



The Housing Authority of the City of Atlanta, Georgia

Comprehensive Budget

**For the Fiscal Year
Beginning July 1, 2016 and Ending June 30, 2017**

Approved by AHA's Board of Commissioners on June 29, 2016

TABLE OF CONTENTS

	Sections
Executive Summary	A
FY 2017 Budget Financial Schedules.....	B
Budget Discussion and Analysis	C
<ul style="list-style-type: none">• Budget Process and Monitoring• Budget Presentation• Sources of Funds Assumptions• Uses of Funds Assumptions• Reclassifications within the FY 2017 Budget• Budget Risk Analysis	
Support for Certain Financial Schedules.....	D
AHA's Organization Chart.....	E

Executive Summary

In a time when affordable housing options in the City of Atlanta are increasingly limited, AHA is proud to continue its mission of providing quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community. AHA is a participant of the U.S. Department of Housing and Urban Development's "Moving to Work" (MTW) demonstration program. Established in 1996 by Congress and administered by HUD, the MTW demonstration program gives AHA as a high performing public housing agency, the flexibility to design and test creative approaches to providing quality affordable housing, facilitating self-sufficiency and achieving greater efficiency and effectiveness. On April 4, 2016, HUD notified AHA that Congress extended the MTW demonstration program and that AHA's MTW Agreement, originally set to expire in 2018, has been extended for an additional ten (10) year period through 2028.

AHA was uncertain as to whether the MTW Agreement would be extended, and therefore AHA's FY 2015 and FY 2016 Budgets were conservatively developed to anticipate a potential loss or substantial change to AHA's MTW flexibility. During this period, AHA made great strides to reduce administrative and operating costs by over \$13.2 million.

AHA's FY 2017 Budget ("FY 2017 Budget" or "Budget") has been developed to support the activities and initiatives outlined in AHA's FY 2017 MTW Implementation Plan (MTW Plan). AHA's three priorities for the year, as outlined and further detailed in the MTW Plan, are as follows:

- **Priority 1: Housing Opportunities & Real Estate Development.** Expand and preserve housing opportunities while facilitating development of new mixed-income communities.
- **Priority 2: Human Development and Supportive Services.** Continue to increase the number of Housing Choice households that are compliant with AHA's Work/Program Requirement and expand homelessness programs.
- **Priority 3: Administration.** Optimize Housing Choice processes to improve cycle-times and manage finances within HUD's cash management guidelines.

In FY 2017, AHA is pivoting its focus to increasing the number of households served from 22,028 (end of FY 2016) to over 22,524 (end of FY 2017) by increasing the number of Tenant-Based Vouchers, Project-Based Rental Assistance and furthering AHA's real estate development initiatives. In addition, AHA in partnership with the City of Atlanta will continue to invest in targeted revitalization and transformation initiatives, family self-sufficiency services, and community development programs in the Vine City, Ashview Heights, and the Atlanta University Center communities as part of the University Choice Neighborhoods Initiative. This five-year effort is funded through a \$30 million Choice Neighborhoods Implementation Grant from HUD, supplemented with \$12.5 million in AHA's MTW funds, \$17.8 million in Replacement Housing Factor funds, and \$7.3 million in AHA's Program Income, and represents a significant component of AHA's FY 2017 Budget.

FY 2017 Adopted Budget

The Housing Authority of the City of Atlanta, Georgia

The enclosed FY 2017 Budget projects AHA's sources of funds at \$247.6 million from the following sources:

- \$215.4 million in MTW funds provided by HUD
- \$8.2 in Replacement Housing Factor Grants (of which \$3.2 million for the Choice Neighborhoods project)
- \$7.1 million of Choice Neighborhoods Grant
- \$6.5 million in program income earned in prior years primarily from proceeds from real estate development and funds provided by the City of Atlanta principally for public improvements
- \$10.4 million from other sources consisting of tenant dwelling income, development-related income and revenue from ancillary sources

The FY 2017 Budget projects that AHA's uses of these funds will total \$239.8 million¹, primarily for the following uses:

- ***Increasing the number of households served.*** AHA's highest priority continues to be serving more low-income individuals in need of affordable housing. As depicted in the following chart, AHA's FY 2017 expenditures are focused on providing affordable housing to new low-income Atlanta households either through Tenant-Based Vouchers or Project Based Rental Assistance.

AHA plans to reopen its Housing Choice Voucher waitlist in FY 2017, which is planned to include a preference for residents of the City of Atlanta and those who work in the

City of Atlanta. In addition, with the decreasing availability of affordable housing options in the City of Atlanta, AHA's budget also provides funding for

<i>FY 2016 Projected New Tenant-Based Vouchers</i>	<i>FY 2016 Projected New Project Based Rental Assistance Units</i>	<i>FY 2016 Projected Attrition</i>	<i>FY 2016 Projected Total Gain</i>
1,186	269	(600)	855
<i>FY 2017 Projected New Tenant-Based Vouchers</i>	<i>FY 2017 Projected New Project Based Rental Assistance Units</i>	<i>FY 2017 Projected Attrition</i>	<i>FY 2017 Projected Total Gain</i>
1,176	482	(600)	1,058

marketing and outreach programs to landlords to encourage and expand new landlord participation in AHA's Tenant-Based Voucher program.

AHA's budget reflects the heightened focus on increasing the number of households served by allocating:

- \$94.7 million to cover the costs of the Tenant-Based Vouchers and to support additional marketing and advertising efforts to attract additional landlords to the Voucher program.
- \$39.4 million for AHA's Project Based Rental Assistance program, with a renewed focus on Areas of Opportunity, defined by AHA as areas of less

¹ Please note, this will result in a \$7.8 million excess of funds, of which \$4.7 million will be held by HUD under its cash management program for AHA's future use and the remaining \$3.1 million will be held in AHA's program income cash reserves.

than 20% poverty and less than 50% minority concentration.

- **Long-term real estate initiatives to expand and preserve affordable housing opportunities in mixed-income communities.** AHA will continue its mission of expanding quality affordable housing opportunities throughout the City of Atlanta through its various real estate initiatives, which includes the revitalization and continued development of mixed-income communities.

To this end, AHA's FY 2017 Budget provides for \$36.7 million of revitalization and development expenditures, primarily comprised of the following items:

- \$15.4 million towards the planned University Choice Neighborhoods Initiative
- \$6.0 million for the planned acquisition of a financially troubled mixed-income housing community
- \$5.6 million towards the conversion of five AHA-owned communities from Public Housing-funded (Section 9) to Housing Choice-funded (Section 8)

under HUD's Rental Assistance Demonstration (RAD) program with Juniper and Tenth and Piedmont Road high-rises scheduled for conversion closing during FY 2017

- \$1.5 million in homeownership down payment assistance for first-time homebuyers at or below 80% AMI
- \$1.1 million in real estate strategy consulting services

- **Continuation of effective and efficient agency administration.** To accomplish the FY 2017 Budget activities, AHA intends to add twelve (12) new full time positions over current existing positions. The chart below details these new positions. The cost impact of these positions, combined with a 3% merit pay increase and a 12% inflation increase in AHA-provided medical plan, results in higher budgeted Operating Divisions and Corporate Support expenses of \$1.0 million and \$0.7 million, respectively, over the FY 2016 Budget.

<i>Housing Choice (Customer Service Group)</i>	<i>Communications</i>
New Business Development Agent (2) Portfolio Manager Customer Services Representative I (2) Housing Services Administrator (2) Compliance Analyst Intake Document Coordinator	Director of Communications
<i>Information Technology</i>	<i>Finance</i>
IT Operations Manager	Director, Financial Planning & Analytics



The Housing Authority of the City of Atlanta, Georgia

Budget Financial Schedules

**For the Fiscal Year
Beginning July 1, 2016 and Ending June 30, 2017**

Adopted by AHA's Board of Commissioners on June 29, 2016

The Housing Authority of the City of Atlanta, Georgia

FY 2017 Budget Financial Schedules

TABLE OF CONTENTS

Schedule		Page
	Sources and Uses of Funds	3
I	Sources & Uses of Funds by Major Program	5
II	Housing Assistance and Operating Subsidy Payments	6
	• II.A Project-Based Housing Assistance (PBRA) by Community	7
	• II.B Mixed-Income Communities Operating Subsidy for AHA-Assisted Units	9
III	Operating Divisions Expense	10
	• III.A Operating Divisions Expense by Category	11
IV	Corporate Support Expense	12
	• IV.A Corporate Support Expense by Category	13
V	Human Development, Supportive Housing Services and Community Relations	14
VI	Operating Expense for AHA-Owned Residential Communities and Other AHA Properties	15
	• VI.A Operating Expense for AHA-Owned Residential Communities and Other AHA Properties by Category	16
VII	Capital Expenditures for AHA-Owned Residential Communities and AHA Headquarters	17
VIII	Development and Revitalization	18
	• VIII.A Development and Revitalization by Community/Property	19
	• VIII.A.1 Rental Assistance Demonstration (RAD) by Revitalization Community	20
	• VIII.A.2 Other Development by Revitalization Property	21
	• VIII.B Development and Revitalization by Major Program	22

The Housing Authority of the City of Atlanta, Georgia

Sources and Uses of Funds

FY 2017 Budget

(Excludes Non-cash Items)

	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under) FY 2016 Budget	March 2016 YTD Actual
Sources of Funds				
Current Year Sources of Funds *				
Housing Choice Voucher Funds Authorized	\$ 200,102,471	\$ 202,159,540	\$ (2,057,069)	\$ 151,619,655
Public Housing Operating Subsidy	14,832,993	18,276,843	(3,443,850)	14,733,135
Capital Funds Program (CFP)	500,000	4,421,890	(3,921,890)	4,421,890
Total MTW Single Fund	215,435,464	224,858,273	(9,422,809)	170,774,680
Tenant Dwelling Revenue	5,749,447	5,828,230	(78,784)	4,531,557
Replacement Housing Factor (RHF) Grants	8,253,714	5,068,626	3,185,088	2,932,514
Choice Neighborhoods Implementation Grant	7,109,382	2,189,681	4,919,701	134,951
National Housing Compliance (NHC)	720,000	967,335	(247,335)	838,759
Development-related Income	2,481,116	904,551	1,576,565	1,332,456
Other Current Year Revenue and Grants	508,426	469,113	39,313	421,217
Non-Operating Sources of Funds	805,253	1,207,450	(402,197)	1,222,945
Total Current Year Sources of Funds	241,062,801	241,493,259	(430,458)	182,189,079
Sources of Funds from Prior Year Accumulations*				
Drawdown of Program Income and Other Funds	4,831,516	7,400,190	(2,568,674)	4,092,904
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,700,000	1,884,441	(184,441)	449,711
Total Sources of Funds from Prior Year Accumulations	6,531,516	9,284,631	(2,753,115)	4,542,615
Total Sources of Funds	\$ 247,594,317	\$ 250,777,890	\$ (3,183,573)	\$ 186,731,694

* Current Year Sources of Funds refers to funds which AHA receives from external sources during the current fiscal year. Sources of Funds from Prior Year Accumulations include the use of non-MTV funds cash balances available to AHA on July 1, 2016.

This schedule is continued on the following page.

Sources and Uses of Funds

FY 2017 Budget

(Excludes Non-cash Items)

Continued from previous page

Schedule		FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under) FY 2016 Budget	March 2016 YTD Actual
	Uses of Funds				
	Housing Assistance and Operating Subsidy Payments				
	Tenant-Based and Homeownership Vouchers	\$ 94,662,623	\$ 90,257,564	\$ 4,405,059	\$ 66,594,989
	Project Based Rental Assistance (PBRA)	39,412,269	37,026,131	2,386,139	27,182,146
	Mixed-Income Communities Operating Subsidy for AHA-Assisted Units	11,997,277	11,708,230	289,047	8,456,471
II	Total Housing Assistance and Operating Subsidy Payments	146,072,169	138,991,925	7,080,245	102,233,606
III	Operating Divisions	14,610,630	13,627,232	983,398	9,338,020
IV	Corporate Support	20,841,230	20,186,138	655,092	12,722,002
V	Human Development Supportive Housing Services and Community Relations	1,170,825	1,172,318	(1,493)	685,648
VI	Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	16,582,468	17,216,304	(633,836)	12,686,835
VII	Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,771,300	1,855,528	(84,228)	361,103
VIII	Development and Revitalization	36,676,136	22,822,128	13,854,008	10,371,404
	Debt Service on Energy Performance Contract (EPC) Capital Lease	2,125,882	660,905	1,464,977	660,905
	Total Uses of Funds for Operating Activities	93,778,471	77,540,553	16,237,918	46,825,917
	Total Uses of Funds	239,850,640	216,532,478	23,318,162	149,059,523
	Excess of Sources over Uses of Funds*	\$ 7,743,677	\$ 34,245,412	\$ (26,501,735)	\$ 37,672,171
	* The Excess of Funds is available for future MTW-eligible uses and to be held as follows:				
	Housing Choice Voucher Program Funds held at HUD**	\$ 4,674,121	\$ 28,451,701	\$ (23,777,580)	\$ 35,885,269
	Other Excess of Funds held at AHA	3,069,556	5,793,711	(2,724,155)	1,786,902
	Excess of Sources over Uses of Funds	\$ 7,743,677	\$ 34,245,412	\$ (26,501,735)	\$ 37,672,171

** As of March 31, 2016, funds totaling \$84.8 million were held at HUD and available to AHA for future MTW-eligible uses.

