and new developments by prospective Partners
  - To encourage the submission of new opportunities and new ideas, the QBS should be written and published at frequent intervals, preferably monthly
  - Ref Houston Housing Authority QBS 23-01 for Development Partners. “HHA has issued this solicitation with the intent to partner with entities to acquire, rehabilitate, construct, or develop several affordable housing developments in accordance with the requirements and terms and conditions specified herein.”



# Leveraging Assets through Collaboration

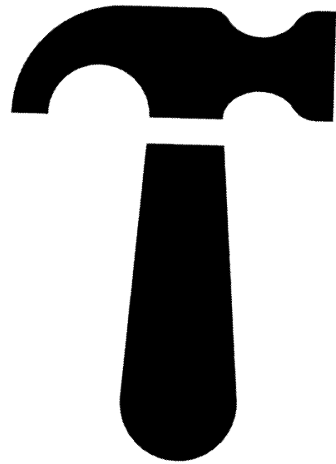
## QBS for development partners

- The QBS or RFP should include the list of tools that may be available through a partnership with AH as well as AH's requirements and guidelines for all partners and partnerships. Those requirements may include, for example:
  - Reporting standards including audits, and compliance reviews
  - Affordability standards including AMI targets, inclusion of project-based vouchers, and acceptance of housing choice vouchers
  - Fair housing and tenant protections
  - Affirmative marketing plan
  - Minimum financial returns
  - MBE and WBE participation
  - Proof of site control
  - Ref Houston Housing Authority QBS 23-01 for Development Partners Exhibit G

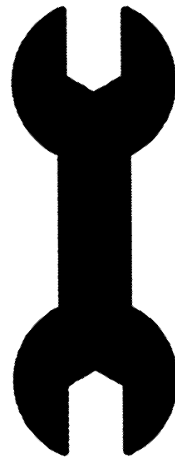
# Leveraging Assets through Collaboration

## Tools

- AH should connect and share with its partners tools to create or preserve high-quality, mixed-income affordable housing in communities they develop or acquire



**Land**



**Funds**



**Vouchers**



**Tax  
Exemptions**

# Leveraging Assets through Collaboration

## Tools: Land

- Contributed land
  - Existing owned land
  - Strategic acquisitions using internal or external funds
  - Acquisitions by purchase or contribution of land owned by public-sector peers such as the City of Atlanta, Fulton County, and/or Atlanta Public Schools
- AH should especially explore the opportunity for a strategic partnership with Atlanta Public Schools and other school districts, if any, serving its area of operation. In addition to the low, very low, and extremely low-income families, this partnership may serve
  - Retention and recruitment of the school district(s) workforce
  - The children of families currently living or desiring to live in a school district or a school's attendance

# Leveraging Assets through Collaboration

## Tools: Funds

- From AH, as a steward of its own funds
  - Non-federal, unrestricted funds are truly precious
  - Restricted, federal funds
- As a steward of other's funds
  - State including State of Georgia
  - City of Atlanta including Invest Atlanta
  - Local corporate interests
  - Philanthropies including local charitable foundations
- "Funds" includes loans, grants, bonds, and credit enhancements



# Leveraging Assets through Collaboration

## Tools: Vouchers

- AH's housing choice vouchers and project-based vouchers are important assets; they
  - Increase resident mobility throughout the City of Atlanta and beyond
  - Incentivize the inclusion of high-quality affordability in new developments and acquisitions
- In recognition of varying market rents in different neighborhoods, AH uses SAFMR [small area fair market rents] in calculating its payment standards
- It is especially important that AH communicate information about the benefits the inclusion and acceptance of vouchers may provide to Partner's new and existing communities
- It is even more important that AH perform its obligations under voucher programs timely and under its agreements with its Partners
- AH should ensure there is excellent communication and collaboration between its Real Estate Development and Housing Choice Voucher teams

# Leveraging Assets through Collaboration

## Tools: Tax Exemptions

- AH should include available tax exemptions in its tools to encourage the creation and preservation of high-quality, mixed-income affordable housing opportunities
- AH should be responsible for facilitating those tax exemptions. Toward that goal, AH should memorialize the requirements to obtain property tax exemptions, full or partial, with the Fulton County Board of Assessors and other taxing authorities, if any, with jurisdiction
- AH should seek support from the Georgia state legislature to enact legislation to provide a property tax exemption to all of AH's owned assets whether held by fee or lease or owned wholly or with a partner
- The extension of the property tax exemption to include both affordable and market-rate units located in a mixed-income community should create a significant opportunity for AH to expand its relationships with partners using market-rate capital to create and preserve high-quality, mixed-income affordable housing opportunities
- AH should clarify whether or not its development activities, especially materials used to construct and renovate housing, are exempt from state, local, and other sales taxes



# Organizational Structure and Capacity

# Structure and Staffing - Overview

Development capacity, although robust in the past, may now be limited by:

- Organizational structure of its Real Estate Group (REG)
- Turnover in agency and REG leadership
- New development/financial models and funding sources that now require increased staff capacity and expertise within REG
- Efforts are currently being made to address these limitations to accelerate AH's ambitious development agenda
- REG's new leadership is getting up to speed on the many complex development issues that AH must address



# Observations

- REG appears to have a very large development agenda without clear focus on where best to start or concentrate efforts
- REG would benefit from having more clearly established development priorities within Tier 1 and Tier 2 projects that require immediate concentration of effort and resources
- Without prioritization, AH projects are competing against themselves for limited funding and other resources
- Perception that development and project management responsibilities are not clearly delineated or evenly distributed
- Perception that project responsibilities and accountability are siloed through a few key staff members
- Timelines and schedules are effectively set by external partners e.g., HUD, development partners, and outside funding agencies which dilutes internal accountability for project progress
- Current development model depends on the technical expertise of AH's private sector development partners in the planning, financing, and execution of complex development projects
- Current model essentially gives REG little control over project progress

