



The Housing Authority of the City of Atlanta, Georgia

Comprehensive Budget

**For the Fiscal Year
Beginning July 1, 2017 and Ending June 30, 2018**

Approved by AHA's Board of Commissioners on June 28, 2017



Executive Summary

To the Board of Commissioners:

I am pleased to present AHA's FY 2018 Comprehensive Budget Book, which includes important information on AHA's proposed FY 2018 operating and development expenditures and incorporates the first full year of initiatives and actions towards our Vision 2022.

As I will soon complete my first full year as the Chief Executive Officer, I am proud of AHA's achievements during this time — Vision 2022 – Live. Work. Thrive. — A comprehensive and strategic plan that renews the organization's focus of being the frontrunner of affordable housing in the City of Atlanta by building stronger communities and brighter futures for those we serve.

Inspired by the belief in the potential of the individual, Vision 2022 takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe and healthy communities.

Live: Better Living is the Gateway to Better Life by creating Modern, Distinctive, and Quality communities.

Work: Economic, Educational and Wellness Opportunities create an Entryway to Independence.

Thrive: Keep our Finances in check is just Good Business by measuring our progress.

To pave a solid ground for the success of our 5-year plan, a number of initiatives have already been implemented during this fiscal year or will be implemented as part of the FY2018 Budget:

- Successful reopening of our waiting list adding 30,000 registrants with preference for those who live/work in the City of Atlanta in March of 2017.
- Creation of “Partnerships and People Investments”, a new operating division transitioning from case management to building partnerships, securing financial resources and creating greater access to opportunities that further the economic, educational and wellness advancement of AHA-assisted households across programs.
- The Board authorized AHA to finalize Memorandums of Understanding for three co-investment opportunities with Westside Future Fund, Atlanta Beltline and Invest Atlanta for potential investment up to \$105 million which will allow to deploy the available MTW funds held at HUD while supporting both AHA's mission and financial goals.
- Redevelopment of our former Herndon public housing site was successfully launched with a new developer earlier this year and procurement process initiated for former Englewood 37 acre site.
- Extensive rehabilitation work started at the end of 2016 at AHA's Juniper and Tenth Highrise, a 149-unit senior community. This was our first conversion under HUD RAD program.
- Real Estate divisions' core competencies and staffing are being increased to handle the development deal flow ahead of us.
- Focus added on regulatory compliance with additional staffing included in FY 2018 Budget.

FY 2018 Budget

The enclosed FY 2018 Budget has been developed to support the activities and initiatives outlined in our FY 2018 MTW Implementation Plan and, ultimately, to achieve our Vision 2022 as well as MTW Statutory Goals.

Our Budget projects AHA's sources of funds at \$318.7 million from the following sources:

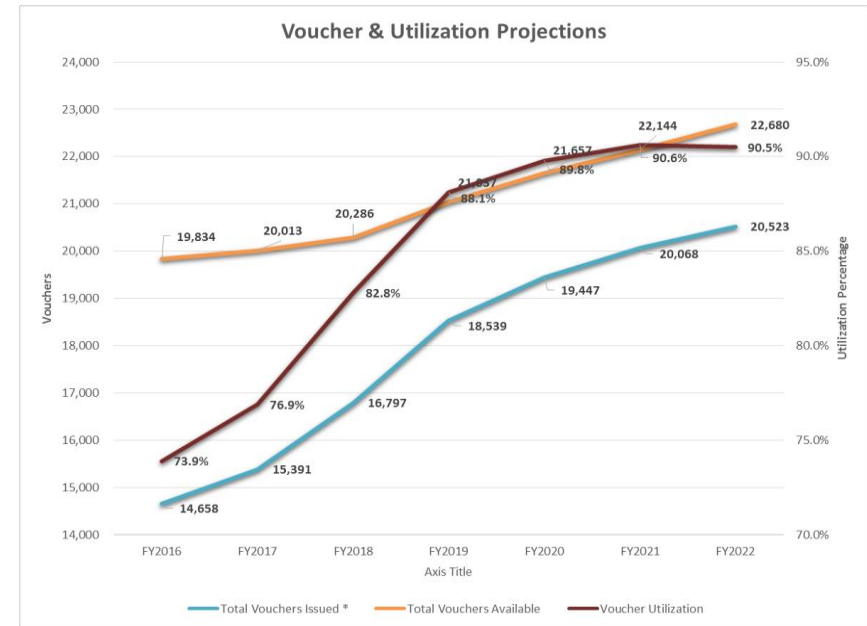
- \$295.4 million in MTW funds provided by HUD, of which \$73.4 million to be drawn from funds held at HUD.¹
- \$6.0 million from the Choice Neighborhoods Grant.
- \$4.0 million from Replacement Housing Factor Grants.
- \$6.0 million primarily from development-related income earned from deals expected to close during FY 2018 and proceeds from sale of properties.
- \$7.3 million from other sources consisting of tenant dwelling income, and revenue from ancillary sources.

Our FY 2018 Budget projects that the uses of these funds will total \$312.3 million², primarily for the following:

LIVE – 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 has come a long way in improving its voucher utilization rate, and plans to continue its efforts during FY 2018 to reach close to 83% from less than 70% in FY 2015. AHA's goal is to increase this rate to 90% by FY 2020/2021.

¹ Additional funds may be drawn from HUD-held reserve after AHA has proven the co-investment framework is an efficient investing tool. Once proven, AHA may seek to increase its commitments based on opportunities that become available.

² Please note, this will result in a \$6.4 million excess of funds which will be held primarily in AHA's program income cash reserves. See page 44 for a more detailed description of AHA-held reserves.



As planned, AHA reopened its Housing Choice Voucher waitlist in FY 2017, with a preference to 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 business marketing and outreach programs to landlords to encourage and expand new landlord participation in AHA's Tenant-Based Voucher program.

Projected Increase in Household Units Served					
Fiscal Year	Projected New Tenant-Based Vouchers	Projected New HomeFlex	RAD units converted	Projected Attrition	Projected Total Gain
2017	1,040	144	149	(600)	733
2018	1,125	618	273	(610)	1,406

In total, our Budget provides for \$150.3 million in housing assistance and public subsidy payments, an increase of \$4.2 million over FY 2017 Budget, due to a projected 1,406 gain, net of attrition, in household served as depicted in the above chart.

WORK – Increased focus on building partnerships, securing financial resources and creating greater access to opportunities.

To stabilize families and foster growth and advancement, affordable housing must be coupled with incentives and economic, educational and wellness opportunities for our participants.

To ensure adequate focus is given to this vital effort, we have transitioned our existing Human Development team to create a new division called “Partnerships and People Investments”. This new division has the full time staff and necessary expertise support it needs to successfully provide the various self-sufficiency programs to achieve our goals in each of the five focus areas:

1. Family independence and economic advancement;
2. Student achievement;
3. Digital literacy and connectivity;
4. Health and wellness; and
5. Volunteerism.

During FY 2018, we are planning to invest a total of \$2.7 million in agency’s funds for our new Partnerships and People Investments Division and Human Development Support Professional Services to support the self-sufficiency programs.

LIVE/THRIVE – Long-term real estate initiatives to expand and preserve affordable housing opportunities in MIXED 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 communities.

To this end, our FY 2018 Budget provides for \$104.9 million of development and revitalization expenditures, primarily comprised of the following initiatives:

- \$61.7 million in co-investment and acquisitions affordable housing opportunities out of the \$105 million commitment with the balance projected to be spent in FY 2019.³
- \$13.8 million towards the planned University Choice Neighborhoods four components.
- \$20.1 million for the redevelopment of former public housing sites, primarily at Herndon and Englewood sites, including a projected \$12.0 million for environmental clean-up at Herndon.⁴
- \$3.2 million towards the conversion of Piedmont Road Highrise and Villages at Castleberry Hill I from Public Housing-funded (Section 9) to Housing Choice-funded (Section 8) under HUD’s Rental Assistance Demonstration (RAD) program and the preparation of three AHA-Owned senior high-rises planned for conversion beyond FY 2018.
- \$2.4 million in homeownership down payment assistance for first-time homebuyers at or below 80% AMI.
- \$3.7 million in public improvements and other expenditures, including real estate consulting services.

³ Please note, this assumes that the \$105 million in co-investment will be made over a 2-5 year co-investment period.

⁴ AHA is working to further explore its responsibilities for environmental clean-up in FY 2018 to ensure appropriate reserves are in place before redevelopment efforts are undertaken.

THRIVE – Continuation of effective and efficient agency administration. To accomplish the FY 2018 Budget activities, AHA intends to add fifteen (15) new full time positions over current existing positions. The chart below details these new positions. The cost impact of these new positions, combined with a 2% merit pay increase and an expected 17% inflation increase in the AHA-provided medical plan for the second half of our fiscal year, results in higher budgeted Operating Divisions and Corporate Support expenses of \$2.0 million and \$0.6 million, respectively, in FY 2018 over the FY 2017 Budget.

Real Estate Group (10)	Office of General Counsel (3)
Sr. Real Estate Development Manager (3)	Director, Compliance
Business Development Manager	Manager, Compliance
Project Manager	Compliance Analyst
RAD Project Manager	Human Resources (1)
Jr. Project Manager (2)	VP, Human Resources
Co-investment Analyst	Choice Neighborhoods Project (1)
Administrative Assistant	Director, Choice Neighborhoods

Also please note that effective July 1, 2017, AHA will offer paid leave to employees with at least one (1) year of service upon the occurrence of the following events: (a) birth of a biological child or children; (b) legal adoption of a child or children; or (c) becoming a foster parent to a child or children through the Georgia Division of Family and Children’s Services, or a related or successor state agency. In such event, the employee is entitled to time off with pay not to exceed six (6) weeks. The employee is required to provide thirty (30) days advance notice of the proposed leave.

The extension last year by the Department of Housing and Urban Development of AHA’s MTW agreement until 2028, assured the continued flexibility AHA, as an MTW agency, needs to pursue innovative programs---many of which are unique to Atlanta—that enhance the quality of life for our residents and provide them with housing opportunities in every community of Atlanta. AHA’s work would not be complete without the services we provide to help our residents on the path to self-sufficiency, which include educational and workforce development programs, among others.

I am constantly inspired by the dedication and resilience of our staff and their continued commitment to make a difference for the families we serve and the community.

Catherine V. Buell
President and Chief Executive Officer

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II. Department Information - Operating and Corporate Support

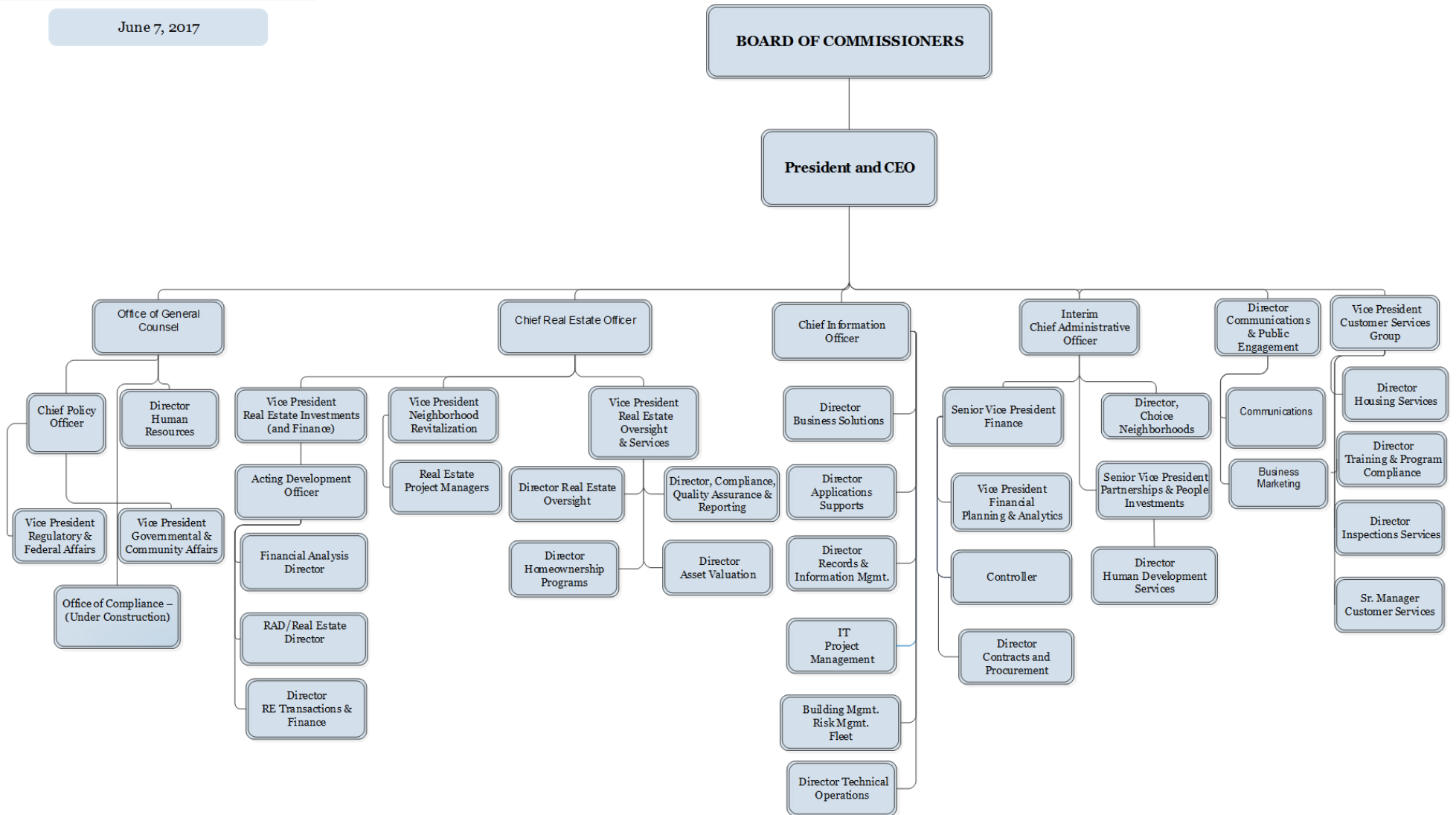
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Interim AHA Organizational Chart

June 7, 2017



Five-Year Plan and FY 2018 Priorities

On March 27, 2017, AHA's Board of Commissioners (Board) approved a resolution to adopt and submit the Fiscal Year 2018 MTW Annual Plan ("MTW Plan") to the U.S Department of Housing and Urban Development (HUD). The MTW Plan introduced Vision 2022, AHA's five-year plan, as well as provided the priorities for FY 2018. The MTW Plan can be found on AHA's website at http://www.atlantahousing.org/cms/uploads/file/aha-fy2018-mtw-annual-plan_draft-for-public-review_final_2017-0215.pdf. The following provides highlights of the plan.

VISION 2022: Live. Work. Thrive. (VISION 2022) is a comprehensive and strategic plan that renews the Atlanta Housing Authority's focus of being the frontrunner of affordable housing in the City of Atlanta.

OUR MOTTO: Opening Doors to Quality Living

True to the vision of our founders, Charles Palmer and John Hope, AHA is opening doors to quality living for all. AHA can accomplish this objective by focusing on innovative ways to increase affordable housing options and developing quality, innovative communities in Atlanta. At the same time, AHA will help create opportunities for advancement of working families, children, seniors and persons with disabilities.

THE CHALLENGE: Preserving Affordable Housing in a Growing Market The 39th largest city in the United States, Atlanta is growing rapidly. Between 2010 and 2015, Atlanta experienced a 10.4 percent population growth, and today, according to the World Population Review, its population is an estimated 463,878. With a gross domestic product of \$276 billion, Atlanta ranks 10th in the nation economically; yet, as the city

rebounds from the recession, growth remains imbalanced across the city, new real estate development largely focuses on luxury housing, and the income gap is widening.

As a result, the number of available affordable housing units is steadily decreasing, causing an affordable housing shortage in the City of Atlanta. The City of Atlanta's 2016 Comprehensive Development Plan acknowledges that the number and type of housing units constructed is a major factor affecting population growth. Affordable housing and equity is a top priority for the City of Atlanta. Other high-ranking needs, as identified in the plan, are:

- Work to attract a diverse population at all income levels
- Promotion of growth in areas with slow growth and declining populations
- Meeting the needs of a growing senior population by providing affordable housing options and opportunities to age in place.

Our VISION 2022 recognizes that Atlanta demographics are changing, market forces are shifting and affordable housing options are increasingly limited. Renters and homeowners also are demanding a lifestyle connected to a diverse community, one with innovative housing products and housing types that reflect their individual needs and a built environment that supports health, education and economic access, and opportunities for the residents of the complex and the surrounding community.

Place matters to people when choosing a location to live, work and thrive. A healthy place can provide: a commitment to equity in housing; wellness elements integrated into the built environment that offer programming opportunities for partners to provide services; and opportunities for social interaction and connections to the broader community, jobs, quality education, services and amenities.

With limited public funding available, in order to continue the development of affordable housing in healthy communities, AHA will leverage partnerships and private dollars to embrace new and integrated models of real estate development that take into account people's values and needs well into the future. This approach will change technology and mobility, and attract new sources of capital and partnership in an effort to stay competitive and relevant.

THE PLAN: Stronger Communities, Brighter Futures

To meet the challenges facing public housing in Atlanta's vigorous market, AHA aims to serve more low income families in need of affordable housing. Lead by the philosophy that all people matter and that quality living should not be an advantage of the privileged, we are motivated to provide better living opportunities for those we serve and empower them through human development services and opportunities that endorse self-reliance. These efforts will create building blocks to stronger communities and foster pathways to brighter futures.

OUR BENEFICIARIES: The People Our Plan Impacts

AHA provides housing opportunities and support to five general groups. Ninety-five percent of the families are very low- income or extremely low-income and earn less than \$24,300 per year on average for a family of four. In other words, AHA assists the families that need us most, whether due to their income or circumstances. Over the next five years, AHA will focus on opening the doors wider to create more housing opportunities for families, individuals, and special needs populations such as veterans, older adults, and persons with disabilities.

AHA's Beneficiaries



THE STRATEGY: LIVE. WORK. THRIVE.

AHA strongly believes in the potential of the individual. Therefore, VISION 2022 takes a people-centered, holistic approach that creates opportunities for those we serve to live, work and thrive in innovative, safe and healthy communities. These three thrusts are the building blocks of our strategy:

- **Live.** AHA will redefine its approach to affordable housing development to emphasize community development, alongside the creation of innovative live-work-thrive innovation spaces.
- **Work.** AHA will invest agency funding towards the agency's self-sufficiency programs, with a focus on family independence, student achievement, digital literacy/ connectivity, health and volunteerism.
- **Thrive.** AHA will streamline its service delivery approach by updating financial policies and protocols, continuing to reduce operational overhead and identifying areas to preserve and increase quality affordable housing in the city of Atlanta.

AHA believes that people are the heartbeat of a community, not buildings. Thus, as we strive to increase access to quality housing for all, we also consider the needs of those we serve and ways in which we can improve their lives and surroundings. That is the core of VISION 2022. It is a strategy about people and community— people living well and working toward total self-reliance in communities that thrive. Why is this important? Because better living is the gateway to a better life. And at AHA, we believe everyone deserves a chance at a better life.

FY 2018 Priorities

AHA has identified 18 Priorities for its FY 2018 Budget aligned under the strategy of Live, Work and Thrive. These priorities are identified below and are described in further detail in AHA's FY 2018 MTW Annual Plan. In addition, each of AHA's Departmental goals and initiatives is linked to the overall priorities and identified in Appendices – Operating and Corporate Department Information.

LIVE

FY 2018 FOCUS: Expand and diversify our portfolio.

- **New Development Opportunities (AHA Vacant Land)**
AHA will continue to expand housing opportunities using its various real estate initiatives, and by leveraging its land assets and MTW flexibility in public/private partnerships with the goal to create and preserve modern, distinctive, and quality communities. AHA will initiate new mixed-income, mixed-use development opportunities on AHA-owned land utilizing private sector development partners or an AHA-owned affiliate and will continue to build-out and invest in its 16 master-planned mixed-use, mixed-income communities (i.e. “further leverage”) consistent with approved redevelopment plans.

- **MIXED Communities** Based on the market conditions and the strength of the real estate and financial markets, AHA and its development partners will continue to engage in real estate activities and advance the community sustainability aspects of the redevelopment plans.
- **Choice Neighborhoods Atlanta** AHA intends to continue all activities associated with the Choice Neighborhoods Implementation Grant related to the redevelopment of University Homes and three surrounding neighborhoods.
- **HomeFlex** AHA will issue a Request for Proposals for HomeFlex, seeking proposals from qualified owners and developers to continue the expansion of this project-based rental assistance program.
- **Housing Choice Voucher Program (HCVP)** AHA will continue to enhance the HCVP to ensure that privately-owned housing options are available in the city of Atlanta. AHA will expand landlord outreach and incentives. AHA will also draw from a new waiting list with local residency preferences.
- **HAVEN (Supportive Programs)** AHA continues to expand its role in addressing the needs of families that are homeless or at risk of homelessness. AHA will continue to use its MTW flexibility and funds to explore various rent reforms and additional homelessness initiatives and pilots in FY 2018 focusing on veterans and those transitioning from supportive housing or facing homelessness due to short-term challenges.
- **AHA-Owned Communities (including RAD & Reformulation)** AHA will seek to leverage programs to complete the necessary rehabilitation work at AHA-Owned Communities and public housing units in MIXED Communities. AHA plans on converting Piedmont Road Highrise and Villages at Castleberry Hill I to HomeFlex

during FY 2018 and advance the process for conversion of other properties.

- **Down Payment Assistance** AHA will also continue to provide down payment assistance at West Highlands and other MIXED Communities, as funds are available.

WORK

FY 2018 FOCUS: Expand economic, educational and wellness opportunities through community partnerships and support services

- **Family Independence & Economic Advancement** AHA will explore partnerships to support families in areas such as assistance with basic needs and supporting self-sufficiency and wealth-building.
- **Student Achievement** AHA will explore partnerships to support families in areas such as tutoring, early childhood development, early learning, afterschool, summer transitional programs, educational and extracurricular scholarships, expeditionary learning opportunities, parenting, GED and lifelong learning.
- **Digital Literacy and Connectivity** AHA will expand efforts to prepare and equip all AHA-assisted families for the technology age. AHA will enter into strategic partnerships to provide basic digital literacy training programs, no- and low-cost Internet connectivity programs and Science, Technology, Engineering, Arts and Math (S.T.E.A.M.) programs for school-age children.
- **Health and Wellness** AHA will expand the health and wellness program to all AHA-assisted families in order to promote a healthy lifestyle through the physical environment, activities and events, and support services for ALL ages.

- **Volunteerism** AHA will further develop AHA CARES, an organized, volunteer program that allows AHA staff, family and friends to participate in AHA-sponsored volunteer projects.

THRIVE

FY 2018 FOCUS: Streamline service delivery approaches and financial protocols

- **Co-investment Framework** AHA will advance the establishment and implementation of a co-investment framework, an integrated and collaborative approach to investing funds. It allows AHA to leverage external resources from public sources, developers, community and economic development organizations, philanthropists, and other sources to expand the production of affordable housing and mixed income communities. It also takes advantage of AHA's ability to make investments at almost any point in the development process, from pre-development through construction and permanent financing. This flexibility allows AHA's co-investment to close gaps that would otherwise prevent a viable project from moving forward. By partnering with organizations in this manner, AHA leverages and increases the impact of its own investments.
- **The New Paradigm** AHA will continue to implement its new model for working with future private sector development partners and structuring real estate investment deals. Application of the New Paradigm will ensure that AHA resources are efficiently deployed and will provide a measurable return on investment.
- **Self-Development Entity** AHA will continue to examine the creation of a development affiliate to further our mission and

enhance our affordable, moderate and mixed-use development and preservation effort.

- **Small Business and Section 3 Program** AHA will continue its outreach efforts through sponsored workshops, seminars, and networking with other governmental and non-governmental agencies and use these opportunities to promote AHA's SBE/Section 3 Program.
- **Measurements of Success** AHA has established key performance indicators to measure the success of our vision and plan over the next five years. For FY 2018, AHA will define baseline and annual goals, then monitor our progress.

BUDGET PROCESS

AHA's annual budget process is a decentralized, goals and objectives-oriented process specifically designed to support AHA's mission and long range vision on a consolidated budget basis.

AHA, like most organizations, has an overlapping budget cycle. The next year's budget is developed while the current year budget is being executed. It includes an internal operating budget, as well as external budget submissions required by HUD.

The budget cycle is an integral part of AHA's overall strategic business planning cycle. This cycle is displayed on the next page. The months provide the relative timeframe for each activity.

Internal Budget Process

AHA Strategic Plan Updated or Realigned

The President and CEO and senior staff review the AHA Strategic Plan to update or realign, as applicable, and develop the implementation plan for the upcoming fiscal year.

Develop Implementation Plan for the Coming Fiscal Year

AHA's senior and middle management then identify the projects and programs necessary to accomplish AHA's goals and objectives for the upcoming fiscal year. Appropriate initiatives, milestones, priorities, and required resources are identified as a part of the process.

Develop Budget Requests Based on Business Plan and Annual Requirements

Senior staff develops appropriate corporate and administrative department budgets to support the Annual MTW Plan and the Implementation Plan. Significant areas include:

- **AHA-Owned Properties.** AHA, in cooperation with private management agents who manage AHA-owned public housing properties, develops the annual detailed budgets necessary to manage such properties to the goals and objectives set forth in the respective management plans and property management agreements. Separate budgets are established for each property.
- **MIXED Communities.** The MIXED communities are owned by public/private partnerships and a percentage of the units are reserved for families who need some assistance to pay their rent. For that percentage, AHA provides an operating subsidy to the owner on a break-even basis for apartments occupied by qualified low income residents. AHA bases the MIXED budget on the individual annual budgets submitted by the owners.
- **HomeFlex Communities.** Through contractual agreements with owners, AHA provides monthly subsidies for units occupied by qualified residents. AHA develops annual HomeFlex subsidy budgets based on current performance and forecasted changes in units.
- **Housing Choice Vouchers.** The budget for Housing Choice Housing Assistance Payments (HAP) are based on current voucher expenses, projected new voucher increments, attrition, inflation, and other factors that impact annual costs.

- **AHA Headquarters.** Based on the workload outlined in the Annual MTW Plan, the leadership of each of the headquarters' departments develops a staffing plan and non-salary budget to meet its goals and objectives for the coming year.
- **Development and Revitalization.** Based on the Strategic Real Estate Plan, commitments, opportunities, and fund availability, AHA develops a project-based Development and Revitalization plan.

Finance Consolidates Budgets

Finance analyzes the various budgets for accuracy and completeness and consolidates them into AHA's initial requested budget. Senior Management reviews the consolidated requested budget to ensure it will allow AHA to accomplish its goals and objectives in the most effective and efficient manner possible.

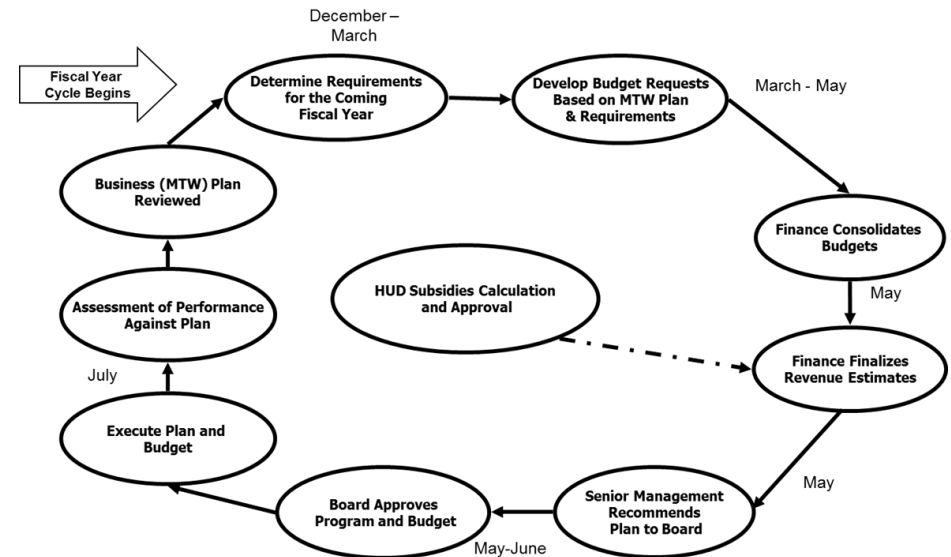
Finance Estimates Revenues

Finance estimates fiscal year revenues and compares these with the requested budgets. Finance prepares the initial Sources and Uses document to display this information. This document provides Senior Management with a high level analysis of the requested funds, the estimated revenues, and the resulting surplus or deficit.

Senior Management Budget to the Board

Executive Management reviews analysis to develop the annual initiatives and Budget. The Budgets are documented in the annual Budget Book which is provided to the Board of Commissioners for approval.

AHA's Budget Process



Board Approves Plan and Budget

The Board of Commissioners reviews the Budget Book and is briefed by Senior Management. The Commissioners then approve the budget.

Execute Plan and Budget

The Finance Department loads the approved budget into AHA's Financial Management System and provides management with their fiscal year budgets at account level detail. Funds are expended throughout the year based on the previously identified goals, objectives, projects and initiatives.

Assessment of Performance and Reporting against the Plan

Throughout the year, Senior Management reviews the operational and financial performance of AHA compared to the Annual MTW Plan and Budget. Senior Management makes changes where required and uses the assessment as an input to the next year's priorities; and provides quarterly reports to the Board.

The Senior Vice President, Finance Operations provides periodic reports to the Board of Commissioners on the status of revenues and expenditures against the Budget, including explanations.

Amendments to the Annual Comprehensive Operating and Capital Budget

In their approval of the Annual Comprehensive Operating and Capital Budget, the Board authorize the President and Chief Executive Officer (CEO) and the Senior Vice President, Finance Operations to do all things necessary and advisable to submit the Budget to the United States Department of Housing and Urban Development (HUD), if so required, to make such changes as may be required by HUD without the further vote or approval of the Board.

After the first six months, AHA conducts a mid-year budget review and, if required, presents a revised budget to the Board for the remainder of the fiscal year.

Contracts and Procurement Policy

In accordance with AHA's Contracts and Procurement Policy, The Board of Commissioners appoints and delegates to the President and Chief Executive Officer procurement authority, as the Contracting Officer. The President and Chief Executive Officer has the authority to execute intergovernmental agreements, contracts, purchase orders and/or modifications up to one hundred thousand dollars (\$100,000) without Board approval.

Approval of the Board of Commissioners is required for contracts and contract modifications, that alone or in the aggregate, total an amount in excess of one hundred thousand dollars (\$100,000). Board approval is also required when subsequent modification(s) total one hundred thousand dollars (\$100,000). In the event the President and Chief Executive Officer determines it would be in the best interest of AHA, the President and Chief Executive Officer, upon concurrence of the Chairperson of the Board of Commissioners, may execute a contract and/or modification that requires Board approval before the next Board meeting, provided that said contract and/or modification(s) is presented to the Board for ratification at the next regular or special Board meeting. In addition to the above, the President and Chief Executive Officer shall have the authority to terminate contracts in accordance with the terms of such contracts and enter agreements relating to resolution of any contract dispute. AHA presents to the Board contracts which are expected to exceed \$100,000 during the term of the contract.

Strategic Contracts

Included in the Budget Resolution are Strategic Contracts where AHA has entered into contractual relationships with various consultants to provide specialized expertise, technical assistance and temporary staff for various projects and programs. In addition, AHA is authorized to purchase goods and services under the State of Georgia contracts and applicable United States General Services Administration (GSA) contracts, which allows AHA to benefit from the buying power of each.

The Strategic Contract section of the Budget Resolution authorizes the President and CEO to issue or amend contracts and task orders with strategic contractors, including those in excess of \$100,000, provided that the total of all Strategic Contracts, when taken together with the other budget expenditures, do not exceed the total budget authority provided under the FY 2018 Budget.

The Budget Resolution provides for quarterly reports to the Board of Commissioners on actual expenditures against Strategic Contract budgeted spending.

Reallocations within the FY 2018 Budget

The FY 2018 Budget Resolution authorizes the President and CEO and the Senior Vice President, Finance Operations to make reallocations between funding sources, business lines, departments and accounts, as necessary, to execute the FY 2018 MTW Annual Implementation Plan as long as AHA remains within the FY 2018 Budget use of funds authority approved by the Board of Commissioners in the resolution.

HUD Funding and Appropriation Process (*See chart below*)

HUD's Voucher Program, Operating Subsidy and Capital Fund Programs are funded through the annual federal appropriations process. On May 5, 2017, the President signed the Consolidated Appropriations Act 2017 (2017 Appropriations Act), which includes the funds HUD will provide to public housing authorities for calendar year 2017, which is HUD's Funding Year 2017.

AHA's fiscal year begins July 1 and ends June 30. The AHA FY 2018 Budget, therefore, includes six months (July–December 2017) that will be funded based on HUD's Funding Year 2017. Based on the provisions of the 2017 Appropriations Act, HUD has established Voucher Program and Capital Fund Program funding levels for public housing agencies for calendar year 2017. HUD

required that each public housing authority (PHA) submit their operating subsidy calculations for 2016. HUD's review of the requested calculations is continuing and, although HUD has disbursed funds in 2017 based on estimates, the approved funding levels are anticipated later this year.

The last six months of AHA's FY 2018 Budget (January–June 2018) are based on HUD's Funding Year 2018. On May 23, 2017, the President submitted his Budget to Congress and included substantial cuts in several HUD programs including Public Housing and the Capital Fund Program.

The Congressional Federal Fiscal Year 2018 appropriations process, however, has just begun, and it is expected that many of the President's cuts will not survive into the final appropriations act. Because the President's Budget was later than usual and because there will be considerable negotiations, the appropriations process is not expected to be finalized until the fall. Therefore, AHA's FY 2018 Budget is based on HUD's Funding Year 2017 funding levels on the assumption that these levels will be repeated for HUD's Funding Year 2018.

Comparison of AHA's Fiscal Year to the Federal Fiscal Year and HUD's Funding Year																							
Calendar Year 2017												Calendar Year 2018											
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 2016 <- Federal Fiscal Year 2017									Federal Fiscal Year 2018												FFY 2019 ->		
HUD Funding Year 2017												HUD Funding Year 2018											
<- AHA Fiscal Year (FY) 2017						AHA Fiscal Year (FY) 2018												AHA Fiscal Year (FY) 2019 ->					

BUDGET OVERVIEW

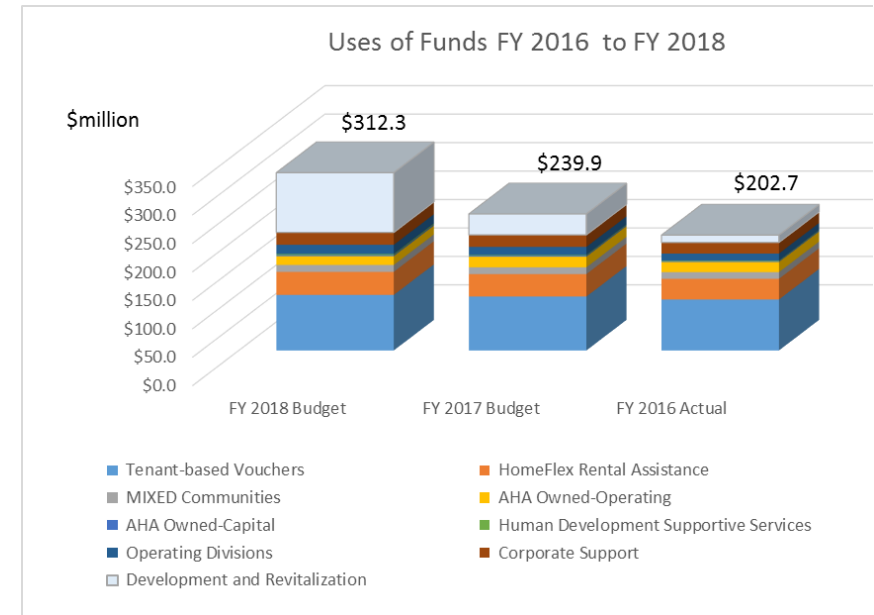
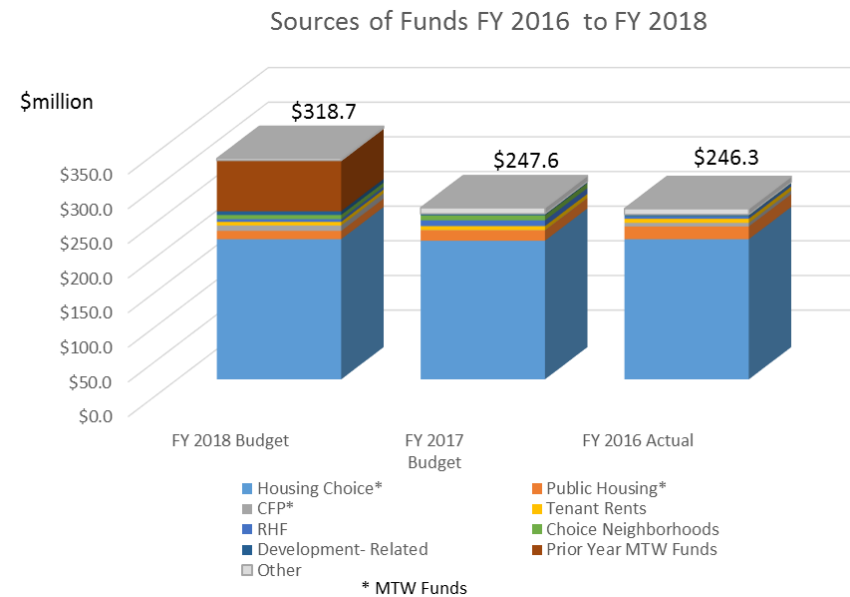
Comprehensive Budget – 3-Year Comparison

With the inception of FY 2018, AHA enters the fourteenth year as a participant of Moving-To-Work (MTW) Demonstration Program. AHA continues to employ the flexibility afforded by its MTW Agreement with HUD.

Consistent with its Vision 2022 and FY 2018 Priorities, AHA will continue to pursue the three statutory objectives of the MTW Program.

On a combined basis, total sources of funds in the FY 2018 Budget are projected to amount to \$318.7 million, an increase of \$71.1 million over the FY 2017 Budget, due to increased development activities and higher voucher assistance payments.

The Budget provides for total expenses of \$312.3 million, an increase of \$72.5 million over last year's Budget, primarily due to increased development and revitalization activities.



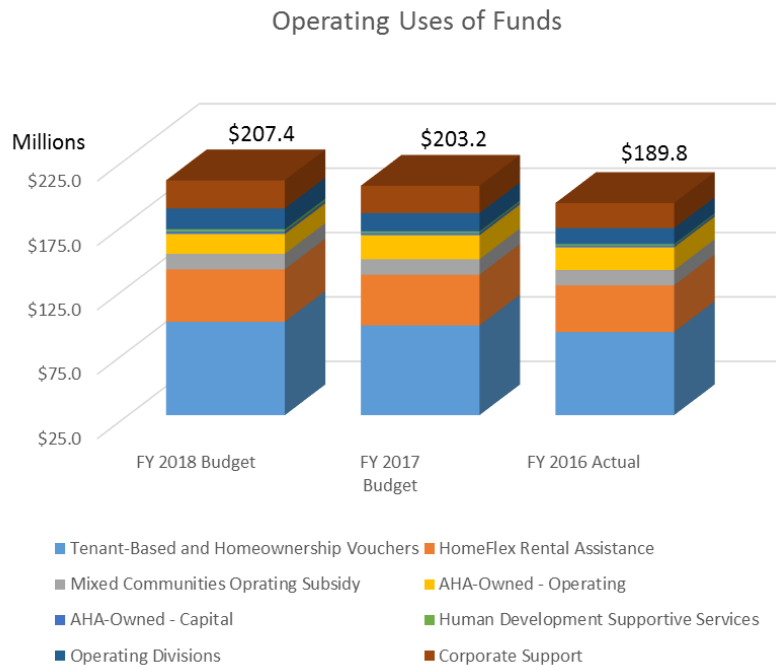
Although AHA's MTW Annual Plan is comprehensive in nature and presented on a combined basis, the FY 2018 Budget is also presented in two components: a FY 2018 Operating Budget and a FY 2018 Development and Revitalization Budget. The former focuses on the annual operations and related funding of AHA, while the latter represents a twelve-month projection of the expenses and funding of multi-year development and revitalization projects.

The excess of sources over uses of funds of \$6.4 million will be added to AHA's program income funds reserves.

FY 2018 Operating Budget

AHA expects to receive \$228.4 million in operating funds in FY 2018 and expend \$207.4 million for operating activities. The \$21.0 million in excess funding is composed of obligated (authorized) Housing Choice funds which are expected to remain at HUD for AHA's use in future years. This excess is projected to disappear once AHA voucher utilization rate reaches 90%.

AHA's highest priority continues to be serving low-income individuals in need of affordable housing. In FY 2018, AHA is



focused on increasing the number of total households served from 23,097 (estimate at the end of FY 2017) to over 24,774 (end of FY 2018) by increasing the number of Tenant-Based Vouchers and HomeFlex project-based assistance. AHA's budget reflects the

heightened focus on increasing the number of households served by allocating:

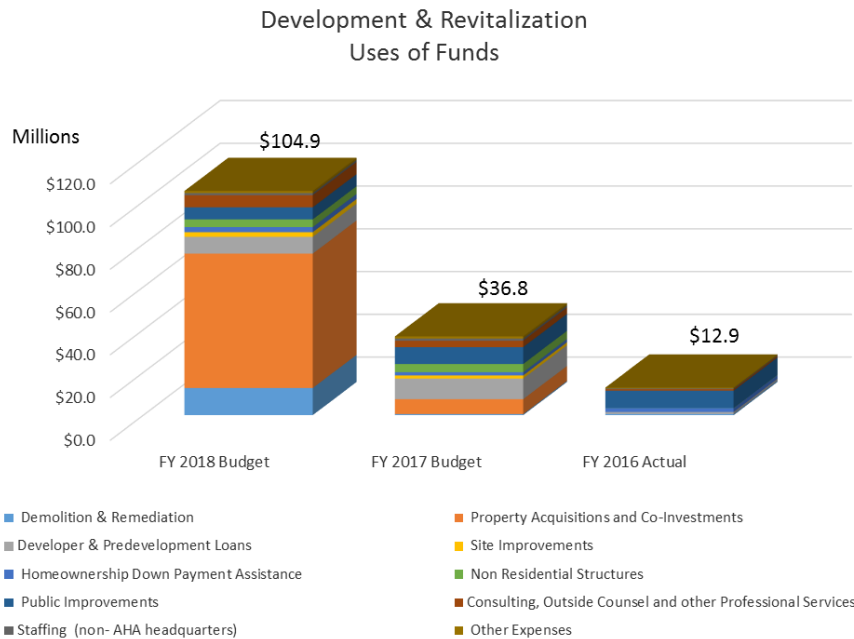
- \$97.5 million to cover the costs of 10,621 Tenant-Based and Homeownership Vouchers to support additional marketing and advertising efforts to attract additional landlords to the Voucher program.
- \$40.6 million in total HomeFlex rental assistance, formerly AHA's PBRA Program, to fund a total of 6,376 affordable rental units, including 422 RAD units.
- \$12.1 million in operating subsidy to its partners to support 2,155 public housing units at MIXED Communities, after Villages at Castleberry Hill I (66 units) converts under RAD in January 2018.

The FY 2018 Budget provides \$16.9 million to operate, maintain and provide capital improvements for 1,585 units at eleven AHA-owned communities and for other properties. These communities are preparing to convert to HomeFlex, with AHA's Piedmont Highrise projected for RAD conversion in September 2017.

AHA plans to spend \$1.7 million (contracted services) for Human Development Supportive Housing Services and Community Relations, in addition to \$1.4 million for the Partnerships and People Investments Operating Division and \$0.9 million in human development services at the eleven AHA-owned communities. This results in an overall increase of \$1 million due to AHA's shift to servicing all AHA families as opposed to solely focusing on work non-compliant households.

The Budget provides \$16.2 million for staffing and operations of its Operating Divisions and \$21.9 million for Corporate Support Departments. These amounts fund continuing planning, supervision, management and support, as well as an increased focus on partnerships, real estate activities and regulatory compliance.

FY 2018 Development and Revitalization Budget



In line with AHA's LIVE focus for FY 2018: ***Expanding and diversifying our portfolio***, the Budget includes \$104.9 million in development and revitalization activities which will be funded from AHA's HUD-held reserves and subsidies and grants as well as local sources.

Having adopted a co-investment framework under its THRIVE focus, AHA is in the process of entering into partnership agreements with Invest Atlanta, Atlanta Beltline, Inc., and the Westside Future Fund to develop and invest projects which will expand affordable housing in the City of Atlanta. As part of its up to \$105.0 million commitments to co-investments, the Budget

includes \$61.7 million which will allow AHA to work with its partners to optimize and leverage the use of the funds and take advantage of opportunities in FY 2018. AHA anticipates that funds not used in FY 2018 will remain available in FY 2019, although this is not guaranteed by HUD. See page 40 for the discussion on budget risks.

The FY 2018 Budget provides \$13.8 million to advance the University Choice Neighborhoods five-year initiative, funded through a \$30 million Choice Neighborhoods Implementation Grant from HUD, and to be supplemented with MTW, RHF and Program Income funds from AHA reserves. AHA will continue to invest in partnership with the City of Atlanta 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.

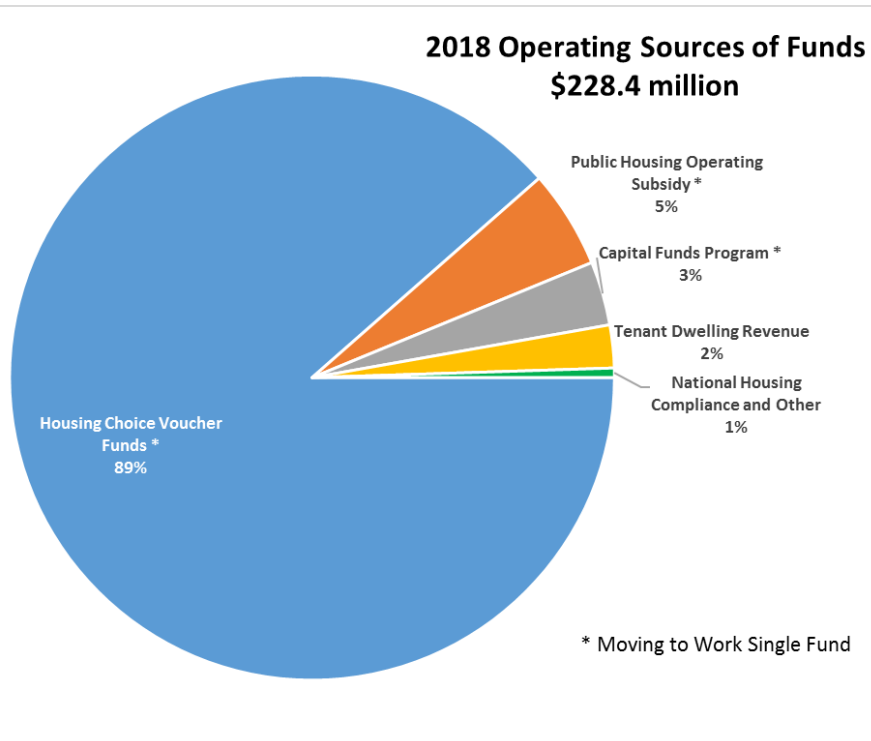
As part of a multi-year plan, the Budget provides \$20.1 million to start redeveloping AHA's twelve former public housing communities which AHA closed and demolished in the last decade. The Budget provides \$3.2 million to convert properties under the RAD rehabilitation program.

AHA's FY 2018 Budget provides \$6.0 million for other development activities of which \$2.4 million for an estimated 120 new mortgages under its Down Payment Assistance (DPA) program to qualified homeowners. It also includes \$2.2 million of public improvements expenses to complete West Highlands homeownership construction program and a \$0.5 million public improvements at Centennial Place already funded by the City of Atlanta. To support its various initiatives, the Budget also includes \$0.9 million in consulting and professional services.