Schedule I
Sources and Uses of Funds by Major Program
FY 2017 Budget

Description	MTW Program	Housing Compliance (NHC)	Non-MTW Revitalization Program	FY 2017 Budget
Sources of Funds				
Current Year Sources of Funds *				
Housing Choice Voucher Funds Authorized	\$ 200,102,471	\$ -	\$ -	\$ 200,102,471
Public Housing Operating Subsidy	14,832,993	-	-	14,832,993
Capital Funds Program (CFP)	500,000	-	-	500,000
Total MTW Single Fund	215,435,464	-	-	215,435,464
Tenant Dwelling Revenue	5,749,447	-	-	5,749,447
Replacement Housing Factor (RHF) Grants	-	-	8,253,714	8,253,714
Choice Neighborhoods Implementation Grant	-	-	7,109,382	7,109,382
National Housing Compliance (NHC)	-	720,000	-	720,000
Development-related Income	-	-	2,481,116	2,481,116
Other Current Year Revenue and Grants	508,426	-	-	508,426
Non-Operating Sources of Funds	136,716	80,097	588,440	805,253
Total Current Year Sources of Funds	221,830,052	800,097	18,432,652	241,062,801
Sources of Funds from Prior Year Accumulations				
Drawdown of Program Income and Other Funds	-	5,000	4,826,516	4,831,516
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	1,700,000	1,700,000
Total Sources of Funds from Prior Year Accumulations	-	5,000	6,526,516	6,531,516
Total Sources of Funds	\$ 221,830,052	\$ 805,097	\$ 24,959,168	\$ 247,594,317
Uses of Funds				
Housing Assistance and Operating Subsidy Payments	\$ 146,072,169	\$ -	\$ -	\$ 146,072,169
Operating Divisions	14,527,021	83,609	-	14,610,630
Corporate Support	20,136,442	704,788	-	20,841,230
Human Development Supportive Housing Services and Community Relations	1,159,125	11,700	-	1,170,825
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	16,582,468	-	-	16,582,468
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,771,300	-	-	1,771,300
Development and Revitalization	14,781,524	5,000	21,889,612	36,676,136
Debt Service on Energy Performance Contract (EPC) Capital Lease	2,125,882	-	-	2,125,882
Total Uses of Funds	217,155,931	805,097	21,889,612	239,850,640
Excess of Sources over Uses of Funds*	\$ 4,674,121	\$ -	\$ 3,069,556	\$ 7,743,677
* The Excess of Funds is available for future MTW-eligible uses and to be held as follows:				
Housing Choice Voucher Program Funds held at HUD**	\$ 4,674,121	\$ -	\$ -	\$ 4,674,121
Other Excess of Funds held at AHA	-	-	3,069,556	3,069,556
Excess of Sources over Uses of Funds	\$ 4,674,121	\$ -	\$ 3,069,556	\$ 7,743,677

** As of March 31, 2016, funds totaling \$84.8 million were held at HUD and available to AHA for future MTW-eligible uses.

Schedule II
Housing Assistance and Operating Subsidy Payments
FY 2017 Budget

Schedule	Description	FY 2017		FY 2016		FY 2017 Over (Under) FY 2016		March 2016 YTD	
		Budget		Budget		Budget		Actual	
II.A	Tenant-Based and Homeownership Vouchers								
	In Jurisdiction Tenant-Based Vouchers	\$	76,317,188	\$	71,354,284	\$	4,962,904	\$	52,745,035
	Out of Jurisdiction (Port Out) Tenant-Based Vouchers		15,958,750		16,508,349		(549,599)		12,341,836
	Voucher Portability Administrative Fees		1,070,503		1,078,587		(8,084)		803,662
	Short-Term Housing Assistance		400,000		375,000		25,000		242,151
	Case Management and Administration of Supportive Housing Initiatives		200,000		200,000		-		83,333
	Leasing Incentive Fees		519,850		492,500		27,350		208,226
	Homeownership Vouchers		196,332		248,844		(52,512)		170,746
	Total Tenant-Based and Homeownership Vouchers		94,662,623		90,257,564		4,405,059		66,594,989
	Project Based Rental Assistance (PBRA)		39,412,269		37,026,131		2,386,139		27,182,146
II.B	Mixed-Income Communities Operating Subsidy for AHA-Assisted Units		11,997,277		11,708,230		289,047		8,456,471
	Total	\$	146,072,169	\$	138,991,925	\$	7,080,244	\$	102,233,606

Schedule II.A (1 of 2)
Project Based Rental Assistance (PBRA) by Community
FY 2017 Budget

Community	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under) FY 2016 Budget	March 2016 YTD Actual
Adamsville Green	\$ 587,080	\$ 580,623	\$ 6,457	\$ 438,780
Arcadia at Parkway Village	769,447	776,049	(6,602)	575,891
Ashley Auburn Pointe I	82,318	82,342	(24)	61,741
Ashley Collegetown II	83,376	75,551	7,825	60,429
Ashley Courts at Cascade I	168,145	-	168,145	28,307
Ashley Courts at Cascade II	151,331	15,345	135,986	53,030
Ashley Courts at Cascade III	106,492	-	106,492	14,527
Ashton at Browns Mill	535,632	530,224	5,408	399,691
Atrium at Collegetown	899,857	915,938	(16,081)	675,738
Auburn Glenn	1,225,854	1,260,952	(35,098)	927,157
Avalon Park Family	508,709	530,727	(22,018)	388,377
Avalon Park Senior	1,258,571	1,265,537	(6,966)	942,222
Avalon Ridge Family	756,564	780,540	(23,976)	566,929
Campbell Stone	1,444,564	1,435,247	9,317	1,081,795
Capitol Gateway II	171,308	172,610	(1,302)	128,811
Centennial Place I	319,697	310,905	8,792	231,026
Centennial Place II	306,114	309,529	(3,415)	230,177
Centennial Place III	298,753	324,986	(26,233)	233,809
Centennial Place IV	339,089	337,585	1,504	254,519
Columbia at Sylvan Hills	532,452	539,388	(6,936)	399,538
Columbia Colony Senior	423,096	422,525	571	317,096
Columbia Commons	96,434	98,615	(2,181)	72,801
Columbia Heritage	1,019,561	1,003,641	15,920	765,611
Columbia High Point Senior	575,767	576,625	(858)	434,387
Columbia Mechanicsville Apartments	290,848	284,278	6,570	219,239
Columbia Senior Blackshear	521,221	519,168	2,053	389,747
Columbia Senior Edgewood	1,266,469	1,265,160	1,309	953,292
Columbia Senior Mechanicsville	628,301	618,227	10,074	468,857
Columbia Senior at MLK Village	833,104	831,565	1,539	623,627
Columbia South River Gardens	348,598	358,034	(9,436)	261,569
Columbia Tower at MLK Village	725,147	727,260	(2,113)	545,364
Constitution Avenue Apartments	482,023	489,240	(7,217)	364,613
Crogman School Apartments	306,236	297,877	8,359	230,354
First Step	223,639	221,002	2,637	165,643
Gateway at East Point	710,752	712,533	(1,781)	533,519
GE Towers	1,343,484	1,187,063	156,421	907,723
Heritage Green	275,706	279,817	(4,111)	207,900

Continued on next page

Schedule II.A (2 of 2)
Project Based Rental Assistance (PBRA) by Community
FY 2017 Budget

Community	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under) FY 2016 Budget	March 2016 YTD Actual
Heritage Station Family	\$ 802,103	\$ 783,608	\$ 18,495	\$ 604,872
Heritage Station Senior	1,250,910	1,227,649	23,261	935,485
Highbury Terraces	116,136	108,573	7,563	82,323
Imperial Hotel (Commons at Imperial)	724,968	694,270	30,698	541,339
Legacy at Walton Lake	193,535	193,379	156	144,413
Lillie R. Campbell House	192,367	206,015	(13,648)	147,270
Manor at Scotts Crossing	718,886	719,786	(900)	539,146
Martin House at Adamsville	559,247	590,127	(30,880)	418,493
Mechanicsville Crossing	289,357	294,886	(5,529)	218,302
Mechanicsville Station	335,538	333,398	2,140	249,538
Oasis at Scholars Landing	315,000	157,644	157,356	19,510
Odyssey at Villas	196,259	196,009	250	145,175
O'Hearn House	284,327	287,496	(3,169)	211,395
Park Commons-Gates Park (HFOP)	1,007,411	1,012,477	(5,066)	754,113
Park Commons-Gates Park (HFS)	799,135	801,097	(1,962)	603,571
Parkside at Mechanicsville	294,290	280,619	13,671	219,719
Pavilion Place	309,462	318,875	(9,413)	228,925
Peaks at MLK	638,143	642,350	(4,207)	485,179
Providence at Parkway Village	616,533	330,222	286,311	-
Quest Village III	76,183	77,018	(835)	56,720
Renaissance at Park Place South Senior	671,468	675,321	(3,853)	507,054
Retreat at Edgewood	410,287	418,234	(7,947)	308,702
Seven Courts	162,120	168,050	(5,930)	122,220
Summit Trail	301,903	299,254	2,649	224,029
Veranda at Auburn Pointe	632,515	636,743	(4,228)	472,442
Veranda at Auburn Pointe II	879,107	876,933	2,174	657,265
Veranda at Auburn Pointe III	867,635	894,035	(26,400)	655,032
Veranda at Carver Senior	727,646	728,603	(957)	545,735
Veranda at Collegetown	681,551	702,215	(20,664)	512,593
Veranda at Scholars Landing	765,986	781,767	(15,781)	575,645
Villas of H.O.P.E	222,052	228,633	(6,581)	170,285
Welcome House	143,496	149,605	(6,109)	108,560
Woodbridge at Parkway Village	749,885	749,532	353	563,260
PBRA Future	1,611,090	50,000	1,561,090	-
PBRA Rent Increase Contingency	250,000	275,000	(25,000)	-
Total Project Based Rental Assistance (PBRA) Payments	\$ 39,412,269	\$ 37,026,131	\$ 2,386,139	\$ 27,182,146

Schedule II.B
Mixed-Income Communities Operating Subsidy for AHA-Assisted Units
FY 2017 Budget

Community	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under) March 2016	
			FY 2016 Budget	YTD Actual
Ashley Auburn Pointe I	\$ 274,442	\$ 251,825	\$ 22,617	\$ 188,865
Ashley Auburn Pointe II	223,183	163,352	59,831	72,920
Ashley Collegetown	287,523	285,807	1,716	214,353
Ashley Collegetown II	350,630	301,753	48,877	226,314
Ashley Courts at Cascade I	297,453	275,664	21,789	206,748
Ashley Courts at Cascade II	186,408	182,144	4,264	136,611
Ashley Courts at Cascade III	129,718	138,994	(9,276)	104,247
Ashley Terrace at West End	86,909	75,492	11,417	56,619
Atrium at Collegetown	528,084	511,235	16,849	380,700
Capitol Gateway I	357,529	352,737	4,792	264,555
Capitol Gateway II	199,570	230,632	(31,062)	172,971
Columbia Commons	270,328	284,977	(14,649)	213,732
Columbia Creste	383,895	305,888	78,007	229,419
Columbia Estates	378,100	336,320	41,780	252,243
Columbia Grove	281,400	245,310	36,090	183,987
Columbia Mechanicsville Apartments	411,315	393,379	17,936	295,038
Columbia Park Citi	386,989	356,702	30,287	267,525
Columbia Senior Residences at Mechanicsville	260,715	255,493	5,222	191,619
Columbia Village	131,334	162,646	(31,312)	121,986
Gardens at CollegeTown	169,691	175,518	(5,827)	126,790
Magnolia Park I	326,230	326,230	-	189,510
Magnolia Park II	368,397	368,397	-	230,567
Mechanicsville Crossing	358,986	358,986	-	269,244
Mechanicsville Station	353,096	350,540	2,556	262,908
Parkside at Mechanicsville VI	320,879	273,326	47,553	204,993
Veranda at Auburn Pointe	69,338	117,874	(48,536)	88,407
Villages at Carver I	517,821	497,977	19,844	373,482
Villages at Carver II	93,449	146,529	(53,080)	109,899
Villages at Carver III	415,455	441,070	(25,615)	330,804
Villages at Carver V	209,452	259,587	(50,135)	194,688
Villages at Castleberry Hill I	318,889	324,130	(5,241)	243,288
Villages at Castleberry Hill II	432,765	412,534	20,231	309,402
Villages of East Lake I	766,656	710,512	56,144	532,881
Villages of East Lake II	1,200,648	1,184,670	15,978	888,507
MIMF Capital Reserve Contingency	150,000	150,000	-	-
MIMF Operating Contingency	500,000	500,000	-	320,649
Total Mixed-Income Communities Operating Subsidy for AHA-Assisted Units	\$ 11,997,277	\$ 11,708,230	\$ 289,047	\$ 8,456,471

Schedule III*
Operating Divisions
FY 2017 Budget

Description	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under)	March 2016
			FY 2016 Budget	YTD Actual
Customer Services Group				
Customer Services	\$ 1,360,051	\$ 1,408,376	\$ (48,325)	\$ 1,080,394
Housing Services	5,240,388	4,345,372	895,016	3,011,324
Inspections Services	2,452,644	2,013,233	439,411	1,417,125
Human Development Services	916,638	794,538	122,100	566,096
Total Customer Services Group	9,969,721	8,561,519	1,408,202	6,074,939
Real Estate Group				
Office of the Chief Real Estate Officer	495,906	206,951	288,955	-
Real Estate Oversight & Services	1,887,576	2,119,886	(232,310)	1,430,240
Real Estate Development	509,685	1,064,510	(554,825)	515,436
Real Estate Investments & Finance	1,747,742	1,674,366	73,376	1,317,405
Total Real Estate Group	4,640,909	5,065,713	(424,804)	3,263,081
Total	\$ 14,610,630	\$ 13,627,232	\$ 983,398	\$ 9,338,020

* Please refer to Schedule III.A for FY 2017 budgeted Operating Divisions Expense by category.