# Recommendations

- *Department Organization* - REG would benefit if organized more like a private sector development company
- *Team Organization* - Project teams should be organized to drive execution and implementation of development projects with clear in-house responsibility and accountability for project progress
- *Staff Capacity and Expertise* - Strengthening technical expertise within REG would allow for more upfront planning and analysis that could accelerate project progress and strengthen public private partnerships
- *Project Priorities* - REG would benefit by clearly prioritizing its Tier 1 and Tier 2 projects to ensure that available resources are focused on highest priority projects

# Recommendations

*Department Organization* - REG would benefit if organized more like a private sector development company

- Tasks and decision-making responsibilities/authorities are established at each level and where decisions, both small and large, can be made quickly without ambiguity or delay
- REG would benefit from clear written investment criteria for all types of projects
- An internal Investment Committee should be created to carefully review all projects against the criteria before a project is recommended for approval to senior management

# Recommendations

*Team Organization* - Project teams should be organized to drive execution and implementation of development projects with clear in-house responsibility and accountability for project progress

- Project teams should identify and address known barriers that may stop or slow development progress early in the process and not be left to development partners to resolve down the road
- Project teams need to develop and negotiate realistic schedules



# Recommendations

*Staff Capacity and Expertise* - Strengthening technical expertise within REG would allow for more upfront planning and analysis that could accelerate project progress and strengthen public private partnerships

- Develop in-house expertise or use outside development/financial consultants with deep knowledge of development financing and modeling, master/project planning, project management, and other technical skillsets
- Deeper analysis and planning are needed prior to issuing RFPs to bring more clarity, direction and specificity to the RFP
- Identify solutions to complex development problems and challenges relating to design, schedule, underwriting/finance, and construction early in the development process
- REG should take the lead with all external parties that can create impediments e.g., HUD, permitting agencies and outside funding sources
- REG as a co-developer and co-general partner, needs to have the in-house expertise to be a fully engaged strategic partner with its developers
- In depth financial modeling with multiple scenarios can help determine the optimal deployment of AH subsidies, identify funding gaps and quantify the tradeoffs between subsidy levels, levels of affordability, financial feasibility and expected returns
- In house technical expertise will be needed in moving to new development and funding models, particularly those that do not rely on HUD funding or tax credits and utilize various types of loans

# Recommendations

*Project Priorities* - Given funding and staff constraints, REG needs to prioritize its Tier 1 and Tier 2 projects to ensure that available resources are focused on high priority projects

- AH should determine how best to establish project pipeline priorities for limited funds such as shortest development timeline, fewest funding impediments, most responsive development partner etc.
- Stakeholders have recommended that AH consider positive neighborhood impacts and prioritize projects that:
  - Visibly improve neighborhood infrastructure, amenities, and services
  - Have potentially synergist impact on surrounding neighborhoods such as the development of nearby market rate residential, new retail or services such as education, recreation or human services
  - Include mixed uses or robust community and resident services
  - Are developed on vacant AH lands that are contributing to neighborhood deterioration and are creating a negative image of AH
  - Projects that will have the greatest immediate impact in addressing Atlanta's most pressing affordable housing needs

# Residents

# Become a Resource

- Become a resource of information not the source
- Partnerships can be helpful:
  - Stewards of Affordable Housing for the Future (SAHF)
  - Encourage partners to obtain CORE certification
  - Project Access
  - Esusu
  - Other Programs
    - After school programs
    - Youth Programs – Usher’s New Look, Project Destined, Build Up
    - Reduced rent incentives for residents
    - Continuing education – Partner with local colleges
    - Job training
    - Financial/wealth planning
    - Home buying
    - Health and Wellness – Partner with the community hospitals
    - Computer literacy



# MWBE/BIPOC

- Work with MWBE/BIPOC developers and partners
  - National Organization of Minority Architects (NOMA)
- Possibly give access to resources/funds such as guarantees for smaller developers/organizations
- Prevent blockage in participation opportunities for the smaller developers/organizations



# NIMBY/YIMBY

Increase community engagement

- Could be a great advocates in the future
- Could give great feedback about the community



# Communication & Outcomes

Communication is key and the outcomes of your efforts should be tracked and displayed

- Distribute a survey to hone in on needs of the residents
- Regular communication with the residents and the community about efforts and accomplished goals
- Seasonal newsletter
- Begin tracking demographics, participation rates and outcomes
- Utilize a system/app to track this. You can also have partners' track.







# Sustainability/New Technology



# Sustainability

- Focus on sustainable building materials and procedures. Possibly recommend a criteria for developers/partners in the RFP process.
- Tap your local agencies
- Drawdown Georgia Solutions
- Encourage a national green building certification
- Avoid premature resyndications with a preservation schedule and sound Asset Management
- Try to work with other City entities to fast track/approve environmental issues
- Think outside the box – For example modular development

# Next Steps

- Short Term
  - Prioritize execution of Tier 1
  - Incorporate recommendations into Tier 2 RFPs
  - Identify and commit appropriate funding sources
- Intermediate Term
  - Revisit communication and marketing
  - Ensure activities align to AH mission and strategic plan
  - Focus on capacity building (internal and external)
- Long Term
  - Use Public-Private Partnerships
  - Build out organizational infrastructure to achieve short, intermediate, and long-term initiatives

# Q&A