

DRAFT



Initial Recommendations  
to Advance Affordable  
Housing and Community  
Retention

August 7, 2018



## **Taskforce Problem & Vision Statement**

**Problem: Civic leadership in the City of Atlanta lacks a shared, comprehensive set of policies and adequate funding to address housing affordability.**

**Because (assumed barriers):**

- It is a complicated subject matter, with a lack of knowledge and understanding
- There is a lack of community consensus and political will
- We lack flexible, robust local funding
- Efforts to address are not coordinated among various stakeholders

**As a result:**

- We are among the worst cities in the US for economic mobility and income disparity.
- Low income Atlantans lives are harder (health, education, housing stability, access).
- We are losing the 'social mosaic' of the city.
- We are at risk of losing our 'affordable' economic competitive advantage.
- We have a flat or declining amount of affordable housing stock.
- Residents are being displaced from the city.

**Vision: Civic leadership in the City of Atlanta has a shared, comprehensive set of policies and adequate funding to address housing affordability.**



**Background:** HouseATL is a cross-sector group of civic leaders committed to building the political and community will for a comprehensive and coordinated housing affordability action plan in the City of Atlanta. HouseATL is an open taskforce - initiated through the convening power and resources of ULI Atlanta, The Arthur M. Blank Family Foundation, Central Atlanta Progress, Center for Civic Innovation, and Metro Atlanta Chamber of Commerce. These partners engaged more than 200 civic leaders in working toward actionable recommendations beginning in January 2018. We have defined the problems, identified the barriers to success, taken a data-driven approach, and engaged in thoughtful problem-solving so that civic and business leadership in the City of Atlanta will have a shared, comprehensive set of policies and adequate funding to address housing affordability.

**Guiding Principles:** Underpinning these recommendations are the following guiding principles

- Housing is a means to an end for a more sustainable, inclusive, healthy City of Atlanta. Recommendations should advance racial and socioeconomic equity in our communities.
- Cross-sector collaboration is critical to actionable solutions. We seek to engage civic and community leadership at all levels, recognizing that sustainable change only happens with authentic resident support.
- We recognize that there are many related issues (wage growth, quality schools, and transportation access, among others) that are inextricably linked to affordability and community retention and are supportive of these efforts that are outside of the scope of this particular taskforce.
- We believe housing strategies should be incorporated across the city of Atlanta, balancing opportunities in neighborhoods with high quality of life factors with comprehensive community development.
- We are committed to serving all of the affordability needs of Atlantans, with an emphasis on those most in need.
- The city is part of a broad, regional Atlanta housing market. Regional planning with our neighbors, particularly around the link between regional transportation and housing affordability, must be part of our long-term affordability solutions.
- Strategies must harness the power of the marketplace – capital and development – to meaningfully increase housing production and preservation.
- We acknowledge that some recommendations may require policy alignment and/or state law change and there will be a need for ongoing advocacy and collaboration with various state agencies and legislative partners.



### Investing in an Affordable Atlanta

\$1 billion of local, flexible resources that enable 20,000+ new and preserved homes over the next 8 – 10 years affordable to those earning 0 – 120% of metro Atlanta area's median income (AMI).

#### **\$500M in Public Resources:**

- (1) Create policy to prioritize underutilized and surplus publicly owned assets (land and buildings) for community development, yielding 300 – 500 affordable homes annually.
- (2) Issue a new \$250 million bond for housing.
- (3) Allocate existing public funding, \$10 - \$30 million annually.
- (4) Establish new, dedicated, sustainable funding source for housing yielding \$5 - \$15 million annually. Public funds should prioritize area of greatest need, below 50% AMI and supportive housing.

#### **\$500M in Private Resources:**

- (1) \$20 - \$50 million annual investment from new social impact funds, philanthropy, and other private capital.
- (2) Secure \$50 - \$75 million in funding for affordable single-family preservation through New Markets Tax Credits.
- (3) Regulatory reform for 250 – 350+ new affordable homes annually. Target changes to ensure innovative solutions are code compliant, create cost savings, and boost production.



### Prioritizing Community: Investment without Displacement

One of the most time-sensitive needs is to ensure that Atlantans facing pricing pressures today have responsive resources today. If we do not address impending displacement now, we will permanently lose much of the 'social mosaic' we treasure in our city. Immediate actions include:

#### **Comprehensive anti-displacement initiative:**

- (1) Short-term and emergency solutions for those facing eviction
- (2) Renters' rights programs and education
- (3) Property tax relief for affordable housing produced or preserved and existing owners
- (4) A toolbox of funding options for legacy business.

#### **Additional priorities:**

Develop comprehensive wealth building programs (e.g. pathways to ownership and financial literacy) for low and moderate-income residents and businesses in Atlanta's predominantly Black and Brown neighborhoods experiencing significant investment.

Launch a focused outreach campaign about Tenant Based Voucher Programs aimed at apartment owners and property managers to encourage higher participation and acceptance.



### Working Together Better & Smarter

To achieve our goals, we must work in more coordinated and collaborative ways – within sectors and across sectors.

**A Funders' Collective.** Create a system for private and philanthropic resources to leverage public dollars to create and preserve affordable and mixed-income housing. A coordinated and braided (public, private, and philanthropic) investment system is essential to success.

#### **Cabinet Level Housing Position.**

Establish a cabinet-level position who works on behalf of the mayor and is responsible for (1) coordination across agencies that touch housing (2) the policy, coordination, and assemblage of public land for affordable housing (3) participation in funders' collective (4) creating and monitoring database of existing affordable housing for preservation and (5) a cross-sector government affairs strategy to help influence policy.

**Non-Profit Capacity.** Expand support for non-profit and community-based developers focused on long-term affordability, mixed-income communities, and quality affordable housing for very low-income families through multi-year operating support, resource alignment, and relationship building.



### Empowering Atlantans: Education & Engagement

To be successful and have staying power, we must empower residents and stakeholders with good information and meaningful opportunities to shape our future.

**Expand understanding** among regional leaders, policy makers, and professionals on how to address housing affordability across income bands (i.e. 0 - 120 % AMI) through educational resources and case studies highlighting successes and results.

**Strengthen civic infrastructure** by evaluating the Neighborhood Planning Unit (NPU) system and identifying opportunities for deeper engagement while leveraging arts & culture, parks & greenspace, and other ways to meet Atlantans in their neighborhoods.

**Create a communications strategy** to educate residents on the importance and value of affordable housing and align strategy with tactics set forth in the community engagement playbook.

**Design inclusive decision making.** Develop processes and programs that support inclusive decision making which reflect the core values outlined in the Atlanta City Design: Equity, Nature, Progress, Access, Ambition.



## TABLE OF CONTENTS

<b>CAPACITY &amp; LEADERSHIP RECOMMENDATIONS .....</b>	
CREATE A DATABASE OF EXISTING AFFORDABLE.....	1
CREATE A COORDINATED INVESTMENT SYSTEM .....	4
CREATE A CHIEF HOUSING OFFICER POSITION.....	8
EXPAND CAPACITY OF NON-PROFIT DEVELOPERS.....	13
<b>FUNDING RECOMMENDATIONS .....</b>	
SUPPORT LEGACY BUSINESS OWNERS.....	17
SINGLE FAMILY PRESERVATION THROUGH A NEW MARKET TAX CREDIT .....	20
MULTI-FAMILY PRESERVATION VIA LIHTC AT YEAR 15 .....	23
CREATE A HOUSING SPECIFIC IMPACT FUND(S) .....	26
CREATE NEW AND EXPANDED PUBLIC REVENUE SOURCES .....	30
PRIORITIZE UNDERUTILIZED PUBLICLY OWNED ASSETS (LAND AND BUILDINGS) .....	33
CREATE A FUNDING SOURCE SPECIFIC FOR UNDER 50% AMI.....	35
<b>POLICY RECOMMENDATIONS .....</b>	
DEVELOP COMPREHENSIVE WEALTH BUILDING PROGRAMS .....	39
PROVIDE PROPERTY TAX RELIEF .....	42
TARGET REGULATORY REFORMS TO BOOST PRODUCTION .....	45
EXPAND SHORT-TERM AND EMERGENCY ASSISTANCE TO COMBAT EVICTIONS .....	47
<i>Housing Court Assistance Center – Full-Time Expansion Plan and Budget: Exhibit A ..</i>	<i>51</i>
ADOPT NEW ZONING REGULATIONS FOR INNOVATIVE HOUSING SOLUTIONS .....	54
INVEST IN A CITY-LED GOVERNMENT AFFAIRS STRATEGY.....	57
<b>COMMUNICATION RECOMMENDATIONS .....</b>	
DEVELOP RENTERS RIGHTS PROGRAMS AND CAMPAIGNS .....	60
PROVIDE EDUCATIONAL RESOURCES TO REGIONAL LEADERS AND POLICYMAKERS .....	63
LAUNCH A CAMPAIGN ON TENANT BASED VOUCHER PROGRAMS.....	66
<b>COMMUNITY ENGAGEMENT RECOMMENDATIONS.....</b>	
DEVELOP PROGRAMS THAT SUPPORT EQUITABLE DECISION MAKING .....	69
IMPROVE CIVIC INFRASTRUCTURE THROUGH NPU SYSYEM.....	73
EDUCATE RESIDENTS ON IMPORTANCE OF AFFORDABLE HOUSING .....	76



---

# Capacity & Leadership Recommendations



**Recommendation: Create a database of existing affordable housing properties in the City/metro region at risk of being lost in future years.**

**Description:**

- Leverage existing technology platforms to establish a comprehensive affordable housing database, which will track existing publicly funding/supported affordable properties; enable proactive risk analysis and engagement; and track affordable housing pipeline in Metro Atlanta.

**Key Partners:**

- Metro Atlanta Public Sector Preservation Collaborative
  - City of Atlanta
  - Invest Atlanta
  - Atlanta BeltLine Inc.
  - HUD
  - DCA
  - Atlanta Housing
- Enterprise Community Partners – Southeast Office and Knowledge Impact and Strategy Team
- GA Tech
- ARC
- Atlanta Real Estate Collaborative (AREC)
- Other University Partners
- Central Atlanta Progress, Midtown Alliance, Buckhead CID
- National Community Stabilization Trust
- Philanthropy

**Outcomes** (from problem definition statement):

This recommendation seeks to proactively address the following negative results outlined in the Preservation Working Group's problem definition statement (copied from "As A Result:" section near the bottom of page two:

- Individuals moving out of the city to a cheaper market increases commute time, adds to traffic, and lost productivity
- Inability to pay rent leads to transiency (move outs and evictions) which has a major impact on schools and educational attainment.
- We are rapidly losing our low-wage workforce because they cannot afford to live in the city – rents are increasing at a rate higher than incomes.
- Creating concentrations of poverty – often in suburban areas.
- Other negative impacts on schools, health and air quality, inequality, and homelessness.
- Loss of social fabric, vibrant communities, and diversity in neighborhoods.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



### We are successful if (SMART metrics)

- A collaborative Affordable Housing Database is developed for Metro Atlanta, including all members of the Public Sector Preservation Collaborative.
- The database is managed by GA Tech.
- The database provides automated data updating, and the ability to generate reports.
- The database offers a mapping function.
- The database expands beyond the City of Atlanta to include other Metro Atlanta jurisdictions.
- The database leads to proactive preservation strategies, including owner engagement, acquisition, and technical assistance provision.