Schedule III.A
Operating Divisions Expense by Category
FY 2017 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*	Temporary Services*	Other*	Total FY 2017 Budget
Customer Services Group					
Customer Services	\$ 1,325,201	\$ -	\$ 9,600	\$ 25,250	\$ 1,360,051
Housing Services	4,723,302	361,786	-	155,300	5,240,388
Inspections Services	2,217,727	60,499	-	174,418	2,452,644
Human Development Services	899,538	-	-	17,100	916,638
Total Customer Services Group	9,165,768	422,285	9,600	372,068	9,969,721
Real Estate Group					
Office of the Chief Real Estate Officer	334,761	150,000	-	11,145	495,906
Real Estate Oversight & Services	1,590,351	252,773	-	44,452	1,887,576
Real Estate Development	481,542	-	-	28,143	509,685
Real Estate Investments & Finance	1,602,615	110,000	-	35,127	1,747,742
Total Real Estate Group	4,009,269	512,773	-	118,867	4,640,909
Total	\$ 13,175,037	\$ 935,058	\$ 9,600	\$ 490,935	\$ 14,610,630

* Please refer to "Support for Schedule III.A" at the end of this report for additional details of each expense category.

Schedule IV*
Corporate Support Expense
FY 2017 Budget

Description	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under)	March 2016
			FY 2016 Budget	YTD Actual
Executive Office	\$ 878,544	\$ 705,366	\$ 173,178	\$ 525,830
Office of General Counsel	2,605,595	2,463,279	142,316	1,631,508
Finance	1,944,919	1,775,431	169,488	1,351,042
Information Technology	6,511,085	6,385,799	125,286	4,114,438
Records & Information Management	1,781,998	2,052,874	(270,876)	1,235,764
Enterprise Program Management Office	544,120	507,788	36,332	285,559
Office of Policy & Strategy	1,023,162	1,329,543	(306,381)	736,341
External and Governmental Affairs & Corporate Communications	959,849	763,591	196,258	542,710
Corporate Administration Support & Office of Compliance	1,139,813	1,090,771	49,042	637,783
Acquisition & Management Services	1,210,312	1,046,812	163,500	765,239
Human Resources Operations	1,187,333	1,010,384	176,949	895,788
Activities Managed by Human Resources:			-	
Severance & Related Expense	54,500	54,500	-	-
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	-
Total	\$ 20,841,230	\$ 20,186,138	\$ 655,092	\$ 12,722,002

* Please refer to "Support for Schedule IV.A" at the end of this report for additional details of each expense category.

Schedule IV.A
Corporate Support Expense by Category
FY 2017 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*(1)	Temporary Services*	Software Licenses & Hardware/ Software Expense*	Agency-wide Services and Expenses*	Other*	Total FY 2017 Budget
Executive Office	\$ 757,383	\$ -	\$ -	\$ -	\$ -	\$ 121,161	\$ 878,544
Office of General Counsel	1,867,593	695,000	-	-	-	43,002	2,605,595
Finance	1,722,339	195,400	-	-	-	27,180	1,944,919
Information Technology	3,819,992	643,875	12,500	1,547,178	411,040	76,500	6,511,085
Records & Information Management	1,064,516	2,000	-	-	689,282	26,200	1,781,998
Enterprise Program Management Office	536,494	-	-	-	-	7,626	544,120
Office of Policy & Strategy	759,451	230,000	-	-	-	33,711	1,023,162
External and Governmental Affairs & Corporate Communications	831,319	105,000	-	-	-	23,530	959,849
Corporate Administration Support & Office of Compliance	766,541	1,000	-	-	326,622	45,650	1,139,813
Acquisition & Management Services	1,011,201	15,000	-	-	100,000	84,111	1,210,312
Human Resources Operations	685,710	300,150	-	-	173,795	27,678	1,187,333
Activities Managed by Human Resources:							
Severance & Related Expense	-	-	-	-	54,500	-	54,500
Defined Benefit Pension Plan Contribution	-	-	-	-	1,000,000	-	1,000,000
Total	\$ 13,822,538	\$ 2,187,425	\$ 12,500	\$ 1,547,178	\$ 2,755,239	\$ 516,349	\$ 20,841,230

* Please refer to "Support for Schedule IV.A" at the end of this report for additional details of each expense category.

(1) Also includes Outside Legal Counsel expense.

Schedule V
Human Development, Supportive Housing Services and Community Relations*
FY 2017 Budget

Description	Managed by	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under)	March 2016
				FY 2016 Budget	YTD Actual
Human Development Support**	Customer Services Group	\$ 744,058	\$ 723,078	\$ 20,980	\$ 359,761
Supportive Services at Gardens at CollegeTown	Real Estate Group	\$ 128,620	\$ 168,000	\$ (39,380)	\$ 110,472
Quality Living Services for Seniors	Real Estate Group	265,447	253,540	11,907	190,155
Community Relations**	External and Governmental Affairs & Corporate Communications	21,000	16,000	5,000	6,060
Corporate Match for AHA Scholarship Fund - Non-MTW funds	President and CEO	11,700	11,700	-	19,200
Total		\$ 1,170,825	\$ 1,172,318	\$ (1,493)	\$ 685,648

* This schedule does not include the cost of the Customer Services Goup - Human Development Services Department or human development services provided at AHA-Owned properties by PMDs, which are included in Schedules III and VI, respectively.

** Please refer to "Support for Schedule V" at the end of this report for additional details on these line items.

Schedule VI*
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties
FY 2017 Budget

Description	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under) FY 2016 Budget	March 2016 YTD Actual
AHA-Owned Residential Communities				
Barge Road Highrise	\$ 974,220	\$ 971,519	\$ 2,701	\$ 670,764
Cheshire Bridge Road Highrise	1,398,653	1,257,220	141,433	956,324
Cosby Spear Highrise	2,128,631	2,175,297	(46,666)	1,690,127
East Lake Highrise	1,156,302	1,096,137	60,164	782,680
Georgia Avenue Highrise	727,088	700,828	26,260	542,628
Hightower Manor Highrise	967,180	979,838	(12,658)	780,536
Juniper and Tenth Highrise	654,685	1,237,061	(582,376)	971,734
Marian Road Highrise	1,589,397	1,611,898	(22,501)	1,176,182
Marietta Road Highrise	989,722	1,000,209	(10,487)	678,803
Martin Street Plaza	586,094	651,148	(65,053)	474,826
Peachtree Road Highrise	1,389,359	1,455,113	(65,755)	984,168
Piedmont Road Highrise	1,449,096	1,489,397	(40,301)	1,021,131
Westminster	316,698	294,836	21,863	201,510
Total AHA-Owned Residential Communities	14,327,126	14,920,501	(593,375)	10,931,413
Other AHA Properties				
AHA Headquarters Building	1,212,083	1,136,032	76,051	873,487
Zell Miller Center	182,091	173,279	8,812	89,645
PILOT and Other AHA Land	861,168	986,493	(125,325)	792,290
Total Other AHA Properties	2,255,342	2,295,803	(40,461)	1,755,422
Total	\$ 16,582,468	\$ 17,216,304	\$ (633,836)	\$ 12,686,835

* Please refer to Schedule VI.A for FY 2017 budgeted Operating Expense for AHA-Owned Residential Communities & Other AHA Properties by category.

Schedule VI.A

Operating Expense for AHA-Owned Residential Communities & Other AHA Properties by Category FY 2017 Budget

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total FY 2017 Budget
AHA-Owned Residential Communities							
Barge Road Highrise	\$ 232,699	\$ 169,477	\$ 311,312	\$ 120,737	\$ 89,888	\$ 50,107	\$ 974,220
Cheshire Bridge Road Highrise	322,464	289,735	514,060	120,776	92,891	58,728	1,398,653
Cosby Spear Highrise	479,599	540,665	637,206	265,941	113,456	91,763	2,128,631
East Lake Highrise	255,361	214,990	419,365	134,100	84,854	47,633	1,156,302
Georgia Avenue Highrise	165,420	134,261	232,120	109,060	54,878	31,350	727,088
Hightower Manor Highrise	221,064	162,056	284,404	172,029	73,615	54,013	967,180
Juniper and Tenth Highrise	171,816	140,724	155,992	99,817	47,583	38,753	654,685
Marian Road Highrise	410,187	374,159	482,609	131,786	103,400	87,256	1,589,397
Marietta Road Highrise	236,917	181,136	309,864	120,737	97,063	44,005	989,722
Martin Street Plaza	105,464	203,927	173,439	53,757	28,828	20,680	586,094
Peachtree Road Highrise	351,019	319,473	402,111	130,194	117,836	68,725	1,389,359
Piedmont Road Highrise	369,203	361,942	411,910	131,888	111,705	62,448	1,449,096
Westminster	46,939	82,283	149,502	10,449	15,520	12,005	316,698
Total AHA-Owned Residential Communities	3,368,153	3,174,828	4,483,892	1,601,271	1,031,516	667,466	14,327,126
Other AHA Properties							
AHA Headquarters Building	219,646	247,109	530,163	180,675	-	34,490	1,212,083
Zell Miller Center	2,364	41,359	69,469	56,215	-	12,684	182,091
PILOT and Other AHA Land	6,000	2,579	450,639	-	-	401,949	861,168
Total Other AHA Properties	228,010	291,047	1,050,271	236,890	-	449,123	2,255,342
Total	\$ 3,596,163	\$ 3,465,875	\$ 5,534,163	\$ 1,838,161	\$ 1,031,516	\$ 1,116,589	\$ 16,582,468

* Other includes insurance, Payments in Lieu of Taxes (PILOT), bad debt expense and other expenses not included in the other categories

Schedule VII*

Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters FY 2017 Budget

Description	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under)	March 2016
			FY 2016 Budget	YTD Actual
AHA-Owned Residential Communities				
Barge Road Highrise	\$ 175,600	\$ 294,000	\$ (118,400)	\$ -
Cheshire Bridge Road Highrise	314,500	114,000	200,500	68,017
Cosby Spear Highrise	32,437	29,770	2,667	17,039
East Lake Highrise	155,605	114,138	41,467	15,640
Georgia Avenue Highrise	12,000	241,544	(229,544)	143,104
Hightower Manor Highrise	30,528	45,092	(14,564)	41,511
Juniper and Tenth Highrise	-	12,000	(12,000)	1,791
Marian Road Highrise	140,700	24,000	116,700	15,575
Marietta Road Highrise	170,200	204,000	(33,800)	-
Martin Street Plaza	42,250	138,042	(95,792)	-
Peachtree Road Highrise	71,920	134,000	(62,080)	6,155
Westminster	118,480	201,862	(83,382)	17,430
Total AHA-Owned Residential Communities	1,264,220	1,552,448	(288,228)	326,262
AHA Headquarters				
Technology Investments	358,080	303,080	55,000	34,841
Capital Improvements to AHA Corporate Headquarters	149,000	-	149,000	-
Total AHA Headquarters	507,080	303,080	204,000	34,841
Total	\$ 1,771,300	\$ 1,855,528	\$ (84,228)	\$ 361,103

* Please refer to "Support for Schedule VII" at the end of this report for additional details of capital expenditures.

Schedule VIII*
Development and Revitalization
FY 2017 Budget

Description	FY 2017 Budget	FY 2016 Budget	FY 2017 Over (Under)	March 2016 YTD Actual
			FY 2016 Budget	
Demolition & Remediation	\$ 500,000	\$ 532,667	\$ (32,667)	\$ 363,775
Property Acquisitions	7,000,000	1,000,000	6,000,000	-
Predevelopment Loans	2,618,817	1,368,789	1,250,028	354,658
Developer Loan Draws	7,006,250	375,000	6,631,250	-
Extraordinary Maintenance	12,000	12,000	-	-
Site Improvements	1,465,000	10,000	1,455,000	-
Homeownership Down Payment Assistance	1,500,000	2,728,300	(1,228,300)	1,446,300
Non Residential Structures	3,830,184	1,500,000	2,330,184	69,816
Public Improvements	7,900,000	12,515,032	(4,615,032)	7,390,977
Consulting and Professional Services	2,990,728	1,799,246	1,191,482	395,229
Outside Legal Counsel	25,000	20,000	5,000	-
Tenant Services Staffing	1,010,417	497,648	512,770	105,339
Meeting Expenses	45,000	63,056	(18,056)	15,236
Modular Office Expenses	125,139	352,098	(226,959)	225,313
Urban Farming	90,000	40,000	50,000	-
Owner Occupied Rehabs	100,000	-	100,000	-
Micro-Grants and Cash Donations	226,016	-	226,016	-
Roosevelt Administrative Building Operations	70,000	-	70,000	-
Relocation (Opt Out Payments)	100,000	-	100,000	-
Other Misc. Admin Expenses	61,585	8,292	53,294	4,761
Total Development and Revitalization Expenditures	\$ 36,676,136	\$ 22,822,128	\$ 13,854,008	\$ 10,371,404
Sources of Funds				
Replacement Housing Factor (RHF) Grants	\$ 8,253,714	\$ 5,068,626	\$ 3,185,088	\$ 2,932,514
Choice Neighborhoods Implementation Grant	7,109,382	2,189,681	4,919,701	134,951
Drawdown of Program Income and Other Funds	4,831,516	7,400,190	(2,568,674)	4,092,904
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,700,000	1,884,441	(184,441)	449,711
MTW Funds used for Revitalization	14,781,524	6,279,190	8,502,335	2,761,324
Total Sources of Funds	\$ 36,676,136	\$ 22,822,128	\$ 13,854,008	\$ 10,371,404

* Please refer to Schedule VIII.A and VIII.B for FY 2017 budgeted Development and Revitalization by Community/Property and by Major Program, respectively.

