



Comprehensive Budget

**For the Fiscal Year
Beginning July 1, 2018 and Ending June 30, 2019**



Approved by the Board of Commissioners on June 27, 2018

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Executive Summary

To the Board of Commissioners:

I am pleased to present Atlanta Housing's FY 2019 Comprehensive Budget Book. This document includes critical information regarding AH's proposed FY 2019 operating, revitalization and development expenditures, and it reflects the continued initiatives and actions toward our five-year plan, Vision 2022: Live. Work. Thrive.

As a former commissioner on AH's board, who served for three years, I am proud of our achievements since the launch of Vision 2022, the agency's 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. This ideology rests upon three vital tenets:

Live: Better living is the gateway to a better life (creating modern, distinctive, and quality communities).

Work: Economic, educational and wellness opportunities create an entryway to independence.

Thrive: Keeping our finances in check by measuring our progress is just good business.

To pave a solid ground for the success of Vision 2022, a number of initiatives have already been implemented:

- Successful reopening of our waiting list in March of 2017—adding 30,000 registrants, with preference for those who live/work in the city of Atlanta.
- Creation of a new human development services delivery model, which secures financial resources and provides greater access to opportunities that further the economic, educational and wellness advancement of AH-assisted households across programs.
- Board authorization to enter into a Memorandum of Understanding (MOU) for \$30 million in a co-investment opportunity with Atlanta Beltline. Two additional MOUs for \$45 million in co-investments were entered into with Westside Future Fund and Invest Atlanta. This will help utilize MTW funds currently held at HUD.
- Redevelopment of our former Herndon public housing site was successfully launched with a new developer. Developers were also procured for over half of Englewood's 37-acre site.
- Conversion under HUD RAD program of three communities as part of the rehabilitation of 422 assisted units at Juniper and Tenth and Piedmont Road high-rises and Villages at Castleberry I, a MIXED community.
- Increase of the real estate division's core competencies and staffing to manage pipeline development deals.
- Focus added on regulatory compliance with the completion of the design of a new compliance monitoring team.

FY 2019 Budget

The enclosed FY 2019 Budget was developed to support the activities and initiatives outlined in our FY 2019 MTW Implementation Plan and, ultimately, to achieve our Vision 2022 and MTW Statutory Goals.

Our budget projects sources of funds at \$320.8 million from the following:

- \$274.3 million in MTW funds provided by HUD, of which \$40.1 million to be drawn from funds held at HUD.¹
- \$8.4 million from the Choice Neighborhoods Grant.
- \$24.4 million from Replacement Housing Factor Grants.
- \$4.7 million primarily from development-related income earned from deals expected to close during FY 2019.
- \$9.0 million consisting of tenant dwelling income, interest on surplus cash, public improvement funds and other revenue from ancillary sources.

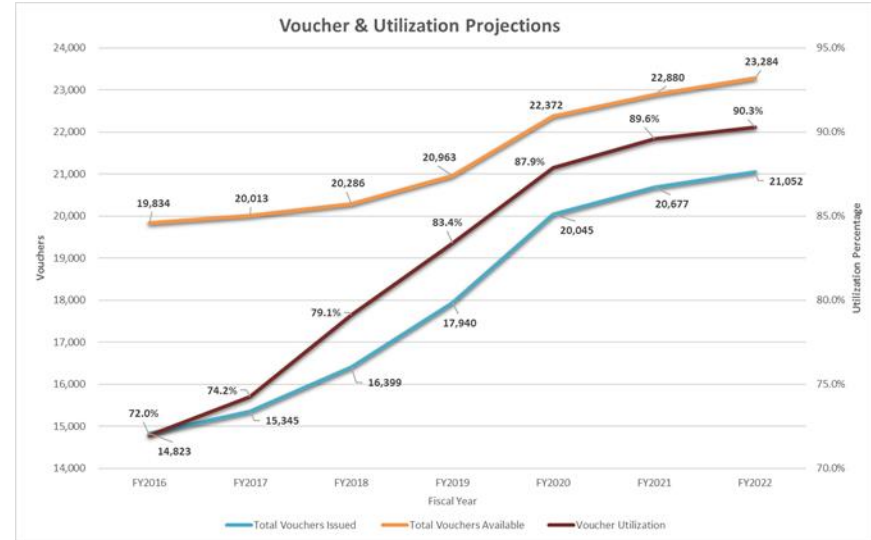
Our FY 2019 Budget projects that the uses of these funds will total \$314.9 million², primarily for the following:

LIVE – Increasing the number of households served. AH's highest priority remains to serve more low-income individuals in need of affordable housing. As depicted in the following chart, AH has made significant strides toward improving its voucher utilization rate and plans to continue its efforts during FY 2019 to reach 83.4 percent from less than 70 percent in FY 2015. AH's goal is to increase this rate to 90 percent by FY 2020/2021.

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

² Please note, this will result in a \$5.9 million excess of funds which will be held primarily in AH's program income and non-federal cash reserves. See page 47 for a more detailed description of AH-held reserves.

The Housing Authority of the City of Atlanta, Georgia



As planned, AH reopened its Housing Choice Voucher waitlist in FY 2018, giving preference to residents of and those who work in the city of Atlanta. In addition, with the decreasing availability of affordable housing options in the city of Atlanta, AH's budget also provides funding for business marketing and outreach programs to landlords in order to encourage and expand new landlord participation in AH's Tenant-Based Voucher program.

In total, our budget provides for \$157.8 million in housing assistance and public subsidy payments, an increase of \$7.5 million over the FY 2018 Budget, due to a projected 1,541 gain, net of attrition, in Tenant- and Project-Based (HomeFlex) vouchers, as depicted in the chart below. Please note that the units converted under HUD's Rental Assistance Demonstration (RAD) Program do not represent an overall increase in households served.

FY 2019 Budget

The Housing Authority of the City of Atlanta, Georgia

Increase in Assisted Units (Section 8)					
Fiscal Year	New Tenant-Based Vouchers	New HomeFlex	Units Converted under RAD	Attrition	Total Gain
2017 A	933	76	149	(652)	532
2018 F	967	630	273	(820)	1,050
2019 B	1,120	520	677	(776)	1,541

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, AH has reviewed its service delivery model provided by the Human Development and Partnerships and People Investments teams. The new service delivery model will successfully and more efficiently provide the various self-sufficiency programs to achieve our goals in each of the five focus areas, which are as follows:

1. Family Independence and Economic Advancement;
2. Student Achievement;
3. Digital Literacy and Connectivity;
4. Health and Wellness; and
5. Volunteerism.

During FY 2019, we plan to invest a total of \$2.6 million for human development support to be provided by either specialized third party professionals or AH's internal human development teams to support the self-sufficiency programs.

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

communities. AH will continue its mission of expanding quality affordable housing opportunities throughout the city of Atlanta through its various real estate initiatives, which include the revitalization and continued development of MIXED communities as well as new initiatives.

To this end, our FY 2019 Budget provides for \$92.5 million of development and revitalization expenditures, primarily comprised of the following initiatives:

- \$23.6 million for the redevelopment of former public housing sites and acquisitions, primarily at Herndon and Englewood sites, including a projected \$6.0 million for demolition and remediation at the Civic Center site acquired in FY 2018.
- \$22.8 million in co-investment and new initiatives for affordable housing opportunities.
- \$20.1 million towards the planned University Choice Neighborhood's four components, including \$13.5 million for housing.
- \$7.9 million towards the conversion of Peachtree Road and Marietta Road highrises from Public Housing-funded (Section 9) to Housing Choice-funded (Section 8) under HUD's RAD Program and the preparation of one AH-Owned senior highrise and seven MIXED communities, planned for either subsidy or rehab conversion in FY 2019.
- \$3.3 million in homeownership down payment assistance for first-time homebuyers at or below 80 percent AMI.
- \$14.8 million in other expenditures, of which \$8.2 million for the development of 30 scattered sites located in the Magnolia Perimeter area, and the remainder to be spent for remediation work and real estate consulting services.³

³ AH is working to further explore its responsibilities for environmental clean-up in FY 2019 to ensure appropriate reserves are in place before redevelopment efforts are undertaken.

FY 2019 Budget

THRIVE – Continuation of effective and efficient agency administration. To accomplish the FY 2019 Budget activities, AH intends to add fourteen (14) new full time positions (detailed below) over current existing positions. The cost impact of these new positions, combined with a 3 percent merit pay increase and an expected 12 percent inflation increase in the AH-provided medical plan and increased consulting and professional services to assist with our various initiatives, results in higher budgeted Operating Divisions and Corporate Support expenses of \$1.7 million and \$4.7 million, respectively, in FY 2019 over the FY 2018 Budget. Also contributing to the increase in Corporate Support expenses are higher outside legal counsel (\$1.5 million), a contingency for the potential HRIS replacement (\$1.2 million) as well as a contingency for potential compensation market adjustments (\$0.5 million).

Real Estate Group (9)	Office of General Counsel (1)
Administrative Assistant	Contracts Administrator
Assistant VP, Capital Markets	Human Resources (2)
Construction Manager/Resident Initiatives	Employee Relations Administrator
Director, Real Estate Development & Finance	Learning & Development Administrator
Executive Assistant	Human Development (2)
Project Manager	Service Provider Admin III
Senior Real Estate Advisor	Workforce Training Specialist
Technical Support (2)	

The Housing Authority of the City of Atlanta, Georgia

The extension by the Department of Housing and Urban Development of AH's MTW agreement until 2028 assured continued flexibility. AH, as an MTW agency, will continue 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 the city. These services, which help guide our residents along the path to self-sufficiency, include educational and workforce development support, among others.

Finally, I am constantly inspired by the dedication and resilience of our staff. It is their continued commitment to make a difference that allows us to successfully accomplish our mission of serving our families and the community.



Brandon Riddick-Seals

Interim President and Chief Executive Officer





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**The Atlanta Housing Authority
Georgia**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

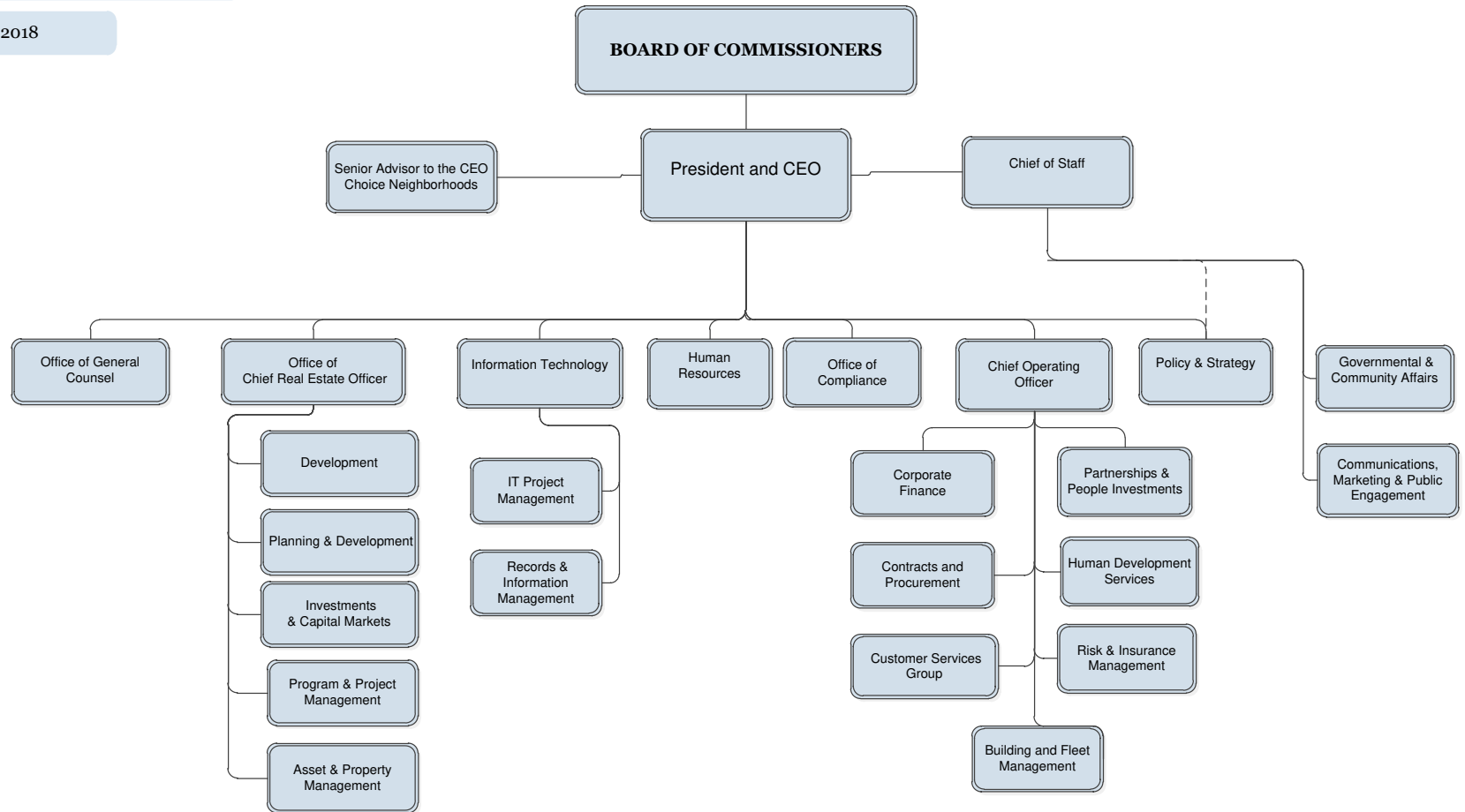
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **Housing Authority of the City of Atlanta, Georgia**, for its Annual Budget for the **fiscal year beginning July 1, 2017**. In order to receive the award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

AH Organizational Chart

June 14, 2018



Five-Year Plan and FY 2019 Priorities

On March 28, 2018, the Board of Commissioners (Board) of Atlanta Housing (“AH”) approved a resolution to adopt and submit the Fiscal Year 2019 MTW Annual Plan (“MTW Plan”) to the U.S Department of Housing and Urban Development (HUD). The MTW Plan provided the priorities for FY 2019 in support of AH’s Vision 2022, AH’s five-year plan. The MTW Plan can be found on AH’s website at:

<https://docs.google.com/viewer?url=https://www.atlantahousing.org/wp-content/uploads/2018/05/FY2019-MTW-Annual-Plan-Board.pdf> . The following provides highlights of the plan.

VISION 2022: Live. Work. Thrive. is a comprehensive and strategic plan developed in 2017 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 Dr. John Hope, AH is opening doors to quality living for all. AH 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, AH will help create opportunities for advancement of working families, children, seniors and persons with disabilities.

THE CHALLENGE: The 38th 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 United States Census Bureau, its population is an estimated 486,290. With an estimated gross domestic product of \$371 billion, Metropolitan Atlanta ranks 10th in the nation economically. Yet, as the city rebounded 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 are top priorities 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.

VISION 2022 recognizes that Atlanta demographics are changing, market forces are shifting and affordable housing supply is increasingly limited. As private developers focus on building luxury housing, there is a limited rental housing supply for low-income families and individuals. Very low-income and extremely low-income families with vouchers experience extreme competition for rental units with market-rate renters. Renters and homeowners are demanding a lifestyle connected to a diverse community 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.

Limited public funding is available in the current fiscal climate and in order to continue the development of affordable housing in healthy communities, AH will continue to 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. We plan to build affordable housing that will benefit low-income families by creating options in healthy mixed-income communities. This approach will create economic mobility for residents, and attract new partnerships and sources of capital to our developments. It will allow us to stay competitive and relevant in a dynamic marketplace, where only a handful of developers focus on affordability.

THE PLAN: Stronger Communities, Brighter Futures

To meet the challenges facing affordable housing in Atlanta's vigorous market, AH aims to serve more low-income families in need of housing assistance. Led 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. In 2018, AH established the People, Partnership and Investments Division and restructured the Human Services team to update its service delivery model to target specific outcomes for AH families.

OUR BENEFICIARIES: The People Our Plan Impacts

AH 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 \$25,100 per year on average for a family of four. In other words, AH assists the families that need us most, whether due to their income or circumstances. Over the next four years, AH 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.

Atlanta Housing's Beneficiaries



THE STRATEGY: LIVE. WORK. THRIVE.

AH 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.** AH will redefine its approach to affordable housing development to emphasize community development, alongside the creation of innovative live-work-thrive innovation spaces.

- **Work.** AH will invest agency funding towards the agency's self-sufficiency programs, with a focus on family independence, student achievement, digital literacy/connectivity, employment and workforce development, and health and volunteerism.
- **Thrive.** AH will streamline its service delivery approach by reviewing its business processes at all levels to ensure full and efficient integration and alignment of policies and protocols, continuing to optimize operational overhead, and identifying areas to preserve and increase quality affordable housing in the city of Atlanta.

AH continues to exercise its full MTW flexibility and will continue its focus on implementing major initiatives that further availability of and access to affordable housing and support services. The FY 2019 priority activities are aligned with the MTW statutory goals. In its entirety, AH will focus on these key priorities that align with AH's goals and objectives and that are designed to address unique local challenges.

Atlanta Housing's Programs

- **AH-Owned communities** are AH's public housing senior/disabled high-rises and family communities.
- **HAVEN** is the collective program of AH's supportive housing pilots and initiatives for at-risk populations.
- **HomeFlex** is AH's MTW-Approved Project Based Rental Assistance (or PBRA) program.
- **Housing Choice Voucher Program** is AH's tenant-based voucher program.
- **MIXED Communities** represent AHA-Sponsored Mixed Use, Mixed-Income developments on former public housing sites.

FY 2019 Priorities

AH has identified priorities for its FY 2019 Budget aligned under the strategy of Live, Work and Thrive. These priorities are identified below and are described in further detail in AH's FY 2019 MTW Annual Plan. In addition, each of AH's Departmental goals and initiatives is linked to the overall priorities and identified in Appendices – Operating and Corporate Department Information.

LIVE

FY 2019 FOCUS: Creating Modern, Distinctive, Quality Communities

Under VISION 2022, AH has designed a real estate development model that considers the type of opportunity, the partnership structure, and an assessment of the returns both economic and for the public good. During FY 2018, AH planned and developed enhanced due-diligence and investment protocols to guide decision-making on financing and developing financially feasible new construction and rehabilitation projects.

In the current fiscal climate, this entails a standardized approach with a set of tools that will enable us to pursue self-development and other new construction projects that represent sound investments. AH seeks to earn reasonable returns under a double bottom-line investment framework in accordance with the AH mission.

In FY 2019, AH will continue these efforts in partnership with mission-oriented affordable residential and mixed-use development partners. In tandem, AH will move forward to develop a monitoring and tracking system to ensure the progress of each acquisition, new construction and rehabilitation project from acquisition to vertical construction and post occupancy and to

ensure the viability of the entire portfolio.

Defining the Opportunity

AHA has the opportunity to develop 400+ acres of AHA-owned land in the City of Atlanta. The portfolio is comprised of 60 percent (or 240 acres) vacant land with no developer and 40 percent (or 160 acres) vacant land with a selected development partner. Over the next four years, AH will continue to redefine its approach to affordable housing development to emphasize community development coupled with the creation of innovative live-work-thrive spaces with the following features:

- Amenities (grocery stores, healthcare, and other neighborhood-serving amenities)
- Public infrastructure (public transportation, storm water management, Atlanta BeltLine)
- Environmental sustainability
- Proximity to commercial centers and jobs
- Public safety
- Quality schools and education
- Parks and green space

AH will continue building financially feasible and healthy mixed-income communities in neighborhoods that represent areas of opportunity. Development opportunities can be characterized as market-driven, catalytic or revitalization.

New Development Opportunities: MIXED Communities

Since 1995 on land owned by AH, AH and its private sector partners have successfully created quality, mixed-use, mixed-income communities incorporating over 4,000 affordable housing units with an economic impact exceeding \$2 billion. AH's MIXED Communities are rich in amenities and many offer access to good schools, quality shopping and more. Based on the market conditions and the strength of the real estate and financial markets,

AH and its development partners will continue to engage in real estate activities and advance the community sustainability aspects of the redevelopment plans. AH will also consider using its MTW authorizations to create a Local Blended Subsidy (LBS) program intended to ensure the long-term sustainability and stability of the communities, and the families' progress toward self-sufficiency. Most of these additional aspects will be developed using non-HUD funds.

Subject to funding availability and in furtherance of the community redevelopment plans and long-term community sustainability, AH will continue to engage in acquisition and disposition activity during FY 2019. In addition to property acquisitions, AH may be engaged in negotiations of land transactions with a number of entities to further support its revitalization efforts.

Developing Partnerships under a Co-Investment Strategy to Leverage Capital and Jump-Start New Construction in Areas of Opportunity in the City of Atlanta

To realize its vision and take advantage of various opportunities and sources of capital, AH will continue to seek partners in the public, private and non-profit sectors. AH will continue to work collaboratively with other housing agencies including but not limited to the City of Atlanta, Invest Atlanta, the Atlanta BeltLine Inc., and the Atlanta Public Schools. With common goals that benefit low-income families, AH and its partners will advance the development of affordable housing and further AH's revitalization activities; support City-driven public-use purposes, community development or neighborhood revitalization initiatives; provide jobs and economic development for low-income families; and/or support place-based strategies that create sustainable quality living environments and offer opportunities for self-sufficiency for low-income residents.

In addition to its current long-term real estate development partnerships, AH has developed a framework for new partnerships in which each partner shares in the opportunity, risks and reward. AH will also seek to develop new sources of capital through vehicles such as bonds, loan funds, preferred capital funds and grant programs. AH will explore the creation of a development affiliate to engage in self-development of residential and mixed-use real estate development opportunities to further AH's mission and benefit low-income families.

In FY 2019, AH will initiate new mixed-income, mixed-use development opportunities on AH-owned land utilizing private sector development partners or an AH-owned affiliate and will continue to build-out and invest in its 16 master-planned mixed-use, mixed-income communities consistent with approved redevelopment plans.

- **Choice Neighborhoods Atlanta** AH intends to continue all activities associated with the Choice Neighborhoods Implementation Grant related to the redevelopment of University Homes and three surrounding neighborhoods.
- **HomeFlex** AH 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. In addition, AH will explore innovations to recruit landlords in higher income neighborhoods.
- **Housing Choice Voucher Program (HCVP)** AH will continue to enhance the HCVP to ensure that privately-owned housing options are available in the city of Atlanta. AH will expand landlord outreach and incentives. AH will continue to draw from a new waiting list with local residency preferences.

- **HAVEN (Supportive Programs)** AH continues to expand its role in addressing the needs of families that are homeless or at risk of homelessness. Working with community partners, AH will continue to use its MTW flexibility and funds to explore various rent reforms and additional homelessness initiatives and pilots in FY 2019 focusing on veterans and those transitioning from supportive housing or facing homelessness due to short-term challenges.
- **AH-Owned Communities (including RAD & Reformulation)** AH will seek to leverage programs to complete the necessary rehabilitation work at AH-owned Communities and public housing units in MIXED Communities. AH plans on converting a number of communities during FY 2019 from Public Housing to HomeFlex.
- **Down Payment Assistance** AH will also continue to provide down payment assistance at West Highlands and other MIXED Communities.
- **AH Acquisitions** AH is currently developing an acquisition strategy that focuses on increasing its supply of land in areas with better opportunities and amenities for the people AH serves. AH's acquisition strategy will ensure more housing opportunities—and better outcomes—for low-income families in Atlanta's booming core.
- **Providing Housing for People At-Risk of Displacement** AH is proactive in taking measures to mitigate the crippling effects of displacement and gentrification. While Atlanta's investment boom has quickly transformed the inner core of the City into a place with greater options and opportunity for those who can afford it, that transformation has increasingly

threatened lower income residents who call the area home. On September 30, 2017, AH's Board of Commissioners approved an "Anti-Displacement" policy. In accordance with this policy, AH will implement a preference for persons living in census tracts at the greatest risk of displacement at its new developments. The preference would be a secondary preference, with first priority given to former residents of a redeveloped former public housing community.

WORK

FY 2019 FOCUS: Creating an Entryway to Independence

- **Family Independence & Economic Advancement** AH will explore partnerships to support families in areas such as assistance with basic needs, essential skills & employment preparation training, job search and placement assistance, job coaching and retention support, financial education and resource management.
- **Student Achievement** AH will explore partnerships to support families in areas such as tutoring, career-planning, parenting and early childhood learning instruction, after school and summer transitional programs, Expeditionary Learning initiatives, GED and life-long learning programs.
- **Digital Literacy and Connectivity** AH will expand efforts to prepare and equip all AH-assisted families for the technology age. AH 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** AH will expand the health and wellness program to all AH-assisted families in order to promote a

healthy lifestyle through the physical environment, activities and events, and support services for ALL ages.

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

THRIVE

FY 2019 FOCUS: Streamline service delivery approaches and financial protocols

- **Co-investment Framework** AH will continue to work with its partners to develop further mechanisms for investment in the production or preservation of affordable housing. Such efforts may involve creating one or more loan funds to provide acquisition capital, bridge-loan funding prior to stabilization, and the issuance of Request for Procurement or Notice of Funding Availability intended to spur economic development, build capacity among small or disadvantaged local developers, and prevent displacement of low-income families in areas experiencing gentrification. AH also expects to continue acquiring sites for the purposes of ensuring permanent affordability and procuring qualified developers to carry out our vision for mixed-income, mixed-use communities.
- **The New Paradigm** AH 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 AH investments are aligned with city growth and investments; real estate development projects have a clear development schedule and timeline; AH leverages the value of publicly-owned land as part of each real estate transaction; development projects include innovative features and quality amenities; and projects

provide a meaningful return on investment, particularly for Market-Driven opportunities.

- **Local Blended Subsidy** AH will consider using its MTW authorizations to create a Local Blended Subsidy (LBS) program. AH will determine whether it can bring authorized units that were previously demolished or disposed of back into its Annual Contributions Contract with HUD. If successful, HUD would provide additional Public Housing Operating Subsidy for these units which would become part of AH's MTW Single Fund.
- **Self-Development Entity** AH will continue to examine the creation of a development affiliate to further its mission and enhance its affordable, moderate and mixed-use development and preservation effort.
- **Small Business and Section 3 Program** AH will continue its outreach efforts through sponsored workshops, seminars, and networking with other governmental and non-governmental agencies and use these opportunities to promote AH's SBE/Section 3 Program. In FY 2019, AH will begin planning a Section 3 training fund that will provide direct training to residents and Section 3 business concerns. Developers and contractors will commit funding for resident training via a separate fund.
- **Measurements of Success** AH has established key performance indicators to measure the success of our vision and plan over the five years of the plan. For FY 2019, AH will define baseline and annual goals, then monitor our progress.

BUDGET PROCESS

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

AH, 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 AH's overall strategic business planning cycle. This cycle is displayed on the next page. The months indicated provide the relative timeframe for each activity.

Internal Budget Process

AH Strategic Plan Updated or Realigned

The President and CEO and senior staff review the AH 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

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

Develop Budget Requests Based on MTW 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:

- **AH-Owned Properties.** AH, in cooperation with private management agents who manage AH-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, AH provides a public housing operating subsidy to the owner on a break-even basis for apartments occupied by qualified low income residents. AH bases the MIXED operating subsidy budget on the individual annual budgets submitted by the owners.
- **HomeFlex Communities.** Through contractual agreements with owners, AH provides monthly rental assistance for units occupied by qualified residents. Some HomeFlex units are also located in MIXED Communities. AH 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.

- **AH 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, AH develops a project-based Development and Revitalization plan.

Finance Consolidates Budgets

Finance analyzes the various budgets for accuracy and completeness and consolidates them into AH's initial requested budget. Senior Management reviews the consolidated requested budget to ensure it will allow AH 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 and the estimated revenues, ensuring funds availability.

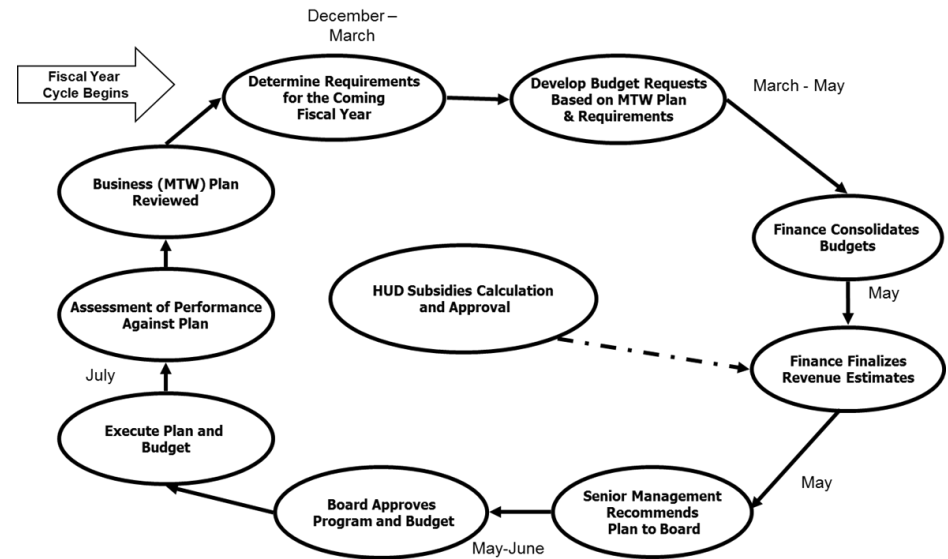
Senior Management Recommends Budget to the Board

Executive Management reviews analysis supporting the Budget. The Budget is documented in the annual Budget Book which is provided to the Board of Commissioners for approval.

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.

AHA's Budget Process



Execute Plan and Budget

The Finance Department loads the approved budget into AH'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. Budgets may be exceeded only when supported by a strong business case.

Assessment of Performance and Reporting against the Plan

Throughout the year, Senior Management reviews the operational and financial performance of AH 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. AH 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 AH’s Contracts and Procurement Policy, The Board of Commissioners appoints and delegates to the CEO procurement authority, as the Contracting Officer. CEO 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 CEO determines it would be in the best interest of

AH, the CEO, 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. AH 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 AH has entered into contractual relationships with various consultants to provide specialized expertise, technical assistance and temporary staff for various projects and programs. In addition, AH is authorized to purchase goods and services under the State of Georgia contracts and applicable United States General Services Administration (GSA) contracts, which allows AH 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 2019 Budget. The Budget Resolution provides for quarterly reports to the Board of Commissioners on actual expenditures against Strategic Contract budgeted spending.

FY 2019 Budget

The Housing Authority of the City of Atlanta, Georgia

Reallocations within the FY 2019 Budget

The FY 2019 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 2019 MTW Annual Implementation Plan as long as AH remains within the total FY 2019 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, 2018, the President signed the Consolidated Appropriations Act 2018 (2018 Appropriations Act), which includes the funds HUD will provide to public housing authorities for calendar year 2018, which is HUD's Funding Year 2018.

AH's fiscal year begins July 1 and ends June 30. The AH FY 2019 Budget, therefore, includes six months (July–December 2018) that will be funded based on HUD's Funding Year 2018. Based on the provisions of the 2018 Appropriations Act, HUD has established Voucher Program and Capital Fund Program funding levels for public housing agencies for calendar year 2018. HUD required that each public housing authority (PHA) submit their operating subsidy calculations for Calendar Year 2018. HUD's review of the requested calculations is continuing and, although HUD has disbursed funds in 2018 based on estimates, the approved funding

levels are anticipated later this year.

The last six months of AH's FY 2019 Budget (January–June 2019) are based on HUD's Funding Year 2019. On May 23, 2018, 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 2019 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. With considerable negotiations expected, in addition to it being a Congressional election year, the appropriations process may not be finalized until late fall or winter. Therefore, AH's FY 2019 Budget is based on HUD's Funding Year 2018 levels on the assumption that these will be repeated for HUD's Funding Year 2019.

Comparison of AH's Fiscal Year to the Federal Fiscal Year and HUD's Funding Year																							
Calendar Year 2018												Calendar Year 2019											
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 2017 <- Federal Fiscal Year 2018												Federal Fiscal Year 2019											
HUD Funding Year 2018												HUD Funding Year 2019											
<- AH Fiscal Year (FY) 2018												AH Fiscal Year (FY) 2019											
												AH Fiscal Year (FY) 2020 ->											

FY 2019 Budget

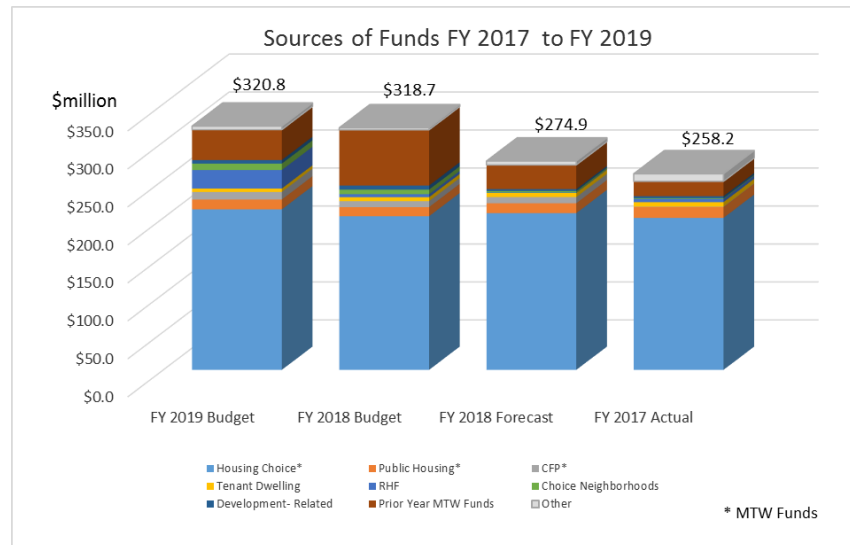
BUDGET OVERVIEW

Comprehensive Budget – 3-Year Comparison

With the inception of FY 2019, AH enters the sixteenth year as a participant of Moving-To-Work (MTW) Demonstration Program. AH continues to employ the flexibility afforded by its MTW Agreement with HUD.

Consistent with its Vision 2022 and FY 2019 Priorities, AH will continue to pursue the three statutory objectives of the MTW Program.

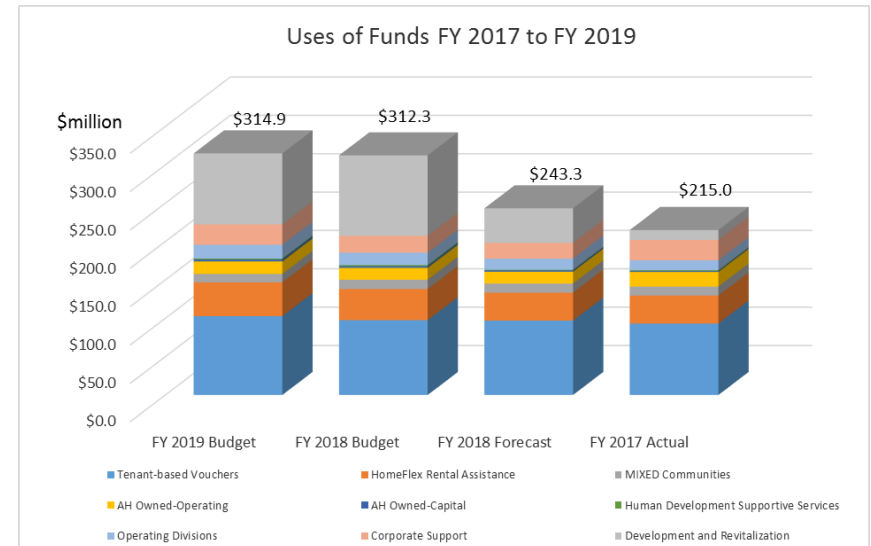
On a combined basis, total sources of funds in the FY 2019 Budget are projected to amount to \$320.8 million, an increase of \$2.1 million over the FY 2018 Budget. The Budget provides for total expenses of \$314.9 million, an increase of \$2.6 million over last year's Budget. The increase in both sources and uses of funds is



The Housing Authority of the City of Atlanta, Georgia

primarily due to higher housing assistance payments and operating costs partially offset by lower spending in development activities.

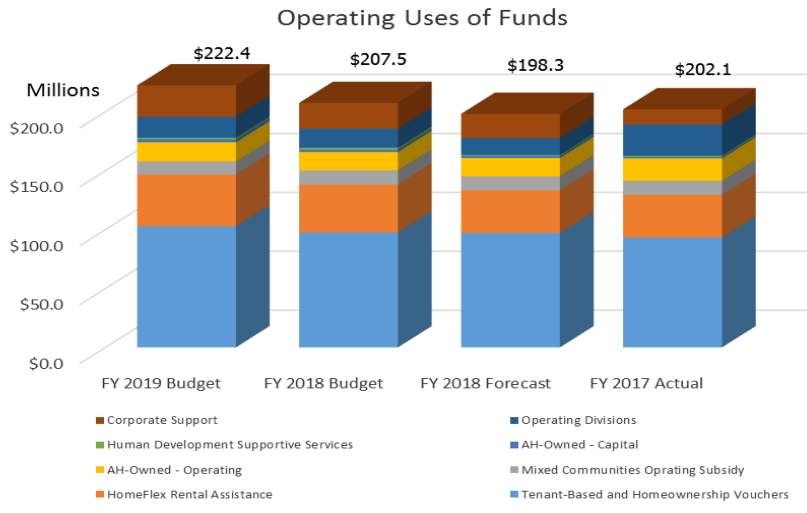
The excess of sources over uses of funds of \$5.9 million will be added to AH's program income and non-federal fund reserves.



Although AH's MTW Annual Plan is comprehensive in nature and presented on a combined basis, the FY 2019 Budget is presented in two components: a FY 2019 Operating Budget and a FY 2019 Development and Revitalization Budget. The former focuses on the annual operations and related funding of AH, while the latter represents a twelve-month projection of the expenses and funding of multi-year development and revitalization projects.

FY 2019 Budget

FY 2019 Operating Budget Overview



AH expects to receive \$242.9 million in operating funds in FY 2019 and expend \$222.4 million for operating activities. The \$20.5 million in excess funding is comprised of obligated (authorized) Housing Choice funds and National Housing Compliance (NHC) and other non-federal funds. While the excess NHC funds will be held in AH's local accounts, the Housing Choice funds are expected to remain at HUD until used for real estate development activities in FY 2019. This excess is projected to disappear once AH's voucher utilization rate reaches about 90%.

One of AH's highest priorities continues to be serving low-income individuals in need of affordable housing. In FY 2019, AH is focused on increasing the number of total households served from 24,563 (estimate at the end of FY 2018) to over 25,388 (end of FY 2019) by increasing the number of Tenant-Based Vouchers and HomeFlex project-based assistance. AH's budget reflects the heightened focus on increasing the number of households served by allocating:

The Housing Authority of the City of Atlanta, Georgia

- \$102.7 million to cover the costs of over 10,600 Tenant-Based and Homeownership Vouchers and related fees to support additional marketing and advertising efforts to attract additional landlords to the Voucher program.
- \$44.0 million in total HomeFlex rental assistance to fund a total of over 7,300 affordable rental units, including 677 units which will convert to HomeFlex under RAD during FY 2019.
- \$11.0 million in operating subsidy to its partners to support 2,155 public housing units at MIXED Communities, which will decrease by 352 units once seven of the Columbia MIXED communities convert to HomeFlex under RAD toward the end of FY 2019.

The FY 2019 Budget provides \$16.2 million to operate, maintain and provide capital improvements for 1,585 units at eleven AH-owned communities and other properties. These communities are preparing to convert to HomeFlex, with Peachtree Road and Marietta Road high-rises, totaling 325 units, planned for RAD conversion by mid FY 2019.

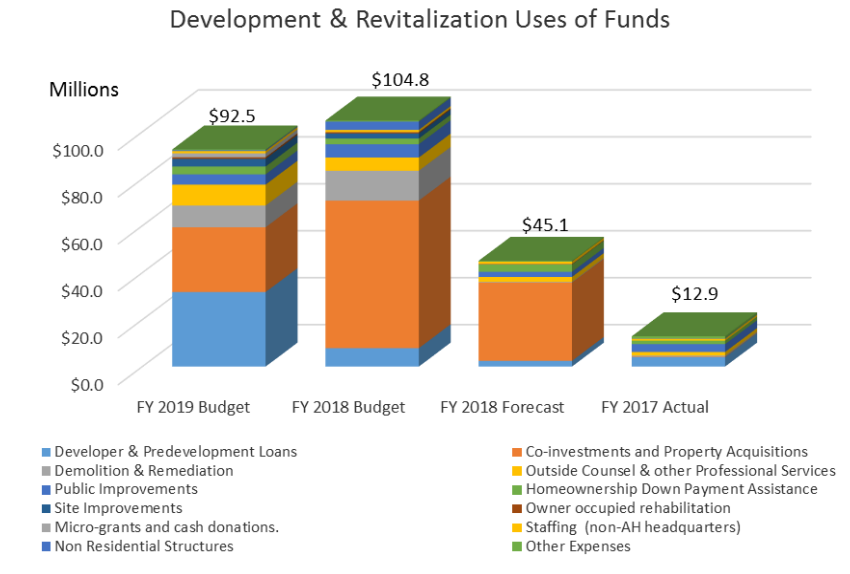
AH plans to spend \$1.4 million (contracted services) for Human Development Supportive Housing Services and Community Relations, in addition to \$1.2 million for AH's Human Development departments and \$1.1 million in human development services at the eleven AH-owned communities. This spending represents an overall decrease of \$0.3 million due to a new and more efficient service delivery model.

The Budget provides \$17.9 million for staffing and operations of its Operating Divisions and \$26.6 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 2019 Budget

The Housing Authority of the City of Atlanta, Georgia

FY 2019 Development and Revitalization Budget Overview



In line with AH's **LIVE** focus for FY 2019: *Expanding and diversifying our portfolio*, the Budget includes \$92.5 million in real estate development and revitalization activities, which will be primarily funded from AH's HUD-held reserves and capital grants.

As part of a multi-year plan, the Budget provides \$23.6 million to start redevelopment at three of AH's eleven former public housing communities, which AH closed and demolished in the last decade, as well as start demolition and remediation work at the newly acquired Atlanta Civic Center site.

Having adopted a co-investment framework and committed to new initiatives to expand affordable housing in the City of Atlanta under its **THRIVE** focus, AH is in the process of finalizing partnership agreements with Invest Atlanta and the Westside Future Fund, in

addition to the MOU executed with Atlanta BeltLine, Inc. during this fiscal year. The Budget includes \$22.8 million for furthering the co-investment framework, new acquisition and development initiatives, which will allow AH to work with its partners to optimize and leverage the use of the funds held at HUD and take advantage of opportunities in FY 2019. AH anticipates that funds not used in FY 2019 will remain available in FY 2020, although HUD does not guarantee this. See page 43 for the discussion on budget risks.

The FY 2019 Budget provides \$20.1 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 AH reserves. AH 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.

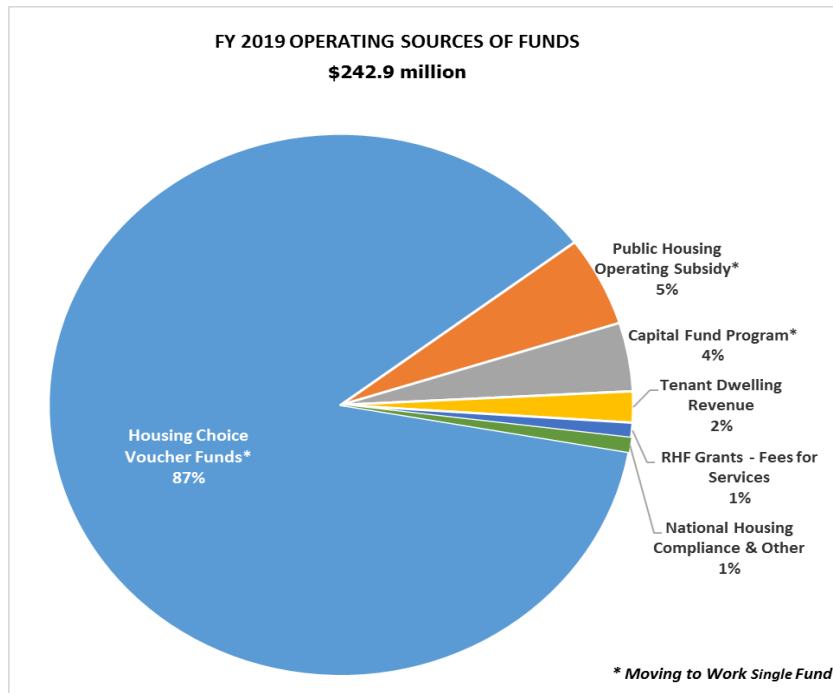
AH's FY 2019 Budget provides \$18.0 million for other development activities, of which \$8.2 million to support construction at various sites in the Magnolia Perimeter area, and \$3.3 million for an estimated 150 new mortgages under its Down Payment Assistance (DPA) program to qualified homeowners. It also includes \$1.4 million for public improvements expenses at Centennial Place already funded by the City of Atlanta. To support its various initiatives, the Budget also includes \$2.3 million in consulting and professional services, and \$3.3 million for community revitalization support and site remediation activities.

The Budget provides \$7.9 million to convert properties under the RAD rehabilitation program, primarily at two of the 11 remaining AH-owned high-rises.

OPERATING BUDGET – SOURCES AND USES

Operating	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Sources of Funds					
Housing Choice Voucher Funds (based on HUD authorization)	\$ 211,264,109	\$ 202,220,614	\$ 9,043,495	\$ 206,320,614	\$ 4,943,495
Public Housing Operating Subsidy	13,002,385	12,006,994	995,391	13,000,281	2,104
Capital Funds Program (CFP)	9,927,060	7,799,283	2,127,777	8,115,140	1,811,920
Total MTW Single Fund	234,193,554	222,026,891	12,166,663	227,436,035	6,757,519
Tenant Dwelling Revenue	4,490,244	5,222,013	(731,769)	4,080,818	409,426
Replacement Housing Factor (RHF) Grants - Fees for Service	2,170,495	-	2,170,495	-	2,170,495
National Housing Compliance (NHC)	720,000	698,500	21,500	1,139,182	(419,182)
Other Current Year Revenue and Grants	828,441	438,442	390,000	457,194	371,247
Non-Operating Sources of Funds	490,628	62,000	428,628	185,000	305,628
Total Operating Sources of Funds	\$ 242,893,362	\$ 228,447,845	\$ 14,445,517	\$ 233,298,228	\$ 9,595,134
Uses of Funds					
Housing Assistance and Operating Subsidy Payments					
Tenant-Based and Homeownership Vouchers	\$ 102,732,866	\$ 97,604,971	\$ 5,127,895	\$ 96,986,761	\$ 5,746,105
HomeFlex Rental Assistance (formerly PBRA)	44,025,199	40,607,717	3,417,482	36,414,938	7,610,261
MIXED Communities Operating Subsidy for AH-Assisted Units	11,031,454	12,116,152	(1,084,698)	11,842,853	(811,399)
Total Housing Assistance and Operating Subsidy Payments	157,789,519	150,328,840	7,460,679	145,244,552	12,544,967
Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,687,080	14,898,349	(1,211,269)	14,916,460	(1,229,380)
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	2,484,910	1,961,773	523,137	1,672,086	812,824
Human Development Supportive Housing Services and Community Relations	1,372,421	1,714,023	(341,602)	911,632	460,789
Operating Divisions	17,851,884	16,169,657	1,682,227	14,412,481	3,439,403
Corporate Support	26,594,071	21,877,839	4,716,231	20,527,041	6,067,030
Debt Service on Energy Performance Contract (EPC) Capital Lease	2,591,258	561,800	2,029,458	567,227	2,024,031
Total Uses of Funds for Operating Activities	64,581,623	57,183,442	7,398,182	53,006,927	11,574,697
Total Uses of Funds	\$ 222,371,142	\$ 207,512,282	\$ 14,858,861	\$ 198,251,479	\$ 24,119,663
Excess of Operating Sources over Uses of Funds	\$ 20,522,220	\$ 20,935,563	\$ (413,344)	\$ 35,046,749	\$(14,524,529)

FY 2019 OPERATING SOURCES OF FUNDS



AH projects \$242.9 million in funds from HUD and other external sources to support operations in FY 2019, a \$14.4 million increase over the FY 2018 Budget. The details behind each of the funding sources are explained in the following sections.

Moving to Work (MTW) Single Fund

Under AH's MTW Agreement, AH 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. AH will continue to receive funds from these three program areas in accordance with HUD's annual appropriations process. AH projects \$234.2 million of FY 2019 MTW funding from its three funding sources, which are as follows:

Housing Choice Voucher Program Funds

AH's FY 2019 Budget includes \$211.3 million in Voucher Program funds, which represents an increase of \$9.0 million from the FY 2018 Budget primarily due to increased proration from 97.0% in 2017 to 99.7% in 2018. The \$211.3 million Voucher Program funds are comprised of the following:

- \$200.1 million for 19,069 authorized **MTW-qualified vouchers**, into which administrative fees are bundled, and reflecting a 99.7% proration rate for all of FY 2019. Although HUD applied a 1.9% inflation factor for CY 2018, AH believes assuming constant funding into CY 2019 is appropriate due to uncertainty of proration.
- \$8.8 million for 795 **non-MTW special-purpose vouchers**. Participants using these special-purpose vouchers are managed within AH's MTW program, but special accommodations apply in accordance with HUD's guidance for each program. Included in the \$8.8 million is \$0.7 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

FY 2019 Budget

appropriations language, will never be eligible for inclusion in AH'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.