### Budget (all figures are estimates):

TBD – next meeting with GA Tech is Tuesday, August 7<sup>th</sup>

### Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who	Enterprise, with GA Tech and the Public-Sector Preservation Collaborative	Enterprise, GA Tech, Public Sector Partners, Philanthropy	Enterprise, GA Tech, Public Sector Partners, Philanthropy	Enterprise, GA Tech, Public Sector Partners, Philanthropy
What	Develop the framework for a Metro Atlanta Affordable Housing Database – data sources; data points to track; technology solution; budget; partners.	Implement Metro Atlanta Affordable Housing Database – Fund the effort; Build the technology platform; connect data sources; identify staff to manage ongoing maintenance – overall and at each public partner. Implement a risk analysis process	Expand Metro Atlanta Affordable Housing Database to include NOAH Stock, including SMMF. Identify other partners who can both utilize data for their work, and or provide additional complementary data for analysis, such as related	Continue to update/manage data. Continue to proactively engage with properties. Continue to utilize database to identify a preservation pipeline for Metro Atlanta.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





		to proactively identify and engage with properties at risk of losing affordability.	to other areas of opportunity – health, mobility, employment, education. Incorporate data.	
--	--	---	--	--

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Create a database of existing affordable housing properties in the City/metro region at risk of being lost in future years.**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Create a system for private and philanthropic resources to leverage public dollars to create and preserve affordable and mixed income housing. A coordinated and braided (public, private and philanthropic) investment system is essential to success.**

**Description:**

- Create a transparent coordinated public private funding system aligning with shared priorities and affordable housing goals of the city.
- To maximize coordination and enable the environment for success this will require a trusted and shared process to enable projects to move forward.
  - Operate a collaborative funders table of public, private and philanthropic partners that come together to swiftly coordinate and solve barriers enabling the environment for pipeline production and promotion of equitable development. This would be different taking the one-off deal driven transaction to a pipeline and place based impactful approach.
- Create a mechanism/hub to coordinate all public and private resources. A one stop shop like mechanism coordinating all affordable housing resources with aligned application processes (ie: Acquisition fund, Social Impact Fund below market debt, preservation equity funds, State and City funding, a catalytic Philanthropic fund and Opportunity Fund).
- Organize stakeholders on critical projects requiring coordinated financing solutions.
- Provide technical assistance to developers of affordable housing to support borrowing capacity (i.e.: joint venture, guarantees or credit enhancements).
- Assess current affordable housing ecosystem to create a comprehensive pipeline tracker and road map that all funders can use for decision making on investments. Pipeline can also include mapping all publicly owned land suitable for affordable housing development.
- A feasibility tool to determine project readiness and to evaluate public benefit being realized.
- Host quarterly learning convenings and surveys to evaluate system's successes and challenges to evolve its efficiency and support ongoing recommendations and aligned resource policy.
- Through the coordinated platform, identify and assist in raising capital for new financing tools needed to support remaining gaps in pipeline.
- Evaluate tools to incorporate equitable development principles and shared value of partners and funders.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



### Key Partners:

- Philanthropic Partners supporting Affordable Housing: The Community Foundation GoATL, Westside Future Fund, The Kendeda Fund, The Arthur M. Blank Foundation, Anne E. Casey Foundation, and other key regional and national foundations.
- House ATL Working Group Members: Sarah Kirsch, Meaghan Vlkovic, David Allman, Marjy Stagmeier, Columbia Residential, Cecil Philips, Brian Cayce, Leonard Adams.
- Public Partners with resources: GA DCA, Invest Atlanta, COA Housing, Atlanta Housing, Partners For Home, and Atlanta BeltLine.
- Private Partners with resources: Tri-Star, Enterprise Community Loan Fund, Atlanta Neighborhood Development Partnership, Reinvestment Fund, Low Income Investment Fund,
- Banking and Corporate Partners: GA Power, SunTrust, Wells Fargo, BOA, PNC, JPMorgan
- Faith-based organizations
- TransFormation Alliance

### Outcomes (from problem definition statement):

- Affordable housing production is flat or increasing
- Low and moderate-income residents have more and better options
- New housing production serves a broad cross-section of the market
- Private investments in housing is harnessed to produce workforce housing – contributing to Atlanta's economic competitiveness.
- There is improved understanding and a shared perspective on how to address housing affordability across income bands
- National philanthropy has confidence to engage based on leadership and commitment of local philanthropy

### We are successful if (SMART metrics)

- An assessment of current ecosystem of resources and pipeline of affordable housing at 30 – 120% AMI is compiled by 4Q 2018.
- A coordinated investment system business plan is completed by 4Q 2018 and adopted by critical public and private partners by 4Q 2018.
- A feasibility tool to determine project readiness and aligned equitable development opportunities is completed by 1Q 2019.
- A template helping funders understand investment options and impact completed by 4Q 2018.
- Staffing and program infrastructure in place for operationalizing a coordinated system by 1Q 2019.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- Coordination with debt, equity and subsidy public and private funders of resources (current and or new) will be ongoing starting 4Q 2018.
- Pilot and demonstrate coordinated investment system approaches with 3 projects on the pipeline 4Q 2018 (including the modeling for 4% tax exempt bond transactions)
- Technology to support a public and private coordinated transparent system for developers and funders is designed by end of 1Q 2019 and operating in 2Q 2019.

**Budget (all figures are estimates):**

Operations: Staff, Consultants, Technology, OTPS - Yr 1 \$ 400,000, Yr 2 \$350,000, Yr 3 \$350,000

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who	Enterprise (lead) TransFormation Alliance (equity screen)	Enterprise/KIS team Technology Consultant TBD	Enterprise Backbone organization working with partners to implement system	
What	Ecosystem of Resources and Pipeline assessed (E) Business Plan for coordinated system (E) Project feasibility and equity inclusion screen finalized (TFA) Demonstrate coordinated system approaches with 3 projects (E) Staffing and back office infrastructure secured and operationalized (E)	Technology platform to support the coordinated system (ie: one stop like vehicle). City owned land assets/Land Bank data portal for affordable housing pipeline development completed. Operations of business plans		

**Recommendations related to stated goals and values:**

- Does this recommendation increase the current production/ results/ resources? **Yes**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **Yes, project screening tool to incorporate equity lens. Collaborative could also engage in mapping of Opportunity Zones, qualified census tracts, and other geographic overlays to track and map spatial aspects of investments.**

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- How does this recommendation contribute to a more resilient and healthy Atlanta?  
**Feasibility tool will incorporate an equity lens to ensure we are incorporating this lens into the community investment. Example is the TFA SPARCC feasibility tool to evaluate if a project is considering racial equity, health and climate into the development.**
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **The coordinated investment system concept has been vetted with key public, private and philanthropic stakeholders. It has not been vetted by residents.**

**Recommendation: Create a system for private and philanthropic resources to leverage public dollars to create and preserve affordable and mixed income housing. A coordinated and braided (public, private and philanthropic) investment system is essential to success.**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

**Comments:**

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Create a cabinet level position, reporting to the Mayor and charged with cross-agency collaboration, including with state, at a policy and production level.**

**Description:**

- “Chief Housing Officer” that establishes City-wide and selected neighborhood affordable housing policy, priorities and goals in coordination with the public-sector agencies who influence production and preservation of affordable housing.
- Establishes a shared vision for the strategic investment and coordination of housing resources (both on an annual and multi-year sustained basis), grants, donations, philanthropy and Tax Allocation Districts (TADs) to address affordability in the City.
- Provides strategic and operational leadership for the implementation of the Mayor’s pledge of \$1 Billion for the creation and preservation of affordable housing units in Atlanta.
- Provides strategic and executive-level interface with the Business, Charitable, Non-profit, Philanthropic, Civic and Educational communities regarding affordable and workforce housing initiatives.
- Completes a “real time” digital and GIS simulated “score card” tracking investment, production and monitors effectiveness of agency and community coordination.

**Key Partners:**

- **Public Agencies:** City of Atlanta Mayor’s Office, Department of City Planning , Department of Finance (collectively “City”), Invest Atlanta, Atlanta Housing, Atlanta Beltline, Inc., Land Bank Authority
- **Other Public Agencies:** State of Georgia, Fulton County (including Tax Commissioner), DeKalb County (including Tax Commissioner), MARTA, Atlanta Public Schools, U.S. Housing and Urban Development (HUD), Federal Home Loan Bank, DeKalb County Public Schools
- **Non-Profit and Philanthropic Community:** House ATL, Urban Land Institute, Blank Foundation, Community Foundation, United Way, Chamber of Commerce, Downtown Atlanta Alliance, Atlanta Neighborhood Development Partnership, City for All, Airport West Community Improvement District, Atlanta Downtown Improvement District, Buckhead Community Improvement District, Little Five Points Community Improvement District, Midtown Improvement District, West End Community Improvement Districts
- **For Profit and Non-Profit Developers**

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Outcomes** (from problem definition statement):

Public sector agencies influencing housing in the city of Atlanta have sufficient and sustainable resources, coordinated leadership, and a shared vision for coordinating resources to execute on the continuum of affordable housing need.

- **We are successful if (SMART metric Specific):** Appointment of a cabinet level position, reporting to the Mayor and charged with cross agency collaboration on the City's affordable housing goal.
- **Measurable:** New City organizational chart that shows a Housing Cabinet level position reporting to the Mayor.
- **Attainable:** Discussion and advocacy with the Mayor for the need for the position and encouraging a swift appointment.
- **Relevant:** Initiatives relating to affordability, including, the pledge of \$1 Billion towards affordable housing and the activation of numerous recommendations expected from HouseATL and other affordable housing task forces will need day-to-day focus, implementation and administration. The time is ripe for that focus now.
- **Time Bound:** Appointment can be made within 45 days of the recommendation and may need confirmatory approval of the City Council.

**Budget** (all figures are estimates): See attached

**Timeline** (who is doing what by when):

Who	What	When	Comments
HouseATL	Make Recommendation to Mayor for appointment of cabinet-level position	September 2018	
Mayor	Establish Position and make selection	October 2018	
City Council	Approval of candidate for Housing cabinet-level position	November 2018	If approval is necessary
<ul style="list-style-type: none"> <li>• Housing Cabinet Level Position</li> <li>• Leaders at: <ul style="list-style-type: none"> <li>◦ Atlanta Housing</li> <li>◦ Invest Atlanta</li> <li>◦ Atlanta BeltLine</li> </ul> </li> </ul>	Creation of comprehensive affordable housing vision	December 2018 – January 2019	Drafting includes community engagement

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Who	What	When	Comments
<ul style="list-style-type: none"> <li>o Land Bank</li> <li>• Selected Civic, Religious, Charitable and Philanthropic leaders</li> </ul>			
Housing Cabinet Level Position	Strategic Alignment and Delivery of Resources	January 2019 – February 2019	
Housing Cabinet Level Position	Create a Housing Sub Cabinet	January 2019 – February 2019	
<ul style="list-style-type: none"> <li>• Housing Cabinet Level Position</li> <li>• Leaders at:               <ul style="list-style-type: none"> <li>o Atlanta Housing</li> <li>o Invest Atlanta</li> <li>o Atlanta BeltLine</li> <li>o Land Bank</li> </ul> </li> <li>• Selected Civic, Religious, Charitable and Philanthropic leaders</li> </ul>	Formulate Annual Scorecard	March 2019	
Housing Cabinet Level Position	Annual Reporting	December 2019	

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources? **Yes. Coordinated resources should increase production of units by 33% in the first year over the 2018 production levels, and by 40% - 60% in subsequent years over the 2018 production levels.**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **The recommendation will lead to a comprehensive plan to ensure equity in housing choices available to all citizens, especially, low income minority and other under-represented low-income groups.**
- How does this recommendation contribute to a more resilient and healthy Atlanta? **Vibrant communities are made up of families of all social economic levels, including low wealth families. Strategies to make it possible for such families to find quality housing affordable to them, bolsters the fabric of the community and promotes the Mayor's vision of *One Atlanta*.**

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **Yes.** This recommendation has been vetted through the HouseATL collaborative and meeting processes.

