



**Atlanta Housing Authority**

# Comprehensive Budget

**For the Fiscal Year  
Beginning July 1, 2013 and Ending June 30, 2014**

**Preparing AHA for the New Normal —  
*Completing the Business Transformation Initiative***

**Approved by AHA's Board of Commissioners on June 26, 2013**

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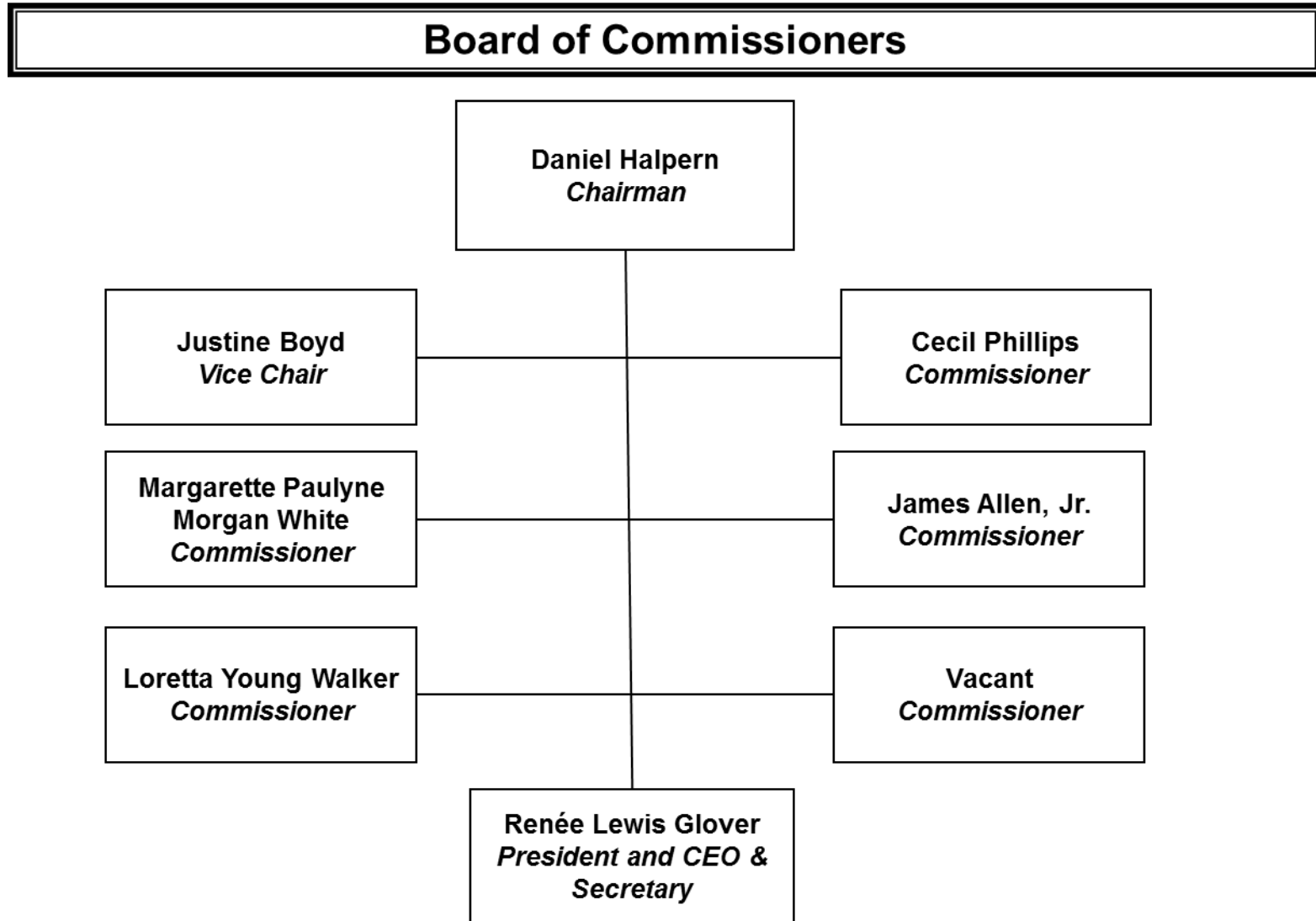
## MISSION STATEMENT

Provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community



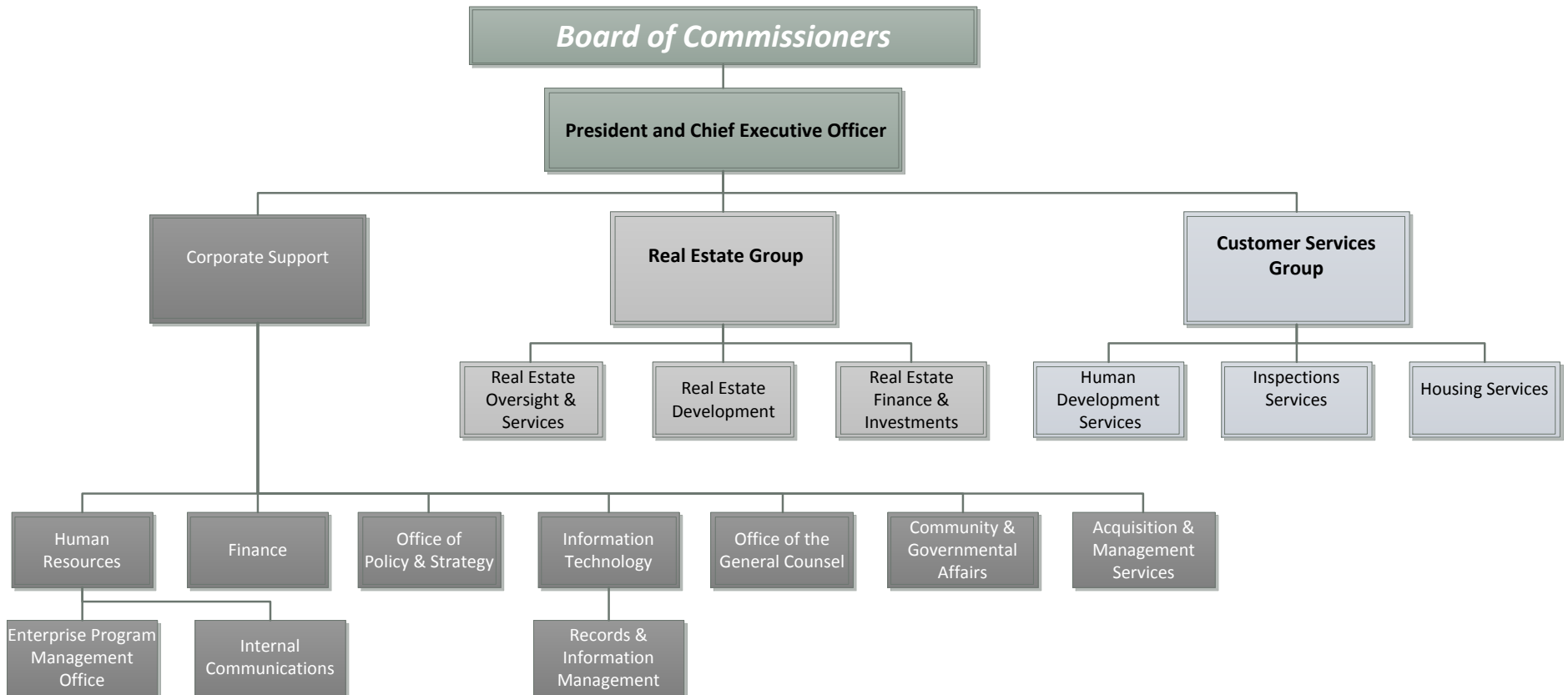
## VISION STATEMENT

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families



As of May 31, 2013

## AHA's Organization



### **BUDGET OVERVIEW**

#### **AHA's FY 2014 Moving to Work (MTW) Implementation Plan**

The Atlanta Housing Authority's (AHA) FY 2014 Budget (the "FY 2014 Budget") has been developed in conjunction with and as a part of our FY 2014 MTW Implementation Plan (the "FY 2014 MTW Plan").

The FY 2014 MTW Plan was approved by AHA's Board of Commissioners in March 2013 and was submitted to the U.S. Department of Housing and Urban Development (HUD) in April 2013. The FY 2014 Budget must be approved by the Board and submitted to HUD by June 30, 2013.