OPERATING BUDGET – SOURCES AND USES

Operating			
	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Sources of Funds			
Housing Choice Voucher Funds (based on HUD authorization)	\$ 202,220,614	\$ 200,102,471	\$ 2,118,143
Public Housing Operating Subsidy	12,006,994	14,832,993	(2,825,999)
Capital Funds Program (CFP)	7,799,283	500,000	7,299,283
Total MTW Single Fund	222,026,891	215,435,464	6,591,427
Tenant Dwelling Revenue	5,222,013	5,749,447	(527,434)
National Housing Compliance (NHC)	698,500	720,000	(21,500)
Other Revenue and Grants	438,574	508,426	(69,852)
Non-Operating Sources of Funds	62,000	-	62,000
Total Operating Sources of Funds	\$ 228,447,977	\$ 222,413,336	\$ 6,034,641
Operating Uses of Funds			
Housing Assistance and Operating Subsidy Payments			
Tenant-Based and Homeownership Vouchers	\$ 97,544,971	\$ 94,662,623	\$ 2,882,348
HomeFlex Rental Assistance (formerly PBRA)	40,607,717	39,412,269	1,195,448
Mixed Communities Operating Subsidy for AHA-Assisted Units	12,116,152	11,997,277	118,875
Total Housing Assistance and Operating Subsidy Payments	150,268,840	146,072,169	4,196,671
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	14,898,349	16,582,468	(1,684,119)
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,961,773	1,771,300	190,473
Human Development Supportive Housing Services and Community Relations	1,714,023	1,170,825	543,198
Operating Divisions	16,169,657	14,162,868	2,006,789
Corporate Support	21,861,838	21,288,992	572,846
Debt Service on Energy Performance Contract (EPC) Capital Lease	561,800	2,125,882	(1,564,082)
Total Uses of Funds for Operating Activities	57,167,440	57,102,335	65,105
Total Operating Uses of Funds	207,436,280	203,174,504	4,261,776
Excess of Operating Sources over Uses of Funds	\$ 21,011,697	\$ 19,238,832	\$ 1,772,865

FY 2018 OPERATING SOURCES OF FUNDS



AHA projects \$228.4 million in funds from HUD and other external sources to support operations in FY 2018, a \$6.0 million increase over the FY 2017 Budget. The details behind each of the funding sources 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 (HCVP), 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.

AHA's projections of FY 2018 MTW funding from its three funding sources totaling \$222.0 million are as follows.

Housing Choice Voucher Program Funds

AHA's FY 2018 Budget includes \$202.2 million in Voucher Program funds, which represents an increase of \$2.1 million from the FY 2017 Budget primarily due to RAD funding for Juniper and Tenth and Piedmont Road Highrise. The \$202.2 million Voucher Program funds are comprised of the following:

- \$191.9 million for all authorized 19,069 **MTW-qualified vouchers**, into which administrative fees are bundled, and reflecting a 97.5% proration rate for FY 2018 essentially the same as FY 2017 based on HUD current proposed budget. A 2.7% inflation factor was approved for CY 2017, offsetting the lower proration rate and providing a higher subsidy base for CY 2018.
- \$8.7 million for 795 **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. Included in the \$8.7 million is \$0.6 million in administrative fees, which assumes a 77% proration based on current HUD estimates.

These non-MTW special-purpose vouchers support the Family Unification Program (300), Veterans Affairs Supportive Housing (VASH) (270), 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. They are reported in the Budget as part of MTW Program for convenience purposes only but reported to HUD and managed separately.

- \$1.6 million for 356 **RAD vouchers**, corresponding of 12 months of Housing Choice RAD funding for Juniper and Tenth (149 units) and six months of RAD funding for Piedmont Road Highrise (207 units), including administrative fees on expected leased vouchers. It should be noted that AHA will not start receiving RAD subsidy for Villages at Castleberry Hill I (66 units) until CY 2018 although it will start making payments for those units as part of its HomeFlex program in January 2018 or following the closing.

Public Housing Operating Subsidy (Operating Subsidy)

During FY 2018, AHA projects that HUD will provide \$12.0 million in Operating Subsidy, a decrease of \$2.8 million from the FY 2017 Budget due primarily to the Juniper and Tenth and Piedmont Road units converted or expected to convert from Section 9 to Section 8. The FY 2018 funding assumes an 85% proration, essentially the same as FY 2017, and is based on an average of 1,690 units at AHA-Owned residential communities, along with 2,221 AHA-assisted units at 34 MIXED communities for twelve months.

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 and AHA must expend each annual grant within four years of its award. In FY 2018, AHA plans to draw \$7.8 million in Capital Fund Program funds awarded previously.

HUD is expected to award a new 2018 Capital Fund Program grant to AHA during FY 2018 in the amount of \$10.3 million, but these funds will not be used in FY 2018 but will remain available for future spending.

Tenant Dwelling Revenue

AHA projects it will receive \$5.2 million in Tenant Dwelling Revenue from the remaining 11 AHA-owned residential communities during FY 2018. This amount reflects a slight decrease from the FY 2017 Budget primarily because tenant rents from Piedmont Road Highrise are not included as revenue after the property converts to HomeFlex in September 2017. Tenant Dwelling Revenue is used to fund operating expenses at the communities.

Rent collected by the Owner Entities from AHA-assisted residents of MIXED 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 entities that own the respective buildings and AHA.

National Housing Compliance (NHC)

During FY 2018, AHA projects it will receive \$0.7 million in contributions as one of the 11 members of NHC, basically the same amount as budgeted in FY 2017. Headquartered in Atlanta, Georgia, 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.

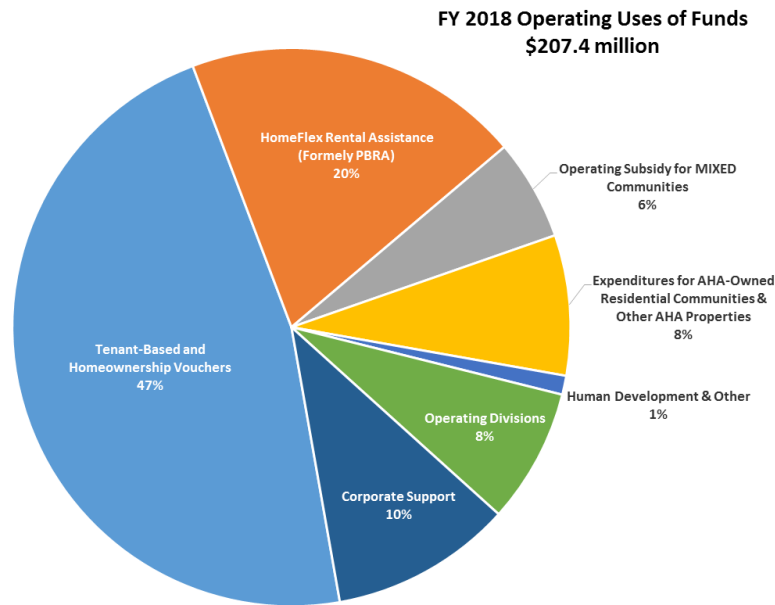
Other Revenue and Grants

During FY 2018, AHA anticipates it will receive \$0.4 million from various sources, including \$0.2 million in HUD ROSS Grant funding for Family Self Sufficiency Program Coordinators, as well as revenues from cell tower leases and other miscellaneous revenue, totaling \$0.2 million.

Non-Operating Sources of Funds

AHA estimates it will earn \$62,000 in interest income during the FY 2018 from investments of its surplus cash in its NHC cash reserve.

FY 2018 OPERATING USES OF FUNDS



AHA projects it will use \$207.4 million to support its FY 2018 Operating Budget, representing a \$4.2 million increase over the FY 2017 Budget, primarily due to increased housing assistance payments.

Housing Assistance and Operating Subsidy Payments

During FY 2018, AHA projects it will provide Housing Assistance and Operating Subsidy Payments totaling \$150.3 million to various Owner Entities, landlords, tenants and other housing authorities, representing a \$4.2 million increase over the FY 2017 Budget.

Tenant-Based and Homeownership Vouchers

The Budget includes \$97.5 million to support AHA's Housing Choice Tenant-Based Voucher Program and other related programs, a \$2.9 million increase over the FY 2017 Budget, corresponding primarily to costs associated with the increased lease up activities during FY 2018 to support AHA's FY 2018 MTW Plan families served target. The total tenant-based and homeownership voucher payment is comprised of the following:

Housing Assistance and Operating Subsidy Payments		FY 2018 Over (Under) FY 2017	
		FY 2018 Budget	FY 2017 Budget
Tenant-Based and Homeownership Vouchers			
In Jurisdiction Tenant-Based Vouchers	\$ 78,094,769	\$ 76,317,188	\$ 1,777,581
Out of Jurisdiction (Port Out) Tenant-Based Vouchers	17,040,935	15,958,750	1,082,185
Voucher Portability Administrative Fees	1,105,431	1,070,503	34,928
Short-Term Housing Assistance	400,000	400,000	-
Case Management and Administration of Supportive Housing Initiatives	200,000	200,000	-
Leasing Incentive Fees	534,000	519,850	14,150
Homeownership Vouchers	169,836	196,332	(26,496)
Total Tenant-Based and Homeownership Vouchers	97,544,971	94,662,623	2,882,348
HomeFlex Rental Assistance (formerly PBRA)	40,607,717	39,412,269	1,195,448
Mixed Communities Operating Subsidy for AHA-Assisted Units	12,116,152	11,997,277	118,875
Total	\$ 150,268,840	\$ 146,072,169	\$ 4,196,671

- Lease up of 10,576 Housing Choice participant households by the end of FY 2018, a net increase of 515 vouchers from the 10,051 vouchers projected to be leased-up by the end of FY 2017. Included in the projected 10,576 vouchers are 8,542 households (\$78.1 million) within AHA's jurisdiction and 2,034 households (\$17.0 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 order to ensure AHA accomplishes its goal and meets its five-year plan, AHA intends to issue 800 vouchers to eligible households drawn from its 2017 Housing Choice waiting list and also absorb 120 additional participants who "port in" to Atlanta from other PHAs. These increases will be offset by an expected annual attrition of 610 vouchers due to a variety of reasons.
- AHA will continue the implementation of two existing local programs by providing an additional 150 MTW vouchers for the Tenant-Based Supportive Housing program (also known as FLOW) for individuals graduating from Shelter-Plus Supportive Housing. 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 2018.
- In connection to the VASH program, AHA anticipates to have 270 vouchers fully leased by the end of FY 2018 by issuing 30 vouchers during the FY 2018.

Included in the Budget is \$0.6 million to provide Short-Term Housing Assistance (20 vouchers) 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 \$0.5 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 25 Homeownership Vouchers for \$0.2 million, which provides payments to eligible homeowners to assist them in making their monthly mortgage payments. AHA does not plan to issue new vouchers for this program.

HomeFlex (Formerly "Project Based Rental Assistance" (PBRA)) (See Budget Financial Schedule II.A for budgets by community)

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

The FY 2018 Budget includes \$40.6 million in projected HomeFlex payments, a \$1.2 million increase over the FY 2017 Budget, to support 6,376 AHA-assisted households (projected available units at end of FY 2018) at 81 participating mixed-income and supportive housing communities, including communities converted or to be converted under the RAD program as well as new communities projected to be added in FY 2018, which are as follows:

Property	Units
The Remington	160
The Veranda at Groveway	74
Gateway at Capital View	162
Phoenix House	44
Sterling at Candler Village	170
Other	8
	<hr/> 618

Included in the projected total of 6,376 HomeFlex units, are 422 RAD units, comprised of 149 units at Juniper and Tenth, 207 units at Piedmont Road Highrise and 66 formerly MIXED units at Villages at Castleberry Hill I.

MIXED Communities Operating Subsidy for AHA- Assisted Units (See Budget Financial Schedule II.B for budgets by community)

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 \$12.1 million in operating subsidy payments to support 2,155 households by the end of FY 2018 at 33 AHA-sponsored mixed-use, mixed-income properties, a decrease from the FY 2017 Budget due to the conversion of 66 units at Villages at Castleberry Hill I to HomeFlex effective January 2018.

Included in the FY 2018 Budget are operating and capital reserve contingencies totaling \$0.7 million to support potential subsidy “true-ups” and capital expenditure requests from community owners.

Operating Expense for AHA-Owned Residential Communities and Other AHA Properties

AHA projects to spend \$12.7 million to operate AHA-owned residential communities, representing a \$1.6 million decrease from the FY 2017 Budget, primarily due to a reduced budget for Juniper and Tenth, which converted under RAD in December 2016, and the planned conversion of Piedmont Road Highrise in September 2017.

In addition, the Budget provides for a total of \$2.2 million to maintain other AHA properties as well as to support Payments in Lieu of Taxes (PILOT), property maintenance and protective services at AHA Headquarters and vacant land, basically at the same level as the FY 2017 Budget, with the exception of the PILOT, which was reduced primarily due to the conversion of AHA Properties to HomeFlex under HUD's RAD program.

Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
AHA-Owned Residential Communities			
Barge Road Highrise	\$ 972,379	\$ 974,220	\$ (1,841)
Cheshire Bridge Road Highrise	1,477,954	1,398,653	79,301
Cosby Spear Highrise	2,169,709	2,128,631	41,077
East Lake Highrise	1,068,079	1,156,302	(88,222)
Georgia Avenue Highrise	719,183	727,088	(7,906)
Hightower Manor Highrise	954,018	967,180	(13,162)
Juniper and Tenth Highrise	-	654,685	(635,700)
Marian Road Highrise	1,555,794	1,589,397	(33,603)
Marietta Road Highrise	979,379	989,722	(10,343)
Martin Street Plaza	624,398	586,094	38,304
Peachtree Road Highrise	1,382,074	1,389,359	(7,284)
Piedmont Road Highrise	503,404	1,449,096	(945,692)
Westminster	291,930	316,698	(24,769)
Total AHA-Owned Residential Communities	12,698,301	14,327,126	(1,628,825)
Other AHA Properties			
AHA Headquarters Building	1,232,448	1,212,083	20,365
Zell Miller Center	165,700	182,091	(16,391)
PILOT and Other AHA Land	801,900	861,168	(59,268)
Total Other AHA Properties	2,200,048	2,255,342	(55,294)
Total	\$ 14,898,349	\$ 16,582,468	\$ (1,684,119)

Capital Expenditures for AHA-Owned Residential Communities and AHA Headquarters

AHA projects it will spend \$1.2 million in FY 2018 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 \$0.1 million from the FY 2017 Budget as AHA continues to limit new capital projects in preparation for conversions.

AHA also projects it will spend \$0.8 million on other capital expenditures during FY 2018 for various technology investments to maintain and optimize AHA's enterprise-wide operations, and for improvements on the AHA corporate headquarters building.

Impact of Capital Expenditures on Future Operating Budgets

It is projected that these capital improvements will have little or no impact on future operating budgets, which will be affected far more by their conversions.

Human Development, Supportive Housing Services and Community Relations

The FY 2018 Human Development budget supports continued case management for families that are not compliant with AHA's work

requirements, the Good Neighbor training program, Aging Well programs for seniors, supportive services and activities for youth which are primarily provided through contracted service providers.

AHA projects total spending of \$1.7million, an increase of \$0.5 million over the FY 2017 Budget, primarily as a result of the expanded role of Partnerships and People Investments (PPI). Unlike Human Development Services, which only serviced families that were not compliant with AHA's work requirements, PPI will focus on all AHA-assisted households. This budget includes programs and activities that site the five key areas from page 11. These services are in addition to those provided directly by private management and development companies at AHA-Owned residential communities and by AHA's Partnerships and People Investments department.

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.

Description	Managed by	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Human Dev. Support Professional Services**	Partnerships and People Investments	\$ 1,295,850	\$ 744,058	\$ 551,792
Supportive Services at Gardens at CollegeTown	Real Estate Group	86,250	128,620	(42,370)
Quality Living Services for Seniors	Real Estate Group	252,723	265,447	(12,724)
Community Relations**	Governmental and External Affairs	67,500	21,000	46,500
Corporate Match for AHA Scholarship Fund - Non-MTW funds	Governmental and External Affairs	11,700	11,700	-
Total		\$ 1,714,023	\$ 1,170,825	\$ 543,198

Operating Divisions Expense

The Budget includes \$16.2 million for AHA's Operating Divisions, an additional \$2.0 million over the FY 2017 Budget, primarily due to increased support required by the Real Estate Group for the projected increase in development activities during FY 2018, as well as an expanded role for Partnerships and People Investments, transitioned from the former Human Development Services division and case management approach, to adequately support the various self-sufficiency programs.

Please note that the year over year budget variances in Real Estate departments are caused by a reallocation of staff between departments not reflected in the FY 2017 Budget.

A summary of Operating Divisions is provided below along with personnel and non-personnel expenses. **For a complete analysis of each division including organization, mission, staffing and goals, see the Department Information Section of this budget book.**

	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Customer Services Group			
Customer Services	\$ 1,219,911	\$ 1,360,051	\$ (140,140)
Housing Services	4,962,199	5,186,694	(224,495)
Inspections Services	1,981,840	2,058,576	(76,736)
Total	8,163,950	8,605,321	(441,371)
Partnerships & People Investments	1,420,078	916,638	503,440
Real Estate Group			
Office of the Chief Real Estate Officer	943,196	495,906	447,290
Real Estate Oversight & Services	3,249,831	2,182,046	1,067,785
Neighborhood Revitalization	966,904	509,685	457,219
Real Estate Investments & Finance	1,425,698	1,453,272	(27,574)
Total	6,585,629	4,640,909	1,944,720
Total	\$ 16,169,657	\$ 14,162,868	\$ 2,006,789
	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel expenses	14,552,828	12,852,875	1,699,953
Non-personnel expense	1,616,829	1,309,993	306,836
Total	\$ 16,169,657	\$ 14,162,868	\$ 2,006,789

Corporate Support Expense

The Budget provides \$21.9 million for Corporate Support Expense, a \$0.6 million increase from the FY 2017 Budget, primarily due to the creation of a compliance group within the Office of General Counsel and the re-instatement of a VP Human Resources position, in addition to projected merit pay increases and anticipated inflation in medical programs. These increases were partially offset by cost savings resulting from certain position level and compensation realignments during 2017.

Please note that some of the year over year variances are due to adjustments from the FY 2017 restructuring (for example Communications and Business Marketing took on a group from Customer Services Group).

A summary of Corporate Support Departments is provided below along with personnel and non-personnel expenses. **For a complete analysis of each department including organization, mission, staffing and goals, see the Department Information Section of this budget book.**

	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Executive Office	\$ 636,411	\$ 878,544	\$ (242,133)
Office of General Counsel and Compliance	3,130,767	2,876,130	254,637
Finance	1,956,231	1,944,919	11,312
Information Technology	8,656,075	8,837,203	(181,128)
Office of Policy & Strategy	1,091,610	1,023,162	68,448
Governmental and External Affairs	595,615	539,095	56,520
Communications and Business Marketing	1,023,671	868,516	155,155
Corporate Administration Support	1,088,208	869,278	218,930
Contracts and Procurement	1,128,163	1,210,312	(82,149)
Human Resources Operations	1,498,087	1,187,333	310,754
Activities Managed by Human Resources- Pension and Other	1,057,000	1,054,500	2,500
Total	\$ 21,861,838	\$ 21,288,992	\$ 572,846
	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel expense	13,981,246	14,144,700	(163,454)
Non-Personnel expense	7,880,593	7,144,292	736,301
Total	\$ 21,861,838	\$ 21,288,992	\$ 572,846

FY 2018 Staffing Budget

The FY 2018 Budget includes salaries and benefits for 287 full time employees, a net increase of 15 positions from the 272 budgeted headcount in FY 2017, and 29 more positions than our current headcount of 258, due to 14 vacant positions which are currently being filled. AHA also has 9 temporary positions on its staff to provide the management flexibility it needs. These additional positions will support increased development and revitalization activities, the creation of a compliance group within the Office of General Counsel, and the re-instatement of a VP Human Resources.

Personnel Summary

	FY 2016	FY 2017	FY 2018
Operating Divisions			
Customer Services Group			
Customer Services	13	11	11
Housing Services	57	63	66
Inspections Services	19	24	24
Total Customer Services Group	89	98	101
Partnerships & People Investments	10	11	11
Real Estate Group			
Office of the Chief Real Estate Officer	2	2	4
Real Estate Oversight & Services	19	20	25
Neighborhood Revitalization	7	3	8
Real Estate Investments & Finance	11	11	11
Total Real Estate Group	39	36	48
Total Operating Divisions	138	145	160
Corporate Support			
Executive Office	2	4	3
Office of General Counsel & Compliance	14	12	16
Finance	14	14	14
Information Technology	49	49	47
Office of Policy & Strategy	6	5	5
Governmental and External Affairs	4	6	7
Communications and Business Marketing	5	8	7
Corporate Administration Support	3	3	3
Contracts and Procurement	10	10	10
Human Resources Operations	6	5	6
Total Corporate Support	113	116	118
Choice Neighborhoods	-	11	9
Grand Total	251	272	287

All 9 positions directly supporting the Choice Neighborhoods Project in FY 2018 are included in the development and revitalization budget under administrative and tenant services staffing and funded through a combination of Choice Neighborhoods Grant and MTW funds.

The Budget assumes an average merit increase of 2% for employees, effective July 1, 2017, based on comparable pay raises for other Georgia government organizations.

The Budget also provides for employer-paid benefits at the same employee/employer ratio as FY 2017 and a projected 17% increase in major health care plan costs during the last six months of FY 2018 due to expected inflation.

Effective July 1, 2017, AHA will offer paid leave to employees with at least one (1) year of service upon the occurrence of the following events: (a) birth of a biological child or children; (b) legal adoption of a child or children; or (c) becoming a foster parent to a child or children through the Georgia Division of Family and Children's Services, or a related or successor state agency. In such event, the employee is entitled to time off with pay not to exceed six (6) weeks. The employee is required to provide thirty (30) days advance notice of the proposed leave.

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. AHA projects it will pay approximately \$0.4 million during FY 2018 in excess of the Congressional limit in connection with compensation paid during calendar year 2017. In accordance with the guidance from HUD, AHA will continue to pay the excess compensation from non-federal sources.

Debt Service on Energy Performance Contract (EPC) Capital Lease

AHA's current long-term debt consists of the balance owed on its EPC Capital Lease. An Energy Performance Contract (EPC) is part of a HUD-sponsored program designed to incent local housing authorities to undertake energy-saving improvements at their properties. HUD allows such agencies to freeze the consumption base used to determine their utility funding at an agreed pre-constructed level for up to 20 years, so that the savings from such improvements can be used to finance the cost of water and energy conservation improvements. The EPC structure facilitates financing for the improvements to be repaid through future energy savings resulting from the improvements.

In FY 2012, AHA entered into an Energy Performance Contract, which used a \$9.1 million EPC capital lease along with \$2.2 million of 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 2018 normal debt service for the EPC capital lease is expected to amount to \$0.6 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.

As AHA converts properties with EPC-funded improvements to HomeFlex under HUD's RAD program, it pays off the prorata share of the loan balance related to the property. In FY 2017, AHA paid off the portion of the loan related to Juniper and Tenth and

plans to pay off the share for Piedmont Road Highrise before the end of June 2017. This explains the reduction in debt service compared to FY 2017, as AHA is not expecting any repayment due to RAD conversion during FY 2018, but this may change if HUD approves additional conversions in the next fiscal year.

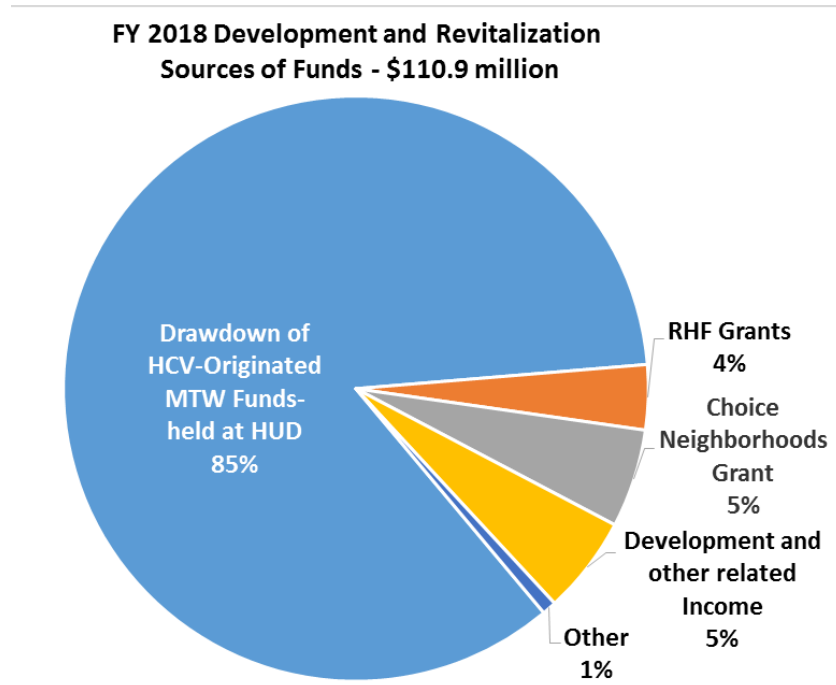
The EPC capital lease bears interest at 4.98% and has a term of 20 years. Expected payments under the EPC capital lease for the remaining 11 AHA-owned communities, which will vary in the future depending on the timing of the property conversions under the RAD program, are as follows:

EPC Loan - Expected Payments				
Month	Year	Principle	Interest	Outstanding
Feb	2018	\$ 248,488	\$ 330,894	\$ 6,395,969
Feb	2019	\$ 278,492	\$ 318,519	\$ 6,117,477
Feb	2020	\$ 310,520	\$ 304,650	\$ 5,806,958
Feb	2021	\$ 344,687	\$ 289,186	\$ 5,462,271
Feb	2022	\$ 381,117	\$ 272,021	\$ 5,081,154
Feb	2023	\$ 419,939	\$ 253,041	\$ 4,661,215
Feb	2024	\$ 457,150	\$ 232,129	\$ 4,204,065
Feb	2025	\$ 467,853	\$ 209,362	\$ 3,736,212
Feb	2026	\$ 512,835	\$ 186,063	\$ 3,223,377
Feb	2027	\$ 541,667	\$ 160,524	\$ 2,681,710
Feb	2028	\$ 591,644	\$ 133,549	\$ 2,090,066
Feb	2029	\$ 644,801	\$ 104,085	\$ 1,445,266
Feb	2030	\$ 701,316	\$ 71,974	\$ 743,950
Feb	2031	\$ 551,073	\$ 37,049	\$ 192,877
August	2031	\$ 192,877	\$ 9,605	\$ (0)

DEVELOPMENT AND REVITALIZATION BUDGET – SOURCES AND USES

Development and Revitalization		FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017 Budget
Sources of Funds				
Replacement Housing Factor (RHF) Grants	\$	3,980,000	\$ 8,253,714	\$ (4,273,714)
Choice Neighborhoods Implementation Grant (CNIG)		6,030,232	7,109,382	(1,079,150)
Development and other related Income		5,997,484	2,616,116	3,381,369
Drawdown of Program Income and Other Funds		46,200	4,831,516	(4,785,316)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies		816,668	1,700,000	(883,332)
Drawdown of HCV-Originated MTW Funds- held at HUD		94,046,316	14,781,524	79,264,792
Total Sources of Funds		\$ 110,916,900	\$ 39,292,252	\$ 71,624,649
Development and Revitalization Expenditures				
Demolition & Remediation	\$	12,700,000	\$ 500,000	\$ 12,200,000
Co-investments and Property Acquisitions		62,880,000	7,000,000	55,880,000
Predevelopment Loans		1,156,174	2,618,817	(1,462,643)
Developer Loan Draws		6,671,080	7,006,250	(335,170)
Site Improvements		2,200,000	1,465,000	735,000
Homeownership Down Payment Assistance		2,400,000	1,500,000	900,000
Non Residential Structures		3,560,000	3,830,184	(270,184)
Public Improvements		5,693,970	7,900,000	(2,206,030)
Consulting and Professional Services		5,412,475	2,990,728	2,421,747
Outside Legal Counsel		227,004	25,000	202,004
Administrative Staffing		560,718	662,249	(101,531)
Tenant Services Staffing		430,189	348,168	82,021
Meeting Expenses		44,550	45,000	(450)
Community Outreach		16,800	-	16,800
Modular Office Expenses		187,256	125,139	62,117
Urban Farming		150,000	90,000	60,000
Owner Occupied Rehabs		500,000	100,000	400,000
Micro-Grants and Cash Donations		50,000	226,016	(176,016)
Other Expenses		54,500	243,585	(189,085)
Total Development and Revitalization Expenditures		104,894,716	36,858,136	68,036,580
Excess of Sources over Development and Revitalization Expenditures	\$	6,022,184	\$ 2,434,116	\$ 3,588,068

FY 2018 DEVELOPMENT AND REVITALIZATION **SOURCES OF FUNDS**



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 other City agencies to leverage private sources of funds raised by its private-sector development partners to advance its development and revitalization activities.

Drawdown of HCV- Originated MTW Funds Held at HUD

Since 2012, HUD has permitted AHA to draw only enough each month to meet MTW-authorized expenditures. AHA draws all obligated public housing operating subsidy, enough CFP funds to meet statutory deadlines for obligation and expenditure of those

funds, and enough HCV funds to cover the remaining expenditures. The balance of obligated but unused HCV funds, estimated to be at \$130 million by the end of FY 2017, remain on account at HUD and can be drawn down by AHA when future expenditures exceed the annual obligations.

AHA's aggressive FY 2018 development and revitalization program will necessitate the draw of \$94.0 million of these funds held at HUD. Any funds budgeted but not drawn are expected to remain available for future years. **See Budget Risk Analysis on page 40.**

Replacement Housing Factor (RHF) Grants

Replacement Housing Factor Grants are used to fund activities under AHA's Revitalization Program. HUD calculates RHF funding based on the characteristics of public-housing-assisted units subsidized by AHA that have been demolished or sold and their replacement has not otherwise been funded by HUD. Similar to Capital Fund Program funds, RHF 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 2018, AHA projects that it will use and HUD will disburse \$4.0 million in Replacement Housing Factor funds related to the revitalization of AHA's master-planned communities within the Choice Neighborhoods community. FY 2017 was the last year AHA was awarded RHF funds, as HUD is discontinuing the program and will provide additional Capital Fund Program funds to AHA for the next five years instead. Previously awarded RHF funds remain available for future qualified expenditures.

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 Choice Neighborhoods Implementation Grant (CNIG). These funds are to be utilized in the next five years 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 projects to use \$6.0 million of the CNIG in FY 2018 to fund the \$13.8 million total expenditures planned for this project, the remaining being funded by MTW, RHF and other funds.

Development and Other Related Income

During FY 2018 AHA projects to earn a total of \$6.0 million in development and other related income, an increase of \$3.4 million from the \$2.6 million projected for FY 2017. The development and other related income is comprised of the following:

- Developer and transaction fees totaling \$3.2 million from AHA’s participation in property development during FY 2018. AHA projects it will close the financial transactions

for Centennial Place IV as part of its reformulation demonstration; for Villages at Castleberry Hill I and Piedmont Road Highrise as part of the RAD conversions as well as the financial closings for the redevelopment of Ashley I at Scholars Landing (University Homes/Choice Neighborhoods) and Herndon Homes Senior. This will result in a significant increase in developer and transaction fees from FY 2017.

- AHA forecasts that it will also earn \$0.9 million in profit participation related to home and land sales on former AHA West Highlands property, as well as \$0.6 million in program administration fees for its participation in co-investment activities. In addition, AHA projects the receipt of \$0.5 million in co-management and other fees.
- Due to their uncertainty, sources from the collection of certain receivables or interest thereon, or sale of property are excluded from the FY 2018 Budget as the timing and amounts are difficult to predict. However, included in the FY 2018 Budget is \$0.4 million from sale of property at Magnolia Perimeter which is expected with reasonable certainty. It also includes \$0.3 million of interest income on investment of surplus program income funds.

Other Funding Sources

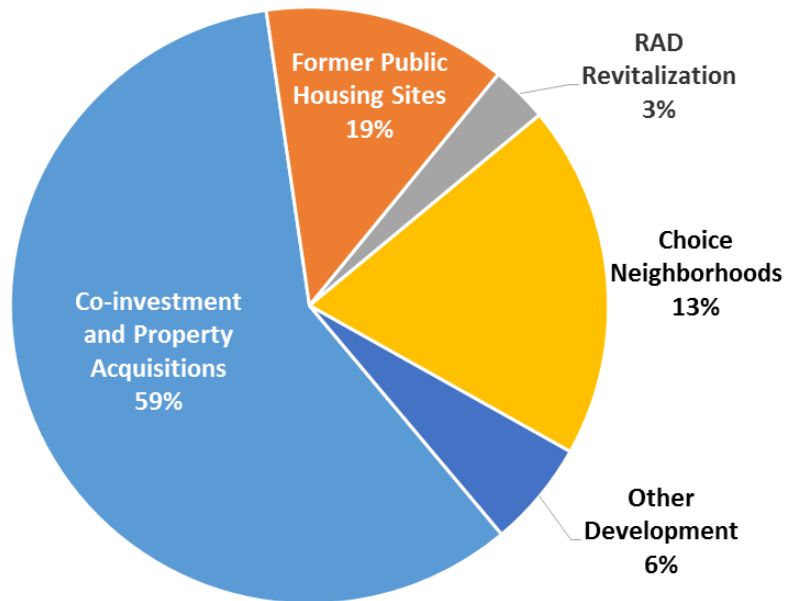
In prior years the City of Atlanta and Other City Agencies have issued bonds or otherwise raised money and provided these funds to AHA for public improvements at AHA revitalization properties. These funds are typically restricted to specific properties, and are used as circumstances permit. In FY 2018, AHA will use \$0.8 million of these funds for public improvements at Centennial Place, University Choice Neighborhoods and Herndon Homes.

DEVELOPMENT AND REVITALIZATION USES OF FUNDS

Development and Revitalization by Major Program	Co-investment	Choice Neighborhoods	RAD Revitalization*	Former Public Housing Sites - Redevelopment**	Other Development Activities***	Total FY 2018 Budget
Sources of Funds						
Replacement Housing Factor (RHF) Grants	\$ -	\$ 3,980,000	\$ -	\$ -	\$ -	\$ 3,980,000
Choice Neighborhoods Implementation Grant (CNIG)	-	6,030,232	-	-	-	6,030,232
Development and other related Income	600,000	428,000	1,204,000	1,096,084	2,669,400	5,997,484
Drawdown of Program Income and Other Funds	-	46,200	-	-	-	46,200
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	200,000	-	100,000	516,668	816,668
Drawdown of HCV-Originated MTW Funds- held at HUD	61,675,000	3,612,660	3,238,779	20,004,275	5,515,602	94,046,316
Total Sources of Funds	\$ 62,275,000	\$ 14,297,092	\$ 4,442,779	\$ 21,200,359	\$ 8,701,670	\$ 110,916,900
Development and Revitalization Expenditures						
Demolition & Remediation	\$ -	\$ 700,000	\$ -	\$ 12,000,000	\$ -	\$ 12,700,000
Co-investments and Property Acquisitions	60,880,000	1,500,000	-	500,000	-	62,880,000
Predevelopment Loans	-	430,000	726,174	-	-	1,156,174
Developer Loan Draws	-	1,695,000	2,182,355	2,793,725	-	6,671,080
Site Improvements	-	2,200,000	-	-	-	2,200,000
Homeownership Down Payment Assistance	-	-	-	-	2,400,000	2,400,000
Non Residential Structures	-	1,500,000	-	2,000,000	60,000	3,560,000
Public Improvements	-	1,010,000	-	2,000,000	2,683,970	5,693,970
Consulting and Professional Services	795,000	2,799,175	230,250	736,750	851,300	5,412,475
Outside Legal Counsel	-	60,004	100,000	30,000	37,000	227,004
Administrative Staffing	-	560,718	-	-	-	560,718
Tenant Services Staffing	-	430,189	-	-	-	430,189
Meeting Expenses	-	40,550	-	4,000	-	44,550
Community Outreach	-	-	-	16,800	-	16,800
Modular Office Expenses	-	187,256	-	-	-	187,256
Urban Farming	-	150,000	-	-	-	150,000
Owner Occupied Rehabs	-	500,000	-	-	-	500,000
Micro-Grants and Cash Donations	-	50,000	-	-	-	50,000
Other Expenses	-	31,500	-	23,000	-	54,500
Total Development and Revitalization Expenditures	61,675,000	13,844,392	3,238,779	20,104,275	6,032,270	104,894,716
Excess of Sources over Development and Revitalization Expenditures	\$ 600,000	\$ 452,700	\$ 1,204,000	\$ 1,096,084	\$ 2,669,400	\$ 6,022,184

AHA projects it will spend \$104.9 million on development and revitalization initiatives in FY 2018, a \$68.0 million increase over the FY 2017 Budget. The main components of the FY 2018 Budget are as follows:

**FY 2018 Development and Revitalization
Uses of Funds - \$104.9 million**



- **Co-investment and Property Acquisitions.** AHA currently has reserves which can be used to catalyze affordable housing and mixed-income communities. To utilize these monies, AHA has developed a co-investment framework to invest alongside major redevelopment initiatives in the City of Atlanta. The co-investment framework is an integrated and collaborative approach to investing funds. It allows AHA to leverage external resources from public sources, developers, community and economic development organizations,

philanthropists, and other sources to expand the production of affordable housing and mixed income communities. It also takes advantage of AHA's ability to make investments at almost any point in the development process, from pre-development through construction and permanent financing. This flexibility allows AHA's co-investment to close gaps that would otherwise prevent a viable project from moving forward. By partnering with organizations in this manner, AHA leverages and increases the impact of its own investments.

During FY 2018, AHA forecasts that it will expend \$61.7 million of the total of \$105 million commitments with its co-investment partners: Invest Atlanta, Atlanta Beltline, Inc., and Westside Future fund. AHA anticipates that the majority of this expenditure will be in the form of property acquisitions and/or loans. AHA may increase its commitment to the co-investment funds and use additional fund from HUD-held reserves once the co-investment framework has proven to be an efficient investing tool.

- **Choice Neighborhoods** activities are budgeted at \$13.8 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.
- **RAD Conversions.** The Budget provides for predevelopment and development loans totaling \$3.2 million. Piedmont Road Highrise is expected to convert in early FY 2018, while Villages at Castleberry Hill I is expected to convert in the third quarter of FY 2018. Other communities including Hightower

Manor Highrise, Cosby Spear Highrise, and Peachtree Road Highrise are budgeted in FY 2018 to prepare for their

conversions in FY 2019. The following chart provides additional details by community.

Rental Assistance Demonstration (RAD)	Cosby Spear Highrise	Hightower Manor Highrise	Peachtree Road Highrise	Piedmont Road Highrise	Villages at Castleberry Hill I	Total FY 2018 Budget
Predevelopment Loans	\$ 281,250	\$ 212,500	\$ 125,952	\$ 106,472	\$ -	\$ 726,174
Developer Loan Draws	-	-	-	2,182,355	-	2,182,355
Consulting and Professional Services	92,250	33,750	33,750	38,250	32,250	230,250
Outside Legal Counsel	-	-	-	50,000	50,000	100,000
Total Development and Revitalization Expenditures	\$ 373,500	\$ 246,250	\$ 159,702	\$ 2,377,077	\$ 82,250	\$ 3,238,779

Former Public Housing Sites – Redevelopment. During FY 2018, AHA plans to advance the development of its former public housing sites which were demolished under the Quality of Life Initiative (QLI) by spending \$20.1 million. AHA has budgeted to support work with its partners to begin construction at Herndon Homes by providing \$17.0 million, of which \$12 million for expected environmental remediation work. AHA is working to further explore its responsibilities for environmental clean-up in FY 2018 to ensure appropriate

reserves are in place before redevelopment efforts are undertaken.

AHA's Budget also includes \$2.8 million to be spent at Englewood Manor site, primarily on public improvement work.

AHA has also provided planning budgets to advance the development of Bowen Homes, Palmer House and Cupola Building at Centennial Place.

Former Public Housing Sites - Redevelopment	Bowen Homes	Palmer House	Englewood Manor	Herndon Homes	Cupola Building	Total FY 2018 Budget
Development and Revitalization Expenditures						
Demolition and Remediation	\$ -	\$ -	\$ -	\$ 12,000,000	\$ -	\$ 12,000,000
Property Acquisitions	-	-	500,000	-	-	500,000
Developer Loan Draws	-	-	-	2,793,725	-	2,793,725
Non Residential Structures	-	-	-	2,000,000	-	2,000,000
Public Improvements	-	-	1,900,000	100,000	-	2,000,000
Consulting and Professional Services	40,000	92,250	423,250	36,250	145,000	736,750
Outside Legal Counsel	-	-	10,000	20,000	-	30,000
Meeting Expenses	-	-	-	4,000	-	4,000
Community Outreach	-	-	12,000	4,800	-	16,800
Other Misc. Admin Expenses	-	-	-	-	23,000	23,000
Total Development and Revitalization Expenditures	\$ 40,000	\$ 92,250	\$ 2,845,250	\$ 16,958,775	\$ 168,000	\$ 20,104,275

- **Other Development Activities**

- **Homeownership Down Payment Assistance**
AHA has budgeted \$2.4 million to continue its Homeownership Down Payment Assistance Program. Under this Program, AHA provides eligible first-time homebuyers that earn up to 80 percent of Area Median Income (AMI) with financial assistance to purchase homes within or near AHA's MIXED communities, as well as neighborhoods throughout the City of Atlanta. AHA projects that it will be able to assist approximately 150 new homebuyers in FY 2018, assuming a \$16,000 average down payment assistance.

- **Continued development at MIXED Communities** AHA and its private-sector development partners continue to advance the master plans for four AHA-sponsored master-planned, mixed-use, mixed-income communities. These activities include public improvements at West Highlands (\$2.2 million) and Centennial Place (\$0.5 million), as well as provided planning budgets for AHA-owned properties at Magnolia Perimeter and North Avenue.
- Also included in other development-related activities, are consulting and professional services to support the strategic real estate planning and advance master planning at other MIXED Communities.

Other Development Activities	Magnolia Perimeter	North Avenue	Centennial Place	West Highlands	Other	Total FY 2018 Budget
Homeownership Down Payment Assistance	\$ -	\$ -	\$ -	\$ 120,000	\$ 2,280,000	\$ 2,400,000
Non Residential Structures	-	-	-	-	60,000	60,000
Public Improvements	-	-	516,668	2,167,302	-	2,683,970
Consulting and Professional Services	98,000	80,000	75,250	80,250	517,800	851,300
Outside Legal Counsel	15,000	-	10,000	-	12,000	37,000
Total Development and Revitalization Expenditures	\$ 113,000	\$ 80,000	\$ 601,918	\$ 2,367,552	\$ 2,869,800	\$ 6,032,270

Impact of Development and Revitalization Expenditures on Future Operating Budgets

AHA projects the following impacts on future operating budgets as the result of investments in FY 2018:

- **Co-investments and Acquisitions.** Details of Co-investments and Acquisitions forecasted for FY 2018 have not yet been finalized and, therefore, the impact on future operating budgets cannot be determined.
- **Choice Neighborhoods.** Choice Neighborhoods expenditures in FY 2018 will include furthering the development of two multi-family rental communities, Ashley I and Ashley II. AHA projects to provide HomeFlex payment assistance totaling \$1.4 million for approximately 181 affordable units of a 395 total units expected to be created at these two rental communities. The Choice Neighborhoods project could also potentially include an offsite community which is not included in these numbers.
- **Redevelopment of Former Public Housing Sites**
The redevelopment of the former Herndon Homes public housing site is projected to include four phases comprised of one senior and three multi-family rental communities. AHA projects to provide HomeFlex payment assistance totaling \$2.3 million for approximately 302 affordable units out of 668 total units expected to be created at this site. Depending on the phase, this would represent an affordability component of 40 to 100%. The impact on future operating budgets of

the Englewood redevelopment cannot be determined as AHA is in the procurement process for a developer.

- **RAD Conversion.** When public housing units convert under HUD's RAD program, the funding from HUD for the property converts from Section 9 to Section 8 but remains constant, so AHA revenues will not be affected. Depending upon the deal, however, payment to the RAD property may increase or decrease. AHA's HomeFlex assistance annual payments for Piedmont Road Highrise and Villages at Castleberry Hill I are expected to increase by \$0.5 million and \$0.1 million, respectively, and have been reflected in the FY 2018 Budget. The financial impact of future conversions under the RAD program cannot be determined until AHA enters into HomeFlex agreements.

Budget Risk Analysis

The FY 2018 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 AHA's ability to execute this Budget. The significant assumptions and the related risks are as follows:

- With over 95% of AHA's funding provided by HUD, combined with the latest discussions on the budget cuts, this represents by far AHA's largest risk. AHA's funding from HUD is based on the assumption that Congress will fund Federal Fiscal Year 2018 essentially at the same levels as Federal Fiscal Year 2017 or a 97.5% proration for the Housing Choice Voucher Program and 85% proration for the Public Housing Subsidy. Should Congress elect to reduce funding levels,

the Excess funds which are forecasted to be held at HUD would be reduced accordingly.

- AHA has approximately \$130 million of Housing Choice Voucher funds held at HUD that are at risk of being offset. Should the federal administration decide to offset future Housing Choice Voucher subsidies against AHA funds held at HUD, AHA would not be in a financial position to carry a large portion of its projected development and revitalization initiatives.
- As AHA further explores its responsibilities toward environmental clean-up on its former public housing sites during FY 2018, spending over budgeted amounts for FY 2018 may be required.
- 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 1,125

new tenant-based Housing Choice vouchers in FY 2018 before attrition. This will require that affordable qualified units are available for 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.

- The economy may also have an impact on AHA's Development and Revitalization program as demand for construction assets may affect costs and the availability of suitable homebuyer opportunities may change.
- The federal administration is also proposing to reduce income tax rates for taxpayers. Should this happen, tax credit funding provided by state and federal agencies would decrease, resulting in AHA having to supplement project funding with its own funds.

FUNDS STRUCTURE AND DESCRIPTION

Due to AHA's single fund flexibility, AHA has elected to use enterprise accounting. In its financial statements and its budgeting, AHA is a single enterprise, although for reporting to the U.S. Department of Housing and Urban Development, AHA submits a version of its financial statements in a fund-specific format known as the Financial Data Schedule.

While AHA uses the enterprise fund type and its measurement focus is generally the same as that used by commercial entities, it does maintain separate accounting for resources that have unique uses and reporting requirements. These include the following:

Moving to Work (MTW) Single Fund

Under AHA's MTW Agreement, AHA administers its funding for the Housing Choice Voucher Program (HCVP), Public Housing Operating Subsidy (Operating Subsidy) and Capital Fund Program (CFP) as a single fund (MTW Single Fund) in a substantially less-regulated environment with increased programmatic flexibility. Notwithstanding this increased flexibility, there 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.

- **Housing Choice Voucher Program (HCVP)**

As described in the Operating Budget section of this document, HUD calculates the amount of HCVP funds that AHA is authorized for each fiscal year. Under the current rules HUD disburses only the amount necessary to cover AHA's MTW-authorized expenditures not funded by another

source. Any authorized funds not used are retained at HUD for future use.

- **Public Housing Operating Subsidy (Operating Subsidy)**
Annually, AHA submits calculations to determine its Operating Subsidy from HUD for Section 9 public housing at AHA-owned and MIXED communities. After prorating the result, HUD determines the amount that AHA is authorized for a year and makes it available for AHA to draw. Because the amount authorized is always less than what is needed to operate the properties, AHA draws one-twelfth of the authorization each month.
- **Capital Fund Program (CFP)** Based on the physical characteristics of AHA's Section 9 housing stock, including units at MIXED Communities, and Congressional funding, HUD determines the annual CFP grant award for AHA. CFP funds must be expended within four years of award.

Replacement Housing Factor (RHF) Funds

RHF is intended to fund the construction or acquisition of replacement housing for units that were removed from AHA's portfolio through disposition or demolition. HUD calculates AHA's annual RHF grants based on the physical characteristics of AHA's Section 9 housing stock that was removed from inventory. HUD funded up to ten years of RHF for each property, but has discontinued future RHF awards. Instead, HUD will increase the annual Capital Fund Program award by the same amount.

HUD allowed AHA to combine up to five years of RHF funds into a single aggregation which must be expended within four years of the award of the last increment added.

AHA draws RHF funds from HUD as reimbursement for authorized replacement housing expenditures.