**Recommendation: Create a cabinet level position, reporting to the Mayor and charged with cross-agency collaboration, including with state, at a policy and production level.**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

**Comments:**

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound

Chief Housing Officer - 12-Month Operational Budget		
Account Description	Total - Initial 12-Months	Comments/Assumptions
<b>OPERATING EXPENSE</b>		
Advertising & Marketing	\$ 3,000	
Audit	\$ 1,500	
Bank Charges		
Computer Equipment/Software	\$ 12,500	Assumes 5 employees at \$2,500/employee
Conferences & Training ( <i>Fees Only</i> )	\$ 15,000	
Consulting	\$ 75,000	Cost of consultants may be shared with Planning Dept.
Copiers	\$ 3,000	
Courier & Packages	\$ 250	
Employee Taxes and Benefits	\$ 206,000	40% of Salaries line
Insurance Expense		
Interest Expense		
Legal & Professional	\$ 1,500	
Meals & Entertainment (Local)		
Meals & Entertainment (Travel)	\$ 2,500	
Membership Dues	\$ 7,500	
Office Supplies	\$ 6,500	
Rent		
Postage	\$ 3,500	
Repairs & Maintenance	\$ 2,500	
Recruitment		
Salaries	\$ 515,000	Salary High End Estimates: Executive (\$200K), Deputy (\$130K), 2 Analysts (\$70K/each), Administrative (\$45K)
Subscriptions - Media/Periodicals	\$ 1,250	
Symposium		
Telephone/Communications	\$ 7,500	
Data Lines		
Temporary Staffing	\$ 7,500	
Travel	\$ 8,500	
Hotels/Lodging	\$ 8,000	
Parking/Tolls/Cab/Mileage	\$ 1,500	
Web Hosting/Support & General Maint	\$ 1,500	
<b>OPERATING EXPENSE SUBTOTAL</b>	<b>\$ 891,000</b>	



**Recommendation: Support and expand capacity of non-profit developers focused on long-term affordability for very low-income families through multi-year operating support, resource alignment, technical assistance, and relationship building. This will facilitate construction, acquisition and/or preservation of affordable housing at scale.**

**Description:**

*Project Financing*

- Double current resource allocations for non-profit developers (CDBG, HOME funds, etc.) and determine opportunities for optimization
- Invest resources that could aid in the capacity / agility of non-profit mission-aligned developers to acquire affordable land and/or properties (e.g. creation of a database of the inventory/pipeline available)

*Policy*

- Vet legislative options at the State level that would allow for the following:
  - Provide the ability for land banks and/or qualified affordable housing developers to issue trump bids at tax sales
  - Provide the ability for land banks and/or qualified housing developers to obtain derelict and foreclosed properties at tax sale for a 50% or steeper discount.
- Work with the City to adopt a grace period or waiver on code fines for non-profits who obtain substandard property for some reasonable period of time (90-120 days)

*Capacity Building*

- Build a high capacity network of non-profit developers interested in purchasing at-risk affordable housing (NOAH and Expiring Subsidies – e.g. LIHTC expiring affordability periods) and build an infrastructure to facilitate such transactions.
- Invest resources that could enable non-profit housing organizations to invest in talent retention/recruitment efforts of key housing development personnel

**Key Partners:**

- City of Atlanta – Office of Housing
- Metro Atlanta Public Sector Preservation Collaborative (City of Atlanta, Invest Atlanta, Atlanta BeltLine Inc., HUD, DCA, and Atlanta Housing)
- Fulton County Tax Commissioner
- Mission Aligned Developers (CDCs, non-profits, for-profits)



- NeighborWorks America
- Georgia ACT
- Enterprise Community Partners
- Incremental Development Alliance
- Reinvestment Fund
- Multifamily Brokers
- Affordable Multifamily Owners
- Historic preservation organizations (Georgia Trust, Historic Atlanta)
- Atlanta-Fulton Land Bank Authority
- Federal Reserve Bank of Atlanta
- Philanthropic community
- Urban Land Institute (ULI)
- Faith-Based Community

**Barriers and Outcomes Addressed:**

- Non-profit housing developers, with the mission and expertise to serve this population, do not have the resources to scale up to meet the need
- Address burdensome regulatory costs that prevent new supply
- Complicated funding matrix creates a barrier to entry – for profit / market rate developers are absent from discussion.

**We are successful if (SMART metrics)**

- Over the next 5 years, non-profit developers focused on long-term affordability for very low-income families have doubled their production.
- If there is a resource infrastructure<sup>1</sup> that supports the development of long-term affordable housing for very low-income families by non-profit organizations.
- If the current percentage allocation of affordable funding for non-profit developers is doubled.

**Budget (all figures are estimates):**

**Operational Support**

\$6.5 million over 5 years

---

<sup>1</sup> System(s) in place with key funding partners that have shared priorities and are coordinating resources and working together to achieve agreed upon goals



### Technical

\$975,000.00 over 5 years (195,000.00 annually)

Out of the total projected amount of a dedicated funding source<sup>2</sup>, an allocation of at least 30% of housing funds to be used for developments sponsored by non-profits in exchange for long-term affordability.

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who	Non-profit Intermediaries	Non-Profit developers Non-profit Intermediaries	Non-Profit Developers	Non-profit Intermediaries
What	Assessment/Plan/TA/Train for non-profit developer and subsidies providers Resource Alignment	TA Pre-development Multi-year funding	On-going pre-development and construction	TA Construction Preservation

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources? **The recommendation should increase production of housing for under 50% AMI, the types of developments that nonprofits most often choose to develop, pending sufficient resources.**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **The recommendation advances racial equity and inclusion by expanding the types of developers producing affordable housing. In Atlanta most of the nonprofit organizations are led by African-Americans working in predominantly African-American neighborhoods, which historically have been underserved. These neighborhoods undergoing revitalization typically result in existing residents being forced out. If nonprofits had more resources and more capacity, they could participate more fully in revitalization efforts and aid resident retention.**
- How does this recommendation contribute to a more resilient and healthy Atlanta? **Atlanta has several underserved neighborhoods with concentrations of poor people.**

<sup>2</sup> See Public Investment's final recommendation for dollar amount



Nonprofit organizations working in those neighborhoods often do not have the resources or the skills to adequately take on the challenges these neighborhoods face. With adequate resources these organizations would be better prepared to not only meet the housing needs of the people living there, but could also provide a more comprehensive suite of services, such as financial education, workforce development, safety programs, etc.

- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Support and expand capacity of non-profit developers focused on long-term affordability for very low-income families through multi-year operating support, resource alignment, technical assistance, and relationship building. This will facilitate construction, acquisition and/or preservation of affordable housing at scale.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.



---

# Funding Recommendations



## **Recommendation: Develop a toolbox of financing & leasing options for legacy business owners to be able to remain in place**

### **Description:**

- Identify and explore a legacy business tax credit
- Provide legacy business owners with access to accessible financing in order to purchase their commercial spaces (i.e., lower interest, more flexible commercial loans)
- Explore possibility/viability of commercial co-operatives
- Cultivate nonprofit-legacy business partnerships to provide long-term affordable commercial space to legacy business owners (i.e., a version of commercial rent control)
- Cultivate nonprofit-legacy business owner joint ventures to provide legacy business owners with the opportunity to purchase their own commercial spaces
- Reinvigorate the Urban Enterprise (UEZ) program in the city, secure Fulton County's participation<sup>1</sup>
- Target neighborhoods where small businesses are at high risk of displacement (i.e. Westside and BeltLine)
- Identify legal resources that small business owners might benefit from resulting from tenant displacement/rights.
- Include asset management as a component of the toolkit.

### **Key Partners:**

- Atlanta Wealth Building Initiative
- PSE
- OneAtlanta
- Atlanta Beltline Partnership
- Invest Atlanta
- The Arthur M. Blank Family Foundation – other philanthropic partners?
- GA Watch
- GA MicroEnterprise Network (GMEN)
- Grove Park Foundation

---

<sup>1</sup> An “urban enterprise zone” (UEZ) is a designated district that is located within an economically-depressed area of the City where property owners receive tax abatements over a ten- year period, if certain conditions are met.

<https://www.atlantaga.gov/government/departments/city-planning/office-of-housing-community-development/economic-development-division/urban-enterprise-zone>

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





- Bank On Atlanta, small business program
- Mayor's Office of Immigrant Affairs
- City Accelerator program<sup>2</sup>

**Outcomes** (from problem definition statement):

Atlanta is losing its social fabric as predominantly black and brown residents are displaced and we lose social and cultural assets.

**We are successful if (SMART metrics)**

- The legacy business owner tool kit is created by spring 2019
- At least xxx legacy business owners are supported over next 3 years
- What else?

**Budget (all figures are estimates):**

TBD

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who	Blank Foundation			
What	Host a focus group for small business owners at risk of displacement to run through the menu of options available and what other offerings are needed to help them stay in place.			

**Recommendations related to stated goals and values:**

- Does this recommendation increase the current production/ results/ resources? **Yes – it is targeted to increase the # of legacy business owners who either own their own commercial spaces or have secured a long-term affordable leasing situation.**

<sup>2</sup> an initiative of the Citi Foundation and Living Cities, to foster innovation and promote collaboration between urban leaders to support the growth of local minority-owned businesses  
<https://www.atlantaga.gov/Home/Components/News/News/11645/672>  
 S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **This recommendation directly speaks to racial equity and inclusion by targeting legacy business owners in gentrifying neighborhoods – who are predominantly African-American.**
- How does this recommendation contribute to a more resilient and healthy Atlanta? **This recommendation contributes to a more resilient and healthy Atlanta by supporting legacy business owners, who are critical part of the fabric of a neighborhood, be able to stay and provide services and products to existing legacy residents, as well as new residents.**
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **Not yet.**

**Recommendation: Develop a toolbox of financing & leasing options for legacy business owners to be able to remain in place**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Single family preservation revenue source - Obtain a Citywide New Market Tax Credit allocation to fund single family scattered site preservation at scale in City neighborhoods.**

**Description:**

Convene a group of key stakeholders to form an eligible CDE (Community Development Entity) to apply for a NMTC award from the CDFI Fund of the U.S. Department of the Treasury.

In the event NMTC application is delayed or unsuccessful, seek alternate forms of consistent single-family rehab/preservation funding.

**Key Partners:**

- City of Atlanta Office of Housing
- Invest Atlanta
- Fulton County/City of Atlanta Land Bank Authority
- Nonprofit and for-profit developers with the capacity to execute quickly
- Nonprofit/other lenders with existing products for the required "leverage loan"
- Law firm with NMTC experience
- Consultant with NMTC experience

**Outcomes** (from problem definition statement):

This recommendation seeks to proactively address the following negative results outlined in the Preservation Working Group's problem definition statement (copied from "As A Result:" section near the bottom of page two):

- Individuals moving out of the city to a cheaper market increases commute time, adds to traffic, and lost productivity
- Inability to pay rent leads to transiency (move outs and evictions) which has a major impact on schools and educational attainment.
- We are rapidly losing our low-wage workforce because they cannot afford to live in the city – rents are increasing at a rate higher than incomes.
- Creating concentrations of poverty – often in suburban areas.
- Other negative impacts on schools, health and air quality, inequality, and homelessness.
- Loss of social fabric, vibrant communities, and diversity in neighborhoods.

**We are successful if (SMART metrics)**

- City-based consortium obtains an NMTC award of \$50 - \$75 million from the CDFI Fund of the U.S. Department of the Treasury.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- The group assembles a list of prequalified developers through an RFQ process completed in advance of the application submission.
- Selected developers complete NMTC expenses (by acquiring, rehabbing, and selling single family homes in eligible census tracts) within the prescribed deadline.
- 300 to 500 single family units are rehabilitated and sold in eligible NMTC census tracts within the City of Atlanta (question: should we impose an additional affordability requirement not imposed by the NMTC program?)