#### **The New Normal**

AHA recognizes that as the economy and the real estate market recover and in light of large Federal budget deficits, we have entered the age of the "New Normal." What is the New Normal? It is an era of (a) fewer federal resources; (b) more public/private partnerships; (c) new sources of funding; (d) taking on greater market risks, in appropriate circumstances; and (e) greater complexity. The New Normal will require fewer employees with higher skills and deeper core competencies.

#### **Guiding Principles Behind the FY 2014 Budget**

As the Senior Leadership of AHA approached the preparation of our FY 2014 Budget, we agreed as an enterprise on the following guiding principles:

- 1) **AHA's highest priority is serving families in healthy, amenity-rich** (having, at a minimum, access to public

transportation, good schools and quality-of-life amenities) **and economically integrated communities.**

- 2) **AHA's second priority is to serve approximately 21,267 households (based on the number of households served by AHA at the end of FY 2011, per agreement with HUD).**
- 3) **Commencing in FY 2014, a project management approach will be required to be utilized for the implementation of all major projects reporting into the Enterprise Program Management Office (PMO). AHA's PMO was established in FY 2012 to manage all major and complex enterprise-wide projects.** In addition, timely updates must be provided to the PMO regarding progress and outcomes or agreed changes with respect to the goals and objectives in our Board-approved FY 2014 MTW Plan and FY 2014 Budget.
- 4) **During FY 2014, AHA will substantially complete our Business Transformation Initiative, including the implementation of the integrated Enterprise Resource Planning Solution (ERP).** To complete these initiatives, AHA will have to continue to make a number of one-time expenditures. Consistent with this reality and in accordance with AHA's Cash Management Strategy, AHA will spend down a portion of its cash balances during FY 2014, based on detailed project plans, goals and objectives that support AHA's FY 2014 MTW Plan priorities while protecting AHA's financial interest and position.
- 5) **Each project and activity (enterprise and departmental) must support one of AHA's three FY 2014 priorities.** If not, a business case must be made to establish why financial and people resources, as well as time are being expended on

such projects. The three priorities are addressed in the following section of this narrative.

- 6) **Each Department Head must evaluate the number of AHA FTEs, consultants and/or staff augmentation resources, total overhead costs and service levels against the projects that must be delivered during FY 2014.** A blend of employees (within and from other departments), consultants (for specialized expertise) and temporary employees (who should be brought on to help with temporary surges in activity, especially those related to the Business Transformation and Enterprise Resource Planning Solution implementations) should be considered. As the various Business Transformation and Enterprise Resource Planning Solution projects are implemented, we must move toward recognizing the promised efficiencies resulting from Business Transformation and ERP which we have committed to the Board of Commissioners.
- 7) **Each Department Head must commit to AHA's Cash Management Strategy as part of the development of goals and objectives to be achieved and projects to be delivered during FY 2014.**
- 8) **Given the reality of Federal budget deficits and the sequester, Senior Leadership is committed to identify new sources of funding and revenue opportunities during FY 2014.** If the Executive Team believes that an idea has merit, Policy and Strategy will initiate a team to develop the business case so that such new opportunities can be pursued in a business-oriented manner.

### AHA's FY 2014 Priorities

The FY 2014 Budget encompasses sources and uses of funds that support the following three priorities established in the FY 2014 MTW Plan:

1. **Advance the Business Transformation Initiative, including the integrated ERP Solution with the goals of greater effectiveness and efficiency, enhanced capabilities, and an improved customer experience.**

As part of a strategy to strengthen AHA's business model as a diversified real estate company with a public mission and purpose, AHA initiated a multi-year effort in FY 2011 to align its organizational structure, systems, business processes and operations, strengthen its personnel with the needed expertise and core competencies, and evolve its reporting capability consistent with its transformed delivery systems, public/private partnerships and other business relationships. AHA's goal is to streamline and automate core operations, as appropriate, thereby enhancing AHA's opportunities for assisting low-income families.

While AHA's business constantly evolves in response to family and market needs, during FY 2014, AHA will substantially complete the Business Transformation Initiative, including the implementation of the ERP Solution. Business process improvements in concert with the ERP Solution will significantly increase each employee's and AHA's overall business productivity resulting in a monetary return on investment for the enterprise. This investment will support a reduction in staff while facilitating greater productivity of AHA's employees, resulting in AHA providing better customer service to AHA-assisted families,

as well as to AHA's partners, stakeholders and the community at-large.

FY 2014 activities that support this priority include:

- a. Completion of AHA's Business Transformation Initiative.
- b. Completion of the ERP Solution.
- c. Initiation of a long-term strategic planning process.

## **2. Advance AHA's Real Estate Initiatives with the goal of facilitating opportunity-rich housing in healthy mixed-income communities.**

In FY 2014, AHA, using public/private partnerships, will continue to expand housing opportunities through its various real estate initiatives, and leverage its resources and MTW flexibility to meet its commitment to HUD to serve at least 21,267 households.

AHA and its private-sector development partners will continue to advance the 16 master-planned, mixed-use, mixed-income communities.

Through newly procured private management companies/developers, AHA intends to commence planning to reposition its 11 senior highrises and two family properties to market-quality standards.

AHA will also continue to use its Project Based Rental Assistance (PBRA) program for incenting private-sector developers and owners to reserve an agreed percentage of units for low-income families in existing amenity-rich, market-quality, mixed-income communities, as well as to reserve units in quality supportive housing environments

with wraparound services for homeless persons and other special needs populations.

AHA will also use its Housing Choice tenant-based voucher program to facilitate housing opportunities in economically integrated neighborhoods and to help provide supportive housing opportunities, with wraparound services, for homeless veterans, youth aging out of foster care and other homeless persons. During FY 2014, AHA intends to open its Housing Choice tenant-based waiting list for the first time in more than 11 years.

FY 2014 activities that support this priority include:

- a. Advancement of the master plans for 8 mixed-use, mixed-income communities.
- b. Advancement of other real estate development initiatives.
- c. Expansion of housing opportunities utilizing PBRA and Housing Choice tenant-based programs.
- d. Implementation of the reformulation demonstration program for the AHA-assisted units in the mixed-income, mixed-finance rental phases at Centennial Place, as discussed on page 8.
- e. Support the refinancing of first mortgage debt at various rental phases of AHA-Sponsored mixed-use, mixed-income communities.
- f. Commence planning to reposition AHA-Owned Residential Communities in partnership with new property management companies/real estate development firms to market-quality standards.

During FY 2014, AHA will convert the 301 Section 9 ACC/tax credit units comprising a part of the four rental phases of Centennial Place from Section 9 to Section 8 operating subsidy, using AHA's form of PBRA Agreement, with the goal of facilitating a debt and equity raise by the managing general partner of the owner of each phase to update and refresh each rental phase to market-competitive standards. The managing general partner of Phase I and II, with AHA's support as Sponsor, is applying for 9% low-income housing tax credits and arranging private debt for these purposes. During FY 2013, HUD approved the reformulation demonstration proposal for Centennial Place and awarded 160 Housing Choice vouchers to support the demonstration.

### 3. Advance AHA's Human Development Initiatives, with the goal of building healthy self-sufficient families through lifelong learning, workforce participation, wealth-building and aging-well initiatives.

Since 1995, as AHA has advanced its Revitalization Program, AHA has successfully relocated more than 18,000 households from obsolete, distressed and socially dysfunctional public housing developments, primarily using Housing Choice vouchers. Based on lessons learned and best practices working with its private-sector business partners, AHA found that, in order to realize successful outcomes for families, quality economically integrated living environments and Human Development services are necessary and essential.