- \$2.4 million for 422 **RAD vouchers**, corresponding to 12 months of Housing Choice RAD funding for Juniper and Tenth (149 units) and Piedmont Road (207 units) high-rises, and six months of RAD funding for Villages at Castleberry I (66 units). It should be noted that AH will not start receiving RAD subsidy from HUD for the nine properties scheduled to convert under RAD in FY 2019 although AH will start making HomeFlex payments for those units following each closing.

Public Housing Operating Subsidy (Operating Subsidy)

During FY 2019, AH projects that HUD will provide \$13.0 million in Operating Subsidy, an increase of \$1.0 million from the FY 2018 Budget due primarily to higher proration. The FY 2019 funding assumes a 90% average proration, and is based on 1,585 units at AH-owned residential communities, along with 2,155 AH-assisted units at 33 MIXED communities for twelve months. HUD currently is using a preliminary proration of 93% for CY 2018. AH believes that it is prudent to assume a lower proration will occur in CY 2019 and used 90% for its entire fiscal year.

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 AH under its Annual Contributions Contract with HUD, as amended. While Capital Fund Program funds are part of the MTW Single Fund, HUD disburses to AH on an as-required basis and AH must expend each annual grant within four years of its award. In

The Housing Authority of the City of Atlanta, Georgia

FY 2019, AH plans to draw \$9.9 million in Capital Fund Program funds awarded previously to meet statutory requirements.

HUD is expected to award a new 2019 Capital Fund Program grant to AH during FY 2019 in the amount of \$10.3 million, but these funds will not be used in FY 2019 but will remain available for future spending. The table below provides funds awarded under this program and deadlines.

Grant #	Federal Fiscal Year	To be obligated by	To be drawn by	Authorized	Obligated	Available Balance
GA06P006501-15	2015	4/12/2017	4/12/2019	\$ 5,427,060	\$ 5,427,060	\$ 4,927,060
GA06P006501-16	2016	4/12/2018	4/12/2020	6,135,319	6,135,319	5,319,460
GA01P006501-17	2017	8/15/2019	8/15/2021	10,408,220	-	10,408,220
GA01P006501-18	2018	5/24/2020	5/24/2022	15,956,908	-	15,956,908
Total				\$37,927,507	\$11,562,379	\$36,611,648

Tenant Dwelling Revenue

AH projects it will receive \$4.5 million in Tenant Dwelling Revenue from the remaining 11 AH-owned residential communities during FY 2019. This amount reflects a \$0.7 million decrease from the FY 2018 Budget primarily because tenant rents from Peachtree Road and Marietta Road high-rises are not included as revenue after the properties convert to HomeFlex in December 2018. Tenant Dwelling Revenue is used to fund operating expenses at the communities.

Rent collected by the Owner Entities from AH-assisted residents of MIXED communities is not revenue to AH because AH does not own nor control these properties. AH provides operating subsidy to the Owner Entities of these communities for the AH-assisted units to the extent rent collected from the AH-assisted residents does not cover the operating cost attributable and related to such units, pursuant to the regulatory and operating agreements between the owner entities of the respective buildings and AH.

Replacement Housing Factor (RHF) Grants – Fees for Services

Under its HUD-approved Asset Management Plan, AH charges an administrative fee for services equal to 10% of RHF funds drawn for development or RAD conversions.

National Housing Compliance (NHC)

During FY 2019, AH projects it will receive \$0.7 million in contributions as one of the 11 members of NHC, the same amount as budgeted in FY 2018, although AH has received over \$1 million annually in recent years due to one-time contributions.

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. Over the last several years, HUD has unsuccessfully attempted to resolicit PBCA services and may do so again during AH's FY 2019. The outcome of such solicitation may affect the amount of non-federal funds that AH receives from NHC during FY 2019, which explains our conservative approach.

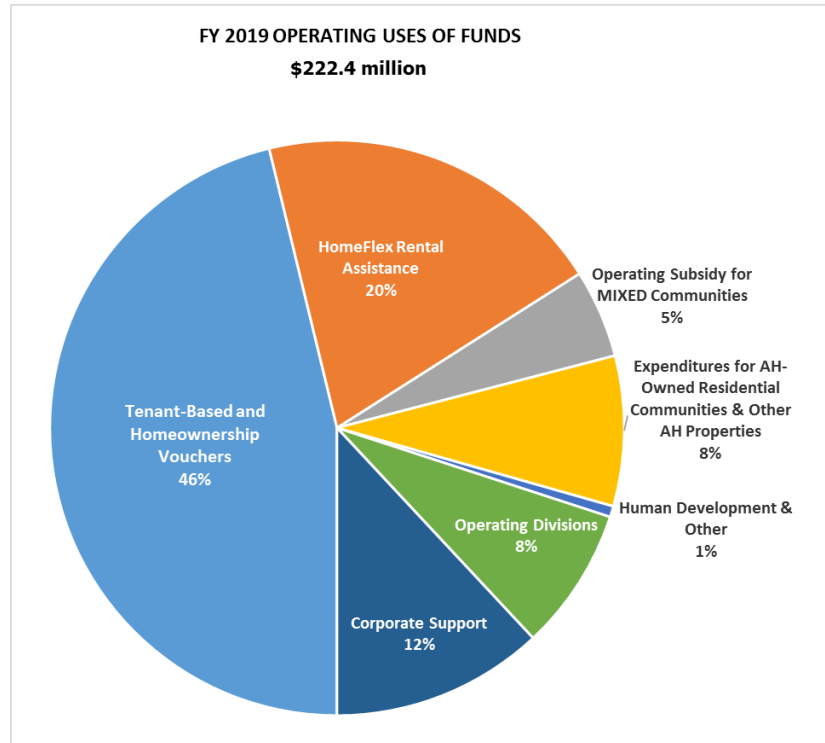
Other Revenue and Grants

During FY 2019, AH anticipates it will receive \$0.8 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, non-dwelling rents and other miscellaneous revenue earned at the AH-owned communities, totaling \$0.6 million.

Non-Operating Sources of Funds

AH estimates it will earn \$0.5 million in interest income during the FY 2019 from investments of the surplus cash in its NHC reserve and its Public Housing operating reserve.

FY 2019 OPERATING USES OF FUNDS



AH projects it will use \$222.4 million to support its FY 2019 Operating Budget, representing a \$14.9 million increase over the FY 2018 Budget, primarily due to increased housing assistance payments and corporate support, as well as one-time payments on the EPC loan.

Housing Assistance and Operating Subsidy Payments

During FY 2019, AH projects it will provide Housing Assistance and Operating Subsidy Payments totaling \$157.8 million to various Owner Entities, landlords, tenants and other housing authorities, representing a \$7.5 million increase over the FY 2018 Budget.

Tenant-Based and Homeownership Vouchers

The Budget includes \$102.7 million to support AH's Housing Choice Tenant-Based Voucher Program and other related programs, a \$5.1 million increase over the FY 2018 Budget, corresponding primarily to costs associated with the increased lease up activities during FY 2019 to support AH's FY 2019 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 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Tenant-Based and Homeownership Vouchers						
In Jurisdiction Tenant-Based Vouchers	\$	83,547,865	\$ 78,094,769	\$ 5,453,096	\$ 78,360,372	\$ 5,187,493
Out of Jurisdiction (Port Out) Tenant-Based Vouchers		16,737,036	17,040,935	(303,899)	16,352,082	384,954
Voucher Portability Administrative Fees		1,084,053	1,105,431	(21,378)	1,052,381	31,672
Short-Term Housing Assistance		240,000	400,000	(160,000)	180,613	59,387
Case Management and Administration of Supportive Housing Initiatives		125,000	200,000	(75,000)	166,667	(41,667)
Leasing Incentive Fees		788,000	534,000	254,000	694,465	93,535
Homeownership Vouchers		165,912	169,836	(3,924)	163,245	2,667
Property Damages		45,000	60,000	(15,000)	16,936	28,064
Total Tenant-Based and Homeownership Vouchers		102,732,866	97,604,971	5,127,895	96,986,761	5,746,105
HomeFlex Rental Assistance (formerly PBRA)		44,025,199	40,607,717	3,417,482	36,414,938	7,610,261
MIXED Communities Operating Subsidy for AH-Assisted Units		11,031,454	12,116,152	(1,084,698)	11,842,853	(811,399)
Total	\$	157,789,519	\$ 150,328,840	\$ 7,460,679	\$ 145,244,552	\$ 12,544,967

- Contracts providing rent assistance for 10,598 Housing Choice participant households by the end of FY 2019, a net increase of 400 vouchers from the 10,198 vouchers projected to be leased-up by the end of FY 2018. Included in FY 2019 projected vouchers are 8,656 households (\$83.5 million) within AH's jurisdiction and 1,942 households (\$16.7 million) for whom AH is responsible, but who reside outside AH's jurisdiction and have "ported" their voucher to that jurisdiction under HUD's voucher portability policy. In addition, AH 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 AH accomplishes its goal and meets its five-year plan, AH intends to issue **800** vouchers to eligible households drawn from its 2018 Housing Choice waiting list and also absorb **121** additional participants who "port in" to Atlanta from other PHAs. These increases will be offset by an expected annual attrition of 720 vouchers due to program terminations for a variety of reasons.
- AH will continue the implementation of two existing local programs by providing an additional **125** MTW vouchers for the Tenant-Based Supportive Housing program (also known as FLOW) for individuals graduating from Shelter-Plus Supportive Housing. AH also plans a total of **74** additional MTW vouchers to be used in support of AH's Next Step program for young adults transitioning from foster care in FY 2019, Atlanta Public Schools homeless students and support relocations.

Included in the Budget is \$0.4 million to continue Short-term Housing Assistance (12 vouchers) and case management support to renters who are not participants in other AH programs as part

of AH's Housing Stabilization Fund (which is also referred to as the "Home Again" program).

The Budget also includes \$0.8 million for Leasing Incentive Fees, which will be used to aid AH in negotiating rental agreements for selected hard-to-house households, where needed, and to encourage more rapid leasing.

This Budget will also continue to support 23 Homeownership Vouchers for \$0.2 million, which provides payments to eligible homeowners to assist them in making their monthly mortgage payments. AH does not plan to issue new vouchers for this program.

HomeFlex (See Budget Financial Schedule II.A for budgets by community).

Under the auspices of AH's HomeFlex Program, an Owner Entity agrees with AH 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 2019 Budget includes \$44.0 million in projected HomeFlex payments, a \$3.4 million increase over the FY 2018 Budget, to support over 7,300 AH-assisted households (projected available units at end of FY 2019) at 84 participating mixed-income and supportive housing communities.

The Budget includes a total of 520 units in new communities projected to be added throughout FY 2019 to AH HomeFlex Program as well as 677 units expected to be converted under HUD's RAD Program, which are listed in the table below. It should be noted that except for Marietta Road and Peachtree Road high-rises, all other RAD conversions are projected to be subsidy

FY 2019 Budget

The Housing Authority of the City of Atlanta, Georgia

conversion only, which will not involve rehabilitation of the community.

The HomeFlex Budget also includes \$0.4 million in contingency funds for potential rent increases community owners are allowed to request under the HomeFlex agreement. **See Budget Financial Schedule II.A in Section III of this budget book for a detailed list of HomeFlex Communities.**

New HomeFlex Properties	Units
Sterling at Candler Village	170
Manor at Indian Creek II	75
Summerdale Commons Phase II	50
Manor at DeKalb Medical	175
Future - HomeFlex Choice Area	50
	520

New RAD HomeFlex Communities	Units
AH-Owned Communities	
Marietta Road Highrise	196
Peachtree Road Highrise	129
	325
MIXED Communities	
Columbia Estates	50
Columbia Mechanicsville Apartments	62
Columbia Park Citi	61
Parkside at Mechanicsville	47
Columbia Village	30
Columbia Commons	48
Columbia Senior Residences at Mechanicsville	54
	352
	677

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

Each AH-sponsored mixed-income, mixed-finance rental community is owned by a public/private partnership. As a part of the development agreement, AH provides operating subsidy for AH-assisted units. The Budget includes \$11.0 million in operating subsidy payments to support up to 2,155 households during the major part of FY 2019 at 33 AH-sponsored mixed-use, mixed-income properties. This represents a reduction of 66 units from FY 2018 as Villages at Castleberry I converted under HUD's RAD Program in June 2018. It is projected that the 352 units at the MIXED communities will convert to RAD HomeFlex subsidy toward the end FY 2019.

Included in the FY 2019 Budget are operating and capital reserve contingencies totaling \$0.5 million to support potential subsidy "true-ups" and capital expenditure requests from community owners. **See Budget Financial Schedule II.B in Section III of this budget book for a detailed list of MIXED Communities.**

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

AH projects to spend \$11.0 million to operate AH-owned residential communities, representing a \$1.7 million decrease from the FY 2018 Budget, primarily due to the elimination of Operating funding for Piedmont Road Highrise that converted to HomeFlex under RAD in November 2017, and reduced budgets for Peachtree Road and Marietta Road high-rises (**), which are planned to convert by mid FY 2019.

In addition, the Budget provides for a total of \$2.7 million to maintain other AH properties, including Payments in Lieu of Taxes (PILOT), property maintenance and protective services at AH Headquarters and vacant land. Budgets are basically at the same level as the FY 2018 Budget, with the exception of the addition of maintenance for the Civic Center offset somewhat by a reduction in PILOT, which was reduced primarily due to the conversion of AH-owned residential communities to HomeFlex during FY 2018 under HUD's RAD Program.

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
AH-Owned Residential Communities					
Barge Road Highrise	\$ 945,794	\$ 972,379	\$ (26,585)	\$ 996,171	\$ (50,377)
Cheshire Bridge Road Highrise	1,277,089	1,477,954	(200,866)	1,327,732	(50,644)
Cosby Spear Highrise	2,185,310	2,169,709	15,601	2,295,836	(110,526)
East Lake Highrise	1,041,112	1,068,079	(26,967)	1,077,555	(36,442)
Georgia Avenue Highrise	760,341	719,183	41,159	706,840	53,501
Hightower Manor Highrise	937,564	954,018	(16,454)	994,517	(56,954)
Marian Road Highrise	1,585,263	1,555,794	29,469	1,522,219	63,044
Marietta Road Highrise **	544,426	979,379	(434,953)	917,451	(373,025)
Martin Street Plaza	639,278	624,398	14,879	625,945	13,333
Peachtree Road Highrise **	794,082	1,382,074	(587,992)	1,304,552	(510,470)
Piedmont Road Highrise	-	503,404	(503,404)	600,991	(600,991)
Westminster	301,215	291,930	9,285	214,554	86,661
Total AH-Owned Residential Communities	11,011,473	12,698,301	(1,686,828)	12,584,363	(1,572,890)
Other AH Properties					
AH Headquarters Building	1,294,970	1,232,448	62,522	1,406,322	(111,352)
Zell Miller Center	152,481	165,700	(13,219)	110,633	41,848
Civic Center	473,937	-	473,937	-	473,937
Other AH Properties	754,219	801,900	(47,681)	815,142	(60,923)
Total Other AH Properties	2,675,607	2,200,048	475,559	2,332,097	343,510
Total	\$ 13,687,080	\$ 14,898,349	\$ (1,211,269)	\$ 14,916,460	\$ (1,229,380)

Capital Expenditures for AH-Owned Residential Communities and AH Headquarters

AH projects it will spend \$1.5 million in FY 2019 to make critical and necessary capital improvements to preserve the physical conditions of its AH-owned residential communities, which are not subject to an imminent RAD conversion. This represents an increase of \$0.3 million over the FY 2018 Budget as AH continues to limit new capital projects in preparation for RAD conversions.

AH also projects it will spend \$1.0 million on other capital expenditures during FY 2019 for various technology investments to maintain and optimize AH's enterprise-wide operations, and for improvements on the AH's 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.

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
AH-Owned Residential Communities					
Barge Road Highrise	\$ 308,000	\$ 203,500	\$ 104,500	\$ 219,362	\$ 88,638
Cheshire Bridge Road Highrise	179,850	211,000	(31,150)	257,353	(77,503)
Cosby Spear Highrise	505,450	89,667	415,783	57,126	448,324
East Lake Highrise	71,500	63,277	8,223	55,279	16,221
Georgia Avenue Highrise	38,500	70,950	(32,450)	29,645	8,855
Hightower Manor Highrise	115,860	46,167	69,693	9,067	106,792
Marian Road Highrise	249,150	88,633	160,518	50,109	199,041
Marietta Road Highrise **	-	192,500	(192,500)	215,885	(215,885)
Martin Street Plaza	-	22,000	(22,000)	36,194	(36,194)
Peachtree Road Highrise **	-	176,000	(176,000)	205,612	(205,612)
Piedmont Road Highrise	-	-	-	8,959	(8,959)
Westminster	17,600	-	17,600	25,881	(8,281)
Total AH-Owned Residential Communities	1,485,910	1,163,693	322,217	1,170,472	315,438
AH Headquarters Capital Expenditures					
Technology Investments	579,000	448,080	130,920	452,180	126,820
Building Improvements and Equipment	420,000	350,000	70,000	49,434	370,566
Total AH Headquarters Capital Expenditures	999,000	798,080	200,920	501,614	497,386
Total	\$ 2,484,910	\$ 1,961,773	\$ 523,137	\$ 1,672,086	\$ 812,824

Human Development, Supportive Housing Services and Community Relations

The FY 2019 Human Development budget supports continued case management for families that are not compliant with AH'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.

AH projects total spending of \$1.4 million, a \$0.3 million decrease from the FY 2018 Budget, primarily due to efficiency improvements in AH's service delivery approach. These services are in addition to those provided directly by private management and development companies at AH-owned residential communities and by AH's Partnerships and People Investments and Human Development departments.

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 AH-owned communities, community relations and a non-federal match from employee contributions to AH's Scholarship Fund.

		FY 2019	FY 2018	FY 2019B	FY 2018	FY 2019B
		Budget	Budget	Over (Under)	Forecast	Over (Under)
				FY 2018B		FY 2018F
Managed by						
Human Development Support - Professional Services**	HD/PPI	\$ 1,192,921	\$ 1,295,850	\$ (102,929)	\$ 535,911	\$ 657,010
Supportive Services at Gardens at CollegeTown	Real Estate Group	82,500	86,250	(3,750)	117,068	(34,568)
Quality Living Services for Seniors	Real Estate Group	7,000	252,723	(245,723)	176,965	(169,965)
Community Relations - MTW funds	Governmental and External Affairs	57,000	57,000	-	38,500	18,500
Community Relations - Non-federal funds	Governmental and External Affairs	18,000	10,500	7,500	28,000	(10,000)
Corporate Match for AH Scholarship Fund - Non-federal funds	Governmental and External Affairs	15,000	11,700	3,300	15,189	(189)
Total		\$ 1,372,421	\$ 1,714,023	\$ (341,602)	\$ 911,632	\$ 460,789

Operating Divisions Expense

The Budget includes \$17.9 million for AH's Operating Divisions, an increase of \$1.7 million over FY 2018 Budget, due to primarily the addition of eleven (11) positions from the reorganization of the Real Estate Group, which also explains the large year over year variances in each of the Real Estate Group departments, and realignment of functions between Human Development and

Partnerships & People Investments departments.

A summary of the 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 in Section II of this budget book.**

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Customer Services Group					
Customer Services	\$ 1,285,542	\$ 1,219,911	\$ 65,631	\$ 1,180,158	\$ 105,384
Housing Services	5,138,585	4,962,199	176,386	4,566,524	572,061
Inspections Services	2,034,708	1,981,840	52,868	2,012,938	21,770
Total	8,458,835	8,163,950	294,885	7,759,620	699,215
Human Development	723,078	875,415	(152,337)	533,186	189,892
Partnerships & People Investments	579,497	544,663	34,834	376,916	202,581
Real Estate Group					
Office of the Chief Real Estate Officer	398,605	929,880	(531,275)	652,312	(253,707)
Real Estate Asset & Property Management	880,217	-	880,217	-	
Real Estate Development	1,429,438	-	1,429,438	-	
Real Estate Program & Project Management	1,708,716	3,249,831	(1,541,115)	2,817,856	(1,109,140)
Real Estate Planning & Development	897,664	811,266	86,398	777,014	120,650
Real Estate Investments & Capital Markets	2,423,785	1,327,277	1,096,508	1,175,010	1,248,775
Total	7,738,425	6,318,254	1,420,171	5,422,192	2,316,233
Choice Neighborhoods-HQ Administrative	352,049	267,375	84,674	320,567	31,482
Total	\$ 17,851,884	\$ 16,169,657	\$ 1,682,227	\$ 14,412,481	\$ 3,439,403
Personnel	\$ 17,198,440	\$ 14,509,501	\$ 2,688,940	\$ 13,501,114	\$ 3,697,327
Non-personnel	653,443	1,660,156	(1,006,713)	911,367	(257,924)
Total	\$ 17,851,884	\$ 16,169,657	\$ 1,682,227	\$ 14,412,481	\$ 3,439,403

Corporate Support Expense

The Budget provides \$26.6 million for Corporate Support Expense, a \$4.7 million increase from the FY 2018 Budget, primarily due to a \$1.5 million increase in the Office of General Counsel essentially to provide support for continuing litigations. Also provided in FY 2019 Budget, are contingencies for the potential replacement of the Human Resource Information System (HRIS) (\$1.2 million) and for compensation market adjustments (\$0.5 million). Agency-wide

temporary staffing is now reported under Human Resources department as opposed to reside in each department.

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 in Section II of this budget book.**

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Executive Office	\$ 1,015,502	\$ 636,411	\$ 379,091	\$ 676,455	\$ 339,047
Office of Chief Operating Officer	943,095	946,616	(3,521)	889,699	53,396
Office of General Counsel	4,189,626	2,681,867	1,507,759	3,731,118	458,508
Office of Compliance	380,352	448,900	(68,548)	119,532	260,820
Corporate Finance	2,002,260	1,956,231	46,029	1,794,703	207,557
Information Technology including RIM and PMO	8,686,919	8,656,075	30,844	7,728,987	957,932
Office of Policy & Strategy	1,228,399	1,091,610	136,789	728,284	500,115
Governmental and External Affairs	856,346	671,616	184,730	645,825	210,521
Communications and Business Marketing	984,995	1,023,671	(38,676)	867,207	117,788
Contracts and Procurement	1,184,114	1,128,163	55,951	990,721	193,393
Human Resources Operations	1,961,202	1,579,679	381,523	1,348,643	612,559
Activities Managed by Human Resources:			-		-
Severance & Related Expense	57,000	57,000	-	5,867	51,133
Agency-wide Temporary Services	404,261	-	404,261	-	404,261
HRIS Replacement	1,200,000	-	1,200,000	-	1,200,000
Compensation Market Adjustments	500,000	-	500,000	-	500,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
Total	\$ 26,594,071	\$ 21,877,839	\$ 4,716,231	\$ 20,527,041	\$ 6,067,030
Personnel	\$ 14,265,887	\$ 14,057,247	\$ 208,641	\$ 12,347,410	\$ 1,918,477
Non-personnel	12,328,184	7,820,592	4,507,591	8,179,631	4,148,553
Total	\$ 26,594,071	\$ 21,877,839	\$ 4,716,232	\$ 20,527,041	\$ 6,067,030

FY 2019 Budget

The Housing Authority of the City of Atlanta, Georgia

FY 2019 Staffing Budget

The FY 2019 Budget includes salaries and benefits for 311 full time employees, thirty two (32) more positions than its current headcount of 279, due to eighteen (18) vacant positions which are currently being either filled or evaluated for replacement. AH also has 13 temporary and intern positions on its staff to provide the management flexibility it needs. The fourteen (14) additional positions planned for FY 2019 will augment AH's Real Estate Teams (9), Human Resources (2), Human Development (2) and Office of General Counsel (1).

The Budget assumes an average merit increase of 3% for employees, effective July 1, 2018, 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 2018 and a projected 12% increase in major health care plan costs during the last six months of FY 2019 due to expected inflation and plan performance.

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 \$164,200 annually. AH projects it will pay approximately \$0.4 million during FY 2019 in excess of the Congressional limit in connection with salaries paid during calendar year 2018. In accordance with the guidance from HUD, AH will continue to pay the excess compensation from non-federal sources.

Year Over Year Full Time Employees

	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
Operating Divisions				
Customer Services Group				
Customer Services	12	11	11	9
Housing Services	67	66	67	61
Inspections Services	24	24	24	24
Total Customer Services Group	103	101	102	94
Human Development	8	7	5	6
Partnerships & People Investments	4	4	3	3
Real Estate Group				
Office of Chief Real Estate Officer	3	4	4	1
Real Estate Asset & Property Management	8	-	-	-
Real Estate Development	10	-	-	-
Real Estate Investments & Capital Markets	20	13	17	13
Real Estate Planning & Development	6	9	7	5
Real Estate Program & Project Management	15	20	19	16
Total Real Estate Group	62	46	47	35
Choice Neighborhoods HQ Administrative	2	2	2	-
Total Operating Divisions	179	160	159	138
Corporate Support				
Executive Office	5	3	5	4
Office of Chief Operating Officer	2	3	2	3
Office of General Counsel	14	13	12	9
Office of Compliance	3	3	-	-
Corporate Finance	15	14	14	14
Information Technology	44	47	44	46
Office of Policy & Strategy	5	5	5	4
Governmental & External Affairs	9	7	8	7
Communications & Business Marketing	6	7	6	7
Contracts & Procurement	11	10	10	10
Human Resources	8	6	5	4
Total Corporate Support	122	118	111	108
Choice Neighborhoods	10	9	9	8
Grand Total	311	287	279	254

Debt Service on Energy Performance Contract (EPC) Capital Lease

AH'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-construction 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, AH 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 AH-owned residential communities. These improvements were substantially completed in FY 2015.

The FY 2019 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 AH converts properties with EPC-funded improvements to HomeFlex under HUD's RAD program, it pays off the pro rata share of the loan balance related to the property. In FY 2017, AH paid off the portion of the loan related to Juniper and Tenth and in FY 2018 paid off Piedmont Road Highrise. AH anticipates paying

off loans for Peachtree Road and Marietta Road high-rises during FY 2019 for an estimated amount of \$2.0 million.

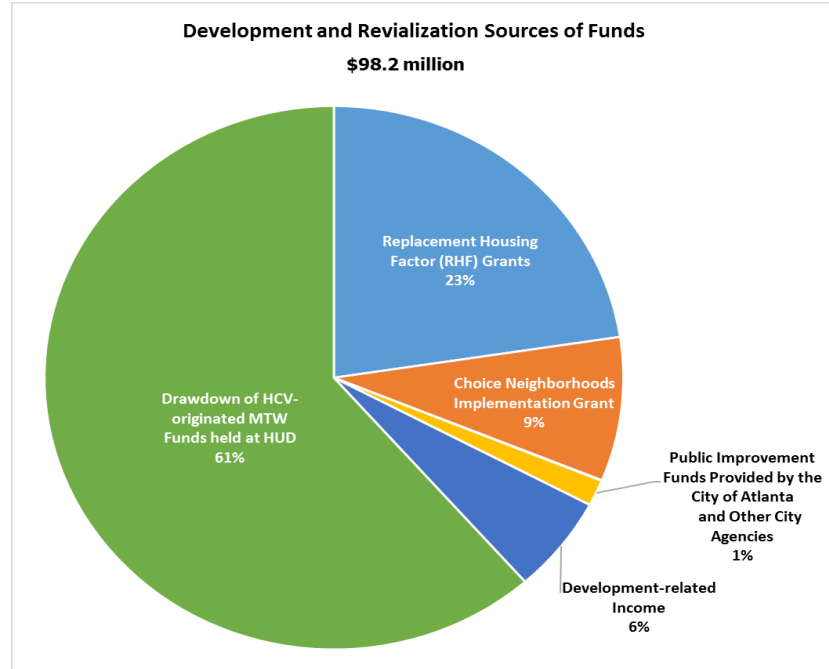
The EPC capital lease bears interest at 4.98% and has a term of 20 years. Expected payments under the EPC capital lease for the remaining 11 AH-owned communities, which will vary in the future depending on the timing of the property conversions under the RAD program, are as follows:

EPC Loan - Expected Payments*				
Payment Date	Payment	Interest	Principal	Outstanding
2/28/2019	536,257	291,886	244,371	5,616,792
2/29/2020	552,740	279,716	273,023	5,343,768
2/28/2021	569,716	266,120	303,597	5,040,172
2/28/2022	587,203	251,001	336,202	4,703,969
2/28/2023	605,214	234,258	370,956	4,333,013
2/29/2024	619,684	215,784	403,900	3,929,113
2/28/2025	606,145	195,670	410,475	3,518,638
2/28/2026	625,826	175,228	450,598	3,068,040
2/28/2027	627,326	152,788	474,537	2,593,503
2/29/2028	648,205	129,156	519,048	2,074,455
2/28/2029	669,711	103,308	566,403	1,508,052
2/28/2030	691,863	75,101	616,762	891,291
2/28/2031	714,678	44,386	670,292	220,999
8/28/2031	226,502	5,503	220,999	-
* This schedule reflects payments if all loans remain to maturity. AH plans to payoff respective shares of the loan as communities convert to HomeFlex under RAD Program.				

DEVELOPMENT AND REVITALIZATION BUDGET – SOURCES AND USES

Development and Revitalization	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ 22,183,446	\$ 3,980,000	\$ 18,203,446	\$ 674,356	\$ 21,509,090
Choice Neighborhoods Implementation Grant (CNIG)	8,405,200	6,030,232	2,374,968	1,843,621	6,561,579
Development and Other Related Income	5,660,790	5,997,484	(336,694)	2,582,148	3,078,641
Drawdown of Program Income and Other Funds	41,750	1,269,911	(1,228,161)	2,167,296	(2,125,546)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,525,328	816,668	708,660	20,000	1,505,328
MTW Funds	60,354,129	92,822,605	(32,468,475)	40,347,919	20,006,210
Total Sources of Funds	\$ 98,170,643	\$ 110,916,900	\$ (12,746,256)	\$ 47,635,340	\$ 50,535,303
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 9,739,500	\$ 12,700,000	\$ (2,960,500)	\$ 320,000	\$ 9,419,500
Co-Investments and Property Acquisitions	27,625,000	62,880,000	(35,255,000)	33,336,632	(5,711,632)
Predevelopment Loans	2,814,272	1,156,174	1,658,098	280,809	2,533,463
Developer Loan Draws	28,931,936	6,671,080	22,260,856	2,153,000	26,778,936
Site Improvements	3,297,400	2,200,000	1,097,400	-	3,297,400
Homeownership Down Payment Assistance	3,330,000	2,400,000	930,000	3,100,000	230,000
Non Residential Structures	355,000	3,560,000	(3,205,000)	-	355,000
Public Improvements	4,375,874	5,693,970	(1,318,096)	2,181,207	2,194,667
Consulting and Professional Services	6,780,714	5,412,475	1,368,239	1,759,058	5,021,656
Outside Legal Counsel	1,630,000	227,004	1,402,996	326,059	1,303,941
Administrative Staffing	468,505	484,717	(16,211)	560,719	(92,214)
Tenant Services Staffing	503,746	430,189	73,557	430,189	73,557
Meeting Expenses	18,750	44,550	(25,800)	20,638	(1,888)
Community Outreach	64,300	16,800	47,500	18,800	45,500
Modular Office Expenses	182,256	187,256	(5,000)	182,256	(0)
Urban Farming	20,000	150,000	(130,000)	50,000	(30,000)
Owner Occupied Rehabs	660,000	500,000	160,000	180,000	480,000
Micro-Grants and Cash Donations	1,677,500	50,000	1,627,500	65,001	1,612,500
Other Expenses	35,100	54,500	(19,400)	88,824	(53,724)
Total Development and Revitalization Expenditures	\$ 92,509,854	\$ 104,818,715	\$ (12,308,862)	\$ 45,053,192	\$ 47,456,662
Excess of Sources over Development and Revitalization Expenditures	\$ 5,660,790	\$ 6,098,185	\$ (437,395)	\$ 2,582,148	\$ 3,078,641

FY 2019 DEVELOPMENT AND REVITALIZATION SOURCES OF FUNDS



AH 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 AH to draw only enough each month to meet MTW-authorized expenditures. AH 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 \$97.3 million by the end of FY 2018, remain on account at HUD and can be drawn down by AH when future expenditures exceed the annual obligations.

AH's FY 2019 development and revitalization program will necessitate the draw of \$60.4 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 43.**

Replacement Housing Factor (RHF) Grants

Replacement Housing Factor Grants are used to fund activities under AH's Revitalization Program. HUD calculates RHF funding based on the characteristics of public-housing-assisted units subsidized by AH that were demolished or sold and their replacement has not otherwise been funded by HUD. Similar to Capital Fund Program funds, RHF funds are provided to AH 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 2019, AH projects that it will use and HUD will disburse \$22.2 million in Replacement Housing Factor funds in FY 2019. In addition, AH is expected to draw \$2.2 million in fees for services, or 10% of RHF grants used for eligible development activities. AH plans to obligate the entire RHF grants available during FY 2019 in order to meet the statutory deadline of October 29, 2019. The fees for services are presented in the Operating Sources and Uses of Funds as they will be used to cover administrative expenses.

The \$22.2 million RHF grant is planned to be used primarily as follows: \$10.8 million for site acquisitions and development, \$7.4 million to support the conversion of AH-owned properties to HomeFlex under RAD and \$3.7 million for the revitalization of AH's master-planned communities within the Choice Neighborhoods community.

Choice Neighborhoods Implementation Grant (CNIG)

On September 28, 2015, AH and the City of Atlanta were awarded \$30.0 million from HUD as part of a Choice Neighborhoods Implementation Grant (CNIG). These funds are to be utilized within the next four 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").

During FY 2019, AH will continue to refine its approach to developing and implementing its Housing Development Plans in collaboration with the HUD Choice team and its development partners as is necessary to address its modified Choice milestones for 2019 through 2022.

AH projects to use \$8.4 million of the CNIG to fund the \$20.1 million total expenditures planned for this project in FY 2019, the remaining being funded by MTW, RHF and other funds.

Development and Other Related Income

During FY 2019, AH projects to earn a total of \$5.7 million in development and other related income, a decrease of \$0.3 million from the \$6.0 million budgeted for FY 2018, primarily due to the number of closings and related fees. FY 2019 development and

other related income is comprised of the following:

- Developer and transaction fees totaling \$2.6 million from AH's participation in property development during FY 2019. AH projects it will earn developer and transaction fees as part of closings at Peachtree Road and Marietta Road high-rises under 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.
- AH forecasts that it will also earn \$1.5 million in profit participation related to home and land sales on former AH West Highlands (Perry) property, \$0.9 million in interest income from the investment of surplus program income funds, \$0.4 million in asset management fees, and \$0.3 million from the rental of vacant property, ground leases, inspection fees and other miscellaneous development-related income.

Due to their uncertainty, sources from the collection of development loans or interest thereon, or sale of property, other than noted above, are excluded from the FY 2019 Budget.

Other Funding Sources

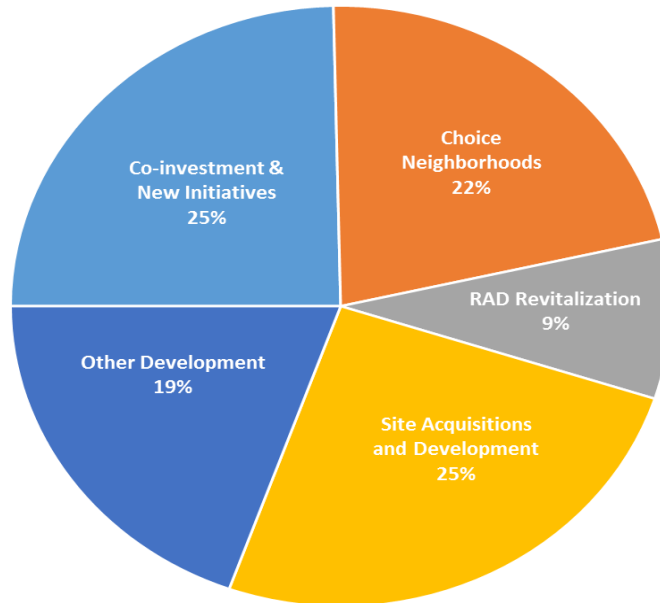
In prior years, the City of Atlanta and Other City Agencies have issued bonds or otherwise raised money and provided these funds to AH for public improvements at AH revitalization properties. These funds are typically restricted to specific properties, and are used as circumstances permit. In FY 2019, AH will use \$1.5 million of these funds for public improvements at Centennial Place and Herndon Homes.

DEVELOPMENT AND REVITALIZATION USES OF FUNDS

Development and Revitalization by Major Program	Co-investment and New Initiatives	Choice Neighborhoods	RAD Revitalization	Site Acquisitions and Development	Other Development	Total FY 2019 Budget
Sources of Funds						
Replacement Housing Factor (RHF) Grants	\$ -	\$ 3,672,446	\$ 7,385,000	\$ 10,779,500	\$ 346,500	\$ 22,183,446
Choice Neighborhoods Implementation Grant (CNIG)	-	8,405,200	-	-	-	8,405,200
Drawdown of Program Income and Other Funds	-	38,550	-	-	3,200	41,750
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	50,000	-	100,000	1,375,328	1,525,328
MTW Funds used for Revitalization	22,800,000	7,973,720	544,272	12,712,300	16,323,836	60,354,128
Total Sources of Funds	\$ 22,800,000	\$ 20,139,918	\$ 7,929,272	\$ 23,591,800	\$ 18,048,864	\$ 92,509,854
Development and Revitalization Expenditures						
Demolition & Remediation	\$ 20,000	\$ 1,050,000	\$ -	\$ 7,577,500	\$ 1,092,000	\$ 9,739,500
Co-investments and Property Acquisitions	17,000,000	5,125,000	-	5,500,000	-	27,625,000
Predevelopment Loans	-	1,020,000	544,272	700,000	550,000	2,814,272
Developer Loan Draws	5,000,000	3,400,000	6,700,000	6,100,000	7,731,936	28,931,936
Site Improvements	-	3,297,400	-	-	-	3,297,400
Homeownership Down Payment Assistance	-	-	-	-	3,330,000	3,330,000
Non Residential Structures	-	355,000	-	-	-	355,000
Public Improvements	-	700,546	-	2,100,000	1,575,328	4,375,874
Consulting and Professional Services	730,000	2,526,114	45,000	1,227,000	2,252,600	6,780,714
Outside Legal Counsel	50,000	200,000	640,000	345,000	395,000	1,630,000
Administrative Staffing	-	468,505	-	-	-	468,505
Tenant Services Staffing	-	503,746	-	-	-	503,746
Meeting Expenses	-	18,750	-	-	-	18,750
Community Outreach	-	-	-	42,300	22,000	64,300
Modular Office Expenses	-	182,256	-	-	-	182,256
Urban Farming	-	20,000	-	-	-	20,000
Owner Occupied Rehabs	-	660,000	-	-	-	660,000
Micro-Grants and Cash Donations	-	577,500	-	-	1,100,000	1,677,500
Other Expenses	-	35,100	-	-	-	35,100
Total Development and Revitalization Expenditures	\$ 22,800,000	\$ 20,139,918	\$ 7,929,272	\$ 23,591,800	\$ 18,048,864	\$ 92,509,854

FY 2019 DEVELOPMENT AND REVITALIZATION USES OF FUNDS

Development and Revitalization Uses of Funds
\$92.5 million



AH projects it will spend \$92.5 million on development and revitalization initiatives in FY 2019, a \$12.3 million decrease from the FY 2018 Budget. The main components of the FY 2019 Budget are as follows:

- **Co-investment and New Initiatives.** AH currently has reserves which can be used to catalyze affordable housing and mixed-income communities. To utilize these monies, AH 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 AH 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 AH's ability to make investments at almost any point in the development process, from pre-development through construction and permanent financing. This flexibility allows AH's co-investment to close gaps that would otherwise prevent a viable project from moving forward. By partnering with organizations in this manner, AH leverages and increases the impact of its own investments.

The Budget includes \$22.8 million in co-investment and new initiatives, of which \$6.1 million for the acquisition and development of a property located in the Atlanta BeltLine area with an affordable housing component. The remaining \$16.7 million will allow AH to work with its partners to optimize and leverage the use of the funds and take advantage of opportunities in FY 2019. AH anticipates that the majority of this expenditure will be in the form of property acquisitions and/or loans.

- **Choice Neighborhoods** activities are budgeted at \$20.1 million. In addition to CNIG funds, AH 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 \$7.9 million for predevelopment loans, development loans and related legal counsel and consulting for the conversion of communities currently managed under public housing regulations to HomeFlex. The following chart provides additional details by community and types of expenditures.

Rental Assistance Demonstration (RAD)	Columbia Portfolio	Hightower Manor Highrise	Marietta Road Highrise	Peachtree Road Highrise	Villages of Eastlake I & II	Villages at Castleberry Hill II	Total FY 2019 Budget
Predevelopment Loans	\$ -	\$ 241,988	\$ -	\$ 302,284	-	-	\$ 544,272
Developer Loan Draws	-	-	3,600,000	3,100,000	-	-	6,700,000
Consulting and Professional Services	-	5,000	5,000	5,000	25,000	5,000	45,000
Outside Legal Counsel	420,000	-	60,000	60,000	100,000	-	640,000
Total Development and Revitalization Expenditures	\$ 420,000	\$ 246,988	\$ 3,665,000	\$ 3,467,284	\$ 125,000	\$ 5,000	\$ 7,929,272

- **Site Acquisitions and Development.** The Budget includes \$23.6 million for development at Herndon Homes Senior Phase, and for predevelopment activities at Englewood

Manor, the Civic Center, and Bowen Homes, including demolition, remediation and acquisitions. The following chart provides additional details by property.

Site Acquisitions and Development	Civic Center	Bowen Homes	Englewood Manor	Herndon Homes	Total FY 2019 Budget
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 6,000,000	\$ 40,000	\$ 1,082,500	\$ 455,000	\$ 7,577,500
Co-investments and Property Acquisitions	-	-	5,500,000	-	5,500,000
Predevelopment Loans	-	-	300,000	400,000	700,000
Developer Loan Draws	-	-	-	6,100,000	6,100,000
Public Improvements	-	-	2,000,000	100,000	2,100,000
Consulting and Professional Services	105,000	275,000	528,500	318,500	1,227,000
Outside Legal Counsel	100,000	-	150,000	95,000	345,000
Community Outreach	-	14,300	16,900	11,100	42,300
Total Development and Revitalization Expenditures	\$ 6,205,000	\$ 329,300	\$ 9,577,900	\$ 7,479,600	\$ 23,591,800

- **Other Development Activities**

- **Magnolia Perimeter**

This site includes 30 land parcels for which AH has issued a request for proposals (RFP) in FY 2018 to potential developers to either purchase and/or develop the properties to include affordable housing. The Budget includes \$8.2 million, primarily development loans, to support development activities.

- **Homeownership Down Payment Assistance**

AH budgeted \$3.3 million to continue its Homeownership Down Payment Assistance Program. Under this Program, AH provides eligible first-time homebuyers that earns up to 80% of Area Median Income (AMI) with financial assistance to purchase homes within or near AH's MIXED communities, as well as neighborhoods throughout the City of Atlanta. AH projects it will assist approximately 150 new homebuyers in FY 2019, assuming a \$22,500 average down payment assistance.

- **Continued development at MIXED Communities**

AH and its private-sector development partners will continue to advance the master plans for two AH-sponsored master planned, mixed use communities. These activities include public improvements and predevelopment loans at Centennial Place (\$2.0 million). At West Highlands, AH plans to finalize its support to West Atlanta Charter School, including a potential contribution of \$500,000 towards the construction of the school because of the increased costs due to the limitations of the space provided.

- Also included in other development-related activities, are budgets for the development planning of the North Avenue /U-Rescue Villa site, site remediation at various AH-owned properties, micro grants for participant homeowner rehab as well as consulting and professional services to support the strategic real estate planning for other AH-owned properties.

Other Development Activities	Magnolia Perimeter	North Avenue/ U-Rescue Villa	Centennial Place	West Highlands	Other	Total FY 2019 Budget
Demolition & Remediation	\$ 50,000	\$ 42,000	\$ -	\$ -	\$ 1,000,000	\$ 1,092,000
Predevelopment Loans	-	-	550,000	-	-	550,000
Developer Loan Draws	7,731,936	-	-	-	-	7,731,936
Homeownership Down Payment Assistance	225,000	-	-	337,500	2,767,500	3,330,000
Public Improvements	-	-	1,375,328	200,000	-	1,575,328
Consulting and Professional Services	100,000	222,000	40,000	162,000	1,728,600	2,252,600
Outside Legal Counsel	100,000	-	70,000	155,000	70,000	395,000
Community Outreach	-	8,000	-	4,000	10,000	22,000
Micro-Grants and Cash Donations	-	-	-	-	600,000	600,000
Other Expenses	-	-	-	500,000	-	500,000
Total Development and Revitalization Expenditures	\$ 8,206,936	\$ 272,000	\$ 2,035,328	\$ 1,358,500	\$ 6,176,100	\$ 18,048,864

Impact of Development and Revitalization Expenditures on Future Operating Budgets

AH projects the following impacts on future operating budgets as the result of investments in FY 2019:

- **Co-investments and New Initiatives.** Details of Co-investments and new initiatives forecasted for FY 2019 have not yet been finalized and, therefore, the impact on future operating budgets cannot be determined, except for the expected acquisition of the Atlanta BeltLine property where AH projects to provide annual HomeFlex payment of \$0.3 million to assist 46 affordable units out of 116 units planned for the project.
- **Choice Neighborhoods.** Choice Neighborhoods expenditures in FY 2019 will include furthering the development of two multi-family rental communities, Ashley I and Ashley II. AH projects to eventually provide annual HomeFlex payment assistance totaling \$1.4 million for approximately 181 affordable units out of 395 units expected to be created at these two rental communities. The Choice Neighborhoods project will also include an offsite community which is not included in these numbers.
- **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 AH revenues will not be affected. Depending upon the deal, however, rental assistance payment to a RAD property may increase or decrease. The financial impact of future conversions under the RAD program cannot be determined until AH enters into final HomeFlex agreements.

- **Site Acquisitions and Development and Other Development Activities.** Plans for activities funded in these sections are currently either under development or will begin in FY 2019. AH forecasts that the developments at the two sites will eventually require HomeFlex subsidy and some may produce revenue. The values cannot be determined at this time.

Budget Risk Analysis

The FY 2019 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 AH's ability to execute this Budget. The significant assumptions and the related risks are as follows:

- With over 95% of AH's funding provided by HUD, combined with the latest discussions on the budget cuts, this represents by far AH's largest risk. AH's funding from HUD is based on the assumption that Congress will fund Federal Fiscal Year 2019 essentially at the same levels as Federal Fiscal Year 2018 with a 99.7% proration for the Housing Choice Voucher Program and 90% 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.
- AH has approximately \$97.3 million of Housing Choice Voucher funds held at HUD that are at risk of being offset (i.e. HUD requiring AH to draw them for current operating expenditures in lieu of receiving new HUD funding.) Should the federal administration decide to offset future Housing Choice Voucher subsidies against AH funds held at HUD, AH

would not be in a financial position to carry a large portion of its projected development and revitalization initiatives.

- As AH further explores its responsibilities toward environmental clean-up on its former public housing sites and other properties during FY 2019, spending over budgeted amounts for FY 2019 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 AH will be able to lease up over 1,120 new tenant-based Housing Choice vouchers in FY 2019 before attrition. This will require that affordable qualified units are available for participants. If such a level of affordable housing does not exist, AH may not be able to lease up and meet the budgeted

HAP levels.

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

FUNDS STRUCTURE AND DESCRIPTION

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

While AH 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 AH's MTW Agreement, AH 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. AH 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 AH is authorized for each fiscal year. Under the current rules HUD disburses only the amount necessary to cover AH'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, AH submits calculations to determine its Operating Subsidy from HUD for Section 9 public housing at AH-owned and MIXED communities. After prorating the result, HUD determines the amount that AH is authorized for a year and makes it available for AH to draw. Because the amount authorized is always less than what is needed to operate the properties, AH draws one-twelfth of the authorization each month.

- **Capital Fund Program (CFP)** Based on the physical characteristics of AH's Section 9 housing stock, including units at MIXED Communities, and Congressional funding, HUD determines the annual CFP grant award for AH. CFP funds must be expended within four years of award. **See page 24 for CFP awards deadlines and funding availability.**

Replacement Housing Factor (RHF) Funds

RHF is intended to fund the construction or acquisition of replacement housing for units that were removed from AH's portfolio through disposition or demolition. HUD calculates AH's annual RHF grants based on the physical characteristics of AH'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 AH 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. AH draws RHF funds from HUD as reimbursement for authorized replacement housing expenditures.

Choice Neighborhoods Implementation Grant (CNIG)

As mentioned previously, AH 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

AH earns developer and transaction fees for its participation in property development, as well as asset management fees for properties in AH’s portfolio which are operated by AH partners. In addition, AH occasionally receives funds from the sale of real property. Some of these funds have restrictions on their use. AH 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 AH 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 AH’s charter. With FY 2019, this fund will also include developer fees earned under RAD conversion as permitted by the new regulations.