Choice Neighborhoods Implementation Grant (CNIG)

As mentioned previously, AHA and the City of Atlanta were awarded a \$30 million Choice Neighborhoods Implementation Grant in September 2015. These funds are to be utilized in the next five years 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”).

Program Income Funds

AHA earns developer and transaction fees for its participation in property development, as well as asset management fees for properties in AHA’s portfolio which are operated by AHA partners. In addition, AHA occasionally receives funds from the sale of real property. Some of these funds have restrictions on their use. AHA records such development-related income separately from the MTW Single fund and maintains them for future development of affordable housing or human development services support.

Entrepreneurial Income Fund

This fund consists of unused contributions from National Housing Compliance (NHC) of which AHA is one of 11 members. NHC, formed in 1999 as a 501(c)(4) not-for-profit pursuant to the laws of the State of Georgia, 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. These contributions have been determined to be non-federal funds and their use is limited only by AHA’s charter.

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. City-related funds are maintained as separate funding sources in accordance with any restrictions.

Changes in Available Operating and Capital Fund Balances

The following table represents the estimated funding balances projected to be available to AHA at June 30, 2017 and June 30, 2018 by type of programs as well as expected changes in fund balances from AHA operating and development and revitalization activities budgeted for FY 2018. The fund balances presented below include funds held by AHA in local accounts as well as funds held at HUD which are available either from unused funds from prior year appropriations or grant awards.

Funding Source	Estimated Available Balance at June 30, 2017	FY 2018 Sources	FY 2018 Uses	Estimated Available Balance at June 30, 2018	Estimated Available Balance Net Change
Held on account at HUD					
Capital Fund Program	\$ 28,298,829	\$ 10,332,745	\$ 7,799,282	\$ 30,832,292	
Replacement Housing Factor Grants	25,418,169	-	3,980,000	21,438,169	
Resident Opportunity & Self Sufficiency	93,854	249,000	249,000	93,854	
Choice Neighborhoods Grant	28,817,169	-	6,030,232	22,786,937	
Housing Choice Voucher Program	130,000,000	-	73,368,052	56,631,948	
	\$ 212,628,021	\$ 10,581,745	\$ 91,426,566	\$ 131,783,200	\$ (80,844,821)
Held locally by AHA					
MTW - Housing Choice Voucher Program	\$ 2,874,000	\$ 299,875,435	\$ 299,034,067	\$ 3,715,368	
Public Housing Operating Subsidy*	10,959,000	12,006,994	12,006,994	10,959,000	
Program Income**	71,613,000	6,022,185	24,700	77,610,485	
Entrepreneurial Income**	8,531,000	782,000	448,567	8,864,433	
Public Improvement funds provided by the City of Atlanta	6,276,000	-	816,668	5,459,332	
Component Units	4,085,000	-	-	4,085,000	
	\$ 104,338,000	\$ 318,686,614	\$ 312,330,996	\$ 110,693,618	\$ 6,355,618
Total	\$ 316,966,021	\$ 329,268,359	\$ 403,757,562	\$ 242,476,818	\$ (74,489,203)

* Includes working capital funds held at AHA

** Includes cash and short term investments

FINANCIAL POLICIES

Basis of Budgeting

Basis of Accounting

As provided under Generally Accepted Accounting Principles, the Authority uses the accrual basis of accounting to prepare its financial statements. Under this basis of accounting, revenue is recognized in the period in which it is earned, and expense, including depreciation and amortization, is recognized in the period in which it is incurred.

Basis of Budgeting and Reporting

Primarily due to the funding methodology of HUD and in order to provide budget information to decision makers in a less technical manner, AHA develops its budget and reports actual expenditures against the budget in a sources and uses format. Under this methodology, revenues are budgeted when they are expected to be received by AHA, with the exception of Housing Choice Voucher funds, described below. Expenditures, including capital items are budgeted in the period in which the obligation for payment occurs.

Because of a change in HUD's cash management in 2012, HUD no longer disburses 100% of AHA's authorized Housing Choice Voucher funding each year. Instead it disburses funds only for immediate expenditures and holds the balance at HUD for future use. AHA budgets and reports the "receipt" of the entire Housing Choice authorization, but identifies the funds held at HUD separately.

AHA Finance provides a quarterly report to the Board of Commissioners on the actual financial performance of the authority to the budget. More detailed reports are provided to AHA management on a monthly basis.

Balanced Budget

AHA develops its annual budget ensuring that budgeted sources of funds, including prior year funds held at HUD or AHA, meet or exceed budgeted expenditures.

Prepaid Expense

Payments made to vendors for goods or services that will benefit periods beyond the fiscal year end are recorded as prepaid expense. These consist primarily of prepaid insurance premiums, software licenses and service contracts. AHA budgets only the amount that will be expensed during the budget year.

Capital Assets and Depreciation

Capital assets include land, land improvements, buildings, equipment and modernization in process for improvements to land and buildings. Capital assets are defined by AHA as assets with an initial cost of more than \$5,000 and an estimated useful life of greater than one year. Such assets are recorded at cost or fair value at the time of purchase or donation, respectively. Improvements and other capital activities are recorded as modernization in process until they are completed and placed in service. AHA budgets for the acquisition of capital assets but does not budget for depreciation.

Development-related Fees and Income

Due to the nature of its business in providing affordable housing, AHA has entered into a number of loans in which the receipt of principal and interest are contingent on cash flow of a property. Because of the uncertainty of the amount of payment each year, AHA only budgets for the receipt of such funds for which payment by the debtor is likely. AHA also earns developer and other fees on real estate deals usually at closing. Those fees have been estimated and included in the budget based on anticipated closing dates.

Income and Property Taxes

Income received or generated by AHA is not generally subject to federal income tax. Although exempt from state and local property taxes. AHA makes payments in lieu of taxes (PILOT), pursuant to agreements with the City of Atlanta and DeKalb and Fulton counties which are included in the budget.

Long Term Debt

AHA is authorized to issue debt and has no statutory limits on the amount of debt. As of June 30, 2017, AHA has no outstanding bond debt. The payment of principal and interest on the EPC capital lease is included as a use of funds.

Long Range Financial Planning

AHA's Finance Department staff maintains a long range financial planning model which forecast AHA's revenues, expenditures and cash position for a minimum of five years.

Investments

HUD has placed limitations on the types of investment instruments that can be used for federal funds. AHA may, however, invest unrestricted program income funds and non-federal funds according to the terms, conditions and intent of its investment policy.

GLOSSARY OF TERMS

AHA-Owned Residential Communities	A community type. AHA's public housing residential communities serving mostly seniors and disabled adults (in 10 high-rise communities) and families (in 2 small family communities). These units are under Section 9 ACC contracts. These communities are managed by property management/ development firms hired by AHA and referred to as PMDs.
Area Median Income (AMI)	The median household income for the area adjusted for household size as published and annually updated by the United States Department of Housing and Urban Development. The AMI for the Atlanta-Sandy Springs-Roswell, GA HUD Metro FMR Area is \$69,700 in 2016.
Appropriation Act	An appropriations act is an annual federal law that appropriates (gives to, sets aside for) money to specific federal government departments, agencies, and programs. HUD is typically funded by an annual appropriations act for Transportation, Housing and Urban Development, and Related Agencies (T-HUD or THUD).
Balanced Budget	Typically, a budget where estimated revenues equal estimated expenditures for a fiscal year. For AHA, a balanced budget exists when expenditures do not exceed the combination of revenues and Board approved usage of reserves.
Capital Fund	The Capital Fund is a HUD program available by formula distribution for capital and management activities, including development, financing, and modernization of public housing projects.
Capital Fund Program (CFP)	HUD Funding for modernization to improve the physical conditions and to upgrade the management and operations of existing public housing developments to assure their continued availability to low-income families.
Choice Neighborhoods Implementation Grant	A competitive HUD grant that supports locally driven strategies to address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation. AHA and the City of Atlanta received a \$30 million Choice Neighborhoods Implementation Grant in 2015.
Co-investment	AHA's integrated and collaborative approach to investing funds in conjunction with partners and/or aligned stakeholders.

Corporate Support Departments	AHA headquarters departments that provide authority-wide leadership, planning, expertise, financial, legal, compliance oversight, policy management and strategic, and logistical support to Operating Divisions.
Davis-Bacon	The Davis-Bacon Act regulates the payment of prevailing wage rates (determined by the U.S. Department of Labor) to all laborers and mechanics on Federally-funded construction projects in excess of \$2,000. AHA monitors and reports information required by the act to HUD for work conducted on its behalf.
Development-related Income	Funds received as the result of AHA's development and revitalization activities. These include, but are not limited to, developer fees, transaction fees, co-management fees, incentive fees, bond issuer fees, ground lease rent and homeownership profit participation.
Digital Literacy	Digital Literacy is the knowledge, skills, and behaviors used in a broad range of digital devices such as smartphones, tablets, laptops and desktop PCs.
Family Self-Sufficiency (FSS) Program	A program to help families on assistance become employed by providing not only housing assistance, but also education and job training.
Family Unification Vouchers	Special Purpose Voucher issued by HUD to enable families to rent affordable housing for whom the lack of affordable housing is a primary factor in, (1) the separation of children from their families or (2) the prevention of reunifying the children with their families.
Federal Fiscal Year (FFY)	A 12-month accounting cycle for the federal government which begins on October 1 of each year and ends on September 30 of each year.
FLOW	The City of Atlanta tenant-based supportive housing pilot referral program which provides vouchers for individuals and families that successfully "graduate" from a permanent supportive housing or transitional housing community into stable housing with light-touch supportive services.
HAVEN	AHA's collective term for various programs and communities that are focused on the needs of families that are homeless or at risk of homelessness.
HomeFlex	Funding provided to the Owner Entity of a community to subsidize unit rent in accordance with a HomeFlex (formerly called AHA PBRA) Agreement
Homeownership Down Payment Assistance (DPA)	Mortgage Down Payment assistance provided by AHA to eligible first-time homebuyers that earn up to 80 percent of Area Median Income (AMI) to purchase homes within or near AHA's HOPE VI-funded MIXED communities as well as throughout the City of Atlanta.

Homeownership Vouchers	AHA's program in which AHA assists families that utilize a Tenant-Based Housing Choice Voucher to purchase a home. AHA provides monthly assistance by paying a portion of the participants' mortgage payments.
Housing and Urban Development (HUD)	U.S. government department created in 1965 to support community development and home ownership. HUD is the primary source of AHA's federal funds.
HUD Funding Year	Twelve month period from January to December during which HUD provides subsidy or other funding to PHAs using funds appropriated to HUD by Congress for the Federal Fiscal year which began on the previous October 1 st .
Housing Choice Voucher (HCV)	Document issued by AHA to an eligible household authorizing the household to conduct its housing search for a suitable rental housing unit. The voucher describes the program, the approved unit size, and the procedures for HA approval of a unit selected by the family. The Housing Choice Voucher also states the obligations of the family under the program.
Housing Choice Voucher Program (HCVP)	The Housing Choice Voucher Program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market.
Housing Assistance Payment (HAP)	The monthly rental assistance amount payable by AHA to a property owner on behalf of an eligible family representing AHA's portion of the contract rent pursuant to a HAP contract between AHA and the property owner.
Mainstream	HUD Mainstream vouchers provide rental assistance to enable persons with disabilities (elderly and non-elderly) to rent affordable private housing.
MIXED	A mixed-income multi-family rental property owned by a public/private partnership, in which the private sector development partner is the managing general partner. A percentage (typically 30-40%; 100% for senior communities) of the apartments receive operating subsidy from AHA and are rented only to low-income families. The other units may be LIHTC-only or market-rate. The property is managed by the Owner Entity's property management company.
Moving to Work (MTW)	An agreement with HUD that provides AHA with substantial statutory and regulatory relief to implement local solutions to address local challenges in providing affordable housing opportunities to low-income families. The MTW Agreement allows AHA to combine multiple types of HUD funding: Housing Choice Voucher funds, Public Housing Operating Subsidy and Capital Fund grants into a single fund to be used for MTW eligible activities.

MTW Annual Plan	The annual planning document submitted by AHA to HUD which, among other requirements, outlines, programs, strategies and initiatives for the fiscal year, as well as identifies any necessary regulatory flexibilities to accomplish them.
National Housing Compliance (NHC)	This term refers to Georgia HAP Administrators, Inc. (GHA) d/b/a National Housing Compliance (NHC). As contract administrator for HUD's multi-family portfolio in Georgia and Illinois, NHC earns base and incentive fees for the services it performs. NHC was specifically created by its member agencies to conduct performance-based contract administration for HUD including professional services to the affordable housing industry.
Next Steps	AHA's youth self-sufficiency program to develop term-limited solutions that support the development and economic self-sufficiency of youth transitioning from foster care. This includes providing Housing Choice vouchers and partnering with state agencies, service providers and the education system.
Non-Operating Sources of Funds	Funds received by AHA which were not generated by its normal public housing operations. These include, but are not limited to, interest income and proceeds from the sale of AHA property.
Obligations	Funds which the federal government has formally set aside or earmarked that will be used in the future for the purchase of goods or services through the award of grants or subsidies. HUD obligates funds for AHA's use when HUD amends AHA's Annual Contribution Contracts (CFP and Housing Choice funding) and/or when it increases the available amount of funding in its electronic financial management system (Public Housing Operating Subsidy)
Operating Divisions	AHA's headquarters departments that provide housing assistance to citizens of Atlanta through its AHA-Owned and MIXED communities public housing, Housing Choice Vouchers, HomeFlex, Homeownership Downpayment Assistance, or the development and revitalization of affordable properties.
Operating Subsidy	Funds provided by HUD to AHA under the Public Housing Operating Subsidy program as subsidy. Also refers to monthly funds provided by AHA to PMDs and MIXED community partners under contractual agreements to provide assisted housing to qualified tenants.
Public Housing	Government-assisted housing for eligible low-income families, the elderly, and persons with disabilities. This includes, but is not limited to, AHA-owned residential communities, AHA-assisted units in MIXED Communities, HomeFlex units, and housing funded under AHA's Housing Choice Tenant-based Voucher Program.

Public Housing Agency (PHA)	Public Housing Agency is any state, county, municipality, or other governmental entity or public body, or agency or instrumentality of these entities that is authorized to engage or assist in the development or operation of low-income housing under the U.S. Housing Act of 1937, as amended.
Public Housing Operating Subsidy (Operating Subsidy)	Funding provided by HUD to AHA for the support of operations and maintenance for Section 9 public housing, either at AHA-owned or MIXED communities.
Public Improvement Funds	Funds provided by the City of Atlanta or other City agencies to AHA for the purpose of construction, enlargement, extension or other construction of a facility intended for dedication to the City, including, but not limited to a street, curb and gutter, sidewalk, cross drain, catch basin, traffic control and street name signs; domestic water supply system main, fire hydrant, sanitary sewerage main or outfall, lift station, force main, or manhole.
Property Management-Developer (PMD) Company	Property management/development firms hired by AHA to provide property management services and pre-development planning services together with the grant of a development option for the AHA-Owned Residential Communities.
Portability	A feature of the HCVP that permits an eligible voucher holder to move from the jurisdiction that issued the HC voucher (Initial PHA) to any other jurisdiction that administers a HCVP (Receiving PHA) which will either administer the HC Voucher for the Initial PHA or absorb the eligible voucher holder into its HCVP.
Program Income	Gross income earned by AHA or other non-Federal entities that is directly generated by a supported activity or earned as a result of a Federal grant award during the period of performance. Program Income may retain federal limitations on its use depending on its origin.
Proration	Percentage of funding to which a PHA will be allowed based on the appropriate calculation by HUD, which reflects Congressional funding which does not equal the requirement. For example, if the sum of all PHAs Operating Subsidy calculations equaled \$100 billion and HUD requested that amount for total Operating Subsidy, but Congress authorized only \$90 billion, HUD would enforce a 90% proration. Each PHA would receive only 90% of the funds that were originally calculated as being required.
Project Based Rental Assistance (PBRA)	AHA's project-based voucher rental Assistance program currently called HomeFlex. Also, a HUD program of the same name that provides HUD financial assistance directly to owners.

Quality of Life Initiative (QLI)	An AHA initiative that allowed families in AHA's distressed and obsolete public housing family communities and high-rise communities to relocate from those environments using housing choice vouchers. The buildings were demolished and AHA has solicited proposals from private sector developers for mixed-use, mixed income developments for selected sites.
Real Estate Group (REG)	AHA Operating Division responsible for management oversight of AHA-Owned communities, MIXED and HomeFlex programs and AHA's development and revitalization activities.
Reformulation	AHA program under its MTW Agreement that provides for the conversion of properties supported by AHA Section 9 to funding by Section 8. The conversion does not require a one-for-one conversion of units for vouchers, nor does it require that the post conversion funding from HUD equal the pre conversion level.
Rental Assistance Demonstration (RAD)	HUD demonstration project that provides for the conversion of properties supported by AHA Section 9 to funding by Section 8. RAD conversions typically require a one-for-one conversion of units for vouchers, and the post conversion funding from HUD equals the pre conversion level.
Replacement Housing Factor (RHF) Grants	Capital Fund Grants that are awarded to PHAs that have removed units from inventory for the sole purpose of developing new public housing units.
Resident Opportunities and Self Sufficiency (ROSS) Grant	HUD grant that provides funds to hire and maintain Service Coordinators who will assess the needs of AHA residents and participants in advancing their self-sufficiency or, in the case of elderly or disabled residents, help improve living conditions and enable residents to age-in-place.
Section 3	Refers to Section 3 of the Housing Act of 1968 as set forth at 24 CFR §135, which requires that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State and local laws and regulations, be directed to low- and very low-income persons -- particularly those who are recipients of government assistance for housing -- and to business owners which provide economic opportunities to low- and very low-income persons.
Section 8	Refers to Section 8 of the United States Housing Act of 1937, as amended. The legislation establishing the program known as the Housing Choice Voucher program, which authorizes the payment of rental housing assistance to private landlords on behalf of low-income households.

Section 9	Refers to Section 9 of the United States Housing Act of 1937, as amended. The legislation establishing funds for the purpose of making assistance available to public housing agencies to operate and manage public housing and carry out capital activities.
Short-Term Housing Assistance	AHA program, working with the United Way of Greater Atlanta, to prevent homelessness and to support rapid re-housing of families dealing with temporary setbacks. Also referred to as the “Home Again Program”.
Special-purpose vouchers	HUD-issued vouchers administered by AHA which cannot be rolled into AHA’s MTW Single Fund. AHA includes special purpose voucher participants in its MTW program with allowances for any requirements imposed by HUD. This category includes Mainstream, VASH, RAD, and FUP vouchers
Tenant Based Voucher	AHA Housing Choice Voucher used to subsidize the affordable housing of a qualified individual living in a qualified house or apartment community.
Tenant Dwelling Revenue	Rent paid by tenants at AHA-owned Residential Communities, usually calculated as a percentage of adjusted income. Such rental income is used at the communities for operations and maintenance expenses.
Veterans Affairs Supportive Housing (VASH)	Federal program which provides a combination of HUD rental assistance and VA case management services for very-low income homeless veterans.
Vision 2022	AHA’s five-year strategic plan.
Voucher Portability	See Portability
Voucher Portability Administrative Fees	AHA payment to receiving public housing agencies to administer Housing Choice vouchers for participants who moved from the AHA service area under HUD’s Portability feature.

Acronyms

AHA	Atlanta Housing Authority
AMI	Area Median Income
CFP	Capital Fund Program
CSG	Customer Services Group
FSS	Family Self Sufficiency Program
FFY	Federal Fiscal Year
DPA	Down Payment Assistance
HUD	U.S. Department of Housing and Urban Development
HCV	Housing Choice Voucher
HCVP	Housing Choice Voucher Program
HAP	Housing Assistance Payment
MTW	Moving to Work
NHC	National Housing Compliance
PHA	Public Housing Authority (or Agency)
PMD	Property Management-Developer Company
QLI	Quality of Life Initiative
RAD	Rental Assistance Demonstration Program
REG	Real Estate Group
RHF	Replacement Housing Factor (RHF)
VASH	Veterans Affairs Supportive Housing

Statistical and Other Information Regarding the Atlanta Housing Authority

Organization

The Housing Authority of the City of Atlanta, Georgia (AHA or the Authority) is a public body corporate and politic created in 1937 under the Housing Authorities Laws of the State of Georgia with a public mission and purpose. The primary purpose of AHA is to facilitate affordable housing opportunities for low-income, elderly and disabled persons in the City of Atlanta (City). AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing; invest and lend money; create for-profit and not-for-profit entities; administer Housing Choice vouchers; issue bonds for affordable housing purposes; and acquire, own and develop commercial land, retail and market-rate properties that benefit affordable housing.

The governing body of AHA is its Board of Commissioners (Board) which, pursuant to state laws, should be comprised of seven members appointed by the Mayor of the City of Atlanta and includes two resident commissioners. The resident commissioners serve one-year terms and the five remaining members serve five-year staggered terms. The Board appoints the President and Chief Executive Officer to operate the business of AHA. The Board provides strategic guidance and oversight of AHA's operations; AHA is not considered a component unit of the City and is not included in the City's financial statements.

AHA is an MTW agency under HUD's MTW Demonstration Program which provides certain "high-performing" agencies with substantial statutory and regulatory relief under the U.S. Housing Act of 1937, as amended (1937 Act), as reflected in an agreement

between the selected agency and HUD. AHA negotiated and entered into its MTW Agreement with HUD on September 25, 2003 which was effective from July 1, 2003 through June 30, 2010. In response to HUD's decision to introduce a standard form of agreement and expand the MTW Demonstration Program, AHA successfully negotiated and executed an Amended and Restated MTW Agreement on November 13, 2008. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement. AHA's MTW Agreement, as amended and restated, is referred to as the MTW Agreement.

In December 2015, AHA's MTW Agreement was extended until June 30, 2028 under the same terms and conditions, which was confirmed by HUD in a letter dated April 14, 2016. AHA's MTW Agreement incorporates its legacy authorizations from its initial MTW Agreement and clarifies AHA's ability to use MTW-eligible funds outside of Section 8 and Section 9 of the 1937 Act. AHA developed its base Business Plan in FY 2004, which lays out AHA's strategic goals and objectives during the term of its MTW Agreement. AHA's Business Plan and its subsequent annual MTW Implementation Plans, on a cumulative basis, outline AHA's priority projects, activities and initiatives to be implemented during each fiscal year.

1. Housing Opportunities and Households Served

Community & Program Type	Type of Assistance ⁽⁵⁾	Household Totals		
		Actual End of FY 2016*	Projected End of FY 2017	Projected End of FY 2018
AHA-Owned Communities	PH ⁽¹⁾	1,932	1,793	1,260
	HomeFlex ⁽¹⁾	-	-	682
MIXED Communities (AHA-Sponsored Mixed-Income Communities)	PH ⁽⁷⁾	2,221	2,221	2,155
	HomeFlex ⁽⁷⁾	1,780	1,801	1,921
	LIHTC-only ⁽⁷⁾	1,138	1,105	1,105
HomeFlex (MTW-PBRA Communities)	HomeFlex ⁽⁷⁾	3,271	3,550	4,195
	LIHTC-only ⁽⁷⁾	1,482	1,520	1,684
Housing Choice Voucher Program ⁽²⁾	HCV	8,009	8,389	9,002
Housing Choice Ports ⁽³⁾	HCV	1,973	1,906	1,858
Housing Choice Home-ownership	HCV	30	26	26
Homeownership - Other ⁽⁴⁾	MTW	472	555	655
HAVEN Supportive Housing - Other ⁽⁵⁾	MTW	26	20	20
TOTAL ⁽⁶⁾		22,334	22,886	24,563

NOTES:

PH = Public Housing (ACC-assisted), HomeFlex= AHA's MTW Project Based Rental Assistance, LIHTC-only = Low-Income Housing Tax Credits only, HCV= Housing Choice Voucher.

* Sources: FY 2016 MTW Annual Report.

(1) PH units decreasing due to implementation of RAD at Juniper and Tenth Highrise (FY 2017) and Piedmont Road Highrise (FY 2018). HomeFlex units are provided under a modified RAD Project Based Voucher model.

(2) Housing Choice Tenant-Based includes 300 Family Unification Program (FUP) vouchers, 225 Mainstream vouchers, HUD VASH vouchers and port-ins being administered by AHA for other PHAs. Also includes other voucher-funded supportive housing programs.

(3) Changes in Housing Choice Ports are partially due to absorption of the vouchers by other PHAs and households with AHA vouchers that return to AHA's jurisdiction (i.e. no longer porting).

(4) Homeownership - Other category includes down payment assistance through various AHA programs.

(5) Supportive Housing includes non-traditional programs utilizing MTW Single Funds. Supportive Housing programs utilizing HCV or HomeFlex are included in their respective program categories.

(6) AHA does not have any non-MTW PH or HomeFlex units in its portfolio. Most PH and HomeFlex-assisted units in mixed-income, mixed finance communities are developed using low income housing tax credit equity and are also tax credit units. For reporting purposes, these units are categorized only as PH or HomeFlex units (not as LIHTC-only units).

(7) Changes in HomeFlex and LIHTC-only are due to added units and shifts between types of assistance on a unit within a community. Decrease in PH units reflects RAD conversion of Castleberry Hill I units to HomeFlex units in FY 2018.

(8) Overall, AHA projects an increase in households served in the Housing Choice Voucher Program, Supportive Housing Programs and new units from HomeFlex Communities.

2. Household Characteristics (actuals as of June 30, 2016)

Community & Program Type	Number of Households									
	by Unit / Family Size					by Income Group (percent of Area Median Income - AMI)				TOTAL
	0/1	2	3	4	5+	< 30%	30 - 50%	50 - 80%	> 80%	
AHA-Owned Communities	1,746	121	24	14	12	1,554	312	45	6	1,917
MIXED Communities ⁽¹⁾	2,129	741	558	260	137	2,516	1,006	280	23	3,825
HomeFlex Communities ⁽¹⁾	2,380	459	217	126	47	2,197	851	177	4	3,229
Housing Choice Tenant-Based Voucher Program	2,570	1,887	1,463	1,054	1,035	5,982	1,498	491	38	8,009
Housing Choice ⁽²⁾ Ports	390	336	397	424	426	1,794	160	19	0	1,973
TOTAL	9,215	3,544	2,659	1,878	1,657	14,043	3,827	1,012	71	18,953

NOTES:

⁽¹⁾ AHA does not capture household characteristics for LIHTC-only units within MIXED and HomeFlex Communities.

COMPREHENSIVE HOUSING MARKET ANALYSIS

Atlanta-Sandy Springs-Roswell, Georgia

The U.S. Department of Housing and Urban Development (HUD), Office of Policy Development and Research conducted a Comprehensive Housing Market Analysis as of May 1, 2016 for the Atlanta-Sandy Springs-Roswell Housing Market Area (hereafter, the Atlanta HMA). The majority of the following analysis is based on that study, with additional comments supplementing the narrative.

The Atlanta Housing Authority (AHA) has jurisdiction for affordable housing in the City of Atlanta, which is located in Fulton and DeKalb Counties, but under HUD's Housing Choice Voucher portability provisions, provides subsidy for participants throughout the Atlanta HMA. The report, however, also subdivided the Atlanta HMA into 3 submarkets and the Central submarket comprises Cobb, DeKalb, Fayette, Fulton, and Gwinnett Counties. These five counties encompass the majority of AHA's market.

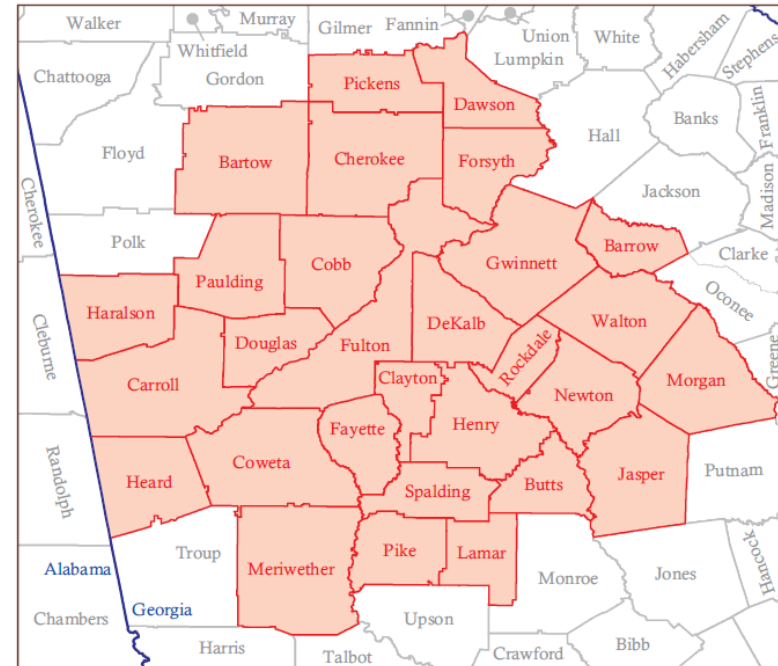
Table 2. 12-Month Average Nonfarm Payroll Jobs in the Atlanta HMA,* by Sector

	12 Months Ending		Absolute Change	Percent Change
	April 2015	April 2016		
Total nonfarm payroll jobs	2,532,400	2,611,500	79,100	3.1
Goods-producing sectors	259,600	271,400	11,800	4.5
Mining, logging, & construction	105,300	112,000	6,700	6.4
Manufacturing	154,300	159,500	5,200	3.4
Service-providing sectors	2,272,900	2,340,100	67,200	3.0
Wholesale & retail trade	430,400	446,200	15,800	3.7
Transportation & utilities	136,500	140,000	3,500	2.6
Information	87,200	88,700	1,500	1.7
Financial activities	159,700	162,800	3,100	1.9
Professional & business services	468,200	484,300	16,100	3.4
Education & health services	311,000	321,200	10,200	3.3
Leisure & hospitality	263,200	275,600	12,400	4.7
Other services	94,900	97,400	2,500	2.6
Government	321,700	323,800	2,100	0.7

* Atlanta-Sandy Springs-Roswell HMA.

Notes: Numbers may not add to totals because of rounding. Based on 12-month averages through April 2015 and April 2016.

Source: U.S. Bureau of Labor Statistics



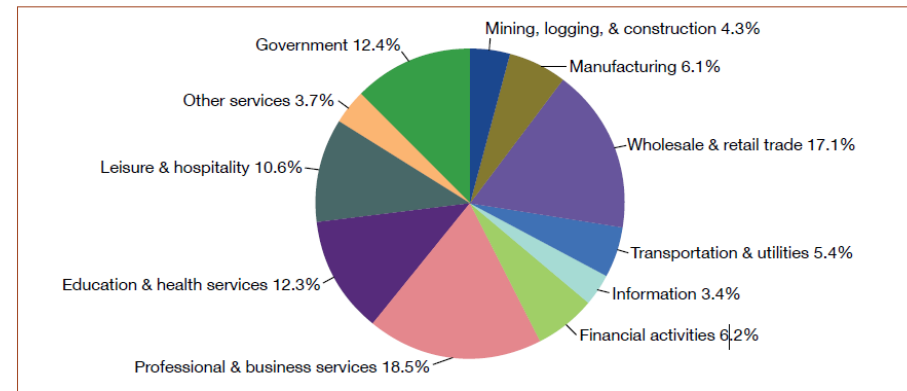
Economy

Economic conditions in the Atlanta HMA have strengthened significantly after 3 years of jobs losses during the late 2000s. During the 12 months ending April 2016, nonfarm payrolls averaged 2.61 million jobs, an increase of 79,100 jobs, or 3.1 percent, after an increase of 94,600 jobs, or 3.9 percent, during the previous 12-month period. The unemployment rate declined to 5.3 percent during the 12 months ending April 2016, down from 6.4 percent during the previous 12 months. Nonfarm payrolls are expected to increase by an average of 76,600 jobs, or 2.9 percent, a year during the forecast period of May 2016-May 2019.

The Department of Labor Statistics reports that the nonfarm unemployment rate fell to 4.6% in March 2017.

The HMA is an international hub for logistics, education, healthcare, and trade. The presence of Hartsfield- Jackson International Airport, which has been the busiest airport in the world for 18 consecutive years (Airports Council International), and the educated workforce supplied by colleges such as Emory University, Georgia Institute of Technology (Georgia Tech), Georgia State University and the Atlanta University Colleges/Consortium (AUC) make the HMA an attractive location for corporations. The headquarters of 25 Fortune 1,000 companies—including Delta Air Lines, Inc.; The Home Depot, Inc.; and The Coca-Cola Company—are in the HMA (Metro Atlanta Chamber of Commerce). As a result, the professional and business services sector—which includes the management of companies and enterprises and the administrative, support, and waste management industries—is currently the largest sector in the HMA. During the 12 months

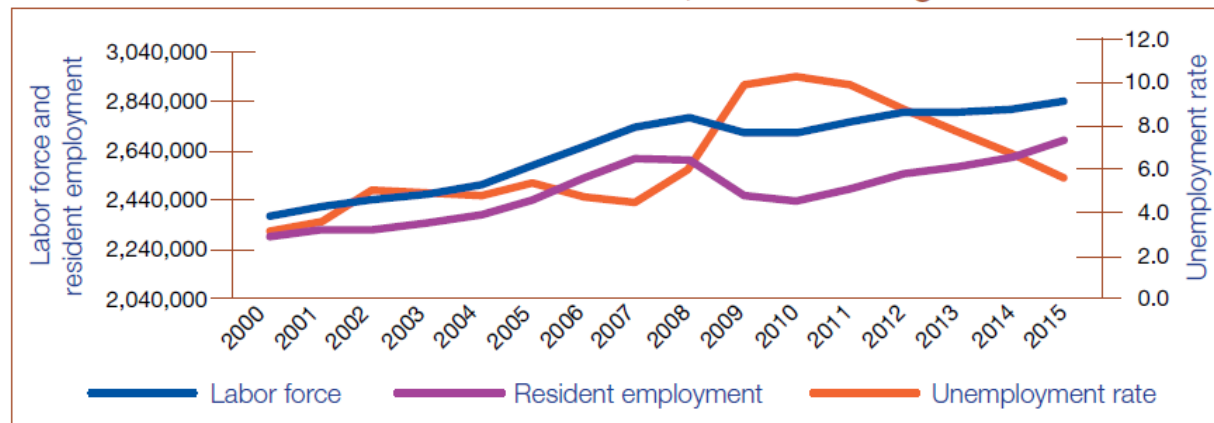
Figure 2. Current Nonfarm Payroll Jobs in the Atlanta HMA,* by Sector



* Atlanta-Sandy Springs-Roswell HMA.

Note: Based on 12-month averages through April 2016.

Figure 1. Trends in Labor Force, Resident Employment, and Unemployment Rate in the Atlanta HMA,* 2000 Through 2015



* Atlanta-Sandy Springs-Roswell HMA.

Source: U.S. Bureau of Labor Statistics

ending April 2016, the sector accounted for 484,300 jobs, or 18.5 percent of total nonfarm payrolls in the HMA.

The education and health services sector has been the fastest-growing sector in the HMA since 2000 and is the only sector to have added jobs each year during the period. From the end of 2000 through 2015, the sector expanded by an average of 9,000 jobs, or 3.8 percent, annually, when population growth generated increased demand for healthcare. The healthcare and social assistance industry has accounted for more than 85 percent of the job growth in the sector since 2000, partly because of several notable hospital openings and expansions during the period.

During the 3-year forecast period, nonfarm payroll growth is expected to remain strong at an average of 76,600 jobs, or 2.9 percent, annually. Job gains will likely occur in most sectors, with growth in the gains and business services and the education and health services sectors expected to support gains in the wholesale and retail trade, the mining, logging, and construction, and the leisure and hospitality sectors.

Population and Households

The Atlanta HMA encompasses 56 percent of the population of Georgia. As of May 1, 2016, the estimated population of the HMA is 5.79 million, reflecting an average annual increase of 83,050, or 1.5 percent, since April 2010 (Figure 4). Compared with the 2007-

to-2010 period, net natural change (resident births minus resident deaths) has decreased since 2010, offsetting increased net in-migration, and population growth has declined slightly from the rate during the late 2000s. Net in-migration has averaged 44,200

Table 3. Major Employers in the Atlanta HMA*

Name of Employer	Nonfarm Payroll Sector	Number of Employees
Delta Air Lines, Inc.	Transportation & utilities	31,250
Emory University/Emory Healthcare	Education & health services	29,950
Wal-Mart Stores, Inc.	Wholesale & retail trade	20,550
The Home Depot, Inc.	Wholesale & retail trade	20,000
AT&T, Inc.	Transportation & utilities	17,900
The Kroger Co.	Wholesale & retail trade	14,750
WellStar Health System	Education & health services	13,500
Publix Super Markets, Inc.	Wholesale & retail trade	9,500
Northside Hospital	Education & health services	9,025
The Coca-Cola Company	Wholesale & retail trade	8,750

* Atlanta-Sandy Springs-Roswell HMA.

Note: Excludes local school districts.

Source: Metro Atlanta Chamber of Commerce

people a year and accounted for 53 percent of total population growth since 2010 (Figure 5).

The current population of the Central submarket, which includes the city of Atlanta, is estimated at 3.54 million. Population growth in the submarket has averaged 53,500 people, or 1.6 percent, a year since April 2010, up from an average of 44,600 people, or 1.4 percent, a year from 2007 to 2010, when the HMA lost jobs. Population growth averaged 53,350 people, or 1.8 percent, a year from 2003 to 2007, when the HMA added jobs. Net in-migration

averaged 12,250 people a year from 2007 to 2010 and has increased to an average of 26,950 people a year since 2010, when job growth contributed to in-migration and when low housing costs, associated with the housing crisis, and increased demand for urban living limited out-migration to the suburban submarkets.

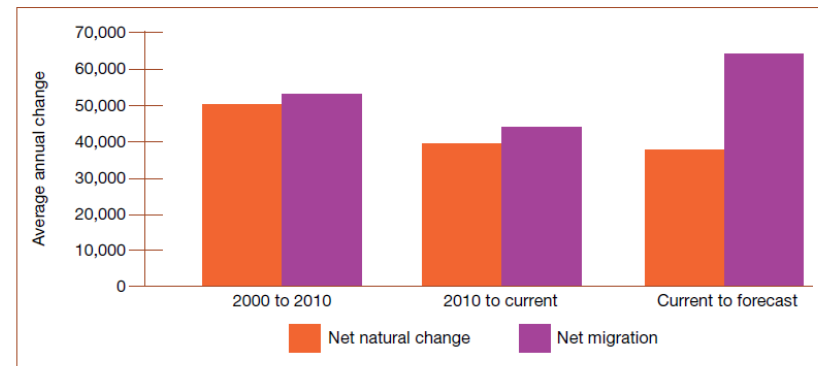
During the next 3 years, population growth in the Atlanta HMA is expected to increase to an average of 101,300 people, or 1.7 percent, each year as economic conditions remain strong. The population of the Central submarket is expected to expand by an average of 53,000, or 1.5 percent, a year. More significant increases in population growth are expected in the suburban submarkets as housing costs continue to increase in the urban core of the HMA. The populations of the Southern Suburbs and Northern Suburbs submarkets are expected to increase by averages of 25,650 and 22,600, or 1.7 and 2.8 percent, respectively, a year.

Household growth in the HMA remains below the average growth rate that occurred from 2000 to 2010 but has increased since the late 2000s. As of May 1, 2016, the number of households in the HMA is estimated at 2.12 million, reflecting average annual growth of 28,850, or 1.4 percent, since 2010 compared with average growth of 38,400, or 2.2 percent, a year from 2000 to 2010. The Central submarket has added an average of 18,850 households, an increase of 1.5 percent, annually since 2010.

During the next 3 years, household growth in the HMA is expected to average 38,900 households, or 1.8 percent, annually. The Northern Suburbs submarket is expected to increase by an average of 7,675 households, or 2.8 percent, annually, the highest rate of growth in the HMA. Household growth in the Central submarket is expected to increase at an average annual rate of 1.6 percent, or 22,150 households, whereas the number of households in the Southern Suburbs submarket is expected to increase at an average annual rate of 1.7 percent, or by 8,825 households.

Housing Sales Market Housing market conditions in the HMA range from slightly soft to balanced. The overall sales vacancy rate is estimated at 1.8 percent, down from 3.8 percent in 2010. During the 3-year forecast period, demand is expected for 84,850 new homes (Table 1). The 9,725 homes currently under construction and a portion of the estimated 69,050 other vacant units in the HMA that may reenter the sales market will satisfy some of the forecast demand.

Figure 5. Components of Population Change in the Atlanta HMA,* 2000 to Forecast



* Atlanta-Sandy Springs-Roswell HMA.

Notes: The current date is May 1, 2016. The forecast date is May 1, 2019.

Sources: 2000 and 2010—2000 Census and 2010 Census; current and forecast—estimates by analysts

Table 1. Housing Demand in the Atlanta HMA* During the Forecast Period

	Atlanta HMA*		Central Submarket		Southern Suburbs Submarket		Northern Suburbs Submarket	
	Sales Units	Rental Units	Sales Units	Rental Units	Sales Units	Rental Units	Sales Units	Rental Units
Total demand	84,850	39,950	42,000	30,700	22,350	5,500	20,500	3,750
Under construction	9,725	13,340	4,675	11,850	1,775	500	3,275	990

Since 2012, demand for homes has increased faster than the available supply, lowering the sales vacancy rate and putting upward pressure on home prices. Existing home sales peaked in 2005 and 2006, averaging 82,800 homes sold annually, but declined to an average of 37,500 homes sold from 2008 through 2011 because of widespread job losses and tightened lending standards (CoreLogic, Inc., with adjustments by the analysts). As existing home sales declined, the volume of real estate owned (REO) sales increased; during 2005 and 2006, REO sales accounted for only 5 percent of existing home sales, a figure that increased to 33 percent from 2008 through 2011. Poor economic conditions and increased REO sales caused existing home prices to decrease an average of 13 percent during 2008 and 2009, from an average of \$241,700 from 2005 through 2007 to \$199,000 from 2009 through 2011.

Following the return of job growth in 2011, the number of existing homes sold increased at an average annual rate of 10 percent from 2012 through 2015, whereas REO sales decreased at an average annual rate of 27 percent. The sharp decline in generally lower-priced REO sales contributed to increasing existing home sales prices, which rose by an average annual \$22,850, or 11 percent, during the period.

During the 12 months ending April 2016, approximately 61,500 existing homes were sold, an increase of 6 percent from the preceding 12-month period. The average sales price of existing

homes increased to \$277,000 during the 12 months ending April 2016, up 13 percent from the 12 months ending April 2015 and higher than the prerecession peak of \$244,100 during the 12 months ending April 2007.

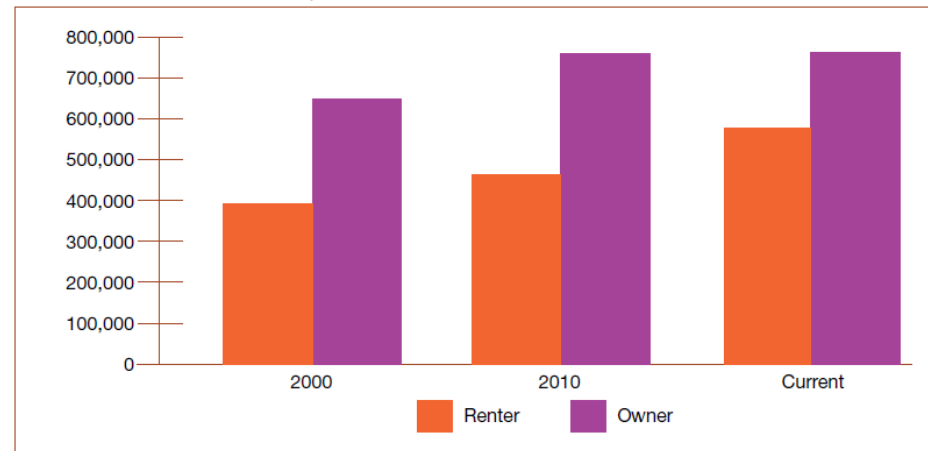
New home sales in the submarket have stabilized and begun to recover since the national recession but remain well below the peak levels of the mid-2000s.

During the 3-year forecast period, demand is expected for an estimated 42,000 new

homes in the submarket, with increasing demand during the second and third years of the forecast period (Table 1). The 4,675 homes currently under construction and a portion of the 37,000 other vacant units that may reenter the sales market will satisfy some of the demand. Demand is expected to be greatest in the \$250,000-to-\$349,999 price range.

In May 2017, the Atlanta Journal Constitution reported that the S&P/Case-Shiller House Price Index showed Atlanta prices up 0.9 percent for the month of March, 5.5 percent higher than a year earlier. Atlanta had the 12th largest price gain among the 20 largest metro areas. Overall, Atlanta prices are 1.2 percent below

Figure 6. Number of Households by Tenure in the Central Submarket, 2000 to Current

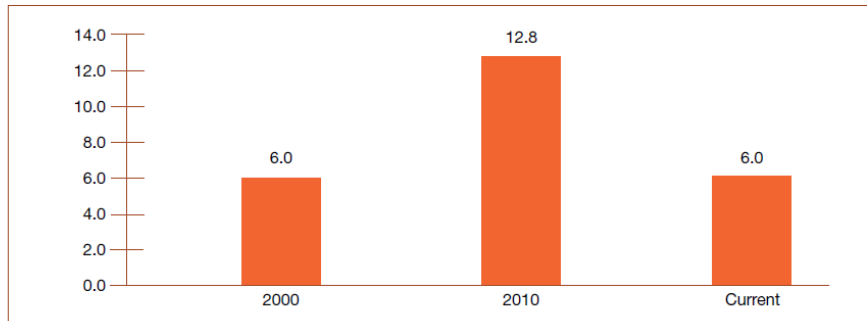


Note: The current date is May 1, 2016.

Sources: 2000 and 2010—2000 Census and 2010 Census; current—estimates by analysts

the peak of mid-2007, according to Case Shiller’s methodology, but they have climbed 21.2 percent since hitting bottom in the spring of 2012. According to Re/Max Georgia, Fulton County had the highest level of inventory among the region’s core counties: 3.0 months

Figure 10. Rental Vacancy Rates in the Central Submarket, 2000 to Current



Note: The current date is May 1, 2016.

Sources: 2000 and 2010—2000 Census and 2010 Census; current—estimates by analysts

Rental Housing Market Rental housing market conditions in the HMA also currently range from slightly soft to balanced, with increased rental household growth contributing to the absorption of excess units since the late 2000s. The overall rental vacancy rate is estimated at 6.2 percent, down from 12.7 percent in April 2010. The apartment vacancy rate was 6.0 percent during the first quarter of 2016, down from 6.6 percent a year earlier (MPF Research).

During the forecast period, demand is expected for 39,950 new rental units (Table 1). The 13,340 units currently under construction will satisfy some of the forecast demand. The professional and business services sector added the most jobs during the 12 months ending April 2016, increasing by 16,100

Table 5. Estimated Demand for New Market-Rate Rental Housing in the Central Submarket During the Forecast Period

Zero Bedrooms		One Bedroom		Two Bedrooms		Three or More Bedrooms	
Monthly Gross Rent (\$)	Units of Demand	Monthly Gross Rent (\$)	Units of Demand	Monthly Gross Rent (\$)	Units of Demand	Monthly Gross Rent (\$)	Units of Demand
950 to 1,149	2,000	1,100 to 1,299	3,225	1,350 to 1,549	2,450	1,600 to 1,799	460
1,150 to 1,349	610	1,300 to 1,499	3,225	1,550 to 1,749	4,300	1,800 to 1,999	920
1,350 or more	460	1,500 to 1,699	2,150	1,750 to 1,949	2,450	2,000 to 2,199	1,375
		1,700 to 1,899	1,600	1,950 to 2,149	1,850	2,200 to 2,399	1,150
		1,900 or more	540	2,150 or more	1,225	2,400 to 2,599	460
						2,600 or more	230
Total	3,075	Total	10,750	Total	12,250	Total	4,600

Notes: Numbers may not add to totals because of rounding. Monthly rent does not include utilities or concessions. The 11,850 units currently under construction will likely satisfy some of the estimated demand. The forecast period is May 1, 2016, to May 1, 2019. Source: Estimates by analysts

jobs, or 3.4 percent. Partly because of a 23-percent increase in residential (single-family plus multi-family) construction in the HMA, the mining, logging, and construction sector was the fastest-growing sector (in percentage terms) in the HMA during the 12 months ending April 2016. Rental housing market conditions in the Central submarket are currently balanced, with strong rental household growth having contributed to absorption of vacant inventory since 2010. Vacancy rates have continued to decline and rents have continued to rise despite increased levels of apartment construction since 2013. The overall rental vacancy rate is estimated at 6.1 percent, down from 12.8 percent in 2010 (Figure 10). The apartment market, which makes up approximately two-thirds of renter-occupied units in the submarket, is also balanced, with an average vacancy rate of 6.0 percent during the first quarter of 2016, down from 6.5 percent a year earlier and down from 10.0 percent during the first quarter of 2011 (MPF Research).