Schedule VIII.A
Development and Revitalization by Community/Property
FY 2017 Budget

<u>Community/Property</u>	<u>Auburn Pointe</u>	<u>Capital Gateway</u>	<u>Villages at Carver</u>	<u>Centennial Place</u>	<u>West Highlands</u>	<u>University</u>	<u>CollegeTown at West End</u>	<u>Choice Neighborhoods</u>	<u>RAD Revitalization*</u>	<u>Other Development**</u>	<u>Total FY 2017 Budget</u>
Demolition & Remediation	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 500,000
Property Acquisitions	-	-	-	-	-	-	-	1,000,000	-	6,000,000	7,000,000
Predevelopment Loans	-	-	-	-	-	-	-	320,000	1,973,817	325,000	2,618,817
Developer Loan Draws	-	-	-	-	-	-	-	3,506,250	3,500,000	-	7,006,250
Extraordinary Maintenance	-	-	-	-	-	-	-	-	-	12,000	12,000
Site Improvements	-	-	-	-	-	-	-	1,450,000	-	15,000	1,465,000
Homeownership Down Payment Assistance	-	-	-	-	180,000	-	-	-	-	1,320,000	1,500,000
Non Residential Structures	-	-	-	-	-	-	-	3,830,184	-	-	3,830,184
Public Improvements	-	-	-	1,500,000	4,800,000	-	-	1,600,000	-	-	7,900,000
Consulting and Professional Services	61,228	18,400	54,000	24,000	41,500	96,669	48,500	1,789,825	-	856,606	2,990,728
Outside Legal Counsel	-	-	-	-	-	-	-	-	-	25,000	25,000
Tenant Services Staffing	-	-	-	-	-	-	-	1,010,417	-	-	1,010,417
Meeting Expenses	-	-	-	-	-	-	-	45,000	-	-	45,000
Modular Office Expenses	-	-	-	-	-	-	-	125,139	-	-	125,139
Urban Farming	-	-	-	-	-	-	-	90,000	-	-	90,000
Owner Occupied Rehabs	-	-	-	-	-	-	-	100,000	-	-	100,000
Micro-Grants and Cash Donations	-	-	-	-	-	26,516	-	199,500	-	-	226,016
Roosevelt Administrative Building Operations	-	-	-	-	-	-	-	70,000	-	-	70,000
Relocation (Opt Out Payments)	-	-	-	-	-	-	-	-	100,000	-	100,000
Other Misc. Admin Expenses	-	-	-	-	-	-	-	61,585	-	-	61,585
Total Development and Revitalization Expenditures	\$ 61,228	\$ 18,400	\$ 54,000	\$ 1,524,000	\$ 5,321,500	\$ 123,185	\$ 48,500	\$ 15,397,900	\$ 5,573,817	\$ 8,553,606	\$ 36,676,136
Sources of Funds											
Replacement Housing Factor (RHF) Grants	\$ 23,228	\$ -	\$ -	\$ -	\$ -	\$ 96,669	\$ -	\$ 3,210,000	\$ 4,923,817	\$ -	\$ 8,253,714
Choice Neighborhoods Implementation Grant	-	-	-	-	-	-	-	7,109,382	-	-	7,109,382
Drawdown of Program Income and Other Funds	-	-	-	-	4,800,000	26,516	-	5,000	-	-	4,831,516
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	-	1,500,000	-	-	-	200,000	-	-	1,700,000
MTW Funds used for Revitalization	38,000	18,400	54,000	24,000	521,500	-	48,500	4,873,518	650,000	8,553,606	14,781,524
Total Sources of Funds	\$ 61,228	\$ 18,400	\$ 54,000	\$ 1,524,000	\$ 5,321,500	\$ 123,185	\$ 48,500	\$ 15,397,900	\$ 5,573,817	\$ 8,553,606	\$ 36,676,136

* Please refer to Schedule VIII.A.1 for additional information on Rental Assistance Demonstration (RAD) conversion activities by revitalization community.

** Please refer to Schedule VIII.A.2 for additional information on Other Development activities by revitalization property.

Schedule VIII.A.1

Rental Assistance Demonstration (RAD) by Revitalization Community FY 2017 Budget

<u>Revitalization Community</u>	Cosby Spear Highrise	Hightower Manor Highrise	Juniper and 10th Highrise	Peachtree Road Highrise	Piedmont Road Highrise	Total FY 2017 Budget
Predevelopment Loans	\$ 450,000	\$ 425,000	\$ 550,000	\$ 335,875	\$ 212,942	\$ 1,973,817
Developer Loan Draws	-	-	3,000,000	-	500,000	3,500,000
Relocation (Opt Out Payments)	-	-	100,000	-	-	100,000
Total Development and Revitalization Expenditures	\$ 450,000	\$ 425,000	\$ 3,650,000	\$ 335,875	\$ 712,942	\$ 5,573,817
Sources of Funds						
Replacement Housing Factor (RHF) Grants	\$ 450,000	\$ 425,000	\$ 3,000,000	\$ 335,875	\$ 712,942	\$ 4,923,817
MTW Funds used for Revitalization	-	-	650,000	-	-	650,000
Total Sources of Funds	\$ 450,000	\$ 425,000	\$ 3,650,000	\$ 335,875	\$ 712,942	\$ 5,573,817

Schedule VIII.A.2
Other Development by Revitalization Property
FY 2017 Budget

Revitalization Property	Bankhead Courts	Englewood Manor	Herndon Homes	Magnolia Perimeter	North Avenue	Cupola Building	Other Revitalization	Total FY 2017 Budget
Property Acquisitions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	\$ 6,000,000
Predevelopment Loans	-	-	300,000	-	25,000	-	-	325,000
Extraordinary Maintenance	-	-	-	-	-	12,000	-	12,000
Site Improvements	-	-	-	-	-	15,000	-	15,000
Homeownership Down Payment Assistance	-	-	-	-	-	-	1,320,000	1,320,000
Consulting and Professional Services	54,000	270,000	64,000	6,000	29,000	12,000	421,606	856,606
Outside Legal Counsel	-	-	-	-	-	-	25,000	25,000
Total Development and Revitalization Expenditures	\$ 54,000	\$ 270,000	\$ 364,000	\$ 6,000	\$ 54,000	\$ 39,000	\$ 7,766,606	\$ 8,553,606
Sources of Funds								
MTW Funds used for Revitalization	54,000	270,000	364,000	6,000	54,000	39,000	7,766,606	8,553,606
Total Sources of Funds	\$ 54,000	\$ 270,000	\$ 364,000	\$ 6,000	\$ 54,000	\$ 39,000	\$ 7,766,606	\$ 8,553,606

Schedule VIII.B
Development and Revitalization by Major Program
FY 2017 Budget

Description	Replacement Housing Factor (RHF)	Choice Neighborhoods	Drawdown of Program Income and Other Funds	Public Improvement and Other City Funds	Moving to Work (MTW)	Total FY 2017 Budget
Demolition & Remediation	\$ -	\$ -	\$ -	\$ 200,000	\$ 300,000	\$ 500,000
Property Acquisitions	-	1,000,000	-	-	6,000,000	7,000,000
Predevelopment Loans	1,583,817	-	-	-	1,035,000	2,618,817
Developer Loan Draws	3,500,000	3,506,250	-	-	-	7,006,250
Extraordinary Maintenance	-	-	-	-	12,000	12,000
Site Improvements	1,450,000	-	-	-	15,000	1,465,000
Homeownership Down Payment Assistance	-	-	-	-	1,500,000	1,500,000
Non Residential Structures	-	-	-	-	3,830,184	3,830,184
Public Improvements	1,600,000	-	4,800,000	1,500,000	-	7,900,000
Consulting and Professional Services	119,897	1,749,632	-	-	1,121,199	2,990,728
Outside Legal Counsel	-	-	-	-	25,000	25,000
Tenant Services Staffing	-	606,898	-	-	403,519	1,010,417
Meeting Expenses	-	-	5,000	-	40,000	45,000
Modular Office Expenses	-	52,517	-	-	72,622	125,139
Urban Farming	-	-	-	-	90,000	90,000
Owner Occupied Rehabs	-	100,000	-	-	-	100,000
Micro-Grants and Cash Donations	-	-	26,516	-	199,500	226,016
Roosevelt Administrative Building Operations	-	70,000	-	-	-	70,000
Relocation (Opt Out Payments)	-	-	-	-	100,000	100,000
Other Misc. Admin Expenses	-	24,085	-	-	37,500	61,585
Total Development and Revitalization Expenditures	\$ 8,253,714	\$ 7,109,382	\$ 4,831,516	\$ 1,700,000	\$ 14,781,524	\$ 36,676,136



The Housing Authority of the City of Atlanta

**Comprehensive Budget
Discussion and Analysis**

**For the Fiscal Year
Beginning July 1, 2016 and Ending June 30, 2017**

BUDGET DISCUSSION AND ANALYSIS

BUDGET PROCESS AND MONITORING

AHA's annual budget is prepared with significant involvement from the President and CEO and the executive staff, and the support and analysis of AHA's Budget and Analytics staff. At the front-end of the budget process, the President and CEO and executive staff establish the key areas of focus for the coming year based on the MTW Annual Plan.

In addition to the priorities provided in the FY 2017 MTW Annual Plan, the President and CEO provided the following executive guidance for the development of the FY 2017 Budget:

- The FY 2017 Budget should move AHA forward in meeting its commitment to increase the number of families served.
- Budgets should be developed based only on commitments carried over from FY 2016 and new commitments included in the FY 2017 MTW Annual Plan and/or approved by the President and CEO for FY 2017.
- Budgets should be as realistic as possible and only include activities that can be accomplished with reasonable certainty in FY 2017.
- Continue to seek cost saving opportunities for AHA headquarters building.
- Professional services should be evaluated to determine if they can be handled internally, reduced or eliminated; and only contracts with reasonable certainty of services being delivered in FY 2017 should be budgeted.

- The President and CEO must personally approve any FY 2017 new hire requests or filling of vacant positions supported by business cases.
- No new positions should be requested except as necessary to meet AHA's family served commitments and support the goals and commitments included in the FY 2017 MTW Annual Plan.
- The FY 2017 Budget should continue to pursue opportunities to increase efficiency and reduce costs.

On an annual basis, the Board approves AHA's Comprehensive Operating and Capital Budget after the President and CEO has presented both the MTW Annual Plan and AHA's proposed budget for public review and comment. Throughout the fiscal year, the Board-approved budget becomes the primary management tool to plan, control and evaluate spending for major activities and programs. Monthly actual-to-budget performance reports are reviewed by the Budget and Analytics staff and the AHA's departments. Quarterly actual-to-budget reviews are conducted at the management and executive levels, and budget revisions and actions to address variances against budget, as needed, are taken to ensure appropriate budget control. A quarterly report is also submitted to the Board with a complete analysis and explanations of significant actual-to-budget variances.

BUDGET PRESENTATION

The FY 2017 Budget is presented in a "Sources and Uses of Funds" format. Certain non-cash items such as depreciation are not included in this presentation. As a result, the financial information presented in this Budget is not intended to comply with Generally Accepted Accounting Principles.

The following sections should be read in conjunction with the FY 2017 Budget Financial Schedules preceding this narrative.

In order to provide meaningful comparisons to the FY 2017 Budget (also referred to as “Budget”), figures for FY 2016 Board Approved Budget as revised (“FY 2016 Budget”) and FY 2016 Actual expenditures through March 2016 (“FY 2016 March YTD”) are included in the majority of the FY 2017 Budget Schedules.

It should be noted that the original FY 2016 Budget was revised primarily to account for changes following the award by HUD of a \$30 million Choice Neighborhoods Implementation Grant.

SOURCES OF FUNDS ASSUMPTIONS

AHA projects sources of funds totaling \$247.6 million as part of its FY 2017 Budget, a \$3.2 million decrease from the prior year budget primarily driven by a change in subsidy proration (*further described in page 3 under HUD Proration Factors*), of which \$241.1 million are current year funds from HUD and other external sources and \$6.5 million will be drawn from program income and City of Atlanta public improvement funds. Of the total FY 2017 budgeted current year sources of funds, AHA projects it will not draw \$4.7 million of the Housing Choice Voucher Program authorized funds, which will be held at HUD and available for AHA’s future MTW-eligible uses.

CURRENT YEAR SOURCES OF FUNDS

In FY 2017, AHA projects \$241.1 million in funds from HUD and other external sources, basically at the same level as the FY 2016

Budget. The details behind each of the fund components are explained in the following sections.