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

The City of Atlanta and its Affiliates have supported AH’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 AH 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 AH at June 30, 2018 and June 30, 2019 by type of programs as well as expected changes in fund balances from AH operating and development and revitalization activities budgeted for FY 2019. The fund balances presented below include funds held by AH 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, 2018	FY 2019 Sources/Awards	FY 2019 Uses/Drawdowns	Estimated Available Balance at June 30, 2019	Estimated Available Balance Net Change
Held on account at HUD					
Capital Fund Program*	\$ 20,654,740	\$ 15,956,908	\$ 9,927,060	\$ 26,684,588	
Replacement Housing Factor (RHF) Grants	24,353,941	-	24,353,941	-	
Resident Opportunity & Self Sufficiency (ROSS) Grant	-	249,382	249,382	-	
Choice Neighborhoods (CN) Grant	29,000,000	-	8,405,200	20,594,800	
Housing Choice Voucher (HCV) Program	97,300,000		40,070,025	57,229,975	
	\$ 171,308,681	\$ 16,206,290	\$ 83,005,609	\$ 104,509,363	\$ (66,799,319)
Held locally by AH					
MTW-HCV originated Depository Fund	\$ 29,011,001	\$ 268,216,971	\$ 266,688,443	\$ 30,539,528	
RHF, CN and ROSS Grants**	-	33,008,523	33,008,523	-	
Public Housing Operating Subsidy***	11,000,000	13,002,385	13,002,385	11,000,000	
Program Income	77,163,265	4,222,990	3,200	81,383,055	
Entrepreneurial Income	9,294,984	2,329,033	653,117	10,970,900	
Public Improvement funds provided by the City of Atlanta	6,250,197	-	1,525,328	4,724,869	
Component Units	4,291,450	-	-	4,291,450	
	\$ 137,010,897	\$ 320,779,901	\$ 314,880,996	\$ 142,909,802	5,898,905
Total	\$ 308,319,578	\$ 336,986,191	\$ 397,886,605	\$ 247,419,165	\$ (60,900,414)

* FY 2019 Sources/Awards includes 2018 CFP award which was received in May 2018.

** For reporting purposes, RHF, CN and ROSS Grants drawdowns are shown on a combined basis as well as sources with corresponding funded expenditures (uses) as funds drawn are for immediate use. These funds are not part of AH's MTW single fund and, therefore, excluded from AH's MTW Depository Fund.

*** Includes working capital reserve held at AH Headquarters and the AH-owned properties.

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, AH 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 AH, 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 AH'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. AH budgets and reports the "receipt" of the entire Housing Choice authorization, but identifies the funds held at HUD separately.

AH 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 AH management on a monthly basis.

Balanced Budget

AH develops its annual budget ensuring that budgeted sources of funds, including prior year funds held at HUD or AH, 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. AH 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 AH 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. AH 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, AH 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, AH only budgets for the receipt of such funds for which payment by the debtor is likely. AH 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 AH is not generally subject to federal income tax. Although exempt from state and local property taxes. AH 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

AH is authorized to issue debt and has no statutory limits on the amount of debt. As of June 30, 2018, AH has no outstanding bond debt. The payment of principal and interest on the EPC capital lease, including any repayments following a RAD conversion, is included as a use of funds.

Long Range Financial Planning

AH's Finance Department staff maintains a long range financial planning model which forecast AH'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. AH 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

AH-Owned Residential Communities	A community type. AH'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 AH 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 AH, 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. AH and the City of Atlanta received a \$30 million Choice Neighborhoods Implementation Grant in 2015.
Co-investment	AH's integrated and collaborative approach to investing funds in conjunction with partners and/or aligned stakeholders.
Corporate Support Departments	AH 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. AH 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 AH'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.
Fund Balance	In the context of this document, a fund balance is the projected amount of available sources of funding remaining at Fiscal Year end to be available for the next year.
HomeFlex	Funding provided to the Owner Entity of a community to subsidize unit rent in accordance with a HomeFlex (formerly called AH PBRA) Agreement.
Homeownership Down Payment Assistance (DPA)	Mortgage Down Payment assistance provided by AH to eligible first-time homebuyers that earn up to 80 percent of Area Median Income (AMI) to purchase homes within or near AH's HOPE VI-funded MIXED communities as well as throughout the City of Atlanta.

Homeownership Vouchers	AH's program in which AH assists families that utilize a Tenant-Based Housing Choice Voucher to purchase a home. AH 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 AH'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 AH 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 AH to a property owner on behalf of an eligible family representing AH's portion of the contract rent pursuant to a HAP contract between AH 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 AH 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 AH 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 AH 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 AH 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	AH'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 AH 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 AH 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 AH's use when HUD amends AH'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	AH's headquarters departments that provide housing assistance to citizens of Atlanta through its AH-Owned and MIXED communities public housing, Housing Choice Vouchers, HomeFlex, Homeownership Down Payment Assistance, or the development and revitalization of affordable properties.
Operating Subsidy	Funds provided by HUD to AH under the Public Housing Operating Subsidy program as subsidy. Also refers to monthly funds provided by AH to PMDs and MIXED community partners under contractual agreements to provide assisted housing to qualified tenants.

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 AH for the support of operations and maintenance for Section 9 public housing, either at AH-owned or MIXED communities.
Public Improvement Funds	Funds provided by the City of Atlanta or other City agencies to AH 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 AH to provide property management services and pre-development planning services together with the grant of a development option for the AH-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 AH 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)	AH'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 AH initiative that allowed families in AH'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 AH has solicited proposals from private sector developers for mixed-use, mixed income developments for selected sites.
Real Estate Group (REG)	AH Operating Division responsible for management oversight of AH-Owned communities, MIXED and HomeFlex programs and AH's development and revitalization activities.
Reformulation	AH program under its MTW Agreement that provides for the conversion of properties supported by AH 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 AH 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 AH 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 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	AH 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 AH which cannot be rolled into AH’s MTW Single Fund. AH 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	AH 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 AH-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	AH’s five-year strategic plan.
Voucher Portability	See Portability
Voucher Portability Administrative Fees	AH payment to receiving public housing agencies to administer Housing Choice vouchers for participants who moved from the AH service area under HUD’s Portability feature.

Acronyms

AH	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 (AH 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 AH is to facilitate affordable housing opportunities for low-income, elderly and disabled persons in the City of Atlanta (City). AH 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 AH 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 AH. The Board provides strategic guidance and oversight of AH's operations; AH is not considered a component unit of the City and is not included in the City's financial statements.

AH 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. AH 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, AH successfully negotiated and executed an Amended and Restated MTW Agreement on November 13, 2008. On January 16, 2009, AH and HUD executed a further amendment to the Amended and Restated MTW Agreement. AH's MTW Agreement, as amended and restated, is referred to as the MTW Agreement.

In December 2015, AH'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. AH's MTW Agreement incorporates its legacy authorizations from its initial MTW Agreement and clarifies AH's ability to use MTW-eligible funds outside of Section 8 and Section 9 of the 1937 Act. AH developed its base Business Plan in FY 2004, which lays out AH's strategic goals and objectives during the term of its MTW Agreement. AH's Business Plan and its subsequent annual MTW Implementation Plans, on a cumulative basis, outline AH's priority projects, activities and initiatives to be implemented during each fiscal year.

1. Housing Opportunities and Households Served

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

Community & Program Type	Type of Assistance ⁽⁵⁾	Household Totals		
		Actual End of FY 2017*	Projected End of FY 2018	Projected End of FY 2019
AHA-Owned Communities	PH ⁽¹⁾	1,793	1,260	1,132
MIXED Communities (AHA-Sponsored Mixed-Income Communities)	PH ⁽⁷⁾	2,221	2,155	1,048
	HomeFlex ⁽⁷⁾	1,775	1,921	1,725
	LIHTC-only ⁽⁷⁾	1,171	1,105	1,200
	RAD / PBV ⁽¹⁾	-	682	1,983
HomeFlex (MTW-PBRA Communities)	HomeFlex ⁽⁷⁾	3,364	4,195	4,455
	LIHTC-only ⁽⁷⁾	1,525	1,684	1,465
Housing Choice Voucher Program ⁽²⁾	HCV	8,381	9,002	9,387
Housing Choice Ports ⁽³⁾	HCV	2,086	1,858	2,000
Housing Choice Home-ownership	HCV	25	26	22
Homeownership - Other ⁽⁴⁾	MTW	553	655	755
HAVEN Supportive Housing - Other ⁽⁵⁾	MTW	199	20	216
TOTAL ⁽⁸⁾		23,093	24,563	25,388

NOTES:

(1) PH units decreasing due to implementation of RAD at former AHA-Owned high-rise communities. HomeFlex units are provided under a modified RAD Project Based Voucher model. RAD-PBV also includes conversions at MIXED Communities.

(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 dependent on 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 (HF) and LIHTC-only are due to added units and shifts between types of assistance on a unit within a community. Starting FY 2017, LIHTC includes 28 scattered site units at Mechanicsville.

(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. Households Characteristics (actuals as of June 30, 2017)

Community & Program Type	Number of Households									
	by Family Size					by Income Group (percent of Area Median Income - AMI)				TOTAL
	0/1	2	3	4	5+	< 30%	31 - 50%	51 - 80%	> 80%	
AHA-Owned Communities	1,583	126	21	13	18	1,474	253	28	6	1,761
MIXED Communities ⁽¹⁾	1,986	729	512	234	127	2,358	971	235	18	3,582
HomeFlex Communities ⁽¹⁾	2,152	619	213	106	50	2,183	797	160	6	3,146
Housing Choice Tenant-Based Voucher Program	2,586	2,022	1,589	1,112	1,072	5,648	1,998	660	75	8,381
Housing Choice ⁽²⁾ Ports	414	369	414	444	445	1,738	292	54	2	2,086
TOTAL	8,721	3,865	2,749	1,909	1,712	13,401	4,311	1,137	107	18,956

Notes: AH 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 (AH) 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 AH's market.

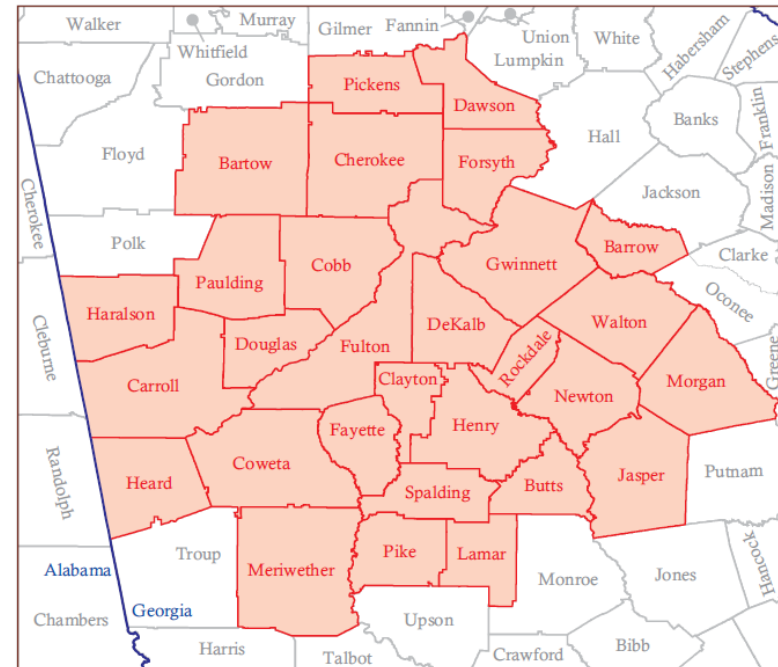


Table 2. 12-Month Average Nonfarm Payroll Jobs in the Atlanta HMA,* by Sector

	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

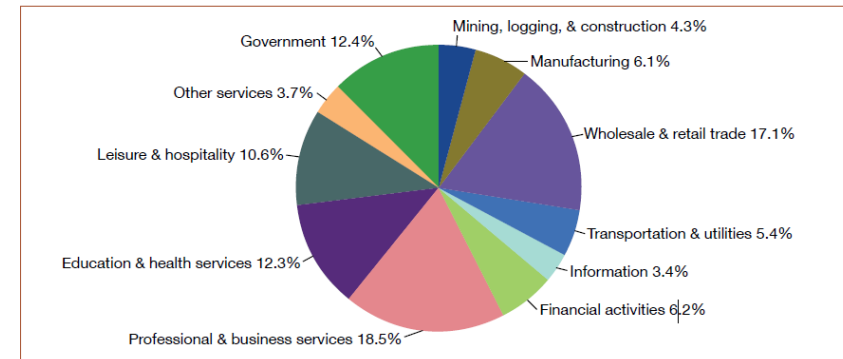
Economy

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 2018.

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

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.

the largest sector in the HMA. During the 12 months ending April 2016, the sector accounted for 484,300 jobs, or 18.5 percent of total nonfarm payrolls in the HMA.

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

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 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.

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

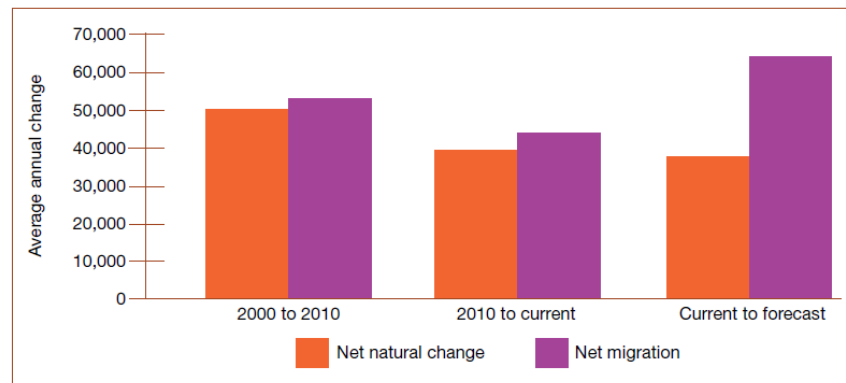
During the next 3 years, population growth in the Atlanta HMA is expected to increase to an average of 101,300 people, or 1.7 percent, each year as economic conditions remain strong. The population of the Central submarket is expected to expand by an average of 53,000, or 1.5 percent, a year. More significant 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.

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

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.

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

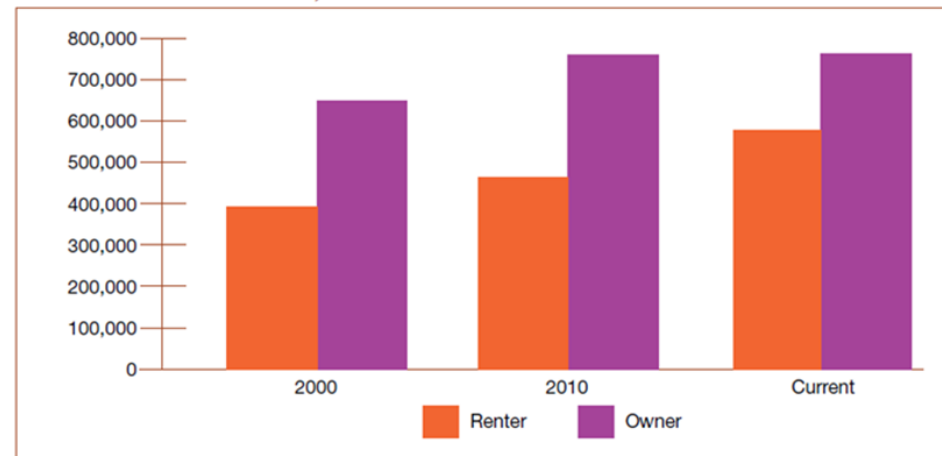
Since 2012, demand for homes has increased faster than the available supply, lowering the sales vacancy rate and putting upward pressure on home prices. Existing home sales peaked in 2005 and 2006, averaging 82,800 homes sold annually, but declined to an average of 37,500 homes sold from 2008 through 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.

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

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

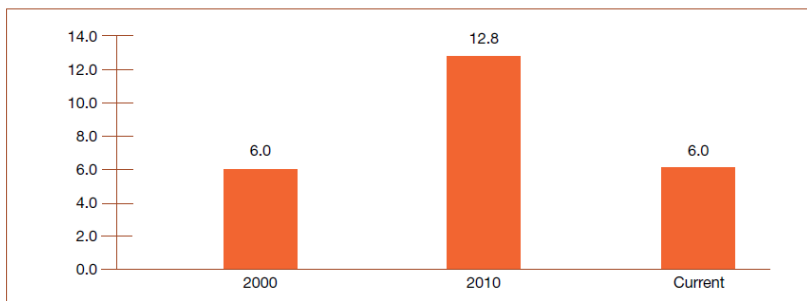
market will satisfy some of the demand. Demand is expected to be greatest in the \$250,000-to-\$349,999 price range.

In May 2018, 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 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

Rental Housing Market Rental housing market conditions in the HMA

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

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 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).

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

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
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

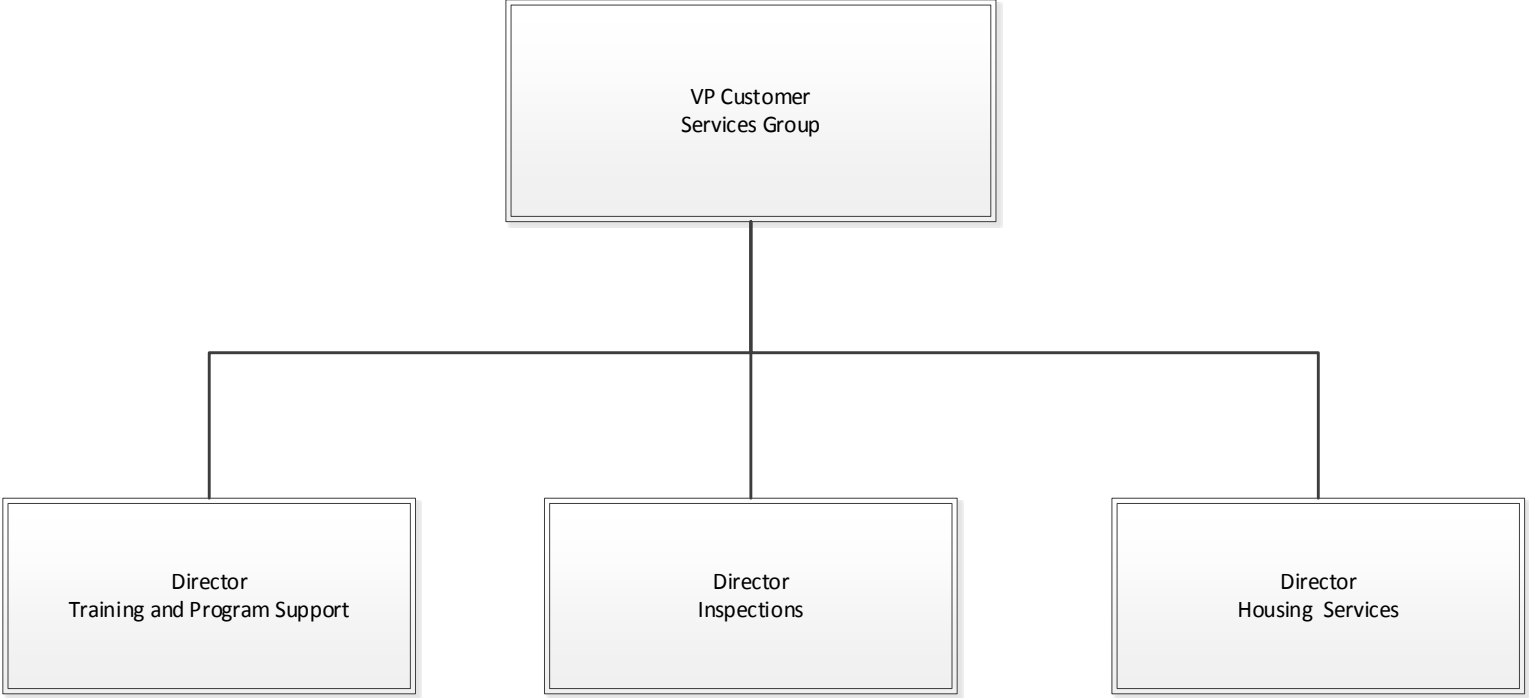
II. Department Information - Operating and Corporate Support

Department Information – Operating Divisions

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Customer Services Group



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), and 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 Description

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

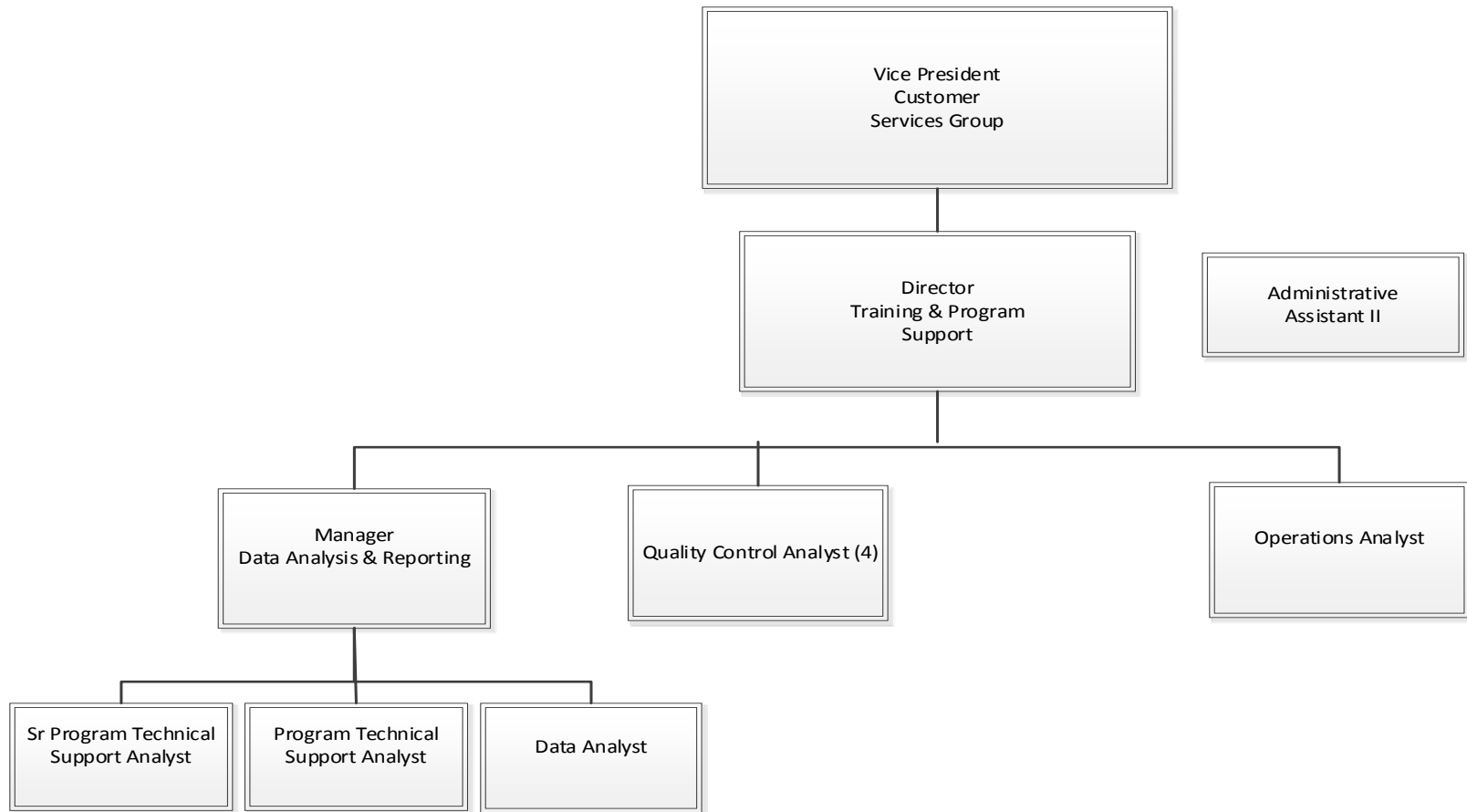
Housing Services

- 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



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), and 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 Description

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

- 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
- Waiting List management including referrals from third party agencies
- Property owner and participant annual surveys

Customer Services	FY 2019		FY 2019B		FY 2019B	
	Budget	Budget	Over (Under)	FY 2018	Over (Under)	FY 2018F
			FY 2018B	Forecast		
Personnel	\$ 1,265,841	\$ 1,197,119	\$ 68,722	\$ 1,160,455	\$ 105,386	
Non-personnel	19,701	22,792	(3,091)	19,703	(2)	
Total	\$ 1,285,542	\$ 1,219,911	\$ 65,631	\$ 1,180,158	\$ 105,384	

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Admin Assistant II	1	1	1	1	Customer Services is requesting the same number of positions in FY 2019 as authorized in FY 2018.
Data Analyst	1	1	1	1	
Director, Training & Program Compliance - CSG	1	1	1	1	
Manager, Data Reporting & Analysis	1	1	1	1	
Operations Analyst	1	1	1	0	
Program Technical Support Analyst	1	1	1	1	
Quality Control Analyst	4	4	4	3	
Vice President, Customer Services Group	1	1	1	1	
	11	11	11	9	

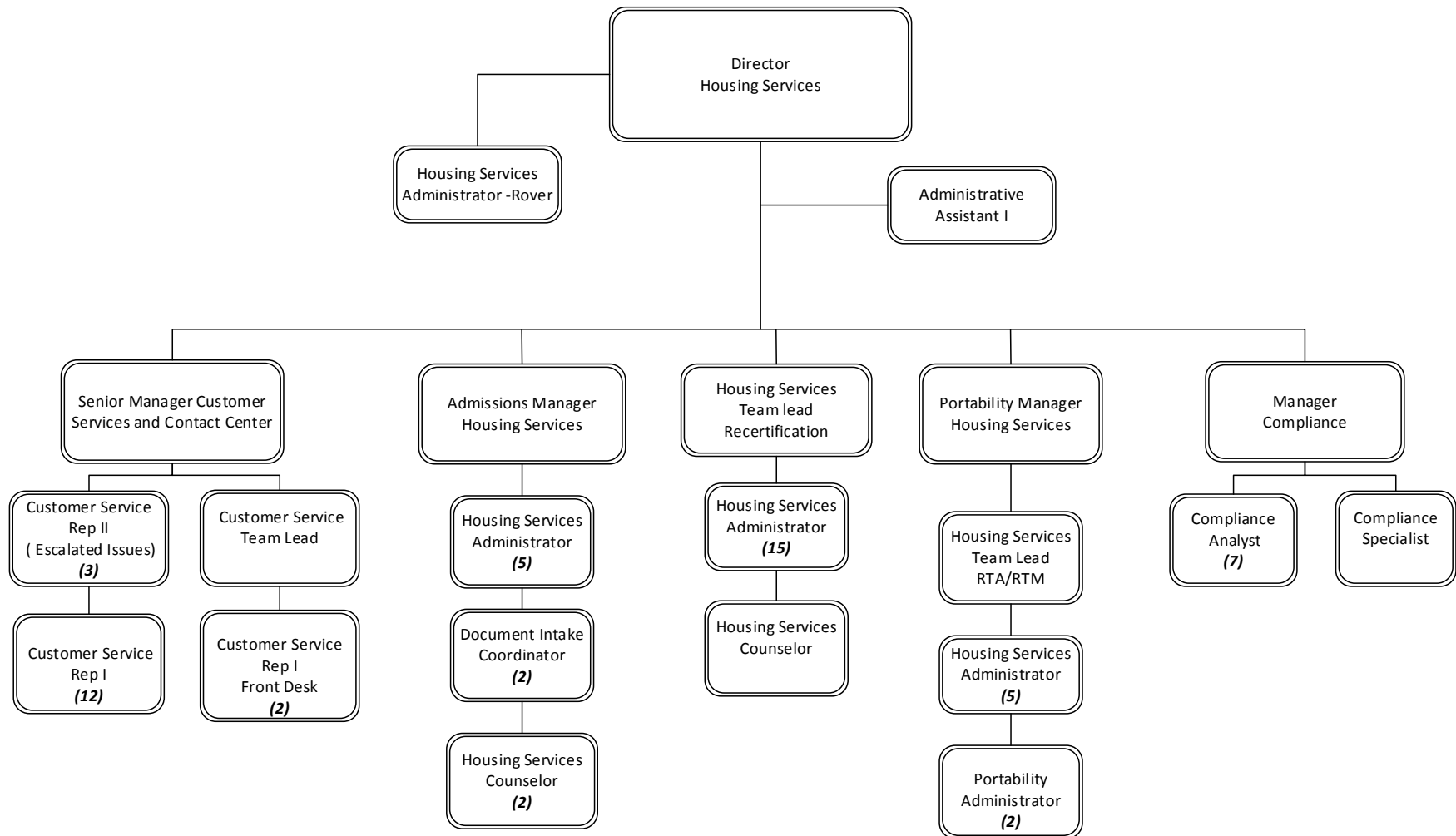
Fiscal Year 2019 Departmental Initiatives

Customer Services Group Administration

Initiative I

Short Title of Department Initiative	Develop an interface that moves ingested documents from AH's Portals to SharePoint or Knowledge Lake.	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	CSG working in conjunction with IT would like to develop a virtual process that would ingest documents uploaded into AH's portals, email, and fax boxes automatically into SharePoint or Knowledge. This will provide timely access to documents utilized by staff completing the day-to-day processing. This interface will eliminate duplication of documents in the system, work activities, staff administrative burden, delays in finding documents, as well as the cost of copying, mailing, and printing.	
Measurement of Success	Improved RIM's SLA, reduction in cost, improved overall operations. All process are streamlined.	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entities involved	The procurement process may be required	
Other Departments directly involved	Information Technology Department to provide a interface solution and C&PD to procure the product	
Risks and dependencies	<p>Risk: Moving large volume of document from one source of storage to another; document may get loss in the transmission. Documents fail to upload from outside sources. Firewall may prevent data from transmitting.</p> <p>Dependencies: A web-based interface to effective move documents from one source of storage to another in a seamless manner.</p>	
Incremental Costs	TBD	

Housing Services



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 AH 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 Description

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 AH'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 (AH). They respond to callers, walk-in visitors and inquiries via the AH 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 2019B				
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 4,892,753	\$ 4,588,820	\$ 303,933	\$ 4,288,336	\$ 604,417
Non-personnel	245,833	373,379	(127,547)	278,188	(32,356)
Total	\$ 5,138,585	\$ 4,962,199	\$ 176,386	\$ 4,566,524	\$ 572,061

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Administrative Assistant II	1	1	1	1	Housing Services is requesting four positions, but eliminating three positions for a net increase of one.
Compliance Analyst	7	7	7	7	
Compliance Specialist	1	1	1	1	
Cust Svc Rep I	14	13	14	12	
Cust Svc Rep II	3	2	3	3	
Cust Svc Rep III	0	1	0	0	
Customer Services Team Lead	1	0	1	1	
Director, Housing Services	1	1	1	1	
Document Intake Coordinator	2	2	2	1	
Housing Services Administrator	26	26	26	23	
Housing Services Counselor	3	3	3	3	
Housing Services Team Lead	2	2	2	2	
Manager, Housing Services	1	1	1	1	
Manager, Portability	1	0	1	1	
Mgr, Compliance	1	1	1	1	
Portability Administrator	2	2	2	2	
Sr Manager Customer Services	1	1	1	1	
Sr Manager Housing Services	0	1	0	0	
Waiting List Coordinator	0	1	0	0	
	67	66	67	61	

Fiscal Year 2019 Departmental Initiatives

Housing Services

Initiative I

Short Title of Department Initiative	Customer self-service solutions for document submissions; Participant Relationship Management System, and Participant Self Service.	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
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, 2018 - June 30, 2019	
Non-AHA entities involved	Procured software provider/vendor (Yardi)	
Other Departments directly involved	IT,RIM	
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	Implement end to end Case Management Operations	
Primary Vision 2022 Priority Supported	Live-Housing Choice Voucher Program	
Short Description of Department Initiative	Implement a process that determines the initial and continued eligibility of each HCV Participant in accordance with the rules and regulations of the program to ensure that funding is spent for the participants wisely and in the most efficient manner.	
Measurement of Success	Silos are eliminated. HSAs are managing caseloads end to end.. Staff accountability and increase in productivity. Improved Customer Satisfaction. Audit issues are reduced and/or minimized incorrect HAP expense.	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entities involved		
Other Departments directly involved	IT/RIM, Human Develop Services	
Risks and dependencies	<u>Risk:</u> Staff successfully execution of case management, due to lack of time management and organization skills, Yardi Cloud <u>Dependencies :</u> Training, reestablish security permissions, Yardi functionally	
Incremental Costs	TBD	

Inspections Services



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 AH'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 2019B			FY 2019B	
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 1,947,894	\$ 1,898,069	\$ 49,825	\$ 1,912,294	\$ 35,601
Non-personnel	86,814	83,771	3,043	100,644	(13,830)
Total	\$ 2,034,708	\$ 1,981,840	\$ 52,868	\$ 2,012,938	\$ 21,770

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Administrative Assistant II	1	1	1	1	Inspections Services is requesting the same number of positions in FY 2019 as authorized in FY 2018.
Director, Inspections Services	1	1	1	1	
Document Intake Coordinator	1	1	1	1	
Inspector I	11	11	11	11	
Inspector II	1	1	1	1	
Inspector III	2	2	2	2	
Manager, Housing Choice Inspections	1	1	1	1	
Manager, Inspections Services	1	1	1	1	
Portfolio Administrator	5	5	5	5	
	24	24	24	24	

Fiscal Year 2019 Departmental Initiatives

Inspection Services

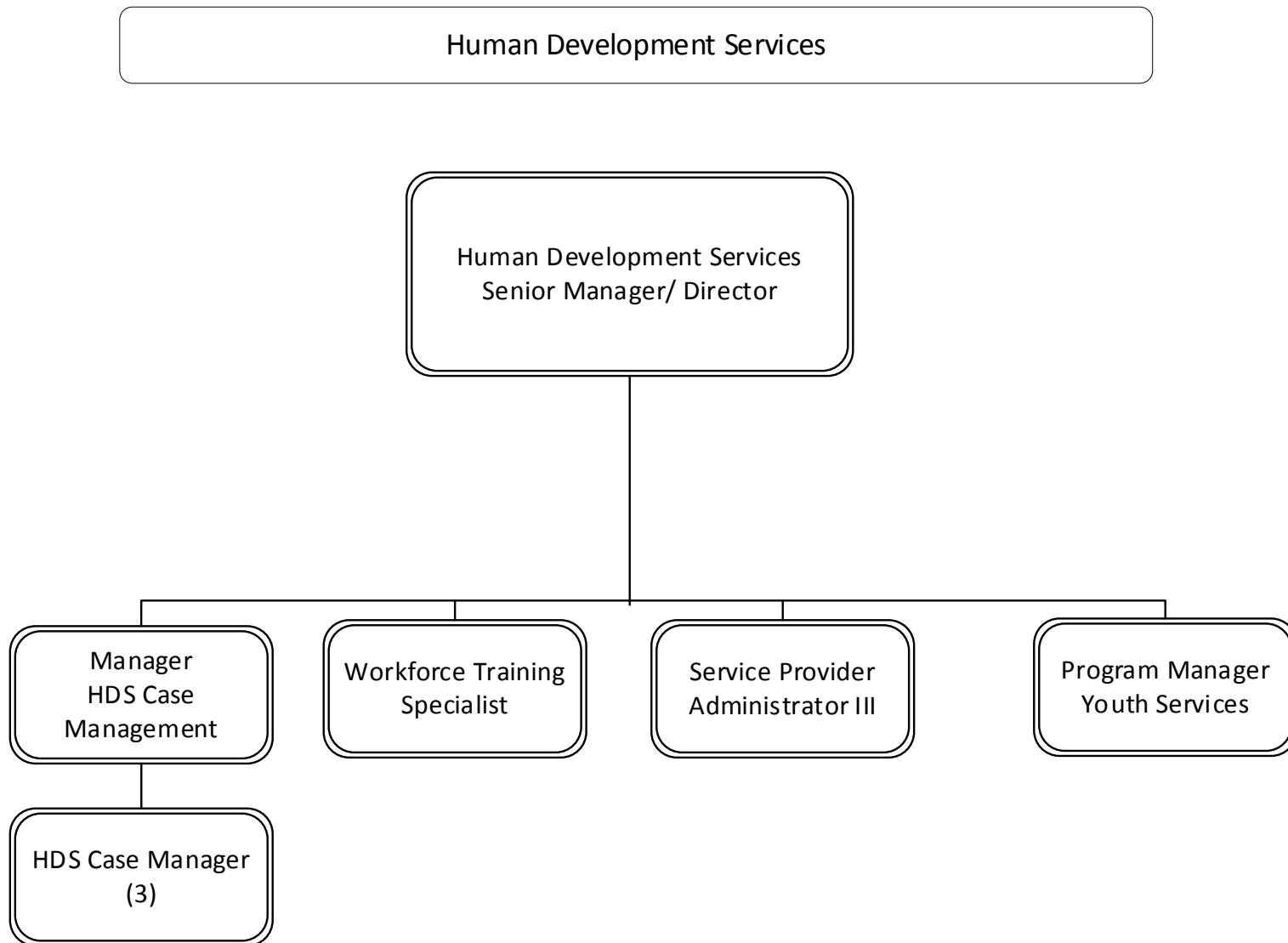
Initiative I

Short Title of Department Initiative	Make Landlord Letters Viewable on Property Owner Portal	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	Landlord Letters viewable on Property Owner Portal	
Measurement of Success	All landlord correspondence is viewable via the Property Owner Portal	
Time period including end date	Begin development July 1, 2018 with an expected launch date of December 31, 2018	
Non-AHA entities involved	CVR	
Other Departments directly involved	Marketing & Communications	
Risks and dependencies	Competing priorities of other internal departments (IT and Marketing); CVR release date of new functionality	
Incremental Costs	As long as DMA Solution is compatible with owner portal software, there should be no cost.	

Initiative II

Short Title of Department Initiative	Inspections Certification Program for Maintenance Staff for <i>Single Family Landlords</i>	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	In order to improve first time inspection pass rates, AH 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 entities 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	

Initiative III		
Short Title of Department Initiative	Addition of Remaining Landlord Forms on Property Owner Portal	
Primary Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Short Description of Department Initiative	Addition of Remaining Landlord Forms on Property Owner Portal	
Measurement of Success	All landlord forms can be filled out, esigned, contain required fields and submitted to AHA via the Property	
Time period including end date	Begin development July 1, 2018 with an expected launch date of December 31, 2018	
Non-AHA entities involved	CVR	
Other Departments directly involved	Marketing & Communications	
Risks and dependencies	Competing priorities of other internal departments (IT and Marketing);	
Incremental Costs	TBD; currently awaiting feedback from CVR for Participant Lease Violation Form	



Human Development Services

Mission

The Human Development Services Department provides access to a continuum of comprehensive programs and services to assist families in achieving self-sufficiency, economic independence and a better quality of life. Service areas include the following:

- Case Management
- Supportive Services
- Behavioral Health
- GED Preparation and Job Training
- Youth Programs
- Senior Services

Primary Functions

For FY2019, Human Development Services will continue to provide services to fulfill key deliverables outlined in the MTW Annual Plan within Family Independence, Student Achievement and Health and Wellness.

Service Descriptions

Human Development Services 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
- Managing partner relations

Performance Measures

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

- Level of resident participation/engagement in programs and initiatives across housing programs around each of the five focus areas
- Level of successful program completion rates
- Skills and certifications attained
- Employment gained and employment retention rates
- Level of resident Section 3 engagement
- Quality of life Indicators
- Academic advancement of students participating in programs

Human Development	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Personnel	\$ 692,678	\$ 829,953	\$ (137,275)	\$ 523,786	\$ 168,892
Non-personnel	30,400	45,462	(15,062)	9,400	21,000
Total	\$ 723,078	\$ 875,415	\$ (152,337)	\$ 533,186	\$ 189,892

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Administrative Assistant	0	1	0	1	Human Development Services is requesting to add a Workforce Training Specialist which will increase the total authorized positions by one from FY 2018. Despite this position addition, the personnel expense is going down due to levels of staffing in FY 2019 compared to FY 2018.
Dir, Human Development Services	0	1	0	1	
Human Development Services Case Manager	3	2	2	2	
Mgr, HDS Case Mgmt Services (FSS)	1	1	1	1	
Program Manager Youth Services	1	1	1	1	
Service Provider Admin III	1	0	0	0	
Sr., Manager Human Development Services	1	1	1	0	
Workforce Training Specialist	1	0	0	0	
	8	7	5	6	

Fiscal Year 2019 Departmental Initiatives

Human Development Services

Initiative I

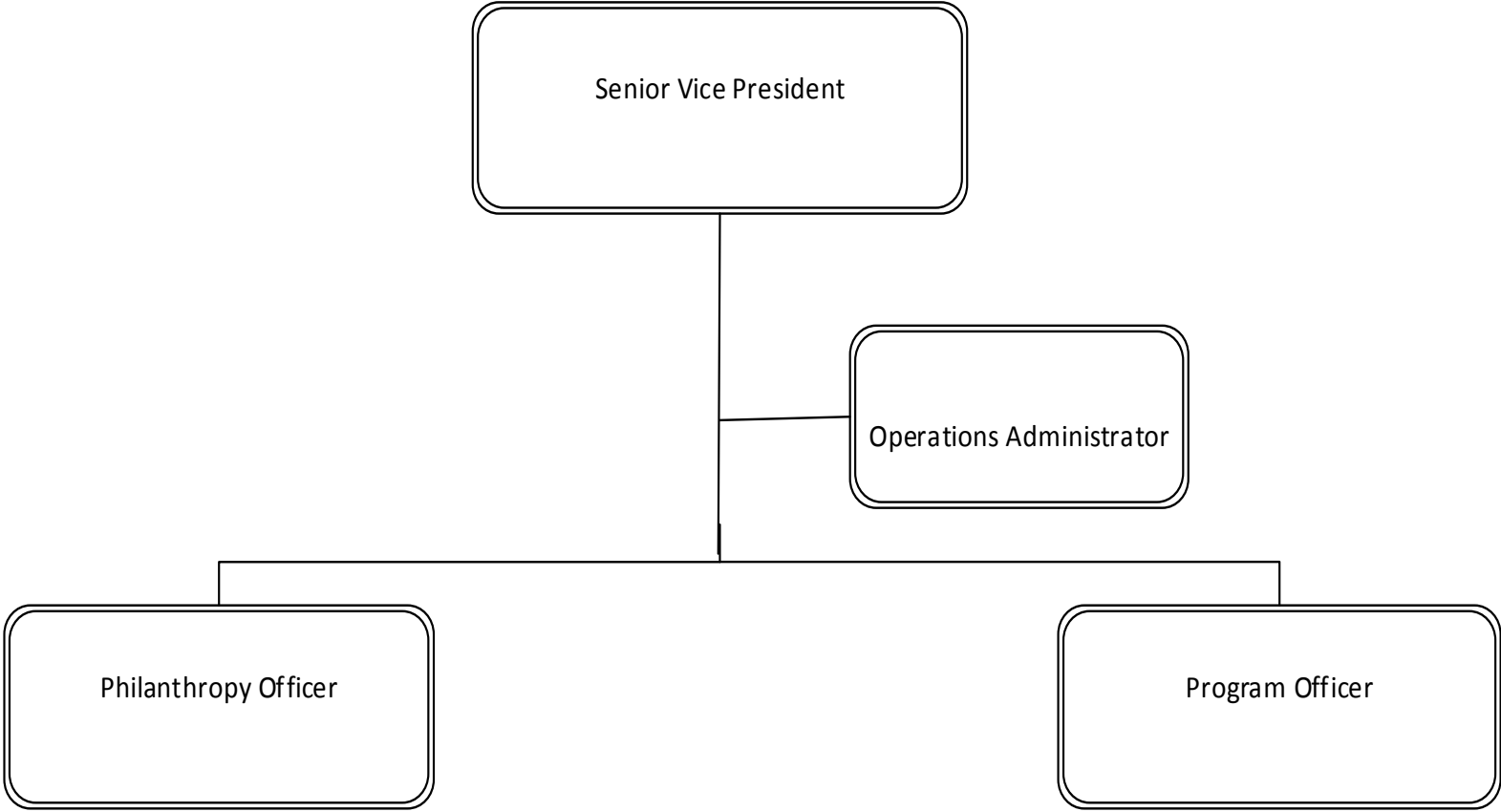
Short Title of Department Initiative	ATLANTA ACHIEVERS	
Primary Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	LIVE - Housing Choice Voucher Program	
Other Vision 2022 Priority Supported	THRIVE - Co-investment Framework	
Short Description of Department Initiative	AH will leverage partnerships, AH limited investments, federal and private funding and sponsorships to create and provide opportunities throughout the city of Atlanta for AH-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, college and career readiness, and tuition assistance programs.	
Measurement of Success	Level of resident participation. Increased motivation to learn indicated by more time spent studying. Increased career awareness. Increased post-secondary awareness and planned enrollment.	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entities 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	

Initiative II

Short Title of Department Initiative	PROGRAM EVALUATION AND OUTCOME MEASUREMENT	
Primary Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	
Other Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	<i>Digital Literacy/Connectivity & Volunteerism</i>
Short Description of Department Initiative	HDS will work to develop a framework to evaluate program effectiveness and client satisfaction. The purpose of this initiative is to develop a systematic approach to measuring quality, efficiency, and outcome attainment.	
Measurement of Success	Level of resident satisfaction. Program outcome attainment. Budget utilization.	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entities involved	Resident Participants	
Other Departments directly involved	IT, Executive Office, Marketing & Communications, External Affairs	
Risks and dependencies	Ensuring data collection is objective and statistically valid.	
Incremental Costs	TBD	

Initiative III		
Short Title of Department Initiative	RESIDENT RECOGNITION	
Primary Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	
Other Vision 2022 Priority Supported	WORK - Student Achievement	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Hosting program specific events that highlight and recognize the successes of AH-assisted residents across programs; graduations.	
Measurement of Success	Level of coverage and visibility Increase in resident participation and engagement in AH-sponsored programs and initiatives	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entities involved	Resident Participants	
Other Departments directly involved	IT, Executive Office, Marketing & Communications, External Affairs	
Risks and dependencies	Residents not wanting their successes shared publicly	
Incremental Costs	TBD	

Partnerships & People Investments



Partnerships & People Investments

Strategy

Atlanta Housing Authority (AH) 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 AH's five-year strategic plan, Vision 2022 (Strategy II, Work), AH 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 AH-assisted households across programs in the five focus areas..

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

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:

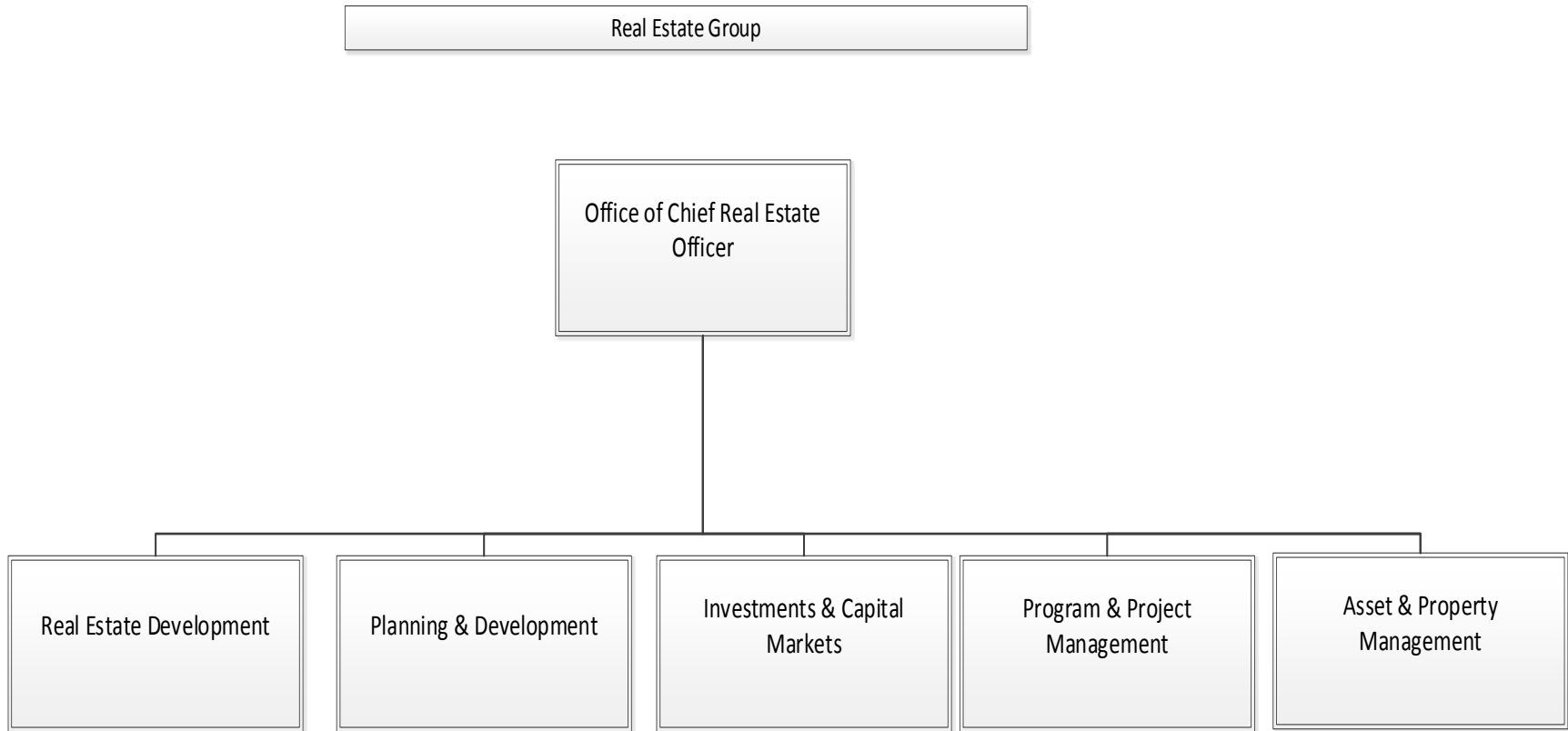
- Level of resident participation/engagement in programs and initiatives across housing programs around each of the five focus areas
- Level of successful program completion rates
- Skills and certifications attained
- Employment gained and employment retention rates
- Level of resident Section 3 engagement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

Partnerships & People Investments	FY 2019B				
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 561,897	\$ 501,455	\$ 60,442	\$ 337,202	\$ 224,695
Non-personnel	17,600	43,208	(25,608)	39,714	(22,114)
Total	\$ 579,497	\$ 544,663	\$ 34,834	\$ 376,916	\$ 202,581

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Operations Administrator	1	1	1	1	Partnerships and People Investments is requesting the same number of positions in FY 2019 as authorized in FY 2018.
Philanthropy Officer	1	1	0	1	
Program Officer	1	1	1	0	
SVP, Partnerships & People Investments	1	1	1	1	
	4	4	3	3	

Note: Partnerships and People Investments Fiscal Year 2019 Initiatives are being developed at time of publication.