During the first quarter of 2016, the average rent in the submarket increased 8 percent from the first quarter of 2015, to \$1,052, with average rents of \$945, \$1,088, and \$1,263 for one-, two-, and three-bedroom apartments, respectively. Rent growth has been steady since 2011 but increased significantly during the past 2 years, averaging 8 percent during 2014 and 2015 for both recently completed and existing complexes. By comparison, both the

nation and the MPF Research-defined Southern Region averaged annual rent increases of 5 percent during the same time period. Rents at recently completed apartment complexes and existing units have contributed equally to recent rent growth.

Builders have responded to decreasing vacancies and strong rent growth with the highest levels of multifamily construction since 2007. During the 12 months ending April 2016, 11,550 multifamily units were permitted, up 45 percent from 7,950 units during the 12 months ending April 2015 (preliminary data). Nearly all the units permitted since 2008 have been apartments compared with 2000 through 2007, when approximately 45 percent of the multi-family units permitted were condominiums. Recent apartment construction has been focused in the northern part of the submarket, including the Midtown and Buckhead market areas and the suburban cities of Alpharetta, Sandy Springs, and Vinings.

During the 3-year forecast period, demand is expected for 30,700 new rental units in the submarket (Table 1). Demand is expected to remain relatively constant during the period and to be strongest for one-bedroom units with monthly rents ranging from \$1,100 to \$1,499 and two-bedroom units with rents ranging from \$1,550 to \$1,749 (Table 5). The 11,850 new rental units under construction and an estimated 4,875 additional units currently in the pipeline will likely satisfy much of the demand during the next 2 years.

Table DP-1. Atlanta HMA* Data Profile, 2000 to Current

	2000	2010	Current	Average Annual Change (%)	
				2000 to 2010	2010 to Current
Total resident employment	2,298,989	2,440,037	2,699,000	0.6	1.9
Unemployment rate	3.1%	10.3%	5.3%		
Nonfarm payroll jobs	2,299,600	2,275,600	2,612,000	- 0.1	2.6
Total population	4,263,438	5,286,728	5,792,000	2.2	1.5
Total households	1,559,712	1,943,885	2,119,300	2.2	1.4
Owner households	1,041,714	1,285,066	1,292,000	2.1	0.1
Percent owner	66.8%	66.1%	61.0%		
Renter households	517,998	658,819	827,300	2.4	3.8
Percent renter	33.2%	33.9%	39.0%		
Total housing units	1,650,700	2,172,967	2,267,000	2.8	0.7
Owner vacancy rate	1.7%	3.8%	1.8%		
Rental vacancy rate	6.1%	12.7%	6.2%		
Median Family Income	NA	NA	\$64,400	NA	NA

* Atlanta-Sandy Springs-Roswell HMA.

NA = data not available.

Notes: Numbers may not add to totals because of rounding. Employment data represent annual averages for 2000, 2010, and the 12 months through April 2016. Median Family Incomes are for 1999, 2009, and 2014.

Sources: U.S. Census Bureau; U.S. Department of Housing and Urban Development; estimates by analysts

Table DP-2. Central Submarket Data Profile, 2000 to Current

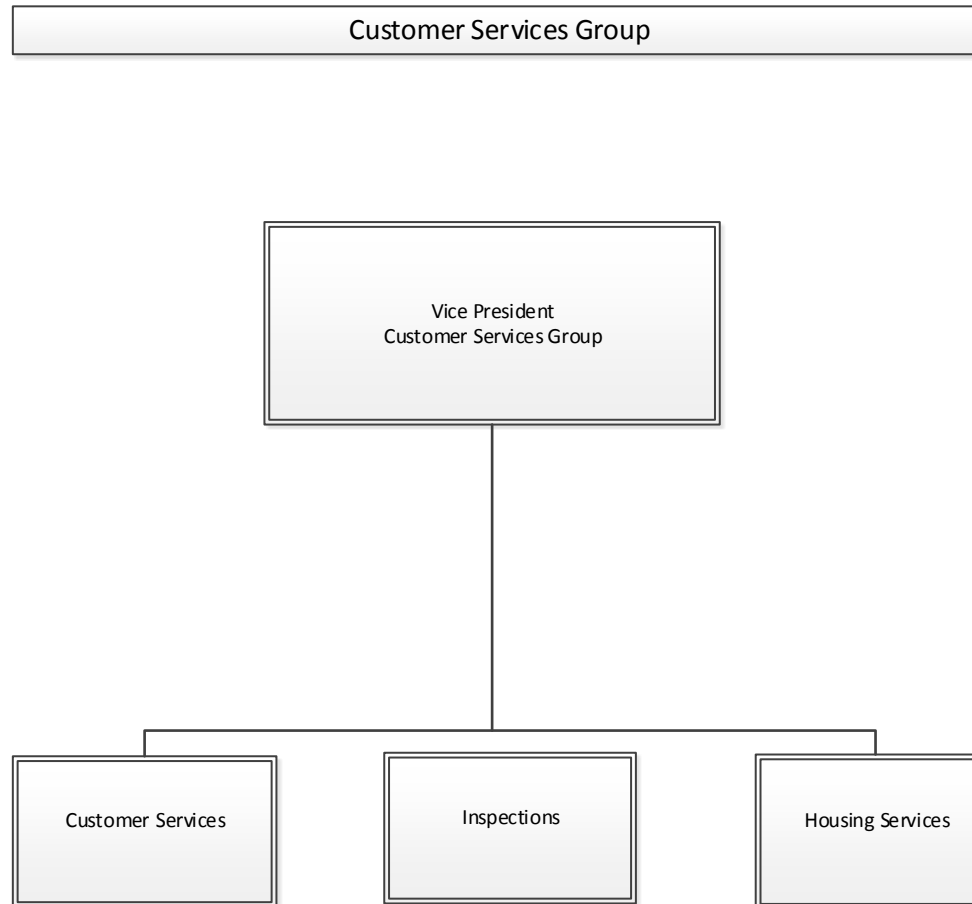
	2000	2010	Current	Average Annual Change (%)	
				2000 to 2010	2010 to Current
Total population	2,769,333	3,212,440	3,538,000	1.5	1.6
Total households	1,031,909	1,214,928	1,329,600	1.6	1.5
Owner households	641,794	751,667	756,800	1.6	0.1
Percent owner	62.2%	61.9%	56.9%		
Rental households	390,115	463,261	572,800	1.7	3.6
Percent renter	37.8%	38.1%	43.1%		
Total housing units	1,089,793	1,360,903	1,417,000	2.2	0.7
Owner vacancy rate	1.8%	3.9%	1.7%		
Rental vacancy rate	6.0%	12.8%	6.1%		

Notes: Numbers may not add to totals because of rounding. The current date is May 1, 2016.

Sources: U.S. Census Bureau; U.S. Department of Housing and Urban Development; estimates by analysts

II. Department Information - Operating Divisions and Corporate Support

Department Information - Operating Divisions



Customer Services Group

Mission Statement

The Customer Services Group (CSG) manages and administers the Housing Choice Voucher Program (HCVP) and other special voucher programs (e.g. Veterans Affairs Supportive Housing (VASH), Family Unification Program (FUP), FLOW, Non Elderly/Disabled (NED), Mainstream 1 & 5 for AHA. CSG's primary mission is to provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community and the families we serve.

Primary Functions

The Customer Services Group is made up of the following teams: Customer Services, Housing Services and Inspections Services.

Service Descriptions

Customer Services Group team members perform a number of functions in support of its mission:

Customer Services

- Training & Program Support Services

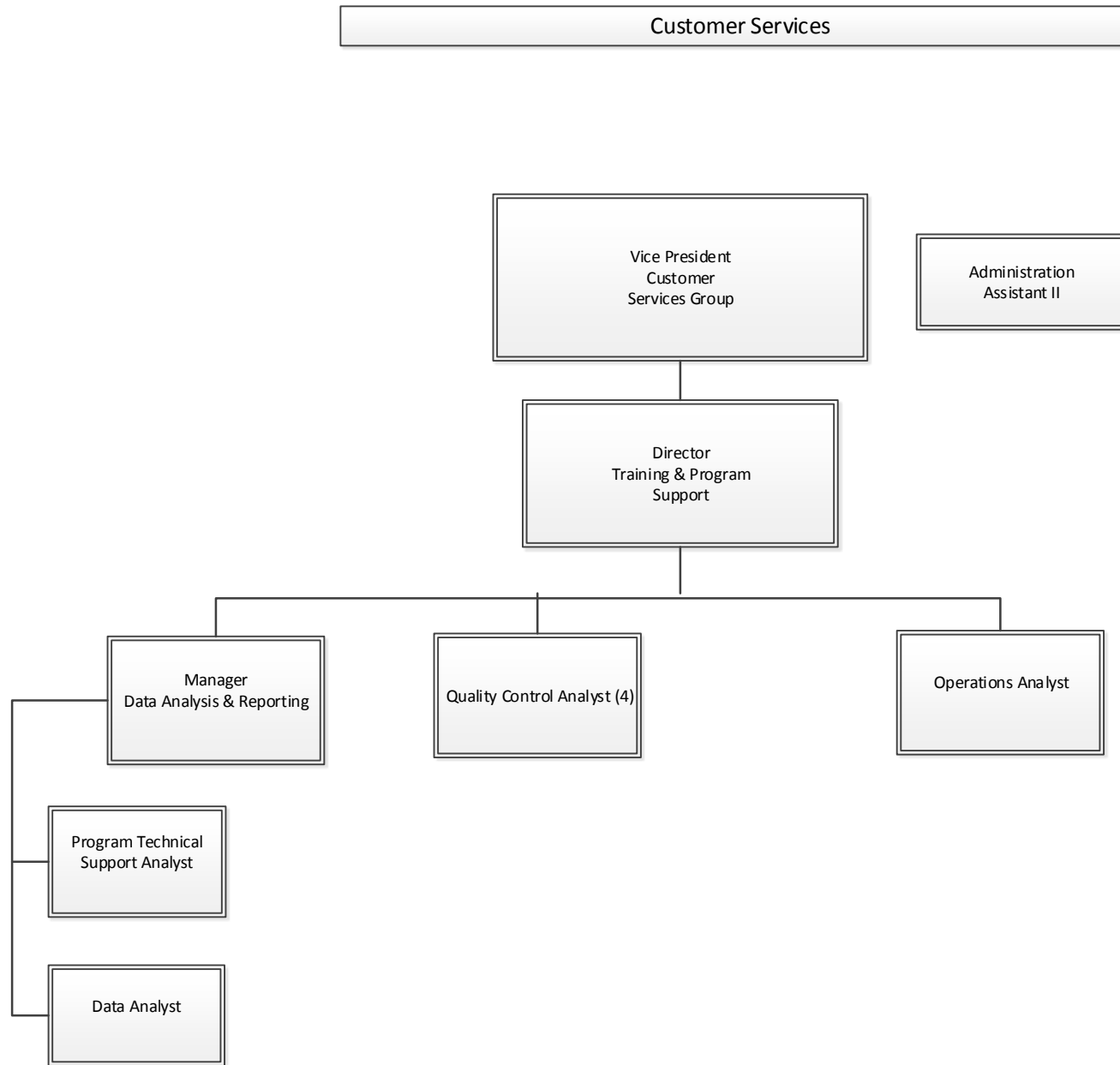
- Data integration and analysis, business reporting
- Quality assurance and compliance reviews
- Property owner and participant annual surveys

Housing Services

- Voucher administration - eligibility, admissions, recertification, moves and portability
- Compliance - fingerprinting, hearings, and criminal background screenings
- Contact Center and Customer Service
 - Answer/triage calls; assist visitors at Front Desk
 - Reasonable Accommodations, Violence Against Women Act (VAWA) and Emergency Moves
 - Waiting List management including referrals from third party agencies

Inspections Services

- Inspections - initial, annual, special, quality, HomeFlex, community property assessments
- Landlord Services - eligibility, Requests for Tenancy Approval (RTAs), changes in ownership, foreclosures, rent increase requests, landlord overpayments, lease violations



Customer Services

Mission Statement

Customer Services manages and administers the Housing Choice Voucher Program (HCVP) and other special voucher programs (e.g. Veterans Affairs Supportive Housing (VASH), Family Unification Program (FUP), FLOW, Non Elderly/Disabled (NED), Mainstream 1 & 5 for AHA. CSG's primary mission is to provide quality affordable housing in amenity-rich, mixed-income communities for the betterment of the community and the families we serve.

Primary Functions

Customer Services provides management oversight to Housing Services and Contact Center, Inspections Services and Program Support Services.

Service Descriptions

Customer Services team members perform the following functions in support of its mission:

- Waiting List management including referrals from third party agencies
 - Property owner and participant annual surveys
-
- Training for the CSG Group staff
 - Data integration and analysis, business reporting on key performance indicators
 - Quality assurance and compliance reviews
 - Reasonable Accommodations, Violence Against Women Act (VAWA) and Emergency Moves
 - CSG Escalations

Customer Services	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	1,197,119	1,325,201	(128,082)
Non-personnel	22,792	34,850	(12,058)
Total	\$ 1,219,911	\$ 1,360,051	\$ (140,140)

Staffing

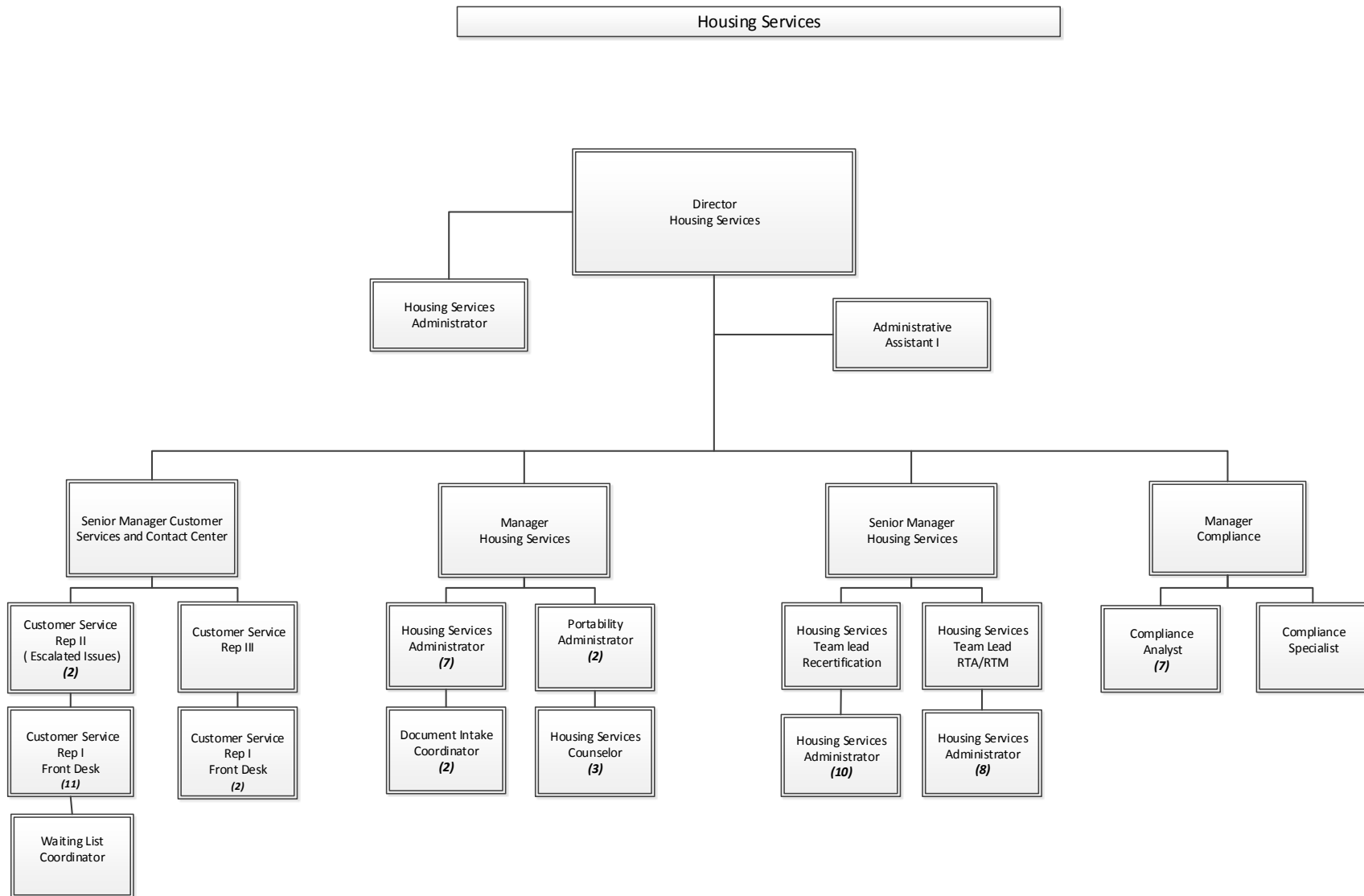
	FY16	FY17	FY18
Authorized Positions			
Administrative Assistant II	0	0	1
Customer Svc Rep I	2	0	0
Data Analyst	1	1	1
Director, Training & Program Compliance	1	1	1
Manager, Data Reporting & Analysis	1	1	1
Operations Analyst	1	1	1
Operations Administrator	1	1	0
Program Technical Support Analyst	1	1	1
Quality Control Analyst	4	4	4
SVP, Customer Services Group	1	1	0
Vice President, Customer Services Group	0	0	1
	13	11	11

Customer Services is requesting the same number of positions in FY 2018 as authorized in FY 2017. The only change was a position level restructuring of SVP, Customer Services Group to VP, Customer Services Group during FY 2017. These changes, combined with re-staffing other positions during FY 2017 resulted in the reduction in personnel costs between FY 2017 and FY 2018.

Customer Services

FY 2018 Initiatives

Initiative I		
Short Title of Department Initiative	Quality Assurance / Quality Control Software System	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	The Program Support Services team needs an automated system as a tool to help more efficiently manage quality control and quality assurance work, measure related staff performance and evaluate risks related to the administration of the Housing Choice Voucher program. Program Support Services staff will utilize the tool to structure quality control and quality assurance testing programs; capture quality control and quality assurance results; allow real-time access and transparency to all users; incorporate tracking of corrective actions; and enhance data and reporting.	
Measurement of Success	Improved KPI results of team overall performance. Increased file accuracy scores and reduced financial errors resulting in incorrect HAP payments. Reduced exposure to potential risk through improved and validated internal key controls. Increased optimization of procedures due to enhanced analytics and reporting of real-time data.	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	None	
Other Departments directly involved	Information Technology Department to provide a software solution and AMS to procure the product	
Risks and dependencies	<p><u>Minimal Risk:</u> Although this will be an internal software auditing system that is purchased and potentially hosted by a third party provider, it may have limited capability for future customization if applicable at no additional cost; affordability of system</p> <p><u>Dependencies:</u> This should be a web-based program that has the capability to interface with other internet access sites that provide applicable HUD regulatory information related to the Housing Choice Voucher program</p>	
Incremental Costs	Estimated expense - \$15,000.00 to \$30,000.00 annually (based on quote from QualCheck). This can potentially be a shared expense with REOS.	



Housing Services

Mission Statement

The primary mission of the Housing Services department is to ensure that all customers participating on the Housing Choice Voucher Program (HCVP) meet the eligibility/admissions, recertification and general program requirements in accordance with AHA Policies and Procedures and applicable HUD requirements. Team members manage the relationship with our customers from eligibility and admissions through the end of program participation.

Primary Functions

The Housing Services department is responsible for making sure that new applicants meet program eligibility requirements and that current participants continue to meet eligibility requirements.

Service Descriptions

The Housing Services department is comprised of Admissions, Recertification/Request to Move and Compliance and Program Investigations teams. Admissions team members process hundreds of applicants for eligibility and admissions to the HCVP annually. They administer the voucher, process requests to port in and out of AHA's jurisdiction, and meet with thousands of Participants monthly during mandatory briefings. Housing Services members process Requests for Tenancy Approval (RTAs), recertification's (annual, biannual, triannual and interim), requests to move,

household changes, program compliance and any other matter impacting the household participating on the HCVP.

Customer Services and Contact Center

Mission Statement

The Customer Services and Contact Center team's mission is to deliver excellent customer service by resolving issues at first point of contact with The Atlanta Housing Authority (AHA). They respond to callers, walk-in visitors and inquiries via the AHA website.

Primary Functions

Contact Center team members answer thousands of calls from customers and the general public each month.

Service Descriptions

Team members answer and triage inquiries and respond to requests for information, while transferring calls throughout the agency where necessary. The Front Desk staff receives hundreds of visitors monthly for briefings, hearings and/or appointments with staff. They process requests and also accept any paperwork being dropped off. The Customer Services' team members process requests for Reasonable Accommodations, Violence Against Women Act (VAWA) cases, Emergency Moves while managing the Annual Participant & Landlord Customer Service Surveys. The Customer Service Team also manages the Housing Choice Voucher Program Waiting List as well as Supportive Housing Referrals, such as Veterans Affairs Supportive Housing (VASH) and Family Unification Program (FUP) customers.

Housing Services	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	4,588,820	4,669,608	(80,789)
Non-personnel	373,379	517,086	(143,707)
Total	\$ 4,962,199	\$ 5,186,694	\$ (224,496)

Staffing

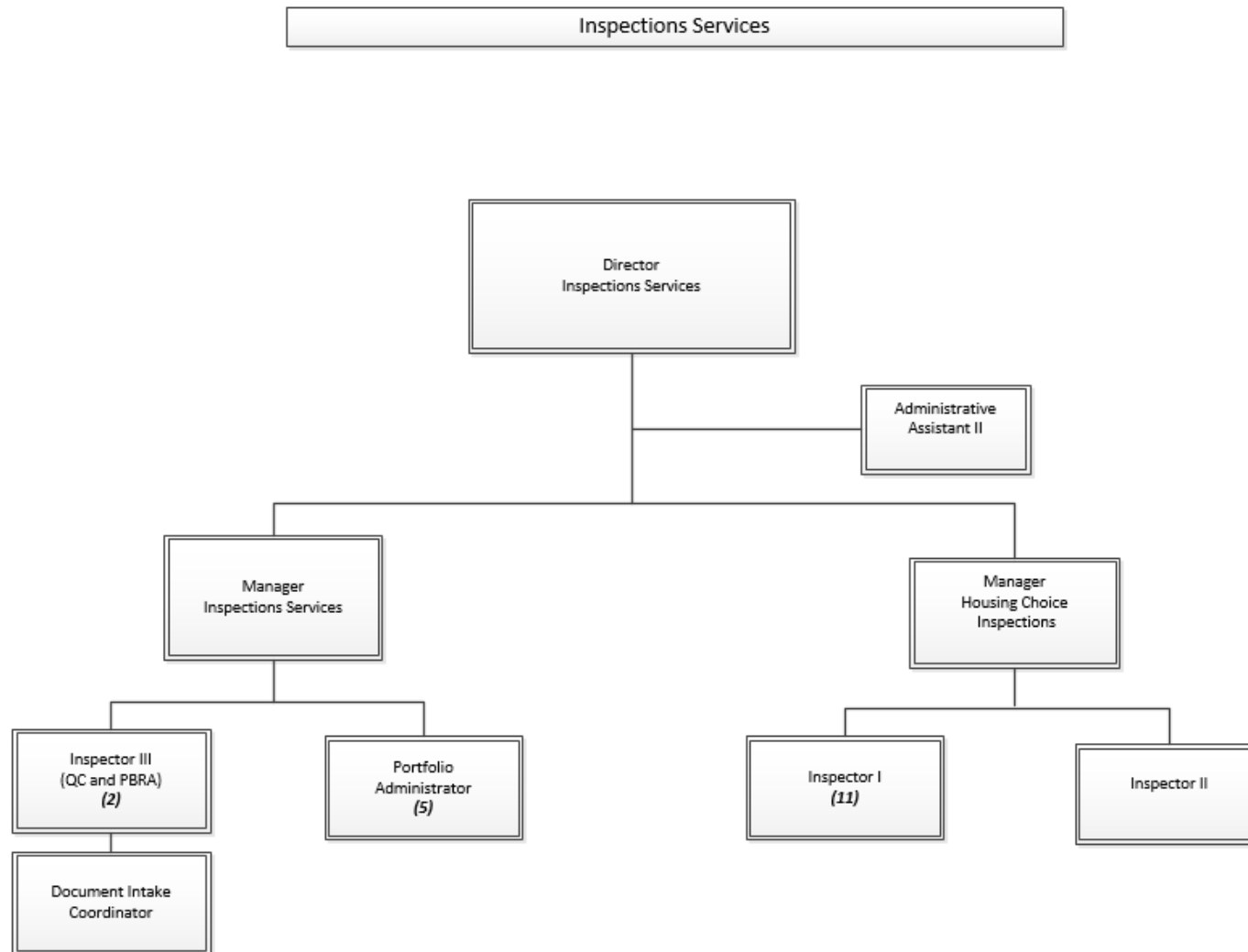
Authorized Positions	FY16	FY17	FY18	Authorized Positions	FY16	FY17	FY18
Administrative Assistant I	1	1	1	Portability Administrator	2	2	2
Compliance Analyst	4	5	8	Screening Specialist	1	1	0
Cust Svc Rep I	8	13	13	Sr Manager Customer Services	1	1	1
Cust Svc Rep II	2	2	2	Sr Manager, Housing Services	1	1	1
Cust Svc Rep III	1	1	1	Waiting List Coordinator	1	1	1
Dir, Housing Services	1	1	1		57	63	66
Document Intake Coordinator	0	1	2				
Housing Services Administrator	24	26	26	Housing Services is requesting three new compliance analysts			
Housing Services Counselor	4	3	3	for FY 2018, but is eliminating one screening specialist			
Housing Services Team Lead	2	2	2	position, for a net increase of two. The FY 2017 Budget			
Manager, Admissions & Portability	1	0	0	included funds for 3 positions that were transferred in mid-FY			
Manager, Housing Services	0	1	1	2017 to another department which explains the decrease in			
Mgr, Compliance	1	1	1	personnel expenses in FY 2018.			

Departmental Initiatives

Housing Services

Initiative I		
Short Title of Department Initiative	Customer self-service solutions for document submissions; Participant Relationship Management System	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Other Vision 2022 Priority Supported	WORK - Digital Literacy and Connectivity	
Short Description of Department Initiative	CSG would like to implement a self-service solution that will include online recertifications, online notifications, document submissions, status updates, etc.	
Measurement of Success	Increased customer satisfaction rate Reduction in number of participant visits to AHA to hand deliver documents Increased staff productivity (improved cycle times)	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	Procured software provider/vendor	
Other Departments directly involved	IT, Communications and Office of Policy & Strategy	
Risks and dependencies	CSG & IT priorities (i.e. scheduling and implementation of initiatives) Updated document management system Access to technology	Adoption of technology User acceptance Participant usability
Incremental Costs	This item will be in IT's budget; TBD	
Initiative II		
Short Title of Department Initiative	Online program moves briefings	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Other Vision 2022 Priority Supported	WORK - Digital Literacy and Connectivity	
Short Description of Department Initiative	CSG would like to provide an online briefing for families in the program moves process. Additionally, the briefing should include an assessment to ensure participation and understanding of material. Implementing this initiative will support work program participation as families will have the option of completing the briefing online, before or after work.	
Measurement of Success	Number of people that complete online briefing and assessment within established timeframe Decreased number of visitors in the lobby Online briefing survey results	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	Procured vendor unless developed inhouse by IT	
Other Departments directly involved	IT and Office of Policy & Strategy	
Risks and dependencies	CSG & IT priorities (i.e. scheduling and implementation of initiatives) Adoption of technology Customers' understanding of information Utilization	
Incremental Costs	This item will be in IT's budget; TBD	

Initiative III		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Short Description of Department Initiative	Visitor Management Software	
	LIVE - Housing Choice Voucher Program	
	WORK - Digital Literacy and Connectivity	
	This is envisioned as an enterprise-wide solution that will allow visitors to electronically sign-in. Visitors should also be able to see how long they've been waiting and when they should be seen using monitors downstairs. Additionally, the front desk should have software to track visitors and determine whom should be contacted for assistance. Lastly, CSG and others should have the ability to pull reports.	
Measurement of Success	More professional appearance in the lobby and waiting areas Decreased wait times Improved oversight of visitors Improved reporting of building activities	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	Cassidy-Turley; procured software vendor	
Other Departments directly involved	IT and Commuications	
Risks and dependencies	Customer adoption of technology	
Incremental Costs	This item will be in IT's budget; TBD	
Initiative IV		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Short Description of Department Initiative	Communication tool for disabled customers and those who speak other languages	
	LIVE - Housing Choice Voucher Program	
	CSG and other departments need the ability to effectively communicate with customers who are hard of hearing and those who do not speak English.	
Measurement of Success	Improved customer satisfaction Decreased dollars spent on interpreting and sign language services	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	Procured vendors	
Other Departments directly involved	Real Estate Oversight Services, IT, Communications	
Risks and dependencies	Customer adoption	
Incremental Costs	This item will be in IT's budget; TBD	



Inspection Services

Mission Statement

The primary mission of the Inspections Services team is to ensure that all units participating on the Housing Choice Voucher Program (HCVP) and HomeFlex program meet AHA's Enhanced Inspection Standards. Inspections Services also manages AHA's relationship with landlords who participate on the HCVP by providing excellent customer service and processing landlord-related documents.

Primary Functions

Inspectors conduct initial, annual, special, quality, and community property inspections on a daily basis while Landlord Services process landlord-related documents and handle higher level landlord-related inquiries.

Service Descriptions

Inspectors conduct the various inspection types on a daily basis to ensure units meet AHA's Enhanced Inspection Standards. The Landlord Services team manages landlord relationships through bi-weekly Landlord Briefings and a Landlord Advisory Group made up of landlords who own or manage Multi-family and Single-family properties participating on the HCVP. The Landlord Services team also processes landlords for eligibility onto the voucher program, receives and provides an initial review of Request s for Tenancy Approval (RTA), processes changes in ownership or management, monitors foreclosures for HCVP assisted units, collects on landlord overpayments, and manages rent schedules for multi-family communities.

Inspections Services	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	1,898,069	1,949,259	(51,190)
Non-personnel	83,771	109,317	(25,546)
Total	\$ 1,981,840	\$ 2,058,576	\$ (76,736)

Staffing

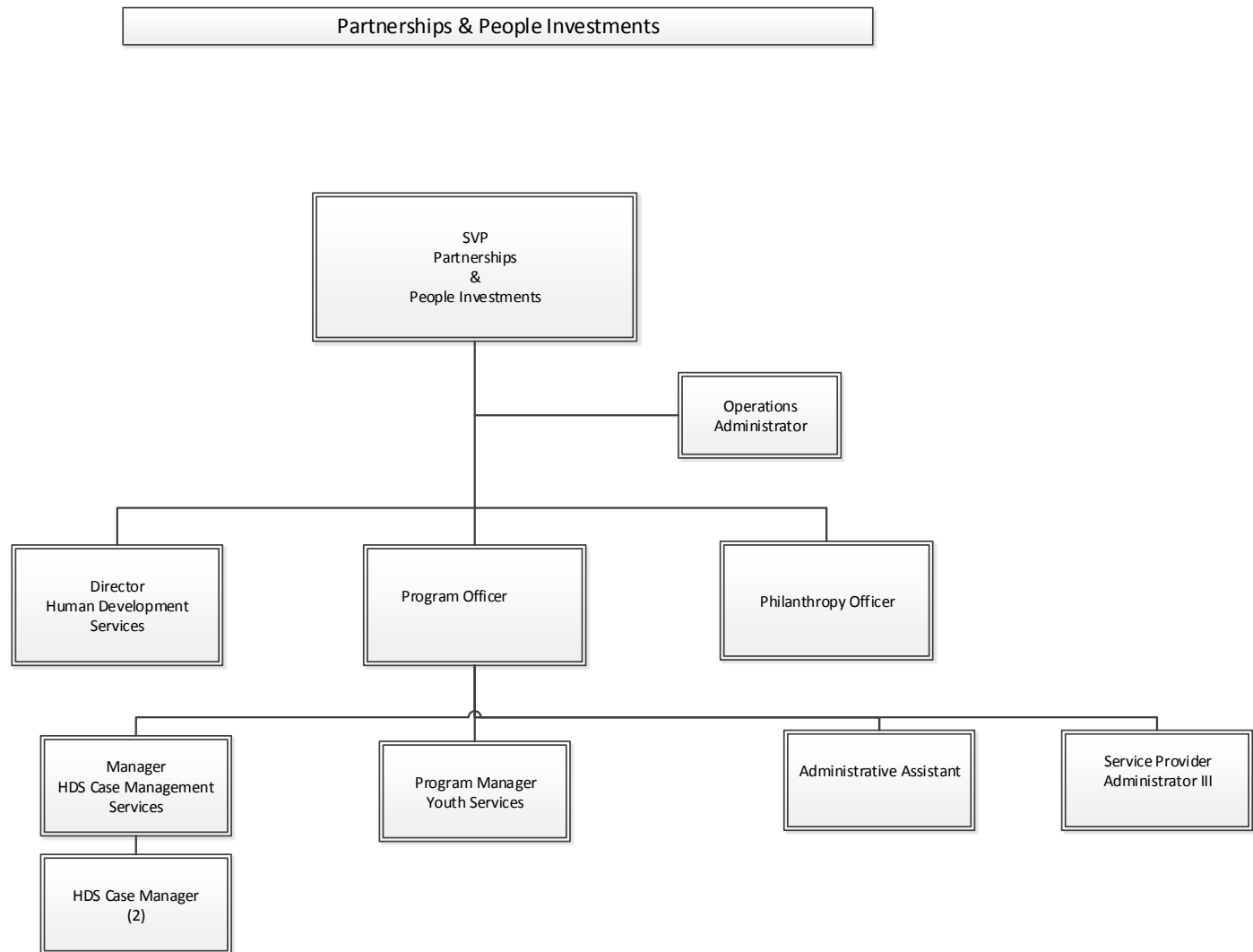
Authorized Positions	FY16	FY17	FY18	
Administrative Assistant II	1	1	1	Inspections Services is requesting the same number of positions in FY 2018 as authorized in FY 2017. The slight reduction in Personnel expenses between FY 2017 and FY 2018 reflects a budget adjustment in FY 2017 to temporarily provide marketing staffing in Inspections.
Director, Inspections Services	1	1	1	
Document Intake Coordinator	1	1	1	
Inspector I	9	11	11	
Inspector II	1	1	1	
Inspector III	2	2	2	
Manager, Housing Choice Inspections	1	1	1	
Manager, Inspections Services	1	1	1	
Portfolio Administrator	2	4	5	
Portfolio Manager	0	1	0	
	19	24	24	

Inspections Services

FY 2018 Initiatives

Initiative I		
Short Title of Department Initiative	Online Landlord Briefing	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	Online Landlord Briefing	
Measurement of Success	Number of landlords who prefer to utilize online briefings versus attending the briefing in person. 30% will be considered a success for the first year	
Time period including end date	Begin development July 1, 2017 with an expected launch date of October 1, 2017	
Non-AHA entitites involved	Marketing Firm?	
Other Departments directly involved	Marketing & Communications	
Risks and dependencies	Competing priorities of other internal departments; loss of potential landlords that may not participate on HCVP due to requirement to attend current briefing in person before being approved as a vendor	
Incremental Costs	This depends on how elaborate we want to make the online version of the briefing; i.e. do we want it to be interactive, etc. Projected elaborate cost up to \$7,000	
Initiative II		
Short Title of Department Initiative	Inspections Certification Program for Maintenance Staff	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	In order to improve first time inspection pass rates, AHA will establish a certification program for maintenance staff of properties participating on the program. The program will be offered regularly (quarterly) due to high turnover of maintenance staff of properties participating in the Housing Choice Voucher Program	
Measurement of Success	Increase in first time pass rates; decrease in number of days to lease up participants	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entitites involved	HCVP Participating Landlords	
Other Departments directly involved	Marketing & Communications	
Risks and dependencies	Low utilization by landlords	
Incremental Costs	Existing staff will develop and deliver; incremental costs associated with development of training and communications materials	

Initiative III		
Short Title of Department Initiative	Landlord Damage Protection	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	Develop and implement a program that covers tenant caused damages for landlords	
Measurement of Success	Increase of landlords participating on the Housing Choice Voucher Program because this assurance	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entitites involved		
Other Departments directly involved	Legal, Policy and Strategy, Marketing & Communications	
Risks and dependencies	Large number of claims: Fraud; Tenants will move to another property and damage it	
Incremental Costs	TBD	
Initiative IV		
Short Title of Department Initiative	Landlord Relationship Management System	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	Set up and implement new landlord portal; procured CVR's Owner Portal	
Measurement of Success	Increase of landlords participating on the Housing Choice Voucher Program because this assurance: Reduce lease-up cycle time; Improve landlord customer satisfaction rate	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entitites involved	CVR (procured vendor)	
Other Departments directly involved	IT, Marketing & Communications	
Risks and dependencies	Landlord adoption of new system	
Incremental Costs	TBD	



Partnerships & People Investments

Strategy

Atlanta Housing Authority (AHA) recognizes the growing income inequality and the need to help stabilize families by coupling affordable housing assistance with incentives and opportunities for economic, educational and health growth and advancement for city of Atlanta residents.

As a result of AHA's five-year strategic plan, Vision 2022 (Strategy II, Work), AHA launched a Partnerships & People Investments office for the purpose of building partnerships, securing financial resources and creating greater access to opportunities. Those opportunities are designed to advance self-reliance and improved quality of life of AHA-assisted households across programs in five focus areas 1) Family Independence; 2) Student Achievement; 3) Digital Literacy / Connectivity; 4) Health & Wellness; and 5) Volunteerism.

Primary Functions

Partnerships & People Investments implements three core functions in order to achieve its overall objective of advancing resident self-reliance and improving quality of life: 1) identifying and creating entryways to economic, educational and wellness opportunities through strategies investments; 2) building partnerships with nonprofit service providers, foundations, businesses, institutions and other key stakeholders; and 3) securing financial, sponsorship, volunteer and in-kind resources to support the successful implementation of the related work.

Service Descriptions

Partnerships & People Investments team members perform a number of functions in support of the department's overall strategy:

Identifying and creating entryways to economic, educational and wellness opportunities

- Assessing and analyzing resident needs and assets/opportunities
- Developing and implementing model programs and initiatives that incent and support resident advancement and engagement
- Establishing contractual relationships with service providers to offer training and supportive services opportunities to residents
- Implementing motivational events that connect residents with opportunities around the five focus areas (e.g. career fairs, parent-student conference, college fairs)
- Preparing and connecting residents to Section 3 training, employment and contractual opportunities
- Exploring and implementing policy incentives fostering economic advancement
- Conducting outreach, recruitment and engagement strategies
- Educating and exposing residents to information and opportunities fostering greater self-reliance and improved quality of life
- Tracking and reporting impact and successes on desired outcomes and key performance indicators

- Communicating successes to key stakeholders

Building partnerships

- Cultivating and developing strategic alignments and partnerships with community stakeholders around common desired outcomes
- Building and managing the Service Provider Network
- Identifying and creating innovative opportunities for partners to engage and have positive impact on advancing resident outcomes around the five key focus areas
- Engaging and representing AHA in key community collaboratives furthering AHA's Partnerships & People Investments objectives
- Managing partner relations

Securing financial, sponsorship, in-kind and volunteer resources

- Building a case statement for support
- Developing and implementing a fundraising plan employing a variety of methods
- Securing Federal, State and local governmental grant funds
- Developing strategic alignments around common desired outcomes attracting strong partnerships and resource support

- Cultivating successful funding relationships with foundations
- Identifying and creating innovative sponsorship opportunities for partners to engage and have positive impact on advancing resident outcomes around the five key focus areas
- Managing donor relations

Performance Measures

Performance will be measured based upon goals set around the following key metrics:

1. Level of resident participation/engagement in programs and initiatives across housing programs around each of the five focus areas
2. Level of successful program completion rates
3. Skills and certifications attained
4. Employment gained and employment retention rates
5. Level of resident Section 3 engagement
6. Level of residents completing digital literacy training
7. Level of residents with technology/computers and Internet connectivity
8. Academic advancement of students participating in programs
9. Level of funding, sponsorships and in-kind resources acquired
10. Level of partnerships built and engaged

Partnerships & People Investments	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	1,331,408	899,538	431,870
Non-personnel	88,670	17,100	71,570
Total	\$ 1,420,078	\$ 916,638	\$ 503,440

Staffing

Authorized Positions	FY16	FY17	FY18
Administrative Assistant	1	1	1
Dir, Human Development Services	1	1	1
Gerontologist	1	0	0
Human Development Services Case Manager	5	5	2
Mgr, HDS Case Mgmt Services (FSS)	0	1	1
Operations Administrator	0	0	1
Philanthropy Officer	0	0	1
Program Officer	0	0	1
Program Manager Youth Services	1	1	1
Service Provider Administrator	1	1	0
Service Provider Administrator III	0	1	1
SVP, Partnerships & People Investments	0	0	1
	10	11	11

This department was formed after the submission of the FY 2017 Budget by augmenting the Human Development Services Department and assigning it a new mission. This added four new positions in FY 2017, which are the SVP, Partnerships & People Investments, A Philanthropy Officer, a Program Officer and a Operations Administrator in addition to some staffing adjustments to meet its new mission and initiatives.