#### Budget (all figures are estimates):

- Citywide award of NMTC's valued at \$50 - \$75 million

#### Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who	<ul style="list-style-type: none"> <li>-ANDP and other interested s.f. developers</li> <li>- Kutak Rock</li> <li>- Invest Atlanta</li> <li>Fulton Atlanta Land Bank</li> </ul>	<ul style="list-style-type: none"> <li>- Citywide consortium including public agencies, nonprofits, banks, for-profits</li> <li>- Enterprise</li> <li>- NeighborWorks America</li> </ul>	<ul style="list-style-type: none"> <li>- Prequalified Developers</li> <li>- Key members of Citywide consortium involved in program administration and compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Prequalified Developers</li> <li>- Key members of Citywide consortium involved in program administration and compliance</li> </ul>
What	<ul style="list-style-type: none"> <li>- Research how current allocations are being used</li> <li>- Identify 2019 application submission deadlines and requirements</li> <li>- Establish City-based consortium that will serve as the NMTC applicant</li> </ul>	<ul style="list-style-type: none"> <li>- Apply for NMTC for funding to be awarded in late 2019 or early 2020</li> <li>- Prepare and distribute RFQ for prequalified developers</li> <li>- Select prequalified developers (final selection to be made upon application approval)</li> </ul>	<ul style="list-style-type: none"> <li>- Receive allocation</li> <li>- Begin to deploy funds for single family acquisition and rehabilitation</li> <li>- Fulfill all ongoing reporting and compliance requirements</li> </ul>	<ul style="list-style-type: none"> <li>- Complete expenditure of all NMTC funds for single family acquisition and rehabilitation within prescribed deadlines</li> <li>- Fulfill all final reporting and compliance requirements</li> </ul>

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Single family preservation revenue source - Obtain a Citywide New Market Tax Credit allocation to fund single family scattered site preservation at scale in City neighborhoods.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Multifamily revenue source – Create a financing mechanism to recapitalize and preserve LIHTC properties at Year 15 via existing owners.**

**Description:**

Create a long-term, low cost financing tool to recapitalize Year 15 LIHTC properties via existing owners, enabling light to moderate rehab and long-term preservation and sustainability of properties.

**Key Partners:**

- Metro Atlanta Public Sector Preservation Collaborative
  - City of Atlanta
  - Invest Atlanta
  - Atlanta BeltLine Inc.
  - HUD
  - DCA
  - Atlanta Housing
- Private Funders/Financing Entities
  - CDFIs – Enterprise, RF, LIIF, ANDP, Others
  - Banks
  - Corporations
  - Philanthropy
- LIHTC Developers – Nonprofit and For Profit
- GA Affordable Housing Coalition

**Outcomes** (from problem definition statement):

This recommendation seeks to proactively address the following negative results outlined in the Preservation Working Group's problem definition statement (copied from "As A Result:" section near the bottom of page two:

- Individuals moving out of the city to a cheaper market increases commute time, adds to traffic, and lost productivity
- Inability to pay rent leads to transiency (move outs and evictions) which has a major impact on schools and educational attainment.
- We are rapidly losing our low-wage workforce because they cannot afford to live in the city – rents are increasing at a rate higher than incomes.
- Creating concentrations of poverty – often in suburban areas.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- Other negative impacts on schools, health and air quality, inequality, and homelessness.
- Loss of social fabric, vibrant communities, and diversity in neighborhoods.

#### **We are successful if (SMART metrics)**

- A preservation financing tool is created to support recapitalization of Year 15 LIHTC properties, preserving affordability with existing owners. This tool will be outside of the 9% LIHTC resource.
- Public and Private financing entities partner to leverage funds and provide low cost, long term financing.
- Approximately 12,000 units reach Year 15 within the next five years; the committee that develops this financing tool will develop a goal to address a subset of the most at risk properties within this universe. (It is premature to set a goal, as the financing mechanism is not yet developed).

**Budget (all figures are estimates):** TBD

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who	DCA, with developers and public partners	DCA, CDFIs, Public Partners	CDFIs, Banks	Developers
What	Engage LIHTC Developers, DCA, and other public and private financing partners to detail Year 15 financing needs and potential solutions.  DCA, with public partners, will set annual goals for number of units preserved vis this financing mechanism.	DCA to engage public and private partners to develop a long-term low-cost financing tool – initially funded with public funds.	Private funding sources leverage public funds to increase preservation opportunities.	Year 15 properties access this financing tool to preserve affordability.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Multifamily revenue source – Create a financing mechanism to recapitalize and preserve LIHTC properties at Year 15 via existing owners.**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





**Recommendation: Demonstrate how impact investing and private capital can fill gaps in financing affordable housing development and preservation by establishing housing-specific impact fund(s).**

**Description:**

- Three to four new impact funds focused on affordable housing and related needs/ services, could include:
  - Acquisition TOD fund – a public private participation structure to support competitive terms for the acquisition of land and property to secure sites for affordable housing.
  - Social impact below market debt/equity fund – private investor fund to support gap financing needs of affordable housing development and preservation.
  - Opportunity zone/fund – capitalizing on the new tax reform bill to create an equity resource for affordable housing development in qualified census tracts submitted by the Governor’s office and approved by HUD. This is could support a number of priority place-based initiative pipeline in Atlanta.
- Catalyst fund – a grant fund supported by philanthropy and corporate foundations that would help catalyze projects forward. This could be gap funding, seed funding, option funding to be competitive in the market, guarantees or credit enhancements to build borrowing capacity of mission driven organizations, etc.
- The funds will be developed around the existing pipeline of projects and major place-based initiatives. They will start with location-based investments to prove the concept and in support of broader investment long term;
- Key to success will be a case statement of what the funds will be used for, approximate number of units, a governance structure, and affordability targets;
- Initial investments should be different prototypes of where these funds can make a difference (e.g. one new construction mixed-income community, one preservation opportunity, one site acquisition, one long-term rent subsidy);
- The funds leverage existing public partner efforts to maximize public-private partnerships, particularly around strategic priorities for the city.
- Leverage the process and governance structure of funds already in operation (i.e. TriStar’s impact fund and Go ATL) to share best practices, mission, fund structure, etc.
- Note: An assessment of the current ecosystem will be a part of the coordinated investment framework to align and or connect existing capital to support the new fund vehicles (ie: CDFI and bank community development capital).



### Key Partners:

- Working group members: David Allman, Jim Schroder, Marjy Stagmeier, Cecil Phillips, Brian Cayce, Meghan Shannon-Vlkovic
- Existing funds: TriStar, Westside Future Fund, and GoATL Fund
- Enterprise Community Partners
- Affordable housing developers and owners
- High net worth individuals and their advisors/ managers
- DCA
- Atlanta Housing
- City of Atlanta and OneAtlanta

### Outcomes this Addresses (from problem definition statement):

- Affordable housing production is increasing.
- Low and moderate-income residents have more and better options.
- New housing stock is serving a broad cross-section of affordability ranges.
- Private investment is harnessed to produce workforce housing– improving Atlanta’s economic competitiveness.
- There is a better understanding and a shared perspective on how to address housing affordability across income bands (i.e. 30- 120 % AMI).

### We are successful if (SMART metrics)

- Identify a pipeline and funding needs to help design fund/s strategy completed by 3Q 2018.
- Articulate fund strategy and investor pitch deck by 4Q 2018.
- Model and demonstrate a minimum of two investments supporting fund development by 4Q 2018.
- Operationalize a COA Opportunity Fund by 4Q 2018.
- Operationalize one new social impact fund by 1Q 2019.
- Evaluate additional social impact fund needs (including models/ lessons learned of funds in other states) by 1Q 2019.
- Operationalize one acquisition fund by 1Q 2019.
- Create a philanthropic catalyst grant fund by 1Q 2019.
- Complete three investments by 2Q 2019 and,
- We can communicate the missional impact and financial success of the pilots to grow the fund(s) through the end of 2019.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Budget (all figures are estimates):**

- Upfront legal costs:
- Overhead to run:
- Other:

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who/ What	Enterprise identifies viable pipeline  Enterprise works with COA, LIIF, TFA and partners to create business plan for nimble Acquisition Fund  Opportunity Fund structured	Enterprise facilitates philanthropic catalyst fund  Opportunity Fund operationalized		Engage a broader network of CDFI's, as an opportunity to build capacity.
Who/ What	David and Marjy meet with legal experts to begin setting up fund	Enterprise + the coordinated collaborative (Kendeda, Kaiser, CFGA, Blank Foundation, Cousins Foundation, Anne E. Casey, and GA Power.		
Who/ What				

**Recommendations related to stated goals and values:**

- Does this recommendation increase the current production/ results/ resources? **Yes**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **No – funding alone does not advance racial equity. Criteria would need to be established around a diverse set of fund managers, geographic diversity/ balancing production with a focus on areas of opportunity, underwriting criteria.**

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- How does this recommendation contribute to a more resilient and healthy Atlanta?  
**Potentially**
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **Work in progress**

**Recommendation: Demonstrate how impact investing and private capital can fill gaps in financing affordable housing development and preservation by establishing housing-specific impact fund(s).**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Create a package of substantial new or expanded public revenue sources for the production or preservation of affordable housing.**

The new sources of revenue could be designated into existing housing agency programs, to the General Fund for debt service on new housing bonds, or invested in a new, "braided" public-private fund that has scale and flexibility to be directed in furtherance of strategic priorities (i.e., land acquisition, housing near transit, targeted geographical areas) by a new housing cabinet.

**Description: Options for consideration include**

**ONE-TIME FUNDINGS:**

- Issue a \$250 million Housing Opportunity Bond in 2019
- Designate \$50 million in New Markets Tax Credits for mixed-use/ rental or single-family homes over the next four years (assuming Congressional renewal)
- Redirect a modest portion of the TSPLOST MARTA funds to a "Living Transit Fund" for land acquisition

**NEW OR EXPANDED ANNUAL FUNDING:**

- Establish a new tax of 15-20% on gross revenues from surface parking lots to generate \$15-20 million annually
- Establish a Housing Trust Fund as a carve-out of 5 mils in the General Fund to generate \$8 million annually
- Expand the real estate transfer tax (local option) to generate an additional \$3-4 million annually.<sup>1</sup>
- Establish a tax (or enforce the existing through new regulation) on Airbnb rentals to generate approximately \$2-3 million annually
- Funds collected in TADS prior to 2018 but not yet committed should be designated, all or partially, for affordable housing within the TAD.
- The 1% Municipal Option Sales Tax (MOST) was created in 2004 to pay for sewer upgrades. It expires in 2020, presenting an opportunity to redirect a portion of the tax to affordable housing. A fractional portion (say 0.1%) would raise approximately \$13 million annually. This would require state legislative and voter approval to extend and redirect it.

**Key Partners:**

- Mayor Keisha Lance Bottoms and City Council members

---

<sup>1</sup> Other work by Emory/ Frank Alexander showed that Fulton County could generate \$45 - \$75 million annually if Real Estate Transfer Tax increased to rate of neighboring states.



- A to-be-created “housing cabinet” drawn from public agencies heads and key private and nonprofit sector leadership, to be led by a Chief Housing Officer.
- Primary city housing agencies: City of Atlanta Dept of Planning, Invest Atlanta, Atlanta Housing, and Atlanta Beltline Inc., Fulton Atlanta Land Bank Authority
- Private development community leadership
- Key nonprofits and civic leadership: Enterprise Community Partners, Atlanta Neighborhood Development Partnership, City for All Housing Coalition

**Outcomes** (from problem definition statement):

- A baseline inventory of public land owned across agencies
- Public investment decisions are determined by an overarching, strategic set of guidelines, including income targeting, geographical targeting, etc., as directed by a cross-agency, multi-sector “housing cabinet”
- Increased production to 3,500 units annually
- Increased preservation of “naturally occurring affordable housing” (NOAH)
- Greater participation by the private development community
- Affordable housing is considered as critical public infrastructure

**We are successful if (SMART metrics)**

- 3,500 units created annually to fund a range of affordable housing typologies.
- \$25-40 million is raised annually in new or expanded sources (\$200-300 million over 8 years)
- \$250 million Housing Opportunity Bond issued
- \$50 million New Market Tax Credit investment created

**Budget (all figures are estimates):** TBD

**Timeline (who is doing what by when):** TBD.

	2018	2019	2020	Ongoing
Who	Mayor, HouseATL, agency heads (“cabinet”)	Council, Mayor	Mayor, Council, Housing Cabinet	
What	Strategic funding plan & investment priorities set; baseline inventory completed	Issue Housing Opp Bond; NMTC set-aside; reg reforms to Council; tax package to General Assembly	New taxes implemented; Housing Trust Fund established	



**Recommendation: Create a package of substantial new or expanded public revenue sources for the production or preservation of affordable housing.**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

DRAFT

- ☐ I would like to work on advancing this recommendation.



**Recommendation:** Prioritize underutilized and/or surplus publicly owned assets (land and buildings) for community and economic development projects.