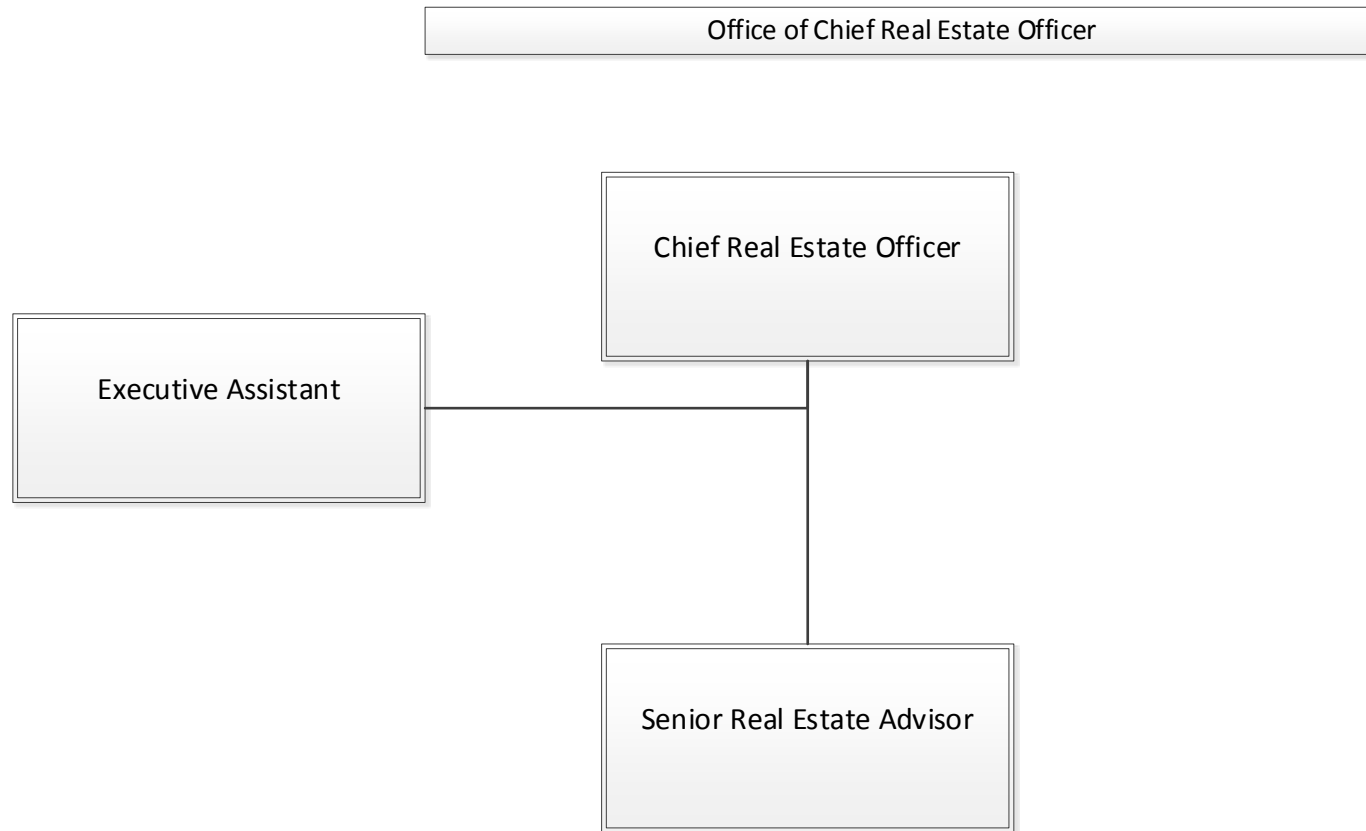
AH's Real Estate Group was reorganized in June 2018, creating the organization displayed above. The budget and staffing comparisons found in the following sections align each new department with a former department with similar functions, as follows:

FY 2019

Office of the Chief Real Estate Officer
 Real Estate Development
 Planning & Development
 Investments and Capital Markets
 Program & Project Management
 Asset & Property Management

FY 2018

Office of Chief Real Estate Officer (REG)
 No similar organization in FY 2018 (Many functions were in REG)
 Neighborhood Revitalization (NR)
 Real Estate Investments and Finance (REIF)
 Real Estate Oversight and Services (REOS)
 No similar organization in FY 2018 (Many functions were in REOS)



Office of the Chief Real Estate Officer	FY 2019B				
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 373,605	\$ 571,580	\$ (197,975)	\$ 543,074	\$ (169,469)
Non-personnel	25,000	358,300	(333,300)	109,238	(84,238)
Total	\$ 398,605	\$ 929,880	\$ (531,275)	\$ 652,312	\$ (253,707)

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
Asst VP, RE Development	0	0	1	0
Chief Real Estate Officer	1	1	0	1
Director, Real Estate Acquisitions & Developm	0	1	1	0
Executive Assistant	1	1	0	0
Interim VP, RE Investment Finance & Develop	0	1	1	0
Senior Advisor Real Estate	1	0	0	0
Sr. Executive Assistant	0	0	1	0
	3	4	4	1

The Office of Chief Real Estate Officer reorganized in FY 2018 with a total reduction in staffing of one FTE.



Real Estate Development

Mission Statement

To **assess**, develop, and execute strategies supporting the creation or preservation of quality mixed income and mixed use communities in the City of Atlanta.

Primary Functions

1. To lead the real estate development process for all Atlanta Housing vacant sites.
2. Engage the real estate and business community to access potential opportunities that will expand the opportunity to create mixed income and mixed use communities.
3. Develop and maintain relationships with the stakeholders (Internal and External).
4. To seek opportunities to collaborate and leverage private and public resources in order to better serve the housing and community development needs of citizens of Atlanta.

Service Description

1. Business Development
2. Engagement (community, lender, developer, civic, and business)
3. Project Management
4. Strategic Acquisitions/Dispositions

Real Estate Development	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Personnel	\$ 1,400,063	\$ -	\$ 1,400,063	\$ -	\$ 1,400,063
Non-personnel	29,375	-	29,375	-	29,375
Total	\$ 1,429,438	\$ -	\$ 1,429,438	\$ -	\$ 1,429,438

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Assistant VP, RE Development	1	0	0	0	Real Estate Development was created from elements of former Neighborhood Revitalization, Real Estate Investments & Finance and the Office of Chief Real Estate Officer due to the re-organization of the Real Estate Group.
Development Executive	6	0	0	0	
Executive Assistant	2	0	0	0	
Interim VP, Real Estate Development	1	0	0	0	
	10	0	0	0	

Fiscal Year 2019 Departmental Initiatives

Real Estate Development

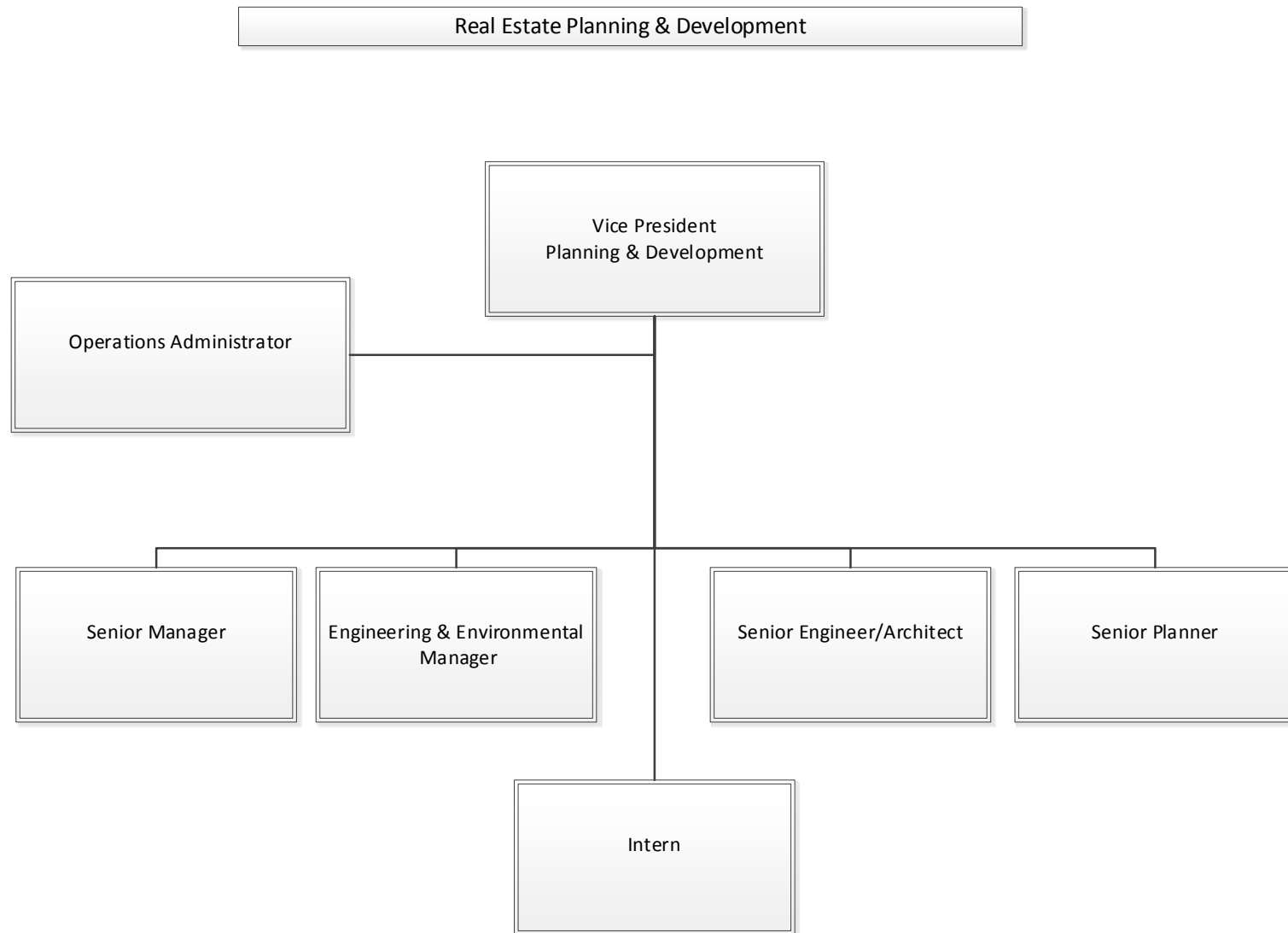
Initiative I

Short Title of Department Initiative	Redevelopment of Civic Center	
Primary Vision 2022 Priority Supported	LIVE - New Housing Creation	
Other Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Short Description of Department Initiative	Advance the overall redevelopment of the Civic Center by identifying appropriate site uses, undertaking financial analysis, conducting predevelopment activities, soliciting development partners, and negotiating business terms.	
Measurement of Success	<ol style="list-style-type: none"> 1. Successful identification of program uses and potential development partners. 2. Environmental remediation and potential demolition of the Civic Center 3. Negotiation of Development Agreement(s) 4. Disposition of parcels to developers for subsequent financing and construction. 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD and various developers and consultants	
Other Departments directly involved	Neighborhood Revitalization and Legal	
Risks and dependencies	Success will depend on being able to attract capable developers who can execute while the market is at peak. Changes in market conditions may reduce interest in the site or result in AH not realizing a profit on its investment.	
Incremental Costs	Outside consulting/third-party reporting costs, demolition and remediation costs.	

Initiative II

Short Title of Department Initiative	Herndon Homes Redevelopment (Herndon Square)	
Primary Vision 2022 Priority Supported	LIVE - New Housing Creation	
Short Description of Department Initiative	Advance the overall redevelopment of Herndon Homes by conducting predevelopment activities and commencing vertical construction.	
Measurement of Success	<ol style="list-style-type: none"> 1. Construction closing of Herndon Senior 2. Construction closing of first phase of Herndon Family 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD, URFA, DCA, and Hunt/Oakwood team	
Other Departments directly involved	Neighborhood Revitalization and Legal	
Risks and dependencies	Success depends on identifying LIHTC syndicators, and potential third-party sources of capital for non-residential development components.	
Incremental Costs	AH first and second mortgage financing	

Initiative III		
Short Title of Department Initiative	Englewood Manor Redevelopment	
Primary Vision 2022 Priority Supported	LIVE - New Housing Creation	
Short Description of Department Initiative	Advance the overall redevelopment of Englewood Manor by negotiating development agreements with the procured developers and conducting predevelopment activities.	
Measurement of Success	1. Construction closing of Herndon Senior 2. Detailed project pro formas demonstrating feasibility for initial phases of development	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD, URFA, DCA, Beltline, Benoit, and Michaels	
Other Departments directly involved	Neighborhood Revitalization and Legal	
Risks and dependencies	Success depends on successful negotiation of business terms and sustained focus by AH staff and the respective development teams. Ideal site configuration may require participating in land swaps with other	
Incremental Costs	Environmental testing and remediation costs; potential cash outlay for land swaps where the acquisition parcel is more valuable than the AH parcel.	
Initiative IV		
Short Title of Department Initiative	Westside Acquisitions/Choice Neighborhood Offsite Housing	
Primary Vision 2022 Priority Supported	LIVE - New Housing Creation	
Short Description of Department Initiative	Acquire parcels in the Choice Neighborhoods footprint to be developed with additional housing and other mix of uses pursuant to the CN Housing unit-production requirement.	
Measurement of Success	1. Acquisition of identified parcels that are feasible for development 2. Detailed project pro forma(s) demonstrating feasibility of development 3. Environmental remediation and demolition, if required 4. Submission of application(s) for construction financing	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD, URFA, DCA, Invest Atlanta, McCormack Baron Salazar and other developers TBD	
Other Departments directly involved	Choice Neighborhood Team, Neighborhood Revitalization and Legal	
Risks and dependencies	Success depends on negotiating purchase prices with sellers and completing the acquisition(s), then structuring financially feasible developments and submitting financing applications for project funding.	
Incremental Costs	Technical and consulting assistance, third-party reports and other due diligence, acquisition capital, potential environmental testing and remediation costs.	



Planning and Development Department

Mission Statement

The mission of the Planning and Development Department (P&D) is to generate and initiate a transcendent development vision for diverse, affordable and livable urban communities with an array of housing choices. This is achieved by (1) fostering innovative and cost effective design; (2) applying sustainable environmental practices and state-of the-art planning standards; (3) preserving the unique heritage, culture and people of Atlanta's great neighborhoods and (4) linking civic, transportation, economic, recreation, education and social amenities to the new community.

Primary Functions

Looking at the development cycle end-to-end, P&D initiates the development process by providing the following core functions:

- Neighborhood Revitalization Strategic Planning and Innovation
- Feasibility Assessment
- Economic Development & Master Planning
- Site Development
- Environmental Management

Service Description

The P&D team members work collectively as subject matter experts to perform functions and oversee the development process to ensure success in developing the new communities.

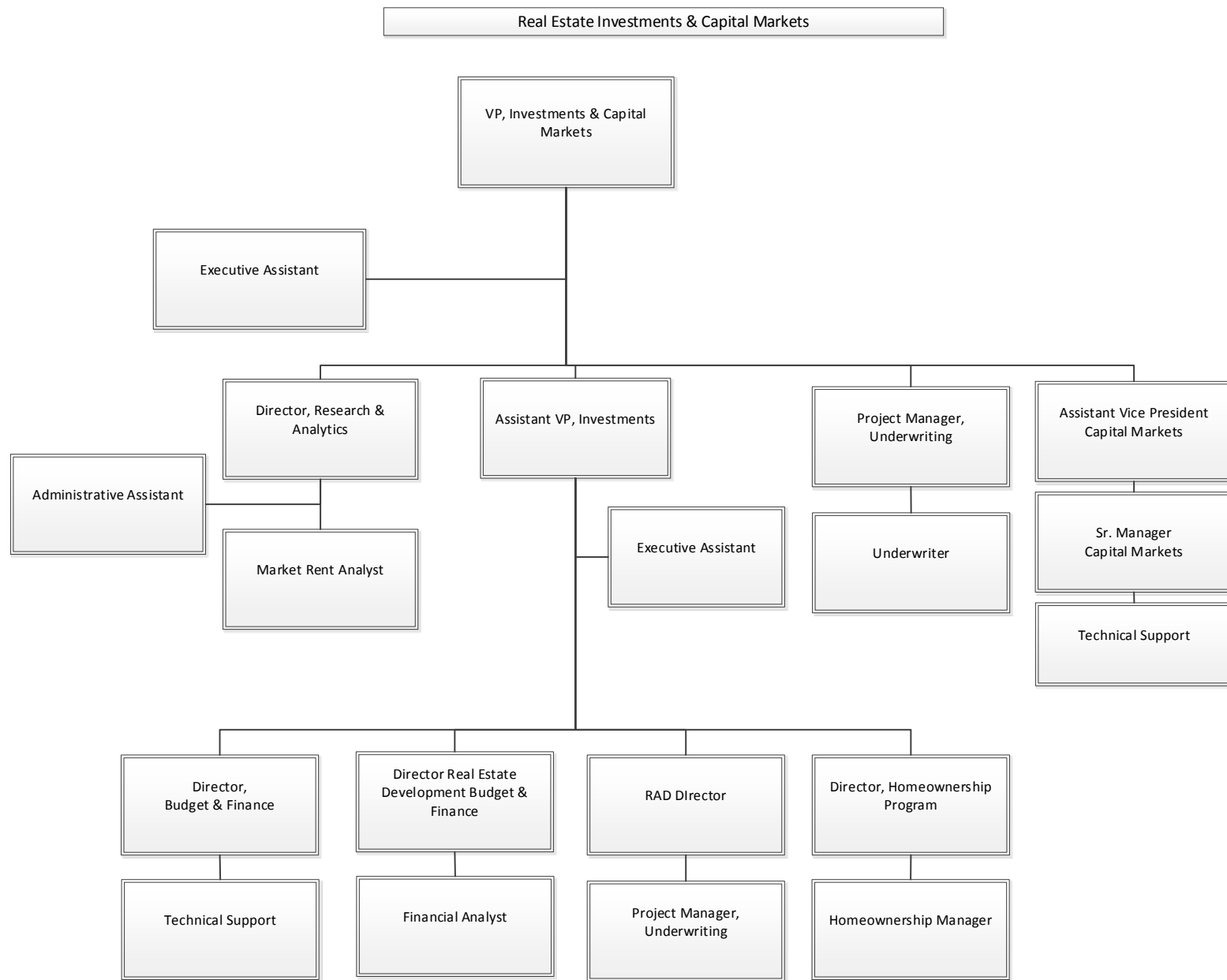
- Neighborhood Revitalization Strategic Planning and Innovation
 - Assessment of neighborhoods
 - Asset mapping
 - GIS analysis / Parcel identification
 - Community Visioning
 - Neighborhood Revitalization Plan
 - Neighborhood Revitalization Tracking
- Economic Development & Master Planning
 - Site analysis / Entitlements
 - Feasibility analysis
 - Due Diligence
 - Site Master Plan
- Site Development
 - Due Diligence
 - Civil Engineering Planning
 - Public Improvements
 - Remedial site work
- Architectural Design Review
- Environmental Management
 - Environmental Due Diligence
 - Planning and Remediation
 - HUD Environmental Review Process

Real Estate Planning & Development	FY 2019B				
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 792,259	\$ 736,043	\$ 56,216	\$ 769,799	\$ 22,460
Non-personnel	105,405	75,223	30,182	7,215	98,190
Total	\$ 897,664	\$ 811,266	\$ 86,398	\$ 777,014	\$ 120,650

Staffing

Authorized Positions

	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Neighborhood Revitalization Specialist	0	1	1	1	Real Estate Planning & Development was created from elements of former Neighborhood Revitalization.
NR Operations Administrator	1	1	1	1	
Real Estate Engineering & Environmental Manager	1	0	1	0	
Senior Engineer/Architect	1	1	0	0	
Senior Planner	1	1	0	0	
Sr. Real Estate Development Manager	1	4	3	2	
VP, RE Development	1	1	1	1	
	6	9	7	5	



Real Estate Investments & Capital Markets

Mission Statement

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

Primary Functions

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

Real Estate Investments & Capital Markets	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Personnel	\$ 2,232,277	\$ 1,265,350	\$ 966,927	\$ 1,171,973	\$ 1,060,304
Non-personnel	191,508	61,927	129,581	3,037	188,471
Total	\$ 2,423,785	\$ 1,327,277	\$ 1,096,508	\$ 1,175,010	\$ 1,248,775

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Administrative Assistant II	1	0	2	0	Real Estate Investments & Capital Markets was reorganized in FY 2018 primarily with elements of Real Estate Investments & Finance, combined with elements of Office of Real Estate Officer, and Real Estate Oversight & Services.
Affordable Housing Finance Project Manager	2	1	2	0	
Assistant VP, Capital Markets	1	0	0	0	
Assistant VP, Investments	1	1	1	1	
Dir, Budget & Finance	1	1	1	1	
Dir, Homeownership Programs	1	1	1	1	
Dir, RAD	1	1	1	1	
Dir, Real Estate Development Finance	1	0	0	0	
Dir, Research & Analytics	1	1	1	1	
Executive Assistant	2	1	1	1	
Finance Project Manager	0	1	1	1	
Financial Analyst I	1	1	1	1	
Homeownership Program Manager	1	1	1	1	
Market Rent Analyst	1	1	1	1	
Senior Advisor Real Estate	0	0	1	1	
Sr. Manager, Budget & Finance	0	1	1	1	
Sr. Real Estate Investment Manager	1	0	1	0	
Technical Support	2	0	0	0	
Underwriter	1	0	0	0	
VP, Investments & Capital Markets	1	1	0	1	
	20	13	17	13	

Fiscal Year 2019 Departmental Initiatives

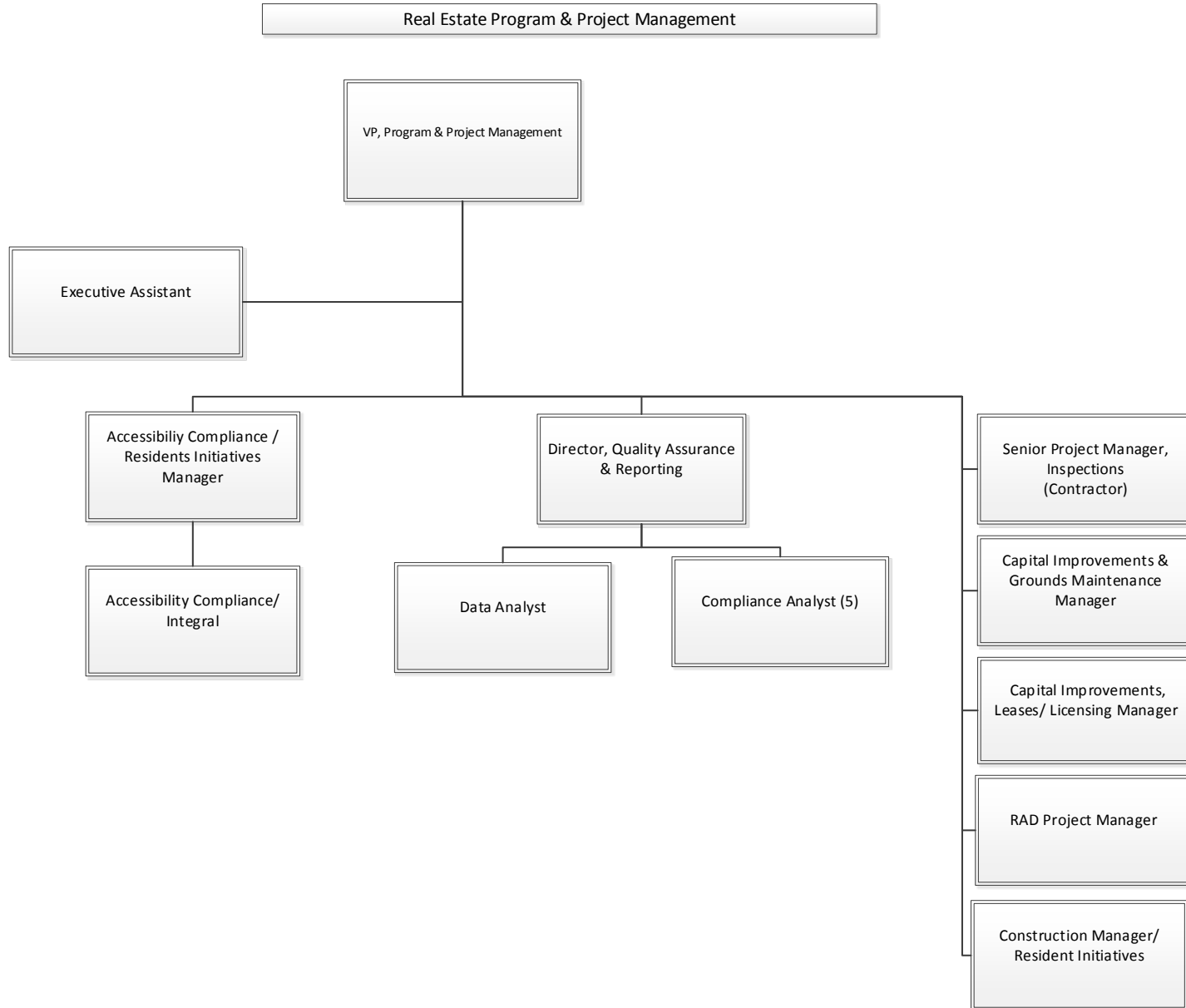
Real Estate Investments & Capital Markets

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 Time period including end date Non-AHA entities involved Other Departments directly involved Risks and dependencies Incremental Costs	RAD Conversions of AH-Owned Communities	
	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
	THRIVE - The New Paradigm	
	WORK - Health and Wellness	
	Continue to facilitate the RAD conversion and rehab of the AH-Owned Communities	
	1. Work with the PMDs to structure, underwrite, and execute the financial closings and RAD conversions for Peachtree Road, Marietta Road, Hightower Road, Villages of Eastlake I & II and Eastlake High Rise. 2.Prepare and submit RAD Applications for remaining AH-Owned Communities that intend to convert under RAD	
	7/1/2018-6/30/2019	
	HUD, DCA, Columbia, Michaels	
	REOS, Finance and Legal	
Success is dependent on meeting stringent HUD timelines, DCA approval of tax credits, and AH's ability to work and negotiate efficiently with the PMDs.		
Senior mortgage lending and potential gap financing is necessary to achieve optimal structure for the deals. Increased subsidy through HomeFlex rents will also be necessary to support the 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 Time period including end date Non-AHA entities involved Other Departments directly involved Risks and dependencies Incremental Costs	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. Work with Columbia to achieve the RAD conversions of their 11 Mixed Communities. 2. Prepare and submit RAD Applications for remaining Mixed Communities that intend to convert under RAD	
	7/1/2018-6/30/2019	
	HUD, DCA, Columbia, HJ Russel, East Lake Foundation, Integral, Mercy Housing and other partners	
	REOS, Finance and Legal	
Success is dependent on meeting stringent HUD timelines, DCA approval of tax credits, and AH's ability to work and negotiate efficiently with the PMDs.		
Incremental AH financing may be necessary to support the deals. Increased subsidy through HomeFlex rents is not anticipated.		

Initiative III		
Short Title of Department Initiative	Implementation of Co-Investment Platform / Capital Markets	
Primary Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Other Vision 2022 Priority Supported	WORK - HomeFlex	
Short Description of Department Initiative	Explore NOFA, Funds and other Investments / transactions that create or preserve affordable housing.	
Measurement of Success	1. Creation of opportunities/commitments to deploy additional AH capital in order to utilize MTW funds. 2. Acquisition and financial closing of Westside Acquisition in support of Choice Neighborhood offsite housing, in partnership with Invest Atlanta. 3. Acquisition and financial closing of 890 Memorial Drive and 1 other deal, in partnership with Atlanta BeltLine and Invest Atlanta	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	Developers, Invest Atlanta, Atlanta Beltline, Westside Future Fund, MARTA	
Other Departments directly involved	Neighborhood Revitalization, Finance and Legal	
Risks and dependencies	Success is dependent on adequate pipeline 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	Home Ownership through Down Payment Assistance (DPA) and Housing Choice	
Primary Vision 2022 Priority Supported	LIVE - Down Payment Assistance	
Other Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	
Other Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Provide Down Payment Assistance to 125 new eligible home owners and help them close on new homes.	
Measurement of Success	125 new homeowners successfully close on their homes using AH DPA	
Time period including end date	7/1/2018-6/30/2019	
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	Need to budget about \$23K per closing. Still working on distribution of responsibilities between Legal and REOS.	

Initiative V		
Short Title of Department Initiative	Real Estate Financial Forecast (10 years projections)	
Primary Vision 2022 Priority Supported	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Other Vision 2022 Priority Supported	WORK - Family Independence & Economic Advancement	
Other Vision 2022 Priority Supported	THRIVE - Self-Development Entity	
Short Description of Department Initiative	Create data base to house Real Estate forecast. Provide management reports annually with flexibility of multiple scenarios. Secure individual and global project sheets.	
Measurement of Success	Management reports by year, by project, units beginning and end of period, sources and uses of funds by year and by type to be available first of FY 2019	
Time period including end date	From March 2018 thru Sep 2019	
Non-AHA entities involved	Excel Guru, SQL Data Base	
Other Departments directly involved	IT, Finance, NR, REI, REOS	
Risks and dependencies	Needed complexity in formulas may require multiple, methodical steps. Dependent on accurate assumptions from business partners.	
Incremental Costs	REG team will input data per project thus no additional cost. Perhaps \$5k annually to update data fields by Excel guru and in-house IT support.	
VI		
Short Title of Department Initiative	Financial structuring and Underwriting of all transactions	
Primary Vision 2022 Priority Supported	LIVE - New Housing Creation	
Short Description of Department Initiative	Conduct financial analysis of development, redevelopment and acquisition deals - Ashely I & II, University Commons, Herndon Phase I & II, Englewood .	
Measurement of Success	Success depends on successful negotiation of business terms and sustained focus by AH staff and the respective development teams. Ideal site configuration may require participating in land swaps with other public agencies.	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD, DCA, IA, UEFA, WFF, City, Developers, Sellers	
Other Departments directly involved	Planning, Development and Legal	
Risks and dependencies	Success is dependent on meeting stringent HUD timelines, DCA approval of tax credits, and AH's ability to work and negotiate efficiently with the PMDs.	
Incremental Costs	Technical and consulting assistance, third-party reports and other due diligence, acquisition capital, potential environmental testing and remediation costs.	

Initiative VII		
Short Title of Department Initiative	Budgets for REG Department and REG Development Projects	
Primary Vision 2022 Priority Supported	Support AH Goals	
Short Description of Department Initiative	Compile budgets for REG departments/projects, review, adjust, consolidate and report in Yardi and Finance.	
Measurement of Success	Actuals are equal to the budgeted amounts or relatively small variances.	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD	
Other Departments directly involved	Finance, Planning, Development, Operations and Asset Management	
Risks and dependencies	Actuals may be above or below the budgeted amounts for all or some of the REG departments.	
Incremental Costs	None	



Real Estate Program and Project Management

AH-Owned Properties Oversight

Mission Statement

To provide guidance, oversight, and feedback to the Property Manager-Developers (PMD) focused on property management, resident services, and capital improvements for the AH-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, this 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

Quality Assurance and Reporting

Mission Statement

To provide guidance, training and quality assurance audits in order to monitor AH's Partners performance in ensuring properties comply with AH policies and HUD regulations.

Primary Functions

The team quality assurance and reporting for the real estate portfolio by

- Updating and training on the Reference Guide used by PMDs and Partners for managing properties.
- Conducting and tracking close out of Business Process Reviews (PBR)
- Completing 50058 reporting to HUD in the PIC system for tenant based vouchers, AH-owned communities, HomeFlex communities and Mixed Communities. Ensuring units and resident demographic data is timely and accurately reported in the PIC system
- Completing EIV and Save certifications
- Processing HomeFlex payment applications
- Provide resident and waiting list demographic data, unit data and MTW reporting for the real estate portfolio
- Providing guidance and oversight on relocation of residents for AH-owned, Mixed and HomeFlex communities

Project Management, Technical Services, and Construction Oversight

Mission Statement

To provide project management, construction oversight and review, facilitate relocation as well as provide technical expertise for AH real estate portfolio.

Primary Functions

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

- Design reviews for feasibility, cost reasonableness, code compliance, design omissions and completeness
- Review and process design and construction payment applications
- Maintain construction schedules and track progress against the schedule
- Complete construction inspections for quality, quantity in place, and completeness
- Value engineering and review of change orders
- FHEO and accessibility compliance
- REAC, UPCS+, and Community Safety Inspections
- Management and maintenance of AH-owned vacant properties
- HUD REAC inspection coordination.
- Facilitation of rights-of-way and easements for AHA-owned properties
- Manage resident services contracts, work with resident associations and support resident initiatives.

Real Estate Program & Project Management	FY 2019B				
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 1,574,566	\$ 2,697,064	\$ (1,122,498)	\$ 2,484,653	\$ (910,087)
Non-personnel	134,150	552,767	(418,617)	333,203	(199,053)
Total	\$ 1,708,716	\$ 3,249,831	\$ (1,541,115)	\$ 2,817,856	\$ (1,109,140)

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Accessibility Compliance Manager	1	1	1	1	Real Estate Program & Project Management was organized in FY 2018 primarily from elements of Real Estate Oversight and Services
Asset Management Data Analyst	0	0	1	0	
Asset Portfolio Manager	0	3	4	1	
Capital Improvements & Operations Oversight Manager	2	2	2	2	
Compliance Analyst	3	3	3	3	
Construction Manager/Resident Initiatives	1	0	0	0	
Data Analyst	1	1	1	0	
Dir, Compliance, Quality Assurance & Reporting	1	1	1	1	
Director, Real Estate Oversight	0	1	1	1	
Executive Assistant	1	1	0	1	
Mgr, Accessibility Compliance & Resident Initiatives Oversight	1	1	1	1	
Project Manager, RAD	1	1	0	0	
Property Compliance Analyst	2	3	2	3	
Real Estate Operations Project Manager	0	1	1	1	
VP Real Estate Oversight & Services	1	1	1	1	
	15	20	19	16	

Fiscal Year 2019 Departmental Initiatives

Program and Project Management

Initiative I

Short Title of Department Initiative	RAD Conversions of AH-Owned Communities	
Primary Vision 2022 Priority Supported	LIVE - AH-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 AH-Owned Communities	
Measurement of Success	<ol style="list-style-type: none"> 1. <u>Juniper</u>: Track relocation until property is fully occupied. 2. <u>Piedmont</u>-Complete rehab and relocation by 12/30/18 3. <u>Peachtree and Marietta</u> - Support the RAD construction and relocation planning and oversight. Assist in developing and working to the timeline. 4. <u>Hightower</u> - Support RAD construction and relocation planning. Assist in developing and working to the timeline. 5. <u>Barge</u> - Support RAD construction and relocation planning. Assist in developing and working to the timeline. 6. <u>Relocation Plan</u> - Develop plan to support RAD rehabs by 6/30/19. 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD, DCA, Columbia and Michaels	
Other Departments directly involved	REG, Finance and Legal	
Risks and dependencies	Success is dependent on: i) HUD approvals, ii) AH being able to successfully negotiate terms with the PMDs, and iii) the PMDs successfully arranging the necessary financing.	
Incremental Costs	Gap financing is necessary to support the deals. Increased subsidy through HomeFlex rents is necessary to support the deals. Need to determine the timeline for Columbia properties and then decide if elevator work is necessary prior to RAD conversion.	

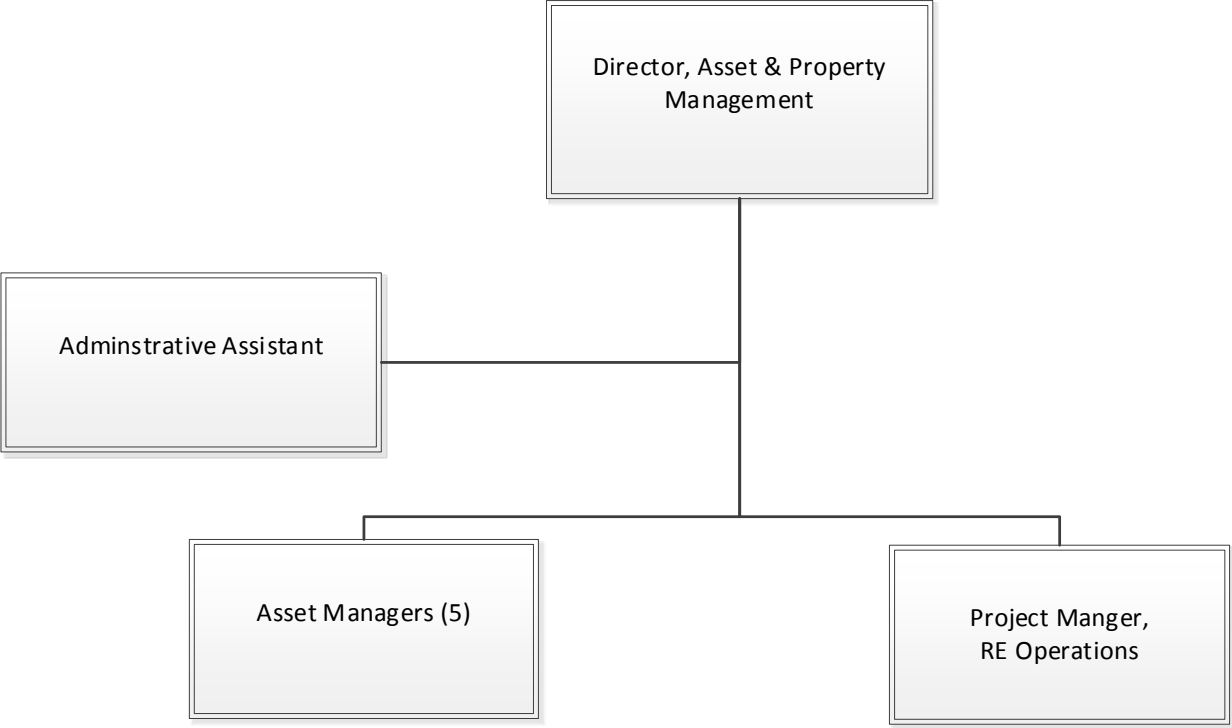
Initiative II		
Short Title of Department Initiative	RAD/Reformulation Conversions of Mixed Communities that include Rehab	
Primary Vision 2022 Priority Supported	LIVE - MIXED Communities	
Other Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Continue to facilitate the RAD conversion and rehab of the Mixed Communities	
Measurement of Success	<p>1. <u>Villages of Castleberry Hill Phase 1</u> - Support RAD closing by 6/30/18, oversee relocation and construction.</p> <p>2. <u>Villages of East Lake Phases I & II</u> - Support planning, construction oversight and relocation oversight. Ensure work is complete in accordance with the schedule.</p> <p>3. <u>Conversion only MIXED Projects</u> - Support the RAD conversion only project as needed.</p> <p>4. <u>Centennial IV Reformulation</u>- Support planning, construction oversight and relocation oversight. Ensure work is complete in accordance with the schedule.</p> <p>5. <u>Villages of Castleberry Hill Phase II</u> - When this project moves forward, support planning, construction oversight and relocation oversight. Ensure work is complete in accordance with the schedule.</p> <p>5. <u>Integral</u> - If decision is to move forward with Integral, support the submission of RAD applications for the Integral Properties.</p>	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	HUD, DCA, Columbia, HJ Russel, East Lake Foundation, Integral and other partners	
Other Departments directly involved	REG, Finance and Legal	
Risks and dependencies	Success is dependent on: i) HUD approvals, ii) AH being able to successfully negotiate terms with the Partners and determine how to deal with existing debt, and iii) Partners successfully arranging the necessary financing.	
Incremental Costs	No additional cash investment is anticipated. The challenge will be determining how to deal with existing loans.	

Initiative III		
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. Fully implement HUD new Smoke Free program as of 6/30/18 2. Fully support Connect Homes initiative for providing Internet at AH-Owned high-rises 3. Implement new contract for Mental Health Coach for AH-owned communities. 4. Oversee QLI Offsite activities contract for Seniors and Supportive Services for Gardens at CollegeTown. Ensure contractors provide quality services and best value for dollars spent. 5. Facilitate Resident Associations at AH-Owned Highrises. Support elections and meetings and facilitate issue resolution. 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	Service providers, Integral, IYFP, Comcast, HUD, City of Atlanta, Court system	
Other Departments directly involved	Finance, Legal, C&PD, CSG, HDS and Partnerships and People Investments	
Risks and dependencies	Success is dependent on receiving good proposals, good coordination and communication with other departments and agencies, and Board approval of selected contractors.	
Incremental Costs	Designated smoking areas are being installed in FY 18 except for Hightower. May need to add this work in FY 19.	

Initiative IV		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Other Vision 2022 Priority Supported	Compliance and Reporting	
	LIVE - MIXED Communities	
	LIVE - HomeFlex	
	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative	Complete training, reporting and auditing responsibilities to ensure compliance with contract and HUD requirements	
Measurement of Success	<ol style="list-style-type: none"> 1. Complete monthly, quarterly and annual training. 2. Provide accurate and timely reporting to HUD on the 50058 system and complete quarterly/annual HUD reports. 3. Coordinate pre-REAC and REAC inspections 4. Complete all BPRs, RIM, HQs and track completion of deficiencies at MIXED and HomeFlex Communities. 5. Improve BPR scores at Mixed and HomeFlex communities. 6. Assist quarterly reporting on performance for the portfolio. 7. Improve efficiency of tracking and reporting on performance. 8. Process monthly HomeFlex payment applications 9. Provide input for updating AH Statement of Corporate Policies by 12/30/18 and update reference guide by 6/30/19. 10. Ensure new HomeFlex properties and converting RAD properties are properly trained, on boarded and in the system, completing 58 submittals and processing HomeFlex payments within 15 days of contract start. 11. Oversee Relocation and ensure proper resident notification and compliance with appropriate regulations. 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	Development Partners, PMDs	
Other Departments directly involved	Finance, Legal, Asset Management, Policy Research and Development, CSG	
Risks and dependencies	Dependent on partner quality control, need more automation. Relocation is dependent on units available.	
Incremental Costs	Costs to cover automation and relocation.	

Initiative V		
Short Title of Department Initiative	Construction Oversight	
Primary Vision 2022 Priority Supported	LIVE - MIXED Communities	
Other Vision 2022 Priority Supported	LIVE - New Development Opportunities (AH Vacant Land)	
Other Vision 2022 Priority Supported	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative	Support new development and RAD Rehabilitation with construction estimating, design reviews and construction oversight.	
Measurement of Success	<ol style="list-style-type: none"> 1. Upon request conduct preliminary design and cost reasonableness review. 2. Coordinate professional accessibility consultant to review designs, form work and final construction to ensure compliance with appropriate regulations. 3. Review GC and sub pricing to ensure cost reasonableness 4. Review drawings and specifications for code compliance, design omissions and completeness. 5. Review pre-development loan draw requests and process for payment. 6. Maintain construction project schedules and report on progress against schedule. 7. Inspect ongoing construction for quality, compliance with drawings and specifications and quantity in place. 8. Process construction payment applications in a timely manner and ensure proper and accurate invoicing. 9. Review change orders, provide value engineering. 10. Review completed construction and ensure punch lists are complete, warranty documentation is in place. 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	Development Partners, PMDs	
Other Departments directly involved	Finance, Legal, Asset Management, REG	
Risks and dependencies	Timelines dependent on the timing of the development of the deals and the schedule of the contractor	
Incremental Costs	Use of third party firms to complete tasks	

Real Estate Asset & Property Management



Real Estate Asset and Property Management

MIXED and HomeFlex Community Asset Management

Mission Statement

To provide ongoing oversight and reporting of the financial, operational, and compliance performance of the real estate assets with AH's Development Partners (Partners) at the MIXED and HomeFlex residential communities in order to monitor Partners' performance in keeping the properties safe and functional, that the properties are financially viable, and current on fees dues to AH, 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 and tracking HomeFlex inspections, Business Process Reviews (PBR), and REAC inspections, and conducting site visits
- Facilitating resolution of resident issues

Real Estate Asset & Property Management	FY 2019		FY 2019B		FY 2019B	
	Budget		Over (Under)	FY 2018	Over (Under)	
			FY 2018B	Forecast	FY 2018F	
Personnel	\$ 858,517	\$ -	\$ 858,517	\$ -	\$ 858,517	
Non-personnel	21,700	-	21,700	-	21,700	
Total	\$ 880,217	\$ -	\$ 880,217	\$ -	\$ 880,217	

Staffing

Authorized Positions

Administrative Assistant
 Asset Manager
 Director, Asset & Property Management
 Project Manager, RE Operations

FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
1	0	0	0
5	0	0	0
1	0	0	0
1	0	0	0
8	0	0	0

Real Estate Asset & Property Management was organized in FY 2018 primarily from elements of Real Estate Oversight and Services.

Fiscal Year 2019 Departmental Initiatives

Asset & Property Management

Initiative I

Short Title of Department Initiative	Add new Communities to the HomeFlex Program	
Primary Vision 2022 Priority Supported	LIVE - HomeFlex	
Other Vision 2022 Priority Supported	THRIVE - The New Paradigm	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative	Continue adding additional communities to HomeFlex through facilitating onboarding of communities currently with commitments, HomeFlex procurements and acquisitions	
Measurement of Success	<ol style="list-style-type: none"> 1. Initiate new joint procurement with the City of Atlanta for HomeFlex Communities that support the homeless 2. Review policy for setting and adjusting HomeFlex contract rents and adjust as necessary 3. Add the following communities with existing commitments: <ol style="list-style-type: none"> a) Manor at Indian Creek II by 11/30/18 (75 units - outside of city) b) Summerdale Commons by 11/30/18 (74 units) c) Manor at DeKalb Medical by 4/30/19 (175 units - outside the city) d) Quest Holly Apartments by 5/30/19 (40 units) e) Properties from Homeless Procurement based on scheduled (# of units TBD) f) Properties from Choice Neighborhood Procurement (# of units TBD) 	
Time period including end date	7/1/2017-6/30/2018	
Non-AHA entities involved	Developers, DCA, Contractors	
Other Departments directly involved	Finance, REG, Contracts and Procurement, Choice Neighborhood and Legal	
Risks and dependencies	Success is dependent on developers for new properties completing construction on schedule and providing required due diligence documents, and contractors keeping to construction schedules.	
Incremental Costs	Increased subsidy expenditures to pay for additional HomeFlex units.	