Moving to Work (MTW) Single Fund

Under AHA’s MTW Agreement, AHA administers its funding for the Housing Choice Voucher Program (Voucher Program), Public Housing Operating Subsidy (Operating Subsidy) and Capital Fund Program as a single fund (MTW Single Fund) in a substantially less-regulated environment with increased programmatic flexibility. Notwithstanding this increased flexibility, there remains 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 (*See chart at bottom of page 3*)

HUD’s Voucher Program, Operating Subsidy and Capital Fund Program are funded through the annual federal appropriations process. On December 18, 2015, the President signed the Consolidated and Further Continuing Appropriations Act, 2016 (2016 Appropriations Act), which includes the funds HUD is providing to public housing authorities for calendar year 2016, which is HUD’s Funding Year 2016.

AHA’s fiscal year begins July 1 and ends June 30. The AHA FY 2017 Budget, therefore, includes six months (July–December 2016) that will be funded based on HUD’s Funding Year 2016. Based on the provisions of the 2016 Appropriations Act, HUD has established Voucher Program and Capital Fund Program funding levels for public housing agencies for calendar year 2016. HUD required that each public housing authority (PHA) submit their

operating subsidy calculations for 2016. HUD's review of the requested calculations is ongoing and the approved funding levels are anticipated later this year.

The last six months of AHA's FY 2017 Budget (January–June 2017) will be based on HUD's Funding Year 2017. Although the Congressional Federal Fiscal Year 2017 appropriations process has begun and the Senate has begun work on its version, it is expected that the appropriations process will not be finalized until after the November elections. Therefore, AHA's FY 2017 Budget is based on HUD's Funding Year 2016 funding levels on the assumption that these levels will be repeated for HUD's Funding Year 2017.

HUD Proration Factors

HUD prorates the requested Operating Subsidy and Voucher Program funding to correlate with the amount that Congress provides for each fund. For example, if HUD requested \$100 billion for total Operating Subsidy and the sum of all PHAs Operating Subsidy calculations equaled \$120 billion, but Congress authorized only \$90 billion, each PHA's funding would receive a 75% proration.

This was in fact the case in the 2016 Appropriations Act which did not fund HUD programs to the levels authorized by HUD. The Voucher Program was only slightly under funded, resulting in a 99.58% proration while the Operating Subsidy proration is

expected to be approximately 89%. Capital Funds are not prorated but are allocated based on the amount of Congressional funding for those programs and are funded on a per eligible unit basis.

The last half of AHA's FY 2017 Budget assumes that the 2017 Voucher Program and the Operating Subsidy proration levels will remain at 99.58% and 89%, respectively, and Capital Fund Program funding will remain the same as the 2016 grant.

HUD's Rental Assistance Demonstration Program

During FY 2017, AHA plans to begin the conversion of its portfolio of AHA-owned communities and AHA-sponsored mixed-income, mixed-finance units from Public Housing funding (Section 9) to Voucher Program funding (Section 8) under HUD's Rental Assistance Demonstration (RAD) Program. RAD allows public housing agencies to leverage public and private debt and equity in order to reinvest in the public housing stock. Following approval by HUD, AHA and its partners will finalize revitalization plans, identify equity, and convert the properties from public housing units to AHA-PBRA units. HUD will change the funding to Voucher Program funding for the converted properties effective January 1 of the year following the financial closing.

HUD has a backlog of approving RAD projects which has caused uncertainty as to the timing of HUD approval and related activities. As such, AHA expects to receive Operating Subsidy for all current Public Housing units throughout FY 2017 until further

Comparison of AHA's Fiscal Year to the Federal Fiscal Year and HUD's Funding Year																							
Calendar Year 2016												Calendar Year 2017											
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 2015 <- Federal Fiscal Year (FFY) 2016									Federal Fiscal Year (FFY)2017											FFY 2018 ->			
HUD Funding Year (HFY) 2016												HUD Funding Year (HFY) 2017											
<- AHA Fiscal Year (FY) 2016						AHA Fiscal Year (FY) 2017												AHA Fiscal Year (FY) 2018 ->					

RAD projects are approved by HUD. *Please refer to the Uses of Funds Assumptions – Development and Revitalization section for more information on communities projected to convert under RAD in FY 2017.*

MTW Single Fund

AHA's projections of FY 2017 MTW funding from its three funding sources totaling \$215.4 million are as follows.

Housing Choice Voucher Program Funds

AHA's FY 2017 Budget includes \$200.1 million in Voucher Program funds, corresponding to full authorized funding, which represents a reduction of \$2.1 million from the FY 2016 Budget primarily due to a reduction in proration from 101.25% to 99.58% between the two periods. The \$200.1 million Voucher Program funds are comprised of \$190.9 million in funding for 19,069 MTW-qualified vouchers (MTW Voucher Program) and \$9.2 million for non-MTW special-purpose vouchers.

While AHA receives most of its Voucher Program funds as part of its MTW Single Fund, it also receives separate funds for 765 non-MTW special-purpose vouchers. Participants using these special-purpose vouchers are managed within AHA's MTW program, but special accommodations apply in accordance with HUD's guidance for each program.

These non-MTW special-purpose vouchers support the Family Unification Program (300), Veterans Affairs Supportive Housing (VASH) (240), One-Year Mainstream (Near elderly disabled) (175) and Five-Year Mainstream (50). Such vouchers, by virtue of the related authorization and appropriations language, will never be eligible for inclusion in AHA's MTW Single Fund and are calculated using HUD's standard formulas.

In addition to its 240 VASH vouchers, AHA requested 30 additional VASH vouchers, which were awarded on June 2, 2016 with an effective date of July 1st, 2016, and have been included in the FY 2017 Budget.

PHAs earn administrative fees from HUD for each non-MTW voucher under contract. Included in the \$9.2 million is \$0.6 million in administrative fees to be earned during FY 2017 for special-purpose vouchers, reflecting an 80% proration based on current HUD estimates. As a result of a recent HUD study on administrative fees, there may be changes in the calculation of fees in HUD's Funding Year 2017, which could affect the last six months of AHA's fiscal year. Because special-purpose voucher administrative fees constitute less than 0.25% of AHA's Voucher Program funding, no provisions were included in the FY 2017 Budget for such potential changes.

It should be noted that funding for the administration of 19,069 MTW-qualified vouchers is not separate but is included in the calculation of HUD's MTW Voucher Program authorization and, as such, is subject to the same proration factor as Voucher Program HAP.

For simplicity of presentation, all non-MTW revenue and expense are included as MTW Program in the Schedule I -Sources and Uses of Funds by Major Program, although they are managed as special-purpose vouchers and reported to HUD as non-MTW programs and managed separately.

Public Housing Operating Subsidy (Operating Subsidy)

During FY 2017, AHA projects that HUD will provide \$14.8 million in Operating Subsidy, based on 89% (FY 2016 – 85%) proration of funding calculated for 1,953 units (including 11 non-

residential units) at the 13 AHA-owned residential communities and 2,221 AHA-assisted units at 34 mixed-income, mixed-finance (MIMF) communities. It should be noted that there is a significant drop in the budget amount compared to FY 2016 Budget, because FY 2016 Budget included a special one-time draw which occurred in July 2015.

Capital Fund Program

HUD establishes Capital Fund Program budgets at the time of annual grant awards based on the amount funded by Congress and the characteristics of public-housing-assisted units subsidized by AHA under its Annual Contributions Contract with HUD, as amended. While Capital Fund Program funds are part of the MTW Single Fund, they are provided to AHA on an as-required 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. AHA must expend each annual grant within four years of its award.

AHA expends Capital Fund Program grants as part of its MTW Cash Management Program in order to meet HUD deadlines and AHA's cash requirements. In FY 2017, AHA plans to draw \$0.5 million in Capital Fund Program funds awarded previously.

HUD is expected to award a new Capital Fund Program grant to AHA during FY 2017, but these funds will not be used in FY 2017.

Current Year Sources of Funds not Included in the MTW Single Fund

Tenant Dwelling Revenue

AHA projects it will receive \$5.7 million in Tenant Dwelling Revenue from the 13 AHA-owned residential communities during FY 2017. This amount reflects a slight decrease from the FY 2016 Budget primarily because rents from Juniper and Tenth Highrise are expected to end midyear as the community prepares for major rehabilitation. This decrease in rental revenue is expected to be offset by slight increases at the rest of the communities reflecting annual Social Security income increases for the majority of the tenants. Tenant Dwelling Revenue is used to fund operating expenses at the communities.

Rent collected by the Owner Entities from AHA-assisted residents of MIMF communities is not revenue to AHA because AHA does not own nor 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 agreements between the Owner Entities and AHA.

Replacement Housing Factor Grants

Replacement Housing Factor Grants are used to fund activities under AHA's Revitalization Program. HUD calculates Replacement Housing Factor 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 Capital Fund Program funds, these funds are provided to AHA on an as-required 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 2017, AHA projects that it will use and HUD will disburse \$8.3 million in Replacement Housing Factor funds related to the revitalization of AHA's master-planned communities within the Choice Neighborhoods community and the rehabilitation of AHA-owned residential communities. This represents an increase of \$3.2 million over the FY 2016 Budget due to the changes in development activity and their eligibility for Replacement Housing Factor funding. *Please refer to Schedule VIII.A for details of Replacement Housing Factor funding by community/property.*

Choice Neighborhoods Implementation Grant (CNIG)

On September 28, 2015, AHA and the City of Atlanta were awarded \$30 million from HUD as part of a 2014 Choice Neighborhoods Implementation Grant (CNIG). These funds are to be utilized to redevelop the former University Homes public housing site and to revitalize the three surrounding neighborhoods of Ashview Heights, Atlanta University Center Neighborhood, and Vine City (collectively known as the "University Choice Neighborhoods" or "UCN").

AHA, MBS-Integral, UCNI, LLC, the City of Atlanta, Invest Atlanta and the United Way of Greater Atlanta are working in concert with the Atlanta University Center Consortium, Atlanta Public Schools, Arthur M. Blank Family Foundation, community partners, former residents of University Homes and community residents to develop programs and partnerships to improve the health, education and economic outcomes of the former residents of University Homes, residents of the revitalized site and residents of the UCN.

AHA started in FY 2016 to plan and execute activities included in the Choice Neighborhoods Transformation Plan submitted as part of the CNIG proposal. The implementation of these activities will be enhanced by leveraging AHA's MTW flexibility, and AHA may submit regulatory waiver requests to HUD as contemplated under the terms of the CNIG Agreement with HUD.

AHA projects to expend \$7.1 million of CNIG funds in FY 2017 compared to \$2.2 million in the FY 2016 Budget. *Please refer to Schedule VIII.B for details regarding the use of this grant in FY 2017.*

National Housing Compliance (NHC)

AHA will continue its fee-based business relationship with National Housing Compliance, Inc. (NHC). NHC was formed in August 1999 as a 501(c)(4) not-for-profit corporation pursuant to the laws of the State of Georgia for the purpose of administering Housing Assistance Payments Contracts between HUD and private owners of multi-family housing with project based rental assistance. NHC, headquartered in Atlanta, Georgia, is comprised of 11 member organizations, including AHA (Members). NHC earns fees for contract administration services as HUD's Performance Based Contract Administrator (PBCA) for the states of Illinois and Georgia. NHC makes periodic contributions to Members based on NHC's earned PBCA revenue in excess of NHC's operating expenses.

During FY 2017, AHA projects it will receive \$0.7 million in distributions as a NHC member, reflecting a \$0.2 million reduction from FY 2016 Budget, due to one-time distributions received from NHC in FY 2016.

Development-related Income

AHA earns developer and transaction fees for its participation in property development. AHA projects it will close the financial transaction for Centennial Place III in FY 2017 as part of its reformulation demonstration. AHA projects HUD's approval for the financial closing of Rental Assistance Demonstration (RAD) conversions for Juniper and Tenth Highrise and Piedmont Road Highrise. Finally, AHA projects the financial closing for Ashley Scholars Landing Phase IA and IB as part of the Choice Neighborhoods Project. AHA expects to earn a total of \$2.0 million in developer and transaction fees from these financial closings during FY 2017.

In addition, AHA projects the receipt of \$0.5 million in asset management and other fees related to previously closed deals.

Other Current Year Revenue and Grants

During FY 2017, AHA anticipates it will receive \$0.5 million from various sources including \$0.2 million in HUD ROSS Grant funding for Family Self Sufficiency Program Coordinators, as well as revenues for cell tower leases and other miscellaneous revenue, totaling \$0.3 million.

Non-Operating Sources of Funds

Due to their uncertainty, sources from the collection of certain receivables or interest thereon, or sale of property are excluded from the FY 2017 Budget as the timing and amounts are difficult to predict. However, included in the FY 2017 Budget are \$0.7 million of interest on loan primarily from the closing of Centennial Place III and \$0.1 million from sales of property, as both of which are expected with reasonable certainty.

SOURCES OF FUNDS FROM PRIOR YEAR ACCUMULATIONS

In addition to the uses of funds received from HUD and other external sources during FY 2017, AHA plans to use funds which it has accumulated or received in prior years. As described below, these funds were accumulated from a variety of sources for specific purposes and may have restrictions on their use. Accordingly, AHA has determined which funds accumulated or received in prior years are best suited for its FY 2017 Budget uses in order to optimize funds utilization.