Even though families are making progress, AHA understands that to be successful in mainstream America, long-term, outcome-based Human Development services for

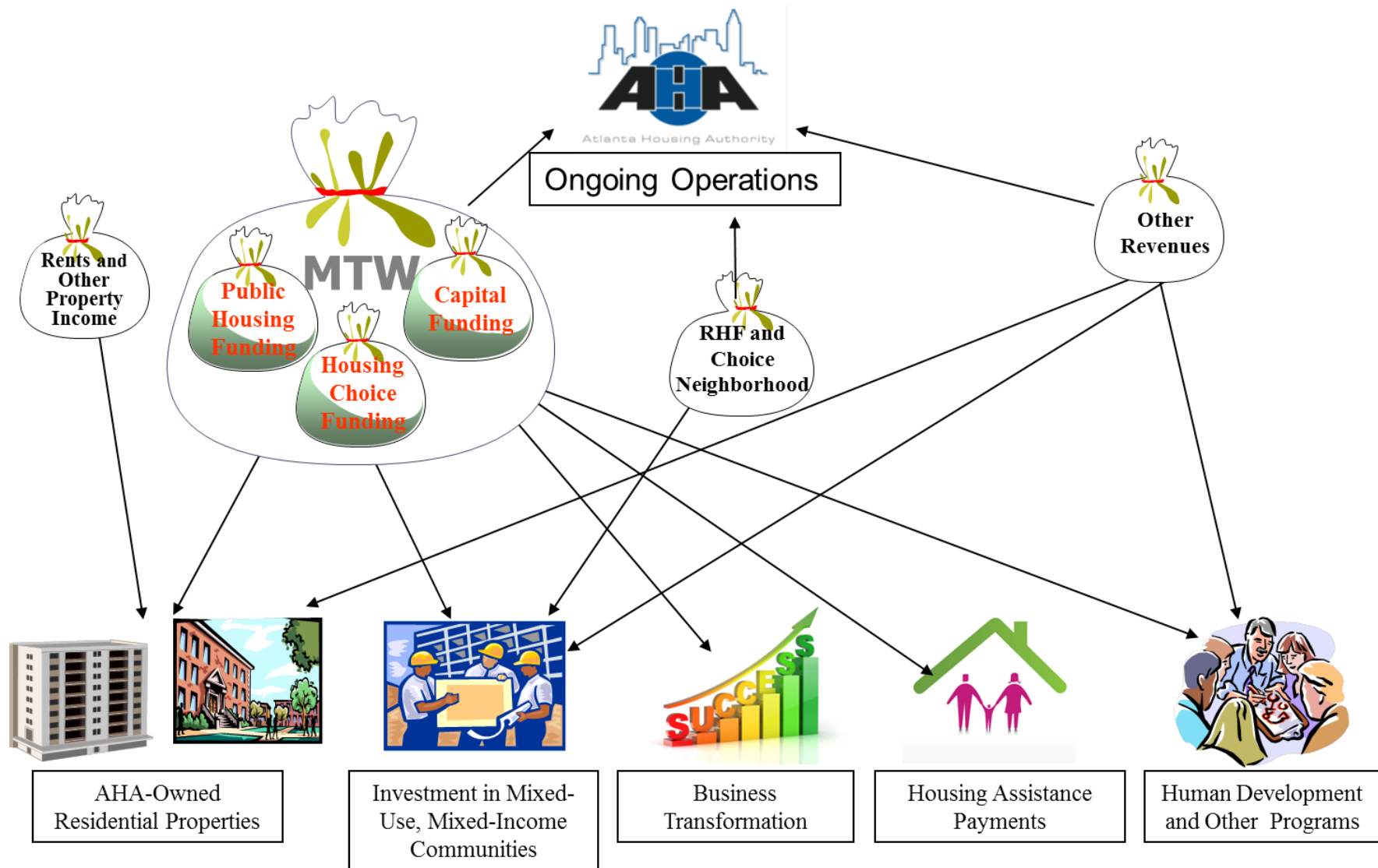
the entire family must be sustained until the desired outcomes are achieved. The goal for AHA's Human Development strategy is "Healthy, self-reliant individuals and families who are valued contributors in the Atlanta community."

During FY 2014, AHA, in partnership with its real estate and other business partners, will further advance its comprehensive Human Development initiatives to facilitate opportunities and to support the distinct needs of three populations:

- a. **Working-age Adults:** Implement workforce development strategies and increased literacy to facilitate family self-sufficiency.
- b. **Children and Youth:** Advance pre-K early childhood development strategy, K-12 education partnerships and other youth programs.
- c. **Elderly and Disabled Persons:** Expand activities that advance aging-well and independent living strategies. Explore and advance affordable assisted-living opportunities.

Please refer to the FY 2014 MTW Plan for additional information. The sources of funds to support these priorities (sources) and associated expenditures (uses) are provided in the "Sources of Funds" and "Uses of Funds" sections of this narrative.

## Sources and Uses of Funds



## **GENERAL BUDGET ASSUMPTIONS**

The FY 2014 Budget (the “FY 2014 Budget” or “Budget”) is presented in a “Sources of Funds” and “Uses of Funds” format. Depreciation and amortization (non-cash expenses) are not included in this presentation.

## **SOURCES OF FUNDS ASSUMPTIONS**

### **Moving to Work (MTW) Single Fund**

Under AHA’s MTW Agreement, AHA administers its funding for the Housing Choice Vouchers Program (HCVP), Public Housing Operating Subsidy (Operating Subsidy), and Capital Fund Program (CFP) as a single fund (MTW Single Fund) in a substantially less-regulated environment with increased programmatic flexibility. Notwithstanding this increased flexibility, there remain ongoing program-specific budgeting, accounting and reporting responsibilities to HUD. AHA will continue to receive funds from these three program areas in accordance with HUD’s annual appropriations process.

## **Fiscal Years, the Congressional Appropriations Process and HUD Funding**

HUD’s HCVP, Operating Subsidy and CFP are funded through the annual federal appropriations process. On March 26, 2013, the President signed the Consolidated and Further Continuing Appropriations Act 2013, Public Law 113-6 (2013 Appropriations Act) which includes the funds that HUD is providing to public housing authorities for calendar year 2013 which is HUD’s Funding Year (HFY) 2013.

AHA’s fiscal year begins on July 1 and ends on June 30. The AHA FY 2014 Budget, therefore, includes six months (July–December 2013) that will be funded based on HFY 2013. Although the 2013 Appropriations Act provides funding to HUD, HUD has not yet provided the HFY 2013 funding levels for AHA’s HCVP, Operating Subsidy and CFP award.

The last six months of AHA’s FY 2014 Budget will be funded based on HFY 2014 funding. Because the Congressional Federal Fiscal Year (FFY) 2014 appropriations process has just begun, AHA cannot be sure of the outcome of the appropriations process and its impact on AHA’s FY 2014 funding levels, especially in light of the Federal deficit, sequestration and competing national priorities.

Calendar Year 2013												Calendar Year 2014											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Oct 2012 <- Federal Fiscal Year (FFY) 2013									Federal Fiscal Year (FFY)2014										FFY 2015 ->				
HUD Funding Year (HFY) 2013												HUD Funding Year (HFY) 2014											
<- AHA Fiscal Year (FY) 2013						AHA Fiscal Year (FY) 2014										AHA Fiscal Year (FY) 2015 ->							

### **HUD Proration Factors, Treatment of Reserves and Allocation Adjustments**

HUD funds a public housing authority (PHA) based on its determination of the PHA's authorization using calculations unique to each HUD program. HUD compares the total authorizations for all PHAs with the funds provided by Congress for each program. HUD then applies a reduction factor, known as proration, to each PHA's authorization to determine the actual level of funding. For example, a 90% proration would provide only 90% of authorized funding to a PHA.

The 2013 Appropriations Act was based on Congressional appropriation bills that did not intend to fund HUD programs at 100% proration. Funding levels were further reduced by the impact of sequestration. This resulted in estimated prorations of 82% for Public Housing Operating Subsidy and 93% for Housing Choice Voucher Program funding. Capital Fund awards are expected to be reduced by 25%.

HUD has limited ability to modify these Congressionally imposed prorations and, therefore, although HUD has not officially provided the funding levels for HFY 2013, AHA is basing the FY 2014 Budget on the proration levels identified above.

On April 10, 2013, President Obama presented his Administration's proposed FFY 2014 Budget to Congress. If passed as submitted, this Budget would result in an 82% proration for Public Housing Operating Subsidy. Capital Fund awards would be funded at approximately 9% higher than the final FFY 2013 funding levels. The Administration's Proposed FFY 2014 Budget provides an 11% increase in funding for

HCVP over the funding amount contained in the 2013 Appropriations Act, but does not take into account the effect of sequestration and does not establish a proration rate. Instead, the Administration's Proposed FFY 2014 Budget authorizes HUD to make up any shortfall in HCVP by the "recapture" of a PHA's Housing Choice reserves that exceed a level to be established by the Secretary of HUD.

MTW agencies are also subject to this recapture, which in the case of AHA would impact AHA's MTW Single Fund reserves. To mitigate this possible recapture risk and other financial exposure in an ever-changing regulatory environment, AHA implemented its Cash Management Strategy during FY 2013.

A major regulatory and administrative change made by HUD in FY 2013 is how it disburses the tenant-based Housing Choice Voucher Funds to PHAs. HUD now disburses such funds based on a PHA's historical tenant-based voucher housing assistance payment spend rate and projected need, rather than in 12 equal installments of such agency's full annual authorization.