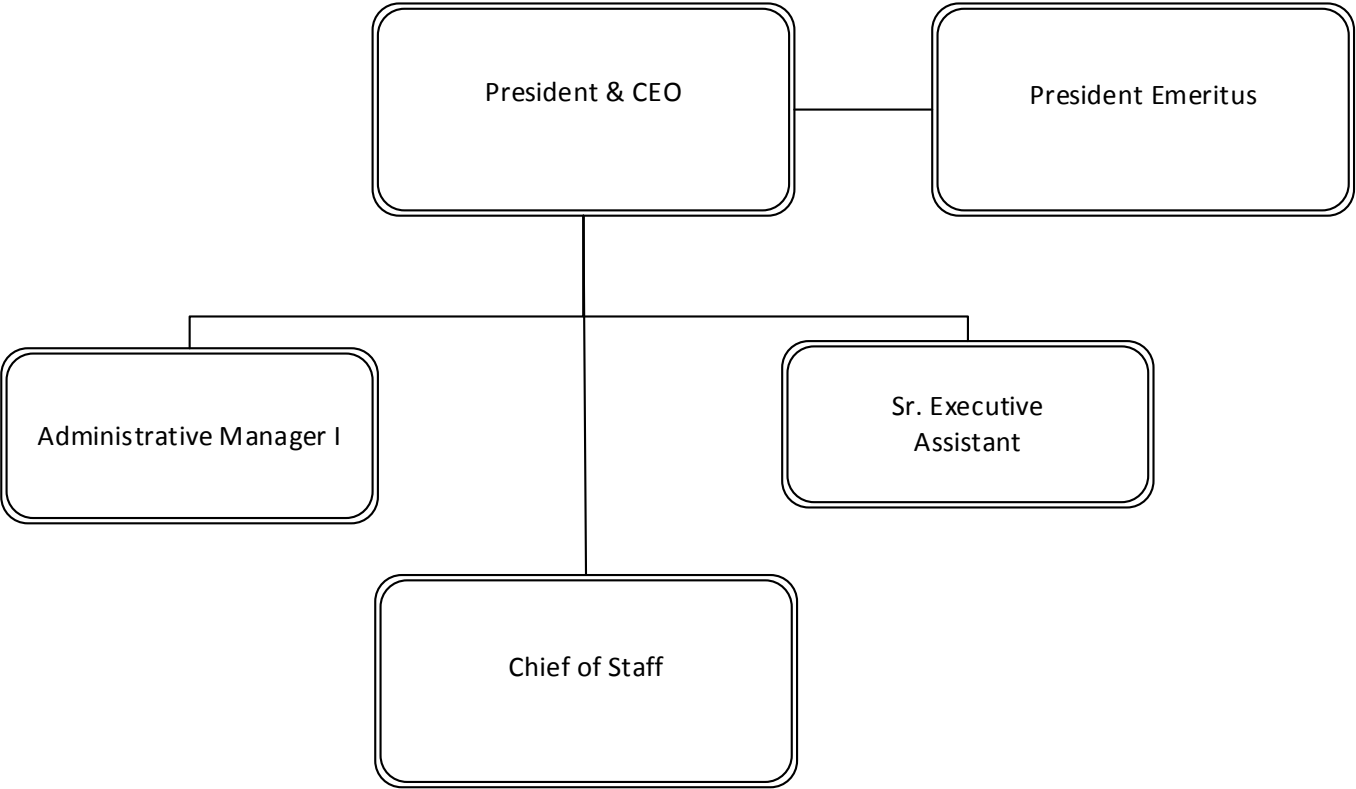
Initiative II		
Short Title of Department Initiative	Asset Management	
Primary Vision 2022 Priority Supported	LIVE - MIXED Communities	
Other Vision 2022 Priority Supported	LIVE - HomeFlex	
Other Vision 2022 Priority Supported	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative	Complete asset management responsibilities to ensure property reporting, governance and compliance with contract requirements	
Measurement of Success	<ol style="list-style-type: none"> 1. Complete monthly, quarterly and annual training. 2. Complete quarterly reporting on performance for the portfolio 3. Complete budgeting and true-ups for Mixed communities 4. Complete timely contract renewals prior to the expiration of the existing agreement, plan and coordinate termination of contracts as necessary. Process rent increase requests in a timely manner. 5. Implement new revised HomeFlex rent strategy 6. Improve efficiency of tracking and reporting on performance. 	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entities involved	Development Partners, PMDs	
Other Departments directly involved	Finance, Legal, Inspections	
Risks and dependencies	Working with legal and partners to gather correct and timely information to ensure timely review process for committees. Must determine best strategy to help partners improve performance.	
Incremental Costs	Need to continue to budget contingency funds to cover rent increases.	

Department Information – Corporate Support

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Executive Office



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.

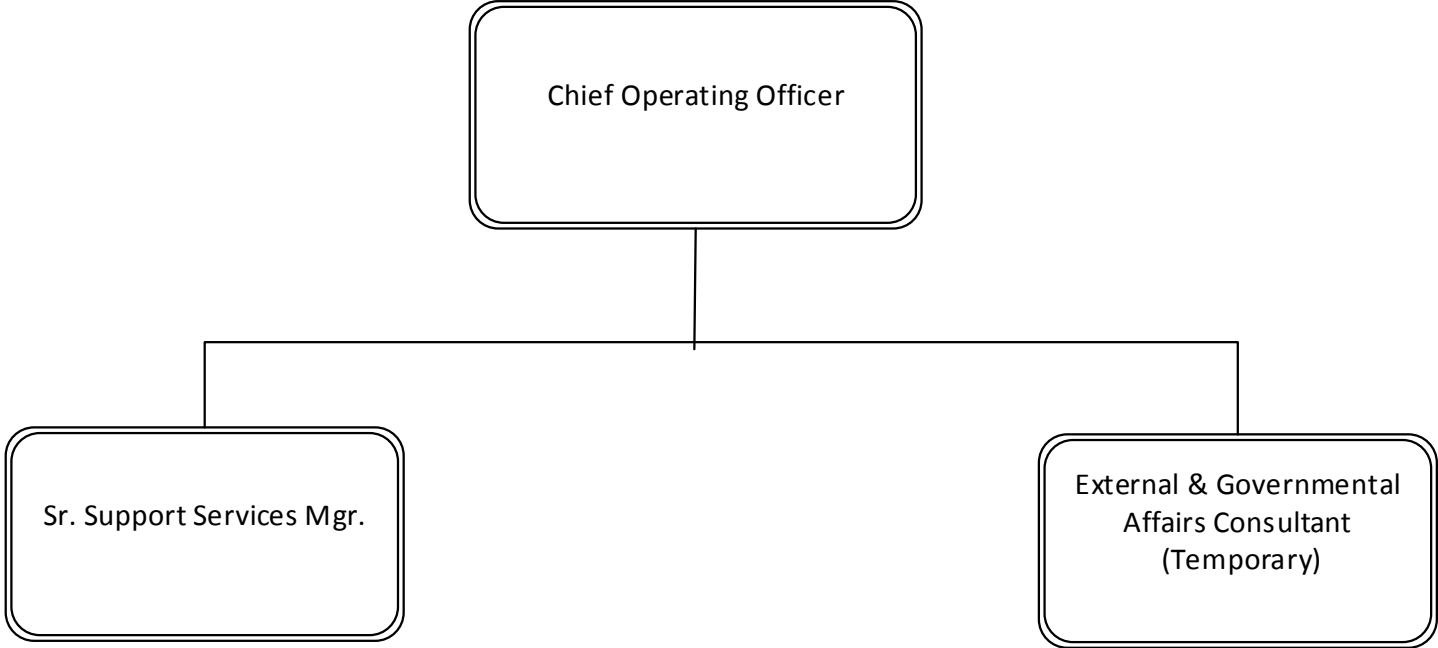
Executive Office	FY 2019		FY 2019B		FY 2019B	
	Budget	Budget	Over (Under)	Forecast	Over (Under)	Forecast
Personnel	\$ 881,238	\$ 505,081	\$ 376,157	\$ 553,170	\$ 328,068	
Non-personnel	134,264	131,330	2,934	123,285	10,979	
Total	\$ 1,015,502	\$ 636,411	\$ 379,091	\$ 676,455	\$ 339,047	

Staffing

Authorized Positions

	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Administrative Manager I	1	1	1	1	The Executive Office staffing increased by two from FY18 Budget due to internal promotions of 1) Chief of Staff in May 2018 and 2) Administrative Manager I from Sr. Executive Assistant. With the resignation of President & CEO late FY 2018, an interim President & CEO is now in place. The former President & CEO is budgeted for six months in FY 2019 or until the agreed-upon transition ends.
Chief of Staff	1	0	1	0	
President & CEO	1	1	1	1	
President Emeritus	1	1	1	1	
Sr. Advisor to CEO	0	0	0	1	
Sr. Executive Assistant	1	0	1	0	
	5	3	5	4	

Chief Operating Officer



Office of the Chief Operating Officer

Mission Statement

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

Primary Functions

Provide leadership and support to Customer Services Group, Human Development and PPI, Corporate Finance, Contracts and Procurement, Fleet Management, Risk Management and other various support needs within the agency.

Service Description

- Oversee the operations of the Customer Services Group, Human Development and PPI.
- Oversee the operations of the Corporate Finance team.
- Oversee the operations at the AH Headquarters facility, the Zell Miller Center and Civic Center property security and maintenance.
- Management and oversight of AH vehicle fleet.
- 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.

Office of Chief Operating Office	FY 2019		FY 2019B		FY 2019B	
	Budget	Budget	Over (Under) FY 2018B	Forecast	Over (Under) FY 2018F	
Personnel	\$ 459,003	\$ 513,480	\$ (54,477)	\$ 407,855	\$ 51,148	
Non-personnel	484,092	433,136	50,956	481,844	2,248	
Total	\$ 943,095	\$ 946,616	\$ (3,521)	\$ 889,699	\$ 53,396	

Staffing

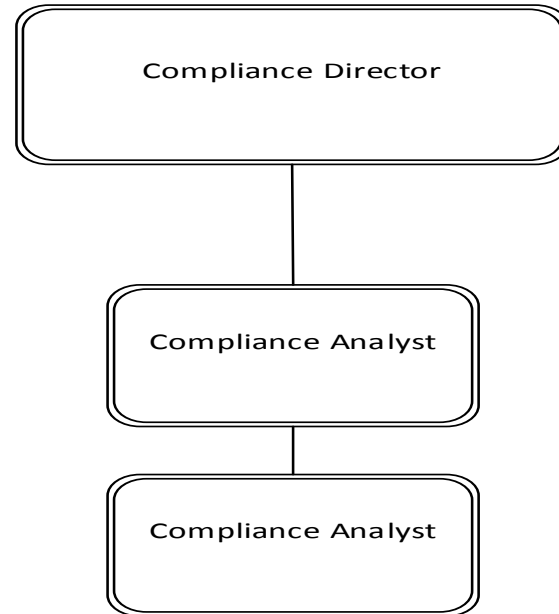
Authorized Positions

Chief Operating Officer
Operations Analyst
Sr Support Services Manager

FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
1	1	1	1
0	1	0	1
1	1	1	1
2	3	2	3

Office of Chief Operating Officer is requesting two positions in FY 2019. The Operations Analyst position moved to HR during FY 2018, thereby reducing the overall positions by one from FY 2018 Budget.

Office of Compliance



Office of Compliance

Mission Statement

In support of the Atlanta Housing (AH) mission to provide quality affordable housing for the citizens of the City of Atlanta, the Office of Compliance shall proactively:

- Provide leadership to implement a formal self-evaluation, program compliance and performance monitoring framework to ensure the AH operation is fully compliant with its statutory and regulatory obligations.
- Plan, direct, and coordinate advisory services involving evaluation and monitoring of the AH operation to ensure it performs optimally in administering local, state and Federally-assisted housing programs.
- Coordinate collaboratively with the Office of Policy and Strategy, Legal, Real Estate Group and other AH Departments on front-end compliance and program administration activities throughout the fiscal year, including compliance and performance responsibilities to local, state and federally agencies.
- Develop performance reports for AH programs and corrective action plans in collaboration with AH Departments.
- Provide senior leadership and management with program performance reports and ensure effective corrective action plans are developed and recommendations are adhered to by AH Divisions to address compliance and performance issues identified.

Primary Functions

The Office of Compliance (OC) is an independent monitoring and self-evaluation function within AH with a dual reporting relationship to the President and CEO and Executive Leadership team. OC serves as a resource to the President and CEO, Executive Leadership team and line managers throughout the AH operation to support their responsibilities by providing independent assessments of program compliance and performance of their operation.

The OC will provide support to the Senior Leadership Team (SLT) by undertaking cross-cutting program or operations assessments, involving real estate acquisition, development or portfolio management for the AH-owned and MIXED inventory; the Rental Assistance Demonstration (RAD); Housing Choice Voucher (HCV) administration and utilization; Section 3, Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) procurement compliance and other AHA program activities. The OC will develop an annual evaluation plan and recommend programs to be assessed based on OC monitoring or performance issues identified by the CEO or SLT members.

These objective assessments are performed to identify compliance slips, performance shortcomings and necessary corrective action to improve performance within AH.

Service Description

Compliance Monitoring will provides the following services:

- Evaluate AH Departments and programs as determined to be necessary based on internal monitoring and direction of the President and CEO or SLT.
- Issues objective compliance and program performance report findings with recommendations to mitigate compliance slips and performance shortcomings and other related risks.
- Will ensure AH Divisions and SLT members develop corrective action plans that mitigate risks and

performance challenges and assist in development of action plans.

- Post-Monitoring Corrective Action Plans. Undertake follow-up actions to ensure compliance and operational challenges are mitigated.
- Monitor and review external audit findings to ensure findings are addressed by all AH Divisions.
- Assess achievement of strategic goals and objectives in AH MTW Annual Plan and Annual Operating Budget.

Office of Compliance	FY 2019B			FY 2019B	
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 349,352	\$ 347,100	\$ 2,252	\$ -	\$ 349,352
Non-personnel	31,000	101,800	(70,800)	119,532	(88,532)
Total	\$ 380,352	\$ 448,900	\$ (68,548)	\$ 119,532	\$ 260,820

Staffing

Authorized Positions

Compliance Analyst

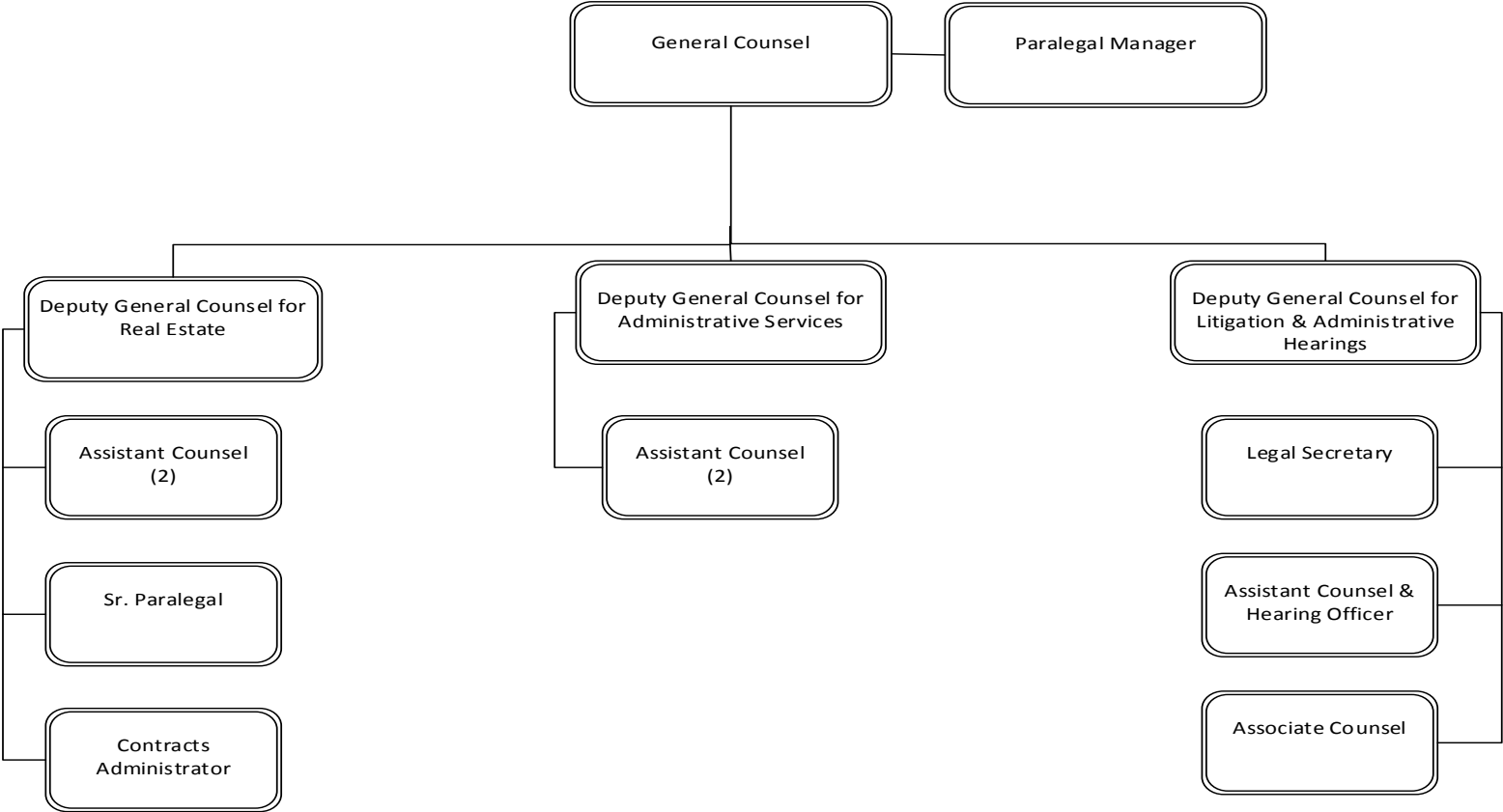
Director of Compliance

FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
2	2	0	0
1	1	0	0
3	3	0	0

The Office of Compliance is requesting the same number of positions in FY 2019 as authorized in FY 2018 which will be formed in FY 2019.

Fiscal Year 2019 Departmental Initiatives		
Office of Compliance		
Initiative I		
Short Title of Department Initiative	Start-up of the Office of Compliance Department - (OC)	
Primary Vision 2022 Priority Supported	Thrive - Measurements of Success	
Other Vision 2022 Priority Supported	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative	The OC will establish a formal self-evaluation and corrective action framework in the AH operation in collaboration with Policy and Strategy, Legal, REG, the Customer Services Group and other AH Departments. OC will perform periodic program compliance and operational assessments and work in collaboration with CEO and ESLT members who will develop corrective action plans to respond to findings.	
Measurement of Success	OC and AH Department heads will develop quantitative performance benchmarks building out from AH Strategic Goals and quantifiable objectives. Additionally, OC will monitor performance and the development of corrective action plans is expected to enhance performance. Enhanced performance is also expected to result from evaluating AH achievement of its strategic goals. This will stem from the AH Annual Operating Budget and the annual MTW Plan. AH may explore how to align the AH MTW Strategic Planning and Annual Operating Budget processes as these processes are not synchronized. AH expects compliance slips to be reduced and achievement of program milestones to be enhanced due to internal efforts planned by the OC. 1. Hire Director and two analysts. 2. Develop SOP's and operating protocol. 3. Training staff on program operations. 4. Start compliance.	
Time period including end date	OC will operate on an ongoing basis, but the OC Director will consult with the CEO, COO and VP for Regulatory Affairs to identify program areas that will be evaluated in the operation for Years 1 and 2 as the OC is started up.	
Non-AH entities involved	None	
Other Departments directly involved	Executive Office, Policy and Strategy, Real Estate Group (REG), Customer Services Group (CSG), Finance, Legal, Human Services Division, Procurement and Contract Services and other AH Departments. The effectiveness of OC compliance and program is dependent on collaboration among Divisions, information sharing and access to program information from AH Dashboards and other Program reports used by REG, REOS, CSG, Procurement and Human Development Services (HDS)	
Risks and dependencies	1. Development of integrated program IT systems is a barrier to efficient program coordination and performance for MTW reporting. 2. Data collection and reporting on program performance for quarterly MTW reporting and program beyond Dashboard reports is intensive.	
Incremental Costs	1. Training costs for OC staff. IT Costs for maintenance of staff Quality Assurance (QA) certifications. 2. IT development costs to develop necessary tailored Compliance and Performance reports for OC. 3. IT costs to connect AH cuff systems used by AH Divisions and expanded use of Yardi capabilities to enhance AH of real estate development projects and portfolio management of AH-owned inventory and Mixed Communities.	

Office of the General Counsel



Office of General Counsel

Mission Statement

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

Primary Functions

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

Service Description

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 AH and its affiliates

- Coordinate meetings of the Board of Commissioners and affiliate boards
- Provide advices 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 AH Departments with respect to AH'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 General Counsel	FY 2019		FY 2019B		FY 2019B	
	Budget	Budget	Over (Under) FY 2018B	Forecast	Over (Under) FY 2018F	
Personnel	\$ 1,948,020	\$ 1,945,265	\$ 2,755	\$ 1,593,778	\$ 354,243	
Non-personnel	2,241,606	736,602	1,505,004	2,137,340	104,265	
Total	\$ 4,189,626	\$ 2,681,867	\$ 1,507,759	\$ 3,731,118	\$ 458,508	

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Assistant Counsel	4	2	4	3	The Office of General Counsel is requesting a Contract Administrator to assist with the Real Estate Group. This will increase the number of positions by one as authorized in FY 2018.
Assistant Counsel & Hearing Officer	1	1	1	1	
Associate Counsel	1	1	1	1	
Contract Administrator	1	0	0	0	
Deputy General Counsel	3	3	3	0	
General Counsel	1	1	1	1	
Legal Secretary	1	1	1	1	
Paralegal Manager	1	1	0	1	
Sr. Paralegal	1	1	1	1	
VP & Managing Gen'l Counsel	0	1	0	0	
VP & Real Estate General Counsel	0	1	0	0	
	14	13	12	9	

Fiscal Year 2019 Departmental Initiatives

Office of the General Counsel

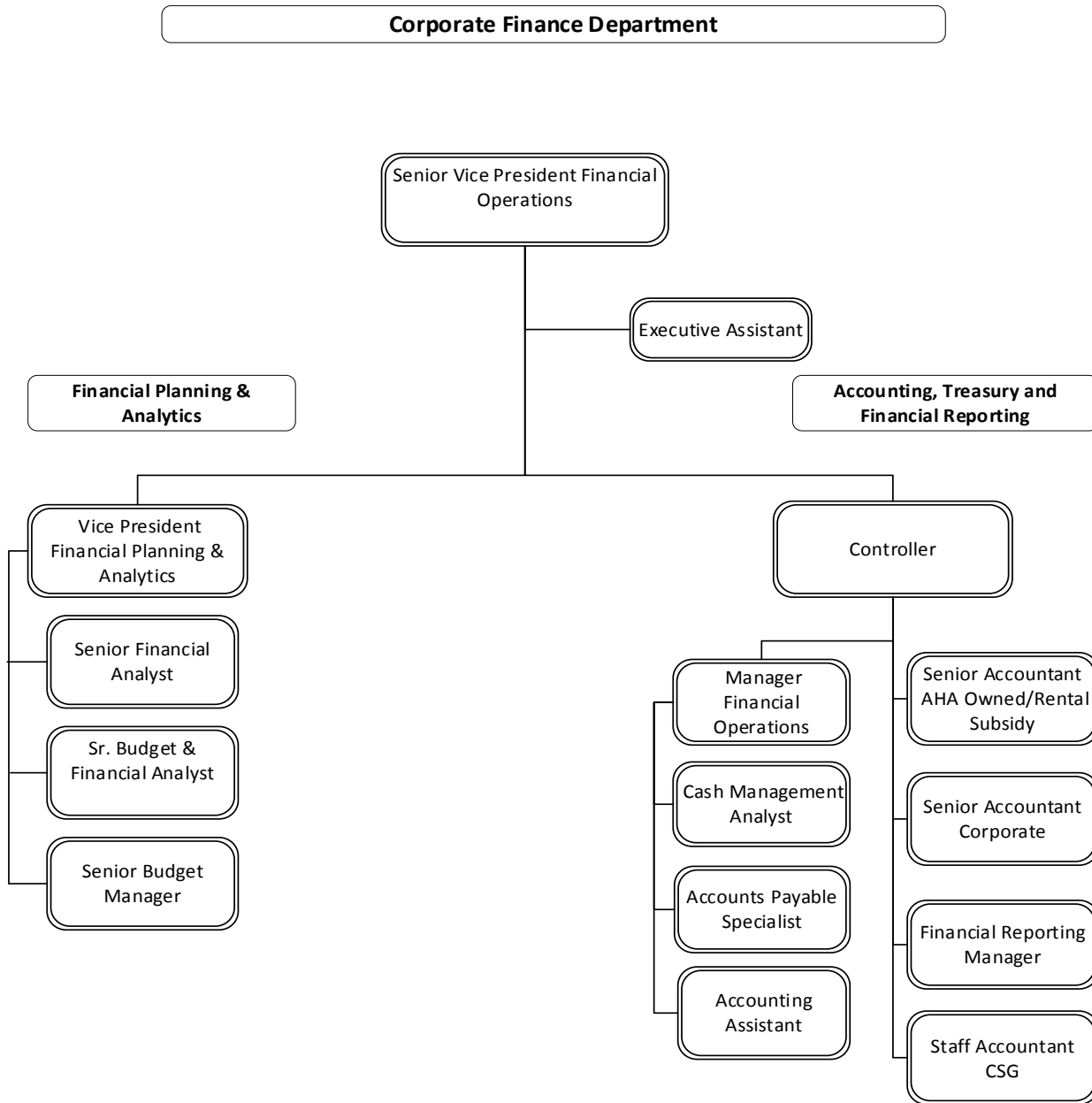
Initiative I

Short Title of Department Initiative	Establishment of Agency-wide Compliance Program	
Primary Vision 2022 Priority Supported	Supports Other AH 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 AH's mission and supported by regulations, policies, and law.	
Time period including end date	7/1/2018-12/31/2018	
Non-AHA entitites 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 AH goal	<i>Oversight</i>
Short Description of Department Initiative	OGC implement ongoing trainings for the Board of Commissioners to enhance oversight.	
Measurement of Success		
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entitites involved		
Other Departments directly involved	Office of the President; AH Board of Commissioners	
Risks and dependencies	contract support, staff	
Incremental Costs	None	

Initiative III		
Short Title of Department Initiative	RAD/Reformulation/HomeFlex Support	
Primary Vision 2022 Priority Supported	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative	OGC will provide support and coordinate legal support for AH's RAD/Reformulation/HomeFlex Activities	
Measurement of Success	This initiative will be considered successful if AH successfully moves its RAD/Reformulation/HomeFlex program implementation forward.	
Time period including end date	7/1/2018-6/30/2019	
Non-AH entitites involved	HUD, Development Partners	
Other Departments directly involved	REG	
Risks and dependencies	Successful conversion requires Congressional action to increase authorized RAD conversions and HUD support.	
Incremental Costs		
Initiative IV		
Short Title of Department Initiative	Litigation	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
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	OGC will provide support and coordinate legal support to business units throughout the Agency to mitigate legal risk and resolve disputes.	
Measurement of Success	This initiative will be considered successful if AH resolves the majority of disputes without judicial intervention.	
Time period including end date	7/1/2018-6/30/2019	
Non-AH entitites involved	HUD, Office of the President	
Other Departments directly involved	REG, Executive	
Risks and dependencies		
Incremental Costs		



Corporate Finance Department

Mission Statement

In support of AH'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 AH'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 AH's mission.

Service Description

Corporate Finance provides the following services:

- Issues checks and processes electronic and wire transfers to pay vendors, landlords and participants.
- Issues travel advances and makes reimbursement payments
- Processes purchase orders
- Helps develop department and AH budgets
- Manages and monitors AH 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 AH
- Files Income Tax Returns for AH 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 2019B				
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 1,711,700	\$ 1,653,336	\$ 58,364	\$ 1,579,069	\$ 132,631
Non-personnel	290,560	302,895	(12,335)	215,634	74,926
Total	\$ 2,002,260	\$ 1,956,231	\$ 46,029	\$ 1,794,703	\$ 207,557

Staffing

Authorized Positions

	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
Accounting Assistant	1	1	1	1
Accounts Payable Specialist	1	1	1	1
Cash Management Analyst	1	1	1	1
Controller	1	1	1	1
Executive Assistant	1	1	1	1
Financial Reporting Manager	1	1	1	1
Manager, Financial Operations	1	1	1	1
Senior Accountant	2	2	1	2
Senior Financial Analyst	1	0	1	0
Sr Budget & Financial Analyst	1	1	1	1
Sr Budget Manager	1	1	1	1
Staff Accountant	1	1	1	1
SVP, Financial Operations	1	1	1	1
VP, Financial Plng & Analytics	1	1	1	1
	15	14	14	14

Corporate Finance is requesting a new Senior Financial Analyst to assist with the new Budgeting and Forecasting Reporting Tool and long-term plan, for an increase of one position to the FY 2019 Budget.

Fiscal Year 2019 Departmental Initiatives

Corporate Finance Department

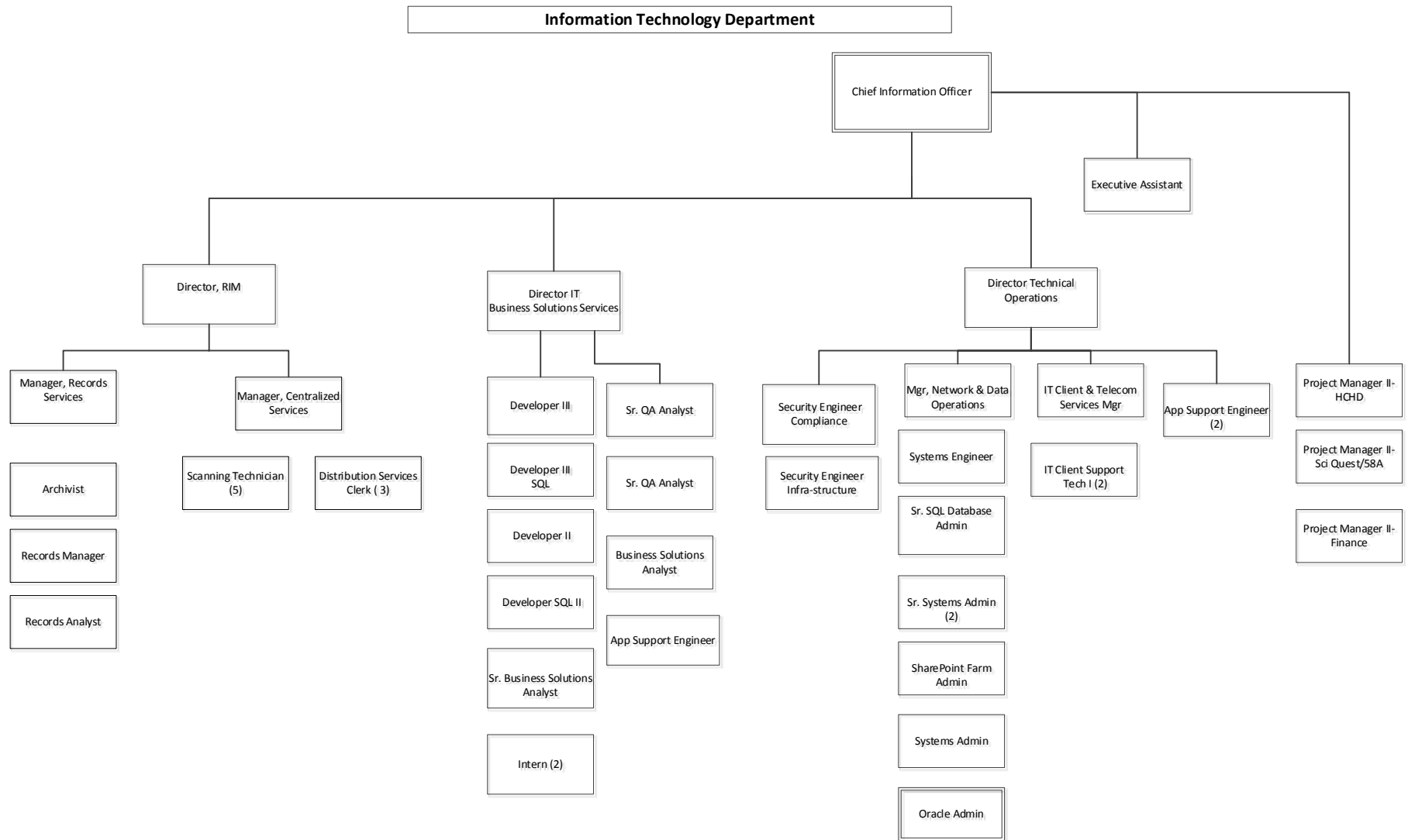
Initiative I

Short Title of Department Initiative	Explore opportunities to 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 AH 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	7/1/2018-6/30/2019	
Non-AHA entities involved	Prophix and TriBridge (or other support)	
Other Departments directly involved	IT	
Risks and dependencies	Success is dependent on the ability of Finance team to fully implement and actualize Prophix for AH	
Incremental Costs	Potential requirement for additional professional services	

Initiative II

Short Title of Department Initiative	Finance Cross Training	
Primary Vision 2022 Priority Supported	Supports Other AH 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	7/1/2018-6/30/2019	
Non-AHA entities involved	NA	
Other Departments directly involved	Perhaps HR	
Risks and dependencies	None	
Incremental Costs	None	

Initiative III		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Quarterly report on contract expenditures greater than \$10,000	
	THRIVE - Measurements of Success	
Short Description of Department Initiative Measurement of Success	Finance will develop and produce a quarterly report of contract expenditures against budget	
	This initiative will be successful if Finance successfully produces the quarterly reports and submits them to the CEO.	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entitites involved	NA	
Other Departments directly involved	C&PD 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 Primary Vision 2022 Priority Supported	RAD Support	
	LIVE - AH-Owned Communities (incl RAD & Reformulation)	
Short Description of Department Initiative Measurement of Success	Finance will provide support and coordinate financial implications of AH's RAD/Reformulation Activities	
	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	7/1/2018-6/30/2019	
Non-AHA entitites involved	HUD, Development Partners	
Other Departments directly involved	REG	
Risks and dependencies	Succesful conversion require Congressional action to increase authorized RAD conversions and HUD support.	
Incremental Costs	None for Finance.	
Initiative V		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Support AH's Volunteerism Initiative AH Cares	
	WORK - Volunteerism	
Other Vision 2022 Priority Supported	WORK - Health and Wellness	
Short Description of Department Initiative Measurement of Success	Motivate Finance Team members to volunteer and participate in AH Cares events	
	Finance Team members will contribute a total of at least 30 hours in FY 2019	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entitites involved	NA	
Other Departments directly involved	NA	
Risks and dependencies	NA	
Incremental Costs	Employees may have to pay to register for some events.	



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 and Record & Information Management (RIM)

Service Description

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, 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 AH.
- **Security Awareness** involves delivering education in an engaging and positive manner that encourages behavior change at work, home and while traveling. As a result, AH 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 AH. 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.

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 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Personnel	\$ 4,870,350	\$ 5,115,909	\$ (245,559)	\$ 4,879,397	\$ (9,047)
Non-personnel	3,816,569	3,540,166	\$ 276,403	2,849,590	\$ 966,979
Total	\$ 8,686,919	\$ 8,656,075	\$ 30,844	\$ 7,728,987	\$ 957,932

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
Application Support Engineer	3	3	3	3
Archivist	1	1	1	1
Business Solutions Analyst	1	1	1	1
Chief Information Officer	1	1	1	1
Client Technologies Technician	2	2	2	2
Developer II	2	2	2	2
Developer III	2	2	2	2
Director, Technical Ops	1	1	1	1
Director, Applications Support	0	1	0	1
Director, Business Solutions	1	1	1	1
Director, Records & Information Management	1	1	1	1
Distribution Svcs Clerk	2	2	2	2
Distribution Svcs Clerk III	1	1	1	1
Executive Assistant	1	1	1	1
Helpdesk Tech	0	1	0	1
IT Operations Manager	0	1	0	1
Manager, Centralized Services	1	1	1	1
Manager, Records Services	1	1	1	1
Mgr, Client & Telecom Services	1	1	1	1
Mgr, Infrastructure	1	1	1	1
Mgr, Records Mgmt	1	1	1	1
Project Manager II	3	3	3	3
Records Analyst	1	1	1	1
Scanning Technician	5	5	5	4
Security Engineer	2	2	2	2
Senior Business Solutions Analyst	1	1	1	1
Senior Quality Assurance Analyst	2	2	2	2
Sharepoint Farm Administrator	1	1	1	1
Sr SQL Database Administrator	1	1	1	1
Sr. Systems Administrator	1	1	1	1
Systems Administrator	2	2	2	2
Systems Engineer	1	1	1	1
	44	47	44	46

Information Technology is requesting three less positions in FY 2019 than authorized in FY 2018. The IT Operations Manager position was transferred to Contracts & Procurement; and the Director, Applications Support and Helpdesk Technical positions were eliminated.

Fiscal Year 2019 Departmental Initiatives

Information Technology

Initiative I

Short Title of Department Initiative	Yardi Upgrade	
Primary Vision 2022 Priority Supported	Supports Other AH goal	<i>Re-engineer Systems</i>
Short Description of Department Initiative	Move current version of Yardi to the cloud and then upgrade to version 7s	
Measurement of Success	Success will be measured by successfully upgrading Yardi with minimal impact to users and increased functional	
Time period including end date	7/1/2018 - 3/1/2019	
Non-AHA entities involved	Yardi	
Other Departments directly involved	Finance, C&PD, CSG, Real Estate, Legal, Executive	
Risks and dependencies	Yardi will stop updating our current version of Yardi in March, 2019. Failure to upgrade by this date could result in an outdated system.	
Incremental Costs	TBD	

Initiative II

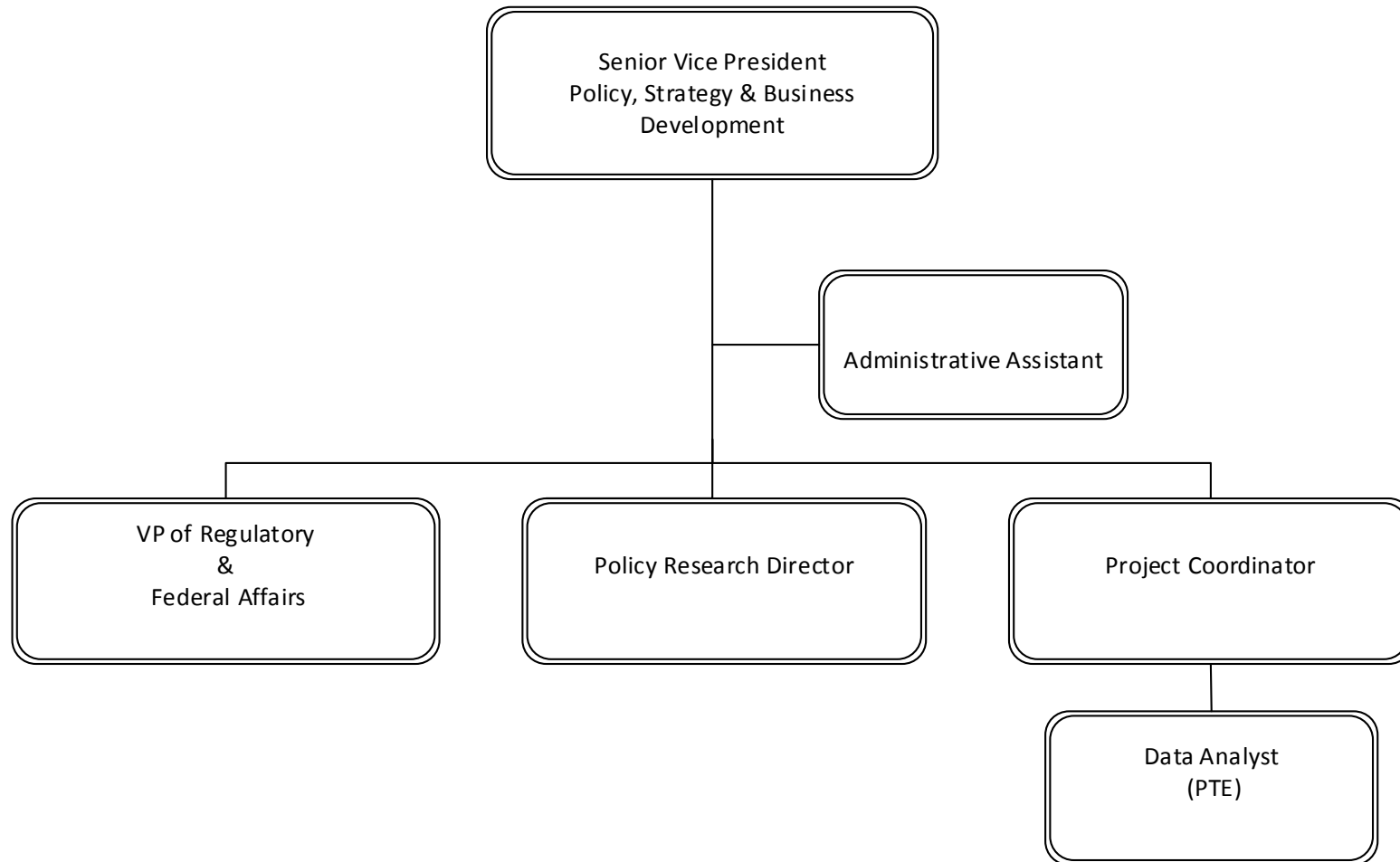
Short Title of Department Initiative	Service Now Replacement	
Primary Vision 2022 Priority Supported	Supports Other AH goal	<i>Re-engineer Systems</i>
Short Description of Department Initiative	Research and Implement replacement for Service Now Service Desk Ticketing system.	
Measurement of Success	Success will be measured by decreasing annual costs and increasing ease of use/administration	
Time period including end date	7/1/2018 - 6/30/2019	
Non-AHA entities involved	Service Now	
Other Departments directly involved	All	
Risks and dependencies	Would need to complete replacement prior to renewal of ServiceNow in March 2019	
Incremental Costs	TBD	

Initiative III

Short Title of Department Initiative	Disaster Recovery/Backup Implementation and testing	
Primary Vision 2022 Priority Supported	Supports Other AH goal	<i>Re-engineer Systems</i>
Short Description of Department Initiative	Complete implementation of new Backup systems to the cloud allowing for quicker restores during a Disaster Recovery	
Measurement of Success	Success will be measured by successfully completing a Disaster Recovery Exercise during FY19.	
Time period including end date	7/1/2018 - 6/30/2019	
Non-AHA entities involved	Corus360	
Other Departments directly involved	CSG, C&PD, Finance	
Risks and dependencies		
Incremental Costs	Monthly costs will decrease	

Initiative IV		
Short Title of Department Initiative	ATLAS	
Primary Vision 2022 Priority Supported	Supports Other AH goal	Re-engineer Systems
Short Description of Department Initiative	Create database to house all properties owned or invested in by AH, COA, Invest Atlanta, Atlanta Beltline	
Measurement of Success	Deliver a fully functioning database with required data fields and reporting	
Time period including end date	7/1/18 - 3/30/2019	
Non-AHA entitites involved	Invest Atlanta and City of Atlanta	
Other Departments directly involved	Real Estate	
Risks and dependencies		
Incremental Costs	\$3,500 annually for Telerick Developer Licenses	
Initiative V		
Short Title of Department Initiative	Website Redesign	
Primary Vision 2022 Priority Supported	Supports Other AH goal	Re-engineer Systems
Short Description of Department Initiative	Create a new modern streamlined site that is both informational and transactional	
Measurement of Success	Deliver fully functioning website approved by stakeholders	
Time period including end date	3/21/2018	
Non-AHA entitites involved	Double Up Digital	
Initiative VII		
Short Title of Department Initiative	Email vs. Mail Correspondence to Participants	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Email correspondence (letters) to participants versus mailing them through the United Postal Service (UPS).	
Measurement of Success	Delivery of correspondence in a more timely and expeditious manner. Less return mail. Reduction in postage	
Time period including end date	7/1/2018 - 6/30/2019	
Non-AHA entitites involved	AH Participants, Yardi, Effort-to-Outcome (ETO)	
Other Departments directly involved	CSG, Human Development, Choice Neighborhood	
Risks and dependencies	Participants must have: 1. access to Internet, 2. E-mail Address, and 3. Basic knowledge of computer and internet	
Incremental Costs	None	
Initiative VIII		
Short Title of Department Initiative	Use Performance Point to Standardized Dashboards/Reporting	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Use Performance Point which is a Business Intelligence Tool to replace Excel Spreadsheets and standardized	
Measurement of Success	Efficient reporting ina timely manner.	
Time period including end date	7/1/2018 - 12/1/2018	
Non-AHA entitites involved	Vendor TBD	
Other Departments directly involved	Enterprise-wide, OPS would be used as the beta	
Risks and dependencies	SharePoint	
Incremental Costs	TBD	

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 AH to innovatively leverage its core competencies to create unrestricted funds.

Primary Functions

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

Service Description

OP&S Consultancy – C¹

For AH 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

AH 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 AH employees and business partners to work together professionally based on a set of shared and organized rules which must be followed. Examples include AH Enterprise Policy & Procedure Library (EPPL); MTW Annual Plans & Reports; Policy briefs

Evaluation Research – ER

To support critical business decisions or investigate opportunities by AH 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 AH'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 AH 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 AH 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; AH Resident Art Contest; Supportive Housing Pilot Programs

As AH's Senior Leadership Team wants to develop non-Federal sources of income and advance AH'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 AH 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 2019		FY 2019B		FY 2019B	
	Budget		Over (Under)		Over (Under)	
		FY 2018 Budget	FY 2018B	FY 2018 Forecast	FY 2018F	
Personnel	\$ 727,618	\$ 692,319	\$ 35,299	\$ 596,639	\$ 130,979	
Non-personnel	500,781	399,291	101,490	131,645	369,136	
Total	\$ 1,228,399	\$ 1,091,610	\$ 136,789	\$ 728,284	\$ 500,115	

Entrepreneurial Activities – EA

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Administrative Assistant	1	1	1	0	The Office of Policy & Strategy is requesting the same number of positions in FY 2019 as authorized in FY 2018.
Policy Research Director	1	1	1	1	
Project Coordinator	1	1	1	1	
SVP, Policy, Strategy & Business Development	1	1	1	1	
VP, Regulatory & Federal Affairs	1	1	1	1	
	5	5	5	4	

Fiscal Year 2019 Departmental Initiatives

Office of Policy & Strategy

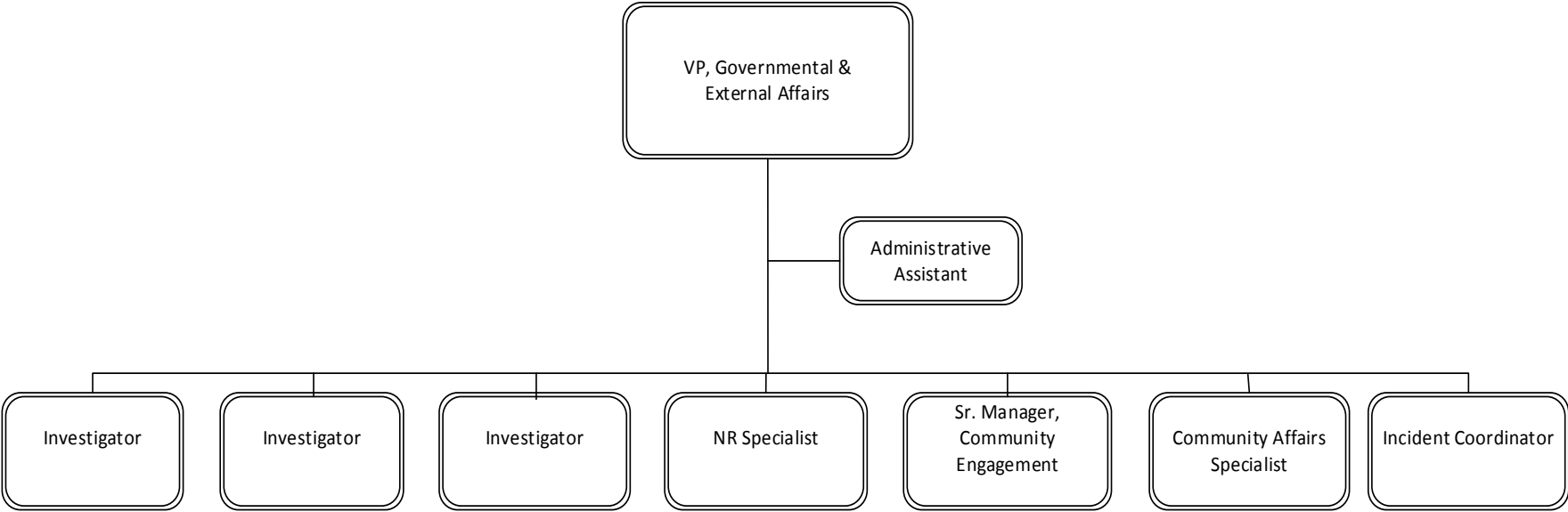
Initiative I

Short Title of Department Initiative	MTW Benchmarking Study	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Other Vision 2022 Priority Supported	Supports Other AH goal	<i>Compliance with HUD requirements.</i>
Short Description of Department Initiative	Conduct new Benchmarking Study to fulfill requirement of our MTW Agreement with HUD	
Measurement of Success		
Time period including end date	June 2018 to June 2019	
Non-AHA entitites involved	To be determined, RFP will be issued March 2018.	
Other Departments directly involved	N/A	
Risks and dependencies	Completing study within timeframe allotted.	
Incremental Costs	Minimum \$250,000 for project, could go up to \$300,000 depending on if additional scopes of work are added.	