AHA plans to continue to use a combination of Replacement Housing Factor Grants, MTW funds, program income funds accumulated in previous years 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 Program Income and Other Funds

AHA, in partnership with its private-sector development partners, will continue to use funds which it has accumulated or received in prior years to advance its revitalization master plans for sustainable, market-rate quality, mixed-use, mixed-income communities. During FY 2017, AHA anticipates using \$4.8 million in cash that has been accumulated for public improvements at West Highlands.

Public Improvement Funds Provided by the City of Atlanta and Other City Agencies

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 2017, AHA anticipates using \$1.5 million in Public Improvement funds either provided in advance by the City of Atlanta and its Affiliates or subject to reimbursement by them. 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. In addition, AHA expects that it will receive \$0.2 million in Community Development Block Grant (CDBG) funding.

Drawdown of MTW Funds pending HUD's Proposed Cash Management Requirement

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 expenditures, the balance remains available to be used for planned MTW-eligible 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. These funds may be held in AHA-held bank

accounts or at HUD. AHA is projecting an additional \$4.7 million in excess MTW funds will be held at HUD during FY 2017.

USES OF FUNDS ASSUMPTIONS

AHA projects the use of \$239.8 million to support its FY 2017 Budget, representing a \$23.3 million increase over the FY 2016 Budget, primarily due to increased development activity and to support the planned increase in the number of families served in FY 2017.

Housing Assistance and Operating Subsidy Payments (Schedule II)

During FY 2017, AHA projects it will provide Housing Assistance and Operating Subsidy Payments totaling \$146.1 million to various Owner Entities, landlords, tenants and other housing authorities, representing a \$7.1 million increase over the FY 2016 Budget.

Tenant-Based and Homeownership Vouchers (Schedule II)

The Budget includes \$94.7 million to support AHA's Housing Choice Tenant-Based Voucher Program and other related programs, a \$4.4 million increase over the FY 2016 Budget, corresponding primarily to costs associated with the increased lease up activities during FY 2017. The total tenant-based and homeownership voucher payment is comprised of the following:

- This Budget anticipates funding a total of 10,304 Housing Choice participant households by the end of FY 2017, a net increase of 576 vouchers from the 9,728 vouchers projected to be leased-up by the end of FY 2016. Included in the projected 10,304 vouchers are 8,398 households (\$76.3 million) within AHA's jurisdiction and 1,906 households

(\$16.0 million) 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. In addition, AHA expects to pay \$1.1 million in Voucher Portability Administrative Fees to other public housing authorities to administer these ported vouchers.

- In its FY 2017 MTW Plan, AHA committed to increasing the total number of families served through all programs from 22,028 (by end of FY 2016) to 22,524 households by the end of FY 2017. In order to ensure AHA accomplishes this goal and meets its five-year plan, while offsetting an expected annual attrition of 600 vouchers, AHA intends to issue 800 vouchers to eligible households drawn from AHA's Housing Choice waiting list and also absorb 77 additional participants who "port in" to Atlanta from other PHAs.
- AHA will continue the implementation of two existing programs. AHA will provide an additional 200 MTW vouchers for the Tenant-Based Supportive Housing program (also known as Flow) for individuals graduating from Shelter-Plus Supportive Housing, to bring the total to 350; with 163 expected to be leased during FY 2017. AHA also plans to lease up an additional 25 MTW vouchers to be used in support of AHA's Next Step program for young adults transitioning from foster care in FY 2017.
- In connection to the VASH program, AHA anticipates to have fully leased 240 vouchers by the end of FY 2016 and to lease 20 in FY 2017 of the new 30 recently awarded vouchers.

- To support the RAD conversion of Juniper and Tenth Highrise, AHA expects it will issue 91 vouchers to facilitate the relocation of residents.
- Included in the Budget is \$0.6 million to provide Short-Term Housing Assistance and case management to renters who are not participants in other AHA programs as part of AHA's Housing Stabilization Fund (which is also referred to as the "Home Again" program).
- The Budget also includes \$0.6 million for Leasing Incentive Fees, which will be used to aid AHA in negotiating rental agreements for selected hard-to-house households, where needed, and to encourage more rapid leasing.
- This Budget also supports 30 Homeownership Vouchers for \$0.2 million, which provide payments to eligible homeowners to assist them in making their monthly mortgage payments. AHA does not plan to issue new vouchers for this program.

Project Based Rental Assistance (PBRA) (Schedule II.A)

Under the auspices of AHA's PBRA Program, an Owner Entity agrees with AHA to set aside an agreed percentage of units in its housing community in exchange for long-term PBRA assistance for such units, thereby making such units affordable to eligible low-income households.

The FY 2017 Budget includes \$39.4 million in projected PBRA payments, a \$2.4 million increase over the FY 2016 Budget, to support 5,652 AHA-assisted households (available units at end of FY 2017) at over 72 participating mixed-income and supportive housing communities, including \$1.6 million for 452 new PBRA units at Reynoldstown, Lakewood Christian, and other potential

properties to be entered into contracts at various dates during FY 2017.

The FY 2017 Budget also reflects a \$0.3 million rent contingency in anticipation of rent increases assuming an average rate of 1.5%.

Mixed-Income Communities Operating Subsidy for AHA-Assisted Units (Schedule II.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 \$12.0 million in operating subsidy payments to support 2,221 households at 34 AHA-sponsored mixed-use, mixed-income properties, representing a \$0.3 million increase over the FY 2016 Budget based on 2016 community operating budgets. Included in the FY 2017 Budget are operating and capital reserve contingencies totaling \$0.7 million to support potential subsidy “true-ups” and capital expenditure requests.

Operating Divisions Expense (Schedule III)

The Budget includes \$14.6 million for AHA’s Operating Divisions, an additional \$1.0 million over the FY 2016 Budget, primarily due to increased support required from the Customer Services Group for the projected increase in voucher lease-up activities during FY 2017, merit and benefit cost increases, as well as fill FY 2016 vacancies in the Office of the Chief Real Estate Officer. These increases are partially offset by reductions in professional services contract budgets in Real Estate Oversight & Services and Real Estate Development. The Operating Divisions include:

- The **Customer Services Group (CSG)**, with a FY 2017 Budget of \$10.0 million, a \$1.4 million increase over the FY 2016 Budget, manages the various components of AHA’s Tenant-Based Voucher program and includes the departments of Customer Services Group Administration, Housing Services, Inspections Services and Human Development Services. This group is responsible for lease up activity and comprehensive service delivery, as well as monitoring the work compliance program for all of AHA’s 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 **Real Estate Group (REG)**, with a FY 2017 Budget of \$4.6 million, a decrease of \$0.4 million from the FY 2016 Budget. REG includes three main functions in addition to the Office of the Chief Real Estate Officer:
 - **Real Estate Oversight & Services** provides property management oversight for AHA-owned residential communities, AHA-assisted units at MIMF communities and AHA’s portfolio of PBRA communities.
 - **Real Estate Development** manages AHA’s development, acquisition and revitalization activities.
 - **Real Estate Investments & Finance** manages AHA’s Homeownership Program, provides asset and financial management for mixed-income communities and AHA’s portfolio of PBRA communities as well as market and financial analysis support to the Real Estate Group and other AHA departments.

Corporate Support Expense (Schedule IV)

The Budget provides \$20.8 million for Corporate Support Expense, a \$0.7 million increase over the FY 2016 Budget primarily due to merit pay increases and anticipated inflation in medical programs, and higher legal expenses associated with increased real estate activity. Corporate Support includes the following departments:

- **Executive Office** provides strategic leadership and enterprise-wide guidance.
- **Office of General Counsel** provides legal support through in-house counsel and external legal services.
- **Finance** provides financial leadership and services including accounting, treasury, budgeting and forecasting, external and internal financial reporting in compliance with various regulatory requirements, tax reporting as well as internal control oversight and guidance.
- **Information Technology (IT)** leads the technology strategy required to support AHA's operations including the design, implementation, optimization and management of the systems, including the ERP. This department also provides day-to-day IT support to the enterprise including AHA-owned residential communities, as well as system and data security. IT also provides supervision to the Records & Information Management and Enterprise Program Management Office departments, which are further described below.
 - **Records & Information Management** leads the enterprise-wide document management capability and the centralized management of AHA's records and provides shared services to all AHA departments, with the ultimate goal of substantially reducing the use of printing and storage cost. This group supports the life-cycle management of AHA's physical and electronic documents/records and also provides printing, copying and other administrative services.
 - **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 depending on project activity level.
- **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. This department is accountable for the acquisition of public and private funding sources that support AHA's strategic priorities.
- **External and Governmental Affairs & Corporate Communications** cultivates and manages AHA's relationships with local government and community stakeholders. The department promotes and maintains the enterprise standard for all communications, and develops and executes AHA's enterprise-wide communications strategy which includes the company's internet, intranet and various media for AHA constituents.
- **Office of Compliance** provides corporate direction and management for non-IT program management and compliance with applicable laws, regulations and other guidance.

- **Corporate Administration Support** provides supervision to Acquisition & Management Services and Human Resources Operations, which are described below. It also has the responsibility for enterprise-wide risk management and insurance as well as manages special administrative projects.
- **Acquisition & Management Services** 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).
- **Human Resources Operations** leads the people strategy for the enterprise including the organization design, recruitment, talent management, compensation, authority-wide training and professional development. This department also manages payroll, employee benefits and pension plans.

FY 2017 Staffing Budget

The FY 2017 Budget includes salaries and benefits for 278 permanent and temporary employees up from 264 current existing positions but still significantly lower than the 330 budgeted headcount in FY 2010. The increase of 14 positions (of which 12 are full time) is primarily due to new positions required to support the voucher lease-up increased activities planned for FY 2017.

The Budget assumes a merit increase of 3% for employees, effective July 1, 2016, based on comparable pay raises for other Georgia government organizations. *See also section "Employee Compensation Special Funding Restrictions" below for funding restrictions.*

The Budget also provides for employer-paid benefits at the same employee/employer ratio as in FY 2016 and a projected 12% increase in major health care plan costs during the last six months of FY 2017 due to inflation.

Employee Compensation Special Funding Restrictions

The 2016 Appropriations Act restricts the use of Public Housing Operating Subsidy, Capital Fund Program and Housing Choice Voucher Program funds for the payment of salaries to employees of local housing authorities who earn in excess of \$160,300 annually (2015 - \$158,700). AHA projects it will pay approximately \$0.8 million during FY 2017 in excess of the Congressional limit in connection with compensation paid during calendar year 2016. In accordance with the guidance from HUD, AHA will continue to pay the excess compensation from non-federal sources.

Human Development, Supportive Housing Services and Community Relations (Schedule V)

AHA projects total spending of \$1.2 million, basically the same level as in the FY 2016 Budget, which includes programs and activities that facilitate access to Human Development Services for AHA-assisted households, in order for Housing Choice families to become compliant with AHA's work compliance program and achieve self-sufficiency. These services are in addition to those provided directly by private management and development companies at AHA-owned residential communities and by AHA's Customer Services Group - Human Development Services department.

The FY 2017 Human Development budget supports 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 which are primarily provided through contracted service providers.

In addition to the general Human Development Support, the Budget also provides for Supportive Services for residents of Gardens at CollegeTown, Quality Living Services for residents of AHA-owned communities, community relations and a non-federal match from employee contributions to AHA's Scholarship Fund.

Operating Expense for AHA-Owned Residential Communities and Other AHA Properties (Schedule VI)

AHA projects to spend \$14.3 million to operate AHA-owned residential communities, including human development services at those communities, representing a \$0.6 million decrease from the FY 2016 Budget, primarily due to a reduced budget for Juniper and Tenth which assumed only six months of operations before it begins renovations under the RAD program and continuous cost reductions at other properties.

In addition, the Budget provides for a total of \$2.3 million to maintain other AHA properties in Payments in Lieu Of Taxes (PILOT), property maintenance and protective services at AHA Headquarters and other AHA properties, basically at the same level as the FY 2016 Budget.

Capital Expenditures for AHA-Owned Residential Communities and AHA Headquarters (Schedule VII)

AHA projects it will spend \$1.3 million in FY 2017 to make critical and necessary capital improvements to preserve the physical conditions of its AHA-owned residential communities,

which are not subject to an imminent RAD conversion. This represents a decrease of \$0.3 million from the FY 2016 Budget as AHA continues to limit new capital projects in preparation for conversions.

AHA also projects it will spend \$0.5 million on other capital expenditures during FY 2017 for various technology investments to maintain and optimize AHA enterprise-wide operations, and for improvements on the AHA corporate headquarters building.