As a Moving to Work (MTW) agency, HUD also allows AHA (and other MTW agencies) to include in the spend rate and needs analysis expenditures of the MTW Single Fund for MTW-eligible activities under its HUD-approved MTW Annual Implementation Plans. AHA (like other PHAs) may request additional disbursements up to its annual authorization but must expend all funds drawn or face future disbursement reductions.

It is uncertain at this time what level of authorized Housing Choice reserves HUD will establish for purposes of any such recapture should the Administration's Proposed FFY 2014 Budget be approved. AHA has already identified uses for its reserves in the FY 2014 MTW Plan and the majority of such

reserves should be under contract with third parties in order to obligate these funds. Projecting the level of funding for the last half of AHA's FY 2014 Budget is further complicated since both houses of Congress have expressed dissatisfaction with the Administration's Proposed FFY 2014 Budget and have indicated that each house will introduce its own version of an appropriations bill for FFY 2014 based on their own budget proposals. Finally, it is uncertain how the continued impact of sequestration will impact 2014 funding levels.

Because of the uncertainty of HUD funding during the last half of AHA's FY 2014 Budget, AHA has made the following proration assumptions based on best available information, which is described further for each funding source.

<b>HUD Program</b>	<b>HFY 2013 (First 6 months of AHA FY 2014) "Proration" Estimate</b>	<b>HFY 2014 (Last 6 months of AHA FY 2014) "Proration" Estimate</b>
Housing Choice Voucher Program	93%	93%
Public Housing Operating Subsidy	82%	82%

### **Housing Choice Voucher Program (HCVP) Funding (Schedule A)**

AHA's FY 2014 Budget includes \$185.1 million in HCVP funds. This is composed of \$174.6 million in funding for MTW qualified vouchers (MTW HCVP) and approximately \$10.5 million for non-MTW special purpose vouchers.

- Based on HUD's projected proration of 93%, AHA estimates that HUD will provide AHA with \$87.1 million in MTW HCVP funding based on 18,710 MTW vouchers for the period of July 1 through December 31, 2013.
- Based on an estimated proration of 93%, AHA projects it will receive \$87.5 million from HUD in MTW HCVP funding for the period of January 1 through June 30, 2014 based on 18,870 MTW vouchers.

HUD provides AHA with additional vouchers when property owners involved in other HUD subsidy programs in AHA's jurisdiction opt out of those programs and HUD authorizes special-purpose tenant assistance vouchers for the benefit of the affected residents. Such vouchers are administered by AHA and are not considered MTW vouchers for the first 12 months. AHA routinely elects to add these vouchers to the MTW voucher count upon the first anniversary of the voucher award.

HUD issued AHA 160 special-purpose vouchers for the reformulation of Centennial Place effective April 2013. Therefore, AHA projects that it will receive approximately \$1.3 million in FY 2014 for these vouchers before their inclusion in MTW funding effective May 2014.

While AHA receives most of its HCVP funds as part of its MTW Single Fund, it receives separate funds for 550 special-

purpose non-MTW vouchers. These special-purpose, non-MTW vouchers are Mainstream, Family Unification Program and Veterans Affairs Supportive Housing (VASH) vouchers. Such vouchers, by virtue of the related appropriations language, will never be eligible to be included in AHA's MTW Single Fund and are calculated using HUD's standard formulas. During FY 2014, HUD will provide approximately \$8.8 million in HCVP funds for these non-MTW vouchers, including funds for 110 new VASH vouchers expected to be issued to AHA in early FY 2014. Participants using these vouchers are managed in AHA's MTW program, but special accommodations apply in accordance with HUD guidance for these special vouchers.

PHAs earn administrative fees from HUD for each non-MTW voucher under contract. AHA estimates that it will earn \$0.4 million in administrative fees during FY 2014 for special purpose vouchers. Funding for the administration of MTW vouchers is included in the calculation of HUD's MTW Housing Choice funding.

*For simplicity of presentation, all non-MTW vouchers and their related revenue and expenses are included as MTW Housing Choice vouchers in the Sources and Uses of Funds schedule, although they are managed as special-purpose vouchers and reported to HUD separately.*

### **Public Housing Operating Subsidy (Operating Subsidy) (Schedule A)**

During FY 2014, AHA projects that HUD will provide \$13.7 million in Operating Subsidy based on the following assumptions:

- AHA projects HUD will provide approximately \$6.9 million for the period of July 1 through December 31, 2013.
- AHA projects HUD will provide approximately \$6.8 million for the period of January 1 through June 30, 2014 based on an estimated 82% proration addressed previously.

### **Capital Fund Program (CFP) Funding (Schedule A)**

HUD establishes CFP budgets at the time of annual grant awards based on characteristics of public-housing-assisted units subsidized by AHA under its Annual Contributions Contract with HUD, as amended. While CFP funds are part of the MTW Single Fund, they are provided to AHA on a reimbursable basis. Any unexpended portion of the grant may be used for future year expenditures during the term and subject to the conditions of the grant award. Therefore, AHA's FY 2014 Budget includes \$15.2 million in unexpended CFP grant funds.

### **Funding Not Included in the MTW Single Fund**

#### **Replacement Housing Factor (RHF) Grants (Schedule A)**

**RHF Grants** are used to fund activities under AHA's Revitalization Program. HUD calculates RHF funding based on the characteristics of public-housing-assisted units subsidized by AHA that have been demolished or sold, and their replacement has not otherwise been funded by HUD. Similar to CFP funds,

these are provided to AHA on a reimbursable basis. Any unexpended portion of the grant may be used for future year expenditures during the term and subject to the conditions of the grant award. During FY 2014, AHA has projected the use and drawdown of \$11.6 million in RHF funds related to the revitalization of AHA's master-planned communities.

#### **Tenant Dwelling Revenue (Schedule A)**

AHA projects it will receive \$5.6 million in Tenant Dwelling Revenue from the 13 AHA-Owned Residential Communities during FY 2014.

Rent collected by the Owner Entities from AHA-assisted residents in mixed-income communities is not revenue to AHA because AHA does not own or control these properties. AHA provides operating subsidy to the Owner Entities of these communities for the AHA-assisted units to the extent rent collected from the AHA-assisted residents does not cover the operating cost attributable and related to such units, pursuant to the regulatory and operating agreement or PBRA Agreement between the Owner Entity and AHA.

#### **Georgia HAP Administrators, Inc. *dba* National Housing Compliance (Schedule A)**

AHA will continue its fee-based business relationship with Georgia HAP Administrators, Inc., *dba* National Housing Compliance (NHC). AHA, as a member of NHC, earns unrestricted fees generated by performance-based contract administration (PBCA) services conducted by NHC on behalf of HUD. No MTW or other AHA restricted funds support NHC operations. During FY 2014, AHA projects it will receive approximately \$0.5 million in distributions as an NHC member.

The projected FY 2014 distributions may vary depending on the duration of NHC's contract extensions and the outcome of HUD's award of pending PBCA contracts.

### **Development and Transaction Fees (Schedule A)**

AHA projects that it will close one mixed-income, mixed-finance rental transaction in FY 2014 and earn approximately \$1.0 million in Development and Transaction Fees related to the transaction.

### **Other Revenue (Schedule A)**

During FY 2014, AHA anticipates it will receive \$0.25 from various sources including interest income net of banking fees, cell tower revenue and other miscellaneous revenue.

### **Sale of AHA Properties**

During the first quarter of FY 2014, AHA anticipates it will consummate the sale, for fair market value, of the Roosevelt House site to Georgia Tech, as well as the sale of a 3.9-acre site, originally planned for retail development as part of the Villages of Carver, to Fulton County for the construction of a regional library. Because negotiations are ongoing, these sales are not included in this Budget.

### **USES OF FUNDS ASSUMPTIONS**

#### **Housing Assistance Payments and Voucher Portability Administrative Fees (Schedule B)**

During FY 2014, AHA projects it will provide Housing Assistance Payments (HAP) totaling \$142.9 million to various Owner Entities and Landlords, and pay administrative fees of \$1.1 million as follows:

##### **Tenant-Based Vouchers, Homeownership Vouchers and Voucher Portability Administrative Fees (Schedule B)**

The Budget includes \$92.5 million to support AHA's Housing Choice Tenant-based Voucher Program.

- This Budget supports over 9,000 Housing Choice participant households, including approximately 6,700 households in AHA's jurisdiction and 2,300 households for whom AHA is responsible, but who reside outside AHA's jurisdiction and have "ported" their voucher to that jurisdiction under HUD's voucher portability policy. AHA will pay approximately \$1.1 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers.
- As stated earlier in the Budget Overview, AHA has committed to serving 21,267 households at the end of FY 2014. To accomplish this goal, AHA intends to issue 500 vouchers to eligible households drawn from AHA's Housing Choice waiting list.
- AHA plans to initiate two new programs that will use an additional 75 vouchers in FY 2014. The Tenant Based Supportive Housing program will use 50 vouchers for

persons graduating from Shelter-Plus Supportive Housing and 25 vouchers will be used to support a program for children transitioning from foster care.