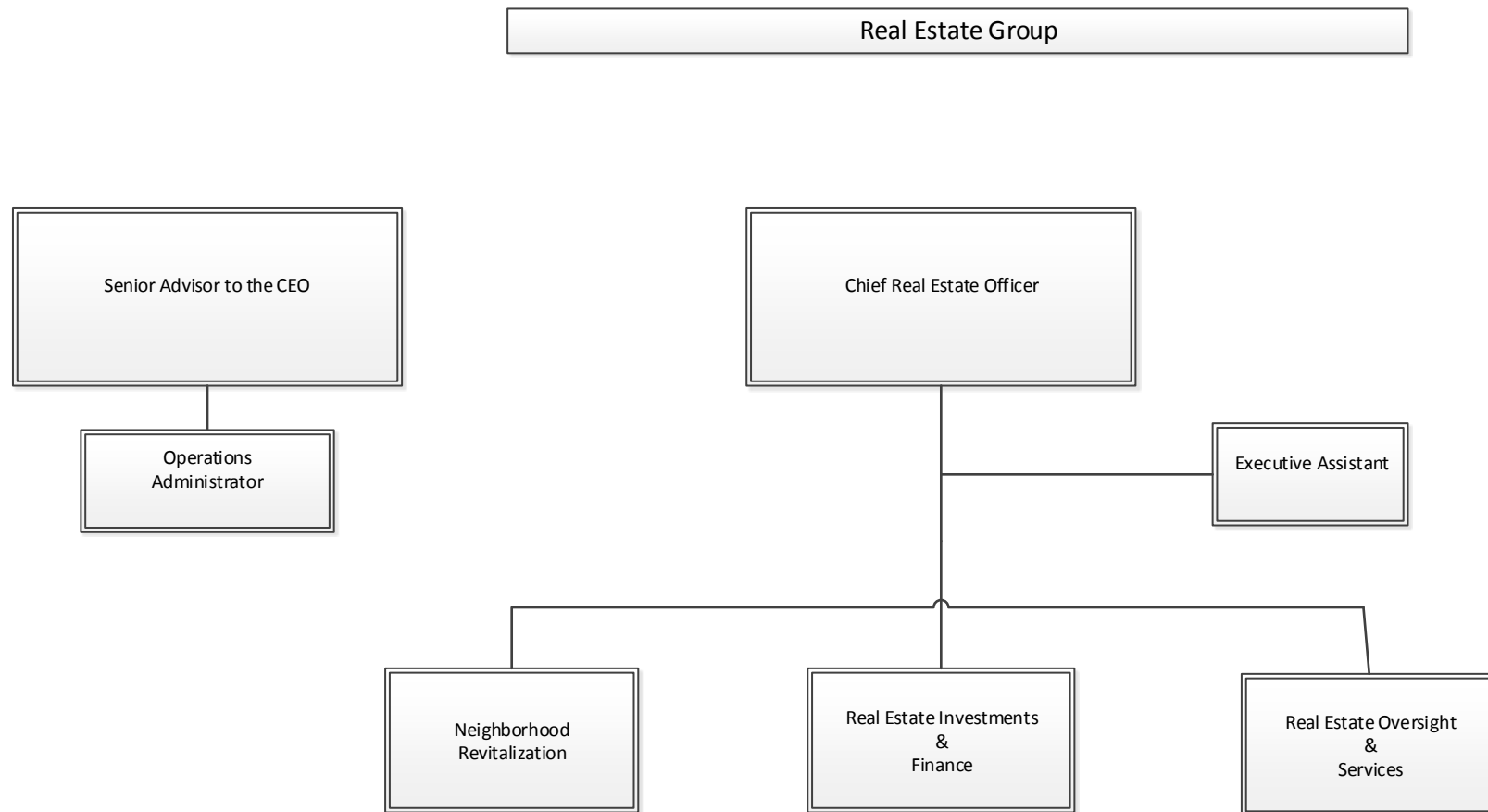
Departmental Initiatives

Partnerships and People Investments

Initiative I		
Short Title of Department Initiative	Atlanta Achievers	
Primary Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Other Vision 2022 Priority Supported	THRIVE - Co-investment Framework	
Short Description of Department Initiative	AHA will leverage partnerships, AHA limited investments, federal and private funding and sponsorships to create and provide opportunities throughout the city of Atlanta for AHA-assisted youth (initially to those participating in the Housing Choice Voucher Program) specifically related to the following opportunities: early learning, childcare, after-school programs, summer camps and transitional programs, tutorial programs and tuition assistance programs.	
Measurement of Success	Partnerships built Level of resident participation Improvements in student academic performance	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entitites involved	Atlanta Public schools, City of Atlanta, YMCA, Sheltering Arms, Faith-based organizations, Parks & Recreation, private non-profit organizations, federal agencies, businesses and institutions	
Other Departments directly involved	External Affairs, Communications, REOS, Housing Choice	
Risks and dependencies	Risks-demand/need is greater than budget; technology for tracking; relationship management Dependencies: Finance, IT, CGEA, REOS operational support	
Incremental Costs	TBD - approximately \$230,850	
Initiative II		
Short Title of Department Initiative	Annual Partnership Event	
Primary Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Other Vision 2022 Priority Supported	WORK - Student Achievement	
Short Description of Department Initiative	Conduct annual event, starting with an initial launch event in fall 2017, to introduce the start-up of AHA's nonprofit affiliate, update attendees on partnerships/people investment activities to date, and celebrate successes. Also considering incorporating an awards piece to showcase exemplary partner achievements after year 1 that includes purchasing tickets/sponsorship levels with proceeds to further support Vision 2022 "WORK" priorities	
Measurement of Success	Number of attendees at first event; tickets sold/sponsorships at the annual events	
Time period including end date	Annually, during the fall (September/October)	
Non-AHA entitites involved	Invited service providers, donors, community stakeholders, residents, politicians, HUD representatives,	
Other Departments directly involved	Executive Office, communications, IT, External Affairs, Choice, AHA Cares Volunteer Corp	
Risks and dependencies	Reliance on non-federal funds to conduct	
Incremental Costs	\$2,500	

Initiative III		
Short Title of Department Initiative	Partnerships and Resident Opportunities Initiatives	
Primary Vision 2022 Priority Supported	WORK - Student Achievement	Digital Literacy/Connectivity & Volunteerism
Other Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	In order to further the engagement of community partnerships and provide entryways to new economic, educational and wellness opportunities to AHA-assisted residents, the Partnerships & People Investments office would like to sponsor an event per quarter to bring residents together with opportunities around the four of the five focus areas: 1) Family Independence (e.g. Career & Financial Resources Fair); 2) Student Achievement (e.g. Parent/Student Conference); 3) Digital Literacy / Connectivity (e.g. technology exposure fair); and 4) Health and Wellness (e.g. Fitness & Active Living event focused around the Beltline). These opportunities will be created through partnerships with businesses, foundations, nonprofit service providers and institutions. AHA Cares volunteers will be utilized in each of these events, and much of these events would be covered by sponsorships	
Measurement of Success	Resident participation and engagement in the events and utilization of resources	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	Various community partners (businesses, foundations, nonprofit service providers, institutions)	
Other Departments directly involved	Communications, External Affairs, Real Estate Group and support departments	
Risks and dependencies	Getting enough sponsorships Resident engagement Internal support in light of competing priorities	
Incremental Costs	AHA investment of \$5,000 per event	
Initiative IV		
Short Title of Department Initiative	HomeFront - continued work to operationalize nonprofit affiliate	
Primary Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	Digital Literacy/Connectivity & Volunteerism
Other Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Leveraging the strategic advisement of nonprofit and fundraising consulting firm, operationalize an AHA nonprofit affiliate to support AHA's partnerships and human development efforts	
Measurement of Success	Implementation of a fundraising plan resulting in an agreed-upon dollar goal being achieved	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	Procured nonprofit consulting services	
Other Departments directly involved	Executive Office, Communications, External Affairs	
Risks and dependencies	Cuts in funding supporting AHA	
Incremental Costs	\$75,000	

Initiative V		
Short Title of Department Initiative	Partnerships / Resident Participants Relationship Management System	
Primary Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	Digital Literacy/Connectivity & Volunteerism
Other Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Identifying and operationalizing the best automated system solution to manage relationships with partners and residents who participate in human development initiatives sponsored by AHA and its partners. Need to decide if these can exist in the same system; if ETO can be leveraged for this purpose	
Measurement of Success	Level of customer satisfaction among partners and resident participants Ability to create effective reporting Increase in successful relationships built and resources secured	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entitites involved	Partners Resident Participants	
Other Departments directly involved	IT, Executive Office, Marketing & Communications, External Affairs	
Risks and dependencies	System may be too complex	
Incremental Costs	TBD	
Initiative VI		
Short Title of Department Initiative	Institutionalizing the collection of resident data at recertification around the five key Work focus areas	
Primary Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	Digital Literacy/Connectivity & Volunteerism
Other Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Developing / enhancing existing systems to capture important resident data relevant to the five key Work focus areas; analysis of data will be used for program planning, building a case statement for partnerships and funding support, measuring impact and progress	
Measurement of Success	Level of resident customer satisfaction Progress of residents toward target outcomes Increase in successful relationships built and resources secured	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entitites involved	Resident Participants	
Other Departments directly involved	IT, Executive Office, Marketing & Communications, External Affairs	
Risks and dependencies	Ensuring data collection is seamless and not administratively burdensome	
Incremental Costs	TBD	



Office of the Chief Real Estate Officer

Mission Statement

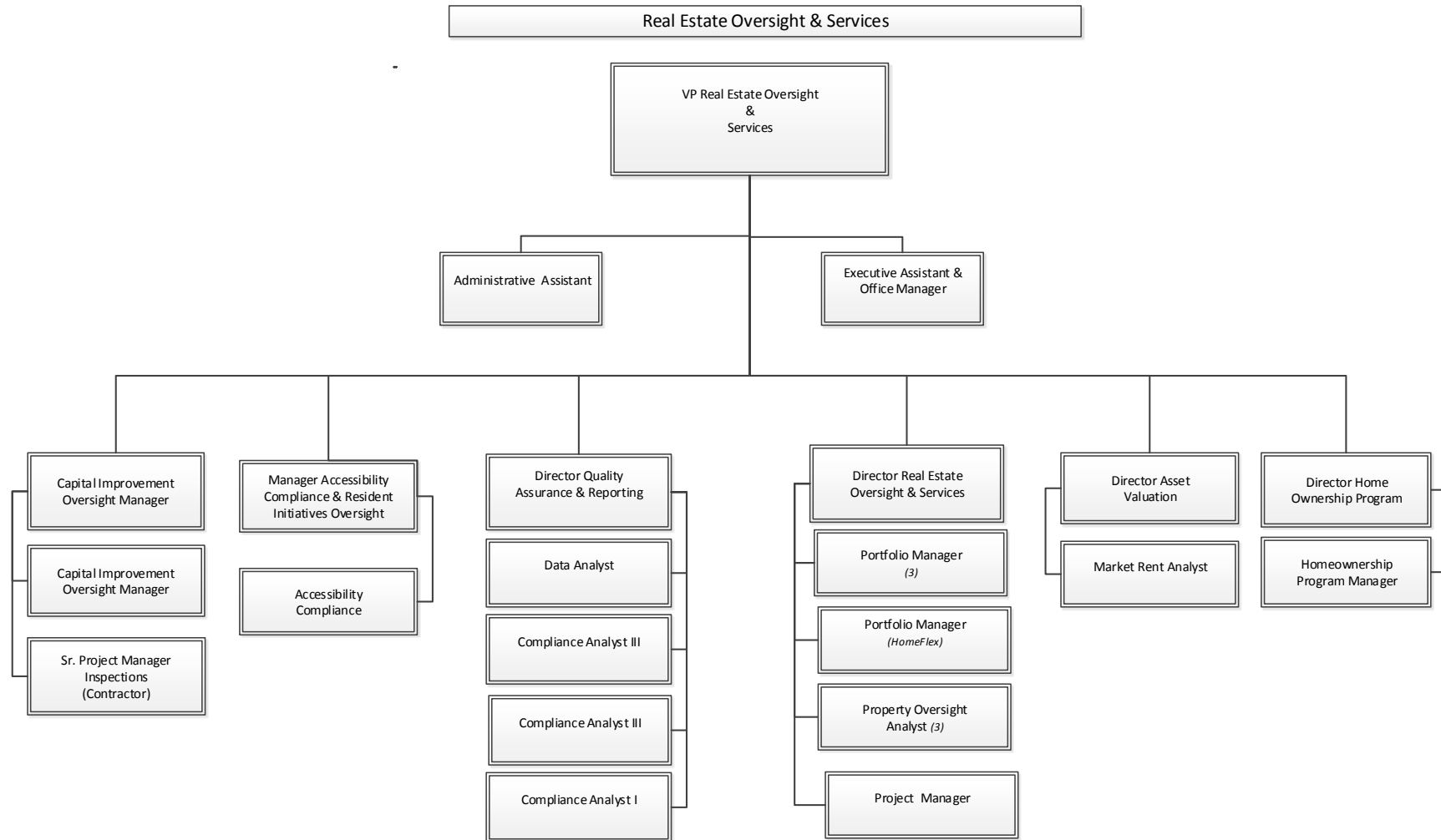
The Office of the Chief Real Estate Officer is responsible for facilitating the Agency's long term vision by leading the real estate divisions to set the prudent real estate strategies and implement successfully.

Office of the Chief Real Estate Officer	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	541,569	334,761	206,808
Non-personnel	401,627	161,145	240,482
Total	\$ 943,196	\$ 495,906	\$ 447,290

Staffing

Authorized Positions	FY16	FY17	FY18
Chief Real Estate Officer	0	0	1
Executive Assistant	1	1	1
SVP, Real Estate Officer	1	1	0
Sr Advisor to the CEO	0	0	1
Operations Administrator	0	0	1
	2	2	4

The Office of the Chief Real Estate Officer is requesting the same number of positions in FY 2018 as authorized in FY 2017. The Sr. Advisor to the CEO and Operations Administrator were authorized after the FY17 Budget was approved which resulted in the increase of the FY 2018 Budget over FY 2017. The Operations Administrator's time will be split assisting the Choice Neighborhoods project which is included in the Development and Revitalization Budget.



Real Estate Oversight and Services

AHA-Owned Properties Oversight

Mission Statement

Provide guidance, oversight, and feedback to the Property Manager-Developers (PMD) focused on property management, resident services, and capital improvements for the AHA-owned residential communities in order to ensure that the properties are safe, viable, and functional, and that the residents experience quality living environments in which to age well.

Primary Functions

In collaboration with the PMDs, the REOS team provides annual strategic guidance and establishes annual property operating and capital improvement budgets. The team monitors the PMDs' performance and provides feedback to them by:

1. Reviewing and analyzing PMD reporting
2. Conducting site visits and administering a quality assurance program
3. Facilitating resolution of resident issues, facilitating a resident survey and conducting Community Conversations with residents
4. Reviewing procurements, processing payments, monitoring construction progress, and assisting with value engineering on capital improvement projects

AHA-Sponsored and PBRA Community Oversight

Mission Statement

Provide guidance, oversight, and feedback to AHA's Development Partners (Partners) focused on property management for the AHA Sponsored and HomeFlex residential communities in order to monitor a Partner's performance in keeping the properties safe, viable, and functional, and to ensure that the residents experience quality living environments.

Primary Functions

The team monitors performance and provides feedback to the Partners by

- Reviewing and analyzing property reporting
- Facilitating HomeFlex inspections, Business Process Reviews (PBR), and REAC inspections, and conducting site visits
- Facilitating resolution of resident issues
- Processing HomeFlex payment applications

REOS Technical Services

Mission Statement

Provide technical expertise for Fair Housing and Equal Opportunity (FHEO) and for HUD's Real Estate Assessment Center (REAC) inspections for real estate quality assurance and upkeep, as well as provide assistance with utility management and compliance with HUD regulations and PIC reporting in order to support AHA in achieving the agency's goals.

Primary Functions

The team provides reviews and reports, conducts inspections and audits, manages contracts, and provides expertise and project management in the following areas:

- FHEO and accessibility
- REAC, UPCS+, and Community Safety Inspections
- Utility allowance studies, consumption monitoring, and utility contract management
- Management and maintenance of AHA-owned vacant properties
- Facilitation of EIV, PIC, and SAVE reporting
- Conduct of RIM and BPRS audits, and oversight for administration of waitlists, eligibility, intake, and recertification
- Utility studies and monitoring, accessibility compliance, quality assurance inspections, and REAC coordination.
- Management of the Comcast cable contract for cable TV at the AHA-owned high-rises
- Facilitation of rights-of-way and easements for AHA-owned properties

Service Descriptions

Additional services provided by the REOS Department to the Agency include:

- 50058 uploads to PIC
- Voucher tracking
- Accessibility expertise and Fair Housing training
- Construction expertise

Real Estate Oversight & Services	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	2,697,064	1,884,821	812,243
Non-personnel	552,767	297,225	255,542
Total	\$ 3,249,831	\$ 2,182,046	\$ 1,067,785

Staffing

	FY16	FY17	FY18	
Accessibility Compliance	1	1	1	
Administrative Assistant II	0	1	1	
Capital Improvements & Operations Oversight Manager	3	3	2	
Compliance Analyst	1	1	1	
Compliance Analyst II	0	0	1	
Compliance Analyst III	0	0	1	
Compliance Specialist	1	1	0	
Data Analyst	0	0	1	
Dir, Asset Valuation	1	1	1	
Homeownership Administrator	1	1	0	
Dir, Homeownership Prgms	1	1	1	
Director, Real Estate Oversight	1	1	1	
Executive Assistant	0	0	1	
HomeFlex Portfolio Manager	0	0	1	
Homeownership Program Manager	1	1	1	
Mgr, Accessibility Compliance & Resident Initiatives Oversight	1	1	1	
Portfolio Manager	0	0	3	
Market Rent Analyst	1	1	1	
Property Oversight Analyst	3	3	3	
REO Properties Manager	1	1	0	
Project Manager	0	0	1	
VP Real Estate Oversight & Services	1	1	1	
Dir, Compliance, Quality Assurance & Reporting	1	1	1	
	19	20	25	

Real Estate Oversight & Services (REOS) is requesting nine new positions in FY 2018: two additional Compliance Analysts, one Data Analyst, one homeflex portfolio Manager, three Portfolio Managers, one Project Manager and one Executive Assistant, while eliminating four existing positions, with a net change of five. This new organization will allow REOS to accomplish its FY 2018 Initiatives. The change in the FY 2018 Budget also reflects the transfer of positions from other departments during FY 2017.

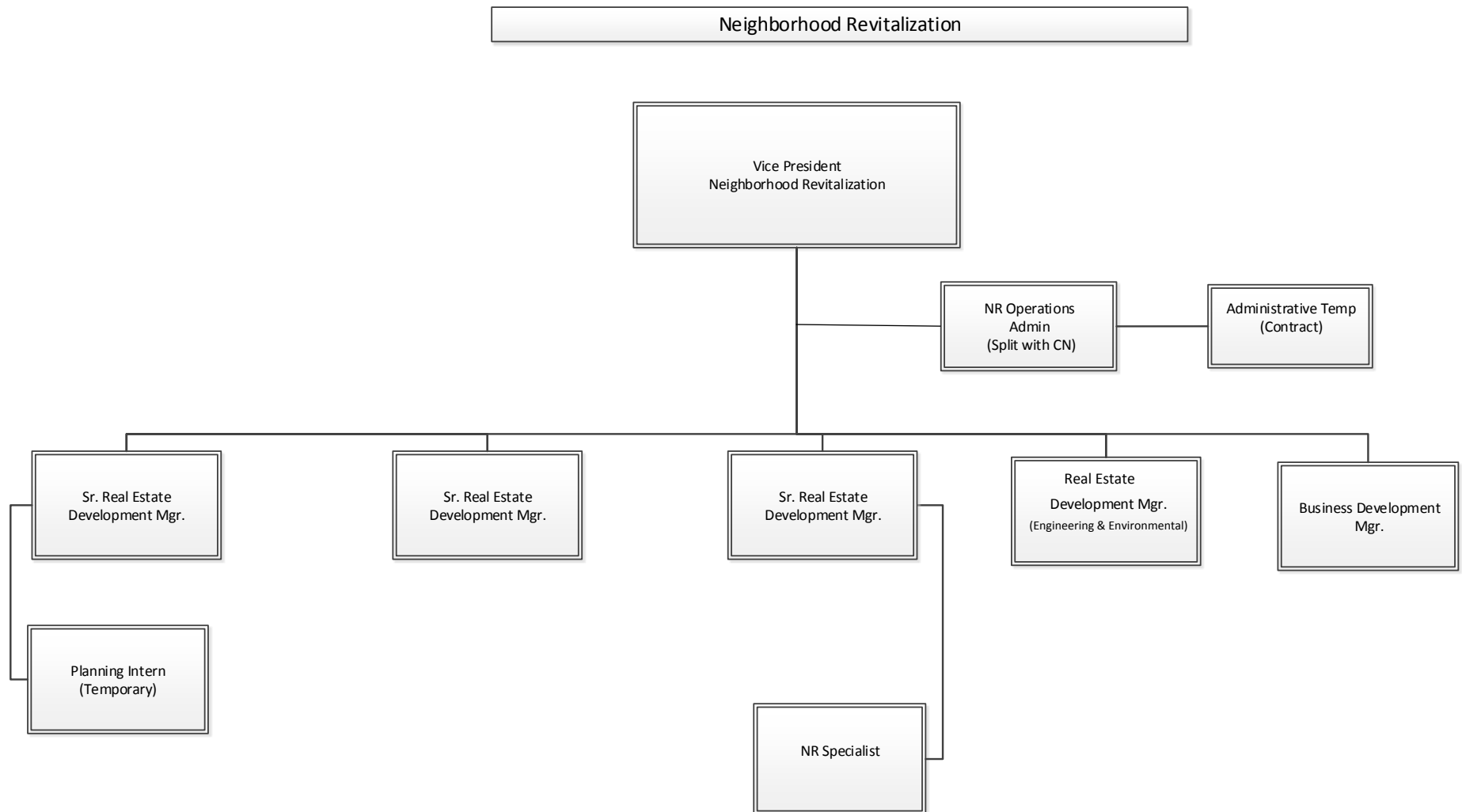
Department Initiatives

Real Estate Oversight & Services

Initiative I		
Short Title of Department Initiative	RAD Conversions of AHA-Owned Communities	
Primary Vision 2022 Priority Supported	LIVE - AHA-Owned Communities (incl RAD & Reformulation)	
Other Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Continue to facilitate the RAD conversion and rehab of the AHA-Owned Communities	
Measurement of Success	1. <u>Juniper</u> - Complete rehab by 12/30/17 and residents back in apartments by 3/30/18 2. <u>Piedmont</u> - RAD closing by 9/30/17 and complete rehab by 12/30/18 3. <u>Hightower and Peachtree</u> - Submit RAD application within 60 days of notification of being accepted from the RAD waiting list. 4. <u>PMDAs</u> - Complete amendment to PMDA to explain AHA deal terms and scheduling requirements and have PMDs respond with their plans or desire to end the current agreement.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HUD, DCA, Columbia, Integral and Michaels	
Other Departments directly involved	REIF, Finance and Legal	
Risks and dependencies	Success is dependent on HUD approvals and lifting the RAD cap, AHA properties being selected from the waiting list, DCA approval of tax credits, and AHA's successful negotiations with the PMDs.	
Incremental Costs	Gap financing is necessary to support the deals. Increased subsidy through HomeFlex rents is necessary to support the deals.	
Initiative II		
Short Title of Department Initiative	RAD Conversions of Mixed Communities	
Primary Vision 2022 Priority Supported	LIVE - MIXED Communities	
Other Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Continue to facilitate the RAD conversion and rehab of the Mixed Communities	
Measurement of Success	1. <u>Villages of Castleberry Hill Phase 1</u> - complete RAD closing by 12/30/17 (provided the property is accepted from the RAD waiting list. Complete rehab by 12/30/18. 2. <u>Villages of East Lake Phases I & II and Castleberry Hill Phase II</u> - Submit RAD application within 60 days of notification of being accepted from the RAD waiting list. 3. <u>Portfolio Strategy</u> - Determine if AHA should pursue the strategy to convert all Mixed Communities through RAD without an initial rehab. (Must have appropriate reserves to cover PNA work items). 4. <u>2018 9% LIHTC Application</u> - Determine if another Mixed Community should submit for a 9% LIHTC for 2018 and submit the application in May 2018.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HUD, DCA, Columbia, HJ Russel, East Lake Foundation, Integral and other partners	
Other Departments directly involved	REIF, Finance and Legal	
Risks and dependencies	Success is dependent on HUD approvals and lifting the RAD cap, AHA properties being selected from the	
Incremental Costs	Gap financing is necessary to support the deals. Increased subsidy through HomeFlex rents is necessary to support the deals.	

Initiative III		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Other Vision 2022 Priority Supported Short Description of Department Initiative	Add 5 new Communities to the HomeFlex Program (618)	
	LIVE - HomeFlex	
	THRIVE - The New Paradigm	
	WORK - Health and Wellness	
Measurement of Success	Continue adding additional communities to HomeFlex through facilitating onboarding of communities currently with commitments and completing a new HomeFlex procurement	
	1. Initiate a new open procurement for HomeFlex Communities 2. Implement new policy for setting and adjusting HomeFlex contract rents 3. Add the following communities with existing commitments: a) The Veranda at Groveway by 10/30/17 (74 units) b) Phoenix House by 11/30/17 (44 units) c) The Remington by 1/30/18 (160 units) d) Gateway at Capital View by 3/30/18 (162 units) e) Sterling at Candler Village by 4/30/18 (170 units) f) Other (8 units)	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	Developers, DCA, Contractors	
Other Departments directly involved	Finance, REIF and Legal	
Risks and dependencies	Success is dependent on development partners securing tax credits and providing required due diligence documents, and contractors keeping construction schedules.	
Incremental Costs	Increased subsidy expenditures to pay for additional HomeFlex units. Increase staffing to manage growing program.	
Initiative IV		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Other Vision 2022 Priority Supported Short Description of Department Initiative	Home Ownership through Down Payment Assistance (DPA) and Housing Choice	
	LIVE - Down Payment Assistance	
	WORK - Family Independence & Economic Advancement	
	THRIVE - Measurements of Success	
Measurement of Success	Provide Down Payment Assistance to 150 new eligible home owners and help them close on new homes. Determine the best strategy to unwind the housing choice homeownership program.	
	1. 150 new homeowners successfully close on their homes using AHA DPA 2. Determine best strategy to unwind assistance for homeowners that are nearing their max 15 years of mortgage assistance.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	Lenders, and potential home buyers	
Other Departments directly involved	Finance, REIF and Legal	
Risks and dependencies	Success is dependent on finding qualified home buyers and lenders providing financing, automation of the process and record keeping is requested	
Incremental Costs	Increase down payment expenditures. Increase staffing to manage growing program. Potential increase in housing choice mortgage assistance if we determine to help the participants be successful after our assistance ends.	

Initiative V	
Short Title of Department Initiative	Resident and Supportive Services Initiatives
Primary Vision 2022 Priority Supported	WORK - Health and Wellness
Other Vision 2022 Priority Supported	WORK - Digital Literacy and Connectivity
Other Vision 2022 Priority Supported	THRIVE - Measurements of Success
Short Description of Department Initiative	Implement new resident and supportive services initiatives
Measurement of Success	<ol style="list-style-type: none"> 1. Procure new Supportive Services provider for the Gardens at CollegeTown by 9/30/17 2. Procure new Active Living Services Provider (currently QLS contract) for AHA high-rises by 8/30/17 3. Terminate Comcast Cable contract for AHA-Owned high-rises by 12/30/17 4. Fully implement HUD new Smoke Free program by 6/30/18 5. Fully support Connect Homes initiative for providing Internet at AHA-Owned high-rises
Time period including end date	7/1/2017-6/30/2018
Non-AHA entities involved	Service providers, Integral, IYFP, Comcast, HUD, City, Court system
Other Departments directly involved	Finance, Legal, AMS and CSG HDS and the new Partnership Department
Risks and dependencies	Success is dependent on receiving good proposals, providing a replacement for security channels, and Board approval of selected contractors.
Incremental Costs	Potential increase in costs for active living contract over current QLS contract, costs to implement new security channel function and costs to install accessible smoking areas, and potential internet installation and service costs. Costs will be balanced by removal of current costs for supportive services at the Gardens at CollegeTown and QLS, elimination of Comcast cable costs, and lower maintenance costs at unit turns.



Neighborhood Revitalization

Mission Statement

The mission of the Neighborhood Revitalization team is to advance AHA's real estate program through the development of quality, affordable housing in mixed-use, mixed-income communities with access to excellent schools, services, jobs, and community amenities. With a community building vision, AHA, private sector developers, partners and stakeholders will create sustainable and diverse communities through the collaborative implementation of place-based development strategies where families can live, work and thrive.

Primary Functions

Looking at the development cycle end-to-end, the Neighborhood Revitalization team initiates the development process by providing the following core functions designed to create sustainable and diverse communities, enhancing innovating thinking, team productivity and collaborative project management:

- Neighborhood Revitalization Strategic Planning and Innovation
- New Development Master Planning
- Development Project Management
- Site Development
- Environmental Management
- Former Resident and Community Engagement

Service Descriptions

The Neighborhood Revitalization team members work together as subject matter experts to perform functions and oversee the development process to ensure success in developing the new communities.

- Neighborhood Revitalization Strategic Planning and Innovation
 - Assessment of neighborhood
 - Asset mapping
 - GIS analysis / Parcel identification
 - Community Visioning
 - Neighborhood Revitalization Plan
 - Neighborhood Revitalization Tracking
- New Development Master Planning
 - Site analysis
 - Feasibility analysis
 - Due Diligence
 - Site Master Plan
- Development Project Management
 - End-to-end oversight of development master plan and phases
 - Development Plan
 - Performance Monitoring
- Site Development
 - Due Diligence
 - Civil Engineering Planning
 - Public Improvements
 - Remedial site work

- Environmental Management
 - Environmental Due Diligence
 - Environmental Planning
 - HUD Environmental Review Process
 - Environmental Testing
 - Green and Sustainable Development
- Former Resident and Community Engagement
 - Identification, outreach and tracking former residents
 - Community engagement
 - Public Participation

Neighborhood Revitalization	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	891,681	481,542	410,139
Non-Personnel	75,223	28,143	47,080
Total	\$ 966,904	\$ 509,685	\$ 457,219

Staffing

	FY16	FY17	FY18
Administrative Assistant II	1	0	0
Business Development Mgr	0	0	1
Grant Writing Consultant	1	0	0
Neighborhood Revit Operations Admin	0	0	1
Neighborhood Revit Spec	0	0	1
Project Manager II	3	1	0
Sr Development Director	0	1	0
Sr. Development Officer/Director	1	0	0
Sr. Real Estate Development Mgr	0	0	4
VP, Neighborhood Revit	0	0	1
VP, RE Development	1	1	0
	<u>7</u>	<u>3</u>	<u>8</u>

Neighborhood Revitalization is effectively reorganizing from a Real Estate Development Department with a total increase in staffing of five. This is to add the essential competencies to accomplish its expanded mission and accomplish the department's FY2018 Initiatives.

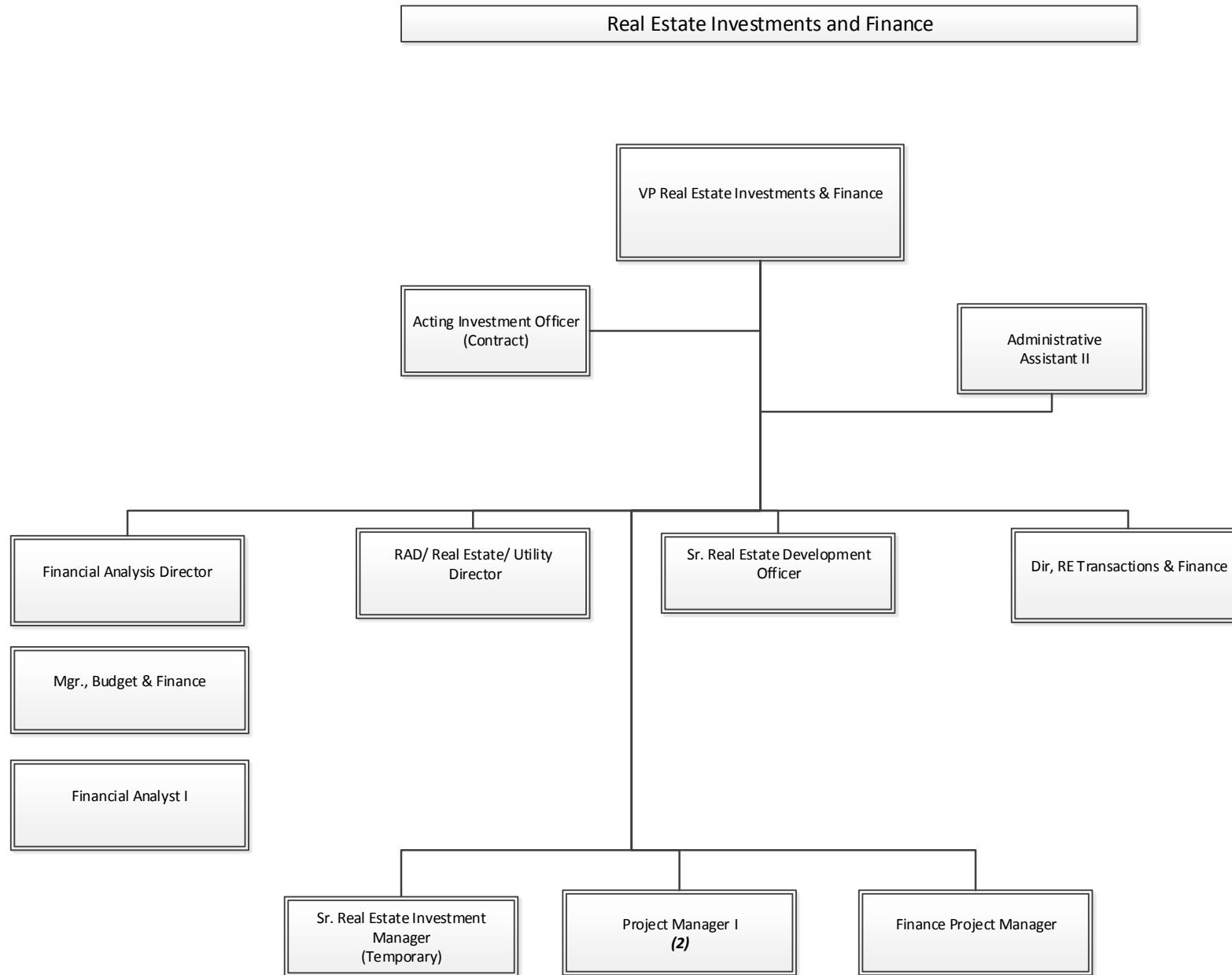
Departmental Initiatives

Neighborhood Revitalization

Initiative I		
Short Title of Department Initiative	Englewood Development and Surrounding Neighborhood Revitalization Planning	
Primary Vision 2022 Priority Supported	LIVE - New Development Opportunities (AHA Vacant Land)	
Other Vision 2022 Priority Supported	Thrive - New Paradigm	
Short Description of Department Initiative	Neighborhood Revitalization will oversee the developer selection process through execution of the Master Development Agreement; will work with BeltLine team to design the Englewood District Framework Plan; with consultants to plan and design Englewood Site including public improvements; support developers on entitlement approvals; develop a place-based community plan for improvement and community outreach; will develop and implement plan for former resident outreach.	
Measurement of Success	Developer is selected and under contract; master plan has been completed for Englewood Manor site, predevelopment work is complete; public improvements work is underway and developers are preparing funding applications to develop units in early FY 2019.	
Time period including end date	6/30/2018 (this is multi-year)	
Non-AHA entities involved	Third party contractors including engineers, architects and planners will provide expertise, in addition to appraiser and surveyor; Atlanta BeltLine Inc; Chosewood Park Neighborhood Association	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Risks and dependencies	Real Estate market changes that could impact the timing and scope of the development program	
Incremental Costs	\$2.8M is projected for FY2018 for planning, infrastructure development and resident/community outreach.	
Initiative II		
Short Title of Department Initiative	Herndon Development and Neighborhood Revitalization Plan	
Primary Vision 2022 Priority Supported	LIVE - New Development Opportunities (AHA Vacant Land)	
Short Description of Department Initiative	Neighborhood Revitalization will oversee the developer entitlement approvals; will oversee the development of a place-based plan to create an Innovation District - with marketing strategy and community outreach; will develop and implement plan for former resident outreach; will act as the PMO for closing for first MF phase and the Senior phase of development; develop a place-based community plan for improvement and community outreach; will develop and implement plan for former resident outreach.	
Measurement of Success	Infrastructure installation begins in September 2018, MF phase closes in April 2018; Senior phase closes in April 2018.	
Time period including end date	6/30/2018 (this is a multi-year)	
Non-AHA entities involved	3rd party cost consultants and inspectors; appraiser, surveyor, real estate advisory (retail); Hunt Development / Oakwood Development; Georgia Tech	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Risks and dependencies	Site remediation; Real Estate market changes that could impact the timing and scope of the development program	
Incremental Costs	\$16.9M is projected for FY2018 for planning, site remediation, development of 2 phases, and resident/community outreach.	

Initiative III		
Short Title of Department Initiative	Westside Properties: Land Sale and New Development (includes Magnolia Perimeter Properties and land that may be acquired in the 3 neighborhoods within the Choice Neighborhoods Implementation Grant boundaries)	
Primary Vision 2022 Priority Supported	LIVE - New Development Opportunities (AHA Vacant Land)	
Other Vision 2022 Priority Supported	LIVE - Choice Neighborhood Atlanta	
Other Vision 2022 Priority Supported	Thrive	
Short Description of Department Initiative	Neighborhood Revitalization will develop and issue an RFQ for development partners to form a pool of developers available to develop affordable and mixed income housing; RFPs will be issued to developers in the pool for proposal to purchase and develop 30 parcels of vacant land in Vine City and any land acquired in Vine City, AUC Neighborhood and Ashview Heights within the 5 year period; will oversee the developer selection process through execution of the purchase and sale agreements and DAs; will work with consultants to review plans; will coordinate with CN team.	
Measurement of Success	Sale of 30 properties with 30% under construction by June 30, 2018.	
Time period including end date	June 30, 2018 (multi-year)	
Non-AHA entities involved	Planning consultant; appraiser, surveyor, market analyst; developers and community residents	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Risks and dependencies	Real Estate market changes that could impact the timing and scope of the development program	
Incremental Costs	\$113K is projected for FY2018 for consultant to support due diligence associated with the sale of the 30 properties. AHA is projecting income of approximately \$370,200 from the sale of the parcels.	
Initiative IV		
Short Title of Department Initiative	Implement the Housing Plan for the Choice Neighborhoods Implementation Grant ("CNIG")	
Primary Vision 2022 Priority Supported	LIVE - New Development Opportunities (AHA Vacant Land)	
Other Vision 2022 Priority Supported	Thrive	
Short Description of Department Initiative	Neighborhood Revitalization will continue to advance the Housing Plan with activities for FY 2018 that	
Measurement of Success	Ashley I A/B closes August 21st or such a date as HUD may establish and remediate site work is performed; master planning for the Ashley site is completed; due diligence associated with land swap is completed; HUD communications are timely; due diligence and planning associated with Ashley IC and Ashley II is completed as required to support the next phase of development	
Time period including end date	June 30, 2018 (mult-year)	
Non-AHA entities involved	MBS Integral CNI, McCormack Baron Development, Integral Development; planning consultant, appraiser, surveyor, market analyst	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Incremental Costs	\$5.69M is projected for FY2018 for remedial site work and vertical construction for Ashley I, as well as master planning.	

Initiative V		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Development of 311 North Avenue	
	LIVE - New Development Opportunities (AHA Vacant Land)	
Other Vision 2022 Priority Supported	Thrive	
Short Description of Department Initiative	Neighborhood Revitalization will work with consultants on feasibility study to determine development program and development by 3rd party developer or AHA self-development.	
Measurement of Success	Plan is in place for development of 311 North Avenue in FY2019	
Time period including end date	June 30, 2018 (mult-year)	
Non-AHA entitites involved	None	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Risks and dependencies	Real Estate market changes that could impact the timing and scope of the development program	
Incremental Costs	\$80K is projected for FY2018 for planning, due diligence, and feasibility analysis	
Initiative VI		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Development of Palmer House	
	LIVE - New Development Opportunities (AHA Vacant Land)	
Other Vision 2022 Priority Supported	Select one from dropdown list	
Other Vision 2022 Priority Supported	Select one from dropdown list	
Short Description of Department Initiative	Neighborhood Revitalization will work with consultants on feasibility study to determine development program and development by 3rd party developer or AHA self-development.	
Measurement of Success	Plan is in place for development of Palmer House in FY2019	
Time period including end date	June 30, 2018 (multi-year)	
Non-AHA entitites involved	Third party consultants including planner; appraiser, surveyor, market analyst, real estate analyst	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Risks and dependencies	Establishment of self-development entity	
Incremental Costs	\$92K is projected for FY2018 for planning, due diligence, and feasibility analysis	
Initiative VI		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Support for Co-Investment Acquisitions and Development	
	Live	
Short Description of Department Initiative	Neighborhood Revitalization team will provide planning, due diligence and project management support for the Co-Investment team related to proposed projects for investment (as yet not identified).	
Measurement of Success	Provision of required due diligence items, project management schedule tracking for proposed projects.	
Time period including end date	June 30, 2018 (multi-year) - to be established for each investment	
Non-AHA entitites involved	TBD	
Other Departments directly involved	REOS, REIF, Policy (Community), Legal, Finance	
Risks and dependencies	Real Estate market changes that could impact the timing and scope of the development program; HUD funding	
Incremental Costs	\$61.7 M is projected for FY2018 for acquisition, planning, and due diligence.	



Real Estate Investments & Finance**Mission Statement**

Real Estate Investments and Finance (REIF) is responsible for identifying and initiating the financial restructuring of existing AHA assets and financial structuring of new developments under AHA's Co-Investment Platform and through AHA self-development. REIF is also responsible for providing performance benchmarks to all departments in the Real Estate Group.

Primary Functions

- Real Estate Investments
- Financial Management
- Real Estate Transactions
- RAD Conversions
- Transaction Performance Monitoring

Service Descriptions

- Coordination with co-investment partners
- Identification and development of real estate opportunities
- Financial Management - In collaboration with Corporate Finance, manages budgets and funds used in AHA real estate transactions

Real Estate Investments & Finance	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	1,363,771	1,308,145	55,626
Non-personnel	61,927	145,127	(83,200)
Total	\$ 1,425,698	\$ 1,453,272	\$ (27,574)

Staffing

Authorized Positions	FY16	FY17	FY18
Administrative Assistant II	1	1	1
Dir, RE Transactions	1	1	1
Sr.Director, Real Estate Development	0	0	1
Financial Analysis Director	1	1	1
Financial Analyst I	1	1	1
Manager, Budget & Finance	1	1	1
RAD/Real Estate/Utility Director	1	1	1
VP, REIF	1	1	1
RAD Project Manager	0	0	1
Project Manager I	0	0	2
	<u>7</u>	<u>7</u>	<u>11</u>

Real Estate Investments & Finance is requesting four new positions in addition to the positions authorized in FY 2017. The new positions are a Senior Director, Real Estate Development; a RAD Project Manager and two (2) Project Managers I. The change in the FY 2018 Budget does not fully reflect these increases as the FY 2017 budget included funds for positions which were moved to other departments during FY 2017.

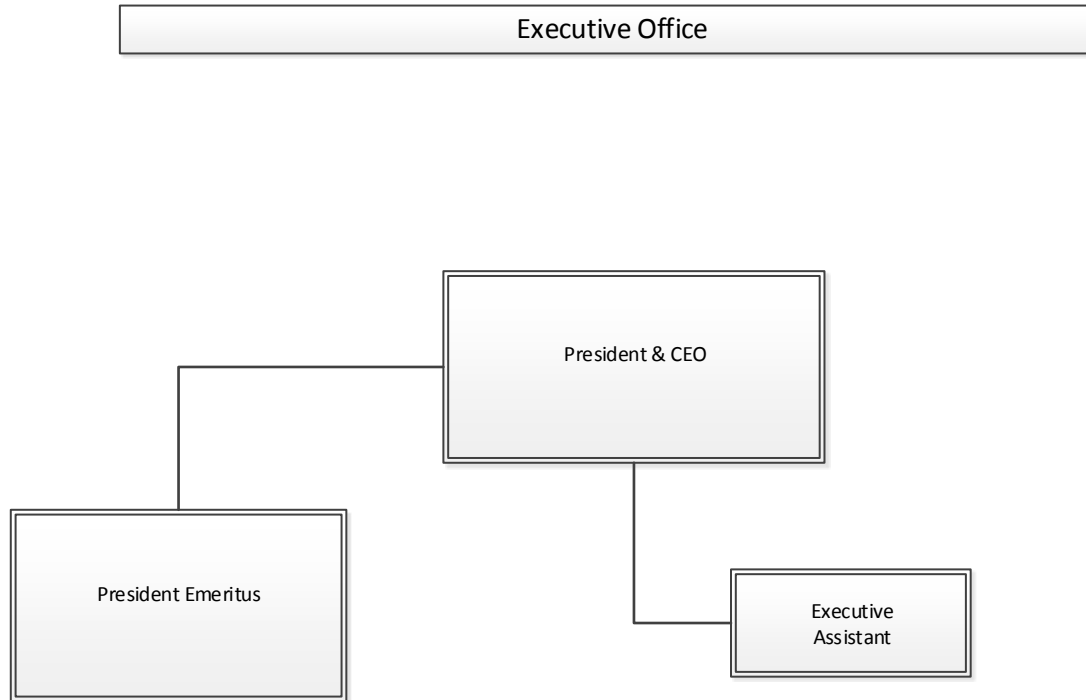
Real Estate Investments & Finance

FY 2018 Initiatives

Initiative I		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Other Vision 2022 Priority Supported Short Description of Department Initiative Measurement of Success	RAD Conversions of AHA-Owned Communities	
	LIVE - AHA-Owned Communities (incl RAD & Reformulation)	
	THRIVE - The New Paradigm	
	WORK - Health and Wellness	
	Continue to facilitate the RAD conversion and rehab of the AHA-Owned Communities	
	1. <u>Juniper</u> - Complete rehab by 12/30/17 and residents back in apartments by 3/30/18	
	2. <u>Piedmont</u> - RAD closing and complete necessary relocation by 9/30/17, and complete rehab by 12/30/18	
	3. <u>Remainder of portfolio (11 AHA-owned properties)</u> - Work with PMDs to achieve conversion within 360-450 days of initial Federal Register notice (expected July 7, 2017). To the extent possible, these properties should constitute 11 of the minimum 22 properties indicated in the Portfolio Application to be submitted in September 2017.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HUD, DCA, Columbia, Integral, Michaels	
Other Departments directly involved	REOS, Finance and Legal	
Risks and dependencies	Success is dependent on meeting stringent HUD timelines, DCA approval of tax credits, and AHA's ability to work and negotiate efficiently with the PMDs.	
Incremental Costs	Gap financing is necessary to support the deals. Increased subsidy through HomeFlex rents is necessary to support the deals. Additional AHA staffing is necessary to facilitate the planned RAD and redevelopment deals.	
Initiative II		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Other Vision 2022 Priority Supported Short Description of Department Initiative Measurement of Success	RAD Conversions of Mixed Communities	
	LIVE - MIXED Communities	
	THRIVE - The New Paradigm	
	WORK - Health and Wellness	
	Continue to facilitate the RAD conversion and rehab of the Mixed Communities	
	1. <u>Villages of Castleberry Hill Phase 1</u> - complete RAD closing by 12/30/17 (provided the property is accepted from the RAD waiting list. Complete rehab by 12/30/18.	
	2. <u>Portfolio Strategy</u> - Identify first tranche (at least 50% of properties,including AHA-owned properties above) of RAD conversions and achieve conversion within 360-450 days of initial Federal Register notice (expected July 7, 2017)	
	3. <u>2018 9% LITHC Application</u> - Determine if another Mixed Community should submit for a 9% LIHTC for 2018 and submit the application in May 2018.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HUD, DCA, Columbia, HJ Russel, East Lake Foundation, Integral and other partners	
Other Departments directly involved	REOS, Finance and Legal	
Risks and dependencies	Success is dependent on meeting stringent HUD timelines, DCA approval of tax credits, and AHA's ability to	
Incremental Costs	Gap financing is necessary to support the deals. Increased subsidy through HomeFlex rents is necessary to support the deals. Additional AHA staffing is necessary to facilitate the planned RAD and redevelopment deals.	

Initiative III		
Short Title of Department Initiative	Implementation of Co-Investment Platform	
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Other Vision 2022 Priority Supported	WORK - HomeFlex	
Short Description of Department Initiative	Formalize MOU with Invest Atlanta and begin identifying and closing investments that align with AHA strategic priorities.	
Measurement of Success	1. Formalizing of Invest Atlanta MOU 2. Acquisition/Investment in up to \$105 million of deal volume (including Atlanta Beltline and Invest Atlanta vehicles) 3. Creation of opportunities/commitments to deploy additional AHA capital in order to utilize MTW funds	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	Developers, Invest Atlanta, Atlanta Beltline, Westside Future Fund	
Other Departments directly involved	Finance, and Legal	
Risks and dependencies	Success is dependent on successful execution of MOU and identification and execution of acquisitions/investments in a timely fashion.	
Incremental Costs	Investment capital and costs to procure technical assistance.	
Initiative IV		
Short Title of Department Initiative	Financial analysis and execution of Acquisitions, Disposition, Swaps, and other transactions.	
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Short Description of Department Initiative	Proactively engage private and public organizations in real estate transactions (as described above) that improve AHA's ability to steward and develop properties in areas of high opportunity.	
Measurement of Success	1. Execution of land swaps with the City of Atlanta and other owners. 2. Hiring of a staff person with the requisite expertise to manage the acquisition/disposition process including HUD processes.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HUD and third-party land owners	
Other Departments directly involved	Neighborhood Revitalization and Legal	
Risks and dependencies	Success is dependent on executing transactions on a timeline acceptable to outside parties' needs and expectations.	
Incremental Costs	Hiring of additional staff person as described above, and outside consulting/third-party reporting costs.	

Department Information - Corporate Support



Executive Office

Mission Statement

The Executive Office is responsible for leading the development and execution of the Agency's long-term strategy. The Executive Office is responsible for providing leadership for the Agency by working with the Board of Commissioners and the Senior Leadership Team to establish

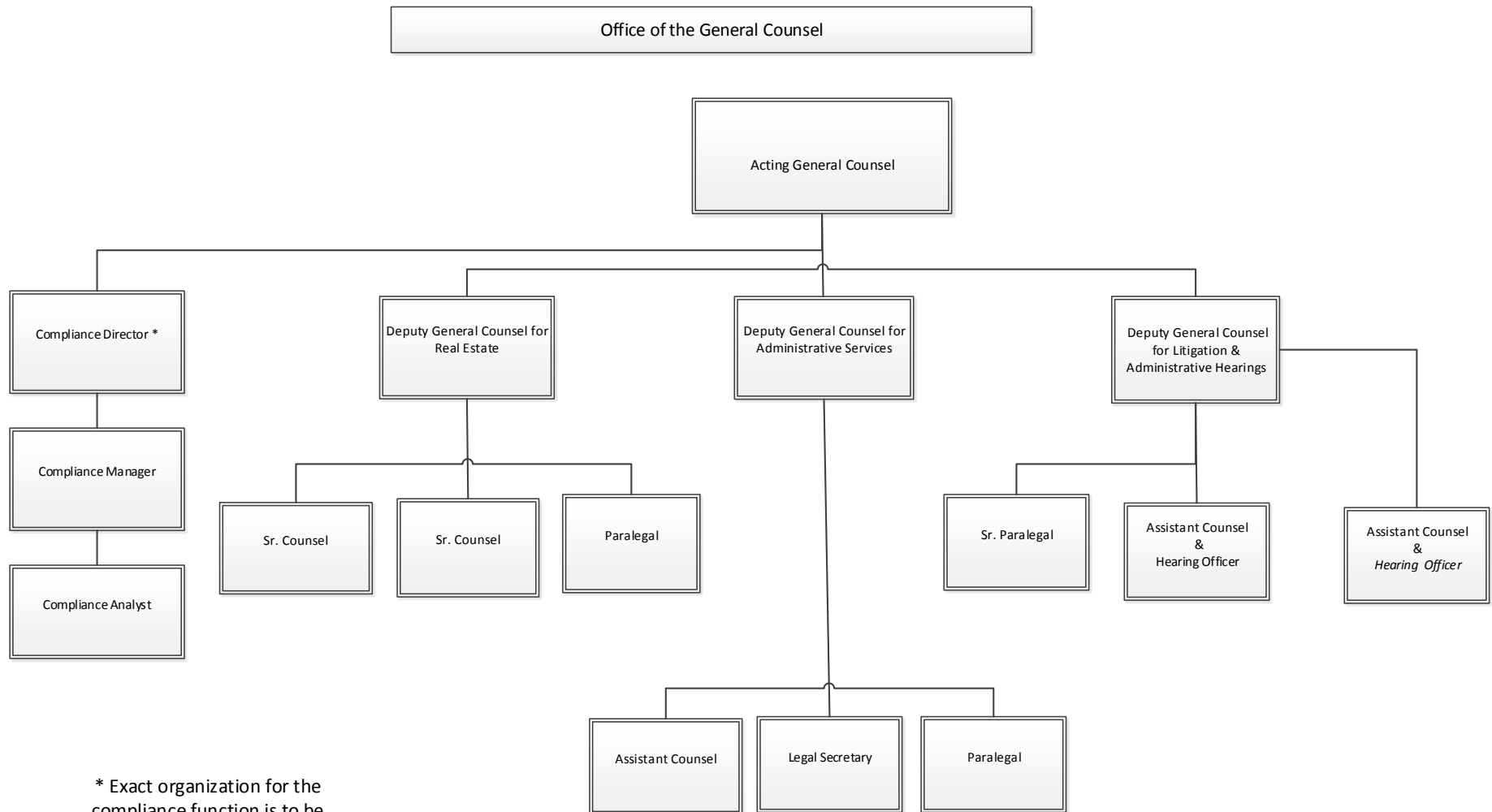
and implement long-range goals, strategic plans for program development, and policies and procedures to support operations. The Executive Office's responsibilities are to ensure the efficient, cost-effective, safe, secure and administratively sound operation and management of the Agency. The Executive Office communicates on behalf of the Agency to stakeholders, employees, government agencies, and the public-at-large.