**Description:**

- Develop a GIS database inventory of underutilized and surplus public assets.
- Identify publicly owned sites and potential public assemblages (multi-agency) in redevelopment areas and in high market value areas.
- Empower a local agency to lead a regular, cross-agency assessment of opportunities for development of affordable housing on public land.
- Engage community stakeholders early in the process.
- Create a policy to evaluate opportunities for affordable housing developments with new public facilities (i.e. libraries, fire stations, community centers, schools) and look for opportunities to share infrastructure (parking garages, common utilities)
- Reduce barriers/inefficiencies for land disposition for the development of AH
- Redirect suitable, underutilized and surplus public assets (land and buildings) for community and economic development purposes.
- Incentivize public-private partnerships through the investment of publicly owned land for projects that provide a public use and public benefit.

**Key Partners:** The State of Georgia, City of Atlanta, Atlanta Public Schools, Atlanta Housing, Invest Atlanta, ABI, Land Bank Authority, MARTA, Fulton County, DeKalb County. Additional partners may include utility companies, i.e. Georgia Power and other institutional owners.

**Outcomes** (from problem definition statement):

- Public land and other assets become a significant part of local funding strategy.
- In addition to MARTA and the Atlanta Housing Authority, agencies have adequately assembled and developable land for affordable housing
- Underutilized and/or surplus publicly owned land is used to promote the development of community and economic initiatives.
- 

**We are successful if (SMART metrics):** A priority and/or consideration is established across all public agencies.

Question: Can we make any estimates based on current information on how many units can be created annually by leveraging public assets?

**Budget (all figures are estimates):** TBD





Timeline (who is doing what by when): TBD

	2018	2019	2020	Ongoing
Who				
What				

**Recommendation:** Prioritize underutilized and/or surplus publicly owned assets (land and buildings) for community and economic development projects.

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.



**Recommendation: Create a sustainable funding source with a specific and proportionate carve out for the production and preservation of affordable and permanent supportive housing serving households with less than 50% of the area median income.**

**Description:**

- Acknowledges the need for dedicated, sustainable funding sources for the development and preservation of affordable housing in the City of Atlanta
- Acknowledges that the bulk of housing incentives administered by the City of Atlanta and related public agencies (Invest Atlanta, Atlanta Beltline, etc.) goes towards those making 60-80% AMI; while the bulk of the housing need in the City of Atlanta exists among households making less than 50% AMI
  - 22,960 unit deficiency to those making less than 50% AMI<sup>1</sup>
  - 1,763 unit deficiency to those making 51%-80% AMI
- Acknowledges that future dedicated funding sources should be allocated proportionately, according to greatest need – i.e. households with under 50% AMI
  - Potential for dedicated funding for below 50% of AMI could leverage capital from other levels of government – e.g. National Housing Trust Fund
- Acknowledges that significant public subsidy is required in typical housing deal serving very-low and extremely-low income households; The market cannot deliver on its own
- The design (distribution) of a future funding source must reflect this growing and disproportionate need to increase inventory for very low and extremely low-income households.
- Leveraging the proposed public fund, vet additional opportunities to attract alternative capital providers, both philanthropic and private
- Potential uses include:
  - **Operating capital**<sup>2</sup> – for mission-based housing owners and/or service providers devoted to funding wrap-around services, particularly in permanent supportive housing developments.
  - **Acquisition/rehab capital** - Flexible, nimble for preserving NOAH and other at-risk subsidized properties. Could be in the form of a revolving loan fund<sup>3</sup>
  - **Predevelopment capital**

<sup>1</sup> Carpenter, Ann. "Affordable Housing Overview: Atlanta." HouseATL Taskforce Meeting, 20 February 2018

<sup>2</sup> Identified as a primary funding priority by group members

<sup>3</sup> Fund should have clear loan terms and understanding of how often a developer may access the RLF in the course of a project



- **Development incentives**

**Key Partners:**

- City of Atlanta
  - Mayor / Housing Cabinet (TBD)
- City Council
- State of Georgia
  - Department of Behavioral Health
  - Department of Community Affairs
- U.S. Housing and Urban Development (HUD)
- Mission-aligned developers, CHDOs, CDCs, homelessness service providers
- Partners for HOME
- Philanthropic Partners?
- Private Partners
  - CDFIs / Financial institutions
  - Future Opportunity Funds

**Barriers & Outcomes Addressed:**

- Existing equity and debt funding mechanisms, including subsidies, are limited, inflexible, and cumbersome
  - No dedicated municipal funding
  - Limited funding solutions that prioritize families/individual making less than 50% of the region's median income
- Mission-aligned housing developers, with the mission and expertise to serve this population, do not have the resources to scale up to meet the need
- City of Atlanta, Fulton County, DeKalb County, and its and community institutions (hospitals, schools, courts, etc.) take on significant costs to address adverse outcomes associated with substandard housing stock and households' lack of access to social services.
- Residents are increasingly disconnected from robust wrap-around services.
- Not enough housing developers are motivated to build for this market, which has the additional impact of stifling new opportunities for innovation.



### We are successful if (SMART metrics)

- Creation of a dedicated, public funding source(s) created for sole purpose of increasing affordable housing supply, particularly for households at or below 50% AMI and for supportive housing development, in the City of Atlanta by 2020 - *(Confirm this year aligns with Public Investment rec timeframe)*
- **XX%** of dollars reserved for those serving households making at or below 50% area median income *(TBD – align with assumptions made within the City's Housing Needs Assessment)*
  - **XX%** of these dollars reserved for extremely-low income individuals (30% AMI)
  - **XX%** of those dollars reserved for supportive housing development for individuals experiencing homelessness
- Increase housing production:
  - **XX** housing units created for households making 30-50% AMI by 20\_\_ **(year)**
  - **XX** housing units created for households making <30% AMI by 20\_\_ **(year)**
  - **XX** supportive housing units created for the chronically homeless by 20\_\_ *(TBD – align with assumptions made within the City's Housing Needs Assessment)*
- Readily available and flexible source of operating capital to fund wrap-around services within housing developments, particularly permanently supportive housing developments
- Oversight body/commission for the fund includes proportionate representation from stakeholders (developers, service providers, or housing advocates) who serve the Under 50% AMI market

### Budget (all figures are estimates):

Budget should align with Public Investment funding recommendation.

*Waiting on City's Housing Needs Assessment to ensure alignment on current and future need.*

### Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who	HouseATL members	HouseATL subset & City of Atlanta	City of Atlanta	
What	Build out unit count goal /dollar assumptions based on City of Atlanta's Housing Needs Assessment	City to convene cross-sector focus groups to weigh in on specifics of fund design as outlined above; identify opportunities for	Launch fund	



	Identify sources of funds and legislative strategy for approval (see Public Investment recommendation)	flexibility within funding		
--	--	----------------------------	--	--

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources? **Yes**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **Ensures affordability is prioritized and mandated for the poorest and most vulnerable Atlantans.**
- How does this recommendation contribute to a more resilient and healthy Atlanta? **This recommendation ensures those at the margin will be prioritized by a strategic and proportionate allocation of resources.**
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Create a sustainable funding source with a specific and proportionate carve out for the production and preservation of affordable and permanent supportive housing serving households with less than 50% of the area median income.**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.



---

# Policy Recommendations



**Recommendation: Develop comprehensive wealth building programs for low and moderate-income residents and businesses in Atlanta's predominantly Black and Brown neighborhoods experiencing significant investment.**

- Entrepreneurship
  - Business plan design, mentor-mentee programs, access to capital, next level business growth training, managing books, investing for growth
- Homeownership
  - Basics of homeownership, creating a realistic budget prior to purchase, property taxes, foreclosure prevention, funding options for first time buyers
- Financial education and literacy
  - Workshops, coaching, banking services, free tax prep, credit improvement, total financial health, IDAs
- Increased job opportunities
  - Engage local job training programs, scale to support neighborhood residents, options for training stipends, barrier elimination, access to jobs in growth industries
- Explore funding opportunities to support wealth building in a large, scalable way
  - CRA?, Public/private?

**Description:**

- Prioritize low and moderate-income residents and businesses in Atlanta's predominantly Black and Brown neighborhoods experiencing significant investment
- Expand definition of CRA for local banks to more broadly include these programs
- Financial education and literacy for families and small businesses, including budgeting, savings, and credit
- Recommit resources to the whole family and financial health to help build generational wealth
- Leverage Atlanta Legal Aid's generational wealth program for homeownership and foreclosure prevention
- Leverage Grove Park Foundation's job training stipend IDA program that gives individuals in low-paying jobs access to job training that will increase their earnings and move them up the economic ladder.

**Key Partners:**

- The Center for Working Families
- Annie E. Casey

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- Federal Reserve Bank of Atlanta
- TFA
- PSE
- Urban League of Greater Atlanta
- Local financial institutions
- Atlanta Wealth Building Initiative
- Atlanta Land Trust
- Georgia Watch
- United Way
- Georgia Budget and Policy Institute
- GA Act
- Bank on Atlanta
- MicroEnterprise Network
- Westside On the Rise
- Atlanta Legal Aid
- Grove Park Foundation

**Outcomes** (from problem definition statement):

- Atlanta is losing its social fabric as predominantly black and brown residents are displaced and we lose social and cultural assets.
- New residents enter a community without awareness of, or regard for, the history and ongoing relationships of the neighborhood, and are not educated or encouraged to create connections that will strengthen the social fabric.
  - This pattern of behavior encourages legacy residents to resist new investments as they have learned that change usually means their eventual displacement.
- Low-and moderate-income residents do not reap the benefits of improved access to opportunity schools, mobility, jobs).
- Naturally occurring affordable housing and standard housing is being lost and not being replaced by permanently affordable housing.

**We are successful if (SMART metrics)**

- XXXX

**Budget (all figures are estimates):** TBD

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who				
What				

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Develop comprehensive wealth building programs for low and moderate-income residents and businesses in Atlanta's predominantly Black and Brown neighborhoods experiencing significant investment.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Provide property tax relief for affordable housing that meets designated criteria.**

**Description:**

Create a property tax abatement or exemption program to provide property tax relief for affordable housing produced or preserved, meeting specific criteria.

This recommendation is to provide beneficial tax policy that will improve opportunities to entice ownership and/or preservation of affordable housing. The policy enhancements will include:

- Establishment of tax abatement policy modeled after the TN PILOT program. Allows for extended period of reduced tax rate paid via PILOT. Consideration of LBA, Invest Atlanta, and Atlanta Housing as potential public entities for pilot of program.
- Creation of mechanism for affordable property owners to opt into restrictive programs that provide for reduced tax rate, as long as, property is used for affordable housing based on the AMI served. Both for existing owners, and new owners; potential for a portion or all of the units to be affordable.
- Utilize targeted geographic zones based on Urban Enterprise Zones with a focus on housing. Ensure that property tax incentive is available in high opportunity areas in addition to areas in need of revitalization.
- Creation of temporary anti-displacement tax fund modeled after Westside anti-displacement tax fund focused on additional targeted neighborhoods experiencing gentrification. The focus would be for temporary relief for rental owners for maximum of 24-36 month until more permanent policy solutions are in place.

**Key Partners:**

- City of Atlanta
- Invest Atlanta
- Atlanta BeltLine Inc.
- Fulton County Tax Assessor
- Fulton County
- DeKalb County
- State of GA Legislature
- GA ACT
- Enterprise Community Partners
- GA Affordable Housing Coalition
- Atlanta Apartment Association

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



### Outcomes (from problem definition statement):

This recommendation seeks to proactively address the following negative results outlined in the Preservation Working Group's problem definition statement (copied from "As A Result:" section near the bottom of page two:

- Individuals moving out of the city to a cheaper market increases commute time, adds to traffic, and lost productivity
- Inability to pay rent leads to transiency (move outs and evictions) which has a major impact on schools and educational attainment.
- We are rapidly losing our low-wage workforce because they cannot afford to live in the city – rents are increasing at a rate higher than incomes.
- Creating concentrations of poverty – often in suburban areas.
- Other negative impacts on schools, health and air quality, inequality, and homelessness.
- Loss of social fabric, vibrant communities, and diversity in neighborhoods.