- This Budget also supports mortgage assistance payments for 64 voucher holders who have purchased homes (using their tenant-based vouchers) to assist them in making their monthly mortgage payments.

##### **Project Based Rental Assistance (PBRA) (Schedule B)**

Under the auspices of AHA's PBRA Program, an Owner Entity agrees with AHA to set aside an agreed percentage of units in its market rate or supportive housing community in exchange for long-term PBRA assistance for such units, thereby making such units affordable to eligible low-income households. To meet its commitment to serve 21,267 households by June 30, 2014, AHA intends to issue several RFPs during FY 2014 to add 364 additional units of supportive housing in existing communities under its PBRA Program.

The FY 2014 Budget includes \$37.6 million in projected HAP to support 4,837 AHA-assisted households at more than 48 participating mixed-income communities and 15 supportive housing communities.

##### **Mixed-Income Communities Operating Subsidy for AHA-Assisted Units (Schedule B)**

Each AHA-Sponsored mixed-income, mixed-finance rental community is owned by a public/private partnership. As a part of the development agreement, AHA provides operating subsidy for AHA-assisted units. The Budget includes \$13.8 million in HAP in the form of operating subsidy to support 2,221

households at 34 rental phases in AHA-Sponsored mixed-use, mixed-income communities.

### AHA's Operations (Schedules C and D)

During FY 2014, AHA will complete a reorganization of its operations into three distinct components: Real Estate Group, Customer Services Group and Corporate Support.

#### Operating Divisions (Schedule C)

The Budget includes \$15.4 million for AHA's Operating Divisions, which follow:

- The new **Real Estate Group** has been organized to help strengthen core competencies and skills in the real estate area. The group formed clearly defines the structure to operate more effectively as a diversified real estate company with a public purpose and mission. The new organization reflects best practices in the real estate industry and brings all AHA real estate activities under one group. This group includes three main functions: Real Estate Development; Real Estate Oversight & Services; and Real Estate Finance & Investments.
- The **Customer Services Group** manages the various components of AHA's tenant-based voucher program and includes the departments of Housing Services, Inspections Services and Human Development Services. This group is responsible for comprehensive service delivery to all AHA Housing Choice participants. This group is a one-stop shop where clients' needs will be assessed and services effectively delivered through strategic partnership with highly skilled service providers. The overall new system is

designed to provide improved access to services to facilitate self-sufficiency.

#### Corporate Support (Schedule D)

The Budget provides \$27.2 million for Corporate Support, which includes:

- **Executive Office** provides strategic leadership and guidance to the enterprise.
- **Office of General Counsel** provides legal support for AHA's Operating Divisions and Corporate Support through in-house counsel and external legal services.
- **Finance** provides financial leadership and services including accounting, budget and planning, reporting and business intelligence.
- **Records & Information Management (RIM)** was formed to create an enterprise document management capability to centralize the management of AHA records in order to support various ERP projects and provide shared services to all AHA departments, with the ultimate goal of substantially reducing the use of paper. This group supports the life-cycle management of AHA's physical and electronic documents/records, and also provides printing, copying and other administrative services.
- **Information Technology (IT)** leads the technology strategy for AHA including design, implementation and management of the systems required to support operations. This department also provides day-to-day IT support to the enterprise.
- **Acquisition & Management Services (AMS)** leads AHA's contracting and procurement function. This department is

also responsible for AHA's diversity, labor and other regulatory compliance tracking and reporting (i.e., Minority and Women Business Enterprises statistics, Davis-Bacon, e-Verify).

- **Office of Policy & Strategy** leads the development and oversight of corporate policies and the standardization of procedures; leads strategic planning; and drives strategic goal setting and tracking at the enterprise level in partnership with the Program Management Office. This department is accountable for the acquisition of public and private funding sources that support AHA's strategic priorities, as well as leveraging the Centers of Expertise as revenue-generating tools.
- **Enterprise Program Management Office** provides best practice project management services and tools for the enterprise, and facilitates communication, decision-making and alignment with strategic objectives to ensure projects are completed on time and within budget. This department is organized for scalability with a lean core team which can staff-up as required by the business.
- **Community & Governmental Affairs** manages AHA's relations with local government and community stakeholders.
- **Internal Communications** maintains the enterprise standard for all communications, as well as developing and executing AHA's enterprise-wide communications strategy, supporting both AHA's internal company intranet and its external Internet website.
- **Human Resources Operations** leads the people strategy for the enterprise including the organization design, recruitment, talent management, training and professional development.

This department also manages payroll, employee benefits, the pension plan, risk management and employee communications.

- **Internal Audit** will be established in FY 2014 to lead the enterprise in enhancing the monitoring of the effectiveness of internal controls, program compliance, and adherence to policy and regulatory requirements.

### Center of Expertise Strategy

As a part of our FY 2014 planning process, we are implementing a Center of Expertise (COE) strategy. By design, COE is a team that brings deep capability in a focused area and provides leadership, best practices, support and training for a defined discipline. These centers will provide services to internal AHA departments outside of their Group. AHA will also leverage these assets by marketing and selling consulting expertise to external entities to create new revenue streams. The Human Development Services team and the Inspections Services team will provide services across the enterprise and will be among the first COEs to be marketed externally, generating new revenue for AHA.

### Pay for Performance Program (Schedules C and D)

AHA initiated an employee management and compensation program in FY 2012. This program more closely ties employee compensation to enterprise and individual performance. The FY 2014 Budget includes \$1.3 million in variable pay funds and related employer costs to support the Pay for Performance component of the program. Beginning in FY 2014, as we further evolve our Pay for Performance model, AHA will measure deliverables on a quarterly basis and provide timely reinforcement for achievement of key milestones. The budget

for the Pay for Performance program is split between the Operating Divisions and Corporate Support based on projected salaries.

It is imperative that we maintain our ability to attract and retain the talent required to execute our business plan. This tool enables us to compete for talent in an increasingly competitive labor market.

### **Employee Salaries Special Funding Restrictions**

The 2012 Appropriations Act restricted, for an established period based on an agency's fiscal year, the use of Public Housing Operating Subsidy and Housing Choice Voucher Program funds appropriated in FFY 2012 for the payment of salaries of employees of local housing authorities who earned in excess of \$155,500 during the period from March 17, 2012 to June 30, 2012. AHA had 15 employees with salaries greater than \$155,500 for this period, resulting in approximately \$600,000 in excess of the Congressional limitation. In accordance with guidance from HUD, AHA paid the excess amount from eligible sources during the restricted period.

There is a similar restriction in the Administration's proposed FFY 2014 Budget. If Congress enacts legislation to support the Administration's proposal, eligible funds will be used to pay any amounts in excess of any restrictions on compensation including the Pay for Performance program.

### **Human Development Support Services & Community Relations (Schedule E)**

AHA projects spending approximately \$2.6 million for programs and activities that facilitate access to Human

Development services for AHA-assisted households. These services are in addition to those provided directly by private management companies at AHA-Owned Residential Communities, which are addressed in Schedule F. FY 2014 Human Development Support includes \$550,000 (including \$50,000 for program support) for AHA's new Temporary Emergency Housing Support, which is designed to provide temporary financial assistance to renters who are not participants in other AHA programs.

### **Operating Expense for AHA-Owned Residential Communities and Other AHA Properties (Schedule F)**

AHA is projecting to spend \$17.2 million to operate AHA-Owned Residential Communities, including Human Development services. In addition, the budget provides \$3.4 million for property maintenance and security at AHA headquarters and at other AHA-Owned real estate.

### **Modernization of AHA-Owned Residential Communities and AHA Headquarters Capital Expenditures (Schedule G)**

AHA is projecting to spend \$5.4 million in FY 2014 to make critical and necessary capital improvements at the AHA-Owned Residential Communities. An additional \$1.3 million will be used to provide pre-development loans to the developers to facilitate the creation of plans for the repositioning of the properties by AHA's Property Management/Developer partners to market-quality standards.

AHA is also projecting to spend \$1.6 million on capital expenditures during FY 2014, including technology investments and capital improvements to AHA's corporate headquarters.