Executive Office	FY 2018		
	FY 2018 Budget	FY 2017 Budget	Over (Under) FY 2017
Personnel	505,081	757,383	(252,302)
Non-personnel	131,330	121,161	10,169
Total	\$ 636,411	\$ 878,544	\$ (242,133)

Staffing

Authorized Positions	FY16	FY17	FY18
Chief Operating Officer	0	1	0
Executive Assistant	0	1	1
Executive Assistant & Office Manager	1	1	0
President & CEO	1	1	1
President Emeritus	0	0	1
	2	4	3

The Executive Office is requesting fewer position in FY 2018 due to the promotion of the Chief Operating Officer to the President & CEO when the former President & CEO retired mid FY 2017. The former President & CEO is budgeted for six months in FY 2018 or until the transition period ends.



* Exact organization for the compliance function is to be determined.

Office of General Counsel and Office of Compliance**Mission Statement**

The Legal Department, as a partner, and through high quality, competent, responsive and professional representation of AHA, will add value and promote AHA's goals by providing excellent legal services with integrity, zeal, accuracy and efficiency.

Primary Functions

- Oversee all legal services for AHA
- Ensure relevant legal and regulatory issues are understood
- Defend AHA in litigation and against claims
- Identify and mitigate legal risk to protect AHA

Service Descriptions**Contracts and Procurement**

- Draft complex solicitation documents
- Draft and negotiate contracts for services, intergovernmental agreements, and memoranda of understanding
- Draft procurement policies and procedures
- Interpret MTW Agreement and assist in negotiation of extended agreement
- Interpret contract terms for various departments
- Advise on contract disputes and bid protests
- Draft and negotiate task orders

Corporate Governance

- Perform Corporate Secretary functions for AHA and its affiliates
- Coordinate meetings of the Board of Commissioners and affiliate boards
- Advise regarding corporate matters
- Assist with the review of year-end financial audit reports

Ethics and Conflict of Interests

- Prepare and deliver annual Conflict of Interest and Ethics Training
- Review disclosure affidavits and provide advice regarding conflicts
- Advise Contracts and Procurement with respect to possible conflicts associated with contracting
- Advise AHA Departments with respect to AHA's Code of Ethics

Fair Housing

- Counsel all department on disability laws
- Monitor voluntary Compliance Agreement
- Defend against Fair Housing complaints

Human Resources

- Perform legal analysis of disciplinary proceedings, up to and including terminations
- Support HR in responding to EEOC, DOL and other complaints
- Support HR department in interpreting and drafting policies
- Partner with HR department to conduct investigations

Legislative Advocacy

- Comment on Proposed Legislation and HUD Proposed Rules that impact AHA
- Coordinate State Legislation Strategy

Operations

- Assist with the preparation of liability insurance applications and year end claims reporting

- Advise IT on data security issues
- Provide legal advice for each step of the process of revitalizing a community

Office of Compliance

This is projected to be a new department in FY 2018, which is currently under development.

Office of General Counsel & Office of Compliance	FY 2018		
	FY 2018 Budget	FY 2017 Budget	Over (Under) FY 2017
Personnel	2,292,365	2,126,628	165,737
Non-personnel	838,402	749,502	88,900
Total	\$ 3,130,767	\$ 2,876,130	\$ 254,637

Staffing

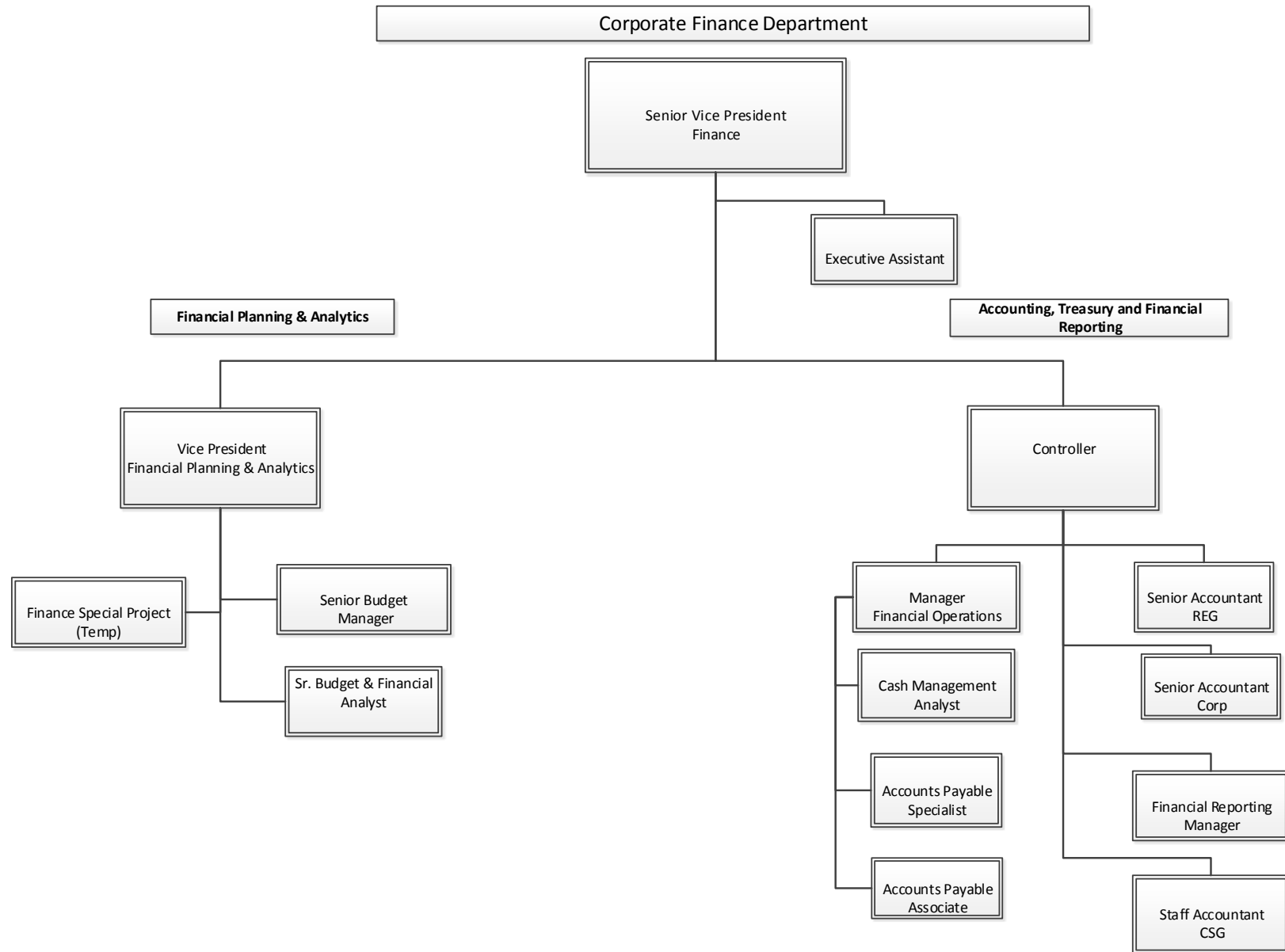
Authorized Positions	FY16	FY17	FY18
Acting General Counsel	0	0	1
Real Estate Associate Counsel	1	1	2
Compliance	0	1	3
Executive Assistant	1	0	0
General Counsel	0	1	0
Hearing Officer	1	1	1
Interim Co-General Counsel	2	0	0
Legal Secretary	2	2	1
Paralegal	2	1	2
Senior Counsel	1	1	1
Sr. Assistant General Counsel	2	2	2
Senior Paralegal	0	0	1
SVP & Deputy General Counsel Real Estate	0	1	0
VP & Policy & Governance General Counsel	1	0	0
VP & Managing General Counsel	1	1	1
VP & Real Estate General Counsel	0	0	1
	14	12	16

The Office of General Counsel is requesting four additional positions along with the positions authorized in FY 2017. The requested positions are an additional Real Estate Associate Counsel, and three positions to support the new compliance team to be formed in FY 2018.

Departmental Initiatives

Office of General Counsel

Initiative I	
Short Title of Department Initiative	Establishment of Agency-wide Compliance Program
Primary Vision 2022 Priority Supported	Supports Other AHA goal
Short Description of Department Initiative	OGC will advise the CEO on the establishment of an agency-wide compliance program.
Measurement of Success	Implementation of a coordinated compliance program that ensures all Agency actions are consistent with AHA's mission and supported by regulations, policies, and law.
Time period including end date	7/1/2017-12/31/2018
Non-AHA entities involved	
Other Departments directly involved	Office of the President
Risks and dependencies	
Incremental Costs	Staff; contract support
Initiative II	
Short Title of Department Initiative	Board of Commissioners Training
Primary Vision 2022 Priority Supported	Supports Other AHA goal
Short Description of Department Initiative	OGC will develop a schedule of recommended trainings for the Board of Commissioners to enhance oversight.
Measurement of Success	
Time period including end date	7/1/2017-6/30/2018
Non-AHA entities involved	
Other Departments directly involved	Office of the President; AHA Board of Commissioners
Risks and dependencies	None
Incremental Costs	None
Initiative III	
Short Title of Department Initiative	RAD/Reformulation/HomeFlex Support
Primary Vision 2022 Priority Supported	LIVE - AHA-Owned Communities (incl RAD & Reformulation)
Short Description of Department Initiative	OGC will provide support and coordinate legal support for AHA's RAD/Reformulation/HomeFlex Activities
Measurement of Success	This initiative will be considered successful if AHA successfully moves its RAD/Reformulation/HomeFlex program implementation forward.
Time period including end date	7/1/2017-6/30/2018
Non-AHA entities involved	HUD, Development Partners
Other Departments directly involved	REG
Risks and dependencies	Successful conversion require Congressional action to increase authorized RAD conversions and HUD support.
Incremental Costs	



Corporate Finance Department

Mission Statement

In support of AHA's mission to provide quality affordable housing for the betterment of the community, the finance department shall proactively:

- Provide financial planning & budgeting for the effective use of agency resources
- Provide accurate and timely reporting of financial data
- Provide management with useful analysis for decision making
- Safeguard assets through a system of internal controls
- Enhance financial integrity by serving on cross functional teams

Primary Functions

Corporate Finance maintains and improves the financial viability for the agency. Corporate Finance is responsible for AHA's accounting; budgeting; financial planning and analysis; financial planning; cash management & treasury functions and other financial services. Its duties are to accurately capture and report financial information, develop and maintain a system of internal controls, provide analysis and business intelligence, to ensure regulatory compliance over financial assets and coordinate the development of the annual budget and long-term financial plans. In addition, Corporate Finance coordinates with the US Department of Housing and Urban Development to

ensure the continued flow of grant and operating funds to support AHA's mission.

Service Description

Corporate Finance provides the following services:

- Provides petty cash services for AHA.
- Issues checks and processes electronic and wire transfers to pay vendors.
- Issues checks and processes electronic and wire transfers to pay landlords and participants as part of the Housing Choice program
- Issues travel advances and makes reimbursement payments
- Processes purchase orders
- Helps develop department and AHA budgets
- Manages AHA budgets
- Submits required documentation required by HUD to provide funds (except for grant application)
- Draws funds from HUD
- Conducts financial analysis for departments including buy versus rent
- Develops models and interactive spreadsheets
- Deposits cash (checks) received by AHA
- Files Income Tax Returns for AHA and its components
- Manages annual external audits and produces annual financial statements
- Reports financial and other required data to HUD
- Publishes monthly and quarterly actual to budget reports, and ad hoc reports

Corporate Finance	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	1,653,336	1,722,339	(69,003)
Non-personnel	302,895	222,580	80,315
Total	\$ 1,956,231	\$ 1,944,919	\$ 11,312

Staffing

Authorized Positions	FY16	FY17	FY18
Accounting Assistant	1	1	1
Accounts Payable Specialist	1	1	1
Cash Management Analyst	1	1	1
Controller	1	1	1
Executive Assistant	1	1	1
Financial Reporting Manager	1	1	1
Manager, Financial Operations	1	1	1
Senior Accountant	2	2	2
Sr Budget & Financial Analyst	1	1	1
Sr Budget Manager	1	1	1
Staff Accountant	1	1	1
SVP, Financial Operations	1	1	1
VP, Financial Plng & Analytics	1	1	1
	14	14	14

Corporate Finance is requesting the same number of positions in FY 2018 as authorized in FY 2017.

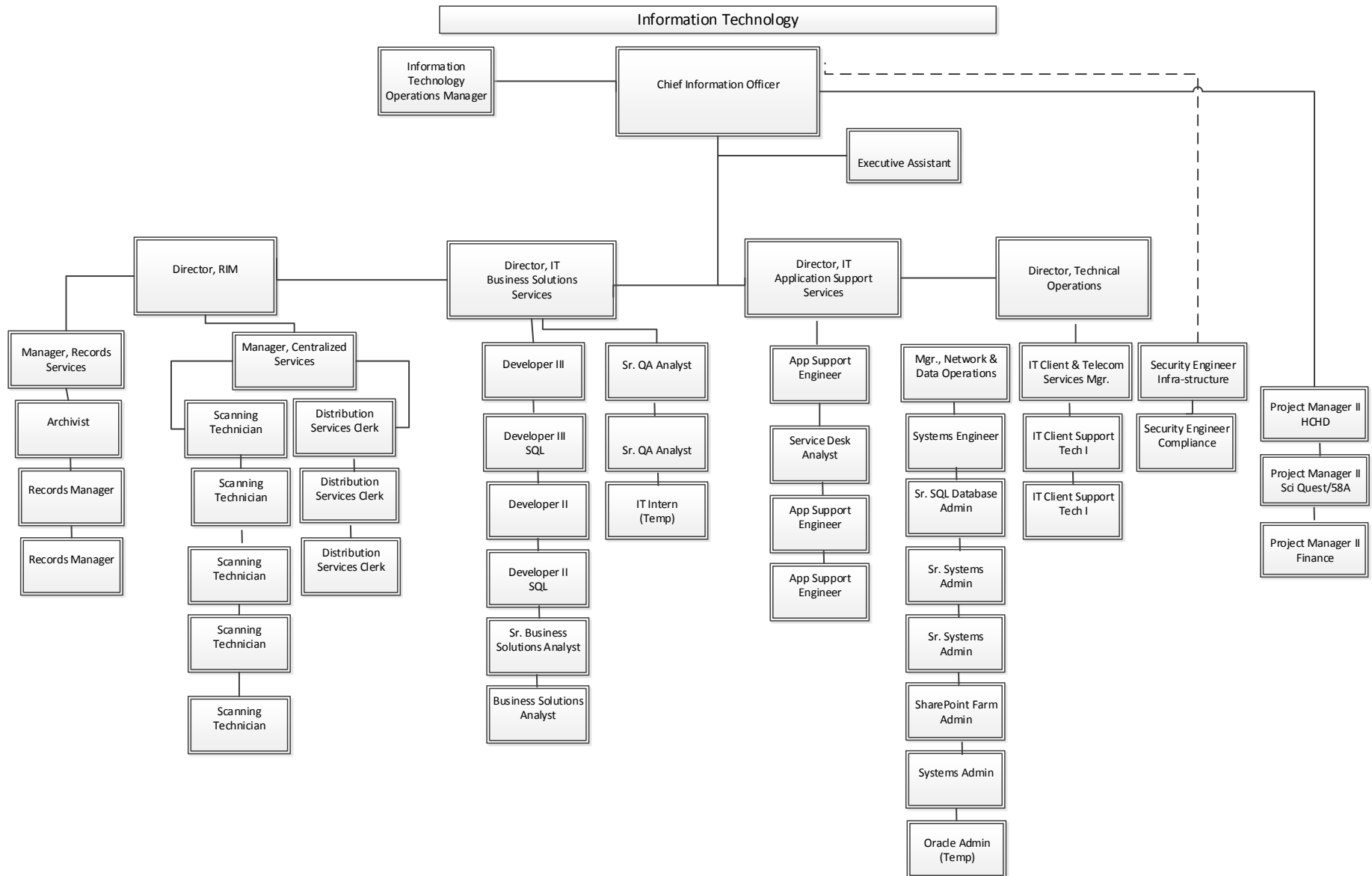
The reduction in personnel expenses is due to the completion of Finance's Policies and Procedures update in FY2017, which used a temporary resource.

Corporate Finance Department

FY2018 Initiatives

Initiative I		
Short Title of Department Initiative	Explore opportunities leverage New RBF Tool to support Vision 2022	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Finance will explore the use of Prophix to provide improved reporting and analysis to AHA decision makers	
Measurement of Success	This initiative will be successful if AHA leadership recognizes improvements in Financial reports and analysis based on the new system	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved	Prophix and TriBridge	
Other Departments directly involved	IT	
Risks and dependencies	Success is dependent on the ability of Finance team to fully implement and actualize Prophix for AHA	
Incremental Costs	Potential requirement for Tribridge professional services	
Initiative II		
Short Title of Department Initiative	Finance Cross Training	
Primary Vision 2022 Priority Supported	Supports Other AHA goal	<i>Sustainability</i>
Short Description of Department Initiative	Finance will formalize, document and implement a cross training program for its employees to ensure continuity during absences, develop employee skills and enhance morale.	
Measurement of Success	This initiative will be successful if the cross training program is documented and implemented with substantial progress against developed milestones.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved	NA	
Other Departments directly involved	Perhaps HR	
Risks and dependencies	None	
Incremental Costs	None	
Initiative III		
Short Title of Department Initiative	Quarterly report on contract expenditures greater than \$10,000	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Finance will develop and produce a quarterly report of contract expenditures against budget	
Measurement of Success	This initiative will be successful if Finance successfully produces the quarterly reports and submits them to the CEO.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved	NA	
Other Departments directly involved	Contracts and Procurement may be involved.	
Risks and dependencies	This initiative will require information from Yardi which will be analyzed using Prophix, perhaps supported with JAGGAER (SciQuest). It is necessary that the appropriate integration is established.	
Incremental Costs	None	

Initiative IV		
Short Title of Department Initiative	RAD Support	
Primary Vision 2022 Priority Supported	LIVE - AHA-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative	Finance will provide support and coordinate financial implications of AHA's RAD/Reformulation Activities	
Measurement of Success	This initiative will be considered successful if AHA successfully moves its RAD/Reformulation program forward without constraints from Financial issues which could have been resolved	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HUD, Development Partners	
Other Departments directly involved	REG	
Risks and dependencies	Successful conversion require Congressional action to increase authorized RAD conversions and HUD support.	
Incremental Costs	None for Finance.	



Information Technology

Mission Statement

To foster self-sufficient families through information empowerment.

Primary Functions

Business Process Automation Services

- Solutions Definition
- Implementation
- Post Implementation Support Services
- Service Desk and Application Support Services

IT Governance, Risk & Compliance

- Protection and Prevention Services
- Compliance Services
- Security Awareness
- Information Security Consulting

Project Management

Data Analytic Services

Service Descriptions

Business Process Automation Services: This service offering covers a gamut of services that span the life cycle of software solutions delivery for the enterprise ranging from solutions definition to implementation and finally post implementation support services.

Solutions Definition: Involves the following set of offerings-- business requirements solicitation, solutions design, technical requirements definition, vendor evaluation & selection, and project planning.

Implementation Service: Involves the following set of offerings that align with business requirement captured under solutions definition services—custom development of software solutions, system configuration, Vendor Management- custom development work, Vendor Management- packaged solutions, Data Conversion, and Quality assurance.

Post Implementation Support Services: Involves 2nd and 3rd level support, vendor management to ensure on time issue resolution and regular maintenance, and support of implemented software solutions.

Data Analytic Services: This service offering supports internal and external customer requests for data extracts to meet audit, open records and general business data analysis activities.

Service Desk and Application Support Services is the first point of contact for all inquiries for Information Technology goods, services, and first call resolution.

- Provides first level support for most enterprise applications and escalates customer inquiries to 2nd and 3rd level support as needed.
- Acts as a liaison between our customers and our technology vendors for both functional and technical inquiries.

Protection and Prevention Services involves managing security products and services to ensure infrastructure devices and confidential information are being managed according to established protection requirements and standards.

- **Compliance Services** involves maintaining oversight on HUD, federal and state information technology laws and regulations impacting AHA.
- **Security Awareness** involves delivering education in an engaging and positive manner that encourages behavior change at work, home and while traveling. As a result, AHA users understand and follow organizational policies and actively recognize, prevent and report security incidents.

Information Security Consulting involves a full range of security consulting services which helps improve the overall security posture of AHA. The consulting services are based on widely accepted recognized standards and best practices.

Project Management - Using an agile framework, the project manager works with the appropriate business owners and key stakeholders to define the objectives, the work to be completed, the method for verifying success, key checkpoints that will measure progress, and the project team. The project manager then serves as a single source for facilitating, coordinating and directing the work on the project. The project managers also work to mitigate risks and work with appropriate staff to resolve issues impacting the successful completion of the project.

Project Support - Using an agile framework, the project manager may serve in a support role to assist various departments throughout the agency in managing operational tasks, impacted by technology. These activities typically come in via the ServiceNow ticketing system.

Portfolio Management - The project management group manages the portfolio of IT-enabled projects approved by

Senior Leadership and provide executive level reporting via the CPR card.

- Project Management
- Project Support

Telecommunications and Client Services: Maintains, supports, and implements the following services:

Communications Services including Audio, Cable TV, Call Recording, Mobile Communications, Video, and Voice / Telephone

- Contact Center Services including Automated Call Distribution and Call Recording
- Desktop Computing Services including Desktop, Digital Capture, Laptop, Printer, and Scanner
- Internet Services includes Resident Internet Café Access
- Mobile Communications Services including Smart Phones and Tablets

Server and Networking Services: maintains, supports, and implements the following services:

- Application Hosting Services including www.atlantahousing.org and External Portal Services
- Collaboration Services including Calendaring, Content Management (SharePoint), Email, and Instant Messaging
- Data Management Services including Backups and Restores, Data Encryption, Data Storage, Data Transfer, Server Hosting, SQL Database, and Virtualization
- Internet Services includes Internet Access
- Networking Services including WiFi for all properties and wired data connections

Core Management Services including Anti-virus, Monitoring of Services, and Patch Management

Information Technology	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	5,115,909	5,421,002	(305,093)
Non-personnel	3,540,166	3,416,201	123,965
Total	\$ 8,656,075	\$ 8,837,203	\$ (181,128)

Staffing

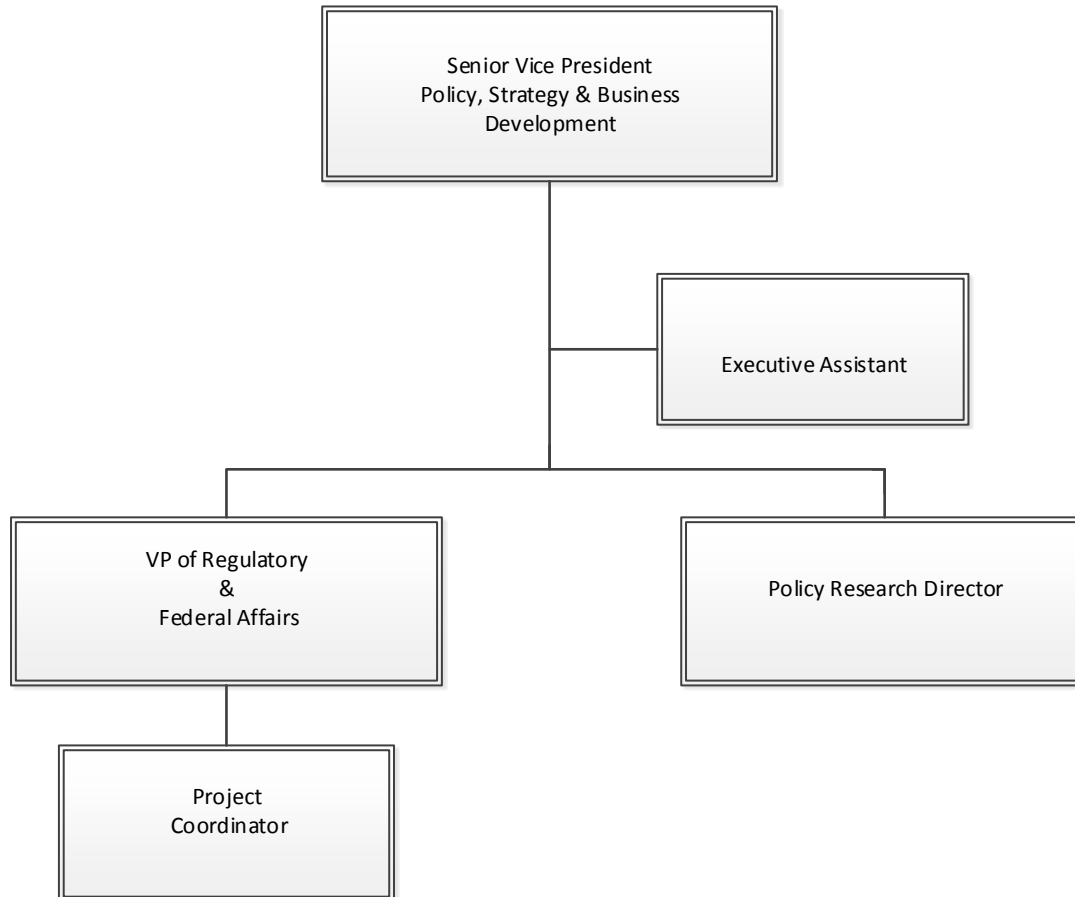
Authorized Positions	FY16	FY17	FY18		FY16	FY17	FY18
Application Support Engineer	3	3	3	The Information Technology Division is reducing the overall number of positions by two from FY2017 as it realigns to meet FY 2018 requirements.			
Archivist	0	2	1				
Business Solutions Analyst	0	0	1				
Chief Information Officer	1	1	1				
Client Technologies Technician I	2	2	2	Mgr, Infrastructure	1	1	1
Client Technologies Technician II	1	1	0	Mgr, Records Mgmt	1	1	1
Developer II	2	2	2	Project Manager II	3	3	3
Developer III	2	2	2	Records Analyst	1	1	1
Dir, Tech Ops	1	1	1	Scanning Technician	4	4	5
Director, Application Support	0	1	1	Security Engineer	2	2	2
Director, Business Solutions	0	1	1	Senior Business Solutions Analyst	2	1	0
Director, PMO	1	1	0	Senior Business Solutions Analyst	0	0	1
Distribution Svcs Clerk	2	2	2	Senior Quality Assurance Analyst	2	2	2
Distribution Svcs Clerk III	1	1	1	Senior Systems Administrator	2	1	1
Document Coordinator	1	0	0	Sharepoint Farm Administrator	1	1	1
Executive Assistant	1	1	1	Solutions Architect	1	0	0
Helpdesk Tech	1	1	1	Sr SQL Database Administrator	1	1	1
IT Operations Manager	0	1	1	Sr. Business Solutions Analyst	0	1	0
Manager, Centralized Services	1	1	1	Sr. Systems Administrator	1	1	1
Manager, Quality Assurance	1	0	0	Systems Administrator	0	1	1
Manager, Records Services	1	1	1	Systems Engineer	1	1	1
Mgr, Application Support	1	0	0	VP, Business Solutions	1	0	0
Mgr, Client Support	1	1	1	Director, Records & Information Mgt	1	1	1
					49	49	47

Information Technology Division

FY 2018 Initiatives

Initiative I			
Short Title of Department Initiative	Evaluate and Re-engineer IT Systems		
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success		
Other Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program		
Other Vision 2022 Priority Supported	LIVE - Choice Neighborhood Atlanta		
Short Description of Department Initiative			
Measurement of Success	Success will be measured by identifying functions of existing software in use not being utilized by the agency.		
Time period including end date	7/1/2017-6/30/2018		
Non-AHA entitites involved			
Other Departments directly involved			
Risks and dependencies			
Incremental Costs			
Initiative II			
Short Title of Department Initiative	Leverage IT resources to empower end-users		
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success		
Short Description of Department Initiative	Ensure all IT systems are updated to maximize end-user experiences. Contine to model Agile methodology to improve product and service delivery.		
Measurement of Success			
Time period including end date	7/1/2017-6/30/2018		
Non-AHA entitites involved	NA		
Other Departments directly involved	Enterprise-wide		
Risks and dependencies	None		
Incremental Costs	None		
Initiative III			
Short Title of Department Initiative	Build / Research Technology Systems		
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success		
Short Description of Department Initiative	Build relationships with external entities to increase our knowledge base informing our approach to technolgy system design and product delivery.		
Measurement of Success			
Time period including end date	7/1/2017-6/30/2018		
Non-AHA entitites involved	NA		
Other Departments directly involved	Enterprise		
Risks and dependencies			
Incremental Costs	None		

Office of Policy & Strategy



Office of Policy & Strategy

Mission Statement

The Office of Policy & Strategy (OP&S) team bridges enterprise needs to provide structure and objective guidance that addresses business issues, supports critical business decisions with research-based support services and visualization tools, provide policy compliance oversight that mitigates risk and harmful impact on the agency, offers innovative solutions to address departmental needs, and enables AHA to innovatively leverage its core competencies to create unrestricted funds.

Primary Functions

- Consultation
- Policy Compliance
- Evaluation Research
- Innovation and Incubation
- Entrepreneurial Activities

Service Descriptions

OP&S Consultancy – C¹

For AHA Departmental Managers who need a comprehensive, fresh perspective of enterprise business fundamentals, the consultancy offering from OP&S is a collection of services, tools, and exercises. Unlike a single department-focused approach, OP&S bridges enterprise needs to provide structure and objective guidance that addresses business issues. Examples include Investment Committee; CSG Yardi Stabilization Meeting Facilitation; Strategic Business Partnering

Policy Compliance – PC

AHA Employees and Business Partners must comply with HUD, internal procedures and other federal mandates and regulations. The evaluation, management and enforcement of policies and procedures performed by OP&S mitigates risk and harmful impact on the agency and strengthens and aligns the overall business operations and other key objectives. As other departments specialize in their own areas with respect to departmental policies and procedures, OP&S is responsible for reviewing and managing policies and procedures on an enterprise level which enables AHA employees and business partners to work together professionally based on a set of shared and organized rules which must be followed. Examples include AHA Enterprise Policy & Procedure Library (EPPL); MTW Annual Plans & Reports; Policy briefs

Evaluation Research – ER

To support critical business decisions or investigate opportunities by AHA Senior Leadership, Business Units, and Departmental Managers, OP&S offers a set of analytical and research-based support services and visualization tools. Unlike vertically focused or point in time reporting, OP&S takes a 360-degree view of enterprise performance and provides insights through regular analysis of AHA's transactions and data sets and supports on-demand, fact-based decision-making. Examples include Quarterly Enterprise Management Performance Results; MTW Benchmarking Study; SLT Executive Commitments; Cash Management Support; Data sharing requests

Innovation/Incubation - I²

To support AHA as an enterprise and each of its business units, OP&S seeks and offers innovative solutions to address departmental needs and explores uncharted

ideas that advance the business mission. Using a strategic approach, we drive and substantiate inventive concepts that promote continuous improvement, increased opportunity and sustainability. To further empower departments while each maintains its operational focus, OP&S develops new programs and services, cultivating them as enterprise initiatives that mark AHA as a leader in affordable housing solutions and favorably impact the quality of life for the families and communities we serve. Examples include GEARRS Reading Program; AHA Resident Art Contest; Supportive Housing Pilot Programs

Entrepreneurial Activities – EA

As AHA's Senior Leadership Team wants to develop non-Federal sources of income and advance AHA's reputation for innovation, the "Entrepreneurism" product is a rapid innovation process to create new revenue-generating

businesses then quickly develop and test them in the market. It enables AHA to leverage its core competencies to create unrestricted funds. Unlike core front-line operations, OP&S can test the potential and feasibility of new businesses without distracting or competing for resources from the daily business operations.

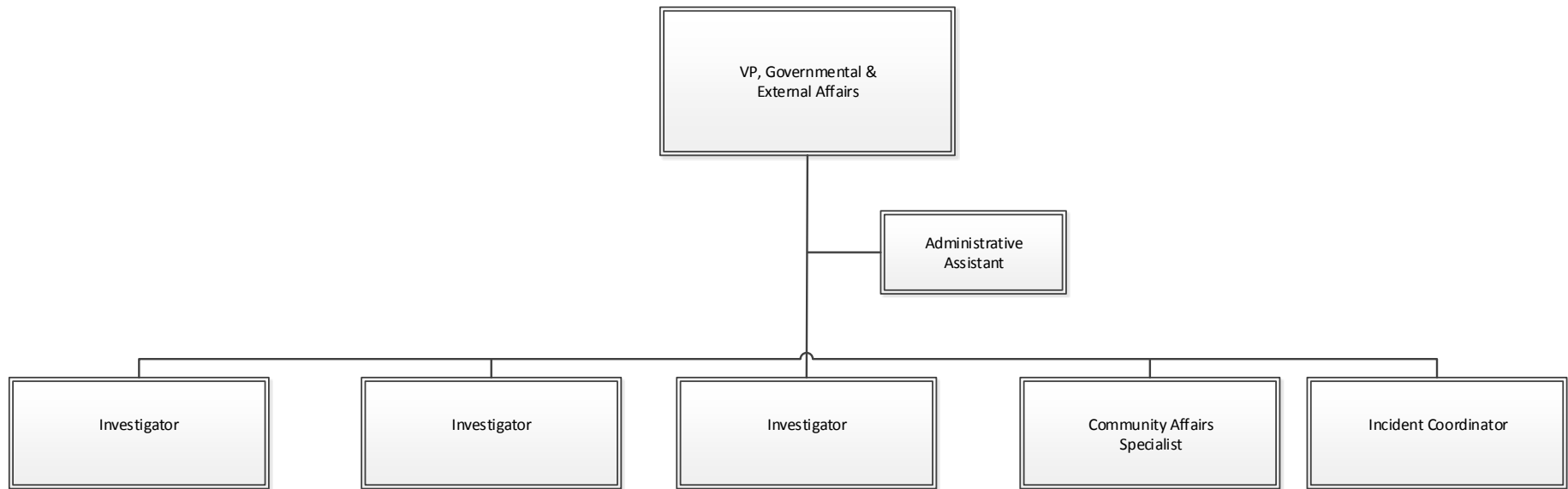
Office of Policy & Strategy	FY 2018		
	FY 2018 Budget	FY 2017 Budget	Over (Under) FY 2017
Personnel	692,319	759,451	(67,132)
Non-personnel	399,291	263,711	135,580
Total	\$ 1,091,610	\$ 1,023,162	\$ 68,448

Staffing

Authorized Positions	FY16	FY17	FY18
Director, Strategic Planning	1	0	0
Executive Assistant	1	1	1
Policy Research Director	1	1	1
Project Coordinator	1	1	1
SVP, Policy, Strategy & Business Development	1	1	1
VP, Strategy & Innovation	1	1	1
	6	5	5

The Office of Policy & Strategy is requesting the same number of positions in FY 2018 as authorized in FY 2017. However, due to a compensation change following the retirement of the previous SVP, personnel expense are lower in FY 2018.

Governmental & External Affairs



Governmental and External Affairs**Mission Statement**

To serve as the agency's liaison to AHA participants, elected and government officials, stakeholders, and the general public to promote the enterprise-wide goal of helping families find affordable housing in safe, amenity-rich communities and, eventually, to become self-sufficient. The team also works with internal departments to monitor relevant local legislation and governmental regulations that impact AHA operations and development activities.

Primary Functions

- Governmental Relations
- Community Affairs
- Resident Association Oversight

Service Descriptions

- Manage local government relationships
- Support departments that need assistance with local government matters
- Track and navigate legislative initiatives that impact AHA
- Provide technical assistance and compliance oversight for AHA resident associations
- Facilitate training for resident leaders at AHA-owned communities
- Assist with engagement initiatives between AHA and resident leaders

Governmental and External Affairs	FY 2018		
	FY 2018 Budget	FY 2017 Budget	Over (Under) FY 2017
Personnel	569,465	518,545	50,921
Non-personnel	26,150	20,550	5,600
Total	\$ 595,615	\$ 539,095	\$ 56,521

Staffing

Authorized Positions	FY16	FY17	FY18
Administrative Assistant II	1	1	1
Community Affairs Specialist	0	1	1
Incident Coordinator	0	0	1
Investigator	0	1	1
Lead Program Investigator	0	0	1
Mgr, Resident Relations	0	1	0
Program Investigator	0	0	1
VP, External & Governmental Affairs	1	1	1
	2	5	7

Governmental & External Affairs is requesting one less position in FY 2018 than authorized in FY 2017, as the three new investigation positions were approved after the FY 2017 Budget was approved, resulting in a net increase of two.

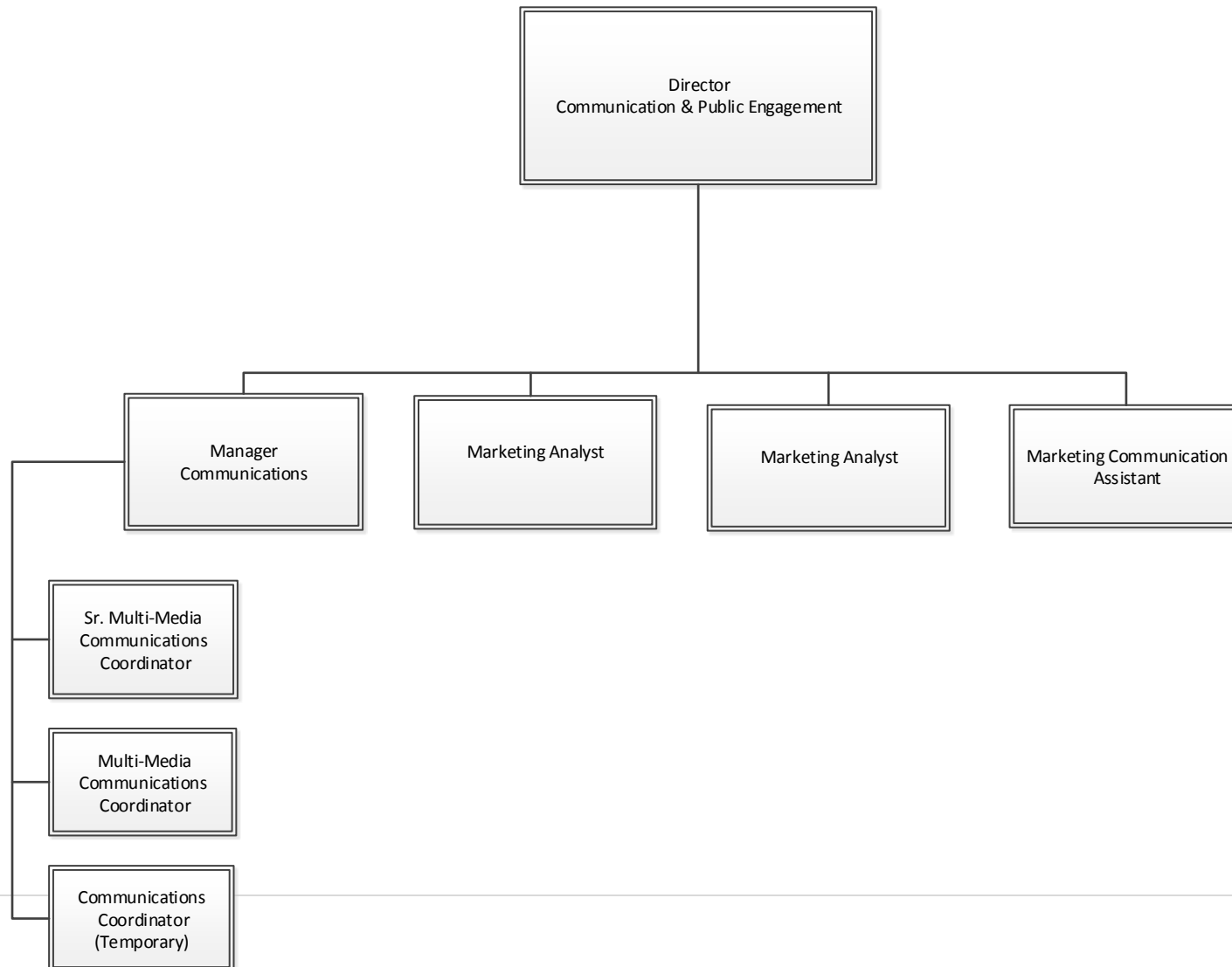
Departmental Initiatives

Governmental & External Affairs

Initiative I		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Short Description of Department Initiative Measurement of Success Time period including end date Non-AHA entities involved Risks and dependencies Incremental Costs	AHA CARES	
	WORK - Volunteerism	
	AHA CARES facilitates opportunities for AHA employees to participate in corporate sponsored and community partnership volunteer efforts.	
	Visibility for AHA; number of AHA volunteer hour accumulated during the fiscal year.	
	April 2017 - June 30, 2017 / FY2018	
	External community and governmental partners	
	Success is based on buy in and participation from AHA employees	
	AHA Cares Volunteer toolkit: Marketing and Branding materials - includes: tee shirts, vests, banners, hats: Approximate cost: \$5,000	
Initiative II		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Short Description of Department Initiative Measurement of Success Time period including end date Non-AHA entities involved Other Departments directly involved Risks and dependencies Incremental Costs	GAHRA LEADERSHIP CONFERENCE	
	LIVE - AHA-Owned Communities (incl RAD & Reformulation)	
	Leadership conference for Resident Association Presidents	
	The value of resident association leadership takeaways; degree of 'train the trainer' opportunities for resident association leadership.	
	August , 2018	
	Senior High-Rise Residential Association officers	
	No risk	
	Registration and hotel for one AHA employee; transportation for AHA employees and Highrise officers Est. amount \$2700	

Initiative III		
Short Title of Department Initiative	Brighter Futures Day	
Primary Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Volunteerism	
Short Description of Department Initiative	An all day seminar for high school Sophomores, Juniors and Seniors to attend to get them interested in and focused on going to college. Different speakers will be brought in to speak and engage the students.	
Measurement of Success	Number of student participants	
Time period including end date	7/1/2017 - 6/30/2018	
Non-AHA entities involved	AHA assisted students; Representatives from organizations and colleges.	
Other Departments directly involved	Communications; AHA Cares	
Risks and dependencies	Success is dependent on the number of student participants.	
Incremental Costs	Breakfast and lunch for students and vendors, and other marking expenses. Approx. \$5000	
Initiative IV		
Short Title of Department Initiative	AHA/APS Building Blocks	
Primary Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Volunteerism	
Other Vision 2022 Priority Supported	LIVE - Choice Neighborhood Atlanta	
Short Description of Department Initiative	The Atlanta Housing Authority (AHA) - Education Support Partnership (ESP), called “Building Blocks for Success,” adds support to the PEOPLE component of CNI by supporting the schools' in CNI footprint's	
Measurement of Success	Tangible improvements in each school attendance numbers as per the College and Career Ready Performance Index (CCRPI)	
Time period including end date	August 2017 - May 2018 (AHA FY 18)	
Non-AHA entities involved	Atlanta Public Schools and Community partners and stakeholders of APS and AHA	
Other Departments directly involved	AHA CARES, AHA Corps.	
Risks and dependencies	Success is dependent on regular reporting of attendance benchmarks.	
Incremental Costs	Phase I - \$19,000 / Phase II - \$16,000	

Communications, Marketing and Public Engagement



Communications, Marketing and Public Engagement**Mission Statement:**

To develop and execute effective communications strategies that ensure consistent messaging across the enterprise, to AHA participants, stakeholders and partners. Support the enterprise by providing strategies and tools that foster better understanding of agency operations and programs. Provide multimedia services that clearly articulate AHA's work and impact to various audiences. Serve as primary point of contact for local and national media outlets.

Primary Functions:

- Internal Communications
- External Communications
- Media Relations

Service Descriptions:

- Talking Points and Speeches
- Internal and External Messaging
- Press Releases
- Media Interfacing
- A-HA! Newsletter
- Collateral Material (brochures, flyers, signage, etc.)
- ENTV News/Staff Meeting Presentations
- Photography
- Videography
- Weekly Monitor Movies
- Community Channel

Communications, Marketing and Public Engagement	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	687,729	634,936	52,793
Non-personnel	335,942	233,580	102,362
Total	\$ 1,023,671	\$ 868,516	\$ 155,155

Staffing

Authorized Positions	FY16	FY17	FY18
Communications Consultant	2	1	0
Director, Comm. & Public Engagement	0	1	1
Manager, Communications	1	1	1
Marketing Analyst	1	1	2
Marketing Communications Assistant	0	0	1
Multimedia Communications Coordinator	1	1	1
New Business Development Agent	0	2	0
Sr Multi-Media Communications Coordinator	0	1	1
	5	8	7

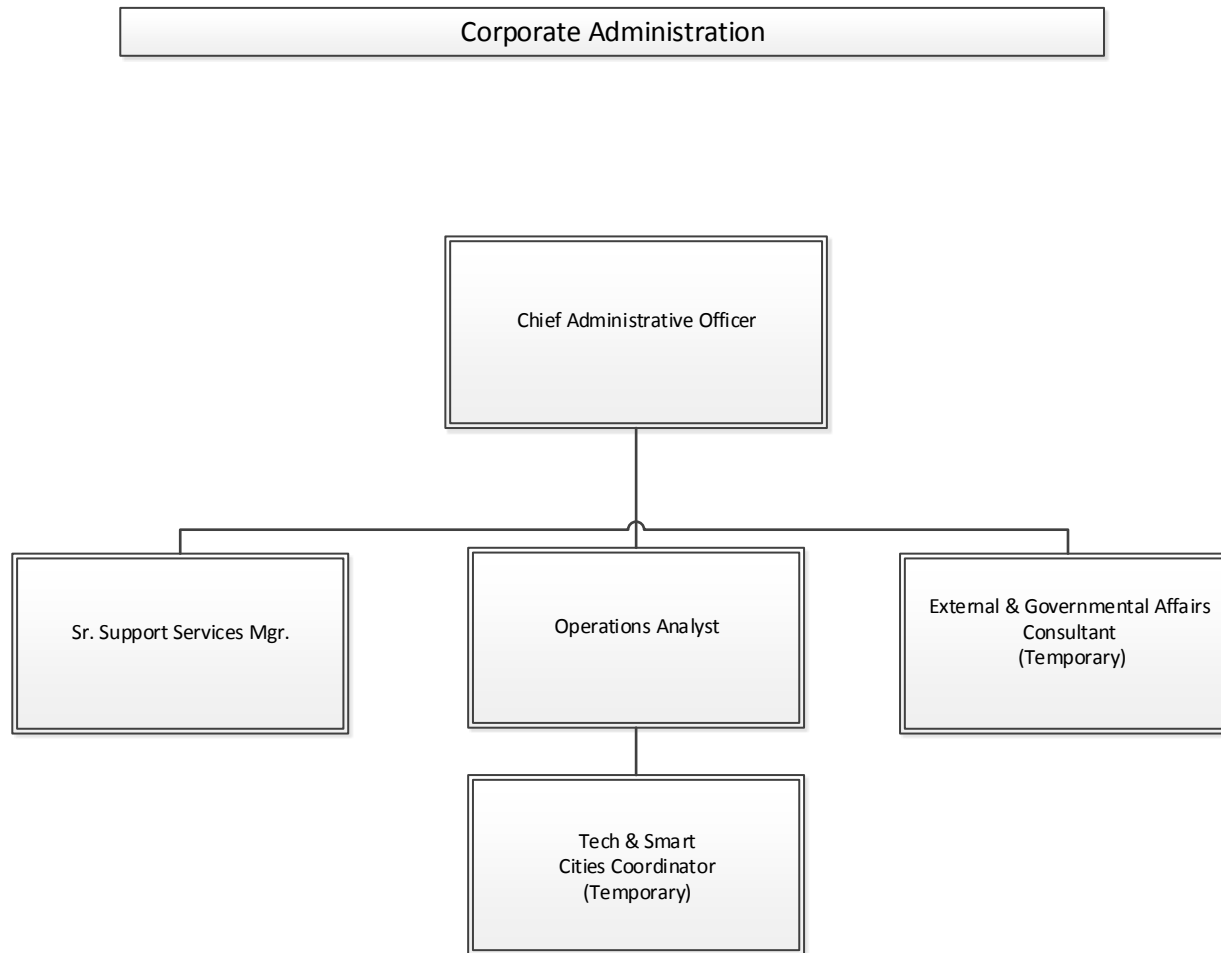
Communications, Marketing and Public Engagement is requesting one less net position in FY 2018 than authorized in FY 2017. However, changes in positions and increases due to merit increases and benefit cost resulted in a higher personnel budget for FY 2018.