Initiative II

Short Title of Department Initiative	Economic Impact Study	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Other Vision 2022 Priority Supported	Supports Other AH goal	Telling AH's story.
Other Vision 2022 Priority Supported		
Short Description of Department Initiative	Conduct Economic Impact study to quantify the regional economic impact of AH's activities, including develop	
Measurement of Success		
Time period including end date	June 2018 - June 2019.	
Non-AHA entitites involved	To be determined. RFP should issue in April 2018.	
Other Departments directly involved	N/A	
Risks and dependencies	Completing study on time and within budget.	
Incremental Costs	\$200,000	

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 Description

- 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 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Personnel	\$ 826,251	\$ 645,466	\$ 180,785	\$ 628,107	\$ 198,144
Non-personnel	30,095	26,150	3,945	17,718	12,377
Total	\$ 856,346	\$ 671,616	\$ 184,730	\$ 645,825	\$ 210,521

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
Administrative Assistant	1	1	1	1
Community Affairs Specialist	1	1	1	1
Incident Coordinator	1	1	1	1
Investigator	2	2	2	2
Lead Program Investigator	1	1	1	1
NR Specialist	1	0	0	0
Sr Manager, Community Engagement	1	0	1	0
VP, Corp Communications & External Affairs	1	1	1	1
	9	7	8	7

During FY 2018, Governmental & External Affairs was transferred one position from Choice Neighborhoods Project (Sr. Manager, Community Engagement positions). In FY 2019, a second position is planned to be transferred from Real Estate Planning and Development (NR Specialist).

Fiscal Year 2019 Departmental Initiatives

Governmental and External Affairs

Initiative I

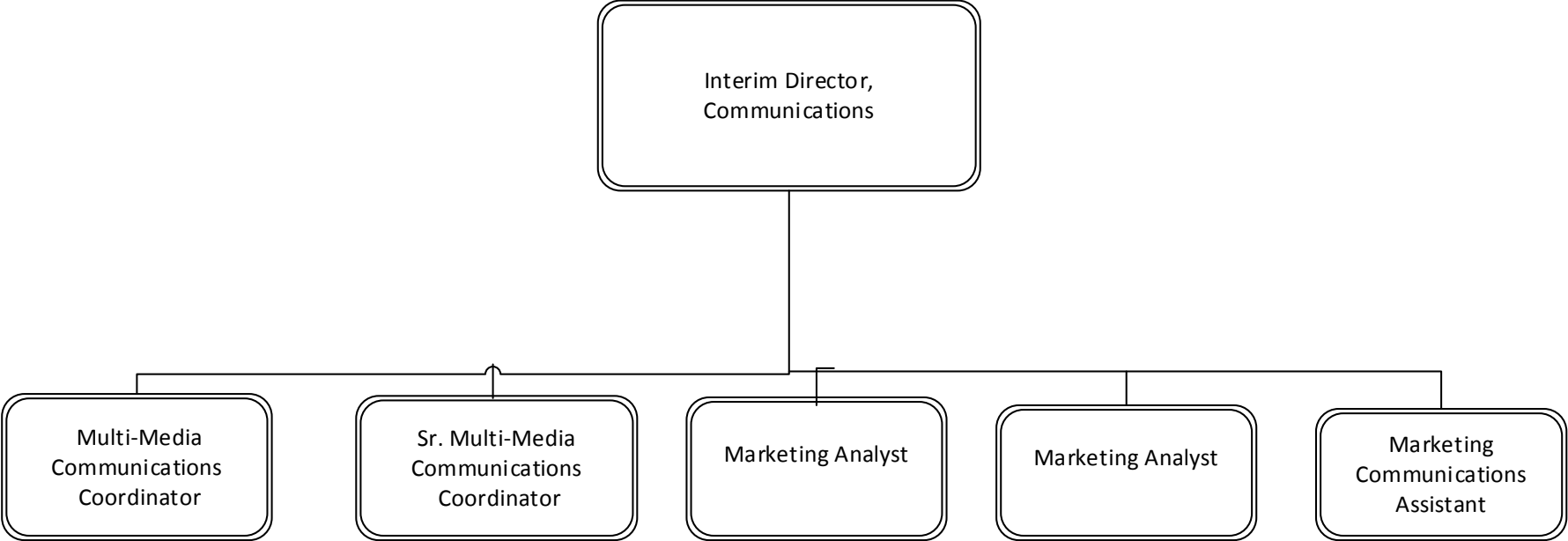
Short Title of Department Initiative	AHA CARES	
Primary Vision 2022 Priority Supported	WORK - Volunteerism	
Short Description of Department Initiative	AHA CARES facilitates an opportunities for AHA employees to participate in corporate sponsored and community partnership volunteer efforts.	
Measurement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

Initiative III		
Short Title of Department Initiative Primary Vision 2022 Priority Supported Other Vision 2022 Priority Supported Short Description of Department Initiative Measurement of Success Time period including end date Non-AHA entitites involved Other Departments directly involved Risks and dependencies Incremental Costs	Brighter Futures Day	
	WORK - Student Achievement	
	WORK - Volunteerism	
	An all day seminar for high school Sophmores, 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.	
	Number of student participants	
	7/1/2017 - 6/30/2018	
	AHA assisted students; Representatives from organizations and colleges.	
	Communications; AHA Cares	
	Success is dependent on the number of student participants.	
Breakfast and lunch for students and vendors, and other marking expenses. Approx. \$5000		
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 Measurement of Success Time period including end date Non-AHA entitites involved Other Departments directly involved Risks and dependencies Incremental Costs	AHA/APS Building Blocks	
	WORK - Student Achievement	
	WORK - Volunteerism	
	LIVE - Choice Neighborhood Atlanta	
	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	
	Tangilble improvements in each school attendance numbners as per the College and Career Ready Performance Index (CCRPI)	
	August 2017 - May 2018 (AHA FY 18)	
	Atlanta Public Schools and Community partners and stakeholders of APS and AHA	
	AHA CARES, AHA Corps.	
Success is dependent on regular reworking of attnedance benchmarks.		
Phase I - \$19,000 / Phase II - \$16,000		

Communications, Marketing & 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 Description

- 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 & Public Engagement	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Personnel	\$ 540,648	\$ 687,729	\$ (147,080)	\$ 657,800	\$ (117,151)
Non-personnel	444,347	335,942	108,404	209,408	234,939
Total	\$ 984,995	\$ 1,023,671	\$ (38,676)	\$ 867,207	\$ 117,788

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Director, Communications & Public Engagement	0	1	0	1	Communications, Marketing & Public Engagement is requesting one less position due to promotion of the Director, Communications & Public Engagement to the Chief of Staff.
Interim Director, Communications	1	1	1	1	
Marketing Analyst	2	2	2	2	
Marketing Communications Assistant	1	1	1	1	
Multimedia Communications Coordinator	1	1	1	1	
Sr Multi-Media Communications Coordinator	1	1	1	1	
	6	7	6	7	

Fiscal Year 2019 Departmental Initiatives

Communications, Marketing and Public Engagement

Initiative I

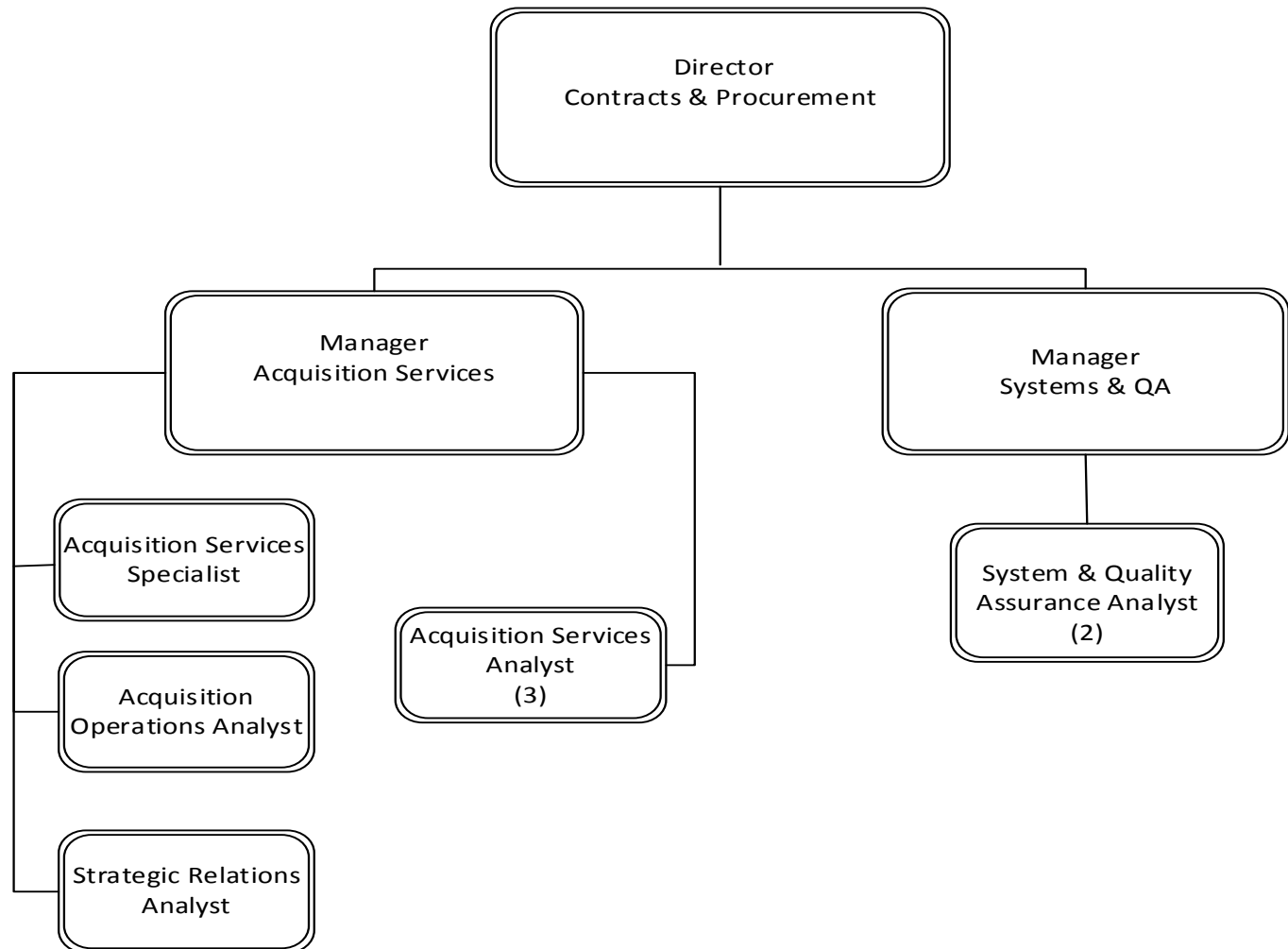
Short Title of Department Initiative	Build and maintain public support of AH creating and preserving affordable housing options for low-income Atlanta residents.	
Primary Vision 2022 Priority Supported	LIVE - New Development Opportunities (AH Vacant Land)	
Other Vision 2022 Priority Supported	THRIVE - Co-investment Framework	
Short Description of Department Initiative	MarCom will manage telling the story and spreading the word of efforts that preserve and create more affordable housing	
Measurement of Success	Sentiment index (media metric)	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entitites involved	CEO, Policy, REOS, Real Estate	
Other Departments directly involved	Policy, REOS, Real Estate Acquisition, CEO	
Risks and dependencies		
Incremental Costs	\$15k	

Initiative II

Short Title of Department Initiative	Increase housing units 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 AH leadership recognizes improvements in Financial reports and analysis based on the new system	
Time period including end date	7/1/2018-6/30/2019	
Non-AHA entitites involved		
Other Departments directly involved	IT	
Risks and dependencies		
Incremental Costs	\$20k	

Initiative III		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Increase social media engagement for AH	
	THRIVE - Measurements of Success	Sustainability
Short Description of Department Initiative	MarCom 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.	
Initiative IV		
Short Title of Department Initiative Primary Vision 2022 Priority Supported	Build brand awareness externally and internally	
	THRIVE - Measurements of Success	
Short Description of Department Initiative	MarCom will build 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	7/1/2018-6/30/2019	
Non-AHA entitites involved		
Other Departments directly involved	Governmental and External Affairs	
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.	

Contracts and Procurement



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 Description

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

Strategic Relations

- Internal/External Compliance monitoring, reporting and technical assistance (i.e., Federal Labor Standards, M/WBE, Section 3, etc.)
- Vendor Outreach (i.e., Recruitment, Marketing, AH Exhibitor)
- Surplus asset disposition
- Procurement-related Policies and Procedures, Guidebooks and forms review and update

Contracts and Procurement	FY 2019		FY 2019B		FY 2019B	
	Budget		Over (Under)	FY 2018	Over (Under)	
		Budget	FY 2018B	Forecast	FY 2018F	
Personnel	\$ 1,036,430	\$ 936,954	\$ 99,476	\$ 816,598	\$ 219,832	
Non-personnel	147,684	191,209	(43,525)	174,123	(26,439)	
Total	\$ 1,184,114	\$ 1,128,163	\$ 55,951	\$ 990,721	\$ 193,393	

Staffing

Authorized Positions

	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual
Acquisition Operations Analyst	1	1	1	1
Acquisition Services Analyst	3	2	3	2
Acquisition Services Specialist	1	1	1	1
Director, Contracts & Procurement	1	1	1	1
Mgr, Systems & QA	1	1	1	1
Mgr. Acquisition Services	1	1	1	1
Strategic Relations Analyst	1	1	1	1
Sys & Qual Assurance Analyst	2	2	1	2
	11	10	10	10

Contracts & Procurement is requesting an additional Acquisition Analyst to assist with the increase of procurement requests. This will increase the FY 2018 authorized positions by one.

Fiscal Year 2019 Departmental Initiatives

Contracts and Procurement

Initiative I

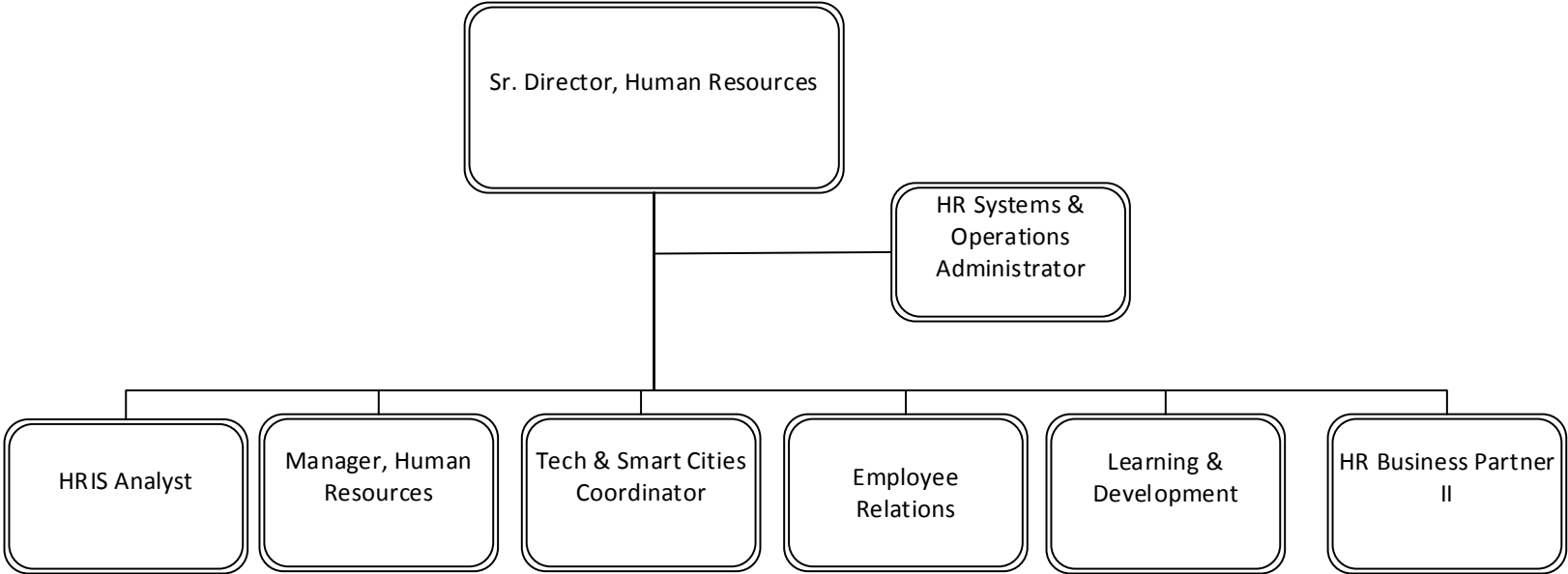
Short Title of Department Initiative	Opportunity Inclusion Policy	
Primary Vision 2022 Priority Supported	THRIVE - Small Business and Section 3 Program	
Short Description of Department Initiative	Implement the Opportunity Inclusion Policy (M/W/DBE Policy) will be implemented to increase diversity from companies doing business with AH or partners spending HUD funds for AH. Educate staff about policies and procedures, monitor compliance, report on compliance and correct issues of non-compliance.	
Measurement of Success	Increase in the percentage participation of MBE/WBE/Section 3 suppliers commensurate with the relevant marketplace. Enforce contractor compliance with Federal law and AH policy to hire more AH Section 3 eligible persons.	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entitites involved	PMDs, Developers	
Other Departments directly involved	Communications, Real Estate Group, Information Technology	
Risks and dependencies	Contractors have to provide the jobs and Section 3 eligible participants must be able to and to perform essential job functions.	
Incremental Costs	\$20,000 for venue, lite refreshments, event and collateral materials	

Initiative II

Short Title of Department Initiative	Expansion of SciQuest's Total Contract Manager (TCM)	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
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, 2018- June 30, 2019	
Non-AHA entitites 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)	

Initiative III		
Short Title of Department Initiative	CPD Staff Development	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Have staff study and sit for professional examinations	
Measurement of Success	At least one certification and two staff who sit for exam	
Time period including end date	July 1, 2018 - June 30, 2019	
Non-AHA entitites involved	NIGP	
Other Departments directly involved	None	
Risks and dependencies	Impacts on Day-to-Day work. Distrations from Day-to-Day work.	
Incremental Costs	\$10-15K for classes, prep material, exam fees.	

Human Resources



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 Functions

- 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 Description

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 2019B			FY 2019B	
	FY 2019 Budget	FY 2018 Budget	Over (Under) FY 2018B	FY 2018 Forecast	Over (Under) FY 2018F
Personnel	\$ 915,277	\$ 1,014,607	\$ (99,330)	\$ 634,999	\$ 280,278
Non-personnel	1,045,925	565,072	480,853	713,644	332,281
Total	\$ 1,961,202	\$ 1,579,679	\$ 381,523	\$ 1,348,643	\$ 612,559

Staffing

Authorized Positions	FY19 Budget	FY18 Budget	FY18 Forecast	FY17 Actual	
Employee Relations	1	0	0	0	Human Resources is not requesting the SVP, Human Resources and HR Business Partner I positions in FY 2019, but instead is requesting Learning & Development, Employee Relations, and Tech & Smart Cities positions. This will increase the FY 2018 authorized positions by two.
HR Business Partner I	0	1	0	0	
HR Business Partner II	1	1	1	1	
HR Systems & Operations Administrator	1	1	1	1	
HRIS Analyst	1	1	1	1	
Learning & Development	1	0	0	0	
Manager, Human Resources	1	0	1	0	
Sr. Director, Human Resources	1	1	1	1	
SVP, Human Resources	0	1	0	0	
Tech & Smart Cities Coordinator	1	0	0	0	
	8	6	5	4	

Fiscal Year 2019 Departmental Initiatives

Human Resources

Initiative I

Short Title of Department Initiative	Leadership Development and Compliance Training	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Provide a corporate-wide rollout of a 3-5 year comprehensive compliance and leadership development program.	
Measurement of Success	Success will be determined by identifying, securing and implementing a qualified program administrator to address compliance, employee development, succession planning.	
Time period including end date	Implementation by the first quarter FY 2019. End date to be determined depending on the dynamics of the program(s) secured. It is anticipated to cover up to 3-5 years.	
Non-AHA entities involved	To be determined.	
Other Departments directly involved	Policy & Compliance, Contracts & Procurement	
Risks and dependencies	The risks involved by not implementing this training could include exposure and legal ramifications that could result from not educating the workforce on the importance of all elements of HR compliance.	
Incremental Costs	Incremental costs can include subscription renewals, consultancies, etc which will be further defined upon selection of qualified program(s).	

Initiative II

Short Title of Department Initiative	Employee Relations Management	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Development of a comprehensive employee relations program to address policy administration, performance management, discipline, conflict resolution and terminations, etc.	
Measurement of Success	Success will be measured by the reduction in the number of employee relations complaints and legal filings regarding employment.	
Time period including end date	This will be an ongoing project in perpetuity.	
Non-AHA entities involved	To be determined	
Other Departments directly involved	Policy and Strategy, Office of General Counsel	
Risks and dependencies	The company can be at risk of litigation for unfair labor and employment practices void of implementing a structured program. The success of this initiative is dependent on organizational support.	
Incremental Costs	Additional training may be required after implementation.	

Initiative III

Short Title of Department Initiative	Organizational Development and Design	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Review and assess entire organization structure for effectiveness with regard to structure assignments, business processes, knowledge management, change management	
Measurement of Success	Success will be determined by improved performance, communications, efficiency and productivity.	
Time period including end date	This will be an ongoing, multi-year project	
Non-AHA entitites involved		
Other Departments directly involved	Executive, Operations, Communications	
Risks and dependencies	The risk of not implementing results an inefficient and ineffective organization, which includes work redundancies, low morale, high turnover. The risk involved with implementing this project is could result in an organization redesign which could result in job realignment or displacement in some areas.The success or failure of this project is dependent on total cooperation among all business units.	
Incremental Costs	Incremental cost will be determined after the assessment. This could include additional training and systems upgrades.	

Initiative IV

Short Title of Department Initiative	Operational Excellence	
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success	
Short Description of Department Initiative	Replace current HR information system (Workday) and document processes, practices and procedures. Improve talent bench strength by development, acquisition or through consulting.	
Measurement of Success	Success will be measured by overall departmental performance, employee satisfaction and overall organizational performance.	
Time period including end date	This will be an ongoing multi-year project	
Non-AHA entitites involved	Currently unknown. Will be determined by the results of the new procurement.	
Other Departments directly involved	Executive, Contracts & Procurement, Office of General Counsel, RIM	
Risks and dependencies	The risk of not implementing this initiative involves our failure to provide human capital management, payroll and benefits administration.	
Incremental Costs	Various depending on the systems procured.	

Initiative V						
Short Title of Department Initiative	Compensation Study					
Primary Vision 2022 Priority Supported	THRIVE - Measurements of Success					
Short Description of Department Initiative	3rd year of a cycle to perform salary benchmarks and surveys to align salaries against industry standards					
Measurement of Success	Jobs appropriately aligned to the compensation philosophy and the market					
Time period including end date	Implementation and completion by the end of the fiscal year					
Non-AHA entitites involved	Currently unknown. Will be determined by the results of the new procurement.					
Other Departments directly involved	Executive, Contracts & Procurement					
Risks and dependencies	The risk involved in not procuring this engagement would be possible exposure due to pay inequities, gender, race, familial status, etc. The success of this initiative is dependent on securing a competent assessor in order to mitigate the risk as soon as practicable.					
Incremental Costs	Various depending on the systems procured					

III. Budget Financial Schedules

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Combined Sources and Uses of Funds FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Sources of Funds					
Current Year Sources of Funds					
Housing Choice Voucher Funds (based on HUD authorization)	\$ 211,264,109	\$ 202,220,614	\$ 9,043,495	\$ 206,320,614	\$ 4,943,495
Public Housing Operating Subsidy	13,002,385	12,006,994	995,391	13,000,281	2,104
Capital Funds Program (CFP)	9,927,060	7,799,283	2,127,777	8,115,140	1,811,920
Total MTW Single Fund	234,193,554	222,026,891	12,166,663	227,436,035	6,757,519
Tenant Dwelling Revenue	4,490,244	5,222,013	(731,769)	5,359,733	(869,489)
Replacement Housing Factor (RHF) Grants	22,183,446	3,980,000	18,203,446	674,356	21,509,090
Replacement Housing Factor (RHF) Grants - Fees for Service	2,170,495	-	2,170,495	-	2,170,495
Choice Neighborhoods Implementation Grant (CNIG)	8,405,200	6,030,232	2,374,968	1,843,621	6,561,579
National Housing Compliance (NHC)	720,000	720,000	-	1,139,182	(419,182)
Development-related Income	4,732,996	5,331,593	(598,597)	2,582,148	2,150,847
Other Current Year Revenue and Grants	828,441	438,442	390,000	656,044	172,397
Non-Operating Sources of Funds	1,418,422	728,024	690,398	1,158,524	259,898
Total Current Year Sources of Funds	279,142,798	244,477,194	34,665,604	240,849,642	38,293,156
Sources of Funds from Prior Year Accumulations					
Drawdown of HCV-Originated MTW Funds - held at HUD	40,070,025	72,122,841	(32,052,816)	31,900,000	8,170,025
Drawdown of Program Income and Other Funds	41,750	1,269,911	(1,228,161)	2,167,296	(2,125,546)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,525,328	816,668	708,660	20,000	1,505,328
Total Sources of Funds from Prior Year Accumulations	41,637,103	74,209,420	(32,572,317)	34,087,296	7,549,807
Total Sources of Funds	\$ 320,779,901	\$ 318,686,614	\$ 2,093,287	\$ 274,936,938	\$ 45,842,963
Uses of Funds					
Housing Assistance and Operating Subsidy Payments	\$ 157,789,519	\$ 150,328,840	\$ 7,460,679	\$ 145,244,552	\$ 12,544,967
Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,687,080	14,898,349	(1,211,269)	14,916,460	(1,229,380)
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	2,484,910	1,961,773	523,137	1,672,086	812,824
Human Development Supportive Housing Services and Community Relations	1,372,421	1,714,023	(341,602)	911,632	460,789
Operating Divisions	17,851,884	16,169,657	1,682,227	14,412,480	3,439,404
Corporate Support	26,594,071	21,877,839	4,716,232	20,527,041	6,067,030
Development and Revitalization	92,509,854	104,818,715	(12,308,861)	45,053,192	47,456,662
Debt Service on Energy Performance Contract (EPC) Capital Lease	2,591,258	561,800	2,029,458	567,227	2,024,031
Total Uses of Funds	\$ 314,880,996	\$ 312,330,996	\$ 2,550,000	\$ 243,304,670	\$ 71,576,327
Excess of Sources over Uses of Funds*	\$ 5,898,905	\$ 6,355,618	\$ (456,713)	\$ 31,632,268	\$ (25,733,363)
* The Excess of Funds above is available for future uses and to be held as follows:					
Housing Choice Voucher Program Funds held at HUD	\$ -	\$ -	\$ -	\$ 26,980,262	\$ (26,980,262)
Other Excess of Funds held at AH	5,898,905	6,355,618	(456,713)	4,652,006	1,246,899
Excess of Sources over Uses of Funds	\$ 5,898,905	\$ 6,355,618	\$ (456,713)	\$ 31,632,268	\$ (25,733,363)

Schedule I
Sources and Uses of Funds by Major Funding Program
FY 2019 Budget

Description	MTW Program Funds	Non-Federal Funds	Non-MTW Program Funds	FY 2019 Budget
Sources of Funds				
Current Year Sources of Funds				
Housing Choice Voucher Funds (based on HUD authorization)	\$ 211,264,109	\$ -	\$ -	\$ 211,264,109
Public Housing Operating Subsidy	13,002,385	-	-	13,002,385
Capital Funds Program (CFP)	9,927,060	-	-	9,927,060
Total MTW Single Fund	234,193,554	-	-	234,193,554
Tenant Dwelling Revenue	4,490,244	-	-	4,490,244
Replacement Housing Factor (RHF) Grants	-	-	22,183,446	22,183,446
Replacement Housing Factor (RHF) Grants - Fees for Service	2,170,495	-	-	2,170,495
Choice Neighborhoods Implementation Grant (CNIG)	-	-	8,405,200	8,405,200
National Housing Compliance (NHC)	-	720,000	-	720,000
Development-related Income	-	1,437,800	3,295,196	4,732,996
Other Current Year Revenue and Grants	828,441	-	-	828,441
Non-Operating Sources of Funds	357,945	132,683	927,794	1,418,422
Total Current Year Sources of Funds	242,040,679	2,290,483	34,811,636	279,142,798
Sources of Funds from Prior Year Accumulations				
Drawdown of HCV-Originated MTW Funds - held at HUD	40,070,025	-	-	40,070,025
Drawdown of Program Income and Other Funds	-	38,550	3,200	41,750
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	1,525,328	1,525,328
Total Sources of Funds from Prior Year Accumulations	40,070,025	38,550	1,528,528	41,637,103
Total Sources of Funds	\$ 282,110,704	\$ 2,329,033	\$ 36,340,164	\$ 320,779,901
Uses of Funds				
Housing Assistance and Operating Subsidy Payments	157,789,519	-	-	157,789,519
Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,687,080	-	-	13,687,080
Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	2,484,910	-	-	2,484,910
Human Development Supportive Housing Services and Community Relations	1,339,421	33,000	-	1,372,421
Operating Divisions	17,694,024	157,860	-	17,851,884
Corporate Support	26,170,364	423,707	-	26,594,071
Development and Revitalization	60,354,129	38,550	32,117,175	92,509,854
Debt Service on Energy Performance Contract (EPC) Capital Lease	2,591,257	-	-	2,591,257
Total Uses of Funds	\$ 282,110,704	\$ 653,117	\$ 32,117,175	\$ 314,880,996
Excess of Sources over Uses of Funds*	\$ -	\$ 1,675,916	\$ 4,222,989	\$ 5,898,905
* The Excess of Funds above is available for future uses and to be held as follows:				
Housing Choice Voucher Program Funds held at HUD	\$ -	\$ -	\$ -	\$ -
Other Excess of Funds held at AH	-	1,675,916	4,222,989	5,898,905
Excess of Sources over Uses of Funds	\$ -	\$ 1,675,916	\$ 4,222,989	\$ 5,898,905

The Housing Authority of the City of Atlanta, Georgia
Sources and Uses of Funds
FY 2019 Budget

Schedule	Operating	FY 2019	FY 2018	FY 2019B	FY 2018	FY 2019B
		Budget	Budget	Over (Under) FY 2018B	Forecast	Over (Under) FY 2018F
	Sources of Funds					
	Housing Choice Voucher Funds (based on HUD authorization)	\$ 211,264,109	\$ 202,220,614	\$ 9,043,495	\$ 206,320,614	\$ 4,943,495
	Public Housing Operating Subsidy	13,002,385	12,006,994	995,391	13,000,281	2,104
	Capital Funds Program (CFP)	9,927,060	7,799,283	2,127,777	8,115,140	1,811,920
	Total MTW Single Fund	234,193,554	222,026,891	12,166,663	227,436,035	6,757,519
	Tenant Dwelling Revenue	4,490,244	5,222,013	(731,769)	4,080,818	409,426
	Replacement Housing Factor (RHF) Grants - Fees for Service	2,170,495	-	2,170,495	-	2,170,495
	National Housing Compliance (NHC)	720,000	698,500	21,500	1,139,182	(419,182)
	Other Current Year Revenue and Grants	828,441	438,442	390,000	457,194	371,247
	Non-Operating Sources of Funds	490,628	62,000	428,628	185,000	305,628
	Total Operating Sources of Funds	\$ 242,893,362	\$ 228,447,845	\$ 14,445,517	\$ 233,298,228	\$ 9,595,134
	Uses of Funds					
	Housing Assistance and Operating Subsidy Payments					
	Tenant-Based and Homeownership Vouchers	\$ 102,732,866	\$ 97,604,971	\$ 5,127,895	\$ 96,986,761	\$ 5,746,105
	HomeFlex Rental Assistance (formerly PBRA)	44,025,199	40,607,717	3,417,482	36,414,938	7,610,261
	MIXED Communities Operating Subsidy for AH-Assisted Units	11,031,454	12,116,152	(1,084,698)	11,842,853	(811,399)
II	Total Housing Assistance and Operating Subsidy Payments	157,789,519	150,328,840	7,460,679	145,244,552	12,544,967
III	Operating Expense for AH-Owned Residential Communities & Other AH Properties	13,687,080	14,898,349	(1,211,269)	14,916,460	(1,229,380)
IV	Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	2,484,910	1,961,773	523,137	1,672,086	812,824
V	Human Development Supportive Housing Services and Community Relations	1,372,421	1,714,023	(341,602)	911,632	460,789
VI	Operating Divisions	17,851,884	16,169,657	1,682,227	14,412,481	3,439,403
VII	Corporate Support	26,594,071	21,877,839	4,716,231	20,527,041	6,067,030
	Debt Service on Energy Performance Contract (EPC) Capital Lease	2,591,258	561,800	2,029,458	567,227	2,024,031
	Total Uses of Funds for Operating Activities	64,581,623	57,183,442	7,398,182	53,006,927	11,574,697
	Total Uses of Funds	\$ 222,371,142	\$ 207,512,282	\$ 14,858,861	\$ 198,251,479	\$ 24,119,663
	Excess of Operating Sources over Uses of Funds	\$ 20,522,220	\$ 20,935,563	\$ (413,344)	\$ 35,046,749	\$ (14,524,529)

Schedule II
Housing Assistance and Operating Subsidy Payments
FY 2019 Budget

Schedule		FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
II.A II.B	Tenant-Based and Homeownership Vouchers					
	In Jurisdiction Tenant-Based Vouchers	\$ 83,547,865	\$ 78,094,769	\$ 5,453,096	\$ 78,360,372	\$ 5,187,493
	Out of Jurisdiction (Port Out) Tenant-Based Vouchers	16,737,036	17,040,935	(303,899)	16,352,082	384,954
	Voucher Portability Administrative Fees	1,084,053	1,105,431	(21,378)	1,052,381	31,672
	Short-Term Housing Assistance	240,000	400,000	(160,000)	180,613	59,387
	Case Management and Administration of Supportive Housing Initiatives	125,000	200,000	(75,000)	166,667	(41,667)
	Leasing Incentive Fees	788,000	534,000	254,000	694,465	93,535
	Homeownership Vouchers	165,912	169,836	(3,924)	163,245	2,667
	Property Damages	45,000	60,000	(15,000)	16,936	28,064
	Total Tenant-Based and Homeownership Vouchers	102,732,866	97,604,971	5,127,895	96,986,761	5,746,105
	HomeFlex Rental Assistance (formerly PBRA)	44,025,199	40,607,717	3,417,482	36,414,938	7,610,261
	MIXED Communities Operating Subsidy for AH-Assisted Units	11,031,454	12,116,152	(1,084,698)	11,842,853	(811,399)
	Total	\$ 157,789,519	\$ 150,328,840	\$ 7,460,679	\$ 145,244,552	\$ 12,544,967

Schedule II.A (1 of 3)
HomeFlex Rental Assistance (formally PBRA) by Community
FY 2019 Budget

Community	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Adamsville Green	\$ 659,116	\$ 581,131	\$ 77,985	\$ 582,316	\$ 76,800
Arcadia at Parkway Village	735,588	723,888	11,700	721,561	14,027
Ashley Auburn Pointe I	85,972	83,243	2,729	85,972	-
Ashley Collegetown II	-	89,927	(89,927)	91,908	(91,908)
Ashley Courts at Cascade I	-	73,670	(73,670)	54,343	(54,343)
Ashley Courts at Cascade II	-	102,466	(102,466)	66,088	(66,088)
Ashley Courts at Cascade III	-	34,872	(34,872)	22,801	(22,801)
Ashton at Browns Mill	539,946	535,147	4,799	531,904	8,042
Atrium at Collegetown	919,971	948,992	(29,021)	919,971	-
Auburn Glenn	1,208,179	1,203,144	5,035	1,172,989	35,190
Avalon Park Family	492,948	494,033	(1,085)	491,827	1,121
Avalon Park Senior	1,205,648	1,198,244	7,404	1,204,155	1,493
Avalon Ridge Family	671,176	709,697	(38,521)	667,412	3,764
Campbell Stone	1,449,362	1,453,444	(4,082)	1,407,148	42,214
Capitol Gateway II	122,817	151,428	(28,611)	122,817	-
Centennial Place I	312,659	281,932	30,727	312,659	-
Centennial Place II	296,685	277,980	18,705	270,117	26,568
Centennial Place III	293,088	335,611	(42,523)	183,713	109,375
Centennial Place IV	185,229	361,431	(176,202)	185,229	-
Columbia at Sylvan Hills	401,247	526,467	(125,220)	401,247	-
Columbia Colony Senior	376,835	437,431	(60,596)	372,367	4,468
Columbia Commons (RAD)	120,193	84,529	35,664	59,851	60,342
Columbia Estates (RAD)	34,847	-	34,847	-	34,847
Columbia Heritage	980,913	1,050,895	(69,982)	980,913	-
Columbia High Point Senior	538,309	588,049	(49,740)	538,309	-
Columbia Mechanicsville Apartments (RAD)	472,549	288,416	184,133	297,691	174,859
Columbia Park Citi (RAD)	30,256	-	30,256	-	30,256
Columbia Senior Blackshear	502,751	531,719	(28,968)	502,751	-
Columbia Senior Edgewood	1,148,617	1,258,183	(109,566)	1,134,997	13,620
Columbia Senior Residences at Mechanicsville (RAD)	676,922	628,239	48,683	560,071	116,852

Continued on next page

Schedule II.A (2 of 3)
HomeFlex Rental Assistance (formally PBRA) by Community
FY 2019 Budget

Community	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Columbia Senior at MLK Village	781,735	841,575	(59,840)	781,735	-
Columbia South River Gardens	306,457	371,412	(64,955)	306,457	-
Columbia Tower at MLK Village	676,956	722,852	(45,896)	668,929	8,027
Columbia Village (RAD)	37,471	-	37,471	-	37,471
Constitution Avenue Apartments	388,689	455,128	(66,439)	384,080	4,609
Crogman School Apartments	294,020	319,399	(25,379)	295,127	(1,107)
First Step	295,444	263,935	31,509	273,935	21,509
Gateway at Capitol View	1,331,058	98,114	1,232,944	98,114	1,232,944
Gateway at East Point	701,872	704,321	(2,449)	704,321	(2,449)
GE Towers	1,255,276	1,335,647	(80,371)	1,170,276	85,000
Heritage Green	257,221	276,503	(19,282)	262,503	(5,282)
Heritage Station Family	759,200	814,136	(54,936)	718,200	41,000
Heritage Station Senior	1,233,245	1,251,200	(17,955)	1,238,200	(4,955)
Highbury Terraces	112,777	120,324	(7,547)	112,777	-
Imperial Hotel (Commons at Imperial)	716,440	705,617	10,823	716,440	-
Lakewood Christian Manor	597,264	1,380,859	(783,595)	562,806	34,458
Legacy at Walton Lake	194,560	176,399	18,161	194,560	-
Lillie R. Campbell House	225,427	203,972	21,455	225,427	-
Manor at DeKalb Medical (new)	193,160	-	193,160	-	193,160
Manor at Indian Creek II (new)	289,740	-	289,740	-	289,740
Manor at Scotts Crossing	718,892	703,039	15,853	718,892	-
Marietta Road Highrise (RAD)	413,084	-	413,084	-	413,084
Martin House at Adamsville	632,779	587,712	45,067	632,779	-
Mechanicsville Crossing	200,105	276,964	(76,859)	200,105	-
Mechanicsville Station	279,833	333,016	(53,183)	279,833	-
Oasis at Scholars Landing	108,781	201,175	(92,394)	108,781	-
Odyssey at Villas	134,680	137,049	(2,369)	126,877	7,803
O'Hearn House	285,839	267,836	18,003	285,839	-
Park Commons-Gates Park (HFOP)	938,936	1,002,661	(63,725)	938,936	-
Park Commons-Gates Park (HFS)	773,412	823,252	(49,840)	773,412	-
Parkside at Mechanicsville (RAD)	288,969	282,609	6,360	265,840	23,129
Pavilion Place	47,174	313,891	(266,717)	301,917	(254,743)

Continued on next page

Schedule II.A (3 of 3)
HomeFlex Rental Assistance (formally PBRA) by Community
FY 2019 Budget

Community	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Peachtree Road Highrise (RAD)	630,833	-	630,833	-	630,833
Peaks at MLK	566,128	618,705	(52,577)	566,128	-
Phoenix House	231,336	159,889	71,447	-	231,336
Piedmont Senior Tower	1,247,382	895,358	352,024	678,212	569,170
Providence at Parkway Village	279,157	359,220	(80,063)	279,157	-
Quest Village I	-	73,056	(73,056)	-	-
Quest Village III	65,860	59,300	6,560	65,860	-
Renaissance at Park Place South Senior	636,220	668,155	(31,935)	636,220	-
Retreat at Edgewood	336,069	411,147	(75,078)	336,069	-
Reynoldstown Senior Residences	187,483	114,141	73,342	187,483	-
Seven Courts	170,951	156,243	14,708	170,951	-
Sterling at Candler Village (new)	955,737	102,959	852,778	102,959	852,778
Summerdale Commons Phase II (new)	137,975	-	137,975	-	137,975
Summit Trail	317,997	282,923	35,074	310,544	7,453
Tenth and Juniper	754,976	208,517	546,459	51,555	703,421
The Remington	944,422	484,512	459,910	31,075	913,347
Veranda at Auburn Pointe	645,515	649,428	(3,913)	645,515	-
Veranda at Auburn Pointe II	869,439	881,944	(12,505)	869,439	-
Veranda at Auburn Pointe III	909,112	865,627	43,485	909,112	-
Veranda at Carver Senior	570,296	558,144	12,152	570,296	-
Veranda at Collegetown	677,669	685,605	(7,936)	677,669	-
Veranda at Groveway	324,600	268,904	55,696	179,270	145,330
Veranda at Scholars Landing	755,276	783,925	(28,649)	755,276	-
Villages at Castleberry Hill I (RAD)	290,573	162,506	128,067	-	290,573
Villas of H.O.P.E	207,159	210,752	(3,593)	207,159	-
Welcome House	132,823	140,107	(7,284)	132,823	-
Woodbridge at Parkway Village	761,941	751,845	10,096	761,941	-
HomeFlex Future	85,950	-	85,950	-	85,950
HomeFlex Rent Increase Contingency	400,000	50,000	350,000	-	400,000
Total HomeFlex Rental Assistance (formally PBRA) Payments	\$ 44,025,199	\$ 40,607,717	\$ 3,417,481	\$ 36,414,938	\$ 7,091,564

Schedule II.B
MIXED Communities Operating Subsidy for AH-Assisted Units
FY 2019 Budget

Community	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Ashley Auburn Pointe I	\$ 309,327	\$ 318,972	\$ (9,645)	\$ 315,757	\$ (6,430)
Ashley Auburn Pointe II	184,241	217,884	(33,643)	206,669	(22,428)
Ashley Collegetown	296,013	247,635	48,378	263,759	32,254
Ashley Collegetown II	390,605	424,120	(33,515)	412,945	(22,340)
Ashley Courts at Cascade I	323,925	319,388	4,537	320,896	3,029
Ashley Courts at Cascade II	208,912	159,001	49,911	175,637	33,275
Ashley Courts at Cascade III	157,634	154,200	3,434	155,345	2,289
Ashley Terrace at West End	69,074	87,813	(18,739)	81,568	(12,494)
Atrium at Collegetown	509,944	517,853	(7,909)	515,213	(5,269)
Capitol Gateway I	273,632	322,513	(48,881)	306,219	(32,587)
Capitol Gateway II	138,301	162,264	(23,963)	154,276	(15,975)
Columbia Commons (RAD)	178,871	317,676	(138,806)	291,280	(112,410)
Columbia Creste	332,327	380,148	(47,821)	364,208	(31,881)
Columbia Estates (RAD)	383,318	380,568	2,750	393,100	(9,782)
Columbia Grove	206,520	279,180	(72,660)	254,962	(48,442)
Columbia Mechanicsville Apartments (RAD)	244,802	365,112	(120,310)	383,296	(138,494)
Columbia Park Citi (RAD)	332,812	411,744	(78,932)	395,518	(62,705)
Columbia Senior Residences at Mechanicsville (RAD)	154,183	307,600	(153,417)	293,168	(138,985)
Columbia Village (RAD)	112,412	142,288	(29,876)	144,818	(32,406)
Gardens at Collegetown	183,360	187,325	(3,965)	183,360	-
Magnolia Park I	476,366	404,664	71,702	376,277	100,089
Magnolia Park II	424,465	344,772	79,693	371,336	53,129
Mechanicsville Crossing	330,561	363,528	(32,967)	352,538	(21,977)
Mechanicsville Station	323,223	310,824	12,399	314,956	8,267
Parkside at Mechanicsville (RAD)	254,424	283,260	(28,836)	281,356	(26,932)
Veranda at Auburn Pointe	157,491	148,356	9,135	151,401	6,090
Villages at Carver I	488,400	511,848	(23,448)	504,032	(15,632)
Villages at Carver II	100,379	91,440	8,939	94,420	5,959
Villages at Carver III	334,419	385,440	(51,021)	368,433	(34,014)
Villages at Carver V	190,871	265,764	(74,893)	240,800	(49,929)
Villages at Castleberry Hill I (RAD)	-	202,333	(202,333)	404,664	(404,664)
Villages at Castleberry Hill II	622,545	528,300	94,245	559,716	62,829
Villages of East Lake I	691,148	731,028	(39,880)	717,735	(26,587)
Villages of East Lake II	1,196,950	1,191,312	5,638	1,193,192	3,758
MIXED Capital Reserve Contingency	150,000	150,000	-	-	150,000
MIXED Operating Contingency	300,000	500,000	(200,000)	300,000	-
Total MIXED Communities Operating Subsidy for AH-Assisted Units	\$ 11,031,454	\$ 12,116,152	\$ (1,084,698)	\$ 11,842,853	\$ (811,399)

Schedule III*

Operating Expense for AH-Owned Residential Communities & Other AH Properties FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
AH-Owned Residential Communities					
Barge Road Highrise	\$ 945,794	\$ 972,379	\$ (26,585)	\$ 996,171	\$ (50,377)
Cheshire Bridge Road Highrise	1,277,089	1,477,954	(200,866)	1,327,732	(50,644)
Cosby Spear Highrise	2,185,310	2,169,709	15,601	2,295,836	(110,526)
East Lake Highrise	1,041,112	1,068,079	(26,967)	1,077,555	(36,442)
Georgia Avenue Highrise	760,341	719,183	41,159	706,840	53,501
Hightower Manor Highrise	937,564	954,018	(16,454)	994,517	(56,954)
Marian Road Highrise	1,585,263	1,555,794	29,469	1,522,219	63,044
Marietta Road Highrise **	544,426	979,379	(434,953)	917,451	(373,025)
Martin Street Plaza	639,278	624,398	14,879	625,945	13,333
Peachtree Road Highrise **	794,082	1,382,074	(587,992)	1,304,552	(510,470)
Piedmont Road Highrise	-	503,404	(503,404)	600,991	(600,991)
Westminster	301,215	291,930	9,285	214,554	86,661
Total AH-Owned Residential Communities	11,011,473	12,698,301	(1,686,828)	12,584,363	(1,572,890)
Other AH Properties					
AH Headquarters Building	1,294,970	1,232,448	62,522	1,406,322	(111,352)
Zell Miller Center	152,481	165,700	(13,219)	110,633	41,848
Civic Center	473,937	-	473,937	-	473,937
Other AH Properties	754,219	801,900	(47,681)	815,142	(60,923)
Total Other AH Properties	2,675,607	2,200,048	475,559	2,332,097	343,510
Total	\$ 13,687,080	\$ 14,898,349	\$ (1,211,269)	\$ 14,916,460	\$ (1,229,380)

* Please refer to Schedule III.A for FY 2019 budgeted Operating expense for AH-Owned Residential Communities & Other AH Properties by category.