### **Development and Revitalization (Schedule H)**

AHA projects that it will spend \$39.3 million in FY 2014 on:

- Development and revitalization activities as AHA and its private-sector development partners continue to advance the master plans for seven AHA-sponsored master-planned, mixed-use, mixed-income communities;
- Advancing the Choice Neighborhood transformation plan with its private-sector development partner;
- Applying for a Choice Neighborhood Implementation grant for the continued revitalization of the University Homes site and the surrounding neighborhoods in the study area; and
- Beginning the exploration of opportunities for the development of other AHA properties.

### **ERP Solution (Schedule I)**

As a key component of its Business Transformation Initiative, AHA will complete its implementation of the major components of the ERP Solution, and anticipates spending approximately \$2.4 million during FY 2014, bringing the total projected spend to \$14.3 million.

### **Non-ERP Hardware and Software Solutions (Schedule J)**

In addition to the implementation of ERP, AHA anticipates redesigning its Internet and intranet sites, and implementing a contract management software solution in FY 2014. AHA projects it will spend \$0.5 million on these projects.

### **Debt Service on Energy Performance Contract (EPC) Bank Loan (Sources and Uses of Funds (Consolidated) Schedule and Schedule A)**

In FY 2012, AHA entered into an energy performance contract (EPC) which used a \$9.1 million EPC bank loan along with supplemental MTW funds to further implement energy conservation and efficiency solutions at the AHA-Owned Residential Communities. These improvements are substantially complete. The FY 2014 debt service for the EPC loan is \$0.9 million. HUD's EPC program provides for continued HUD subsidy funding at the utility consumption rates existing prior to the improvements. Utility savings realized from the improvements, therefore, are designed to cover the debt service.

## USES OF ACCUMULATED CASH BALANCES

AHA has accumulated cash in prior years which is classified as either “Unrestricted” or “Restricted” based on HUD guidance:

*Unrestricted Cash* — includes cash that is available for any program purposes including current operations. Because the funds are not tied to a certain program or property, they are classified as unrestricted. They remain subject, however, to varying degrees of HUD restrictions. For example, HUD approval is required, with some limited exceptions, to use or deploy these funds strategically outside of the ordinary course of AHA’s business under the MTW Agreement. In all cases, AHA’s assets are subject to the limitations of AHA’s charter and the Housing Authorities Laws of the State of Georgia.

*Restricted Cash* — includes cash that is only to be expended for specific purposes based on the source of the money. AHA’s restricted cash generally includes: proceeds from the sale of property acquired with grant or development funds; program income from specific grants; income generated from development activities; partnership operating reserves; and public improvement funds. The majority of these funds are restricted to revitalization activities.

### **Non-current Year Sources of Funds (Sources and Uses of Funds (Consolidated) Schedule and Schedule A)**

- **Drawdown of Reserves Accumulated and Restricted for Revitalization Activities**

AHA, in partnership with its private-sector development partners, will continue to advance its revitalization master plans for sustainable, market-rate quality, mixed-use, mixed-income communities. During FY 2014, AHA anticipates

using approximately \$0.2 million in Restricted Cash that has been accumulated for these purposes. AHA will use RHF grants, MTW reserves and Public Improvement funds from the City of Atlanta and its affiliates to leverage private sources of funds raised by its private-sector development partners to advance the revitalization activities.

- **Drawdown of MTW Reserves for Revitalization Activities**

In accordance with the terms of AHA’s MTW Agreement, HUD has provided AHA funds under the Housing Choice Voucher Program, Public Housing Operating Subsidy and Capital Fund Program each year since 2004, which are combined into AHA’s MTW Single Fund. If annual MTW Single Fund revenue exceeds the MTW expenditure, the balance is transferred to AHA’s MTW reserves to be used for planned MTW activities in future years and to supplement future annual HUD MTW funds when proration reduces funding below levels necessary to meet AHA’s mission and MTW objectives. During FY 2014, AHA anticipates using \$26.3 million in MTW reserves to support AHA’s revitalization activities.

### **Public Improvement Funds provided by the City of Atlanta and Affiliates**

The City of Atlanta and its affiliates have supported AHA’s Revitalization Program activities by providing funds for infrastructure and other public improvements in the public right-of-way. These funds typically have come from the sale of special purpose bonds (e.g., Tax Allocation District (TAD) bonds and Water & Sewer bonds). Depending on the source of funding, the City either provides the funds to AHA in advance of construction or as reimbursement for completed construction.

During FY 2014, AHA anticipates using \$2.1 million in Public Improvement Funds provided by the City of Atlanta and Affiliates. Pursuant to agreements with the City, AHA's private-sector development partners execute the public improvement work in order to better coordinate and integrate the construction-related activities.

### **RECLASSIFICATIONS WITHIN THE FY 2014 BUDGET**

AHA is authorized to reallocate between departments, funding sources and accounts, as necessary, to execute the FY 2014 Annual MTW Plan as long as AHA remains within the FY 2014 Budget authority approved by the Board of Commissioners.

### **BUDGET TO ACTUAL REPORTING**

At least quarterly, AHA will provide reports to the Board of Commissioners of actual revenue and expenditures against the FY 2014 Budget and explain significant variances.

**The Housing Authority of the City of Atlanta, Georgia**  
**FY 2014 Budget**  
**(Excludes Non-cash Items)**

Schedule

**Sources & Uses of Funds (Consolidated)**

**Sources of Funds**

Housing Choice Voucher Program (HCVP)	\$185,139,920
Public Housing Operating Subsidy	13,650,684
Capital Fund Program (CFP)	15,202,406
<b>Total MTW Single Fund</b>	<b>\$213,993,010</b>
Replacement Housing Factor (RHF) Grants	\$11,616,438
Tenant Dwelling Revenue	5,566,578
Georgia HAP Administrators, Inc., <i>dba</i> National Housing Compliance (NHC)	500,000
Development and Transaction Fees	1,028,400
Other Revenue	250,400

<b>A</b>	<b>Total Sources of Funds</b>	<b>\$232,954,826</b>
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*This schedule is continued on the following page*

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

(Excludes Non-cash Items)

Schedule

### Sources & Uses of Funds (Consolidated)

*Schedule continued from previous page*

#### Uses of Funds

<b>B</b>	Housing Assistance Payments (HAP) and Administrative Fees:	\$143,972,261
<b>C</b>	Operating Divisions	15,444,131
<b>D</b>	Corporate Support	27,194,041
<b>E</b>	Human Development Support Services and Community Relations	2,555,629
<b>F</b>	Operating Expense for AHA-Owned Residential Communities / Other AHA Properties	20,622,298
<b>G</b>	Modernization of AHA-Owned Residential Communities / AHA Headquarters Capital Expenditures	8,260,334
<b>H</b>	Development and Revitalization	39,259,944
<b>I</b>	ERP Solution	2,410,945
<b>J</b>	Non-ERP Hardware and Software Solutions	525,000
	Debt Service on Energy Performance Contract (EPC) Bank Loan	984,749

<b>Total Uses of Funds</b>	<b>\$261,229,332</b>
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<b>Uses in Excess of Sources of Funds</b>	<b>(\$28,274,506)</b>
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#### Non-current Year Sources of Funds

##### Reserves Accumulated in Prior Periods

Drawdown of Reserves Accumulated and Restricted for Revitalization Activities	\$207,451
Drawdown of MTW Reserves for Revitalization Activities	26,323,055

<b>Public Improvement Funds Provided by the City of Atlanta and Affiliates</b>	<b>2,114,000</b>
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<b>Total Non-current Year Sources of Funds</b>	<b>\$28,644,506</b>
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<b>Funds Not Used for Current Year's Activities</b>	<b>\$370,000</b>
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# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### Sources & Uses of Funds by Major Activities and Programs Schedule A