Departmental Initiatives

Communications, Marketing and Public Engagement

Initiative I		
Short Title of Department Initiative	Increase housing units for HomeFlex and Housing Choice through Marketing initiatives and incentives.	
Primary Vision 2022 Priority Supported	LIVE - HomeFlex	
Other Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	MarCom will help increase housing units with measureable efforts.	
Measurement of Success	This initiative will be successful if there is an increase in registered property owners and units on the programs.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved	Lattimer Communications	
Other Departments directly involved	IT, Landlord Services, Real Estate, CSG	
Risks and dependencies	Risk of low or slow adoption	
Incremental Costs	Up to \$175,000	
Initiative II		
Short Title of Department Initiative	Increase social media engagement for AHA	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	Sustainability
Short Description of Department Initiative	MarComm will maximize social media platforms to engage and listen to external audiences in our mission by sharing relevant content that raises awareness and includes a call to action, when applicable.	
Measurement of Success	Targeted metrics will immediately indicate successful efforts. We will monitor and adjust the agency social media efforts as the data dictates.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved	HootSuite (software)	
Other Departments directly involved	All	
Risks and dependencies	Inherent risks include negative sentiments.	
Incremental Costs	None	

Initiative III		
Short Title of Department Initiative	Increase external public events and outreach that build business	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	MarComm will build business relationships and brand awareness through strategic marketing, communications and engagement efforts that will attract developers, property owners and community stakeholders' support.	
Measurement of Success	This initiative will be successful if MarCom successfully helps build relationships that lead to AHA goal attainment.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved	Lattimer Communications	
Other Departments directly involved	Landlord Services, Real Estate	
Risks and dependencies	This initiative will require time consuming relationship-building work that isn't easily tracked.	
Incremental Costs	Marketing budget funds based on initiative.	
Initiative IV		
Short Title of Department Initiative	Automated project request and production management processes for MarComm initiatives.	
Primary Vision 2022 Priority Supported	Supports Other AHA goal	Efficiency
Short Description of Department Initiative	MarComm will implement processes to streamline and simplify the production processes within the dept.	
Measurement of Success	This initiative will be considered successful if dept increases service levels and meets deadlines more frequently and consistently.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entitites involved		
Other Departments directly involved	IT, AMS, Legal	
Risks and dependencies	None	
Incremental Costs	None for MarComm.	



Corporate Administration Support**Mission Statement**

The Office of Administration is responsible for providing leadership and strategies for the implementation of solutions for support to the AHA and its operating divisions in meeting the overall business plan and strategic direction of the organization.

Primary Functions

Provide leadership and support to Human Resources, Contracts and Procurement, Fleet Management, Environmental Management, Risk Management and other various support needs within the agency.

Service Descriptions

- Oversee operations at the AHA Headquarters facility and the Zell Miller Center.
- Management and oversight of AHA fleet vehicles.
- Management and monitoring of the response, remediation, and regulatory liaison activities for all environmental issues that arise during the course of development, construction, renovation, site work, or as reported by residents, staff or public, including areas of soil/water contamination, lead, asbestos, mold, and indoor air quality.

- Development and administration of various risk management programs, plans and procedures that meet the agency's needs for compliance, loss prevention and control, and cost savings.

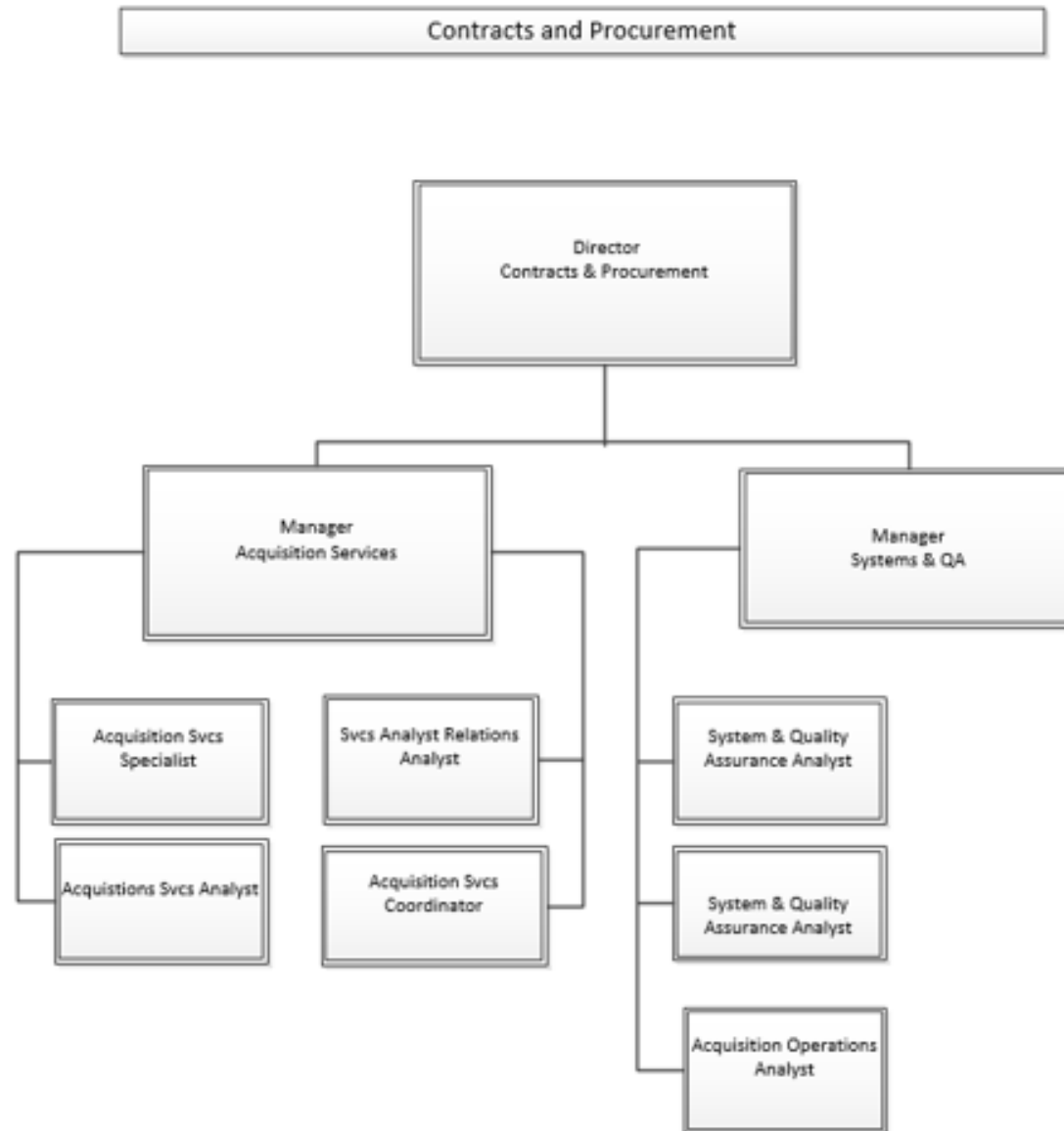
Corporate Administration Support	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	595,072	507,506	87,566
Non-personnel	493,136	361,772	131,364
Total	\$ 1,088,208	\$ 869,278	\$ 218,930

Staffing

Authorized Positions

	FY16	FY17	FY18
Chief Administrative Officer	1	1	1
Operations Analyst	1	1	1
Sr Support Services Manager	1	1	1
	3	3	3

Corporate Administration Support is requesting the same number of full-time permanent positions in FY 2018 as in FY 2017. However, merit increases, benefit cost increases and temporary positions result in higher personnel costs in FY 2018.



Contracts and Procurement

Mission Statement

Contracts and Procurement Department (C&PD) is committed to delivering the highest level of customer service while facilitating the procurement of all goods and services necessary for effective and efficient administration through the delivery of sound business practices with a focus on continuous improvement that translates to economies of scale, cost savings and the best value.

Primary Functions

C&PD staff facilitates three primary functions for AHA. The teams are interconnected and are named Contracts and Procurement Services, Systems and Quality Assurance, and Strategic Relations. The teams have the following overall roles and responsibilities:

Contracts and Procurement Services – This staff provides "cradle-to-grave" procurement support to AHA Business Units under C&PD's Total Procurement Management ("TPM") initiative.

Systems and Quality Assurance – This staff supports C&PD's E-procurement conversion, technology, auditing, special projects, research, vendor database (non-Housing Choice vendors) and trends analysis activities.

Strategic Relations – This staff supports C&PD's external marketing and interface with third party clients and vendors (including certain aspects of the Housing Choice Vendor database), external and regulatory reporting and training.

Service Descriptions

Contracts and Procurement Services

"Point-of-contact" interface and collaborative teamwork with AHA Business Units. Total Procurement Management of solicitations including:

- Informal Procurements (i.e., Micro Purchases, Small Purchases (EQs/RFQs))
- Formal Procurements (i.e., RFPs, RFQs, IFBs, Intergovernmental Agreements, Cooperative Agreements)
- Alternative Procurements (i.e., Project- Based Rental Assistance, Competitive Exceptions, Electronic Catalogs)
- Provide technical assistance to Business Units with Scope Development and Independent Cost Estimates

Contract Administration activities including:

- Facilitate task orders, change orders/amendments
- Assist with vendor relations issues and contractual issues
- Facilitate debriefings and post award conferences
- Facilitate COR, POC and related training activities agency-wide

Systems & Quality Assurance

- E-procurement conversion
- Purchase Order monitoring/ maintenance
- C&PD Yardi technical assistance
- Agency-wide invoice intake and monitoring

- Website procurement portal posting/updating/maintenance
- Vendor Database monitoring/maintenance
- Contract Room, document control and retention, records maintenance
- Internal file audits and reviews
- Internal Reporting (i.e., Contract Register, Procurement Forecast, etc.)
- Trends analyses and Special Projects
- Vendor Outreach (i.e., Recruitment, Marketing, AHA Exhibitor)
- Surplus asset disposition
- Procurement-related Policies and Procedures, Guidebooks and forms review and update

Strategic Relations

- Internal/External Compliance monitoring, reporting and technical assistance (i.e., Federal Labor Standards, M/WBE, Section 3, etc.)

Contracts and Procurement		FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel		936,954	1,011,201	(74,246)
Non-personnel		191,209	199,111	(7,902)
Total		\$ 1,128,163	\$ 1,210,312	\$ (82,148)

Staffing

Authorized Positions	FY16	FY17	FY18
Acquisition Operations Analyst	1	1	1
Acquisition Services Analyst	2	2	1
Acquisition Services Coordinator	1	1	2
Dir., Contracts and Procurement	0	0	1
Mgr, Acquisition Services	1	1	1
Mgr, Systems & QA	1	1	1
Strategic Relations Analyst	1	1	1
Sys & Quality Assurance Analyst	2	2	2
VP, Acquisition & Mgmt Svcs	1	1	0
	10	10	10

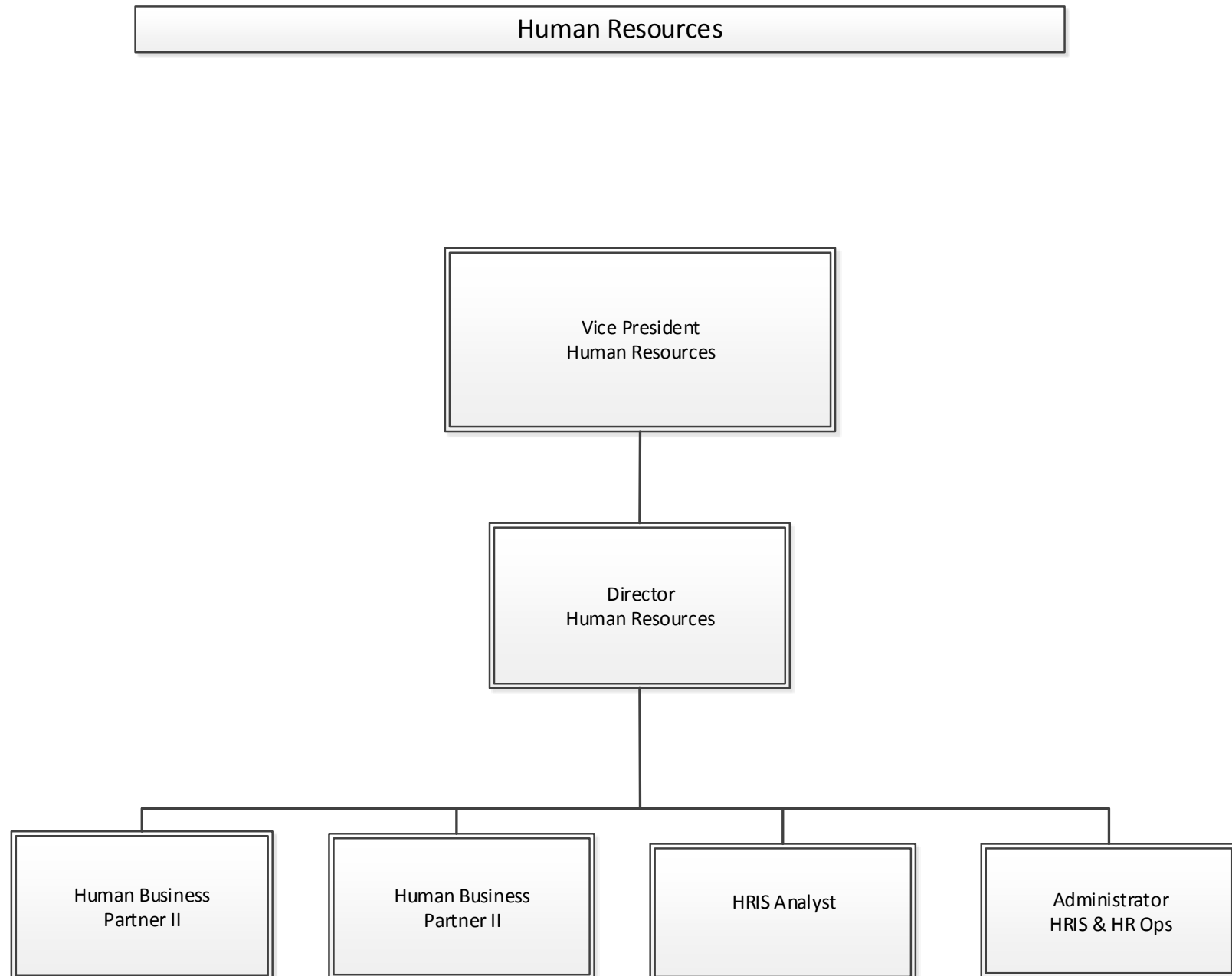
Contracts and Procurement is requesting the same number of positions in FY 2018 as authorized in FY 2017. However, position level restructuring primarily explains the lower personnel expense in FY 2018.

Departmental Initiatives

Contracts & Procurement

Initiative I		
Short Title of Department Initiative	Diversity Business Development Program	
Primary Vision 2022 Priority Supported	THRIVE - Small Business and Section 3 Program	
Short Description of Department Initiative	The Diversity Business Development program will be designed to facilitate increased community engagement with our diverse supplier community with ongoing "How To" educational components. A minimum of four events throughout FY2018 (one per quarter); two major expos (to include PMDs, Developers, SciQuest and other invited exhibitors (other housing authorities); two educational workshops will include a focus on "How To Do Business With AHA"	
Measurement of Success	15% increase in the number of new MBE/WBE/Section 3 suppliers, 15% increase in MBE/WBE/Section 3 awarded contracts under \$100,000, 15% increase in the number of responses submitted by MBE/WBE/Section 3 entities	
Time period including end date	July 1, 2018 - June 30, 2018	
Non-AHA entities involved	PMDs, Developers	
Other Departments directly involved	Communications, Real Estate Group, Information Technology	
Risks and dependencies	Forums might be structured differently based on Disparity Study outcomes	
Incremental Costs	\$35,000 for venue, light refreshments, event and collateral materials	
Initiative II		
Short Title of Department Initiative	Revise AHA's Amended and Restated Procurement Policy and AMS' Operational Administrative Manual	
Short Description of Department Initiative	Revise AHA's Amended and Restated Procurement Policy and aligning Operational Administrative Manual to include Disparity Study results and recommendations and to incorporate 2 CFR 200's broader flexibility	
Measurement of Success	Obtaining Board approval; successful agency-wide training on new policy and procedures	
Time period including end date	July 1, 2017 - December 31, 2017	
Non-AHA entities involved	Outside Legal counsel	
Other Departments directly involved	Executive Office, Legal, Finance, Policy, Administration	
Risks and dependencies	Disparity Study results, Board of Commissioners recommendation	
Incremental Costs	\$10,000	
Initiative III		
Short Title of Department Initiative	Full Implementation of SciQuest's e-Procurement and Accounts Payable Modules	
Short Description of Department Initiative	Implementation of SciQuest's e-Procurement module will allow a seamless integration between all current modules as well as Yardi (supplier registration to contract management); this integration allows operational efficiencies, eliminates manual processing and provides measurable cost savings.	
Measurement of Success	Cost savings, operational efficiencies (Assessment of current state needed to determine)	
Time period including end date	July 1, 2017 - June 30, 2018	
Non-AHA entities involved	SciQuest	
Other Departments directly involved	Finance, Real Estate, Information Technology	
Risks and dependencies	Commitment from Senior staff to revisit and revise current business processes; dedicated and knowledgeable resources may be unavailable and delay/extend implementation	
Incremental Costs	Estimated Implementation Cost \$185,000; ongoing system average cost of \$190,000 annually	

Initiative IV	
Short Title of Department Initiative	Expansion of SciQuest's Total Contract Manager (TCM)
Short Description of Department Initiative	Expanding current usage of TCM module to incorporate all real estate portfolio documents to include contract agreements and supporting correspondence to allow centralization of contracts (excluding CSG-related agreements)
Measurement of Success	TBD (Assessment of current state needed to determine)
Time period including end date	July 1, 2017- June 30, 2018
Non-AHA entities involved	Consultants
Other Departments directly involved	Real Estate Group, Legal, Finance
Risks and dependencies	Dedicated and knowledgeable resources may be unavailable and delay/extend implementation
Incremental Costs	TBD (Assessment of current state needed to determine)



Human Resources**Mission Statement**

Help make AHA a great place to work, where employees are valued, can grow, develop and add value to AHA's success.

Primary Function

- Hiring, talent development and retention
- Provide systems and procedures that enhance the employee experience
- Ensure total compensation practices and benefits are aligned and competitive
- Payroll and benefit

Service Descriptions

The Human Resources department serves the agency by:

- Hiring and retaining top talent
- Administering a comprehensive on-boarding and employee orientation program
- Providing systems and procedures that enhance the employee experience, including an intuitive, integrated information system
- Ensuring compensation practices and benefits are aligned and competitive in the marketplace
- Providing goal setting and performance development training
- Processing payroll
- Administering AHA-provided health and other plans

Human Resources Operations	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Personnel	933,015	685,710	247,305
Non-personnel	562,472	499,623	62,849
Total	\$ 1,495,487	\$ 1,185,333	\$ 310,154

Staffing

Authorized Positions	FY16	FY17	FY18
Administrator, HRIS & HR Operations	1	1	1
Director, Human Resources	1	1	1
HR Business Partner II	2	2	2
HR Project Manager	1	0	0
HRIS Analyst	1	1	1
VP, Human Resources	0	0	1
	6	5	6

Human Resources is requesting to the re-instatement of a Vice President of Human Resources position, therefore an increase of one position over FY 2017 authorized positions. This also explains the increase of personnel expense between periods.

Since FY 2017, AHA has been hiring 15 interns from colleges and high schools to assist AHA's various departments during the summer months and supplement intern's education.

Departmental Initiatives

Human Resources

Initiative I		Human Resources	
Short Title of Department Initiative	Workforce Planning		
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm		
Short Description of Department Initiative	Develop a Workforce planning strategy for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow.		
Measurement of Success	Evaluate the plan against milestones such as: (1) Staffing levels at 95% throughout the year (2) employee cross training		
Time period including end date	7/1/2017-6/30/2018		
Non-AHA entities involved	Right Management, American Management Association (AMA)		
Other Departments directly involved			
Risks and dependencies	Success is dependent on the ability of HR team to fully implement and actualize Workforce Planning for AHA		
Incremental Costs	Not determined.		
Initiative II			
Short Title of Department Initiative	Employee Engagement		
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm		
Short Description of Department Initiative	TBD		
Measurement of Success	This initiative will be successful if employees perform at their highest level and become engaged in the Vision 2022 Live, Work, Thrive initiatives.		
Time period including end date	7/1/2017-6/30/2018		
Non-AHA entities involved	NA		
Other Departments directly involved	All		
Risks and dependencies	None		
Incremental Costs	Not determined.		

Initiative III		
Short Title of Department Initiative	Employee Onboarding	
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Short Description of Department Initiative	Develop a enhanced onboarding process that acclimates employee into our new culture.	
Measurement of Success	This initiative will be successful if HR successfully produces the new onboarding process and implements the program within FY 2018	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	NA	
Other Departments directly involved	IT may be involved.	
Risks and dependencies		
Incremental Costs	Not determined.	
Initiative IV		
Short Title of Department Initiative	Salary Comparables	
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Short Description of Department Initiative	Purchase software from HayGroup, Pay Scale or Mercer that provides salary data on an as needed basis.	
Measurement of Success	This initiative will be successful because it will enable HR to make informed salary decisions and recommendations.	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	HayGroup, PayScale or Mercer	
Other Departments directly involved	Possibly IT.	
Risks and dependencies		
Incremental Costs	Not determined.	

III. Budget Financial Schedules

Combined Sources and Uses of Funds - FY 2016 to FY 2018

	FY 2018 Budget	FY 2017 Budget	Over (Under) FY 2017 Budget	FY 2016 Actual
Sources of Funds				
Current Year Sources of Funds				
Housing Choice Voucher Funds (based on HUD authorization)	\$ 202,220,614	\$ 200,102,471	\$ 2,118,143	\$ 202,159,540
Public Housing Operating Subsidy	12,006,994	14,832,993	(2,825,999)	18,419,357
Capital Funds Program (CFP)	7,799,283	500,000	7,299,283	5,174,434
Total MTW Single Fund	222,026,891	215,435,464	6,591,427	225,753,331
Tenant Dwelling Revenue	5,222,013	5,749,447	(527,434)	6,065,897
Replacement Housing Factor (RHF) Grants	3,980,000	8,253,714	(4,273,714)	3,372,595
Choice Neighborhoods Implementation Grant (CNIG)	6,030,232	7,109,382	(1,079,150)	440,784
National Housing Compliance (NHC)	720,000	720,000	0	1,018,345
Development-related Income	5,331,593	2,481,116	2,850,477	2,245,245
Other Current Year Revenue and Grants	438,442	508,426	(69,984)	620,589
Non-Operating Sources of Funds	728,024	805,253	(77,229)	1,532,642
Total Current Year Sources of Funds	244,477,194	241,062,801	3,414,393	241,049,428
Sources of Funds from Prior Year Accumulations				
Drawdown of HCV-Originated MTW Funds- held at HUD	73,368,052	-	73,368,052	
Drawdown of Program Income and Other Funds	24,700	4,831,516	(4,806,816)	4,835,311
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	816,668	1,700,000	(883,332)	449,711
Total Sources of Funds from Prior Year Accumulations	74,209,420	6,531,516	67,677,904	5,285,022
Total Sources of Funds	\$ 318,686,614	\$ 247,594,317	\$ 71,092,297	\$ 246,334,450
Uses of Funds				
Housing Assistance and Operating Subsidy Payments	\$ 150,268,840	\$ 146,072,169	\$ 4,196,671	\$ 137,581,705
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	14,898,349	16,582,468	(1,684,119)	17,111,976
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,961,773	1,771,300	190,473	1,485,688
Human Development Supportive Housing Services and Community Relations	1,714,023	1,170,825	543,198	1,015,126
Operating Divisions	16,169,657	14,162,868	2,006,789	12,463,447
Corporate Support	21,861,838	21,288,992	572,846	19,485,924
Development and Revitalization	104,894,716	36,676,136	68,218,580	12,874,879
Debt Service on Energy Performance Contract (EPC) Capital Lease	561,800	2,125,882	(1,564,082)	660,905
Total Uses of Funds	312,330,996	239,850,640	72,480,356	202,679,650
Excess of Sources over Uses of Funds*	\$ 6,355,619	\$ 7,743,677	\$ (1,388,058)	\$ 43,654,800
* The Excess of Funds above affects the following fund balances:				
Housing Choice Voucher Program Funds held at HUD	\$ -	\$ 4,674,121	\$ (4,674,121)	\$ 39,871,895
Other Excess of Funds held at AHA	6,355,619	3,069,556	3,286,063	3,782,905
Excess of Sources over Uses of Funds	\$ 6,355,619	\$ 7,743,677	\$ (1,388,058)	\$ 43,654,800

Schedule I
Sources and Uses of Funds by Major Program
FY 2018 Budget

Description	MTW Program	Housing Compliance (NHC)	Non-MTW Revitalization Program	FY 2018 Budget
Sources of Funds				
Current Year Sources of Funds				
Housing Choice Voucher Funds (based on HUD authorization)	\$ 202,220,614	\$ -	\$ -	\$ 202,220,614
Public Housing Operating Subsidy	12,006,994	-	-	12,006,994
Capital Funds Program (CFP)	7,799,283	-	-	7,799,283
Total MTW Single Fund	222,026,891	-	-	222,026,891
Tenant Dwelling Revenue	5,222,013	-	-	5,222,013
Replacement Housing Factor (RHF) Grants	-	-	3,980,000	3,980,000
Choice Neighborhoods Implementation Grant (CNIG)	-	-	6,030,232	6,030,232
National Housing Compliance (NHC)	-	720,000	-	720,000
Development-related Income	-	-	5,331,593	5,331,593
Other Current Year Revenue and Grants	438,442	-	-	438,442
Non-Operating Sources of Funds	132	62,000	665,892	728,024
Total Current Year Sources of Funds	227,687,477	782,000	16,007,717	244,477,194
Sources of Funds from Prior Year Accumulations				
Drawdown of HCV-Originated MTW Funds- held at HUD	73,368,052	-	-	73,368,052
Drawdown of Program Income and Other Funds	-	-	24,700	24,700
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	816,668	816,668
Total Sources of Funds from Prior Year Accumulations	73,368,052	-	841,368	74,209,420
Total Sources of Funds	\$ 301,055,529	\$ 782,000	\$ 16,849,085	\$ 318,686,614
Uses of Funds				
Housing Assistance and Operating Subsidy Payments	\$ 150,268,840	\$ -	\$ -	\$ 150,268,840
Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	14,898,349	-	-	14,898,349
Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,961,773	-	-	1,961,773
Human Development Supportive Housing Services and Community Relations	1,634,823	79,200	-	1,714,023
Operating Divisions	16,092,974	76,683	-	16,169,657
Corporate Support	21,590,654	271,184	-	21,861,838
Development and Revitalization	94,046,316	21,500	10,826,900	104,894,716
Debt Service on Energy Performance Contract (EPC) Capital Lease	561,800	-	-	561,800
Total Uses of Funds	301,055,529	448,567	10,826,900	312,330,996
Excess of Sources over Uses of Funds*	\$ -	\$ 333,433	\$ 6,022,185	\$ 6,355,618
* The Excess of Funds above affects the following fund balances:				
Housing Choice Voucher Program Funds held at HUD	\$ -	\$ -	\$ -	\$ -
Other Excess of Funds held at AHA	-	333,433	6,022,185	6,355,618
Excess of Sources over Uses of Funds	\$ -	\$ 333,433	\$ 6,022,185	\$ 6,355,618

The Housing Authority of the City of Atlanta, Georgia

Operating Sources and Uses of Funds

FY 2018 Budget

(Excludes Non-cash Items)

Operating		FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Sources of Funds				
	Housing Choice Voucher Funds (based on HUD authorization)	\$ 202,220,614	\$ 200,102,471	\$ 2,118,143
	Public Housing Operating Subsidy	12,006,994	14,832,993	(2,825,999)
	Capital Funds Program (CFP)	7,799,283	500,000	7,299,283
	Total MTW Single Fund	222,026,891	215,435,464	6,591,427
	Tenant Dwelling Revenue	5,222,013	5,749,447	(527,434)
	National Housing Compliance (NHC)	698,500	720,000	(21,500)
	Other Revenue and Grants	438,574	508,426	(69,852)
	Non-Operating Sources of Funds	62,000	-	62,000
	Total Operating Sources of Funds	\$ 228,447,977	\$ 222,413,336	\$ 6,034,641
Operating Uses of Funds				
	Housing Assistance and Operating Subsidy Payments			
	Tenant-Based and Homeownership Vouchers	\$ 97,544,971	\$ 94,662,623	\$ 2,882,348
	HomeFlex Rental Assistance (formerly PBRA)	40,607,717	39,412,269	1,195,448
	Mixed Communities Operating Subsidy for AHA-Assisted Units	12,116,152	11,997,277	118,875
II	Total Housing Assistance and Operating Subsidy Payments	150,268,840	146,072,169	4,196,671
III	Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	14,898,349	16,582,468	(1,684,119)
IV	Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	1,961,773	1,771,300	190,473
V	Human Development Supportive Housing Services and Community Relations	1,714,023	1,170,825	543,198
VI	Operating Divisions	16,169,657	14,162,868	2,006,789
VII	Corporate Support	21,861,838	21,288,992	572,846
	Debt Service on Energy Performance Contract (EPC) Capital Lease	561,800	2,125,882	(1,564,082)
	Total Uses of Funds for Operating Activities	57,167,440	57,102,335	65,105
	Total Operating Uses of Funds	207,436,280	203,174,504	4,261,776
	Excess of Operating Sources over Uses of Funds	\$ 21,011,697	\$ 19,238,832	\$ 1,772,865

Schedule II
Housing Assistance and Operating Subsidy Payments
FY 2018 Budget

Schedule	Description	FY 2018	FY 2017	FY 2018
		Budget	Budget	Over (Under) FY 2017
II.A II.B	Tenant-Based and Homeownership Vouchers			
	In Jurisdiction Tenant-Based Vouchers	\$ 78,094,769	\$ 76,317,188	\$ 1,777,581
	Out of Jurisdiction (Port Out) Tenant-Based Vouchers	17,040,935	15,958,750	1,082,185
	Voucher Portability Administrative Fees	1,105,431	1,070,503	34,928
	Short-Term Housing Assistance	400,000	400,000	-
	Case Management and Administration of Supportive Housing Initiatives	200,000	200,000	-
	Leasing Incentive Fees	534,000	519,850	14,150
	Homeownership Vouchers	169,836	196,332	(26,496)
	Total Tenant-Based and Homeownership Vouchers	97,544,971	94,662,623	2,882,348
	HomeFlex Rental Assistance (formerly PBRA)	40,607,717	39,412,269	1,195,448
	Mixed Communities Operating Subsidy for AHA-Assisted Units	12,116,152	11,997,277	118,875
Total	\$ 150,268,840	\$ 146,072,169	\$ 4,196,671	

Schedule II.A (1 of 2)
HomeFlex Rental Assistance (formally PBRA) by Community
FY 2018 Budget

Community	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Adamsville Green	\$ 581,131	\$ 587,080	\$ (5,949)
Arcadia at Parkway Village	723,888	769,447	(45,559)
Ashley Auburn Pointe I	83,243	82,318	925
Ashley Collegetown II	89,927	83,376	6,551
Ashley Courts at Cascade I	73,670	168,145	(94,475)
Ashley Courts at Cascade II	102,466	151,331	(48,865)
Ashley Courts at Cascade III	34,872	106,492	(71,620)
Ashton at Browns Mill	535,147	535,632	(485)
Atrium at Collegetown	948,992	899,857	49,135
Auburn Glenn	1,203,144	1,225,854	(22,710)
Avalon Park Family	494,033	508,709	(14,676)
Avalon Park Senior	1,198,244	1,258,571	(60,327)
Avalon Ridge Family	709,697	756,564	(46,867)
Campbell Stone	1,453,444	1,444,564	8,880
Capitol Gateway II	151,428	171,308	(19,880)
Centennial Place I	281,932	319,697	(37,765)
Centennial Place II	277,980	306,114	(28,134)
Centennial Place III	335,611	298,753	36,858
Centennial Place IV	361,431	339,089	22,342
Columbia at Sylvan Hills	526,467	532,452	(5,985)
Columbia Colony Senior	437,431	423,096	14,335
Columbia Commons	84,529	96,434	(11,905)
Columbia Heritage	1,050,895	1,019,561	31,334
Columbia High Point Senior	588,049	575,767	12,282
Columbia Mechanicsville Apartments	288,416	290,848	(2,432)
Columbia Senior Blackshear	531,719	521,221	10,498
Columbia Senior Edgewood	1,258,183	1,266,469	(8,286)
Columbia Senior Mechanicsville	628,239	628,301	(62)
Columbia Senior at MLK Village	841,575	833,104	8,471
Columbia South River Gardens	371,412	348,598	22,814
Columbia Tower at MLK Village	722,852	725,147	(2,295)
Constitution Avenue Apartments	455,128	482,023	(26,895)
Crogman School Apartments	319,399	306,236	13,163
First Step	263,935	223,639	40,296
Gateway at East Point	704,321	710,752	(6,431)
GE Towers	1,335,647	1,343,484	(7,837)
Heritage Green	276,503	275,706	797

Continued on next page

Schedule II.A (2 of 2)
HomeFlex Rental Assistance (formally PBRA) by Community
FY 2018 Budget

Community	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Heritage Station Family	\$ 814,136	\$ 802,103	\$ 12,033
Heritage Station Senior	1,251,200	1,250,910	290
Highbury Terraces	120,324	116,136	4,188
Imperial Hotel (Commons at Imperial)	705,617	724,968	(19,351)
Juniper & 10th Highrise	208,517	-	208,517
Lakewood Christian Manor	1,380,859	-	1,380,859
Legacy at Walton Lake	176,399	193,535	(17,136)
Lillie R. Campbell House	203,972	192,367	11,605
Manor at Scotts Crossing	703,039	718,886	(15,847)
Martin House at Adamsville	587,712	559,247	28,465
Mechanicsville Crossing	276,964	289,357	(12,393)
Mechanicsville Station	333,016	335,538	(2,522)
Oasis at Scholars Landing	201,175	315,000	(113,825)
Odyssey at Villas	137,049	196,259	(59,210)
O'Hearn House	267,836	284,327	(16,491)
Park Commons-Gates Park (HFOP)	1,002,661	1,007,411	(4,750)
Park Commons-Gates Park (HFS)	823,252	799,135	24,117
Parkside at Mechanicsville	282,609	294,290	(11,681)
Pavilion Place	313,891	309,462	4,429
Peaks at MLK	618,705	638,143	(19,438)
Phoenix House	159,889	-	159,889
Piedmont Senior Tower	895,358	-	895,358
Providence at Parkway Village	359,220	616,533	(257,313)
Quest Village I	73,056	-	73,056
Quest Village III	59,300	76,183	(16,883)
Renaissance at Park Place South Senior	668,155	671,468	(3,313)
Retreat at Edgewood	411,147	410,287	860
Reynoldstown Senior Residences	114,141	-	114,141
Seven Courts	156,243	162,120	(5,877)
Summit Trail	282,923	301,903	(18,980)
The Remington	484,512	-	484,512
Veranda at Auburn Pointe	649,428	632,515	16,913
Veranda at Auburn Pointe II	881,944	879,107	2,837
Veranda at Auburn Pointe III	865,627	867,635	(2,008)
Veranda at Carver Senior	558,144	727,646	(169,502)
Veranda at Collegetown	685,605	681,551	4,054
Veranda at Groveway	268,904	-	268,904
Veranda at Scholars Landing	783,925	765,986	17,939
Villages at Castleberry Hill I	162,506	-	162,506
Villas of H.O.P.E	210,752	222,052	(11,300)
Welcome House	140,107	143,496	(3,389)
Woodbridge at Parkway Village	751,845	749,885	1,960
HomeFlex Future	201,073	1,611,090	(1,410,017)
HomeFlex Rent Increases Contingency, net of rent reform	50,000	250,000	(200,000)
Total HomeFlex Rental Assistance (formally PBRA) Payments	\$ 40,607,717	\$ 39,412,269	\$ 1,195,447

Schedule II.B
Mixed Communities Operating Subsidy for AHA-Assisted Units
FY 2018 Budget

Community	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Ashley Auburn Pointe I	\$ 318,972	\$ 274,442	\$ 44,530
Ashley Auburn Pointe II	217,884	223,183	(5,299)
Ashley Collegetown	247,635	287,523	(39,888)
Ashley Collegetown II	424,120	350,630	73,490
Ashley Courts at Cascade I	319,388	297,453	21,935
Ashley Courts at Cascade II	159,001	186,408	(27,407)
Ashley Courts at Cascade III	154,200	129,718	24,482
Ashley Terrace at West End	87,813	86,909	904
Atrium at Collegetown	517,853	528,084	(10,231)
Capitol Gateway I	322,513	357,529	(35,016)
Capitol Gateway II	162,264	199,570	(37,306)
Columbia Commons	317,676	270,328	47,348
Columbia Creste	380,148	383,895	(3,747)
Columbia Estates	380,568	378,100	2,468
Columbia Grove	279,180	281,400	(2,220)
Columbia Mechanicsville Apartments	365,112	411,315	(46,203)
Columbia Park Citi	411,744	386,989	24,755
Columbia Senior Residences at Mechanicsville	307,600	260,715	46,885
Columbia Village	142,288	131,334	10,954
Gardens at Collegetown	187,325	169,691	17,634
Magnolia Park I	404,664	326,230	78,434
Magnolia Park II	344,772	368,397	(23,625)
Mechanicsville Crossing	363,528	358,986	4,542
Mechanicsville Station	310,824	353,096	(42,272)
Parkside at Mechanicsville VI	283,260	320,879	(37,619)
Veranda at Auburn Pointe	148,356	69,338	79,018
Villages at Carver I	511,848	517,821	(5,973)
Villages at Carver II	91,440	93,449	(2,009)
Villages at Carver III	385,440	415,455	(30,015)
Villages at Carver V	265,764	209,452	56,312
Villages at Castleberry Hill I	202,333	318,889	(116,556)
Villages at Castleberry Hill II	528,300	432,765	95,535
Villages of East Lake I	731,028	766,656	(35,628)
Villages of East Lake II	1,191,312	1,200,648	(9,336)
MIMF Capital Reserve Contingency	150,000	150,000	-
MIMF Operating Contingency	500,000	500,000	-
Total Mixed Communities Operating Subsidy for AHA-Assisted Units	\$ 12,116,152	\$ 11,997,277	\$ 118,875

Schedule III*
Operating Expense for AHA-Owned Residential Communities
& Other AHA Properties
FY 2018 Budget

Operating Expense for AHA-Owned Residential Communities & Other AHA Properties	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
AHA-Owned Residential Communities			
Barge Road Highrise	\$ 972,379	\$ 974,220	\$ (1,841)
Cheshire Bridge Road Highrise	1,477,954	1,398,653	79,301
Cosby Spear Highrise	2,169,709	2,128,631	41,077
East Lake Highrise	1,068,079	1,156,302	(88,222)
Georgia Avenue Highrise	719,183	727,088	(7,906)
Hightower Manor Highrise	954,018	967,180	(13,162)
Juniper and Tenth Highrise	-	654,685	(635,700)
Marian Road Highrise	1,555,794	1,589,397	(33,603)
Marietta Road Highrise	979,379	989,722	(10,343)
Martin Street Plaza	624,398	586,094	38,304
Peachtree Road Highrise	1,382,074	1,389,359	(7,284)
Piedmont Road Highrise	503,404	1,449,096	(945,692)
Westminster	291,930	316,698	(24,769)
Total AHA-Owned Residential Communities	12,698,301	14,327,126	(1,628,825)
Other AHA Properties			
AHA Headquarters Building	1,232,448	1,212,083	20,365
Zell Miller Center	165,700	182,091	(16,391)
PILOT and Other AHA Land	801,900	861,168	(59,268)
Total Other AHA Properties	2,200,048	2,255,342	(55,294)
Total	\$ 14,898,349	\$ 16,582,468	\$ (1,684,119)

* Please refer to Schedule III.A for FY 2018 budgeted Operating Expense for AHA-Owned Residential Communities & Other AHA Properties by category.

Schedule III.A

Operating Expense for AHA-Owned Residential Communities & Other AHA Properties by Category FY 2018 Budget

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total FY 2018 Budget
AHA-Owned Residential Communities							
Barge Road Highrise	\$ 239,584	\$ 173,032	\$ 301,162	\$ 115,496	\$ 90,541	\$ 52,564	\$ 972,379
Cheshire Bridge Road Highrise	587,940	296,804	353,849	82,844	99,963	56,553	1,477,954
Cosby Spear Highrise	495,223	556,106	656,585	256,359	118,858	86,578	2,169,709
East Lake Highrise	255,445	219,945	329,482	128,766	85,933	48,509	1,068,079
Georgia Avenue Highrise	169,836	137,264	246,543	76,747	59,713	29,079	719,183
Hightower Manor Highrise	231,376	165,319	305,935	126,975	74,978	49,435	954,018
Marian Road Highrise	414,770	380,967	469,518	88,574	109,291	92,674	1,555,794
Marietta Road Highrise	230,680	184,888	301,304	115,496	99,775	47,236	979,379
Martin Street Plaza	107,260	207,828	176,335	76,000	35,684	21,291	624,398
Peachtree Road Highrise	350,872	326,426	402,922	120,418	108,015	73,421	1,382,074
Piedmont Road Highrise	110,787	181,942	88,636	43,464	33,934	44,641	503,404
Westminster	46,811	83,762	118,560	15,888	16,247	10,662	291,930
Total AHA-Owned Residential Communities	3,240,585	2,914,283	3,750,831	1,247,028	932,932	612,643	12,698,301
Other AHA Properties							
AHA Headquarters Building	213,852	254,108	559,112	186,000	-	19,376	1,232,448
Zell Miller Center	9,072	42,311	56,256	45,780	-	12,281	165,700
PILOT and Other AHA Land	6,000	2,672	451,529	-	-	322,714	801,900
Total Other AHA Properties	228,924	299,091	1,066,897	231,780	-	354,371	2,200,048
Total	\$ 3,469,509	\$ 3,213,374	\$ 4,817,728	\$ 1,478,808	\$ 932,932	\$ 967,014	\$ 14,898,349

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

Schedule IV*

Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters FY 2018 Budget

Description	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
AHA-Owned Residential Communities			
Barge Road Highrise	\$ 203,500	\$ 175,600	\$ 27,900
Cheshire Bridge Road Highrise	211,000	314,500	(103,500)
Cosby Spear Highrise	89,667	32,437	57,230
East Lake Highrise	63,277	155,605	(92,328)
Georgia Avenue Highrise	70,950	12,000	58,950
Hightower Manor Highrise	46,167	30,528	15,639
Marian Road Highrise	88,633	140,700	(52,068)
Marietta Road Highrise	192,500	170,200	22,300
Martin Street Plaza	22,000	42,250	(20,250)
Peachtree Road Highrise	176,000	71,920	104,080
Westminster	-	118,480	(118,480)
Total AHA-Owned Residential Communities	1,163,693	1,264,220	(100,527)
AHA Headquarters Capital Expenditures			
Technology Investments	448,080	358,080	90,000
Capital Improvements to AHA Corporate Headquarters	350,000	149,000	201,000
Total AHA Headquarters Capital Expenditures	798,080	507,080	291,000
Total	\$ 1,961,773	\$ 1,771,300	\$ 190,473

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

Schedule V*

Human Development, Supportive Housing Services and Community Relations**

FY 2018 Budget

Description	Managed by	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Human Dev. Support Professional Services **	Partnerships and People Investments	\$ 1,295,850	\$ 744,058	\$ 551,792
Supportive Services at Gardens at Collegetown	Real Estate Group	86,250	128,620	(42,370)
Quality Living Services for Seniors	Real Estate Group	252,723	265,447	(12,724)
Community Relations **	Governmental and External Affairs	67,500	21,000	46,500
Corporate Match for AHA Scholarship Fund - Non-MTW funds	Governmental and External Affairs	11,700	11,700	-
Total		\$ 1,714,023	\$ 1,170,825	\$ 543,198

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

** This schedule does not include the cost of human development services provided at AHA-Owned residential communities by PMDs or by the Partnerships and People Investments Department which are included in Schedules III and VI, respectively.

Schedule VI*
Operating Divisions
FY 2018 Budget

Operating Divisions	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Customer Services Group			
Customer Services	\$ 1,219,911	\$ 1,360,051	\$ (140,140)
Housing Services	4,962,199	5,186,694	(224,495)
Inspections Services	1,981,840	2,058,576	(76,736)
Total Customer Services Group	8,163,950	8,605,321	(441,371)
Partnerships & People Investments	1,420,078	916,638	503,440
Real Estate Group			
Office of the Chief Real Estate Officer	943,196	495,906	447,290
Real Estate Oversight & Services	3,249,831	2,182,046	1,067,785
Neighborhood Revitalization	966,904	509,685	457,219
Real Estate Investments & Finance	1,425,698	1,453,272	(27,574)
Total Real Estate Group	6,585,629	4,640,909	1,944,720
Total	\$ 16,169,657	\$ 14,162,868	\$ 2,006,789

* Please refer to Schedule VI.A for FY 2018 budgeted Operating Divisions Expense by category.

Schedule VI.A
Operating Divisions Expense by Category
FY 2018 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*	Temporary Services*	Other*	Total FY 2018 Budget
Customer Services Group					
Customer Services	\$ 1,197,119	\$ -	\$ -	\$ 22,792	\$ 1,219,911
Housing Services	4,588,820	129,964	95,000	148,415	4,962,199
Inspections Services	1,898,069	24,499	-	59,272	1,981,840
Total Customer Services Group	7,684,008	154,463	95,000	230,479	8,163,950
Partnerships & People Investments	1,331,408	-	28,000	60,670	1,420,078
Real Estate Group					
Office of the Chief Real Estate Officer	541,569	350,000	-	51,627	943,196
Real Estate Oversight & Services	2,697,064	477,878	-	74,889	3,249,831
Neighborhood Revitalization	891,681	-	35,000	40,223	966,904
Real Estate Investments & Finance	1,363,771	-	-	61,927	1,425,698
Total Real Estate Group	5,494,085	827,878	35,000	228,666	6,585,629
Total	\$ 14,509,501	\$ 982,341	\$ 158,000	\$ 519,815	\$ 16,169,657

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

Schedule VII*
Corporate Support Expense
FY 2018 Budget

Description	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Executive Office	\$ 636,411	\$ 878,544	\$ (242,133)
Office of General Counsel & Office of Compliance	3,130,767	2,876,130	254,637
Finance	1,956,231	1,944,919	11,312
Information Technology	8,656,075	8,837,203	(181,128)
Records & Information Management	1,776,333	1,781,998	(5,665)
IT Program Management	382,488	544,120	(161,632)
Office of Policy & Strategy	1,091,610	1,023,162	68,448
Governmental and External Affairs	595,615	539,095	56,520
Communications, Marketing and Public Engagement	1,023,671	868,516	155,155
Corporate Administration Support	1,088,208	869,278	218,930
Contracts and Procurement (formerly Acquisition & Management Services)	1,128,163	1,210,312	(82,149)
Human Resources Operations	1,498,087	1,187,333	310,754
Activities Managed by Human Resources:			
Severance & Related Expense	57,000	54,500	2,500
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-
Total	\$ 21,861,838	\$ 21,288,992	\$ 572,846

* Please refer to Schedule VII.A for FY 2018 budgeted Corporate Support Expense by category..