### We are successful if (SMART metrics)

- State legislation is passed to provide for targeted tax relief for properties used for affordable housing based on identified qualifying criteria.
- The annual rate of decline or loss of NOAH properties is measurably slowed.
- Existing owners of affordable housing retain ownership and continue to use the property for affordable housing instead of converting to market.
- Mission driven non-profits and for-profits increase their portfolios of actively managed affordable housing.

### Budget (all figures are estimates):

TBD

### Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who	Coalition that minimally includes City of Atlanta, Fulton County, GAACT, Enterprise; lobbying entity.	Ga State Legislature Fulton County Tax Assessor		

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



What	Submit recommended legislation to State Legislature for consideration during 2019 session.	Pass recommended legislation during 2019 Session.  Implement new tax policy for reduced assessment		
------	--	--	--	--

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Provide property tax relief for affordable housing that meets designated criteria.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



*IN DRAFT FORM PENDING SURVEY REVIEW*

**Recommendation: Target reforms in the local housing regulatory system to create cost savings and boost production.**

*Only state and local regulations that can be changed by local action are addressed.*

**Description:**

- Will result in reduced taxpayer subsidy and an environment more conducive to private sector developers.
- Outline existing zoning challenges and restrictions including: Parking minimums; minimum unit sizes; density increases; ADUs and rental units on residential single-family lots; "by right" development rights; expediting public engagement process; and inclusionary zoning rewrite
- Better align funding applications, timelines and approval process on financing and underwriting.
- Recommend changes to City permit process to streamline building permitting and inspections process and relieve time delays and cost prohibitive impact fees
- Provide subsidies for land assembly and predevelopment cost
- Revise the tax code to incentivize owners of "naturally occurring affordable housing" to restrict units for affordable housing in return for reduced property taxes.
- Expand the homestead exemption as a means of keeping people in their homes

**Key Partners:**

- CoA Department of City Planning
- Y
- Z

**Outcomes** (from problem definition statement):

- Inadequate and declining stock of existing affordable inventory, and inadequate production levels for both multifamily rental and single-family homeowner.
- No geographically balanced housing strategy.
- Constrained ability to draw in a broader field of private developers or capital or to redeploy existing resources like surplus land.
- There is no baseline inventory of resources and investments across agencies.
- No widely known database for families and individuals to use that identifies where affordable units are located, especially in higher wealth neighborhoods.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



*IN DRAFT FORM PENDING SURVEY REVIEW*

We are successful if (SMART metrics)

- X
- Y
- Z

Budget (all figures are estimates): TBD

Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who				
What				

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Target reforms in the local housing regulatory system to create cost savings and boost production.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Expand availability of short-term and emergency solutions to combat rising evictions in the City of Atlanta and prevent families from entering homelessness**

**Description:**

- Fully fund and staff a full time legal representative and social service representative at the Housing Court Assistance Center at the Fulton County Courthouse to ensure individuals facing eviction are connected to legal resources so that evictions can be prevented, delayed and/or mitigated.
- Create a fund to allow the Continuum of Care to fully staff and provide temporary financial support to prevent and divert families from entering homelessness
- Mitigation strategy that also ensures at-risk households are connected to relevant services depending on situation (financial health counselor, social services, etc.)
- Leverage existing and emerging technologies that can easily track evictions as soon as they are filed to ensure prompt notifications of affected parties and pairing of available legal resources (via the Housing Court Assistance Center). Expand upon and widely publish list of organizations offering short-term rental assistance.
- Longer term goals should include charting a legislative strategy for stronger tenant protections in the State of Georgia
- Explore opportunities to engage landlords on alternatives to evictions; conduct listening sessions with “worst offender” landlords to better identify solutions to decreasing filing rates in Atlanta

**Key Partners:**

Housing Court Assistance Center

- Atlanta Volunteer Lawyers Foundation (AVLF)
- Partners for HOME/HomeFirst (PFH)
- Lawyers Equal Justice
- Georgia State University College of Law
- Fulton County Magistrate Court
- Faith-based Community
  - Buckhead Christian Ministries
  - Midtown Assistance Center
- Philanthropic Community
  - Current partners: Eversheds Sutherland, RentPath Gives Back

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Short-term/ Emergency Assistance Fund

- Partners for HOME/HomeFirst
- Philanthropic community

**Barriers and Outcomes Addressed:**

- Homelessness and/or transiency rates increase, creating greater poverty and often a multigenerational poverty cycle.
- City of Atlanta, Fulton County, and its and community institutions (courts, hospitals, schools, etc.) take on significant costs to address adverse outcomes of lack of housing
- Families and individuals are displaced from their community and exacerbate their cost burdens (transportation costs, un/under employment costs), which in turn causes neighborhoods to become increasingly less socio-economically diverse.

**We are successful if (SMART metrics)**

Tenant Housing Court Assistance Center

- Housing Court Assistance Center can be fully staffed<sup>1</sup> by first quarter of 2019
- Hire a social service representative to be staffed at the Housing Court Assistance Center by the first quarter of 2019.
- Those facing eviction have expanded access to free legal advice to better understand their rights and options under Georgia law.
- Housing Court Assistance Center offers expanded hours for tenants including some evening hours.

Short-term and Emergency Assistance Fund

- Divert at least 500 families from homelessness through fund proceeds by 2020

**Budget (all figures are estimates):**

See Exhibit A for complete details and assumptions

Tenant Housing Court Assistance Center -

- Three part-time attorneys annually to include attorney staffing and administrative costs

Short-term and Emergency Assistance Fund

- Two full-time case managers to work on diversion, housing navigation and financial assistance
- Flexible pool of funds to assist with first month's rent, utility arrears, security deposits, landlord incentivization

---

<sup>1</sup> As outlined in the Exhibit A

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who	AVLF/PFH	AVLF/PFH	AVLF/PFH	City / Philanthropic Partners
What	Creating budget and staffing plan; PFH/HomeFirst will seed startup costs and first 3 years of fund	Hire attorneys and case managers. Begin project and rental assistance funds with referrals from coordinated entry and self-help legal clinic. Expand and scale; need additional funds to scale project. AVLF and PFH will implement	Scale program and evaluate	Need support to scale and leverage investment

Recommendations related to stated goals and values:

- **Does this recommendation increase the current production/ results/ resources?** Yes, this program adds resources to support those living at the margin and at-risk of homelessness.
- **How does this recommendation advance racial equity and inclusion in the City of Atlanta?** The program ensures Atlanta provides resources and capacity to prevent families from entering homelessness and it strengthens the safety net to ensure families do not end up in substandard housing following an eviction.
- **How does this recommendation contribute to a more resilient and healthy Atlanta?** This program ensures all Atlantans are supported by ensuring families with pending evictions get proper legal representation and by preventing families from transiency, and substandard housing.
- **Has this recommendation been vetted by all key stakeholder groups?** (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)

**Recommendation: Expand availability of short-term and emergency solutions to combat rising evictions in the City of Atlanta and prevent families from entering homelessness**

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

DRAFT

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



## Housing Court Assistance Center at a Glance October 3, 2017 until June 18, 2018

### Budget:

**Current Staff:** One part-time Staff Attorney

**Paid Hours: 240 (6 hours per week)**

- Total Hours in Operation: 240
- Hours of Operation: 9:00am until 12:00pm, every Tuesday and Wednesday

Estimated Hours Spent on Work Outside Hours of Operation: 190 (19 hours per month)

- This figure is an estimate based on monthly averages. Those monthly hours consist of:
  - Preparation Time (1 hr p/m)
  - Trainings and Volunteer Recruitment (1.5 hr p/m)
  - Completing Monthly Reports (8 hr p/m)
  - Data Entry (4 hr p/m)
  - Creation and Maintenance of HCAC Website (.5 hr p/m)
  - Development (in progress) of Mobile App (not added – began in July)
  - Hours Spent at the HCAC after 12:00pm (4 hrs p/m)
    - HCAC has never turned a tenant away due to hours. The HCAC has remained open until 1:30 - 2:00pm at times to ensure that no one is turned away

Number of Individuals Assisted by the HCAC: **485**

- Visitors within scope of HCAC

Number of Individuals Impacted by the HCAC: **1,143**

- (Co-tenants and family members of those assisted)

### Outcomes – October 2017 until July 31, 2018

Total fees and rent claimed by Landlords:	\$570,111.49
<u>Total amount Landlords have received in judgments:</u>	<u>\$291,224.36</u>
<b>Difference =</b>	<b>\$278,887.13</b>
<b>Amount returned to tenants per HCAC hour =</b>	<b>\$1,239.50</b>

*Consent Agreement – 158 (36.4%)*

*Dismissal W/O Prejudice – 62 (14.3%)*

*Advice Provided (General) – 57 (13.1%)*

*Judgment for Landlord – 47 (10.8%)*

*Judgment for Tenant – 32 (7.4%)*

*Default Judgment (for Landlord) – 35 (8.1%)*

*Referred to Other Source for Legal Help – Pre-Litigation – 17 (3.9%)*

*Appeal – 13 (3.0%)*

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



## **Proposed Staffing Plan**

### **Objective:**

To ensure that all Fulton County tenants facing eviction have the opportunity to meet with a competent, well trained, and accessible attorney for assistance. The annual rate of decline or loss of NOAH properties is measurably slowed.

### **Means:**

Tenants should be able to meet with an attorney at any time during business hours (Monday through Friday, 9:00am until 4:00pm). Tenants that arrive to file an Answer to their Dispossessory Summons should be able to this attorney during the ordinary course of their journey through the court system. For this reason, the attorney or attorneys should be located within the Magistrate Court Clerk's Office so tenants may seek assistance while they are at that location filing an Answer.

As a secondary matter, in order to best serve tenants, attorneys must treat each tenant with the utmost respect. Attorney exposure to tenants must be manageable to avoid front-line burnout/compassion fatigue. Several part-time attorneys on staff will also ensure that institutional knowledge and continuity of service is not lost if an attorney leaves a staff position.

Attorneys should track data and outcomes to ensure that they are conducting their work in the most efficient manner possible. Attorneys should also look for trends, so they can assist policymakers with their existing eviction mitigation work.

### **Staffing Structure:**

The Housing Court Assistance Center should have one part-time managing staff attorney, two part-time staff attorneys, and two full time case managers.

Part-Time Managing Attorney: The managing attorney will oversee the Housing Court Assistance Center. This managing attorney will be responsible for training volunteers and the other two part-time staff attorneys, compiling monthly reports, maintaining the HCAC website, writing a scholarly article, and all other tasks outside of work at the HCAC. The managing attorney will also work at the HCAC window for three, three-hour shifts (nine hours total per week).

Part-Time Staff Attorneys: The two part-time staff attorneys will report to the managing attorney. They will work at the HCAC window for three, three-hour shifts (nine hours total per week). One staff attorney may work twelve hours per week to ensure total coverage, depending on volume.

Full-Time Case Managers: The two full-time case managers will staff the HCAC for its entirety. Case managers will work on diversion, housing navigation and financial assistance

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



## Proposed Budget

**Total = \$784,955 per year**

**Staff Total = \$11,700.00 per month; \$140,400 per year**

Part-time Managing Attorney = \$2,000 per month (approx. \$35.00 per hour)

Part-time Staff Attorneys (2) = \$2,200 per month (approx. \$30.00 per hour)

Full-time Case Managers (2) = \$7,500 per month (approx. \$45k / year each)

**Technology (website and/or app) = \$867.00 per year**

Domain Name/Hosting (godaddy.com) = \$175.00 per year

Monthly Website Maintenance (Squarespace) = 16.00 per month

App development/hosting (projected) = \$500.00 per year

**Supplies = \$1,000.00 per year**

Paper, pens, printing = approx. \$85.00 per month

**Host Agency Administrative Costs: \$10,453 (20%)**

Malpractice coverage, supervision, training, payroll processing

*Subtotal (Housing Court Assistance Center): \$152,720 per year*

**Temporary Financial Assistance Fund = \$632,235**

Flexible pool of funds to assist with first month's rent, utility arrears, security deposits, landlord incentivization

*Subtotal (Temporary Financial Assistance Fund): \$632,235 per year*

## Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Adopt new zoning regulations to ensure innovative affordable housing solutions are code compliant and scalable in Atlanta.**

**Description:**

- Define four non-subsidized housing solutions which address a range of incomes, unit sizes, and neighborhood types:
  - co-living in single family homes
  - increasing density on single family lots through Accessory Dwelling units, quads, or cottage courts
  - micro-units in multi-family developments
  - multi-family co-living
- Outline existing zoning restrictions and challenges, and present recommendations for new zoning ordinance language, as well as create a zoning category for an Overlay District. The Overlay District could be applied to any property/zoning category within prescribed areas with access to transit or proximity to employment centers (thus enabling affordability on multiple levels).
- Provide recommendations for changes to City permit processing, to relieve time delays and cost prohibitive impact fees.
- Provide case studies and ideas for floor plans and architecture, to assist a developer or homeowner in implementing any of the 4 solutions.