Schedule	Sources & Uses of Funds by Major Activities and Programs				
	Schedule A				
	MTW Single Fund	Georgia HAP dba NHC	Revitalization Activities	Total	
A	Sources of Funds				
	Housing Choice Voucher Program (HCVP)	\$185,139,920	\$0	\$0	\$185,139,920
	Public Housing Operating Subsidy	13,650,684			13,650,684
	Capital Fund Program (CFP)	15,202,406			15,202,406
	Replacement Housing Factor (RHF) Grants			11,616,438	11,616,438
	Tenant Dwelling Revenue	5,566,578			5,566,578
	Georgia HAP Administrators, Inc., dba National Housing Compliance (NHC)		500,000		500,000
	Development and Transaction Fees *	1,028,400			1,028,400
	Other Revenue	250,400			250,400
	Total Sources of Funds	\$220,838,388	\$500,000	\$11,616,438	\$232,954,826
B C D E F G H I J	Uses of Funds and Accumulated Cash Balances				
	Housing Assistance Payments (HAP) and Administrative Fees:	\$143,972,261	\$0	\$0	\$143,972,261
	Operating Divisions	14,443,131	0	1,001,000	15,444,131
	Corporate Support	27,064,041	130,000	0	27,194,041
	Human Development Support Services and Community Relations	2,555,629	0	0	2,555,629
	Operating Expense for AHA-Owned Residential Communities / Other AHA Properties	20,622,298	0	0	20,622,298
	Modernization of AHA-Owned Residential Communities / AHA Headquarters Capital Expenditures	8,260,334	0	0	8,260,334
	Development and Revitalization	0	0	39,259,944	39,259,944
	ERP Solution	2,410,945	0	0	2,410,945
	Non-ERP Hardware and Software Solutions	525,000	0	0	525,000
	Debt Service on Energy Performance Contract (EPC) Bank Loan	984,749	0	0	984,749
	Total Uses of Funds	\$220,838,388	\$130,000	\$40,260,944	\$261,229,332
	Uses in Excess of Sources of Funds				
		\$0	\$370,000	(\$28,644,506)	(\$28,274,506)
	Non-current Year Sources of Fund				
	Reserves Accumulated in Prior Periods				
	Drawdown of Reserves Accumulated and Restricted for Revitalization Activities	\$0	\$0	\$207,451	\$207,451
	Drawdown of MTW Reserves for Revitalization Activities	0	0	26,323,055	26,323,055
	Public Improvement Funds Provided by the City of Atlanta and Affiliates	0	0	2,114,000	2,114,000
	Total Non-current Year Sources of Funds	\$0	\$0	\$28,644,506	\$28,644,506
Funds Not Used for Current Year's Activities **					
	\$0	\$370,000	\$0	\$370,000	

\* Development and Transaction Fees are included under the MTW Single Fund for simplicity of presentation. Such fees frequently have limitations on their use and, therefore, although they are reflected as a source of funds for FY 2014, when received AHA will include these funds in its reserves.

\*\* Net income generated from participation in Georgia HAP Administrators, Inc. *dba* National Housing Compliance, is AHA's least restricted funding source and is only used for selected activities.

**The Housing Authority of the City of Atlanta, Georgia**  
**FY 2014 Budget**

**Housing Assistance Payments (HAP) and Administrative Fees**  
**Schedule B**

Tenant-Based & Homeownership Vouchers and Voucher Portability Administrative Fees	\$92,514,025
Project Based Rental Assistance (PBRA)	37,613,870
Mixed-Income Communities Operating Subsidy for AHA-Assisted Units	13,844,366
<b>Total Housing Assistance Payments (HAP) and Administrative Fees</b>	<b>\$143,972,261</b>

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### Operating Divisions Schedule C

Operating Divisions	Salaries, Benefits & Taxes	Professional Services	Outsourced Real Estate Services	Other Staff Augmentation	Other	Total
Customer Services Group	\$6,320,379	\$443,560	\$91,550	\$363,085	\$197,713	\$7,416,287
Real Estate Group	4,291,075	517,141	2,594,888	0	70,047	7,473,151
Pay for Performance Program	554,693	0	0	0	0	554,693
<b>Total</b>	<b>\$11,166,147</b>	<b>\$960,701</b>	<b>\$2,686,438</b>	<b>\$363,085</b>	<b>\$267,760</b>	<b>\$15,444,131</b>

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### Corporate Support Schedule D

	Salaries, Benefits & Taxes	Professional Services	Outsourced Real Estate Services	Other Staff Augmentation	Software Maint., Licenses & Non- Capitalized Hardware/ Software	Other	Total
<b>Corporate Support</b>							
Executive Office	\$530,797	\$84,000	\$0	\$0	\$0	\$187,917	\$802,714
General Counsel including External Legal Services	2,036,937	530,000	0	0	0	74,375	2,641,312
Finance	1,841,267	501,500	0	28,600	0	16,050	2,387,417
Internal Audit	123,155	150,000	0	0	0	5,000	278,155
Records & Information Management	1,343,002	0	0	0	0	780,929	2,123,931
Information Technology	4,019,670	695,000	14,300	487,036	1,351,333	439,380	7,006,719
Acquisition & Management Services	998,609	0	0	0	0	54,320	1,052,929
Office of Policy & Strategy	1,058,190	1,050,000	0	0	0	51,427	2,159,617
Enterprise Program Management Office	495,963	0	103,840	840,027	0	14,500	1,454,330
Community & Governmental Affairs	335,385	0	0	0	0	6,830	342,215
Internal Communications	296,524	15,000	0	0	0	15,908	327,432
Human Resources Operations	1,132,570	208,530	0	0	0	182,493	1,523,593
Activities Managed by Human Resources Department:							
Professional Development & Training	45,000	0	0	0	0	523,000	568,000
Business Transformation & Change Management	0	590,000	0	0	0	36,700	626,700
HR Technology Solutions	0	76,470	0	0	0	0	76,470
Recruitment Fees	0	200,000	0	0	0	0	200,000
Risk Management	159,000	2,200	0	0	0	571,000	732,200
Severance & Related Expense	0	50,000	0	0	0	300,000	350,000
Pension Contribution	0	0	0	0	0	1,500,000	1,500,000
Pension Consulting Services	0	150,000	0	0	0	0	150,000
Agency-wide Temporary Services	0	0	0	145,000	0	0	145,000
Pay for Performance Program	745,307	0	0	0	0	0	745,307
<b>Total</b>	<b>\$15,161,376</b>	<b>\$4,302,700</b>	<b>\$118,140</b>	<b>\$1,500,663</b>	<b>\$1,351,333</b>	<b>\$4,759,829</b>	<b>\$27,194,041</b>

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### Human Development Support Services and Community Relations Schedule E

Community Relations*	\$20,000
Human Development Support**	1,985,629
Temporary Emergency Housing Support***	550,000
<b>Total Human Development Support Services and Community Relations</b>	<b>\$2,555,629</b>

\* Community Relations includes support for a variety of civic activities.

\*\* Human Development Support includes activities such as the provision of intensive case management for families with complex needs, the Good Neighbor training program, Aging Well programs for seniors, supportive services, and activities for youth.

\*\*\* Temporary emergency Housing Support provides temporary rental assistance to households not participating in other AHA programs.

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### Operating Expense for AHA-Owned Residential Communities / Other AHA Properties Schedule F

	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Other	Human Development Services	Total
<b>AHA-Owned Residential Communities</b>							
Barge Road Highrise	\$239,916	\$182,712	\$353,344	\$175,381	\$48,840	\$139,454	\$1,139,646
Cheshire Bridge Road Highrise	355,555	271,246	575,305	137,221	44,026	179,017	1,562,370
Cosby Spear Highrise	500,833	504,531	866,459	322,140	71,264	180,115	2,445,342
East Lake Highrise	291,515	214,361	427,528	135,508	42,207	127,677	1,238,796
Georgia Avenue Highrise	194,845	154,523	347,462	126,760	20,794	102,201	946,586
Hightower Manor Highrise	239,546	181,767	372,114	175,381	50,005	134,807	1,153,620
Juniper and Tenth Highrise	310,742	265,233	436,667	205,750	50,121	145,838	1,414,351
Marian Road Highrise	365,188	396,831	495,954	188,612	80,021	210,130	1,736,736
Marietta Road Highrise	231,938	190,762	343,183	173,629	45,583	140,669	1,125,765
Martin Street Plaza	146,857	207,607	261,528	141,848	12,706	79,243	849,789
Peachtree Road Highrise	388,088	335,508	534,517	141,471	56,919	179,478	1,635,980
Piedmont Road Highrise	390,402	352,721	542,573	142,881	45,706	143,324	1,617,607
Westminster	77,002	93,395	115,142	20,340	12,269	13,200	331,348
<b>Total AHA-Owned Residential Communities</b>	<b>\$3,732,427</b>	<b>\$3,351,196</b>	<b>\$5,671,777</b>	<b>\$2,086,923</b>	<b>\$580,460</b>	<b>\$1,775,153</b>	<b>\$17,197,935</b>
<b>Other AHA Properties</b>							
AHA Headquarters Building	\$321,701	\$259,397	\$934,272	\$662,367	\$24,516	\$0	\$2,202,252
Zell Miller Center	19,392	36,770	78,856	0	0	0	135,018
PILOT and Other AHA Land	0	184,655	648,934	0	253,504	0	1,087,093
<b>Total Other AHA Properties</b>	<b>\$341,093</b>	<b>\$480,822</b>	<b>\$1,662,062</b>	<b>\$662,367</b>	<b>\$278,020</b>	<b>\$0</b>	<b>\$3,424,363</b>
<b>Total</b>	<b>\$4,073,520</b>	<b>\$3,832,018</b>	<b>\$7,333,838</b>	<b>\$2,749,289</b>	<b>\$858,480</b>	<b>\$1,775,153</b>	<b>\$20,622,298</b>