** Conversion under RAD planned for FY 2019.

Schedule III.A

Operating Expense for AH-Owned Residential Communities & Other AH Properties by Category FY 2019 Budget

Description	Administrative Expense	Utilities	Maintenance & Operations	Protective Services	Human Development Services	Other*	Total FY 2019 Budget
AH-Owned Residential Communities							
Barge Road Highrise	\$ 223,763	\$ 171,262	\$ 270,732	\$ 114,615	\$ 114,271	\$ 51,152	\$ 945,794
Cheshire Bridge Road Highrise	360,161	293,284	366,204	76,979	123,943	56,518	1,277,089
Cosby Spear Highrise	524,084	548,416	634,436	233,631	157,999	86,744	2,185,310
East Lake Highrise	257,301	217,477	318,272	100,970	97,471	49,622	1,041,112
Georgia Avenue Highrise	174,273	135,769	266,388	72,978	82,579	28,354	760,341
Hightower Manor Highrise	231,616	163,694	288,236	102,111	99,235	52,672	937,564
Marian Road Highrise	400,294	377,576	506,508	74,454	131,275	95,157	1,585,263
Marietta Road Highrise	124,711	137,266	117,606	60,507	72,721	31,615	544,426
Martin Street Plaza	112,499	205,885	201,952	60,447	37,116	21,378	639,278
Peachtree Road Highrise	188,535	242,223	172,638	60,507	80,353	49,826	794,082
Westminster	48,498	83,026	123,540	16,839	16,308	13,003	301,215
Total AH-Owned Residential Communities	2,645,734	2,575,878	3,266,512	974,038	1,013,270	536,041	11,011,473
Other AH Properties							
AH Headquarters Building	215,852	250,623	609,509	186,000	-	32,986	1,294,970
Zell Miller Center	1,892	41,837	57,696	38,775	-	12,281	152,481
Civic Center	31,033	357,204	7,600	53,895	-	24,204	473,937
Other AH Properties	19,557	2,626	270,000	-	45,950	416,086	754,219
Total Other AH Properties	268,334	652,290	944,805	278,670	45,950	485,557	2,675,607
Total	\$ 2,914,068	\$ 3,228,168	\$ 4,211,317	\$ 1,252,708	\$ 1,059,220	\$ 1,021,598	\$ 13,687,080

* 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 AH-Owned Residential Communities & AH Headquarters FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
AH-Owned Residential Communities					
Barge Road Highrise	\$ 308,000	\$ 203,500	\$ 104,500	\$ 219,362	\$ 88,638
Cheshire Bridge Road Highrise	179,850	211,000	(31,150)	257,353	(77,503)
Cosby Spear Highrise	505,450	89,667	415,783	57,126	448,324
East Lake Highrise	71,500	63,277	8,223	55,279	16,221
Georgia Avenue Highrise	38,500	70,950	(32,450)	29,645	8,855
Hightower Manor Highrise	115,860	46,167	69,693	9,067	106,792
Marian Road Highrise	249,150	88,633	160,518	50,109	199,041
Marietta Road Highrise **	-	192,500	(192,500)	215,885	(215,885)
Martin Street Plaza	-	22,000	(22,000)	36,194	(36,194)
Peachtree Road Highrise **	-	176,000	(176,000)	205,612	(205,612)
Piedmont Road Highrise	-	-	-	8,959	(8,959)
Westminster	17,600	-	17,600	25,881	(8,281)
Total AH-Owned Residential Communities	1,485,910	1,163,693	322,217	1,170,472	315,438
AH Headquarters Capital Expenditures					
Technology Investments	579,000	448,080	130,920	452,180	126,820
Building Improvements and Equipment	420,000	350,000	70,000	49,434	370,566
Total AH Headquarters Capital Expenditures	999,000	798,080	200,920	501,614	497,386
Total	\$ 2,484,910	\$ 1,961,773	\$ 523,137	\$ 1,672,086	\$ 812,824

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

** Conversion under RAD planned for FY 2019.

Schedule V
Human Development, Supportive Housing Services and Community Relations*
FY 2019 Budget

		FY 2019	FY 2018	FY 2019B	FY 2018	FY 2019B
		Budget	Budget	Over (Under)	Forecast	Over (Under)
Managed by				FY 2018B		FY 2018F
Human Development Support - Professional Services**	HD/PPI	\$ 1,192,921	\$ 1,295,850	\$ (102,929)	\$ 535,911	\$ 657,010
Supportive Services at Gardens at Collegetown	Real Estate Group	82,500	86,250	(3,750)	117,068	(34,568)
Quality Living Services for Seniors	Real Estate Group	7,000	252,723	(245,723)	176,965	(169,965)
Community Relations - MTW funds	Governmental and External Affairs	57,000	57,000	-	38,500	18,500
Community Relations - Non-federal funds	Governmental and External Affairs	18,000	10,500	7,500	28,000	(10,000)
Corporate Match for AH Scholarship						
Fund - Non-federal funds	Governmental and External Affairs	15,000	11,700	3,300	15,189	(189)
Total		\$ 1,372,421	\$ 1,714,023	\$ (341,602)	\$ 911,632	\$ 460,789

* This schedule does not include the cost of the Partnerships and People Investments and Human Development department or human development services provided at AH-Owned properties by PMDs, which are included in Schedules VI and III, respectively.

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

Schedule VI*
Operating Divisions
FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Customer Services Group					
Customer Services	\$ 1,285,542	\$ 1,219,911	\$ 65,631	\$ 1,180,158	\$ 105,384
Housing Services	5,138,585	4,962,199	176,386	4,566,524	572,061
Inspections Services	2,034,708	1,981,840	52,868	2,012,938	21,770
Total Customer Services Group	8,458,835	8,163,950	294,885	7,759,620	699,215
Human Development	723,078	875,415	(152,337)	533,186	189,892
Partnerships & People Investments	579,497	544,663	34,834	376,916	202,581
Real Estate Group					
Office of the Chief Real Estate Officer	398,605	929,880	(531,275)	652,312	(253,707)
Real Estate Asset & Property Management	880,217	-	880,217	-	880,217
Real Estate Development	1,429,438	-	1,429,438	-	1,429,438
Real Estate Program & Project Management	1,708,716	3,249,831	(1,541,115)	2,817,856	(1,109,140)
Real Estate Planning & Development	897,664	811,266	86,398	777,014	120,650
Real Estate Investments & Capital Markets	2,423,785	1,327,277	1,096,508	1,175,010	1,248,775
Total Real Estate Group	7,738,425	6,318,254	1,420,171	5,422,192	2,316,233
Choice Neighborhoods-HQ Administrative	352,049	267,375	84,674	320,567	31,482
Total	\$ 17,851,884	\$ 16,169,657	\$ 1,682,227	\$ 14,412,481	\$ 3,439,403

* Please refer to Schedule VI.A for FY 2019 budgeted Operating Divisions expense by category.

Schedule VI.A

Operating Divisions Expense by Category

FY 2019 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*	Other*	Total FY 2019 Budget
Customer Services Group				
Customer Services	\$ 1,265,841	\$ -	\$ 19,701	\$ 1,285,542
Housing Services	4,892,753	106,909	138,924	5,138,585
Inspections Services	1,947,894	15,499	71,315	2,034,708
Total Customer Services Group	8,106,488	122,408	229,939	8,458,835
Human Development	692,678	-	30,400	723,078
Partnerships & People Investments	561,897	-	17,600	579,497
Real Estate Group				
Office of the Chief Real Estate Officer	373,605	-	25,000	398,605
Real Estate Asset & Property Management	858,517	-	21,700	880,217
Real Estate Development	1,400,063	-	29,375	1,429,438
Real Estate Program & Project Management	1,574,566	109,000	25,150	1,708,716
Real Estate Planning & Development	792,259	75,000	30,405	897,664
Real Estate Investments & Capital Markets	2,232,277	137,850	53,658	2,423,785
Total Real Estate Group	7,231,287	321,850	185,288	7,738,425
Choice Neighborhoods-HQ Administrative	313,749	-	38,300	352,049
Total	\$ 16,906,099	\$ 444,258	\$ 501,527	\$ 17,851,884

* 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
FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Executive Office	\$ 1,015,502	\$ 636,411	\$ 379,091	\$ 676,455	\$ 339,047
Office of Chief Operating Officer	943,095	946,616	(3,521)	889,699	53,396
Office of General Counsel	4,189,626	2,681,867	1,507,759	3,731,118	458,508
Office of Compliance	380,352	448,900	(68,548)	119,532	260,820
Corporate Finance	2,002,260	1,956,231	46,029	1,794,703	207,557
Information Technology including RIM and PMO	8,686,919	8,656,075	30,844	7,728,987	957,932
Office of Policy & Strategy	1,228,399	1,091,610	136,789	728,284	500,115
Governmental and External Affairs	856,346	671,616	184,730	645,825	210,521
Communications and Business Marketing	984,995	1,023,671	(38,676)	867,207	117,788
Contracts and Procurement	1,184,114	1,128,163	55,951	990,721	193,393
Human Resources Operations	1,961,202	1,579,679	381,523	1,348,643	612,559
Activities Managed by Human Resources:					
Severance & Related Expense	57,000	57,000	-	5,867	51,133
Agency-wide Temporary Services**	404,261	-	404,261	-	404,261
HRIS Replacement	1,200,000	-	1,200,000	-	1,200,000
Compensation Market Adjustments	500,000	-	500,000	-	500,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
Total	\$ 26,594,071	\$ 21,877,839	\$ 4,716,231	\$ 20,527,041	\$ 6,067,030

* Please refer to Schedule VII.A for FY 2019 budgeted Corporate Support expense by category.

** In FY 2019, Temporary Services will be managed by the HR department as opposed to residing in each department.

Schedule VII.A
Corporate Support Expense by Category
FY 2019 Budget

Description	Salaries, Benefits & Taxes	Consulting & Professional Services*(1)	Software Licenses & Hardware/ Software Expense*	Agency-wide Services and Expenses*	Other*	Total FY 2019 Budget
Executive Office	\$ 881,238	\$ -	\$ -	\$ -	\$ 134,264	\$ 1,015,502
Office of Chief Operating Officer	459,003	1,000	-	472,242	10,850	943,095
Office of General Counsel	1,948,020	2,170,000	-	-	71,606	4,189,626
Office of Compliance	349,352	10,000	-	-	21,000	380,352
Corporate Finance	1,711,700	263,500	-	-	27,060	2,002,260
Information Technology including RIM and PMO	4,870,349	545,356	2,086,396	1,054,132	130,685	8,686,919
Office of Policy & Strategy	727,618	477,500	-	-	23,281	1,228,399
Governmental and External Affairs	826,251	-	-	-	30,095	856,346
Communications, Marketing & Public Engagement	540,648	405,000	-	-	39,347	984,995
Contracts and Procurement	1,036,430	35,000	-	-	112,684	1,184,114
Human Resources Operations	915,277	535,750	-	459,375	50,800	1,961,202
Activities Managed by Human Resources:						
Severance & Related Expense	-	-	-	57,000	-	57,000
Agency-wide Temporary Services	-	-	-	404,261	-	404,261
HRIS Replacement	-	-	-	1,200,000	-	1,200,000
Compensation Market Adjustments	-	-	-	500,000	-	500,000
Defined Benefit Pension Plan Contribution	-	-	-	1,000,000	-	1,000,000
Total	\$ 14,265,887	\$ 4,443,106	\$ 2,086,396	\$ 5,147,010	\$ 651,672	\$ 26,594,071

* 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 2019 Budget
(Excludes Non-cash Items)

Development and Revitalization	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ 22,183,446	\$ 3,980,000	\$ 18,203,446	\$ 674,356	\$ 21,509,090
Choice Neighborhoods Implementation Grant (CNIG)	8,405,200	6,030,232	2,374,968	1,843,621	6,561,579
Development and Other Related Income	5,660,790	5,997,484	(336,694)	2,582,148	3,078,641
Drawdown of Program Income and Other Funds	41,750	1,269,911	(1,228,161)	2,167,296	(2,125,546)
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	1,525,328	816,668	708,660	20,000	1,505,328
MTW Funds	60,354,129	92,822,605	(32,468,475)	40,347,919	20,006,210
Total Sources of Funds	\$ 98,170,643	\$ 110,916,900	\$ (12,746,256)	\$ 47,635,340	\$ 50,535,303
Development and Revitalization Expenditures					
Demolition & Remediation*	\$ 9,739,500	\$ 12,700,000	\$ (2,960,500)	\$ 320,000	\$ 9,419,500
Co-Investments and Property Acquisitions	27,625,000	62,880,000	(35,255,000)	33,336,632	(5,711,632)
Predevelopment Loans	2,814,272	1,156,174	1,658,098	280,809	2,533,463
Developer Loan Draws	28,931,936	6,671,080	22,260,856	2,153,000	26,778,936
Site Improvements	3,297,400	2,200,000	1,097,400	-	3,297,400
Homeownership Down Payment Assistance	3,330,000	2,400,000	930,000	3,100,000	230,000
Non Residential Structures	355,000	3,560,000	(3,205,000)	-	355,000
Public Improvements	4,375,874	5,693,970	(1,318,096)	2,181,207	2,194,667
Consulting and Professional Services*	6,780,714	5,412,475	1,368,239	1,759,058	5,021,656
Outside Legal Counsel*	1,630,000	227,004	1,402,996	326,059	1,303,941
Administrative Staffing	468,505	484,717	(16,211)	560,719	(92,214)
Tenant Services Staffing	503,746	430,189	73,557	430,189	73,557
Meeting Expenses	18,750	44,550	(25,800)	20,638	(1,888)
Community Outreach	64,300	16,800	47,500	18,800	45,500
Modular Office Expenses	182,256	187,256	(5,000)	182,256	(0)
Urban Farming	20,000	150,000	(130,000)	50,000	(30,000)
Owner Occupied Rehabs	660,000	500,000	160,000	180,000	480,000
Micro-Grants and Cash Donations	1,677,500	50,000	1,627,500	65,001	1,612,500
Other Expenses*	35,100	54,500	(19,400)	88,824	(53,724)
Total Development and Revitalization Expenditures	\$ 92,509,854	\$ 104,818,715	\$ (12,308,862)	\$ 45,053,192	\$ 47,456,662
Excess of Sources over Development and Revitalization Expenditures	\$ 5,660,790	\$ 6,098,185	\$ (437,395)	\$ 2,582,148	\$ 3,078,641

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

Schedule VIII.A
Development and Revitalization by Major Program
FY 2019 Budget

	Co-investment and New Initiatives	Choice Neighborhoods	RAD Revitalization*	Site Acquisitions and Development**	Other Development***	Total FY 2019 Budget
Sources of Funds						
Replacement Housing Factor (RHF) Grants	\$ -	\$ 3,672,446	\$ 7,385,000	\$ 10,779,500	\$ 346,500	\$ 22,183,446
Choice Neighborhoods Implementation Grant (CNIG)	-	8,405,200	-	-	-	8,405,200
Drawdown of Program Income and Other Funds	-	38,550	-	-	3,200	41,750
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	50,000	-	100,000	1,375,328	1,525,328
MTW Funds used for Revitalization	22,800,000	7,973,720	544,272	12,712,300	16,323,836	60,354,128
Total Sources of Funds	\$ 22,800,000	\$ 20,139,918	\$ 7,929,272	\$ 23,591,800	\$ 18,048,864	\$ 92,509,854
Development and Revitalization Expenditures						
Demolition & Remediation	\$ 20,000	\$ 1,050,000	\$ -	\$ 7,577,500	\$ 1,092,000	\$ 9,739,500
Co-investments and Property Acquisitions	17,000,000	5,125,000	-	5,500,000	-	27,625,000
Predevelopment Loans	-	1,020,000	544,272	700,000	550,000	2,814,272
Developer Loan Draws	5,000,000	3,400,000	6,700,000	6,100,000	7,731,936	28,931,936
Site Improvements	-	3,297,400	-	-	-	3,297,400
Homeownership Down Payment Assistance	-	-	-	-	3,330,000	3,330,000
Non Residential Structures	-	355,000	-	-	-	355,000
Public Improvements	-	700,546	-	2,100,000	1,575,328	4,375,874
Consulting and Professional Services	730,000	2,526,114	45,000	1,227,000	2,252,600	6,780,714
Outside Legal Counsel	50,000	200,000	640,000	345,000	395,000	1,630,000
Administrative Staffing	-	468,505	-	-	-	468,505
Tenant Services Staffing	-	503,746	-	-	-	503,746
Meeting Expenses	-	18,750	-	-	-	18,750
Community Outreach	-	-	-	42,300	22,000	64,300
Modular Office Expenses	-	182,256	-	-	-	182,256
Urban Farming	-	20,000	-	-	-	20,000
Owner Occupied Rehabs	-	660,000	-	-	-	660,000
Micro-Grants and Cash Donations	-	577,500	-	-	1,100,000	1,677,500
Other Expenses	-	35,100	-	-	-	35,100
Total Development and Revitalization Expenditures	\$ 22,800,000	\$ 20,139,918	\$ 7,929,272	\$ 23,591,800	\$ 18,048,864	\$ 92,509,854

* 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 Site Acquisitions and Development activities by property.

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

Schedule VIII.A.1
Rental Assistance Demonstration (RAD) by Community
FY 2019 Budget

Description	Columbia Portfolio	Hightower Manor Highrise	Marietta Road Highrise	Peachtree Road Highrise	Villages of Eastlake I & II	Villages at Castleberry Hill II	Total FY 2019 Budget
Sources of Funds							
Replacement Housing Factor (RHF) Grants	\$ 420,000	\$ 5,000	\$ 3,665,000	\$ 3,165,000	\$ 125,000	\$ 5,000	\$ 7,385,000
MTW Funds used for Revitalization	-	241,988	-	302,284	-	-	544,272
Total Sources of Funds	\$ 420,000	\$ 246,988	\$ 3,665,000	\$ 3,467,284	\$ 125,000	\$ 5,000	\$ 7,929,272
Development and Revitalization Expenditures							
Predevelopment Loans	\$ -	\$ 241,988	\$ -	\$ 302,284	-	-	\$ 544,272
Developer Loan Draws	-	-	3,600,000	3,100,000	-	-	6,700,000
Consulting and Professional Services	-	5,000	5,000	5,000	25,000	5,000	45,000
Outside Legal Counsel	420,000	-	60,000	60,000	100,000	-	640,000
Total Development and Revitalization Expenditures	\$ 420,000	\$ 246,988	\$ 3,665,000	\$ 3,467,284	\$ 125,000	\$ 5,000	\$ 7,929,272

Schedule VIII.A.2

Site Acquisitions and Development

FY 2019 Budget

Description	Civic Center	Bowen Homes	Englewood Manor	Herndon Homes	Total FY 2019 Budget
Sources of Funds					
Replacement Housing Factor (RHF) Grants	\$ -	\$ 290,000	\$ 3,761,000	\$ 6,728,500	\$ 10,779,500
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	-	100,000	100,000
MTW Funds used for Revitalization	6,205,000	39,300	5,816,900	651,100	12,712,300
Total Sources of Funds	\$ 6,205,000	\$ 329,300	\$ 9,577,900	\$ 7,479,600	\$ 23,591,800
Development and Revitalization Expenditures					
Demolition & Remediation	\$ 6,000,000	\$ 40,000	\$ 1,082,500	\$ 455,000	\$ 7,577,500
Co-investments and Property Acquisitions	-	-	5,500,000	-	5,500,000
Predevelopment Loans	-	-	300,000	400,000	700,000
Developer Loan Draws	-	-	-	6,100,000	6,100,000
Public Improvements	-	-	2,000,000	100,000	2,100,000
Consulting and Professional Services	105,000	275,000	528,500	318,500	1,227,000
Outside Legal Counsel	100,000	-	150,000	95,000	345,000
Community Outreach	-	14,300	16,900	11,100	42,300
Total Development and Revitalization Expenditures	\$ 6,205,000	\$ 329,300	\$ 9,577,900	\$ 7,479,600	\$ 23,591,800

Schedule VIII.A.3

Other Development Activities

FY 2019 Budget

Description	Magnolia Perimeter	North Avenue/ U-Rescue Villa	Centennial Place	West Highlands	Other	Total FY 2019 Budget
Sources of Funds						
Replacement Housing Factor (RHF) Grants	\$ -	\$ 264,000	\$ 70,000	\$ -	\$ 12,500	\$ 346,500
Drawdown of Program Income and Other Funds	-	-	-	-	3,200	3,200
Public Improvement Funds Provided by the City of Atlanta and Other City Agencies	-	-	1,375,328	-	-	1,375,328
MTW Funds used for Revitalization	8,206,936	8,000	590,000	1,358,500	6,160,400	16,323,836
Total Sources of Funds	\$ 8,206,936	\$ 272,000	\$ 2,035,328	\$ 1,358,500	\$ 6,176,100	\$ 18,048,864
Development and Revitalization Expenditures						
Demolition & Remediation	\$ 50,000	\$ 42,000	\$ -	\$ -	\$ 1,000,000	\$ 1,092,000
Predevelopment Loans	-	-	550,000	-	-	550,000
Developer Loan Draws	7,731,936	-	-	-	-	7,731,936
Homeownership Down Payment Assistance	225,000	-	-	337,500	2,767,500	3,330,000
Public Improvements	-	-	1,375,328	200,000	-	1,575,328
Consulting and Professional Services	100,000	222,000	40,000	162,000	1,728,600	2,252,600
Outside Legal Counsel	100,000	-	70,000	155,000	70,000	395,000
Community Outreach	-	8,000	-	4,000	10,000	22,000
Micro-Grants and Cash Donations	-	-	-	500,000	600,000	1,100,000
Total Development and Revitalization Expenditures	\$ 8,206,936	\$ 272,000	\$ 2,035,328	\$ 1,358,500	\$ 6,176,100	\$ 18,048,864

Schedule VIII.B
Development and Revitalization Expenditures by Funding Program
FY 2019 Budget

Description	Replacement Housing Factor (RHF)	Choice Neighborhoods	Program Income and Other Funds	Public Improvement and Other City Funds	Moving to Work (MTW)	Total FY 2019 Budget
Demolition & Remediation	\$ 2,119,500	\$ -	\$ -	\$ 50,000	\$ 7,570,000	\$ 9,739,500
Co-investments and Property Acquisitions	-	1,800,000	-	-	25,825,000	27,625,000
Predevelopment Loans	1,020,000	-	-	-	1,794,272	2,814,272
Developer Loan Draws	12,800,000	3,400,000	-	-	12,731,936	28,931,936
Site Improvements	1,797,400	-	-	-	1,500,000	3,297,400
Homeownership Down Payment Assistance	-	-	-	-	3,330,000	3,330,000
Non Residential Structures	-	-	-	-	355,000	355,000
Public Improvements	2,700,546	-	-	1,475,328	200,000	4,375,874
Consulting and Professional Services	791,000	1,829,679	3,200	-	4,156,835	6,780,714
Outside Legal Counsel	955,000	200,000	-	-	475,000	1,630,000
Administrative Staffing	-	325,421	-	-	143,084	468,505
Tenant Services Staffing	-	-	-	-	503,746	503,746
Meeting Expenses	-	-	11,050	-	7,700	18,750
Community Outreach	-	-	-	-	64,300	64,300
Modular Office Expenses	-	-	-	-	182,256	182,256
Urban Farming	-	-	-	-	20,000	20,000
Owner Occupied Rehabs	-	330,000	-	-	330,000	660,000
Micro-Grants and Cash Donations	-	500,000	27,500	-	1,150,000	1,677,500
Other Expenses	-	20,100	-	-	15,000	35,100
Total Development and Revitalization Expenditures	\$ 22,183,446	\$ 8,405,200	\$ 41,750	\$ 1,525,328	\$ 60,354,129	\$ 92,509,854

IV. Support for Certain Financial Schedules and Strategic Contracts

This report should be read in conjunction with certain financial schedules of the Sources and Uses of Funds report.

FY2019 Budget
Support for Schedule IV
Details for Capital Expenditures for AH-Owned Residential Communities & AH Headquarters

Department/Description	FY19 Budget
Capital Expenditures for AH-Owned Residential Communities	
Elevator Machine Replacements, (including new hoist and governor ropes)	\$ 497,200
Install (2) New Heating Boilers	209,000
Water line insulation/repair - Garage	187,000
Elevator Up-grade-Motor	110,000
Elevator repairs - remove and replace both drive sheaves	105,600
Install (2) New Domestic Water Boilers	99,000
Elevator Repairs - Regroove the sheaves and install new ropes and spring loaded roller guides.	71,500
Replace 16 PTAC units	61,600
Replace 10 PTAC	38,500
Valet Service (with garage repair)	27,500
Rear sidewalk & Patio improvement	17,600
Paint rear Stairwells	11,000
Cameras upgrade/ Garage	8,800
Engineering Study of Cosby Fire Alarm Panel	8,250
Cheshire Bridge Shut-Off Valve Assessment	8,250
Window Seal Assessment	8,250
Dumpster Upgrade/Relcation	6,600
Replace second boiler burner assembly and ignition system	5,310
Repair dryer ducts that share dryer vents and termination caps	4,950
Total Capital Expenditures for AH-Owned Residential Communities	\$ 1,485,910
Capital Expenditures for AH Headquarters	
Technology Investments - Office Software	
Real Estate solution software	\$ 150,000
File management tool	52,000
Contingency software	25,000
Total Technology Investments - Office Software	\$ 227,000
Technology Investments - Office Hardware	
Security and Server hardware	\$ 205,000
Internet Van to support Choice Neighborhood	75,000
Contingency hardware	60,000
Distribution and Scanning Centers hardware replacement	12,000
Total Technology Investments - Office Hardware	\$ 352,000

FY2019 Budget
Support for Schedule IV
Details for Capital Expenditures for AH-Owned Residential Communities & AH Headquarters

Continued from Previous Page

Department/Description	FY19 Budget
Capital Improvements to AH Headquarters	
Chiller Replacements	\$ 375,000
Rehabilitation of Lobby/Reception area	25,000
Upgrade Security Cameras	20,000
Total Capital Improvements to AH Headquarters	\$ 420,000
Total Capital Expenditures for AH Headquarters	\$ 999,000
Total Capital Expenditures for AH-Owned Residential Communities & AH Headquarters	\$ 2,484,910

FY2019 Budget
Support for Schedule V
Details for Human Development, Supportive Housing Services and Community Relations

Department/Description	FY19 Budget
Human Development Support - Professional Services - HD/PPI	
Resident Training Program	\$ 278,896
Active Living Services for Seniors and Disabled Adults	262,786
Youth Related Activities	228,100
Job Placement for Long Term Unemployment Services	141,883
Outcome Evaluation Services	100,000
Job Training and Related Services (AWDA)	55,000
GED Adult Literacy	48,250
Vocational Counseling	30,960
Therapeutic Services	22,500
Other Human Development Programs/Initiatives	15,000
Expungement Services	7,346
Financial Literacy and Credit Counseling	2,000
Transportation Assistance	200
Total Human Development Support - Professional Services - HD/PPI	\$ 1,192,921
Supportive Housing Services - Real Estate Group	
Supportive Services at Gardens at Collegetown	\$ 82,500
Quality Living Services for Seniors	7,000
Total Supportive Housing Services - Real Estate Group	\$ 89,500
Community Relations	
AH Building Blocks	\$ 36,000
Mayor's Masked Ball	12,500
Senior's Farmer Market	8,000
Mayor's Forever Young Ball	7,500
Other Quality Living Services	5,000
AH "Cares" related services	2,500
Senior's Connection Prom	2,000
Corporate Match related expenses	1,000
Senior Wellness & Resource Fair	500
Total Community Relations	\$ 75,000
Corporate Match for AH Scholarship Fund	Total Corporate Match for AH Scholarship Fund \$ 15,000
Total Human Development, Supportive Housing Services and Community Relations	\$ 1,372,421

FY2019 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY19 Budget
Customer Services Group		
Housing Services		
TALX Corporation	Employment verification for participants	\$ 50,550
Inquiries, Inc.	Criminal Background screening	46,359
<i>Will be provided under existing IDIQ Contract*</i>	Sign language interpreting services	10,000
	Total Housing Services	\$ 106,909
Inspections Services		
Equity Depot, LLC	Foreclosure monitoring services (In-Jurisdiction and Portability)	\$ 15,000
<i>Vendor to be determined</i>	Landlord form site design services	499
	Total Inspections Services	\$ 15,499
	Total Customer Services Group	\$ 122,408
Real Estate Group		
Real Estate Investments & Capital Markets		
<i>Vendor to be determined</i>	Real Estate policy and procedure services	\$ 100,000
Applied Real Estate Analysis, Inc.	Annual area rent analysis related services	37,300
NAAHQ	National Apartments Association Survey of Income and Expenses	550
	Total Real Estate Investments & Capital Markets	\$ 137,850
Real Estate Planning & Development		
<i>Vendor to be determined</i>	HUD environmental reviews	\$ 75,000
	Total Real Estate Planning & Development	\$ 75,000
Real Estate Program & Project Management		
<i>Will be provided under existing IDIQ Contract*</i>	Environmental engineering and REAC consulting services	\$ 95,000
Infosurv, Inc.	Annual resident satisfaction survey	10,000
<i>Vendor to be determined</i>	Translation services for vital documents and resident satisfaction survey	4,000
	Total Real Estate Program & Project Management	\$ 109,000
	Total Real Estate Group	\$ 321,850
Total Operating Divisions Expense - Consulting & Professional Services		\$ 444,258

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

**FY2019 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Department/Description	FY19 Budget
Customer Services Group	
Customer Services	
Staff Training	\$ 8,217
Travel and Conferences	5,356
Membership Dues	3,228
Meeting Expense	1,700
Publications	900
Office Supplies - Department Specific*	300
Total Customer Services	\$ 19,701
Housing Services	
Resident debit card Bank Fees - Utility Allowance payments	\$ 106,588
Staff Training	17,429
Emergency Assistance	3,000
Travel and Conferences	6,556
Other Administrative Fees	3,000
Meeting Expense	500
Office Supplies - Department Specific*	350
Uniforms	1,000
Membership Dues	500
Total Housing Services	\$ 138,923
Inspections Services	
Vehicle Maintenance and Fuel for AH vehicles used by Inspectors	\$ 45,000
Staff Training	10,130
Membership Dues	6,160
Uniforms	5,500
Meeting Expense	2,125
Office Supplies - Department Specific*	2,000
Publications	400
Total Inspections Services	\$ 71,315
Total Customer Services Group	\$ 229,939
Human Development	
Staff Training	\$ 15,000
Travel and Conferences	13,700
Meeting Expense	1,000
Membership Dues	700
Total Human Development	\$ 30,400

**FY2019 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY19 Budget
Partnerships & People Investments	
Staff Training	\$ 8,500
Meeting Expense	5,000
Office Supplies - Department Specific*	2,700
Membership Dues	900
Travel and Conferences	500
Total Partnerships & People Investments	\$ 17,600
Real Estate Group	
Office of Chief Real Estate Officer	
Advertising	\$ 20,000
Meeting Expense	5,000
Total Office of Chief Real Estate Officer	\$ 25,000
Real Estate Asset & Property Management	
Staff Training	\$ 14,175
Travel and Conferences	5,700
Membership Dues	1,775
Publications	50
Total Real Estate Asset & Property Management	\$ 21,700
Real Estate Development	
Staff Training	\$ 13,745
Travel and Conferences	13,400
Membership Dues	2,230
Total Real Estate Development	\$ 29,375
Real Estate Program & Project Management	
Travel and Conferences	\$ 10,660
Staff Training	7,780
Meeting Expense	3,500
Membership Dues	3,210
Total Real Estate Program & Project Management	\$ 25,150

**FY2019 Budget
Support for Schedule VI.A
Operating Divisions Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY19 Budget
Real Estate Planning & Development	
Travel and Conferences	\$ 10,600
Staff Training	7,855
Membership Dues	7,065
Marketing	2,520
Office Supplies - Department Specific*	2,150
Publications	215
Total Real Estate Planning & Development	\$ 30,405
Real Estate Investments & Capital Markets	
Travel and Conferences	\$ 26,200
Staff Training	16,260
Membership Dues	5,398
Marketing effort support - Homeownership	3,500
Meeting Expense	1,800
Office Supplies - Department Specific*	500
Total Real Estate Investments & Capital Markets	\$ 53,658
Total Real Estate Group	\$ 185,288
Choice Neighborhoods HQ Administrative	
Staff Training	\$ 25,000
Travel and Conferences	7,000
Membership Dues	6,300
Total Choice Neighborhoods HQ Administrative	\$ 38,300
Total Operating Divisions Expense - Other	\$ 501,527

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

FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Department/Vendor	Description	FY19 Budget
Office of Chief Operating Officer		
All Facts, Inc.	Motor vehicle reports	\$ 1,000
	Total Office of Chief Operating Officer	\$ 1,000
Office of General Counsel	Outside Legal Services	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Litigation and Risk Management	\$ 1,850,000
<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>	Miscellaneous General Legal Services	25,000
<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>	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
		2,150,000
	Other Professional Services	
<i>Law Firm will be selected from existing IDIQ Contract*</i>	Legislative matters (Non-federal funds)	20,000
	Total Office of General Counsel	\$ 2,170,000
Office of Compliance		
<i>Vendor to be determined</i>	Other Compliance consulting services	\$ 10,000
	Total Office of Compliance	\$ 10,000
Corporate Finance		
Cohn Reznick, LLP	Annual Audit fees	\$ 156,000
<i>Vendor to be determined</i>	Other consulting services	70,000
Cohn Reznick, LLP	IRS forms 990 and 1120 support	19,500
Thomson Reuters, Inc.	IRS 1099 support	12,000
Readable Ink	Editing services primarily for the annual audit report	6,000
	Total Corporate Finance	\$ 263,500

FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Consulting & Professional Services"

Continued from Previous Page

Department/Vendor	Description	FY19 Budget
Information Technology including RIM and PMO		
<i>Vendor to be determined</i>	Cyber Security Services	\$ 200,000
Driven Technologies	Manage IT security and compliance services	83,428
TriBridge Holdings, Inc.	Budget/Forecast/Reporting tool implementation	50,000
<i>Vendor to be determined</i>	Document management strategy	50,000
<i>Vendor to be determined</i>	Quality Assurance testing automation implementation	45,000
Emphasys Computer Solutions, Inc.	Landlord Portal tool implementation	30,000
OneSource Virtual HR, Inc.	Workday Customizations	30,000
Double Up	User friendly web design and development services	29,300
DiRad Technologies	Interactive Voice Response solution	22,753
Iron Mountain	Yardi escrow software code management	2,875
<i>Vendor to be determined</i>	Digitize selected archived videotapes for preservation	2,000
Total Information Technology including RIM and PMO		\$ 545,356
Office of Policy & Strategy		
<i>Vendor to be determined</i>	MTW Benchmarking study	\$ 300,000
<i>Vendor to be determined</i>	Smart Cities study	125,000
<i>Vendor to be determined</i>	Other research consulting services	50,000
<i>Vendor to be determined</i>	Annual Report design services	2,500
Total Office of Policy & Strategy		\$ 477,500
Communications, Marketing and Public Engagement		
<i>Vendor to be determined</i>	Business and Landlord marketing	\$ 231,000
Dickerson Communications	Media consulting	174,000
Total Communications, Marketing and Public Engagement		\$ 405,000
Contracts and Procurement		
<i>Vendor to be determined</i>	Diversity consulting services	\$ 25,000
SciQuest, Inc.	Jaggaer consulting services	10,000
Total Contracts and Procurement		\$ 35,000
Human Resources Operations		
One Source Virtual HR, Inc. (Workday)	Payroll and benefits outsourced and supplement services	\$ 159,000
<i>Vendor to be determined</i>	Comprehensive assessment and executive coaching services	150,000
Wells Fargo Bank, NA	401(a)/457(b) deferred compensation plan administration	100,000
AON Consulting, Inc.	Compensation study and review services	100,000
AON Investment Consulting, Inc.	Pension, retirement and health benefits support	22,500
<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		\$ 535,750

FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Software Licenses & Hardware/Software Expense"

		Description	FY19 Budget
Information Technology			
Software Maintenance Contracts & Licenses			
Yardi Voyager and Payscan	Maintenance for ERP System and (New) Cloud conversion	\$	325,000
Dell Marketing	VLA Enterprise - Microsoft Licensing Maintenance for Windows Operating System, Office Pro		154,217
Social Solutions Global	ETO (Efforts to Outcome) Maintenance for HDS and Choice Neighborhood		114,524
SciQuest	Maintenance for Requisition, Purchasing and Contract Management		110,600
Corus360	Disaster Recovery facilities and services		92,837
ServiceNow	Maintenance for IT Service Desk Ticket Management		87,305
IBM	Hardware maintenance for Storage Sub-Systems (Storwize), 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	File Audit Management Tool (New)		60,000
TBD	New Business Solution Software Project (New)		50,000
CVR Associates	Software Maintenance for Landlord Portal Management		50,000
TriBridge Holdings	Prophix Budget & Forecasting Software License Fees plus Phoenix support		46,380
IBM	Software Maintenance for BigFix (Patching), Tivoli Storage Manager (Tape Back-up)		42,685
Intellispring Technologies	Cisco SMARTnet Switch Maintenance/Network Support Enterprise-wide		39,000
Carousel Industries	Avaya Phone Equipment Licensing and Maintenance		37,000
Softex, Inc.	Symantec Maintenance Support for Email Anti-Spam and Anti-Virus		31,221
CoStar	Real Estate software support (New)		30,938
TBD	Quality Assurance Testing Automation support (New)		30,000
CDWG	Fujitsu Scanner Maintenance Support		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
Dell Marketing	Knowledge Lake Software Maintenance for SharePoint and Advanced Share		16,153
DLT Solutions	Solarwinds Software Maintenance for monitoring, alerting, and reporting		15,700
Emerald Data Solutions	Board Documents Maintenance Support		13,000
West Interactive Services	Group cast autodialer/automessenger		12,500
Dell Marketing	Microsoft Resilient Identify (New)		12,000
Mission Critical	Imperva Software Maintenance for Database access monitoring		12,000
Telerik Inc	Progress DevCraft Complete Developer and Test Studio license (New)		11,195
Lenovo Inc	IBM Hardware Maintenance for x-series servers and racks		11,000
Presidio	Fraud Action Full Service monitoring		10,320
Various Vendors	Other software maintenance and licenses under \$10,000		236,406
		Total Software Maintenance Contracts & Licenses	\$ 1,925,396

FY2019 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		FY19 Budget
Non-Capitalized Hardware			
<i>Vendor to be determined</i>	Servers hardware, desktop and laptop refresh	\$	105,000
<i>Vendor to be determined</i>	Contingency - business requested hardware		50,000
	Total Non-Capitalized Hardware	\$	155,000
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		\$	2,086,396

FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Agency-wide Services and Expenses"

Department/Vendor	Description	FY19 Budget
Office of Chief Operating Officer		
Midwest Employers Casualty Company	Workers Compensation insurance	\$ 155,450
Housing Authority Risk Retention Group, Inc.	Liability insurance	133,042
Arthur J Gallagher Risk Management Service	Fiduciary insurance	128,750
Housing Authority Risk Retention Group, Inc.	Auto insurance	35,000
Vendor to be determined	Vehicle Maintenance and Fuel for AH other than Inspections	20,000
	Total Office of Chief Operating Officer	\$ 472,242
Information Technology including RIM and PMO		
AT&T/Sprint Solutions	Agency-wide telecommunications	\$ 351,950
Xerox Corporation/Canon Business Solutions	Agency-wide copiers, scanners and related equipment	248,282
United States Postal Service/United Parcel Service/Apple Courier	Agency-wide postage & shipping	132,000
Iron Mountain Information Management	Agency-wide off-site storage expenses	114,900
Freeman Forms and Supplies	Agency-wide office supplies	100,000
Xerox Corporation/Freeman Forms and Supplies	Agency-wide toner	57,000
More Business Solutions	Agency-wide printing & photocopying	50,000
	Total Information Technology including RIM and PMO	\$ 1,054,132
Human Resources Operations		
Vendor to be determined	Agency-wide staff training	\$ 291,500
Vendor to be determined	Agency-wide recruitment	110,000
Vendor to be determined	Agency-wide employee activities support	57,875
	Total Human Resources Operations	\$ 459,375
Activities Managed by Human Resources		
Vendor to be determined	HRIS Replacement	\$ 1,200,000
Not Applicable	Defined Benefit Pension Plan contribution	1,000,000
Vendor to be determined	Compensation Market Adjustments	500,000
Vendor to be determined	Temporary Services to support operations	404,261
Vendor to be determined	Agency-wide severance and outplacement expense	57,000
	Total Activities Managed by Human Resources	\$ 3,161,261
Total Corporate Support Expense - Agency-wide Services and Expenses		\$ 5,147,010

**FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Department/Description	FY19 Budget
Executive Office	
Industry and Civic Membership and Fees (CLPHA/NAHRO/GAHRA/etc.)	\$ 92,139
Travel and Conferences	25,000
AH and Affiliates Board Related Meeting Expense	12,500
Staff Training	3,500
Publications	625
Miscellaneous Expense	500
Total Executive Office	\$ 134,264
Office of Chief Operating Officer	
Travel and Conferences	\$ 5,200
Staff Training	5,000
Meeting Expense	250
Office Supplies - Department Specific*	250
Membership Dues	150
Total Office of Chief Operating Officer	\$ 10,850
Office of General Counsel	
Staff Training	\$ 25,708
Travel and Conferences	16,315
Legal Publications, Subscriptions and Federal Regulations	19,328
Bar Membership Dues	5,505
Meeting Expense	2,000
Office Supplies - Department Specific*	750
Other Administrative Fees	1,000
Advertising	1,000
Total Office of General Counsel and Compliance Monitoring	\$ 71,606
Office of Compliance	
Staff Training	\$ 15,000
Travel and Conferences	5,000
Office Supplies - Department Specific*	500
Meeting Expense	500
Total Office of Compliance	\$ 21,000
Corporate Finance	
Staff Training	\$ 14,850
Travel and Conferences	7,600
CPA and Industry Membership Dues	3,150
Publications	660
Miscellaneous Expense	500
Office Supplies - Department Specific*	300
Total Corporate Finance	\$ 27,060

**FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY19 Budget
Information Technology including RIM and PMO	
Staff Training	\$ 55,245
Travel and Conferences	30,000
Industry Membership Dues	9,440
Meeting Expense	7,500
Small Office Equipment	7,500
Building Repairs	5,000
Publications	5,000
Computer Maintenance & Repairs	5,000
Maintenance & Repair Supplies	3,000
Office Supplies - Department Specific*	3,000
Total Information Technology including RIM and PMO	\$ 130,685
Office of Policy & Strategy	
Travel and Conferences	\$ 12,500
Meeting Expense including MTW-related Activities	3,500
Advertising support - Public Hearing Meetings	3,000
Staff Training	1,800
Publications	1,481
Office Supplies - Department Specific*	750
Industry Membership Dues	250
Total Office of Policy & Strategy	\$ 23,281
Governmental and External Affairs	
Travel and Conferences	\$ 10,700
Resident Meetings	9,800
Staff Training	7,600
Office Supplies - Department Specific*	1,250
Meeting Expense	500
Membership Dues	245
Total Governmental and External Affairs	\$ 30,095
Communications, Marketing and Public Engagement	
Publications	\$ 18,279
Staff Training	14,450
Office Supplies - Department Specific*	4,500
Industry Membership Dues	2,118
Total Communications, Marketing and Public Engagement	\$ 39,347

**FY2019 Budget
Support for Schedule VII.A
Corporate Support Expense
Details for the Category "Other"**

Continued from Previous Page

Department/Description	FY19 Budget
Contracts and Procurement	
Staff Training	\$ 24,665
Procurement-related Advertising	23,589
Meeting Expense	20,000
Marketing procurement related events/fair	17,780
Industry Membership Dues	14,950
Travel and Conferences	11,700
Total Contracts and Procurement	\$ 112,684
Human Resources Operations	
Meeting Expense including Off-site Quarterly All-staff Meetings	\$ 22,500
Publications (Corporate Executive Board - HRLC and Payscale)	20,840
Industry Membership Dues	6,860
Office Supplies - Department Specific*	500
Travel and Conferences	100
Total Human Resources Operations	\$ 50,800
Total Corporate Support Expense - Other	\$ 651,672

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

FY2019 Budget
Support for Schedule VIII
Development and Revitalization by Major Program
Details for the Category "Demolition & Remediation"

Program/Vendor	Description	FY19 Budget
Co-Investments and New Initiatives		
Vendor to be determined	Environmental/Remediation - 890 Memorial Drive	\$ 20,000
	Total Co-Investments and New Initiatives	\$ 20,000
Choice Neighborhoods		
Vendor to be determined	Offsite - Demolition Student Center	\$ 500,000
Vendor to be determined	Offsite - Environmental/Remediation	500,000
Vendor to be determined	Ashley Grove Demolition/Code Enforcement	50,000
	Total Choice Neighborhoods	\$ 1,050,000
Site Acquisitions and Development		
Vendor to be determined	Civic Center - Environmental/Soil Remediation	\$ 4,000,000
Vendor to be determined	Civic Center - Demolition and Abatement	2,000,000
Vendor to be determined	Englewood - Environmental/Remediation/Construction	1,082,500
Vendor to be determined	Herndon - Environmental/Remediation	455,000
Vendor to be determined	Bowen - Environmental - Phase I	40,000
	Total Site Acquisitions and Development	\$ 7,577,500
Other Development		
Vendor to be determined	Environmental work contingency	\$ 1,000,000
Vendor to be determined	Environmental - Magnolia Perimeter	50,000
Vendor to be determined	Environmental - Phase I/Geotech - North Avenue	21,000
Vendor to be determined	Environmental - Phase I/Geotech - U-Rescue	21,000
	Total Other Development	\$ 1,092,000
Total Development and Revitalization by Major Program - Demolition and Remediation		\$ 9,739,500

FY2019 Budget
Support for Schedule VIII
Development and Revitalization by Major Program
Details for the Category "Consulting and Professional Services"

Program/Vendor	Description	FY19 Budget
Co-Investments and New Initiaitves		
Vendor to be determined	Westside Planning & Development Advisory	450,000
Vendor to be determined	Land Acquisitions - Due Diligence	250,000
Vendor to be determined	Future Acquisitions - Appraisals	30,000
	Total Co-Investments and New Initiaitves	\$ 730,000
Choice Neighborhoods		
Vendor to be determined	Offsite - Master Planner, Economic Development and Other Consulting	\$ 532,500
Vendor to be determined	Urban League of Greater Atlanta	383,344
Vendor to be determined	Safe Routes to/park (Cameras/Lighting)	293,000
Vendor to be determined	United Way of Greater Atlanta	265,998
Vendor to be determined	Communities in Schools	198,000
Vendor to be determined	City of Atlanta - Staff Positions to support Neighborhood	132,672
Vendor to be determined	National Cares Mentoring Movement	124,500
Vendor to be determined	Invest Atlanta Position	100,000
Vendor to be determined	Morehouse School of Medicine	100,000
Vendor to be determined	Strategic Implementation Support	75,000
Vendor to be determined	Edible Landscape - Beautification	58,000
Vendor to be determined	Historic Trail/Cultural Markers	50,000
Vendor to be determined	Atlanta Workforce Development Agency	50,000
Vendor to be determined	Roosevelt Hall Environmental	35,000
Vendor to be determined	Ashley I Construction Services/Inspections	30,000
Vendor to be determined	Families First - Counseling & Supportive Services	25,000
Vendor to be determined	Atlanta Public Schools - Education Component (Staff Position)	20,000
Vendor to be determined	Literacy Action - Adult Basic Education	10,000
Vendor to be determined	Ashley II Cost Estimating	10,000
Vendor to be determined	Phase 4 Construction Services/Inspections (Public Improvement)	10,000
Vendor to be determined	Smart & Secure Children-Satcher Leadership Inst.-MSM	10,000
Vendor to be determined	Surveys for proposed acquisition within CCI Plan	10,000
Vendor to be determined	Boys and Girls Club Youth Summer Program	2,100
Vendor to be determined	Website Work - Micro Grant	1,000
	Total Choice Neighborhoods	\$ 2,526,114
RAD Revitalization		
Vendor to be determined	PCNA Consulting	\$ 25,000
Vendor to be determined	Construction Consulting Services	20,000
	Total RAD Revitalization	\$ 45,000

FY2019 Budget
Support for Schedule VIII
Development and Revitalization by Major Program
Details for the Category "Consulting and Professional Services"

Continued from Previous Page

Program/Vendor	Description	FY19 Budget
Site Acquisitions and Development		
Vendor to be determined	Englewood - Infrastructure Services	\$ 465,000
Vendor to be determined	Herndon - EnVision Center	200,000
Vendor to be determined	Bowen - Site development feasibility analysis/planning support	200,000
Vendor to be determined	Civic Center - Financial Advisory	100,000
Vendor to be determined	Englewood - Developer - Master Planning	50,000
Vendor to be determined	Bowen - Due Diligence - Market Study/Survey	50,000
Vendor to be determined	Herndon - Retail Consulting	40,000
Vendor to be determined	Herndon - Public Improvements Review/Oversight Inspections	30,000
Vendor to be determined	Herndon - Construction Inspections	25,000
Vendor to be determined	Bowen - National Design Competition	25,000
Vendor to be determined	Potential Land Swap Appraisal/Survey	13,500
Vendor to be determined	Herndon - Sitework Cost Review/Inspection	13,500
Vendor to be determined	Herndon - Construction Cost Validation Review	10,000
Vendor to be determined	Herndon - Appraisal - Ground Lease Disposition	5,000
Total Site Acquisitions and Development		\$ 1,227,000
Other Development		
Vendor to be determined	Advisory Services (Projects, tax credit analysis, etc)	\$ 750,000
Vendor to be determined	Real Estate Development & Finance Advisory	750,000
Vendor to be determined	Master Planning/Feasibility Assessment	150,000
Vendor to be determined	Survey various sites	142,500
Vendor to be determined	Offsite Master Planning - Perry	75,000
Vendor to be determined	Option Properties - Due Diligence	60,000
Vendor to be determined	Due Diligence - Land Conveyance to HOA/WACS	50,000
Vendor to be determined	Market Study various sites	50,000
Vendor to be determined	Appraisals various sites	47,000
Vendor to be determined	Homeownership Admin Fee	36,900
Vendor to be determined	Accessibility Consultant	30,000
Vendor to be determined	Ph 5B Public Improvements Construction Mgmt Oversight and Engineer Review	30,000
Vendor to be determined	Construction Inspections for Street Renovation	24,000
Vendor to be determined	Neighborhood Master Planning - Misc	20,000
Vendor to be determined	Veranda Construction Drawings/Cost Reviews	10,000
Vendor to be determined	Cost Review for Street Renovation	8,000
Vendor to be determined	361 Memorial Dr Storm Water Mgmt Inspection	6,000
Vendor to be determined	Condo Building - Appraisal	5,000
Vendor to be determined	Cosby -Construction Consulting Services	5,000
Vendor to be determined	Jones Parcel Cap Annual Inspection	3,200
Total Other Development		\$ 2,252,600
Total Development and Revitalization by Major Program - Consulting and Professional Services		\$ 6,780,714