**Key Partners:**

- City of Atlanta Department of Planning
- Urban Land Institute TAP Committee
- Affordable housing developers and owners
- High net worth individuals and their advisors/ managers

**Barriers and Outcomes Addressed:**

- Affordable housing production is flat or declining.
- Low and moderate-income residents have fewer and often inferior options.
- New housing stock is largely serving the high-end of the market.
- Private investment's ability to produce workforce housing is waning – jeopardizing Atlanta's economic competitiveness.
- Regulatory environment stifles opportunities for product innovations
- There is a lack of understanding and a shared perspective on how to address housing affordability across income bands (i.e. very low income to workforce).

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**We are successful if (SMART metrics):**

- City of Atlanta adopts overlay district template by 2019
- 3 other jurisdictions in metro Atlanta adopt overlay template by 2020
- 100 units or more of privately funded, affordable housing are created by the market by YE2020 in metro Atlanta similar to the concepts outlined in the zoning overlay.

**Budget (all figures are estimates):**

- Upfront legal costs: \$20k to jurisdiction if ordinance is written
- Overhead to run: NA
- Other: NA

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who/ What	ULI Task Force to produce overly district template			
Who/ What	ULI to present to Atlanta area stakeholders	City of Atlanta to adopt overlay district template		
Who/ What			Other jurisdictions to adopt overlay district template	

**Recommendations related to stated goals and values:**

- Does this recommendation increase the current production/ results/ resources? **Yes**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **Yes**
- How does this recommendation contribute to a more resilient and healthy Atlanta? **Yes**
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **Work in progress**

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Adopt new zoning regulations to ensure innovative affordable housing solutions are code compliant and scalable in Atlanta.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

DRAFT

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





## **Recommendation: Invest in a City-led government affairs strategy targeting state and federal housing policy reform**

### **Description:**

- Two-fold strategy as follows:
  1. Hire a lobbyist for the City of Atlanta with expertise in housing policy and finance. Primary focus will be to elevate and advocate for policy and funding recommendations (from HouseATL and otherwise) that may require a change in State law
  2. Identify policy recommendations at the local, state, and federal agency level that would optimize the alignment and coordination of resources across various agencies and jurisdictions to support families and individuals with 50% or below of the area median income
    - DCA (LIHTC, State Housing Trust Fund, National Housing Trust Fund, CDBG, etc.)
    - City (CDBG, HOME funds, 4% tax credits, etc.)
    - City's Inclusionary Zoning In-Lieu of Payments

### **Additional Input:**

- Consider a multi-jurisdictional strategy for needed state-level reform. Involve GMA and other cities including, for example, Macon, Columbus, Savannah, Augusta, Valdosta. GMA or Georgia ACT might be good partners who already have the multi-jurisdictional relationships.
- Invest in legal research/strategy to develop and even draft legislation for new funding sources such as, perhaps, "new" taxes, discounts for non-profits to purchase land at tax sales, increases/augmentation of affordable housing trust fund, others
- Invest in legal research/strategy to develop any "new" funding options possibly available at local level including new bonds, other sources that may need public referendum and others that may not. Partners might include Georgia ACT, Kutak Rock LLP. My main point (and I think other groups may be looking at this) is that we don't just need resources to lobby, we need resources to actually research, develop, write and work-shop actual pieces of legislation that meet constitutional and state-law muster

### **Key Partners:**

- City of Atlanta Mayor's Office & Office of Housing
- Invest Atlanta
- Atlanta Housing
- Atlanta Beltline

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- Atlanta City Council
- Georgia State Representatives and State Senators
- State of Georgia – Department of Community Affairs
- Georgia ACT
- Affordable housing developers and owners
- Partners for HOME
- Additional HouseATL participants

#### **Barriers and Outcomes Addressed:**

- There is a lack of understanding and a shared perspective on how to address housing affordability across income bands (i.e. very low income to workforce).
- Available resources/ funding is not streamlined and does not “play well” with others.
- Misalignment of incentives between funding agencies, property owners, and tenants.
- Low and moderate-income residents have fewer and often inferior options.
- New housing stock is largely serving the high-end of the market.
- Regulatory environment stifles opportunities for product innovations and new supply

#### **We are successful if (SMART metrics):**

- City of Atlanta adopts relevant HouseATL recommendations into 2019-2020 Legislative Package
- Existing funding sources are optimized and better aligned to support families and individuals with 50% or below of the area median income
- Existing dollars are proportionately used to impact the greatest housing need (i.e. Under 50% AMI)

#### **Budget (all figures are estimates):**

- City lobbyist / personnel: TBD
- Other: TBD

#### **Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who/ What	City to hire housing lobbyist in advance of 2019-2020 session	City/HouseATL leadership to meet with Atlanta delegation (and others legislators) to share HouseATL recommendations		

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Who/ What	HouseATL leadership identify recommendations that would require state law change			
Who/ What	Convene cross-jurisdictional group of city/county, state, and federal agencies to identify areas of optimization			

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **Work in progress**

**Recommendation: Invest in a City-led government affairs strategy targeting state and federal housing policy reform**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



---

# Communications Recommendations



## **Recommendation: Develop and fund renters rights programs and education campaigns**

### **Description:**

- Protect and advocate for tenants' rights against unscrupulous landlords, especially in lower income neighborhoods starting to transition (look to the AVL's Stand with our Neighbors Program) especially with a focus on displacement and school mobility.
- Targeted know-your-rights education campaigns and eviction diversion demonstration projects that combine legal services and negotiated emergency rental assistance to prevent evictions, as well as integrate financial literacy programs to help stabilize the home.
- Support existing courthouse-based tenant assistance centers for eviction calendars to enable them to be open five days a week (currently only 2 days/week).
- Support increased direct representation of tenants facing involuntary displacement.
- Identify real-time monitoring and analyzing of prevalence of evictions by neighborhood to inform targeted anti-displacement collaborative efforts.
- Address the role that criminal history checks play in displacement of legacy residents when rental apartment complexes are rehabilitated in transitioning neighborhoods, including but not limited to direct advocacy with landlords, expungement assistance and policy change.
- Address common causes of the displacement of legacy residents that occurs when rental apartment complexes are rehabilitated in transitioning neighborhoods.
- Implementation of the tool through the Displacement Free Zone's to guide strategic policies including preference for residents within DRZ (displacement risk zones) for housing vouchers in new Atlanta Housing developments.
- Leverage an existing program or fund for eviction-specific mitigation that links tenants to services so that landlords understand the cause of the inability to pay (i.e. unexpected medical bills, high utility bills, etc.)

### **Key Partners:**

- AVL
- Georgia Watch
- Enterprise Community Partners
- The Center for Working Families
- Federal Reserve Bank of Atlanta (eviction data)
- Eviction Lab (Matt Desmond)

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- Atlanta Legal Aid
- Fulton Co.
- Atlanta Housing
- Housing Justice League
- GA Justice Project
- Partners for HOME
- Department of City Planning
- Bank on Atlanta
- Religious organizations: Buckhead Christian Ministry, Midtown Alliance, and Salvation Army

**Outcomes** (from problem definition statement):

- Atlanta is losing its social fabric as predominantly black and brown residents are displaced and we lose social and cultural assets.
- New residents enter a community without awareness of, or regard for, the history and ongoing relationships of the neighborhood, and are not educated or encouraged to create connections that will strengthen the social fabric.
  - This pattern of behavior encourages legacy residents to resist new investments as they have learned that change usually means their eventual displacement.
- Low-and moderate-income residents do not reap the benefits of improved access to opportunity schools, mobility, jobs).
- Naturally occurring affordable housing and standard housing is being lost and not being replaced by permanently affordable housing.

**We are successful if (SMART metrics)**

- Utilize the findings from the Equitable Housing Needs Assessment in determining the income distribution of Atlanta's future residents and therefore the housing needs to accommodate them; report completion will be fall 2018 with recommendations and information briefing to follow

**Budget (all figures are estimates):** TBD



Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who				
What				

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

### **Recommendation: Develop and fund renters rights programs and education campaigns**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Expand understanding among regional leaders, policy makers, and professionals on how to address housing affordability across income bands (i.e. 30- 120 % AMI) through educational resources and case studies highlighting successes and results.**

**Description:**

- Affordable and workforce housing is a complicated sector that is difficult for many to navigate. There is lack of a common definitions of the problem(s) and confusion over which solutions can be effective in addressing which needs.
- Developers, funders, lenders, and policy makers would all benefit from expanded resources.
- Establish an online resource for Atlanta-specific research and links to national resources on affordable housing. This could be the long-term functionality of the HouseATL website.
- Develop glossary of terms and one-pagers on complicated issues.
- Develop communications tools to map solutions to specific affordability problems.
- Develop case studies of local and national projects highlighting lessons learned and critical success factors.
- Create a regular communication around local innovations and successes.
- Launch resource around a housing forum or some other regional housing event in collaboration with key partners.
- Demonstrate framework of impact fund.

**Key Partners:**

- ULI Atlanta, its members, and ULI Terwilliger Center
- Enterprise Community Partners
- Community Foundation for Greater Atlanta?
- TransFormation Alliance
- City for All
- Metro Atlanta Chamber (business education)
- Atlanta Regional Commission (ARC)
- GA Act
- Universities (Emory, GA State, ARC, GeorgiaTech)
- Center for Civic Innovation (CCI)
- TransFormation Alliance

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





- NeighborWorks

**Outcomes this Addresses** (from problem definition statement):

- There is a lack of understanding and a shared perspective on how to address housing affordability across income bands
- Local philanthropy has not had a workable template to engage and prioritize affordable housing
  - The case has not been made that quality, affordable housing is tied to and a means to other shared goals (health, education, economic mobility)
- There is constrained capacity and lack of understanding to utilize existing capital available for affordable housing.
  - Complexity of capital structure, including various streams of funding for affordable housing – is something private capital doesn't understand, nor does the fast pace of their deals allow for such due diligence.

**We are successful if (SMART metrics)**

- Developed initial content and structure for online resource by December 31, 2018;
- Host regional housing event/ forum by July 31, 2019;
- Create structure for ongoing content and case study development;
- Develop program for ongoing housing communications focused on innovations, announcements, and successes.