Development and Revitalization (Schedule VIII)

AHA projects it will spend \$36.7 million in FY 2017, a \$13.9 million increase over the FY 2016 Budget. The main components of the FY 2017 Budget are as follows:

- Choice Neighborhoods activities are budgeted at \$15.4 million. In addition to CNIG funds, AHA intends to expend a combination of MTW funds, Replacement Housing Factor funds, program income funds accumulated from prior years and other sources of funds towards the transformation of the University Choice Neighborhoods and towards the accomplishment of the housing, people and neighborhood strategies. *Please refer to Schedule VIII.A for budgeted activities and funding. Please also refer to the FY 2017 MTW Plan for additional details.*
- 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. These activities include public improvements at West Highlands (\$4.8 million) and Centennial Place (\$1.5 million) as well as other

development-related expenditures. *Please refer to Schedule VIII.A for additional details by community/property.*

- Predevelopment and development loans for the conversion of selected AHA-owned residential communities to AHA PBRA units under HUD's RAD program for \$5.6 million. These communities include Cosby Spear Highrise, Hightower Manor Highrise, Juniper and Tenth Highrise, Peachtree Road Highrise and Piedmont Road Highrise. The Budget also provides \$0.1 million for the relocation of residents of Juniper and Tenth Highrise prior to the rehabilitation work at that community. *Please refer to Schedule VIII.A.1 for additional details by revitalization community.*
- AHA expects it will spend \$8.2 million related to the acquisition of a financially troubled MIMF property, the exploration of opportunities for the development of other AHA-owned properties and to AHA's off-site Homeownership Down Payment program. *Please refer to Schedule VIII.A.2 for additional details by property.*

In order to execute its FY 2017 development and revitalization plan, AHA projects the use of Replacement Housing Factor grants for \$8.3 million, Choice Neighborhoods Implementation Grant funds for \$7.1 million, program income funds accumulated in prior years for \$4.8 million, public improvements and other funds provided by the City of Atlanta and other City Agencies for \$1.7 million as well as MTW funds for \$14.8 million. As mentioned previously, pursuant to its cash management policy, AHA optimizes the use of available funds by taking into consideration statutory and regulatory restrictions and deadlines and may change the sourcing of activities as required. *Please refer to Schedule VIII.B for additional details.*

Debt Service on Energy Performance Contract (EPC) Capital Lease (Sources and Uses of Funds Schedule)

In FY 2012, AHA entered into an Energy Performance Contract (EPC), which used a \$9.1 million EPC capital lease along with supplemental MTW funds to further implement energy conservation and efficiency solutions at the AHA-owned residential communities. These improvements were substantially completed in FY 2015. The FY 2017 normal debt service for the EPC capital lease is expected to amount to \$0.7 million. HUD's EPC program provides for continued HUD public housing subsidy funding at the utility consumption rates existing prior to the improvements. Utility savings realized from these improvements, therefore, cover the debt service. In addition to normal debt service, AHA expects to pay down a total of \$1.4 million of EPC capital lease at closing of the Juniper and Tenth and Piedmont RAD conversions.

RECLASSIFICATIONS WITHIN THE FY 2017 BUDGET

The FY 2017 Budget Resolution authorizes AHA to reallocate between funding sources, business lines, departments and accounts, as necessary, to execute the FY 2017 MTW Annual Plan as long as AHA remains within the FY 2017 Budget spending authority approved by the Board of Commissioners.

BUDGET RISK ANALYSIS

The FY 2017 Budget is based on a number of assumptions, which have been addressed earlier in this document. Should these assumptions not occur as described, there will be impacts on the ability of AHA to execute this Budget. The significant assumptions and the related risks are as follows:

- AHA's funding from HUD is based on the assumption that Congress will fund Federal Fiscal Year 2017 essentially at the same levels as Federal Fiscal Year 2016. Should Congress elect to reduce funding levels, the Excess funds which are forecasted to be held at HUD would be reduced, accordingly.
- The Budget was developed on the assumption that the economy of Atlanta will remain relatively stable in the next 12-18 months. Changes in the economy affect both the availability and affordability of housing. The Budget assumes that AHA will be able to lease up over 1,176 new tenant-based Housing Choice Voucher participants in FY 2017 before attrition. This requires that this level of qualified units exists at affordable rates that are acceptable to the participants. If such a level of affordable housing does not exist, AHA may not be able to lease up and meet the budgeted HAP levels.
- AHA will implement new expanded submarket payment standards in FY 2017. While these new standards will allow for higher rents for some landlords, it is unknown at this time what the total effect of these new standards will have on FY 2017 HAP expenses.
- The economy may also have an impact on AHA's Development and Revitalization program as demand for construction assets may be affected and the availability of suitable homebuyer opportunities may change.
- The Budget assumes that AHA will be able to negotiate and contract with new Owner-entities for over 230 additional

PBRA units for an average of three months in FY 2017. Should AHA not enter into these contracts as projected, AHA may not use all of its budget for PBRA expenses.

- The Budget also assumes that AHA partners will be able to obtain financing for the conversion of Juniper and Tenth and Piedmont Road; and that HUD will grant approval for Piedmont Road, Cosby Spear, Hightower Manor and Peachtree Road to convert under the RAD program. Currently HUD has only approved Juniper and Tenth. If these financings and related agreements do not occur, including delays in obtaining HUD's approval, AHA may not use its budget for RAD conversion.
- Furthermore, HUD has announced that, in order to meet US Department of the Treasury cash management rules, it is planning to reduce the disbursement of cash to public housing agencies in order to reduce the amount of cash reserves associated with Voucher Program funds held locally by the PHAs. Although HUD has recognized that a certain level of cash reserve is necessary by the agencies to meet operating cash flow requirements, it has yet to provide guidance as to the level of Voucher Program cash reserve balance the agencies will be allowed to hold locally.

However, HUD's proposed new disbursement process will not reduce the total amount of Voucher Program funds allocated to the agencies, but will shift the cash reserve from locally-held funds to HUD-held funds. This "transfer" of cash, therefore, does not have any impact on FY 2017 Voucher Program funding included in the Budget as sources of funds.



The Housing Authority of the City of Atlanta

**Support for
Headquarters Cost Centers
Detail Budget Schedules**

**For the Fiscal Year
Beginning July 1, 2016 and Ending June 30, 2017**

FY2017 Budget
Support for Schedule III.A
Operating Divisions Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY17 Budget
Customer Services Group		
Housing Services		
<i>Vendor to be determined</i>	Waitlist Opening data management solution	\$ 200,000
Inquiries, Inc.	Criminal Background screening	85,000
TALX Corporation	Employment verification for participants	55,786
Selectron	Auto-dialer services	10,000
<i>Will be provided under existing IDIQ Contract*</i>	Sign language interpreting services	11,000
	Total Housing Services	\$ 361,786
Inspections Services		
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	60,000
<i>Vendor to be determined</i>	Landlord briefing registration and information website	499
	Total Inspections Services	\$ 60,499
	Total Customer Services Group	\$ 422,285
Real Estate Group		
Office of the Chief Real Estate Officer		
<i>Vendor to be determined</i>	PBRA Unit environmental reviews	\$ 150,000
	Total Office of the Chief Real Estate Officer	\$ 150,000
Real Estate Oversight & Services		
<i>Will be provided under existing IDIQ Contract*</i>	Environmental engineering and REAC consulting services	\$ 110,900
<i>Will be provided under existing IDIQ Contract*</i>	PIC support services for the Real Estate Group project	79,560
Clampett Industries dba EMG	Accessibility consulting services	26,813
<i>Vendor to be determined</i>	Mental Health and related services	15,000
<i>Vendor to be determined</i>	Translation services for vital documents and resident satisfaction survey	10,500
<i>Vendor to be determined</i>	Annual resident satisfaction survey	10,000
	Total Real Estate Oversight & Services	\$ 252,773
Real Estate Investments & Finance		
HomeFree USA	Credit counseling for homeownership	\$ 60,000
<i>Vendor to be determined</i>	Applied Real Estate Analysis	50,000
	Real Estate Investments & Finance	\$ 110,000
	Total Real Estate Group	\$ 512,773
Total Operating Divisions Expense - Consulting & Professional Services		\$ 935,058

**FY2017 Budget
Support for Schedule III.A
Operating Divisions Expense
Details for the Category "Temporary Services"**

Department/Vendor	Description	FY17 Budget
Customer Services Group		
Customer Services		
<i>Will be provided under existing IDIQ Contract*</i>	Temporary services to support Quality Control services	\$9,600
	Total Customer Services	\$9,600
	Total Customer Services Group	\$9,600
Total Operating Divisions Expense - Temporary Services		\$9,600

**FY2017 Budget
Support for Schedule III.A
Operating Divisions Expense
Details for the Category "Other"**

Department/Description	FY17 Budget
Customer Services Group	
Customer Services	
Staff Training	\$ 13,000
Travel and Conferences	8,500
Meeting Expense	2,000
Office Supplies - Department Specific*	1,000
Membership Dues	400
Publications	350
Total Customer Services	\$ 25,250
Housing Services	
Resident debit card Bank Fees - Utility Allowance payments	\$ 120,000
Staff Training	22,150
Travel and Conferences	7,000
Other Administrative Fees	2,000
Meeting Expense	1,500
Office Supplies - Department Specific*	1,000
Uniforms	800
Membership Dues	500
Publications	350
Total Housing Services	\$ 155,300
Inspections Services	
Marketing effort support - Landlords	\$ 85,000
Advertising effort support - Landlords	40,600
Vehicle Maintenance and Fuel for AHA vehicles used by Inspectors	20,000
Staff Training	11,000
Membership Dues	7,228
Uniforms	5,000
Travel and Conferences	3,000
Meeting Expense	1,690
Office Supplies - Department Specific*	500
Publications	400
Total Inspections Services	\$ 174,418
Human Development Services	
Staff Training	\$ 8,500
Travel and Conferences	4,000
Meeting Expense	2,000
Office Supplies - Department Specific*	2,000
Membership Dues	600
Total Human Development Services	\$ 17,100
Total Customer Services Group	\$ 372,068

**FY2017 Budget
Support for Schedule III.A
Operating Divisions Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY17 Budget
Real Estate Group	
Office of the Chief Real Estate Officer	
Travel and Conferences	\$ 7,664
Membership Dues	3,025
Publications	456
	Total Office of the Chief Real Estate Officer
	\$ 11,145
Real Estate Oversight & Services	
Staff Training	\$ 19,170
Travel and Conferences	14,255
Meeting Expense	7,000
Membership Dues	3,027
Office Supplies - Department Specific*	1,000
	Total Real Estate Oversight & Services
	\$ 44,452
Real Estate Development	
Staff Training	\$ 18,300
Travel and Conferences	5,400
Meeting Expense	2,000
Membership Dues	1,620
Publications	523
Office Supplies - Department Specific*	300
	Total Real Estate Development
	\$ 28,143
Real Estate Investments & Finance	
Staff Training	\$ 12,800
Travel and Conferences	8,450
Publications	6,075
Membership Dues	4,302
Meeting Expense	2,000
Marketing effort support - Homeownership	1,500
	Real Estate Investments & Finance
	\$ 35,127
	Total Real Estate Group
	\$ 118,867
	Total Operating Divisions Expense - Other
	\$ 490,935

FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY17 Budget
Office of General Counsel		
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and risk management	\$ 250,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Disparity Study (previously in Corporate Administration)	150,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Hearing related services	70,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Reformulation and RAD conversion matters	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Environmental not included in Development and Revitalization budget	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Employment law	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Title work	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	HUD related guidance	20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Real estate related costs not included in Development and Revitalization closings	20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Information technology contracts	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Fair Housing matters	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Document retention	5,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Pension/Retirement	5,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Ethics advice	5,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Corporate governance	5,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Legislative matters (Paid for with non-federal funds)	30,000
Total Office of General Counsel		\$ 695,000
Finance		
Cohn Reznick, LLP	Annual Audit fees	\$ 148,000
Thomson Reuters, Inc.	IRS 1099 support	20,000
Cohn Reznick, LLP	IRS forms 990 and 1120 support	12,000
<i>Vendor to be determined</i>	SEC bond financial posting (conduit debt)	8,400
Readable Ink	Editing services primarily for the annual audit report	7,000
Total Finance		\$ 195,400
Information Technology		
Trustwave	Manage IT security and compliance services	\$ 176,000
<i>Vendor to be determined</i>	IT strategy consulting	150,000
<i>Vendor to be determined</i>	Budget/Forecast/Reporting tool implementation	100,000
<i>Vendor to be determined</i>	Landlord Portal tool implementation	100,000
Social Solutions, Inc.	Effort to Outcome (ETO) solutions	35,000
OneSource Virtual HR, Inc.	Workday Customizations	30,000
DiRad Technologies	Interactive Voice Response solution	25,000
Griffin Web Design	Web design and development services	15,000
<i>Vendor to be determined</i>	Waitlist/credit card solutions	5,000
<i>Vendor to be determined</i>	Phone bill audit services	5,000
Iron Mountain	Yardi escrow software code management	2,875
Total Information Technology		\$ 643,875

FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Continued from Previous Page

Department/Vendor	Description	FY17 Budget
Records & Information Management		
<i>Vendor to be determined</i>	Digitize selected archived videotapes for preservation	\$ 2,000
	Total Records & Information Management	\$ 2,000
Office of Policy & Strategy		
Emory University	MTW benchmarking study and related work	\$ 150,000
<i>Vendor to be determined</i>	Other research consulting services	75,000
<i>Vendor to be determined</i>	Annual Report design services	5,000
	Total Office of Policy & Strategy	\$ 230,000
External and Governmental Affairs & Corporate Communications		
Dickerson Communications	Media consulting	\$ 100,000
<i>Vendor to be determined</i>	Annual Report services to the Communities	5,000
	Total External and Governmental Affairs & Corporate Communications	\$ 105,000
Corporate Administration Support		
All Facts, Inc.	Motor vehicle reports	\$ 1,000
	Total Corporate Administration Support	\$ 1,000
Acquisition & Management Services		
SciQuest, Inc.	Scorecard and Spend Director implementation	\$ 15,000
	Total Acquisition & Management Services	\$ 15,000
Human Resources Operations		
AON Investment Consulting, Inc.	Pension, retirement and health benefits support	\$ 92,500
One Source Virtual HR, Inc. (Workday)	Payroll and benefits outsourced services	89,000
Wells Fargo Bank, NA	401(a)/457(b) deferred compensation plan administration	80,000
AON Consulting, Inc.	Compensation support	25,000
<i>Vendor to be determined</i>	360 Assessment services	10,000
<i>Vendor to be determined</i>	Employment Background screening	2,000
<i>Vendor to be determined</i>	Other professional services	1,650
	Total Human Resources Operations	\$ 300,150
Total Corporate Support Expense - Consulting & Professional Services		\$ 2,187,425

**FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Temporary Services"**

Department/Vendor	Description	FY17 Budget
Information Technology		
<i>Will be provided under existing IDIQ Contract*</i>	Temporary Services to support operations	\$ 12,500
	Total Information Technology	\$ 12,500
Total Corporate Support Expense - Temporary Services		\$ 12,500

FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Software Licenses & Hardware/Software Expense"

Department/Vendor	Description	FY17 Budget
Information Technology		
Software Maintenance Contracts & Licenses		
Yardi	Yardi Voyager and Payscan - Maintenance for ERP System	\$ 283,464
Dell	Microsoft Licensing Maintenance for Windows Operating System, Office Products, and all Microsoft Application Licensing	166,352
SciQuest	Maintenance for Requisition, Purchasing and Contract Management	105,664
IBM Disaster	IBM Disaster Recovery Facilities and Services including annual Disaster Recovery Exercise	85,176
IBM Maint	IBM Hardware Maintenance for Storage Sub-Systems, AIX (Oracle) Servers, Tape Library	75,000
ServiceNow	Maintenance for IT Service Desk Ticket Management	74,151
OneSource	Workday Software Maintenance for Human Resources Employee Management	69,344
CDWG	VMWare License Maintenance for Virtual Server/Desktop Hosts	66,829
<i>Vendor to be determined</i>	Budget and Forecasting Reporting software maintenance	50,000
IBM	IBM Software Maintenance for BigFix (Patching), Tivoli Storage Manager (Tape Backup Software), and Rational (Quality Assurance Software)	42,685
Adcap Network	Cisco Switch Maintenance (all Floors and Data Center and Remote sites)	41,886
Carousel Industries	Phone Equipment Licensing and Maintenance	37,000
DocPoint	Knowledge Lake Software Maintenance for SharePoint and Advanced SharePoint Document Management	36,067
CDWG	Fujitsu Scanner Maintenance - Scanning Center	22,715
Presidio Network	Presidio Software Maintenance for Fraud Prevention and Detection for Websites	21,528
Waterford	MailMeter Maintenance for Archiving and Searching of E-Mail Records	18,000
DLT	Solarwinds Software Maintenance for monitoring, alerting and reporting on Server Performance and Issues.	15,700
Symantec	Maintenance for E-Mail Anti-Spam and Anti-Virus	15,288
Social Solutions	ETO (Efforts to Outcome) Maintenance for Human Dev and Choice Neighborhoods Client Mgt	14,889
Zasio Enterprises	Versatile Software Maintenance for Offsite Document Storage Management	12,825
Mission Critical	Imperva Software Maintenance for Database access monitoring and auditing	12,000
Dell	Symantec Data Loss Prevention Software Maintenance for monitoring, tracking and blocking sensitive data access	11,200
Lenovo Inc.	IBM Hardware Maintenance for x-Series Servers and Racks	11,000
<i>Vendor to be determined</i>	Other software maintenance and licenses under \$10,000	132,415
Total Software Maintenance Contracts & Licenses		\$ 1,421,178

FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Software Licenses & Hardware/Software Expense"

Continued from Previous Page

Department/Vendor	Description	FY17 Budget
Non-Capitalized Hardware		
<i>Vendor to be determined</i>	Maintain physical infrastructure	\$ 40,000
<i>Vendor to be determined</i>	Contingency - business requested hardware	30,000
CDWG/Lenovo	Client Hardware Devices replacement	22,000
IBM	Backup Supplies	13,000
AdCap Network & CDWG	Networking/Common Area Hardware	10,000
CMS Communications, Avaya & Sprint	Communications Hardware	5,000
Total Non-Capitalized Hardware		\$ 120,000
Non-Capitalized Software		
<i>Vendor to be determined</i>	Contingency - business requested software	\$ 6,000
Total Non-Capitalized Software		\$ 6,000
Total Information Technology/Corporate Support Expense - Software Licenses & Hardware/Software Expense		\$ 1,547,178

FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Agency-wide Services and Expenses"

Department/Vendor	Description	FY17 Budget
Information Technology		
AT&T/Sprint Solutions	Agency-wide telecommunications	\$ 411,040
	Total Information Technology	\$ 411,040
Records & Information Management		
Xerox Corporation	Agency-wide copiers, scanners and related equipment	\$ 298,282
Iron Mountain Information Management	Agency-wide off-site storage expenses	159,000
United States Postal Service/United Parcel Service/Apple Courier	Agency-wide postage & shipping	132,000
Xerox Corporation	Agency-wide toner	50,000
More Business Solutions	Agency-wide printing & photocopying	50,000
	Total Records & Information Management	\$ 689,282
Corporate Administration Support		
Midwest Employers Casualty Company	Workers Compensation Insurance	\$ 145,000
Darwin National Assurance Company	Fiduciary insurance	80,000
Housing Authority Risk Retention Group, Inc.	Liability insurance	56,622
Housing Authority Risk Retention Group, Inc.	Auto insurance	45,000
	Total Corporate Administration Support	\$ 326,622
Acquisition & Management Services		
Freeman Forms and Supplies	Agency-wide office supplies	\$ 100,000
	Total Acquisition & Management Services	\$ 100,000
Human Resources Operations		
<i>Vendor to be determined</i>	Agency-wide recruitment	\$ 60,000
<i>Vendor to be determined</i>	Agency-wide staff training	71,000
<i>Vendor to be determined</i>	Agency-wide employee activities support	42,795
	Total Human Resources Operations	\$ 173,795
Activities Managed by Human Resources		
<i>Not Applicable</i>	Defined Benefit Pension Plan contribution	\$ 1,000,000
<i>Vendor to be determined</i>	Agency-wide severance and outplacement expense	54,500
	Total Activities Managed by Human Resources Department	\$ 1,054,500
Total Corporate Support Expense - Agency-wide Services and Expenses		\$ 2,755,239

**FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Other"**

Department/Description	FY17 Budget
Executive Office	
Industry and Civic Membership and Fees (CLPHA/NAHRO/GAHRA/etc.)	\$ 84,640
Travel and Conferences	25,000
AHA and Affiliates Board Related Meeting Expense	10,000
Publications	1,021
Miscellaneous Expense	500
Total Executive Office	\$ 121,161
Office of General Counsel	
Legal Publications, Subscriptions and Federal Regulations	\$ 18,467
Staff Training	11,000
Bar Membership Dues	5,785
Travel and Conferences	5,000
Other Administrative Fees	1,000
Office Supplies - Department Specific*	750
Meeting Expense	500
Advertising	500
Total Office of General Counsel	\$ 43,002
Finance	
Staff Training	\$ 18,000
Travel and Conferences	5,000
CPA and Industry Membership Dues	1,880
Miscellaneous Expense	1,500
Office Supplies - Department Specific*	500
Publications	300
Total Finance	\$ 27,180
Information Technology	
Travel and Conferences	\$ 20,000
Staff Training	20,000
Building Repairs	10,000
Small Office Equipment	6,000
Publications	5,000
Computer Maintenance & Repairs	5,000
Meeting Expense	2,500
Industry Membership Dues	7,000
Office Supplies - Department Specific*	1,000
Total Information Technology	\$ 76,500

**FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY17 Budget
Records & Information Management	
Travel and Conferences	\$ 14,000
Staff Training	8,500
Maintenance & Repair Supplies	3,000
Membership Dues	700
Total Records & Information Management	\$ 26,200
Enterprise Program Management Office	
Staff Training	\$ 4,376
Membership Dues	1,250
Travel and Conferences	1,000
Office Supplies - Department Specific*	500
Publications	500
Total Enterprise Program Management Office	\$ 7,626
Office of Policy & Strategy	
Travel and Conferences	\$ 15,000
Meeting Expense including MTW-related Activities	6,000
Staff Training	4,000
Advertising support - Public Hearing Meetings	4,000
Industry Membership Dues	2,700
Publications	1,761
Office Supplies - Department Specific*	250
Total Office of Policy & Strategy	\$ 33,711
External and Governmental Affairs & Communications	
Resident Meetings	\$ 8,300
Membership Dues	2,525
Travel and Conferences	5,500
Office Supplies - Department Specific*	1,750
Staff Training	5,000
Publications	455
External and Governmental Affairs & Communications	\$ 23,530

**FY2017 Budget
Support for Schedule IV.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY17 Budget
Corporate Administration Support	
Vehicle Maintenance and Fuel for AHA other than Inspections	\$ 20,000
Meeting Expense including Off-site Quarterly All-staff Meetings	12,250
Travel and Conferences	11,500
Office Supplies - Department Specific*	750
Membership Dues	650
Staff Training	500
Total Corporate Administration Support	\$ 45,650
Acquisition & Management Services	
Procurement-related Advertising	\$ 24,571
Staff Training	23,125
Industry Membership Dues	14,960
Marketing procurement related events/fair	10,280
Travel and Conferences	5,500
Publications	675
Meeting Expense	5,000
Total Acquisition & Management Services	\$ 84,111
Human Resources Operations	
Publications (Corporate Executive Board - HRLC and Payscale)	\$ 20,428
Industry Membership Dues	5,750
Meeting Expense	1,000
Office Supplies - Department Specific*	500
Total Human Resources Operations	\$ 27,678
Total Corporate Support Expense - Other	\$ 516,349

**FY2017 Budget
Support for Schedule V
Details for Human Development, Supportive Housing Services and Community Relations**

Department/Description	FY17 Budget
Human Development Support - Customer Services Group	
Job Placement for Long Term Unemployment Services	\$ 200,000
Good Neighbor Program	195,000
Meals on Wheels	110,000
GED Adult Literacy	106,000
Job Training and Related Services (AWDA)	55,000
Youth Related Activities	30,000
Expungement Services	15,458
Therapeutic Services	10,000
Participant Relocation	7,500
Vocational Counseling	6,000
Support Services for Seniors	5,000
Transportation Assistance	2,600
Financial Literacy and Credit Counseling	1,500
Total Human Development Support - Customer Services Group	\$ 744,058
Community Relations	
Senior's Farmer Market	\$ 8,000
Mayor's Forever Young Ball	7,500
Senior Wellness & Resource Fair	500
Other Quality Living Services	5,000
Total Community Relations	\$ 21,000
Total Human Development Support and Community Relations	\$ 765,058

FY2017 Budget

Support for Schedule VII

Details for Capital Expenditures for AHA-Owned Residential Communities and AHA Headquarters

Department/Description	FY17 Budget
------------------------	-------------

Capital Expenditures for AHA-Owned Residential Communities

Roof Replacement	\$ 302,500
Energy Management System Upgrade	140,400
Contingency	120,000
Foundation Waterproofing	109,000
Exterior Door Replacement	84,480
Roof Top Exhaust Fan Replacement	66,000
Cooling Tower Replacement	62,700
Vehicle Entrance Gate Replacement	59,400
Elevator Access Control	48,600
Security Equipment Upgrade	40,330
HVAC Condenser/Chilled Pump Replacement	32,400
Roof Top HVAC Replacement	32,400
Security Camera Infrastructure/Data Line Relocation and Upgrade	30,250
Trash Compactor Replacement	27,000
PTAC Replacement - 20 units	25,920
Building Soffit and Mailbox/Kiosk Replacement	22,000
Elevator Equipment Room HVAC Replacement	21,600
Unit PTAC Replacement (10 per community)	17,985
Install Water Irrigation	14,170
Roof Replacement Maintenance Building	7,085
Total Capital Expenditures for AHA-Owned Residential Communities	\$ 1,264,220

Capital Expenditures for AHA Headquarters

Technology Investments - Office Software

Knowledge Lake Advance Capture software	\$ 113,080
Landlord Portal software	50,000
Program Investigation Case Management software	50,000
Contingency software	25,000
Total Technology Investments - Office Software	\$ 238,080

Technology Investments - Office Hardware

Contingency hardware	\$ 40,000
Data Center hardware	80,000
Total Technology Investments - Office Hardware	\$ 120,000

FY2017 Budget
Support for Schedule VII
Details for Capital Expenditures for AHA-Owned Residential Communities and AHA Headquarters

Continued from Previous Page

Department/Description	FY17 Budget
Capital Improvements to AHA Corporate Headquarters	
Replace half desk chairs throughout building	\$ 40,000
Replace carpet in Pecan, IT Training and Distribution	25,000
Replace tile flooring on first floor	20,000
Replace the UPS batteries in the server room on the first floor	15,000
Replace countertops in MRR's	15,000
Hot water heater that services the building	14,000
First floor & P level entrance doors and door closers	8,000
Replace shutoff valves in all restrooms	6,000
Resurface parking deck 4 level surface coating	6,000
Total Capital Improvements to AHA Corporate Headquarters	\$ 149,000
Total Capital Expenditures for AHA Headquarters	\$ 507,080
Total Capital Expenditures for AHA-Owned Residential Communities and AHA Headquarters	\$ 1,771,300

AHA Organizational Chart