FY2019 Budget
Support for Schedule VIII
Development and Revitalization by Major Program
Details for the Category "Outside Legal Counsel"

Program/Vendor	Description	FY19 Budget
Co-Investments and New Initiaitives		
Vendor to be determined	890 Memorial Drive	\$ 50,000
	Total Co-Investments and New Initiaitives	\$ 50,000
Choice Neighborhoods		
Vendor to be determined	Financial Closings - Offsites	\$ 150,000
Vendor to be determined	Title searches and closing fees - Neighborhood	50,000
	Total Choice Neighborhoods	\$ 200,000
RAD Revitalization		
Vendor to be determined	Columbia Commons	\$ 60,000
Vendor to be determined	Columbia Estates	60,000
Vendor to be determined	Columbia Mechanicsville Apts	60,000
Vendor to be determined	Columbia Park Citi	60,000
Vendor to be determined	Columbia Sr Residences at Mechanicsville	60,000
Vendor to be determined	Columbia Village	60,000
Vendor to be determined	Parkside at Mechanicsville	60,000
Vendor to be determined	Marietta Road High Rise	60,000
Vendor to be determined	Peachtree Road High Rise	60,000
Vendor to be determined	East Lake Phase I	50,000
Vendor to be determined	East Lake Phase II	50,000
	Total RAD Revitalization	\$ 640,000
Site Acquisitions and Development		
Vendor to be determined	Englewood	150,000
Vendor to be determined	Civic Center	\$ 100,000
Vendor to be determined	Herndon	95,000
	Total Site Acquisitions and Development	\$ 345,000
Other Development		
Vendor to be determined	West Highlands	\$ 155,000
Vendor to be determined	Magnolia Perimeter	100,000
Vendor to be determined	Centennial Place Phase IV	70,000
Vendor to be determined	Option Properties	70,000
	Total Other Development	\$ 395,000
Total Development and Revitalization by Major Program - Outside Legal Counsel		\$ 1,630,000

FY2019 Budget
Support for Schedule VIII
Development and Revitalization by Major Program
Details for the Category "Other Expenses"

Program/Vendor	Description	FY19 Budget
Choice Neighborhoods		
Transportation		\$ 12,000
Travel and Conferences		7,100
Office Supplies		6,000
Marketing		5,000
License Fees & Maintenance Contracts		5,000
	Total Choice Neighborhoods	\$ 35,100
Total Development and Revitalization by Major Program - Other Expenses		\$ 35,100

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			FY2019 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	2/28/2019	2/28/2025	\$1,639,631
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	6/30/2019	6/30/2023	\$3,604,863
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	6/30/2019	6/30/2023	\$1,209,823
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	6/30/2019	6/30/2023	\$3,637,012
TOTAL							<u>\$10,091,329</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**			FY2019 ACTIVITY
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
REG-3 03/28/2018	2018-0098004	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Weston Solutions, Inc.	5/26/2018	5/25/2020	5/25/2020	\$9,799,500
REG-3 03/28/2018	2018-00980__	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KEMRON Environmental Services, Inc.	4/13/2018	4/13/2018	4/12/2020	
REG-3 03/28/2018	2018-00980__	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Tetra Tech Incorporated	4/13/2018	4/13/2018	4/12/2020	
REG-3 03/28/2018	2018-00980__	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Amec Foster Wheeler Environment & Infrastructure, Inc. (formerly AMEC Environment & Infrastructure, Inc.)	Pending	Pending	Pending	
REG-3 03/28/2018	2018-0098008	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Wenck	5/26/2018	5/25/2020	5/25/2020	
REG-3 03/28/2018	2018-00980__	Comprehensive Environmental Evaluation, Remediation and Demolition Services	GLE	Pending	Pending	Pending	
REG-3 03/28/2018	2018-00980__	Comprehensive Environmental Evaluation, Remediation and Demolition Services	KHAFRA Engineering Consultants, Inc.	Pending	Pending	Pending	
REG-3 03/28/2018	2018-0098006	Comprehensive Environmental Evaluation, Remediation and Demolition Services	Oasis	5/4/2018	5/3/2020	5/3/2020	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Bronner Group, LLC	Pending	Pending	Pending	\$269,500
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Clifton Larson-Allen	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	CVR Associates Inc.	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Deloitte Services LP	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Dixon Hughes Goodman, LLP	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Du & Associates, Inc.	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Dumas Edwards, LLC	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Efficient Process Implementation	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	EJP Consulting	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Fortis Advisory Partners	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Innovative Financial Housing Solutions	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	KPMG LLP	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Local Initiatives Support Corporation	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Novogradac & Co. LLP	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	RSM US LLP	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	TAG Associates, Inc.	Pending	Pending	Pending	
FIN-1 4/25/2018	2018-0107__	Professional Consulting & Advisory Services	Yortech Solutions, Inc.	Pending	Pending	Pending	
HCVF-1 11/30/2011	2012-0023001	Criminal History Report Services	Inquiries, Inc.	12/20/2011	12/19/2018	12/19/2021	\$46,359
CSG-1 05/28/2014	2014-0058001	GED Preparation and Adult Literacy Services	Literacy Action, Inc.	7/1/2014	6/30/2019	6/30/2019	\$35,000
CSG-1 05/28/2014	2014-0058002	GED Preparation and Adult Literacy Services	The Urban League of Greater Atlanta, Inc.	7/1/2014	6/30/2019	6/30/2019	\$406,594
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	\$7,346
CSG-1 05/28/2014	2014-0058004	Job Placement Services for Long-Term Unemployed Adults	The Center for Working Families, Inc.	7/1/2014	6/30/2019	6/30/2019	\$65,570
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	6/30/2019	6/30/2019	\$76,313
CSG-1 05/28/2014	2014-0058007	Vocational Counseling	The Urban League of Greater Atlanta, Inc.	7/1/2014	6/30/2019	6/30/2019	\$30,960
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	\$0
CSG-1 05/28/2014	2014-0058010	Therapeutic Services	St. Joseph's Mercy Care Services, Inc.	7/1/2014	6/30/2019	6/30/2019	\$22,500
CSG-1 05/28/2014	2017-0126002	Comprehensive Programs and Activities for Seniors	Liberty Group Senior Services	1/1/2018	12/31/2018	12/31/2022	\$262,786
CSG-1 05/28/2014	2017-0126001	Housing Choice Participant Training Program	Martin Luther KingSr. Community Resources Collaborative, Inc.	1/12/2018	1/11/2019	1/11/2023	\$278,896

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**			FY2019 ACTIVITY
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
CSG-1 02/28/2018	2017-0157__	Income Verification Services	Talx (Equifax)	Pending	Pending	Pending	\$50,550
HR-1 07/21/2014	2014-0038001	Temporary Staffing Services	Action Staffing of Georgia, Inc.	8/1/2014	7/31/2018	7/31/2019	\$404,261
HR-1 07/21/2014	2014-0038002	Temporary Staffing Services	The Mahone Group, Inc.	8/1/2014	7/31/2018	7/31/2019	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Baker, Donelson, Beaman, Cadwell and Berkowitz, PC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Ballard Spahr, LLP	1/1/2018	12/31/2019	1/1/2023	\$3,730,000
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Chen Malin, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Coleman Talley, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Dye Snyder, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Elarbee, Thompson, Sapp & Wilson, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Eversheds Sutherland	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Feaver Law, LLC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Fincher Denmark, LLC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Hecht Walker, PC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Hughes White Kralicek, PC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Keystone	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Matthew A Dickason, PC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Morris, Manning & Martin, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Nelson, Mullins, Riley & Scarbrough, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Patrick Law Group, LLC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Pugh, Jones & Johnson, PC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Quintairous, Prieto, Wood and Boyer, P.A.	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Reed Smith, LLP	11/1/2017	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Reno & Cavanaugh	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Shingler Lewis, LLC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Smith, Gambrell & Russell, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Smithers Thorton & Ume-Nwagbo, LLC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Squire Patton Boggs US, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Swift, Currie, McGhee & Hiers, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Taylor English Duma, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	The Employment Law Solution: McFadden Davis, LLC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	The Law Firm of Williams & Edelstein, PC	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Thomas, Kennedy, Sampson & Tompkins, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Thompson Hine, LLP	1/1/2018	12/31/2019	1/1/2023	
OGC-1 10/25/2018	2017-0119__	Comprehensive Legal Services	Troutman Sanders, LLP	1/1/2018	12/31/2019	1/1/2023	
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	\$46,500

SUPPLEMENTAL IDIQ CONTRACTS

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BOARD RESOLUTION # AND DATE	CONTRACT #	CONTRACT DESCRIPTION	VENDOR	CONTRACT PERIOD**			FY2019 ACTIVITY
				CONTRACT START DATE	CURRENT TERM	CONTRACT END DATE*	ANNUAL BUDGET
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	\$140,000
REO/REM-2 09/21/2010	2011-0002001	Ground Maintenance Services	RAL Landscaping, Inc.	11/10/2010	11/9/2017	11/9/2017	
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	\$37,300
REG-1 04/03/2014	2014-0034001	Elevator Consultant Services	John A. Van Deusen & Associates, Inc.	7/1/2014	6/30/2017	6/30/2022	\$40,000
REG-1 05/28/2014	2014-0064002	Construction Consulting Services	Williams-Russell and Johnson, Inc.	6/23/2014	6/22/2018	6/22/2019	\$4,587,406
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	APD Urban Planning & Management, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-000102	Real Estate Development and Financial Advisory Services	Bleakly Advisory Group	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Duvernay & Brooks, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Forsyth Street Advisors	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Halltown Real Estate Advisors, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Interstate Professional Group, Inc.	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Newmark Sothern Region	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Pritchett, Ball & Wise, Inc.	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Smith Real Estate Services, Inc.	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Synergy Real Estate Group, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Tax Credit Asset Management, LLC	Pending	Pending	Pending	
REG-1 12/13/2017	2018-000103	Real Estate Development and Financial Advisory Services	U3 Advisors, Inc.	1/31/2018	1/30/2020	1/30/2023	
REG-1 12/13/2017	2018-0001__	Real Estate Development and Financial Advisory Services	Vinette D. Andrade	Pending	Pending	Pending	
TOTAL							\$20,337,341

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

**Pending: Vendor for which contract has yet to be executed as of June 22, 2018.

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	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	3/1/2023	\$215,800
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	\$39,000
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	\$4,000
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	\$225,422
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	\$192,313
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
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	\$143,100
Software This contract provides for Atlanta Housing's Automated Vendor Management, E-Sourcing and Contract Management	SciQuest SWC-80779	9/27/2019	\$110,600
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	2/28/2019	\$50,000
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
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	\$65,000
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	

V. Operating Divisions and Corporate Support Financial Schedules

Atlanta Housing

Summary: Operating Divisions Expense

FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Customer Services Group					
Customer Services	\$ 1,285,542	\$ 1,219,911	\$ 65,631	\$ 1,180,158	\$ 105,384
Housing Services	5,138,585	4,962,199	176,386	4,566,524	572,061
Inspections Services	2,034,708	1,981,840	52,868	2,012,938	21,770
Total	8,458,835	8,163,950	294,885	7,759,620	699,215
Human Development	723,078	875,415	(152,337)	533,186	189,892
Partnerships & People Investments	579,497	544,663	34,834	376,916	202,581
Real Estate Group					
Office of the Chief Real Estate Officer	398,605	929,880	(531,275)	652,312	(253,707)
Real Estate Asset & Property Management	880,217	-	880,217	-	
Real Estate Development	1,429,438	-	1,429,438	-	
Real Estate Program & Project Management	1,708,716	3,249,831	(1,541,115)	2,817,856	(1,109,140)
Real Estate Planning & Development	897,664	811,266	86,398	777,014	120,650
Real Estate Investments & Capital Markets	2,423,785	1,327,277	1,096,508	1,175,010	1,248,775
Total	7,738,425	6,318,254	1,420,171	5,422,192	2,316,233
Choice Neighborhoods-HQ Administrative	352,049	267,375	84,674	320,567	31,482
Total	\$ 17,851,884	\$ 16,169,657	\$ 1,682,227	\$ 14,412,481	\$ 3,439,403

Atlanta Housing

Operating Divisions Expense by Account

FY 2019 Budget

Description	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 13,321,421	\$ 11,531,987	\$ 1,789,434	\$ 10,715,424	\$ 2,605,997
Employer Paid Benefits and Taxes	3,584,679	2,977,514	607,165	2,785,690	798,989
Background Checks	46,359	51,644	(5,285)	42,704	3,655
Staff Training	144,091	182,552	(38,461)	79,765	64,326
Travel and Conferences	99,672	102,284	(2,612)	16,267	83,405
Marketing	6,020	14,600	(8,580)	420	5,600
Consulting and Professional Services	397,899	930,697	(532,798)	488,606	(90,707)
Membership and Fees	37,466	15,552	21,914	24,929	12,537
Publications	1,565	16,477	(14,912)	1,653	(88)
Advertising	20,000	-	20,000	14,000	6,000
Office Supplies	8,000	7,250	750	4,930	3,070
Temporary Services	-	158,000	(158,000)	74,704	(74,704)
Bank Fees	106,588	100,000	6,588	96,516	10,072
Meeting Expense	20,625	37,100	(16,475)	15,609	5,016
Emergency Assistance	3,000	7,500	(4,500)	-	3,000
Uniforms	6,500	5,000	1,500	5,000	1,500
Vehicle Maintenance and Fuel	45,000	30,000	15,000	45,000	-
Other General Expense	3,000	1,500	1,500	1,264	1,736
Total	\$ 17,851,884	\$ 16,169,657	\$ 1,682,227	\$ 14,412,481	\$ 3,439,403

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Customer Services					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,007,221	\$ 966,521	\$ 40,700	\$ 944,612	\$ 62,609
Employer Paid Benefits and Taxes	258,620	230,598	28,022	215,843	42,777
Staff Training	8,217	14,028	(5,811)	15,000	(6,783)
Travel and Conferences	5,356	6,500	(1,144)	2,750	2,606
Membership and Fees	3,228	264	2,964	929	2,299
Publications	900	300	600	300	600
Office Supplies	300	500	(200)	210	90
Meeting Expense	1,700	1,200	500	514	1,186
Total	\$ 1,285,542	\$ 1,219,911	\$ 65,631	\$ 1,180,158	\$ 105,384

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Housing Services	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 3,745,122	\$ 3,560,468	\$ 184,654	\$ 3,339,424	\$ 405,698
Employer Paid Benefits and Taxes	1,147,631	1,028,352	119,279	948,911	198,719
Background Checks	46,359	51,644	(5,285)	42,704	3,655
Staff Training	17,429	30,515	(13,086)	26,435	(9,006)
Travel and Conferences	6,556	6,000	556	335	6,221
Consulting and Professional Services	60,550	78,320	(17,770)	64,215	(3,665)
Membership and Fees	500	1,050	(550)	99	401
Publications	-	350	(350)	350	(350)
Office Supplies	350	-	350	150	200
Temporary Services	-	95,000	(95,000)	46,120	(46,120)
Bank Fees	106,588	100,000	6,588	96,516	10,072
Meeting Expense	500	1,500	(1,000)	-	500
Emergency Assistance	3,000	7,500	(4,500)	-	3,000
Uniforms	1,000	-	1,000	-	1,000
Other General Expense	3,000	1,500	1,500	1,264	1,736
Total	\$ 5,138,585	\$ 4,962,199	\$ 176,386	\$ 4,566,524	\$ 572,061

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Inspections Services					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,511,694	\$ 1,478,164	\$ 33,530	\$ 1,512,471	\$ (777)
Employer Paid Benefits and Taxes	436,200	419,905	16,295	399,823	36,378
Staff Training	10,130	15,409	(5,279)	15,000	(4,870)
Consulting and Professional Services	15,499	24,499	(9,000)	26,655	(11,156)
Membership and Fees	6,160	4,913	1,247	4,913	1,247
Publications	400	400	-	800	(400)
Office Supplies	2,000	2,150	(150)	2,000	-
Meeting Expense	2,125	1,400	725	1,276	849
Uniforms	5,500	5,000	500	5,000	500
Vehicle Maintenance and Fuel	45,000	30,000	15,000	45,000	-
Total	\$ 2,034,708	\$ 1,981,840	\$ 52,868	\$ 2,012,938	\$ 21,770

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Human Development					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 530,183	\$ 629,726	\$ (99,543)	\$ 399,726	\$ 130,457
Employer Paid Benefits and Taxes	162,495	200,227	(37,732)	124,060	38,435
Staff Training	15,000	12,500	2,500	1,395	13,605
Travel and Conferences	13,700	9,750	3,950	2,220	11,480
Membership and Fees	700	450	250	375	325
Office Supplies	-	1,262	(1,262)	150	(150)
Meeting Expense	1,000	21,500	(20,500)	5,260	(4,260)
Total	\$ 723,078	\$ 875,415	\$ (152,337)	\$ 533,186	\$ 189,892

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Partnerships & People Investments					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 458,608	\$ 425,632	\$ 32,976	\$ 295,849	\$ 162,759
Employer Paid Benefits and Taxes	103,289	75,823	27,466	41,353	61,936
Staff Training	8,500	8,500	-	1,860	6,640
Travel and Conferences	500	1,750	(1,250)	1,750	(1,250)
Membership and Fees	900	1,200	(300)	1,493	(593)
Office Supplies	2,700	1,258	1,442	1,677	1,023
Temporary Services	-	28,000	(28,000)	28,584	(28,584)
Meeting Expense	5,000	2,500	2,500	4,350	650
Total	\$ 579,497	\$ 544,663	\$ 34,834	\$ 376,916	\$ 202,581

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Office of the Chief Real Estate Officer					
	FY 2019 Budget*	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 286,860	\$ 477,880	\$ (191,020)	\$ 427,262	\$ (140,402)
Employer Paid Benefits and Taxes	86,745	93,700	(6,955)	115,812	(29,067)
Staff Training	-	-	-	1,393	(1,393)
Travel and Conferences	-	8,300	(8,300)	2,992	(2,992)
Consulting and Professional Services	-	350,000	(350,000)	100,000	(100,000)
Membership and Fees	-	-	-	3,905	(3,905)
Advertising	20,000	-	20,000	-	20,000
Meeting Expense	5,000	-	5,000	948	4,052
Total	\$ 398,605	\$ 929,880	\$ (531,275)	\$ 652,312	\$ (253,707)

**Atlanta Housing
Operating Divisions Expense
FY 2019 Budget**

Real Estate Asset & Property Management*					
	FY 2019 Budget*	FY 2018 Budget*	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast*	FY 2019B Over (Under) FY 2018F
Salaries	\$ 682,165	\$ -	\$ 682,165	\$ -	\$ 682,165
Employer Paid Benefits and Taxes	176,352	-	176,352	-	176,352
Staff Training	14,175	-	14,175	-	14,175
Travel and Conferences	5,700	-	5,700	-	5,700
Membership and Fees	1,775	-	1,775	-	1,775
Publications	50	-	50	-	50
Total	\$ 880,217	\$ -	\$ 880,217	\$ -	\$ 880,217

* Real Estate Asset & Property Management was created during the reorganization of the Real Estate Group from a carve out of REOS. FY 2018 expenses are included in other departments.

**Atlanta Housing
Operating Divisions Expense
FY 2019 Budget**

Real Estate Development*	FY 2019 Budget*	FY 2018 Budget*	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast*	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,152,474	\$ -	\$ 1,152,474	\$ -	\$ 1,152,474
Employer Paid Benefits and Taxes	247,589	-	247,589	-	247,589
Staff Training	13,745	-	13,745	-	13,745
Travel and Conferences	13,400	-	13,400	-	13,400
Membership and Fees	2,230	-	2,230	-	2,230
Total	\$ 1,429,438	\$ -	\$ 1,429,438	\$ -	\$ 1,429,438

* Real Estate Development was created during the reorganization of the Real Estate Group. FY 2018 expenses are included in other departments.

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Real Estate Program & Project Management	FY 2019 Budget*	FY 2018 Budget*	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast*	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,238,435	\$ 2,170,609	\$ (932,174)	\$ 2,006,098	\$ (767,663)
Employer Paid Benefits and Taxes	336,131	526,455	(190,324)	478,555	(142,424)
Staff Training	7,780	42,580	(34,800)	14,000	(6,220)
Travel and Conferences	10,660	19,399	(8,739)	3,500	7,160
Marketing	-	1,500	(1,500)	-	-
Consulting and Professional Services	109,000	477,878	(368,878)	297,736	(188,736)
Membership and Fees	3,210	1,115	2,095	3,967	(757)
Publications	-	6,175	(6,175)	-	-
Advertising	-	-	-	14,000	(14,000)
Office Supplies	-	120	(120)	-	-
Meeting Expense	3,500	4,000	(500)	-	3,500
Total	\$ 1,708,716	\$ 3,249,831	\$ (1,541,115)	\$ 2,817,856	\$ (1,109,140)

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Real Estate Planning & Development					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 656,602	\$ 589,474	\$ 67,128	\$ 573,441	\$ 83,162
Employer Paid Benefits and Taxes	135,657	146,569	(10,912)	196,359	(60,702)
Staff Training	7,855	4,600	3,255	-	7,855
Travel and Conferences	10,600	5,885	4,715	31	10,569
Marketing	2,520	13,100	(10,580)	420	2,100
Consulting and Professional Services	75,000	-	75,000		75,000
Membership and Fees	7,065	4,530	2,535	3,293	3,772
Publications	215	8,148	(7,933)	26	189
Office Supplies	2,150	1,960	190	742	1,408
Temporary Services	-	35,000	(35,000)	-	-
Meeting Expense	-	2,000	(2,000)	2,703	(2,703)
Total	\$ 897,664	\$ 811,266	\$ 86,398	\$ 777,014	\$ 120,650

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Real Estate Investments & Capital Markets*	FY 2019 Budget*	FY 2018 Budget*	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast*	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,796,927	\$ 1,039,687	\$ 757,240	\$ 970,182	\$ 826,745
Employer Paid Benefits and Taxes	435,350	225,663	209,687	201,791	233,559
Staff Training	16,260	30,395	(14,135)	300	15,960
Travel and Conferences	26,200	26,300	(100)	-	26,200
Marketing	3,500	-	3,500	-	3,500
Consulting and Professional Services	137,850	-	137,850	-	137,850
Membership and Fees	5,398	1,430	3,968	2,655	2,743
Publications	-	802	(802)	82	(82)
Office Supplies	500	-	500	-	500
Meeting Expense	1,800	3,000	(1,200)	-	1,800
Total	\$ 2,423,785	\$ 1,327,277	\$ 1,096,508	\$ 1,175,010	\$ 1,248,775

* FY 2018 information reflects the former Real Estate Investments and Finance (REIF) Department. For FY 2019 Budget, in addition to REIF, some positions were transferred from The Office of the Chief Real Estate Officer.

Atlanta Housing
Operating Divisions Expense
FY 2019 Budget

Choice Neighborhoods-HQ Administrative	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 255,130	\$ 193,826	\$ 61,304	\$ 246,359	\$ 8,771
Employer Paid Benefits and Taxes	58,619	30,222	28,396	63,183	(4,565)
Staff Training	25,000	24,025	975	4,382	20,618
Travel and Conferences	7,000	18,400	(11,400)	2,689	4,311
Membership and Fees	6,300	600	5,700	3,300	3,000
Publications	-	302	(302)	95	(95)
Meeting Expense	-	-	-	558	(558)
Total	\$ 352,049	\$ 267,375	\$ 84,674	\$ 320,567	\$ 31,482

Atlanta Housing

Summary: Corporate Support Expense

FY 2019 Budget

	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Executive Office	\$ 1,015,502	\$ 636,411	\$ 379,091	\$ 676,455	\$ 339,047
Office of Chief Operating Officer	943,095	946,616	(3,521)	889,699	53,396
Office of General Counsel	4,189,626	2,681,867	1,507,759	3,731,118	458,508
Office of Compliance	380,352	448,900	(68,548)	119,532	260,820
Corporate Finance	2,002,260	1,956,231	46,029	1,794,703	207,557
Information Technology including RIM and PMO	8,686,919	8,656,075	30,844	7,728,987	957,932
Office of Policy & Strategy	1,228,399	1,091,610	136,789	728,284	500,115
Governmental and External Affairs	856,346	671,616	184,730	645,825	210,521
Communications, Marketing & Public Engagement	984,995	1,023,671	(38,676)	867,207	117,788
Contracts and Procurement	1,184,114	1,128,163	55,951	990,721	193,393
Human Resources Operations	1,961,202	1,579,679	381,523	1,348,643	612,559
Activities Managed by Human Resources:			-		-
Severance & Related Expense	57,000	57,000	-	5,867	51,133
Agency-wide Temporary Services	404,261	-	404,261	-	404,261
HRIS Replacement	1,200,000	-	1,200,000	-	1,200,000
Compensation Market Adjustments	500,000	-	500,000	-	500,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
Total	\$ 26,594,071	\$ 21,877,839	\$ 4,716,231	\$ 20,527,041	\$ 6,067,030

Atlanta Housing
Corporate Support Expense by Account
FY 2019 Budget

Description	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 11,694,173	\$ 11,568,719	\$ 125,454	\$ 10,203,762	\$ 1,490,411
Employer Paid Benefits and Taxes	2,571,714	2,488,528	83,187	2,143,649	428,066
Background Checks	2,600	2,600	-	5,000	(2,400)
Outside Legal Counsel	2,150,000	650,000	1,500,000	1,933,470	216,530
Staff Training	459,318	288,565	170,753	140,445	318,873
Recruitment	110,000	60,000	50,000	218,742	(108,742)
Travel and Conferences	124,115	114,300	9,815	65,473	58,642
Auditing Fees	156,000	152,000	4,000	152,000	4,000
Marketing	248,780	221,880	26,900	69,160	179,620
Consulting and Professional Services	1,903,506	1,448,425	455,081	1,087,893	815,613
Membership and Fees	134,807	140,700	(5,893)	123,955	10,852
Publications	66,213	91,713	(25,500)	69,032	(2,819)
Advertising	27,589	19,089	8,500	9,759	17,830
Office Supplies	168,800	155,300	13,500	187,711	(18,911)
Telephone	214,450	255,688	(41,238)	199,688	14,762
Postage, Shipping and Courier	132,000	132,000	-	116,562	15,438
License Fees and Maintenance Contracts	1,925,396	1,614,121	311,275	1,478,384	447,012
Copiers	248,282	248,282	-	221,036	27,246
Cell Phones	137,500	156,000	(18,500)	135,938	1,562
Computer Maintenance and Repairs	5,000	5,000	-	1,628	3,372
Temporary Services	-	27,500	(27,500)	199,685	(199,685)
Small Office Equipment	7,500	6,000	1,500	10,942	(3,442)
Other Miscellaneous Expenses	1,000	1,250	(250)	2,043	(1,043)
Printing/Photocopying	50,000	50,000	-	20,387	29,613
Employee Activities/Promotions	57,875	50,344	7,531	21,100	36,775
Meeting Expense	69,250	62,550	6,700	52,264	16,986
Non-Capitalized Hardware	155,000	215,000	(60,000)	160,794	(5,794)
Non-Capitalized Software	6,000	6,000	-	821	5,179
Resident Meetings	9,800	9,800	-	7,075	2,725
Vehicle Maintenance and Fuel	20,000	20,000	-	13,916	6,084
Supplies - Maintenance and Repairs	3,000	3,000	-	1,500	1,500
Contract - Building Repairs	5,000	5,000	-	8,475	(3,475)
Contract Costs - Other	114,900	159,000	(44,100)	75,170	39,730
Security Contracts	-	-	-	1,833	(1,833)
Fiduciary Insurance	128,750	90,000	38,750	127,562	1,188
Workers Compensation Insurance	155,450	153,700	1,750	146,132	9,318
Liability Insurance	133,042	122,786	10,256	85,981	47,061
Auto Insurance	35,000	25,000	10,000	27,305	7,695
Other General Expense	1,000	1,000	-	771	229
Severance & Related Expense	57,000	57,000	-	-	57,000
Agency-wide Temporary Services	404,261	-	404,261	-	404,261
HRIS Replacement	1,200,000	-	1,200,000	-	1,200,000
Compensation Market Adjustments	500,000	-	500,000	-	500,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
Total	\$ 26,594,072	\$ 21,877,839	\$ 4,716,232	\$ 20,527,041	\$ 6,067,031

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Executive Office	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 753,991	\$ 454,230	\$ 299,761	\$ 496,740	\$ 257,251
Employer Paid Benefits and Taxes	127,247	50,851	76,396	56,430	70,817
Staff Training	3,500	2,000	1,500	2,530	970
Travel and Conferences	25,000	25,000	-	16,077	8,923
Membership and Fees	92,139	91,040	1,099	90,000	2,139
Publications	625	290	335	-	625
Other Miscellaneous Expenses	500	500	-	1,730	(1,230)
Meeting Expense	12,500	12,500	-	12,949	(449)
Total	\$ 1,015,502	\$ 636,411	\$ 379,091	\$ 676,455	\$ 339,047

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Office of Chief Operating Office					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 390,890	\$ 435,434	\$ (44,544)	\$ 350,013	\$ 40,877
Employer Paid Benefits and Taxes	68,113	78,046	(9,933)	57,842	10,271
Staff Training	5,000	500	4,500	104	4,896
Travel and Conferences	5,200	1,500	3,700	20	5,180
Consulting and Professional Services	1,000	1,000	-	60,000	(59,000)
Membership and Fees	150	150	-	-	150
Office Supplies	250	250	-	-	250
Meeting Expense	250	18,250	(18,000)	20,824	(20,574)
Vehicle Maintenance and Fuel	20,000	20,000	-	13,916	6,084
Fiduciary Insurance	128,750	90,000	38,750	127,562	1,188
Workers Comp Insurance	155,450	153,700	1,750	146,132	9,318
Liability Insurance	133,042	122,786	10,256	85,981	47,061
Auto Insurance	35,000	25,000	10,000	27,305	7,695
Total	\$ 943,095	\$ 946,616	\$ (3,521)	\$ 889,699	\$ 53,396

**Atlanta Housing
Corporate Support Expense
FY 2019 Budget**

Office of General Counsel					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,621,284	\$ 1,622,299	\$ (1,015)	\$ 1,327,549	\$ 293,735
Employer Paid Benefits and Taxes	326,736	322,966	3,770	266,229	60,507
Outside Legal Counsel	2,150,000	650,000	1,500,000	1,933,470	216,530
Staff Training	25,708	15,000	10,708	9,237	16,471
Travel and Conferences	16,315	10,000	6,315	7,047	9,268
Consulting and Professional Services	20,000	30,000	(10,000)	39,275	(19,275)
Membership and Fees	5,505	10,785	(5,280)	49	5,456
Publications	19,328	18,567	761	21,757	(2,429)
Advertising	1,000	500	500	407	593
Office Supplies	750	750	-	81	669
Temporary Services	-	-	-	124,424	(124,424)
Other Miscellaneous Expenses	-	-	-	313	(313)
Meeting Expense	2,000	-	2,000	510	1,490
Other General Expense	1,000	1,000	-	771	229
Total	\$ 4,189,626	\$ 2,681,867	\$ 1,507,759	\$ 3,731,118	\$ 458,508

**Atlanta Housing
Corporate Support Expense
FY 2019 Budget**

Office of Compliance					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 281,080	\$ 285,838	\$ (4,758)	\$ -	\$ 281,080
Employer Paid Benefits and Taxes	68,272	61,262	7,010	-	68,272
Staff Training	15,000	20,000	(5,000)	6,300	8,700
Travel and Conferences	5,000	5,000	-	3,232	1,768
Consulting and Professional Services	10,000	75,000	(65,000)	110,000	(100,000)
Membership and Fees	-	500	(500)	-	-
Office Supplies	500	500	-	-	500
Meeting Expense	500	800	(300)	-	500
Total	\$ 380,352	\$ 448,900	\$ (68,548)	\$ 119,532	\$ 260,820

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Corporate Finance					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 1,418,152	\$ 1,370,655	\$ 47,497	\$ 1,310,626	\$ 107,526
Employer Paid Benefits and Taxes	293,548	282,681	10,867	268,443	25,105
Staff Training	14,850	19,850	(5,000)	20,318	(5,468)
Travel and Conferences	7,600	3,600	4,000	3,600	4,000
Auditing Fees	156,000	152,000	4,000	152,000	4,000
Consulting and Professional Services	107,500	108,400	(900)	36,575	70,925
Membership and Fees	3,150	2,395	755	2,660	490
Publications	660	600	60	480	180
Office Supplies	300	300	-	-	300
Temporary Services	-	15,000	(15,000)	-	-
Other Miscellaneous Expenses	500	750	(250)	-	500
Total	\$ 2,002,260	\$ 1,956,231	\$ 46,029	\$ 1,794,703	\$ 207,557

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Information Technology	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 2,845,711	\$ 3,050,283	\$ (204,572)	\$ 2,916,123	\$ (70,412)
Employer Paid Benefits and Taxes	617,702	678,287	(60,585)	618,941	(1,239)
Staff Training	35,000	35,000	-	33,974	1,026
Travel and Conferences	20,000	20,000	-	16,703	3,297
Consulting and Professional Services	493,356	417,875	75,481	242,183	251,173
Membership and Fees	7,240	7,000	240	6,694	546
Publications	5,000	5,000	-	2,791	2,209
Office Supplies	3,000	1,000	2,000	1,860	1,140
Telephone	214,450	255,688	(41,238)	199,688	14,762
License Fees and Maintenance Contracts	1,925,396	1,614,121	311,275	1,478,384	447,012
Cell Phones	137,500	156,000	(18,500)	135,938	1,562
Computer Maintenance and Repairs	5,000	5,000	-	1,628	3,372
Temporary Services	-	12,500	(12,500)	-	-
Small Office Equipment	7,500	6,000	1,500	10,942	(3,442)
Meeting Expense	7,500	7,500	-	7,500	-
Non-Capitalized Hardware	155,000	215,000	(60,000)	160,794	(5,794)
Non-Capitalized Software	6,000	6,000	-	821	5,179
Contract - Building Repairs	5,000	5,000	-	8,475	(3,475)
Total	\$ 6,490,355	\$ 6,497,254	\$ (6,899)	\$ 5,843,439	\$ 646,916

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

IT Records & Information Management					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 824,047	\$ 814,185	\$ 9,862	\$ 773,465	\$ 50,582
Employer Paid Benefits and Taxes	191,803	198,466	(6,663)	192,810	(1,007)
Staff Training	14,245	8,500	5,745	10,610	3,635
Travel and Conferences	10,000	9,500	500	842	9,158
Consulting and Professional Services	52,000	102,000	(50,000)	30,000	22,000
Membership and Fees	1,400	1,400	-	500	900
Office Supplies	157,000	50,000	107,000	61,798	95,202
Postage, Shipping and Courier	132,000	132,000	-	116,562	15,438
Copiers	248,282	248,282	-	221,036	27,246
Printing/Photocopying	50,000	50,000	-	20,387	29,613
Supplies - Maintenance and Repairs	3,000	3,000	-	1,500	1,500
Contract Costs - Other	114,900	159,000	(44,100)	75,170	39,730
Total	\$ 1,798,677	\$ 1,776,333	\$ 22,344	\$ 1,504,679	\$ 293,998

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

IT Program Management					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 309,098	\$ 299,819	\$ 9,279	\$ 300,579	\$ 8,519
Employer Paid Benefits and Taxes	81,989	74,869	7,120	77,480	4,509
Staff Training	6,000	6,000	-	2,500	3,500
Travel and Conferences	-	1,000	(1,000)	-	-
Membership and Fees	800	800	-	310	490
Total	\$ 397,887	\$ 382,488	\$ 15,399	\$ 380,869	\$ 17,018

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Office of Policy & Strategy					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 594,086	\$ 560,205	\$ 33,881	\$ 495,815	\$ 98,271
Employer Paid Benefits and Taxes	133,532	132,114	1,418	100,824	32,708
Staff Training	1,800	7,100	(5,300)	100	1,700
Travel and Conferences	12,500	15,000	(2,500)	4,406	8,094
Consulting and Professional Services	477,500	355,000	122,500	71,027	406,473
Membership and Fees	250	2,700	(2,450)	3,667	(3,417)
Publications	1,481	9,241	(7,760)	1,936	(455)
Advertising	3,000	4,000	(1,000)	27	2,973
Office Supplies	750	250	500	-	750
Temporary Services	-	-	-	46,006	(46,006)
Meeting Expense	3,500	6,000	(2,500)	4,476	(976)
Total	\$ 1,228,399	\$ 1,091,610	\$ 136,789	\$ 728,284	\$ 500,115

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Governmental and External Affairs	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 656,050	\$ 528,568	\$ 127,482	\$ 513,023	\$ 143,027
Employer Paid Benefits and Taxes	170,201	116,898	53,303	115,083	55,118
Staff Training	7,600	4,750	2,850	704	6,896
Travel and Conferences	10,700	9,600	1,100	9,600	1,100
Consulting and Professional Services	-	1,000	(1,000)	-	-
Membership and Fees	245	250	(5)	-	245
Office Supplies	1,250	250	1,000	339	911
Meeting Expense	500	500	-	-	500
Resident Meetings	9,800	9,800	-	7,075	2,725
Total	\$ 856,346	\$ 671,616	\$ 184,730	\$ 645,825	\$ 210,521

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Communications, Marketing & Public Engagement					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 451,084	\$ 561,981	\$ (110,897)	\$ 546,267	\$ (95,183)
Employer Paid Benefits and Taxes	89,564	125,748	(36,183)	111,533	(21,968)
Staff Training	14,450	8,450	6,000	2,019	12,431
Travel and Conferences	-	2,400	(2,400)	2,954	(2,954)
Marketing	231,000	204,100	26,900	66,533	164,467
Consulting and Professional Services	174,000	105,000	69,000	105,000	69,000
Membership and Fees	2,118	3,070	(952)	3,711	(1,593)
Publications	18,279	11,422	6,857	21,534	(3,255)
Office Supplies	4,500	1,500	3,000	251	4,249
Meeting Expense	-	-	-	5,571	(5,571)
Security Contracts	-	-	-	1,833	(1,833)
Total	\$ 984,995	\$ 1,023,671	\$ (38,676)	\$ 867,207	\$ 117,788

**Atlanta Housing
Corporate Support Expense
FY 2019 Budget**

Contracts and Procurement	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 827,697	\$ 766,895	\$ 60,802	\$ 666,647	\$ 161,050
Employer Paid Benefits and Taxes	208,733	170,059	38,674	149,951	58,782
Staff Training	24,665	15,415	9,250	3,655	21,010
Travel and Conferences	11,700	11,700	-	953	10,747
Marketing	17,780	17,780	-	2,627	15,153
Consulting and Professional Services	35,000	-	35,000	-	35,000
Membership and Fees	14,950	15,050	(100)	15,847	(897)
Publications	-	675	(675)	-	-
Advertising	23,589	14,589	9,000	9,325	14,264
Office Supplies	-	100,000	(100,000)	123,031	(123,031)
Temporary Services	-	-	-	18,652	(18,652)
Meeting Expense	20,000	16,000	4,000	33	19,967
Total	\$ 1,184,114	\$ 1,128,163	\$ 55,951	\$ 990,721	\$ 193,393

Atlanta Housing
Corporate Support Expense
FY 2019 Budget

Human Resources Operations					
	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Salaries	\$ 721,003	\$ 818,327	\$ (97,324)	\$ 506,916	\$ 214,087
Employer Paid Benefits and Taxes	194,274	196,280	(2,006)	128,083	66,191
Background Checks	2,600	2,600	-	5,000	(2,400)
Staff Training	291,500	146,000	145,500	48,393	243,107
Recruitment	110,000	60,000	50,000	218,742	(108,742)
Travel and Conferences	100	-	100	40	60
Consulting and Professional Services	533,150	253,150	280,000	387,966	145,184
Membership and Fees	6,860	5,560	1,300	517	6,343
Publications	20,840	45,918	(25,078)	20,533	307
Office Supplies	500	500	-	349	151
Temporary Services	-	-	-	10,603	(10,603)
Employee Activities/Promotions	57,875	50,344	7,531	21,100	36,775
Meeting Expense	22,500	1,000	21,500	400	22,100
Total	\$ 1,961,202	\$ 1,579,679	\$ 381,523	\$ 1,348,643	\$ 612,559

**Atlanta Housing
Corporate Support Expense
FY 2019 Budget**

Activities Managed by Human Resources	FY 2019 Budget	FY 2018 Budget	FY 2019B Over (Under) FY 2018B	FY 2018 Forecast	FY 2019B Over (Under) FY 2018F
Severance & Related Expense					
Consulting and Professional Services	\$ 7,000	\$ 7,000	\$ -	\$ 5,867	\$ 1,133
Severance Expense	50,000	50,000	-	-	50,000
Total	57,000	57,000	-	5,867	51,133
Agency-wide Temporary Services	404,261	-	404,261	-	404,261
HRIS Replacement	1,200,000	-	1,200,000	-	1,200,000
Compensation Market Adjustments	500,000	-	500,000	-	500,000
Defined Benefit Pension Plan Contribution	1,000,000	1,000,000	-	1,000,000	-
Total	\$ 3,161,261	\$ 1,057,000	\$ 2,104,261	\$ 1,005,867	\$ 2,155,394

Ten-Year Financial Forecast

The following table provides a 10-year financial forecast for Atlanta Housing. This presentation was not included in the Budget Book provided to the Board but was briefed separately. One reason for not including the forecast is that the CEO of AHA left in March 2018 and has been replaced by an interim CEO. The Interim CEO announced that he was going to review AH’s plans and may be making significant changes in the direction that AH was headed. Therefore, the information included in the table on the next page may change considerably and was not included in the Budget Book provided to the public.

AHA - 10 -Year Projections - Operating and Development Activity													
Overall Excess (Shortfall) MTW before Development	41,356,791	42,627,796	23,745,889	29,811,966	22,894,967	(185,389)	(5,571,029)	(6,025,063)	(5,027,825)	(6,794,374)	(7,115,252)	(10,850,415)	(13,216,219)
	Actual	Actual	Actual	Actual	Budget	Projections	Projections	Projections	Projections	Projections	Projections	Projections	Projections
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Summary													
Voucher utilization % (excl. SPVs but including RAD units)	69.0%	72.0%	74.2%	79.1%	83.4%	87.9%	89.2%	90.1%	90.3%	89.9%	89.9%	90.3%	89.0%
Total Authorized Vouchers	19,804	19,834	20,013	20,286	20,963	22,372	22,880	23,284	23,421	23,660	23,660	23,822	24,026
Total Voucher Utilization at end of fiscal year	13,955	14,823	15,345	16,444	17,985	20,090	20,642	21,060	21,204	21,480	21,495	21,613	21,390
Section 8 Housing Choice Program													
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2026
Total HUD Voucher Funding Budget with SPV & MS5	184,437,785	184,588,126	183,817,282	185,268,057	196,037,883	201,918,437	204,073,473	207,233,439	209,193,135	209,496,217	210,820,671	212,859,008	215,064,011
Total Voucher HAP Expenses	123,428,388	124,545,391	128,290,478	134,895,366	148,806,717	170,045,066	179,427,989	183,664,533	185,736,607	187,895,855	189,535,093	195,481,669	200,779,026
Total Admin Fee Revenue including all SPV/MS5	16,710,478	16,549,141	16,593,422	17,439,257	18,094,713	18,513,732	19,478,800	20,361,361	20,729,870	20,728,552	20,983,893	21,075,797	21,279,252
Total Voucher Administration Expenses	9,857,834	9,734,327	10,201,292	10,157,120	11,327,484	11,365,205	11,394,995	11,300,381	11,331,374	11,362,987	11,395,233	11,428,124	11,461,672
				202,707,314	214,132,596	220,432,169							
Total Voucher Expenses	133,286,222	134,279,718	138,491,770	145,052,486	160,134,201	181,410,270	190,822,984	194,964,914	197,067,981	199,258,842	200,930,326	206,909,792	212,240,698
Housing Choice Funds (Undrawn) from HUD		-	-			-	-	-	-	-	-	-	-
Section 8 Surplus/(Deficit) HC HAP and Admin Fee	67,862,041	66,857,548	61,918,934	57,654,828	53,998,395	39,021,899	32,729,289	32,629,886	32,855,024	30,965,926	30,874,238	27,025,012	24,102,564
	214,132,596												
Section 9 Funding Surplus (Shortfall)	(1,956,850)	805,935	(7,334,924)	42,367	3,786,992	(1,900,413)	(1,114,972)	(733,562)	(750,446)	(436,337)	(470,134)	(293,687)	326,590
Funds Available for Other MTW Activities & Administration	65,905,191	67,663,483	54,584,010	57,697,195	57,785,387	37,121,486	31,614,317	31,896,324	32,104,577	30,529,589	30,404,104	26,731,325	24,429,154
Operating Division Expenses excl. Vouch/PBRA Administration	3,055,473	3,230,668	3,972,205	5,429,216	7,733,871	7,888,549	8,046,320	8,207,246	7,840,322	7,997,128	8,157,071	8,157,071	8,157,071
Human Development Support Services and Community Relations	1,155,566	1,015,126	1,141,071	911,632	1,372,421	1,372,421	1,372,421	1,372,421	1,372,421	1,372,421	1,372,421	1,372,421	1,372,421
Corporate Administration Expense (incl. Pension contribution)	19,386,084	19,485,924	26,528,564	20,507,913	26,594,071	26,615,952	26,638,271	27,171,037	27,171,037	27,171,037	27,171,037	27,171,037	27,171,037
AHA HQ Building - Operating & Capital (incl Zell M)	1,985,191	1,513,532	1,353,593	1,907,936	2,446,451	2,495,380	2,545,288	2,596,193	2,648,117	2,701,080	2,755,101	2,810,203	2,866,407
AHA other properties - Operating expenses	539,627	661,063	350,000	925,775	1,228,156	1,252,719	927,774	946,329	350,000	357,000	364,140	371,423	378,851
Total Administration Expenses	27,316,144	26,673,241	32,344,474	28,772,370	38,071,976	38,295,967	38,174,438	38,910,479	38,121,494	38,313,055	38,508,447	38,570,832	38,634,464
Fees for Services - RHF Grant					(2,170,495)								
Other Revenue, excluding development-related income	(2,767,743)	(1,637,553)	(1,506,353)	(887,141)	(1,249,178)	(989,092)	(989,092)	(989,092)	(989,092)	(989,092)	(989,092)	(989,092)	(989,092)
Unused Non Federal Funds	238,116												
Overall Excess (Shortfall) MTW before Development	41,356,791	42,627,796	23,745,889	29,811,966	22,894,967	(185,389)	(5,571,029)	(6,025,063)	(5,027,825)	(6,794,374)	(7,115,252)	(10,850,415)	(13,216,219)
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
MTW Funded Development and Revitalization Expenditures													
Total Development and Revitalization Expenditures	12,307,757	12,832,087	15,239,881	44,503,021	95,604,821	102,066,451	17,644,159	7,533,370	21,812,535	31,319,765	6,391,721	7,000,995	812,699
Overall Excess (Shortfall) MTW After Development	36,454,486	39,124,310	17,441,813	(9,127,400)	(39,229,137)	(60,380,446)	(4,127,139)	1,724,937	(20,824,652)	(31,231,444)	(11,980,965)	(15,207,031)	(14,028,918)
EPC reimbursement	2,326,518												
MTW Cash Balance - AHA held													
MTW Cash - Beginning	39,511,979	35,042,336	34,977,783	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686
Add (Subtract) Annual Excess (Shortfall)	36,454,486	39,124,310	17,441,813	(9,127,400)	(39,229,137)	(60,380,446)	(4,127,139)	1,724,937	(20,824,652)	(31,231,444)	(11,980,965)	(15,207,031)	(14,028,918)
HUD Held HCV Funds - Decrease (Increase)	(37,055,136)	(43,646,306)	(17,441,813)	9,127,400	39,229,137	60,380,446	4,127,139	(1,724,937)	20,824,652	31,231,444	11,980,965	15,207,031	14,028,918
Change in working capital and other MTW net assets	(3,529,705)	4,457,443	2,117,086										
Total MTW Cash Balance held by AHA	35,042,336	34,977,783	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686	11,509,686
Cash held at HUD balance	49,962,936	93,609,242	136,636,238	127,508,838	88,279,701	27,899,254	23,772,115	25,497,053	4,672,401	(26,559,043)	(38,540,008)	(53,747,039)	(67,775,956)
Combined MTW Available Cash - AHA and HUD Held	85,005,272	128,587,025	148,145,924	139,018,524	99,789,386	39,408,940	35,281,801	37,006,738	16,182,086	(15,049,358)	(27,030,323)	(42,237,353)	(56,266,271)