Schedule VII.A
Corporate Support Expense by Category
FY 2018 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*(1)	Temporary Services*	Software Licenses & Hardware/ Software Expense*	Agency-wide Services and Expenses*	Other*	Total FY 2018 Budget
Executive Office	\$ 505,081	\$ -	\$ -	\$ -	\$ -	\$ 131,330	\$ 636,411
Office of General Counsel	2,292,365	755,000	-	-	-	83,402	3,130,767
Finance	1,653,336	260,400	15,000	-	-	27,495	1,956,231
Information Technology	3,728,570	417,875	12,500	1,835,121	411,688	91,500	6,497,254
Records & Information Management	1,012,651	102,000	-	-	639,282	22,400	1,776,333
IT Program Management	374,688	-	-	-	-	7,800	382,488
Office of Policy & Strategy	692,319	355,000	-	-	-	44,291	1,091,610
Governmental and External Affairs	569,465	1,000	-	-	-	25,150	595,615
Communications, Marketing and Public Engagement	687,729	309,100	-	-	-	26,842	1,023,671
Corporate Administration Support	595,072	1,000	-	-	391,486	100,650	1,088,208
Contracts and Procurement (formerly Acquisition & Management Services)	936,954	-	-	-	100,000	91,209	1,128,163
Human Resources Operations	933,015	255,750	-	-	256,344	52,978	1,498,087
Activities Managed by Human Resources:							
Severance & Related Expense	-	-	-	-	57,000	-	57,000
Defined Benefit Pension Plan Contribution	-	-	-	-	1,000,000	-	1,000,000
Total	\$ 13,981,246	\$ 2,457,125	\$ 27,500	\$ 1,835,121	\$ 2,855,800	\$ 705,047	\$ 21,861,838

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

(1) Also includes Outside Legal Counsel expense.

Schedule VIII
Sources and Uses of Funds
FY 2018 Budget
(Excludes Non-cash Items)

Development and Revitalization			
	FY 2018 Budget	FY 2017 Budget	FY 2018 Over (Under) FY 2017
Sources of Funds			
Replacement Housing Factor (RHF) Grants	\$ 3,980,000	\$ 8,253,714	\$ (4,273,714)
Choice Neighborhoods Implementation Grant (CNIG)	6,030,232	7,109,382	(1,079,150)
Development and Other Related Income	5,997,484	2,616,116	3,381,369
Drawdown of Program Income and Other Funds	46,200	4,831,516	(4,785,316)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	816,668	1,700,000	(883,332)
Drawdown of HCV-Originated MTW Funds- held at HUD	94,046,316	14,781,524	79,264,792
Total Sources of Funds	\$ 110,916,900	\$ 39,292,252	\$ 71,624,649
Development and Revitalization Expenditures			
Demolition & Remediation	\$ 12,700,000	\$ 500,000	\$ 12,200,000
Co-investments and Property Acquisitions	62,880,000	7,000,000	55,880,000
Predevelopment Loans	1,156,174	2,618,817	(1,462,643)
Developer Loan Draws	6,671,080	7,006,250	(335,170)
Site Improvements	2,200,000	1,465,000	735,000
Homeownership Down Payment Assistance	2,400,000	1,500,000	900,000
Non Residential Structures	3,560,000	3,830,184	(270,184)
Public Improvements	5,693,970	7,900,000	(2,206,030)
Consulting and Professional Services	5,412,475	2,990,728	2,421,747
Outside Legal Counsel	227,004	25,000	202,004
Administrative Staffing	560,718	662,249	(101,531)
Tenant Services Staffing	430,189	348,168	82,021
Meeting Expenses	44,550	45,000	(450)
Community Outreach	16,800	-	16,800
Modular Office Expenses	187,256	125,139	62,117
Urban Farming	150,000	90,000	60,000
Owner Occupied Rehabs	500,000	100,000	400,000
Micro-Grants and Cash Donations	50,000	226,016	(176,016)
Other Expenses	54,500	243,585	(189,085)
Total Development and Revitalization Expenditures	104,894,716	36,858,136	68,036,580
Excess of Sources over Development and Revitalization Expenditures	\$ 6,022,184	\$ 2,434,116	\$ 3,588,068

Schedule VIII.A
Development and Revitalization by Major Program
FY 2018 Budget

Development and Revitalization by Major Program	Co-investment	Choice Neighborhoods	RAD Revitalization*	Former Public Housing Sites - Redevelopment**	Other Development Activities***	Total FY 2018 Budget
Sources of Funds						
Replacement Housing Factor (RHF) Grants	\$ -	\$ 3,980,000	\$ -	\$ -	\$ -	\$ 3,980,000
Choice Neighborhoods Implementation Grant (CNIG)	-	6,030,232	-	-	-	6,030,232
Development and Other Related Income	600,000	428,000	1,204,000	1,096,084	2,669,400	5,997,484
Drawdown of Program Income and Other Funds	-	46,200	-	-	-	46,200
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	200,000	-	100,000	516,668	816,668
Drawdown of HCV-Originated MTW Funds- held at HUD	61,675,000	3,612,660	3,238,779	20,004,275	5,515,602	94,046,316
Total Sources of Funds	\$ 62,275,000	\$ 14,297,092	\$ 4,442,779	\$ 21,200,359	\$ 8,701,670	\$ 110,916,900
Development and Revitalization Expenditures						
Demolition & Remediation	\$ -	\$ 700,000	\$ -	\$ 12,000,000	\$ -	\$ 12,700,000
Co-investments and Property Acquisitions	60,880,000	1,500,000	-	500,000	-	62,880,000
Predevelopment Loans	-	430,000	726,174	-	-	1,156,174
Developer Loan Draws	-	1,695,000	2,182,355	2,793,725	-	6,671,080
Site Improvements	-	2,200,000	-	-	-	2,200,000
Homeownership Down Payment Assistance	-	-	-	-	2,400,000	2,400,000
Non Residential Structures	-	1,500,000	-	2,000,000	60,000	3,560,000
Public Improvements	-	1,010,000	-	2,000,000	2,683,970	5,693,970
Consulting and Professional Services	795,000	2,799,175	230,250	736,750	851,300	5,412,475
Outside Legal Counsel	-	60,004	100,000	30,000	37,000	227,004
Administrative Staffing	-	560,718	-	-	-	560,718
Tenant Services Staffing	-	430,189	-	-	-	430,189
Meeting Expenses	-	40,550	-	4,000	-	44,550
Community Outreach	-	-	-	16,800	-	16,800
Modular Office Expenses	-	187,256	-	-	-	187,256
Urban Farming	-	150,000	-	-	-	150,000
Owner Occupied Rehabs	-	500,000	-	-	-	500,000
Micro-Grants and Cash Donations	-	50,000	-	-	-	50,000
Other Expenses	-	31,500	-	23,000	-	54,500
Total Development and Revitalization Expenditures	61,675,000	13,844,392	3,238,779	20,104,275	6,032,270	104,894,716
Excess of Sources over Development and Revitalization Expenditures	\$ 600,000	\$ 452,700	\$ 1,204,000	\$ 1,096,084	\$ 2,669,400	\$ 6,022,184

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

** Please refer to Schedule VIII.A.2 for additional information on Former Public Housing Sites - Redevelopment.

*** Please refer to Schedule VIII.A.3 for additional information on Other Development activities.

Schedule VIII.A.1
Rental Assistance Demonstration (RAD) by Community
FY 2018 Budget

Description	Cosby Spear Highrise	Hightower Manor Highrise	Peachtree Road Highrise	Piedmont Road Highrise	Villages at Castleberry Hill I	Total FY 2018 Budget
Sources of Funds						
Drawdown of HCV-Originated MTW Funds- held at HUD	\$ 373,500	\$ 246,250	\$ 159,702	\$ 2,377,077	\$ 82,250	\$ 3,238,779
Total Sources of Funds	\$ 373,500	\$ 246,250	\$ 159,702	\$ 2,377,077	\$ 82,250	\$ 3,238,779
Development and Revitalization Expenditures						
Predevelopment Loans	\$ 281,250	\$ 212,500	\$ 125,952	\$ 106,472	\$ -	\$ 726,174
Developer Loan Draws	-	-	-	2,182,355	-	2,182,355
Consulting and Professional Services	92,250	33,750	33,750	38,250	32,250	230,250
Outside Legal Counsel	-	-	-	50,000	50,000	100,000
Total Development and Revitalization Expenditures	\$ 373,500	\$ 246,250	\$ 159,702	\$ 2,377,077	\$ 82,250	\$ 3,238,779

Schedule VIII.A.2

Former Public Housing Sites - Redevelopment

FY 2018 Budget

Former Public Housing Sites - Redevelopment	Bowen Homes	Palmer House	Englewood Manor	Herndon Homes	Cupola Building	Total FY 2018 Budget
Sources of Funds						
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
Drawdown of HCV-Originated MTW Funds- held at HUD	40,000	92,250	2,845,250	16,858,775	168,000	20,004,275
Total Sources of Funds	\$ 40,000	\$ 92,250	\$ 2,845,250	\$ 16,958,775	\$ 168,000	\$ 20,104,275
Development and Revitalization Expenditures						
Demolition and Remediation	\$ -	\$ -	\$ -	\$ 12,000,000	\$ -	\$ 12,000,000
Predevelopment Loans	-	-	-	-	-	\$ -
Property Acquisitions	-	-	500,000	-	-	500,000
Developer Loan Draws	-	-	-	2,793,725	-	2,793,725
Non Residential Structures	-	-	-	2,000,000	-	2,000,000
Public Improvements	-	-	1,900,000	100,000	-	2,000,000
Consulting and Professional Services	40,000	92,250	423,250	36,250	145,000	736,750
Outside Legal Counsel	-	-	10,000	20,000	-	30,000
Meeting Expenses	-	-	-	4,000	-	4,000
Community Outreach	-	-	12,000	4,800	-	16,800
Other Misc. Admin Expenses	-	-	-	-	23,000	23,000
Total Development and Revitalization Expenditures	\$ 40,000	\$ 92,250	\$ 2,845,250	\$ 16,958,775	\$ 168,000	\$ 20,104,275

Schedule VIII.A.3

Other Development Activities

FY 2018 Budget

Other Development Activities	Magnolia Perimeter	North Avenue	Centennial Place	West Highlands	Other	Total FY 2018 Budget
Sources of Funds						
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	\$ -	\$ -	\$ 516,668	\$ -	\$ -	\$ 516,668
Drawdown of HCV-Originated MTW Funds- held at HUD	113,000	80,000	85,250	2,367,552	2,869,800	5,515,602
Total Sources of Funds	\$ 113,000	\$ 80,000	\$ 601,918	\$ 2,367,552	\$ 2,869,800	\$ 6,032,270
Development and Revitalization Expenditures						
Homeownership Down Payment Assistance	\$ -	\$ -	\$ -	\$ 120,000	\$ 2,280,000	\$ 2,400,000
Non Residential Structures	-	-	-	-	60,000	60,000
Public Improvements	-	-	516,668	2,167,302	-	2,683,970
Consulting and Professional Services	98,000	80,000	75,250	80,250	517,800	851,300
Outside Legal Counsel	15,000	-	10,000	-	12,000	37,000
Total Development and Revitalization Expenditures	\$ 113,000	\$ 80,000	\$ 601,918	\$ 2,367,552	\$ 2,869,800	\$ 6,032,270

Schedule VIII.B
Development and Revitalization Expenditures by Funding Program
FY 2018 Budget

Description	Replacement Housing Factor (RHF)	Choice Neighborhoods Implentation Grant	Prior Year Program Income Funds	Public Improvement Funds Provided by City of Atlanta	Moving to Work (MTW)	Total FY 2018 Budget
Demolition & Remediation	\$ 500,000	\$ -	\$ -	\$ 200,000	\$ 12,000,000	\$ 12,700,000
Co-investments and Property Acquisitions	-	1,500,000	-	-	61,380,000	62,880,000
Predevelopment Loans	270,000	-	-	-	886,174	1,156,174
Developer Loan Draws	-	1,695,000	-	-	4,976,080	6,671,080
Site Improvements	2,200,000	-	-	-	-	2,200,000
Homeownership Down Payment Assistance	-	-	-	-	2,400,000	2,400,000
Non Residential Structures	-	-	-	-	3,560,000	3,560,000
Public Improvements	1,010,000	-	-	616,668	4,067,302	5,693,970
Consulting and Professional Services	-	2,374,575	3,200	-	3,034,700	5,412,475
Outside Legal Counsel	-	60,004	-	-	167,000	227,004
Administrative Staffing	-	284,653	-	-	276,064	560,718
Tenant Services Staffing	-	-	-	-	430,189	430,189
Meeting Expenses	-	-	20,000	-	24,550	44,550
Community Outreach	-	-	-	-	16,800	16,800
Modular Office Expenses	-	-	-	-	187,256	187,256
Urban Farming	-	-	-	-	150,000	150,000
Owner Occupied Rehabs	-	100,000	-	-	400,000	500,000
Micro-Grants and Cash Donations	-	-	-	-	50,000	50,000
Other Misc. Admin Expenses	-	16,000	1,500	-	37,000	54,500
Total Development and Revitalization Expenditures	\$ 3,980,000	\$ 6,030,232	\$ 24,700	\$ 816,668	\$ 94,043,116	\$ 104,894,716

IV. Support for Certain Financial Schedules and Strategic Contracts

FY2018 Budget

Support for Schedule IV

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

Department/Description	FY18 Budget
Capital Expenditures for AHA-Owned Residential Communities	
Elevator Machine Replacements, (including new hoist and governor ropes)	\$ 440,000
FY2017 Carryover Project (Roof)	200,000
Cable Wiring (AHA Security Channel)	99,000
Install Plate Frame Heat Exchanger	77,000
Contingency	50,000
Hotwater Boiler Replacement	44,633
HVAC - Rooftop unit Replacement	44,000
Multi-site Instalation of UFAS designated smoking areas	44,000
North Ave. Pedestrian and Vehicle Gate Call Box Replacement	38,500
Smoking Area Pavillion	33,000
Install New Roof Top HVAC Unit	22,000
Crackfill, sealcoat and stripe controlled access parking lot	17,111
Multi-site Pedestrian gate automatic gate operator	16,500
Security Camera Installation - GA 400 Path	16,500
Asphalt resurfacing repair	11,000
Rear Patio Paving	5,500
Circulation Pump Replacement	4,950
Total Capital Expenditures for AHA-Owned Residential Communities	\$ 1,163,693
Capital Expenditures for AHA Headquarters	
Technology Investments - Office Software	
Real Estate software	\$ 150,000
Knowledge Lake Advance Capture software	113,080
Participant Portal software	100,000
Contingency software	25,000
Total Technology Investments - Office Software	\$ 388,080
Technology Investments - Office Hardware	
Contingency hardware	\$ 60,000
Total Technology Investments - Office Hardware	\$ 60,000

FY2018 Budget
Support for Schedule IV
Details for Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters

Continued from Previous Page

Department/Description	FY18 Budget
Capital Improvements to AHA Corporate Headquarters	
Chiller Replacements	\$ 350,000
Total Capital Improvements to AHA Corporate Headquarters	\$ 350,000
Total Capital Expenditures for AHA Headquarters	\$ 798,080
Total Capital Expenditures for AHA-Owned Residential Communities & AHA Headquarters	\$ 1,961,773

**FY2018 Budget
Support for Schedule V
Details for Human Development, Supportive Housing Services and Community Relations**

Department/Description	FY18 Budget
Human Development Support - Partnerships and People Investments	
Active Living Services for Seniors and Disabled Adults	\$ 350,000
Good Neighbor Program	250,000
Youth Related Activities	230,850
Job Training and Related Services (AWDA)	100,600
Other Human Development Programs/Initiatives	100,000
Job Placement for Long Term Unemployment Services	80,000
Strategic Planning Consulting Services	75,000
GED Adult Literacy	28,000
Section 3 Residential Training Program	25,000
Event Management Services	20,000
Therapeutic Services	15,000
Expungement Services	10,000
Adult Day Care Services	4,800
Transportation Assistance	2,600
Vocational Counseling	2,500
Financial Literacy and Credit Counseling	1,500
Total Human Development Support - Partnerships and People Investments	\$ 1,295,850
Supportive Housing Services - Real Estate Group	
Supportive Services at Gardens at Collegetown	\$ 86,250
Quality Living Services for Seniors	252,723
Total Supportive Housing Services - Real Estate Group	\$ 338,973
Community Relations	
AHA Building Blocks	\$ 36,000
Senior's Farmer Market	8,000
Mayor's Forever Young Ball	7,500
Other Quality Living Services	5,000
Senior Wellness & Resource Fair	500
Senior's Connecton Prom	2,000
Mayor's Masked Ball	5,000
AHA "Cares" related services	2,500
Corporate Match related expenses	1,000
Total Community Relations	\$ 67,500
Corporate Match for AHA Scholarship Fund	\$ 11,700
Total Human Development, Supportive Housing Services and Community Relations	\$ 1,714,023

FY2018 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY18 Budget
Customer Services Group		
Housing Services		
TALX Corporation	Employment verification for participants	\$ 58,320
Inquiries, Inc.	Criminal Background screening	51,644
<i>Will be provided under existing IDIQ Contract*</i>	Sign language interpreting services	20,000
	Total Housing Services	\$ 129,964
Inspections Services		
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	\$ 24,000
<i>Vendor to be determined</i>	Landlord form site design services	499
	Total Inspections Services	\$ 24,499
	Total Customer Services Group	\$ 154,463
Real Estate Group		
Office of the Chief Real Estate Officer		
<i>Vendor to be determined</i>	Real Estate consulting services	\$ 250,000
<i>Vendor to be determined</i>	PBRA Unit environmental reviews	100,000
	Total Office of the Chief Real Estate Officer	\$ 350,000
Real Estate Oversight & Services		
<i>Will be provided under existing IDIQ Contract*</i>	Environmental engineering and REAC consulting services	\$ 114,920
<i>Vendor to be determined</i>	HUD approved housing counseling services	150,000
<i>Vendor to be determined</i>	EPC measurement and verification services	58,339
<i>Vendor to be determined</i>	Cost estimating services	20,000
<i>Vendor to be determined</i>	Behavior Health and related services	102,000
<i>Vendor to be determined</i>	Accessibilty consulting services	13,619
<i>Vendor to be determined</i>	Mental Health and related services	7,000
<i>Vendor to be determined</i>	Translation services for vital documents and resident satisfaction survey	2,000
<i>Vendor to be determined</i>	Annual resident satisfaction survey	10,000
	Total Real Estate Oversight & Services	\$ 477,878
	Total Real Estate Group	\$ 827,878
	Total Operating Divisions Expense - Consulting & Professional Services	\$ 982,341

* Indefinite Delivery, Indefinite Quantity (IDIQ) contracts may include multiple vendors

**FY2018 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Temporary Services"**

Department/Vendor	Description	FY18 Budget
Housing Services		
<i>Will be provided under existing IDIQ Contract*</i>	Temporary services to support Quality Control services	\$ 95,000
	Total Housing Services	\$ 95,000
Partnerships & People Investments		
<i>Will be provided under existing IDIQ Contract*</i>	Temporary Services to support operations	\$ 28,000
	Total Partnerships & People Investments	\$ 28,000
Neighborhood Revitalization		
<i>Will be provided under existing IDIQ Contract*</i>	Temporary Services to support operations	\$ 35,000
	Total Neighborhood Revitalization	\$ 35,000
Total Operating Divisions Expense - Temporary Services		\$ 158,000

* Indefinite Delivery, Indefinite Quantity (IDIQ) contracts may include multiple vendors

**FY2018 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Department/Description	FY18 Budget
Customer Services Group	
Customer Services	
Staff Training	\$ 14,028
Travel and Conferences	6,500
Meeting Expense	1,200
Office Supplies - Department Specific*	500
Publications	300
Membership Dues	264
Total Customer Services	\$ 22,792
Housing Services	
Resident debit card Bank Fees - Utility Allowance payments	\$ 100,000
Staff Training	30,515
Emergency Assistance	7,500
Travel and Conferences	6,000
Other Administrative Fees	1,500
Meeting Expense	1,500
Membership Dues	1,050
Publications	350
Total Housing Services	\$ 148,415
Inspections Services	
Vehicle Maintenance and Fuel for AHA vehicles used by Inspectors	\$ 30,000
Staff Training	15,409
Uniforms	5,000
Membership Dues	4,913
Office Supplies - Department Specific*	2,150
Meeting Expense	1,400
Publications	400
Total Inspections Services	\$ 59,272
Total Customer Services Group	\$ 230,479
Partnerships & People Investments	
Meeting Expense	\$ 24,000
Staff Training	21,000
Travel and Conferences	11,500
Office Supplies - Department Specific*	2,520
Membership Dues	1,650
Total Partnerships & People Investments	\$ 60,670

**FY2018 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY18 Budget
Real Estate Group	
Office of the Chief Real Estate Officer	
Travel and Conferences	\$ 26,700
Staff Training	24,025
Membership Dues	600
Publications	302
	Total Office of the Chief Real Estate Officer
	\$ 51,627
Real Estate Oversight & Services	
Staff Training	\$ 42,580
Travel and Conferences	19,399
Publications	6,175
Meeting Expense	4,000
Membership Dues	1,115
Marketing	1,500
Office Supplies - Department Specific*	120
	Total Real Estate Oversight & Services
	\$ 74,889
Neighborhood Revitalization	
Marketing	\$ 13,100
Publications	8,148
Travel and Conferences	5,885
Staff Training	4,600
Membership Dues	4,530
Meeting Expense	2,000
Office Supplies - Department Specific*	1,960
	Total Neighborhood Revitalization
	\$ 40,223
Real Estate Development & Investments	
Staff Training	\$ 30,395
Travel and Conferences	26,300
Meeting Expense	3,000
Membership Dues	1,430
Publications	802
	Total Real Estate Development & Investments
	\$ 61,927
	Total Real Estate Group
	\$ 228,666
	Total Operating Divisions Expense - Other
	\$ 519,815

* Office Supplies which are not department specific are managed by Contracts and Procurements and included in the Agency-wide Schedule

**FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Temporary Services"**

Department/Vendor	Description	FY18 Budget
Finance		
<i>Will be provided under existing IDIQ Contract*</i>	Temporary Services to support operations	\$ 15,000
	Total Finance	\$ 15,000
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		\$ 27,500

* Indefinite Delivery, Indefinite Quantity (IDIQ) contracts may include multiple vendors

FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY18 Budget
Office of General Counsel & Office of Compliance	Outside Legal Services	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and Risk Management	\$ 350,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Real Estate related costs and other issues that are not covered at Closings	70,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Environmental not related to HOPE VI or Acquisitions	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Legal work related to Reformulation and RAD	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Employment Law/Matters	30,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Disparity Study	27,500
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Title work (title searches, lien searches, filing for property tax exemption)	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Miscellaneous General Services	25,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	HUD Issues	20,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Fair Housing	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Information Technology	10,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Other General Legal Services	7,500
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Corporate Governance Issues	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>	Pension/Retirement	5,000
		<hr/>
		\$ 650,000
	Other Professional Services	
<i>Vendor to be determined</i>	Compliance consulting services	75,000
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Legislative matters (Non-federal funds)	30,000
		<hr/>
	Total Office of General Counsel & Office of Compliance	\$ 755,000
Finance		
Cohn Reznick, LLP	Annual Audit fees	\$ 152,000
<i>Vendor to be determined</i>	SEC bond financial posting (conduit debt)	75,000
Cohn Reznick, LLP	IRS forms 990 and 1120 support	19,000
Thomson Reuters, Inc.	IRS 1099 support	9,900
Readable Ink	Editing services primarily for the annual audit report	4,500
		<hr/>
	Total Finance	\$ 260,400
Information Technology		
Trustwave	Manage IT security and compliance services	\$ 100,000
Jaggaer-SciQuest	ePro, Requisition, Invoicing and AP implementation services	100,000
TriBridge Holdings, Inc.	Budget/Forecast/Reporting tool implementation	50,000
Emphasys Computer Solutions, Inc.	Landlord Portal tool implementation	30,000
Social Solutions, Inc.	Effort to Outcome (ETO) solutions	10,000
OneSource Virtual HR, Inc.	Workday Customizations	30,000
DiRad Technologies	Interactive Voice Response solution	15,000
Griffin Web Design	User friendly web design and development services	30,000
<i>Vendor to be determined</i>	Rent determinations solution	50,000
Iron Mountain	Yardi escrow software code management	2,875
		<hr/>
	Total Information Technology	\$ 417,875

FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Continued from Previous Page

Department/Vendor	Description	FY18 Budget
Records & Information Management		
<i>Vendor to be determined</i>	Document management strategy	\$ 100,000
	Digitize selected archived videotapes for preservation	2,000
	Total Records & Information Management	\$ 102,000
Office of Policy & Strategy		
<i>Vendor to be determined</i>	Other research consulting services	\$ 200,000
<i>Vendor to be determined</i>	Real estate scorecard	150,000
<i>Vendor to be determined</i>	Annual Report design services	5,000
	Total Office of Policy & Strategy	\$ 355,000
Governmental and External Affairs		
<i>Vendor to be determined</i>	Other consulting services	\$ 1,000
	Total Governmental and External Affairs	\$ 1,000
Communications and Business Marketing		
<i>Vendor to be determined</i>	Business and Landlord marketing	\$ 204,100
Dickerson Communications	Media consulting	105,000
	Total Communications and Business Marketing	\$ 309,100
Corporate Administration Support		
All Facts, Inc.	Motor vehicle reports	\$ 1,000
	Total Corporate Administration Support	\$ 1,000
Human Resources Operations		
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 Investment Consulting, Inc.	Pension, retirement and health benefits support	42,500
<i>Vendor to be determined</i>	HR strategy planning	18,000
<i>Vendor to be determined</i>	Executive coaching services	12,000
<i>Vendor to be determined</i>	Supplemental/critical event insurance administrative fee	5,000
<i>Vendor to be determined</i>	360 Assessment services	5,000
<i>Vendor to be determined</i>	Employment Background screening	2,600
<i>Vendor to be determined</i>	Other professional services	1,650
	Total Human Resources Operations	\$ 255,750
Total Corporate Support Expense - Consulting & Professional Services		\$ 2,457,125

* Indefinite Delivery, Indefinite Quantity (IDIQ) contracts may include multiple vendors

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

FY18 Budget	Description	FY18 Budget
Information Technology		
Software Maintenance Contracts & Licenses		
Yardi Voyager and Payscan	Maintenance for ERP System	\$ 257,100
Dell	Microsoft Licensing Maintenance for Windows Operating System, Office Pro	155,000
SciQuest	Maintenance for Requisition, Purchasing and Contract Management	101,000
Social Solutions	ETO (Efforts to Outcome) Maintenance for Human Dev and Choice	92,867
IBM	IBM Disaster Recovery Facilities and Services including annual DR Exercise	85,176
SciQuest	ePro, AP Director, Requisitioning & Invoicing	85,000
ServiceNow	Maintenance for IT Service Desk Ticket Management	79,365
IBM	Hardware maintenance for Storage Sub-Systems, AIX (Oracle) Servers, Tape Library	75,000
OneSource	Workday Software Maintenance for Human Resources Employee Mgt	69,344
CDWG	Vmware License Maintenance for Virtual Server/Desktop Hosts	66,829
CVR Associates	Landlord Portal	50,000
TriBridge Holdings	Budget & Forecasting Software License Fees - Prophix	46,380
IBM	Software Maintenance for BigFix (Patching), Tivoli Storage Manager (Tape Back-up)	42,685
Strategic Products & Services	Cisco Smartnet Switch Maintenance (all Floors and Data Center and Remote	41,886
Carousel Industries	Avaya Phone Equipment Licensing and Maintenance	37,000
CDWG	Fujitsu Scanner Maintenance	22,715
Presidio	Software Maintenance for Fraud Prevention and Detection for Websites	21,528
Waterford	MailMeter Maintenance for Archiving and Searching of email records	18,000
SHI	Nintex Software Maintenance Workflow Designer for SharePoint and Sharegate	15,711
DLT Solutions	Solarwinds Software Maintenance for monitoring, alerting, and reporting on	15,700
Symantec	Maintenance for Email Anti-Spam and Anti-Virus	15,288
Netlocity VA, Inc	Knowledge Lake Software Maintenance for SharePoint and Advanced Share	14,834
Emerald Data Solutions	Board Docs	13,000
West	Group cast autodialer	12,500
Mission Critical	Imperva Software Maintenance for Database access monitoring an	12,000
DiRad Technologies	Acct#: AHA, DIR-8001, Monthly MPLS Circuit	11,844
Lenovo Inc	IBM Hardware Maintenance for x-series servers and racks (7147 ACI, 7148, etc)	11,000
Vendor to be determined	Other software maintenance and licenses under \$10,000	145,369
Total Software Maintenance Contracts & Licenses		\$ 1,614,121

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

Continued from Previous Page

Department/Vendor	Description		FY18 Budget
Non-Capitalized Hardware			
<i>Vendor to be determined</i>	Servers hardware, desktop and laptop refresh leases	\$	125,000
<i>Vendor to be determined</i>	Contingency - business requested hardware		50,000
AdCap Network/CDWG/IBM	Networking/Common Area Hardware/Backup supplies		40,000
	Total Non-Capitalized Hardware	\$	215,000
Non-Capitalized Software			
<i>Vendor to be determined</i>	Contingency - business requested software	\$	6,000
	Total Non-Capitalized Software	\$	6,000
Total Corporate Support Expense - Software Licenses & Hardware/Software Expense			\$ 1,835,121

FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Agency-wide Services and Expenses"

Department/Vendor	Description	FY18 Budget
Information Technology		
AT&T/Sprint Solutions	Agency-wide telecommunications	\$ 411,688
	Total Information Technology	\$ 411,688
Records & Information Management		
Xerox Corporation/Canon Business Solutions	Agency-wide copiers, scanners and related equipment	\$ 248,282
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/Freeman Forms and Supplies	Agency-wide toner	50,000
More Business Solutions	Agency-wide printing & photocopying	50,000
	Total Records & Information Management	\$ 639,282
Corporate Administration Support		
Midwest Employers Casualty Company	Workers Compensation insurance	\$ 153,700
Darwin National Assurance Company	Fiduciary insurance	90,000
Housing Authority Risk Retention Group, Inc.	Liability	122,786
Housing Authority Risk Retention Group, Inc.	Auto insurance	25,000
	Total Corporate Administration Support	\$ 391,486
Contracts and Procurement		
Freeman Forms and Supplies	Agency-wide office supplies	\$ 100,000
	Total Contracts and Procurement	\$ 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	146,000
<i>Vendor to be determined</i>	Agency-wide employee activities support	50,344
	Total Human Resources Operations	\$ 256,344
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	57,000
	Total Activities Managed by Human Resources	\$ 1,057,000
Total Corporate Support Expense - Agency-wide Services and Expenses		\$ 2,855,800

**FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Department/Description	FY18 Budget
Executive Office	
Industry and Civic Membership and Fees (CLPHA/NAHRO/GAHRA/etc.)	\$ 91,040
Travel and Conferences	25,000
AHA and Affiliates Board Related Meeting Expense	12,500
Staff Training	2,000
Miscellaneous Expense	500
Publications	290
Total Executive Office	\$ 131,330
Office of General Counsel & Office of Compliance	
Staff Training	\$ 35,000
Legal Publications, Subscriptions and Federal Regulations	18,567
Travel and Conferences	15,000
Bar Membership Dues	11,285
Office Supplies - Department Specific*	1,250
Other Administrative Fees	1,000
Meeting Expense	800
Advertising	500
Total Office of General Counsel & Office of Compliance	\$ 83,402
Finance	
Staff Training	\$ 19,850
Travel and Conferences	3,600
CPA and Industry Membership Dues	2,395
Miscellaneous Expense	750
Publications	600
Office Supplies - Department Specific*	300
Total Finance	\$ 27,495
Information Technology	
Staff Training	\$ 35,000
Travel and Conferences	20,000
Meeting Expense	7,500
Industry Membership Dues	7,000
Small Office Equipment	6,000
Building Repairs	5,000
Publications	5,000
Computer Maintenance & Repairs	5,000
Office Supplies - Department Specific*	1,000
Total Information Technology	\$ 91,500

**FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY18 Budget
Records & Information Management	
Travel and Conferences	\$ 9,500
Staff Training	8,500
Maintenance & Repair Supplies	3,000
Membership Dues	1,400
Total Records & Information Management	\$ 22,400
IT Program Management	
Staff Training	\$ 6,000
Travel and Conferences	1,000
Membership Dues	800
Total IT Program Management	\$ 7,800
Office of Policy & Strategy	
Travel and Conferences	\$ 15,000
Publications	9,241
Staff Training	7,100
Meeting Expense including MTW-related Activities	6,000
Advertising support - Public Hearing Meetings	4,000
Industry Membership Dues	2,700
Office Supplies - Department Specific*	250
Total Office of Policy & Strategy	\$ 44,291
Governmental and External Affairs	
Resident Meetings	\$ 9,800
Travel and Conferences	9,600
Staff Training	4,750
Meeting Expense	500
Membership Dues	250
Office Supplies - Department Specific*	250
Total Governmental and External Affairs	\$ 25,150

**FY2018 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY18 Budget
Communications & Business Marketing	
Publications	\$ 11,422
Staff Training	8,450
Industry Membership Dues	3,070
Travel and Conferences	2,400
Office Supplies - Department Specific*	1,500
Total Communications & Business Marketing	\$ 26,842
Corporate Administration Support	
Excess Damage Contingent Liability	\$ 60,000
Vehicle Maintenance and Fuel for AHA other than Inspections	20,000
Meeting Expense including Off-site Quarterly All-staff Meetings	18,250
Travel and Conferences	1,500
Staff Training	500
Office Supplies - Department Specific*	250
Membership Dues	150
Total Corporate Administration Support	\$ 100,650
Contracts and Procurement	
Marketing procurement related events/fair	\$ 17,780
Meeting Expense	16,000
Staff Training	15,415
Industry Membership Dues	15,050
Procurement-related Advertising	14,589
Travel and Conferences	11,700
Publications	675
Total Contracts and Procurement	\$ 91,209
Human Resources Operations	
Publications (Corporate Executive Board - HRLC and Payscale)	\$ 45,918
Industry Membership Dues	5,560
Meeting Expense	1,000
Office Supplies - Department Specific*	500
Total Human Resources Operations	\$ 52,978
Total Corporate Support Expense - Other	\$ 705,047

* Office Supplies which are not department specific are managed by Contracts and Procurements and included in the Agency-wide Schedule

PROPERTY MANAGEMENT STRATEGIC CONTRACTS

AHA has embraced an asset management and general private business model as it relates to the management of its corporate offices and residential communities and has adjusted its Property Management contracting in line with this focus. To that end, the strategic contracts listed below, affords each contractor the opportunity to gain a deeper understanding of AHA's long-term real estate needs and goals and over the course of the contractual relationship, develop with AHA cost efficient strategies and solutions to meet those needs.

BOARD RESOLUTION NUMBER / DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT PERIOD			FY2018 ACTIVITY
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-1 12/17/2014	2015-0036001	Facilities Management and Related Services	Colliers Facility Solutions	3/1/2015	2/28/2018	2/28/2025	\$1,431,768
REO/REM-1 05/01/2013	2013-0066001	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	Columbia Residential, LLC	7/1/2013	6/30/2018	6/30/2023	\$3,191,204
REO/REM-1 05/01/2013	2013-0066002	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	The Michaels Organization	7/1/2013	6/30/2018	6/30/2023	\$3,252,565
REO/REM-1 05/01/2013	2013-0066003	Property Management and Development Services <i>(includes operational and capital improvement services)</i>	The Integral Group LLC	7/1/2013	6/30/2018	6/30/2023	\$3,467,426
TOTAL							<u>\$11,342,963</u>

SUPPLEMENTAL IDIQ CONTRACTS

An Indefinite Delivery Indefinite Quantity Contract ("IDIQ") is a contract used for procurement in which the exact number of deliverable items is not known at the time of contract Board approval. IDIQ contracts are task order or delivery order driven. If a task order or a delivery order is not issued, there is no financial obligation to the Vendor.

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT PERIOD			FY2018 ACTIVITY
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
RIM-1 06/05/2013	2013-0118001	Online Office Supplies and Related Services	Freeman Forms and Supplies, Inc.	7/7/2013	7/6/2017	7/6/2018	\$150,000
REO-REDA-1 03/27/2013	2013-0046001	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Weston Solutions, Inc.	4/4/2013	4/3/2018	4/3/2018	\$100,000
REO-REDA-1 03/27/2013	2013-0046002	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KEMRON Environmental Services, Inc.	5/1/2013	4/30/2018	4/30/2018	
REO-REDA-1 03/27/2013	2013-0046003	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Tetra Tech Incorporated	5/1/2013	4/30/2018	4/30/2018	
REO-REDA-1 03/27/2013	2013-0046004	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Amec Foster Wheeler Environment & Infrastructure, Inc. (formerly AMEC Environment & Infrastructure, Inc.)	5/28/2013	5/27/2018	5/28/2018	
HCPV-1 11/30/2011	2012-0023001	Criminal History Report Services	Inquiries, Inc.	12/20/2011	12/19/2017	12/19/2021	\$51,644
GEA-2 05/23/2012	2012-0074001	Services for Seniors Program	Senior Citizen Services of Metropolitan Atlanta, Inc.	8/22/2012	12/31/2017	12/31/2017	\$350,000
GEA-1 05/23/2012	2012-0075001	Good Neighbor Program	Georgia State University Research Foundation, Inc.	8/20/2012	12/31/2017	12/31/2017	\$250,000
CSG-1 05/28/2014	2014-0058001	GED Preparation and Adult Literacy Services	Literacy Action, Inc.	7/1/2014	6/30/2018	6/30/2019	\$43,460
CSG-1 05/28/2014	2014-0058002	GED Preparation and Adult Literacy Services	The Urban League of Greater Atlanta, Inc.	7/1/2014	6/30/2018	6/30/2019	\$62,540
CSG-1 05/28/2014	2014-0058003	Expungement and Job Placement Services	The Urban League of Greater Atlanta, Inc.	7/1/2014	6/30/2018	6/30/2019	\$10,000
CSG-1 05/28/2014	2014-0058004	Job Placement Services for Long-Term Unemployed Adults	The Center for Working Families, Inc.	7/1/2014	6/30/2018	6/30/2019	\$68,000
CSG-1 05/28/2014	2014-0058005	Job Placement Services for Long-Term Unemployed Adults	The Urban League of Greater Atlanta, Inc.	7/1/2014	6/30/2018	6/30/2019	\$132,000
CSG-1 05/28/2014	2014-0058007	Vocational Counseling	The Urban League of Greater Atlanta, Inc.	7/1/2014	6/30/2018	6/30/2019	\$2,500
CSG-1 05/28/2014	2014-0058008	Adult Day Care Services	Senior Citizen Services of Metropolitan Atlanta, Inc. d/b/a Meals on Wheels Atlanta	7/1/2014	6/30/2018	6/30/2019	\$5,000
CSG-1 05/28/2014	2014-0058010	Therapeutic Services	St. Joseph's Mercy Care Services, Inc.	7/1/2014	6/30/2018	6/30/2019	\$15,000
FIN-2 02/23/2011	2011-0019003	Professional Consulting & Advisory Services	Experis Finance US, LLC	4/4/2011	4/3/2018	4/3/2021	\$0
FIN-2 02/23/2011	2011-0019004	Professional Consulting & Advisory Services	KPMG LLP	9/1/2011	8/31/2018	4/3/2021	\$0
FIN-2 02/23/2011	2011-0019006	Professional Consulting & Advisory Services	Novogradac & Company, LLP	4/4/2011	4/3/2018	4/3/2021	\$0
FIN-2 02/23/2011	2011-0019007	Professional Consulting & Advisory Services	RSM US LLP (formerly McGladrey LLP)	4/4/2011	4/3/2018	4/3/2021	\$0
IT-1 11/26/2012	2012-0092003	Temporary Staffing Services for Information Technology	MATRIX Resources, Inc.	12/10/2012	12/9/2017	12/9/2017	\$12,500
IT-1 11/26/2012	2012-0092004	Temporary Staffing Services for Information Technology	Open Systems, Inc.	12/10/2012	12/9/2017	12/9/2017	
IT-1 11/26/2012	2012-0092005	Temporary Staffing Services for Information Technology	TEKsystems, Inc.	12/10/2012	12/9/2017	12/9/2017	
HR-1 07/21/2014	2014-0038001	Temporary Staffing Services	Action Staffing of Georgia, Inc.	8/1/2014	7/31/2017	7/31/2019	\$123,000
HR-1 07/21/2014	2014-0038002	Temporary Staffing Services	The Mahone Group, Inc.	8/1/2014	7/31/2017	7/31/2019	

BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
IT-2 01/26/2011	2010-0086001	Software License and Service Agreement	Yardi Systems, Inc.	3/25/2011	3/24/2017	3/24/2021	\$257,100
IT-1 03/28/2012	2012-0033001	Interactive Voice Response Solutions	DiRAD Technologies, Inc.	10/2/2012	10/1/2017	10/1/2022	\$15,000
IT-1 01/05/2012	2012-0038001	Data Capture Solution, Implementation & Related Services	Netlocity VA, Inc.	4/19/2012	1/29/2017	1/29/2017	\$156,438
IT-2 03/28/2012	2012-0041001	Managed Security Services for Information Technology	Trustwave Holdings, LLC	5/31/2012	5/30/2017	5/30/2017	\$176,000
IT-1 03/30/2016	2016-0063001	Off-Site Documents Storage and Retrieval Services	Iron Mountain Information Management, Inc.	9/1/2016	8/31/2017	8/31/2021	\$159,000
OPRD-1 05/23/2012	2012-0039001	MTW Benchmarking Study and Research Related Services	Emory University	7/1/2012	6/30/2018	6/30/2021	\$200,000
REG-1 08/27/2014	2014-0057002	Real Estate Development Advisory Services	APD Urban Planning & Management, LLC	9/23/2014	9/22/2017	9/22/2019	\$200,000
REG-1 05/28/2014	2014-0064001	Construction Consulting Services	Defoors Maintenance, LLC	6/23/2014	6/22/2018	6/22/2019	\$55,900
REG-1 05/28/2014	2014-0064002	Construction Consulting Services	Williams-Russell and Johnson, Inc.	6/23/2014	6/22/2018	6/22/2019	
REG-1 05/28/2014	2014-0064003	Construction Consulting Services	KHAFRA Engineering Consultants, Inc.	6/23/2014	6/22/2018	6/22/2019	
REO-REDA-3 05/23/2012	2012-0080001	Real Estate Financial Consulting Services	Duvernay + Brooks, LLC	8/15/2012	8/14/2017	8/14/2017	\$65,606
REG-1 05/27/2015	2015-0075001	Payment Standards & Submarket Consulting Services	Applied Real Estate Analysis, Inc.	7/1/2015	6/30/2018	6/30/2020	\$0
REO/REM-2 05/20/2010	2010-0041001	Energy Management Advisory & Technical Services	Johnson Controls, Inc.	6/18/2010	6/17/2018	6/17/2030	\$58,339
REO/REM-2 09/21/2010	2011-0002001	Ground Maintenance Services	2M Management Group, LLC d/b/a Sandy Springs Lawn Scapes	11/10/2010	11/9/2017	11/9/2017	\$396,965
REO/REM-2 04/27/2011	2011-0052001	Real Estate Accessibility Consulting Services	Clampett Industries d/b/a EMG	7/1/2011	6/30/2018	6/30/2018	\$13,619
REO-1 04/03/2014	2014-0034001	Elevator Consultant Services	John A. Van Deusen & Associates, Inc.	7/1/2014	6/30/2017	6/30/2022	\$16,865
OGC-1 08/31/2010	2010-0074002	Comprehensive Legal Services - Bond Counsel	Hunton & Williams LLP	9/20/2010	9/19/2016	9/19/2020	\$650,000
OGC-1 08/31/2010	2010-0074003	Comprehensive Legal Services - Business & Contracting, Real Estate, Federal Government, Litigation, State & Local Government, Environmental, Taxation	Arnall Golden Gregory, LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074004	Comprehensive Legal Services - Business & Contracting, Real Estate	Holland & Knight, LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074006	Comprehensive Legal Services - Real Estate	Morris, Manning & Martin, LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074008	Comprehensive Legal Services - Fair Housing	The Law Firm of Williams & Edelman, PC	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074009	Comprehensive Legal Services - Federal Government	Reno & Cavanaugh, PLLC	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074011	Comprehensive Legal Services - Title Work	Hughes White Kralicek, PC	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074012	Comprehensive Legal Services - Title Work	Weissman, Nowack, Curry & Wilco, PC	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074013	Comprehensive Legal Services - Business & Contracting	Troutman Sanders, LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074014	Comprehensive Legal Services - Business & Contracting, Ethics & Conflicts, State & Local Government	Dentons US LLP (formerly McKenna Long Aldridge)	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074015	Comprehensive Legal Services - Environmental	Bryan Cave LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074016	Comprehensive Legal Services - Ethics & Conflicts	Baker, Donelson, Bearman, Caldwell & Berkowitz, PC	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074017	Comprehensive Legal Services - Employment	Elarbee, Thompson, Sapp & Wilson, LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074018	Comprehensive Legal Services - Employment	Carlock, Copeland & Stair, LLP	9/20/2010	9/19/2016	9/19/2020	
OGC-1 08/31/2010	2010-0074020	Comprehensive Legal Services - Litigation	Thomas, Kennedy, Sampson & Tompkins	9/20/2010	9/19/2016	9/19/2020	
TOTAL							<u>\$4,393,704</u>

* Contract End Date assuming all available option periods are exercised.

STATE CONTRACTS

Use of State-procured contract can greatly simplify and expedite the procurement process by relieving AHA of developing specifications and issuing solicitations. State-procured contracts can also offer discounts over what AHA might be required to pay if it purchased the items on its own. AHA is able to purchase items on all active State of Georgia statewide contracts. The State of Georgia allows public housing authorities to access State/Local contracts directly without any formal agreement between the public housing authority and the State. If a delivery order is not issued, there is no financial obligation to the Vendor.

STATE CONTRACT DESCRIPTION	VENDOR (S)	CONTRACT END DATE	FY 2018 ANNUAL BUDGET
Multifunctional Devices for Print / Copy / Scan / Fax This contract provides for digital copiers and various multifunctional devices.	Canon USA Inc. SWC-90819-01	6/30/2017	\$230,000.00
Multifunctional Devices for Print / Copy / Scan / Fax (Segments 2-4) This contract provides for digital copiers and various multifunctional devices.	Xerox Corporation SWC-90819-05	6/30/2017	
Multifunctional Devices for Print / Copy / Scan / Fax (Segments 5+) This contract provides for digital copiers and various multifunctional devices.	Xerox Corporation 99999-001-SPD0000042-0004	6/30/2017	
Networking Equipment The contract provides for computer network equipment.	Cisco Systems, Inc. 99999-SPD-T20120501-0006	12/31/2017	\$50,886.00
Expedited Delivery Services This contract provides express mail and package delivery services for standard, premium next day, standard next day and second day deliveries.	UPS 99999-001-SPD0000086-0002	2/28/2018	\$5,000.00
PC Hardware, Related Equipment and Services This contract provides for PC computers and accessories.	Dell Marketing, LP 99999-SPD-T20120702-0002 HP Inc. 99999-SPD-T20120702-0003 Howard Technology Solutions 99999-SPD-T20120702-0004 LENOVO - United States Inc 99999-SPD-T20120702-0005	8/31/2017	\$388,186.00
Software This contract provides for enterprise software: Microsoft, Oracle and various databases. Services includes maintenance, support, training and installation.	Dell Marketing, LP 99999-SPD-SPD0000060-0006	6/30/2017	
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. security software, e-mail archiving).	Presidio Networked Solutions 99999-SPD-SPD0000060-0002	6/30/2017	\$21,528.00
Software This contract provides for Software and Ancillary Services. Services available include Maintenance, Support, Training and limited consulting and installation services (e.g. VMWare).	CDW Government, LLC 99999-SPD-SPD0000060-0004	6/30/2017	\$134,124.00
Rapid Copy and Digital Printing Services This contract provides for on demand Specialty Printing Services for various envelopes, newsletters, posters, etc.	More Business Solutions (WBE) 99999-SPD-SPD00000108-0001	2/28/2018	\$50,000.00
Mail Equipment This contract provides for mailing machines, mail inserts and folders, postage meters and other related equipment and accessories and supplies.	Neopost USA SWC90791-3	7/31/2017	\$53,000.00
Fuel Card Management Services The Fuel Card Program contract provides a universally accepted fuel purchasing card for making fuel purchases at more than 7,000 locations in Georgia.	WEX Bank 99999-001-SPD0000112-0001	9/22/2017	\$50,000.00
Fleet Maintenance Services This contract provides access to 3,000 Georgia vendors that offer quality services at discounted prices. When repairs are needed, drivers can call a toll-free number for referral to the nearest vendor. Service offerings include a call center, emergency roadside assistance, and vehicle maintenance services.	Automotive Rentals Inc. SWC90816	10/4/2017	
TOTAL			\$982,724.00