**Budget (all figures are estimates):**

- Costs to develop communication tools: \$75,000 (est.)
- Cost to maintain site: \$25,000 - \$50,000 annually (depending on staffing approach)
- Other:

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who/ What	ULI Atlanta shares and refines glossary of terms, compiles existing case studies, local research and relevant national research	ULI Atlanta to host a regional forum on affordable housing		Host an annual HouseATL "reunion" to highlight successes, share best practices, and see what is being implemented on the ground.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Who/ What				
Who/ What				

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources? **Indirectly**
- How does this recommendation advance racial equity and inclusion in the City of Atlanta? **By expanding an understanding of affordable housing and making the issue accessible to more leaders and policy makers, framing housing as fundamental to broader community goals.**
- How does this recommendation contribute to a more resilient and healthy Atlanta? **By keeping housing among the top priority issue areas**
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)? **Work in progress**

**Recommendation: Expand understanding among regional leaders, policy makers, and professionals on how to address housing affordability across income bands (i.e. 30- 120 % AMI) through educational resources and case studies highlighting successes and results.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Launch a focused outreach campaign about Tenant Based Voucher Programs aimed at apartment developers and landlords in order to encourage higher participation and acceptance of vouchers within the City of Atlanta.**

**Description:**

- There simply are not enough available units (particularly 1-2 bedroom) in the City of Atlanta for families holding vouchers. As a result, many voucher-holders are forced to port to neighboring jurisdictions or relinquish their voucher.
- Need larger, corporate landlords with sizeable portfolios to begin making units available to voucher holders.
- Need more units in areas of opportunity to allow voucher holders choice in where they live, especially where small area fair market rent exceeds area-wide rents.
- A marketing and outreach campaign aimed at strengthening relationships between apartment developers/landlords and voucher providers (AHA, faith-based community, etc.)
- Stakeholder meetings should aim to provide an opportunity for landlords to share existing barriers and/or concerns with accepting vouchers. Similarly, these stakeholder meetings would provide an opportunity for voucher providers to share the benefits of accepting vouchers, explaining how the program works, how landlords obtain a favorable return on investment by renting to voucher holders, and how to participate could increase opportunities and mobility for families receiving housing subsidy.
- Explore possible incentives that may offset or address landlord concerns. (e.g. Risk Assurance Pool offered through Atlanta Real Estate Collaborative (AREC))
- Follow-up meetings with other related stakeholders should be considered to address identified barriers – e.g. meetings with lenders to address why vouchers could not be used to meet developer's inclusionary zoning requirements

**Key Partners:**

- Atlanta Housing
- Atlanta Apartment Association
- Mayor's Office of Housing
- Atlanta BeltLine Inc.
- Invest Atlanta
- Atlanta REALTORS © Association
- Empire Board of Realists
- Georgia ACT

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- City of Atlanta CIDs
- Public relations / communications company
- Atlanta Real Estate Collaborative (AREC) / OpenDoors ATL
- Faith-based community
  - Buckhead Christian Ministries

**Barriers and Outcomes Addressed:**

- Low and moderate-income residents have fewer and often inferior housing options.
- Even households receiving subsidy end up displaced from desirable neighborhoods or the City due to the lack of available units.
- Educate landlords about the Housing Choice Voucher Program – e.g. how the program works, the benefits, and how to participate.
- Increase number of units available to voucher holders in their preferred neighborhoods across the City of Atlanta.
- Market delivery of affordable units.
- Lack of political will.
- Lack of services and community infrastructure connected to continuum of housing.
- Stigma on renting to Housing Choice Voucher holders

**We are successful if (SMART metrics):**

- Identify roles and timing of a coordinated campaign by December 1, 2018.
- Increase number of units available to voucher holders across the City, especially areas of opportunity, by 1,000 by December 31, 2019.
- Voucher holders are able to find appropriately sized units in their preferred neighborhoods across the City of Atlanta.
- Wait times for voucher utilization decrease from several months to days or weeks.
- Reduces transiency and increases stability from Atlanta Housing Choice Voucher recipients.

**Budget (all figures are estimates):**

\$50,000 (or less)

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
Who	AH, Mayor's Office, Invest Atlanta, ULI, Apartment Association, Open Doors	AH, Mayor's Office, Invest Atlanta, ULI, Apartment Association, Open Doors	N/A	N/A
What	Planning	Launch campaign with goal of ending by 2019	N/A	N/A

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Launch a focused outreach campaign about Tenant Based Voucher Programs aimed at apartment developers and landlords in order to encourage higher participation and acceptance of vouchers within the City of Atlanta.**

Level of Support:

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



# Community Engagement Recommendations



**Recommendation: Develop processes and programs that support equitable decision making in a Beloved Community setting, which reflect the core values outlined in the City's [Design Book](#):**

- Equity
- Nature
- Progress
- Access
- Ambition

**Description:**

- In order to address civic displacement and larger social barriers, develop programs and processes that elevate and preserve neighborhood culture and social structures
- Programs could include:
  - An "Arrive with Respect" campaign to help new neighbors assimilate in historically black neighborhoods while developing a deeper understanding and appreciation for the culture and civic infrastructure.
  - Create and launch a campaign to invest in arts and culture strategies, as well as green/urban infrastructure, to highlight the existing assets and history of Atlanta's neighborhoods.
  - Leadership training for neighborhood association leaders on racial equity and inclusive economic development
  - Pilot and scale use of Equity Evaluator to give residents a data-based tool to evaluate proposed developments
- A new process could be an Atlanta version of Seattle's Racial Equity Toolkit across all city departments. This tool is used in Seattle's comprehensive development plan.
- Explore Community Benefit's Agreements that are created in collaboration with organizations and individuals in communities at risk of displacement. The City of Portland offers a guide in their 2015 Comp Plan Update:
  - After conducting an Affordability and Displacement Impact Analysis the City should require developers of new developments to enter into Community Benefits Agreements which are: 1. Directly responsive to mitigation needs identified by the Impact Analysis; 2. Negotiated prior to permits being issued; 3. Legally binding; and 4. Created in collaboration with organizations and individuals embedded in communities at risk of disparate and adverse impact by the development in question.
- Engage youth more across all processes.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound

**Key Partners:**

- OneAtlanta, the mayor's office of equity, diversity, and inclusion
- TransFormation Alliance
- Partnership for Southern Equity
- Annie E. Casey Foundation
- WonderRoot
- Georgia StandUp
- Race Forward
- Southface
- Center for Civic Innovation
- NPU system

**Outcomes** (from problem definition statement):

- New residents enter a community with awareness of and regard for the history of ongoing relationships in the neighborhood, and are enabled and encouraged to create connections that will strengthen the social fabric. This new tradition encourages legacy residents to embrace new equitable investments as they have learned that respectful and responsible change often means improvements to neighborhood infrastructure from which they benefit, allowing them to thrive in place.

**Budget** (all figures are estimates):

Project/Initiative	Cost
Arrive w/ Respect Campaign	\$500,000
Equity Evaluator Typology Development	\$50,000 (research) + \$\$\$ (implementation)
Arts & Culture, Green Infrastructure Campaign	\$25,000 (campaign) + \$2M annual investment
Neighborhood Leadership Training	TBD
Racial Equity Training/Toolkit for COA	TBD

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound





Timeline (who is doing what by when):

	2018	2019	2020	Ongoing
<b>Who/ What</b>	Design arrive w/ respect campaign (WR + TFA)	Pilot arrive w/ respect campaign (WR + AECF + TFA + ONE Atlanta)	Scale arrive w/ respect campaign (WR + TFA + ONE Atlanta)	Manage arrive w/ respect campaign (WR + ONE Atlanta)
<b>Who/ What</b>	Develop Equity Evaluator typology framework (Southface)	Pilot 3 neighborhoods for Equity Evaluator w/ new typologies (Southface)	Scale Equity Evaluator across city (Southface + TFA)	Manage/iterate Equity Evaluator (Southface + TFA)
<b>Who/ What</b>	Design/implement Arts & Culture, Green Infrastructure Campaign (ONE Atlanta + WR + OCA + Southface + TFA)	Increase COA arts budget by 2x w/ increase going toward funding cultural initiatives that highlight neighborhood culture	Manage new grant program (ONE Atlanta + OCA)	Manage grant program (ONE Atlanta + OCA)
<b>Who/ What</b>	Develop Neighborhood Leadership Training (GA Stand-up, PSE, TFA)	Pilot Neighborhood Leadership Training (GA Stand-up, PSE, TFA)	Scale Neighborhood Leadership Training (GA Stand-up, PSE, TFA)	Evaluate/maintain Neighborhood Leadership Training (GA Stand-up, PSE, TFA)
<b>Who/ What</b>	Research/develop racial equity toolkit (ONE Atlanta, TFA, PSE, Race Forward)	Pilot racial equity toolkit (ONE Atlanta, TFA, PSE, Race Forward)	Implement racial equity toolkit (ONE Atlanta, TFA, PSE, Race Forward)	Evaluate, maintain racial equity toolkit (ONE Atlanta, TFA, PSE, Race Forward)

Recommendations related to stated goals and values:

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Develop processes and programs that support equitable decision making in a Beloved Community setting, which reflect the core values outlined in the City's [Design Book](#)**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Improve civic infrastructure through an improved NPU system that 1) leverages the community engagement playbook and 2) leverages and activates a range of arts/culture and parks/greenspace engagement opportunities.**

**Description:**

- Reimagine the current NPU system to create more authentic community and political engagement and empower residents to shape the future of their community
- This addresses civic displacement and larger social barriers
- This will allow community engagement playbook to reach more neighborhoods by building up the groups needed to actualize the strategies
- Leverages arts/culture and parks/urban greenspaces to strengthen the city's conversation with its residents
- Encourages a more civically minded neighborhood-level electorate – perhaps a training on the importance of being a civically-engaged citizen
- Have a taskforce led by the planning department comprised of developers, APAB, and NPUs representatives across the city make recommendations on the improved NPU structure
- Ensure active support from several members of City Council to amend the ordinance governing NPUs
- Provide technical assistance and consulting to NPUs to help build capacity from the inside, so that the NPUs function more effectively and efficiently, producing a more streamlined review process

**Key Partners:**

- Center for Civic Innovation (CCI)
- TFA
- PSE
- OneAtlanta
- WonderRoot
- Community Foundation for Greater Atlanta
- NPUs
- APAB
- Park Pride

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound

**Outcomes** (from problem definition statement):

- A historical audit of the NPU system
- An audit and evaluation of the NPU system
- NPU stakeholder input
- Community input through a community survey

**We are successful if (SMART metrics)**

- Legislative review by Department of Planning
- Legislative review by city council
- Community aware of NPUs

**Budget** (all figures are estimates): TBD**Timeline** (who is doing what by when):

	2018	2019	2020	Ongoing
Who				
What				

**Recommendations** related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Improve civic infrastructure through an improved NPU system that 1) leverages the community engagement playbook and 2) leverages and activates a range of arts/culture and parks/greenspace engagement opportunities.**



**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



**Recommendation: Create a communications strategy to educate residents on the importance and value of affordable housing AND...**

**Description:**

- Align strategy with tactics set forth in Community Engagement Playbook, that are equity driven and city-adopted
- Multi-media campaign to create common messaging and include affordable housing glossary (build on Community Engagement Playbook). Build the case for why affordable housing is important.
- Community-driven, grassroots approach to leverage community partnerships, NPU system and neighborhood organizations

**Key Partners:**

- Public agencies (City of Atlanta, Invest Atlanta, Atlanta Housing, State of Georgia, MARTA, Atlanta BeltLine, Inc., APS, etc)
- Community organizations (NPUs, housing advocacy groups, non-profit organizations directly engaging with residents, etc.)
- Philanthropic partners
- Religious community
- Colleges/universities
- Broader business community (i.e. Chamber of Commerce)

**Outcomes** (from problem definition statement):

Broad public support for affordable housing and a clear understanding of the resources available.

**We are successful if (SMART metrics)**

- Communications plan and tools are developed and implemented by 2019.

**Budget (all figures are estimates):**

Use the 'More MARTA' campaign budget as a proxy.

**Timeline (who is doing what by when):**

	2018	2019	2020	Ongoing
Who	Executive Committee	Chief Housing Officer	Chief Housing Officer	

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound



What	Secure Funds Hire Consultant	Devise Strategy Implement Recommendations	Continue Implementation	
------	---------------------------------	--	----------------------------	--

Recommendations related to stated goals and values:

- Does this recommendation increase the current production/ results/ resources?
- How does this recommendation advance racial equity and inclusion in the City of Atlanta?
- How does this recommendation contribute to a more resilient and healthy Atlanta?
- Has this recommendation been vetted by all key stakeholder groups (residents, public leadership, business community, non-profit and for-profit developers, philanthropy)?

**Recommendation: Create a communications strategy to educate residents on the importance and value of affordable housing**

**Level of Support:**

- ☐ I strongly support this recommendation
- ☐ I support this recommendation
- ☐ I have concerns about this recommendation

Comments:

- ☐ I would like to work on advancing this recommendation.

S.M.A.R.T. – specific, measurable, attainable, relevant, and time bound