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### Modernization of AHA-Owned Residential Communities / AHA Headquarters Capital Expenditures Schedule G

	Pre-development Activities	Renovations	Total
<b>Modernization of AHA-Owned Residential Communities</b>			
Barge Road Highrise	\$91,667	\$371,916	\$463,583
Cheshire Bridge Road Highrise	100,000	\$771,690	871,690
Cosby Spear Highrise	183,333	\$670,165	853,498
East Lake Highrise	100,000	\$204,151	304,151
Georgia Avenue Highrise	50,000	\$367,406	417,406
Hightower Manor Highrise	91,667	\$612,966	704,633
Juniper and Tenth Highrise	100,000	\$352,835	452,835
Marian Road Highrise	166,667	\$327,431	494,098
Marietta Road Highrise	91,667	\$297,334	389,001
Martin Street Plaza	50,000	\$180,203	230,203
Peachtree Road Highrise	116,667	\$616,460	733,127
Piedmont Road Highrise	133,333	\$520,530	653,863
Westminster	33,333	\$98,913	132,246
<b>Total AHA-Owned Residential Communities</b>	<b>\$1,308,334</b>	<b>\$5,392,000</b>	<b>\$6,700,334</b>
			<b>Capital Expenditures</b>
<b>AHA Headquarters Capital Expenditures</b>			
Technology Investments			\$651,000
Capital Improvements to AHA Corporate Headquarters			882,000
Equipment			27,000
<b>Total AHA Headquarters Capital Expenditures</b>			<b>\$1,560,000</b>
<b>Total</b>			<b>\$8,260,334</b>

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

## Development and Revitalization Schedule H

Revitalization Community	Auburn Pointe	Capitol Gateway	The Villages at Carver	Centennial Place	West Highlands	Mechanicsville	Scholars Landing / Choice Neighborhoods	CollegeTown West End	Magnolia Perimeter	Englewood	Homeownership Down Payment Assistance	Future Development	Total
Development and Revitalization Expenditures													
Demolition	\$500,000	\$200,000	\$0	\$0	\$100,000	\$362,200	\$0	\$0	\$50,000	\$0	\$0	\$0	\$1,212,200
Acquisitions	0	0	0	0	0	1,510,000	2,015,000	1,510,000	500,000	1,005,000	0	3,000,000	9,540,000
Predevelopment Loans	0	0	30,000	0	0	0	165,000	0	0	0	0	0	195,000
Developer Loan Draws	1,205,493	0	0	0	0	0	1,500,000	0	0	0	0	0	2,705,493
Extraordinary Sitework Maintenance	0	200,000	0	0	0	0	1,000,000	0	0	0	0	0	1,200,000
Homeownership	0	0	0	0	0	0	0	0	0	0	600,000	0	600,000
Non Residential Structures	0	0	0	0	0	0	2,000,000	0	0	0	0	0	2,000,000
Public Improvements	10,000	0	0	2,104,000	5,873,355	0	2,000,000	0	0	0	0	0	9,987,355
Scholars Landing / Choice Neighborhood Transformation Plan	0	0	0	0	0	0	10,000,000	0	0	0	0	0	10,000,000
Neighborhood Sustainability	0	0	250,000	0	0	0	0	0	0	0	0	0	250,000
Consulting and Professional Services	45,000	50,000	37,951	25,000	25,000	46,000	461,945	30,000	0	80,000	0	545,000	1,345,896
Legal Expense	34,000	34,000	4,000	24,000	39,000	19,000	49,000	4,000	9,000	4,000		4,000	224,000
Total Development and Revitalization Expenditures	\$1,794,493	\$484,000	\$321,951	\$2,153,000	\$6,037,355	\$1,937,200	\$19,190,945	\$1,544,000	\$559,000	\$1,089,000	\$600,000	\$3,549,000	\$39,259,944
Sources of Funds													
Replacement Housing Factor (RHF) Grants Reserves	\$1,952,493	\$0	\$0	\$0	\$0	\$1,186,000	\$7,777,945	\$0	\$500,000	\$0	\$200,000	\$0	\$11,616,438
Drawdown of Reserves Accumulated and Restricted for Revitalization Activities	0	0	7,451	0	0	0	0	0	0	0	200,000	0	207,451
Public Improvement Funds Provided by the City of Atlanta and Affiliates	10,000	0	0	2,104,000	0	0	0	0	0	0	0	0	2,114,000
Drawdown of MTW Funds for Revitalization Activities	0	484,000	314,500	49,000	6,037,355	877,200	12,120,000	1,544,000	59,000	1,089,000	200,000	3,549,000	26,323,055
Total Sources of Funds	\$1,962,493	\$484,000	\$321,951	\$2,153,000	\$6,037,355	\$2,063,200	\$19,897,945	\$1,544,000	\$559,000	\$1,089,000	\$600,000	\$3,549,000	\$40,260,944
Fees for Service to Support Administrative Expenses	\$168,000	\$0	\$0	\$0	\$0	\$126,000	\$707,000	\$0	\$0	\$0	\$0	\$0	\$1,001,000

# The Housing Authority of the City of Atlanta, Georgia

## FY 2014 Budget

### ERP Solution Schedule I

	Original Projections <u>Before</u> Discovery, Design and Planning (DDP) - Approved by Board in January 2011	Revised Projections <u>After</u> Discovery, Design and Planning (DDP) - Approved by the Board in June 2012	Total Projected Costs - Line Items <u>Realigned</u> Based on Revised Estimates	Projected Spend by Period		
				Projected Costs thru June 30, 2013	Budgeted Costs for FY 2014	Projected Costs for FY 2015
<b>One-time Investment</b>						
<b>YARDI Professional Services excluding Orion</b>						
Discovery, Design and Planning (DDP)	\$598,200	\$598,200	\$598,200	\$598,200	\$0	\$0
Implementation Services	1,940,473	2,584,480	2,990,199	2,114,222	875,977	0
Customizations	400,000	875,600	645,576	570,576	75,000	0
<b>Total YARDI Professional Services excluding Orion</b>	<b>\$2,938,673</b>	<b>\$4,058,280</b>	<b>\$4,233,975</b>	<b>\$3,282,998</b>	<b>\$950,977</b>	<b>\$0</b>
<b>Bolt-ons, Extensions, Integrations and Related Services     plus ECM Software and Related Services</b>	\$3,216,182	\$3,166,375	\$3,387,219	\$2,995,671	\$391,548	\$0
<b>Hardware</b>	422,216	325,000	238,824	238,824	0	0
<b>Transformation Strategy, Planning &amp; DDP Support</b>	4,280,000	4,280,000	4,280,000	4,178,130	101,870	0
<b>Total One-Time Investment</b>	<b>\$10,857,071</b>	<b>\$11,829,655</b>	<b>\$12,140,018</b>	<b>\$10,695,623</b>	<b>\$1,444,395</b>	<b>\$0</b>
<b>Software Licensing Costs</b>	\$1,886,375	\$2,010,625	\$1,700,262	\$752,163	\$466,550	\$481,550
<b>Total Projected Investment Excluding Contingency</b>	<b>\$12,743,446</b>	<b>\$13,840,280</b>	<b>\$13,840,280</b>	<b>\$11,447,786</b>	<b>\$1,910,945</b>	<b>\$481,550</b>
<b>Contingency</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$0</b>
<b>Total Projected Investment*</b>	<b>\$12,743,446</b>	<b>\$14,340,280</b>	<b>\$14,340,280</b>	<b>\$11,447,786</b>	<b>\$2,410,945</b>	<b>\$481,550</b>

\* As a component of the Enterprise-wide Business Transformation Initiative, the ERP Solution is supported by AHA's Operating Divisions and Corporate Support. See Schedules C and D.

**The Housing Authority of the City of Atlanta, Georgia**  
**FY 2014 Budget**

**Non-ERP Hardware and Software Solutions**  
**Schedule J**

**Non-ERP Hardware and Software Solutions**

Intranet and Internet Redesign	\$475,000
e-Procurement Solution	50,000

**Total Non-ERP Hardware and Software Solutions**

**\$525,000**